

AGENDA

DOWNTOWN DEVELOPMENT AUTHORITY



Board Members:

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

Wednesday, November 9, 2016
8:00 a.m. Meeting
29 Pearl Street, NW Suite #1

- | | | |
|---|---------------|---------|
| 1. Call to order | | |
| 2. Approve Meeting Minutes from October 12, 2016 (8:01)
(enclosure) | <i>Motion</i> | Harris |
| 3. Accept October 31, 2016 Financial Statements (8:05)
(enclosure) | <i>Motion</i> | Wallace |
| 4. Recommend DDA TIF and Development Plan Amendments (8:10)
(enclosure) | <i>Motion</i> | Kelly |
| 5. Approve BRIP for 438 Bridge Street (8:25)
(enclosure) | <i>Motion</i> | Kelly |
| 6. Approve Support for LaughFest 2017 (8:30)
(enclosure) | <i>Motion</i> | Larson |
| 7. Authorize Support for IDA Research (8:40)
(enclosure) | <i>Motion</i> | Larson |
| 8. Authorize Execution of Bikeshare Feasibility Agreement (8:50)
(enclosure) | <i>Motion</i> | Kirk |
| 9. Authorize Contract for Video Production (9:00)
(enclosure) | <i>Motion</i> | Guy |
| 10. Movies in the Park – Impact Report (9:05) | Info Item | Larson |
| 11. President & CEO Report (9:20) | Info Item | Larson |
| 12. Public Comment (9:25) | | |
| 13. Board Member Discussion (9:30) | | |
| 14. Adjournment | | |



UNAPPROVED MINUTES

MEETING OF THE DOWNTOWN DEVELOPMENT AUTHORITY

October 12, 2016

1. Call to Order – The meeting was called to order at 8:03am

2. Attendance

Present: Mayor Rosalynn Bliss, Kayem Dunn, Dr. Wendy Falb, Jane Gietzen, Brian Harris, Elissa Hillary, Diana Sieger, Jim Talen, Rick Winn

Absent: none

Others Present: Kristopher Larson (Executive Director), Murphy Ackerman (DDA Executive Assistant), Jana Wallace (DDA Treasurer), Bill Kirk, Andy Guy, Annamarie Buller (Staff) Melvin Eledge, Dick Wendt, Ryan Wheeler, John Wheeler, Nick Manes, Jim Harger, Jono Klooster, Jackson Botsford, David Bulkowski, Marla Ehlers

3. Approve Meeting Minutes from September 29, 2016

Motion: Diana Sieger, supported by Jim Talen, moved approval of the minutes from the September 29, 2016 meeting as presented. Motion carried unanimously.

4. Approve Preliminary July 1-September 30, 2016 Financial Statements

Ms. Wallace gave an overview of the financial statements. Ms. Wallace explained that the warrant is inclusive of transactions from July 1 through September 30. Ms. Wallace said that the summer tax increment revenues have been distributed and are accounted for in the statements.

Motion: Jane Gietzen, supported by Kayem Dunn, moved to approve Statement D: Schedule of July 1-September 30, 2016 Expenditures as recommended. Motion carried unanimously.

5. Recommend DDA TIF and Development Plan Amendments

Mr. Harris said this item was previewed at the previous meeting, but wanted to ensure that the Board had a robust conversation regarding the amendments before making a recommendation to City Commission. Mr. Kelly said the goal is to approve the amended DDA TIF and Development Plan. Mr. Kelly gave an overview of the amendments and explained the key functions of the development and TIF plans. Mr. Kelly said the steering committee has been reviewing these plans and has offered a recommendation to the DDA Board for approval. Mr. Kelly gave an overview of the next steps, including a public hearing and adoption by City Commission. Mr. Kelly said it has been a goal of the organization to ensure that these documents are updated to properly reflect the goals and vision set forth by GR Forward. Mr. Kelly said supporting affordable housing as well as increasing women and minority owned business have been included, but the plan does not prescript a solution, instead allowing the opportunity for the organization to move in those spaces in the future. Mr. Kelly took a moment to present the expansion areas. Mr. Kelly said these areas were chosen because they were identified in GR Forward as opportunity sites and are projects that the DDA would not otherwise be

able to use its tools. Mr. Talen asked why the expanded boundary will not extend to the Southtown CID. Mr. Kelly said while working with City Commission and other stakeholders, it was determined that this area did not have a key project identified by GR Forward that would justify expanding to the area. Mayor Bliss added that because the Southtown CID is in its beginning stages of formation, they are still trying to identify their goals and priorities and would prefer to do so independently. Mr. Larson said it does not mean that the DDA could not expand to the Southtown CID in the future, but there is not a compelling reason at this time. Mr. Talen said he believes that Southtown could be a potential opportunity area. Mr. Larson said the recommendation presented is directly from the steering committee and the work they have done, and they did not feel that there was a current project or desire of the area to be included in the expanded boundaries. Mr. Kelly said while this is not a major expansion, and will have a nominal impact on revenues, it will help to realize goals and projects of GR Forward that might not otherwise have been possible. Mayor Bliss added that while the monetary gains are minimal, from a public improvement and engagement standpoint, these expanded areas will gain the expertise this organization provides and will allow all of the resources of DGRI to be utilized. Mr. Harris asked if it is a requirement to have consent of the existing taxing authority where overlaps will be occurring. Mr. Larson said there does not need to be official consent, but staff has met with all of the CID's and their administrators and ensured that they are receptive to the expansion. Mayor Bliss said Commissioners act as liaisons for the CID's and she has heard nothing but support from those included in the expanded boundaries. Ms. Dunn said she is very enthusiastic to see the DDA increase their ability to participate in creating and enhancing public parks. Mr. Kelly said the plan continues to affirm the goal of this Board to be an example for a well-run TIF district in the state of Michigan. Mr. Kelly gave an overview of the TIF reform and the new inclusion of opting out of special millages. Mr. Kelly also explained the concept of gain-sharing and the benefit that it will provide for those that opt in to the district. Mr. Larson said that he and staff have been working closely with both GRCC and Kent County as they opted out in 2007 and are hopeful that will choose to opt back in. Mr. Larson said that gain sharing is a useful tool to bring them back to the table. Mr. Larson said it is important for all stakeholders to be at the table to ensure collaboration and partnership at all levels. Mr. Talen said he has been working closely with County staff and reiterating the benefits of remaining in the TIF district and is hopeful that they will opt back in. Mr. Larson said he is grateful for Mr. Talen's leadership at the County and is optimistic about the prospect of the County opting back in to the district. Mr. Harris said he believes staff and the Board should be proud of the work that has been done to advance revisions and expansions that continue to elevate Grand Rapids' DDA as an example of how to run an effective DDA. Ms. Dunn commended Mr. Kelly and his work on this project. Ms. Dunn said as a member of the steering committee it was one of the more productive and efficient that she has been a part of. Mr. Winn agreed with Ms. Dunn, and said he was impressed with the way the entire process was executed. Dr. Falb said she is continually impressed with how this Board and staff use GR Forward to reflect on the needs and desires of the community. Mayor Bliss said she is hopeful that the County sees this as an opportunity to partner with the DDA and expedite the river restoration process.

Motion: Kayem Dunn, supported by Diana Sieger, moved to approve the resolution recommending the expansion of the Grand Rapids Development Area No. 1 and amending the Tax Increment Financing and Development Plan for Grand Rapids Development Area No. 1. Motion carried unanimously.

6. Approve Development Support for 150 Ottawa

Mr. Larson explained that the request for support at 150 Ottawa would include two new towers that would be home to 13,000 square feet of retail space, seven levels of parking, 120,000 square feet of office space, and 123 market-rate apartments. Mr. Larson said that according to internal analysis the project will deliver almost six million dollars in annual economic impact to the community. Mr. Wheeler thanked the Board for considering this project and explained that this space will be complicated due to

the current conditions of the land. Mr. Wheeler noted that the design for the parking garage will allow it to not appear as a ramp from the exterior of the building. Mayor Bliss asked what the timeline on the project is. Mr. Wheeler said if all deadlines are reached, demolition will begin in March of 2017 with a scheduled completion of 2019.

Motion: Kayem Dunn, supported by Mayor Rosalynn Bliss, moved to approve up to \$3,781,768 in Development Support for the 150 Ottawa Ave. NW development project and adopt the attached resolution enabling the execution of a development and reimbursement agreement. Motion carried unanimously.

7. Authorize Agreement with DAKC for Accessibility Audit

Mr. Kirk gave an overview of the request for an accessibility audit to be performed in the downtown, including the expanded boundaries. Mr. Kirk said the last audit was completed in 2007 and due to the growth in downtown, as well as the modernization requirements, it is important for this audit to be updated. Mayor Bliss asked if the scope of this project will include recommendations for accessibility when sidewalks are closed due to construction. Mr. Kirk said while that is not included in the scope of this project, it is an issue that the Alliance for Livability is working to address. Ms. Hillary thanked staff for their forethought in regards to the expanded areas. Mr. Talen asked if the past report will be used for comparison of where changes and improvements have been made. Mr. Bulkowski said the old report will be used for comparisons. Mr. Bulkowski said he is excited to see this work being done in downtown and ensuring that the downtown has the most up to date information as possible.

Motion: Jane Gietzen, supported by Kayem Dunn, moved to authorize the DDA Executive Director to enter into a contract with the Disability Advocates of Kent County to perform an Accessibility Audit for an amount not to exceed \$18,000. Motion carried unanimously.

Mayor Rosalynn Bliss exited the meeting.

8. Authorize Contract Amendment for Website Improvements

Mr. Guy shared that over the past few years DGRI was able to create a new website and bring best practices and data sharing to the organization. Mr. Guy explained that by making the information more relevant and accessible the website was able to become a hub for all of the organization's digital communications. Mr. Guy said after working with our web designers and tracking the way the website is used on a daily basis, staff has identified where enhancements should be made. Mr. Guy said these enhancements include adding a layer to the map that will track development changes and proposals, overlaying parks and public spaces to allow better access for those seeking activities in downtown, and working to streamline the development incentive applications online. Mr. Guy said the organization has been pleased with the services provided by Mighty and would like to continue to partner with them on the updates.

Motion: Elissa Hillary, supported by Jim Talen, moved to approve the execution of a contract with Mighty in the Midwest in an amount not to exceed \$55,000 for the design, development, and implementation of updates to DGRI's website. Motion carried unanimously.

9. DGRI- Major Project Updates

Mr. Kirk gave an update on the pedestrian counters and new DASH reroute. Mr. Kirk said six pedestrian counters have been deployed in downtown at locations recommended by GR Forward and Alliance for Livability members. Mr. Kirk said staff is currently collecting data to create a baseline to work from in the future. Mr. Kirk shared the data that has been collected thus far, and showed how the

data can be broken into fifteen minute intervals as well as compared with weather data. Mr. Kirk said the reroute of the DASH is a project that the organization has been working towards for three years, and is excited to see the uptick in attendance with the new routes. Mr. Kirk said the frequency and the consistency of the schedule has made the system more accessible for riders. Mr. Kirk said the 311 system at the City has reported less complaints since the new routes have been implemented. Mr. Kirk gave an overview of the ridership data and shared that DASH North has had the largest increase with large credit to our partners in the Monroe North district. Mr. Kirk said once the routes are more certain, DGRI will begin investing in more permanent infrastructure for these stops. Ms. Sieger thanked Mr. Kirk for all of his work and said the Community Foundation has been strongly encouraging alternative transportation and the use of the DASH. Mr. Talen said he appreciates the ability to review the data for both of these projects so quickly and looks forward to seeing the continued increase of metrics on both.

10. President & CEO Report

DID 9/12/16

- Received updates on DID assessment law from City Attorney & Assessor

MNTIFA (10/12/16)

- Will consider support for Accessibility Audit
- Will receive an update on DDA TIF and Development Plan amendments

DDA (10/12/16)

- Will consider support for Accessibility Audit
- Will consider development support for 150 Ottawa development project
- Will consider request for funding for web improvements
- Will consider amendments to DDA TIF and Development Plan amendments

DGRI (12/7/16)

- Agenda in development

Alliances:

INVESTMENT (10/11)

- Chair: Nikos Monoyios, Long Range Planner @ The Rapid
- Finalizing incentive program recommendations

VIBRANCY (10/19)

- Chair – Brandy Moeller, City of Grand Rapids
- Focus on Winter Event Planning, Valent-ICE

LIVABILITY (9/26)

- Chair: Lynee Wells, Principal @ Williams & Works – Working Group Discussions;

- Participated in Calder Plaza design, took tour of DASH West to Downtown Market

DGRI Staff Highlights

Events / Marketing / Communications

- Next Downtown Resident Network Event – Nov 9, 5:00 PM - GRPL
- Released the State of Downtown video ~18K views
- Completed the 2016 Movies in the Park series – Report in process
- Movies NOT in the Park Lineup @ UICA:
 - Nov 5: Batman Returns
 - Nov 12: Home Alone 2
 - Nov 19: Cool Runnings
 - Dec 10: The Mighty Ducks
 - Dec 17: Nightmare Before Christmas
- Held first Special Events Training Program – 45 attendees!
- Held final 2016 Relax at Rosa – 9/15 – Celebration for Hispanic Heritage Month
- Kicked off GR Forward Thinking Speaker Series
 - Project ñ – Oct 10, 6:30 – 8:30 PM; Loosemore Auditorium
 - Van Jones – Oct 27th, in collaboration with LINC Empowered Communities Conference
 - Dr. Tsemberis – November 16, 6:00 PM; Fountain St. Church
- Coordinating Holiday Tree / Downtown Holiday kickoff event

Planning / Development

- Maintaining close contact with legislation-sponsoring lawmakers and State organizations as we prepare for TIF reform moving into lame duck scenario
- GR Forward awarded the Daniel Burnham Award for Excellence in Comprehensive Planning
- KL & TK participating on Daniel Rose Fellowship project team- Organized by ULI & National League of Cities. Team also includes Mayor Bliss, Kara Wood, and Josh Naramore from City of GR.
- RFP for Bikeshare feasibility study released!
- Hosted two supplemental Calder Plaza design sessions – Sep 29 & Sep 30
- Partnering with Experience GR and Grand Action on Destination Asset Initiative
- Managing Lyon Square Schematic Design – received 100% SD set.

11. Public Comment
None

12. Board Member Discussion
None

13. Adjournment
The meeting adjourned at 9:35am

MEMORANDUM

CITY OF GRAND RAPIDS · DOWNTOWN DEVELOPMENT AUTHORITY

**Agenda Item 3.
November 9, 2016
DDA Meeting**

DATE: November 3, 2016

TO: Brian Harris
Chairman

FROM: Jana M. Wallace
Downtown Development Authority Treasurer

SUBJECT: FY2017 Interim Financial Statements as of October 31, 2016

Attached are the DDA's interim financial statements for the first four months of the fiscal year ending June 30, 2017. The attached statements include:

- Statement A: Balance Sheet
- Statement B: Comparison of FY2017 Budget vs Actual Results
- Statement C: Statement of Project Expenditures
- Statement D: Schedule of October, 2016 Expenditures

Due improvements resulting from the City's new accounting system, for the first time I've included in Statement A a line item called "Accumulated Depreciation on Fixed Assets." DDA fixed assets subject to depreciation include Van Andel Arena, the LED video board and other equipment inside the Arena, land improvements for the DDA's parking areas, etc. Land owned by the DDA is not depreciable. Annually City staff work with SMG, which operates the Arena on behalf of the GRKCCAA, to determine which of the fiscal year's capital investments should be added or deleted from the DDA's Arena-related assets list.

The Authority has sufficient cash to support budgeted expenditures.

Please contact me at 616-456-4514 or jwallace@grcity.us if you have any questions.

Attachments

STATEMENT A

DOWNTOWN DEVELOPMENT AUTHORITY

Balance Sheet

As of October 31, 2016

	Non-Tax Funds	Debt Increment	Local Tax Increment	TOTAL
ASSETS				
Pooled Cash and Investments	\$ 4,426,038	\$ 7,691,332	\$ 7,272,961	\$ 19,390,331
Petty Cash	-	-	500	500
Debt Service Reserve Fund	-	5,406,462	-	5,406,462
Loan Receivable - Project Developer	613,848	-	-	613,848
Loan Receivable - Special Assessments	11,052	-	-	11,052
General Fixed Assets	-	-	90,051,736	90,051,736
Accumulated Depreciation on Fixed Assets	-	-	(50,672,717)	(50,672,717)
Future Tax Increment Revenues Anticipated	-	30,098,726	139,500	30,238,226
TOTAL ASSETS	\$ 5,050,938	\$ 43,196,520	\$ 46,791,980	\$ 95,039,438
LIABILITIES AND FUND EQUITY				
Liabilities				
Current Liabilities	\$ -	\$ -	\$ 201,359	\$ 201,359
Parking Revenue Payable	69,620	-	(69,620)	-
Project Increment Due to Developers	-	-	7,373	7,373
Debt Increment Excess Capture	-	3,826,086	-	3,826,086
Deposit - Area 1 and Area 5 Options to Buy	107,578	-	-	107,578
Net Retiree Health Care Obligation ¹	-	-	(5,720)	(5,720)
Prior Year Property Tax Appeals	-	139,214	77,008	216,222
Deferred Revenue - Developer Loan	613,848	-	-	613,848
Contract Payable	-	-	139,500	139,500
Bonds Payable	-	30,098,726	-	30,098,726
TOTAL LIABILITIES	791,046	34,064,026	349,900	35,204,972
Fund Balance / Equity:				
Investments in General Fixed Assets, net of Accumulated Depreciation	-	-	39,379,019	39,379,019
Non-Tax Increment Reserve	3,728,161	-	-	3,728,161
Reserve for Authorized Projects	-	-	6,341,156	6,341,156
Reserve for Brownfield Series 2012A Bonds	531,071	-	-	531,071
Reserve for Compensated Absences	-	-	7,881	7,881
Reserve for Eligible Obligations	-	9,132,494	-	9,132,494
Reserve for Encumbrances	660	-	714,024	714,684
TOTAL FUND EQUITY	4,259,892	9,132,494	46,442,080	59,834,466
TOTAL LIABILITIES & FUND EQUITY	\$ 5,050,938	\$ 43,196,520	\$ 46,791,980	\$ 95,039,438

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 FY2017 Budget vs Actual Results July 1, 2016 - October 31, 2016

	Non-Tax Funds		Debt Tax Increment		Local Tax Increment	
	Budget	Actual	Budget	Actual	Budget	Actual
REVENUES						
Property Tax Increment - General	\$ -	\$ -	\$ 9,630,568	\$ 9,635,610	\$ 5,107,623	\$ 4,665,956
Property Tax Increment - Transit Millage	-	-	-	-	454,848	454,848
Property Tax Increment - Prior Year Appeals	-	-	(75,000)	-	(75,000)	-
Property Tax Increment - Rebates to City / ITP	-	-	-	-	(327,571)	-
Special Assessments - Areaway	15,000	-	-	-	-	-
Brownfield Authority - Grandville Avenue	-	-	-	-	26,180	24,528
Brownfield Authority - Veterans Park	-	-	-	-	606,979	-
Interest on Investments - General	22,171	1,547	5,000	2,851	54,307	2,235
Interest on Investments - Multi-Year Accrual Reversal	-	(50,440) ¹	-	(29,645) ¹	-	(96,253) ¹
Interest on Investments - The Gallery Note	27,623	-	-	-	-	-
Property Rental - DASH Parking Lots	321,332	-	-	-	-	-
Property Rentals - YMCA Customer Parking	51,510	-	-	-	-	-
Event Sponsorships and Support	60,000	5,825	-	-	-	-
Principal Repayments - The Gallery on Fulton Note	50,000	-	-	-	-	-
Restricted Contributions - Lyon Square Partners	-	-	-	-	560,000	-
Sale of Parking Area 5	6,550,000	-	-	-	-	-
Series 1994 Debt Service Reserve Fund	-	-	564,160	-	-	-
Reimbursements and Fees - Miscellaneous	600	88	-	-	10,000	-
From / (To) Fund Balance	(3,812,588)	-	(5,000)	-	1,129,984	-
TOTAL REVENUES	\$ 3,285,648	\$ (42,980)	\$ 10,119,728	\$ 9,608,816	\$ 7,547,350	\$ 5,051,314
EXPENDITURES						
Investment - Planning and Infrastructure						
Development Incentive Programs	\$ -	\$ -	\$ -	\$ -	\$ 1,225,000	\$ 642,241
Transit Projects - Transit Millage Funded	-	-	-	-	580,000	-
Planning	10,000	7,903	-	-	10,000	3,375
Public Infrastructure	2,051,451	-	-	-	3,089,000	418,220
Investment Total	\$ 2,061,451	\$ 7,903	\$ -	\$ -	\$ 4,904,000	\$ 1,063,836
Livability - Residents / Workers / Neighborhood	412,000	85,689	-	-	870,000	268,231
Vibrancy - Attracting Visitors	555,000	119,293	-	-	295,000	24,237
Miscellaneous	40,000	19,045	-	-	-	-
Total Alliance Projects	\$ 3,068,451	\$ 231,930	\$ -	\$ -	\$ 6,069,000	\$ 1,356,304
Administration	3,200	210	-	-	1,022,863	323,842
Debt Service for Bond Issues	213,997	-	5,809,525	742,512	455,487	49,309
Estimated Capture to be Returned	-	-	4,310,203	-	-	-
TOTAL EXPENDITURES	\$ 3,285,648	\$ 232,140	\$ 10,119,728	\$ 742,512	\$ 7,547,350	\$ 1,729,455
EXCESS / (DEFICIT)	\$ -	\$ (275,120)	\$ -	\$ 8,866,304	\$ -	\$ 3,321,859

Note 1: For efficiency reasons, the City Treasurer does not record interest revenue when earned from multiple year investments. Instead, revenues associated with multiple year investments are accumulated annually, accrued, & then reversed in the following fiscal year.

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STATEMENT C

DOWNTOWN DEVELOPMENT AUTHORITY

Statement of Current Project Expenditures

As of October 31, 2016

Project Title	Project Budgets		EXPENDITURES			Available Budget
	%	Cost	Month	Fiscal Year	All Years	
Areaway Fill Program (ARIP)		70,000 ^{1,2}	-	-	-	70,000
Building Re-use Incentive Program (BRIP)		250,000 ^{1,2}	50,000	134,050	-	115,950
Development Project Guidance		80,000 ^{1,2}	334	2,745	-	77,255
Development Project Reimbursements		775,000 ^{1,2}	144,938	505,446	-	269,554
Streetscape Improvement Incentive Program		50,000 ^{1,2}	-	-	-	50,000
Investment - Development Incentives Sub-Total	10.19%	\$ 1,225,000	\$ 195,272	\$ 642,241	\$ -	\$ 582,759
DASH North Shuttle Services		80,000 ^{1,2}	-	-	-	80,000
New Downtown Circulator Infrastructure		500,000 ²	-	-	-	500,000
Investment - Transit Millage Funded Sub-Total	4.82%	\$ 580,000	\$ -	\$ -	\$ -	\$ 580,000
Downtown Plan - Community Relations		10,000 ^{1,2}	-	3,375	-	10,000
Investment - Planning Sub-Total	0.08%	\$ 10,000	\$ -	\$ 3,375	\$ -	\$ 10,000
Arena South Implementation		636,596 ²	-	-	86,596	550,000
Bridge Street Streetscape Improvs		216,237 ²	-	33	116,270	99,967
Grand River Activation		200,000 ²	-	-	-	200,000
Ionia Avenue Cycletrack		286,000 ²	-	-	-	286,000
Library Area Improvements		250,000 ²	-	-	-	250,000
Lyon Square Improvements		916,882 ²	74,666	158,594	325,475	591,407
Michigan / Ottawa Gateway		75,000 ²	-	-	-	75,000
Pearl Street Gateway Enhancements		504,280 ²	-	50,114	351,840	152,440
Rowe Hotel Public Improvements		120,000 ²	-	-	-	120,000
Sheldon Blvd - Weston to Cherry Street		250,000 ²	-	-	-	250,000
State Street & Bostwick Ave Reconstruction		1,575,000 ²	47,571	209,479	808,482	766,518
Streetscape Improvements - various		600,000 ²	-	-	-	600,000
Veterans Park Improvements		894,890 ²	-	-	144,890	750,000
Weston Street - Sheldon to LaGrave Ave		100,000 ²	-	-	-	100,000
Investment - Public Infrastructure Sub-Total	55.11%	\$ 6,624,885	\$ 122,237	\$ 418,220	\$ 1,833,553	\$ 4,791,332
Downtown Speakers Series		10,000 ^{1,3}	403	7,903	-	2,097
Investment - Non-Tax Supported Sub-Total	0.08%	\$ 10,000	\$ 403	\$ 7,903	\$ -	\$ 2,097
Accessibility and Mobility Repairs		100,000 ^{1,2}	-	-	-	100,000
Bicycle Friendly Improvements		712,044 ²	-	-	137,044	575,000
Downtown Census		53,000 ²	-	-	23,000	30,000
Heartside Public Restroom Facility		100,000 ²	148,947	148,947	-	100,000
Public Realm Improvements		513,536 ²	395	97,299	210,835	302,701
Snowmelt System Repairs / Investigation		50,000 ^{1,2}	-	1,908	-	48,092
Tree Well Fill		150,000 ²	-	-	-	150,000
Urban Recreation Plan		264,084 ²	-	-	54,084	210,000
Wayfinding System Improvements		326,904 ²	-	20,077	91,981	234,923
Livability - Local Tax Supported Sub-Total	18.88%	\$ 2,269,568	\$ 149,342	\$ 268,231	\$ 516,944	\$ 1,750,716
Division Ave Task Force Implemntn		2,500 ^{1,3}	-	-	-	2,500
Downtown Ambassadors		225,000 ^{1,3}	24,622	73,852	-	151,148
Educational Partnerships Initiatives		5,000 ^{1,3}	-	-	-	5,000
Project and Fixed Asset Maintenance		25,000 ^{1,3}	-	-	-	25,000
Public Realm Improvements		- ^{1,3}	-	5,439	-	(5,439)
Riverwalk Maintenance		20,000 ^{1,3}	-	-	-	20,000
Stakeholder Engagement Programs		15,000 ^{1,3}	-	4,113	-	10,887
Street Trees Maintenance Program		5,000 ^{1,3}	-	-	-	5,000
Transportation Demand Mmnt Prog		112,500 ^{1,3}	1,565	2,285	-	110,215
Winter Avenue Building Lease		2,000 ^{1,3}	-	-	-	2,000
Livability - Non-Tax Supported Sub-Total	3.43%	\$ 412,000	\$ 26,187	\$ 85,689	\$ -	\$ 326,311
DGRI Event Production		- ^{1,2}	-	598	-	(598)
Downtown Marketing & Inclusion		275,000 ^{1,2}	8,483	22,108	-	252,892
Downtown Workforce Program		- ^{1,2}	-	159	-	(159)
State of Dntn Event & Annual Reports		20,000 ^{1,2}	-	1,372	-	18,628
Vibrancy Local Tax Supported Sub-Total	2.45%	\$ 295,000	\$ 8,483	\$ 24,237	\$ -	\$ 270,763
Bridge Lighting Operations		10,000 ^{1,3}	-	-	-	10,000
DGRI Event Production		80,000 ^{1,3}	3,278	28,018	-	51,982
Diversity/Inclusion Programming		22,500 ^{1,3}	4,270	4,570	-	17,930
Downtown Marketing & Inclusion		- ^{1,3}	-	322	-	(322)
Downtown Workforce Program		35,000 ^{1,3}	4,379	11,985	-	23,015
Go-Site Visitor Center at GRAM		7,500 ^{1,3}	-	-	-	7,500
Holiday Décor Program		65,000 ^{1,3}	-	-	-	65,000
Major Event Sponsorship		65,000 ^{1,3}	-	-	-	65,000
Public Space Activation		30,000 ^{1,3}	3,062	6,117	-	23,883
Rosa Parks Circle Skating Operations		40,000 ^{1,3}	-	-	-	40,000
Special Events - Grants		40,000 ^{1,3}	10,000	64,000	-	(24,000)
Special Events - Office of		75,000 ^{1,3}	-	-	-	75,000
Special Events - Training Program		5,000 ^{1,3}	4,076	4,281	-	719
Ticketed Events - Police Services		80,000 ^{1,3}	-	-	-	80,000
Vibrancy Non-Tax Supported Sub-Total	4.62%	\$ 555,000	\$ 29,065	\$ 119,293	\$ -	\$ 435,707
Experience - Miscellaneous		40,000 ^{1,3}	3,709	19,045	\$ -	20,955
TOTAL	99.67%	\$ 12,021,453	\$ 534,698	\$ 1,588,234	\$ -	\$ 8,770,640

Note 1: Current year (FY2017) budget only.

Note 2: Paid from local tax increment. Note 3: Paid from non-tax funds.

ddasmts-oct16.xls jmw 10/22/16

STATEMENT D

DOWNTOWN DEVELOPMENT AUTHORITY

Schedule of Expenditures

October, 2016

Source	Date Posted	Vendor	Activity # Purpose / Project	Description	Amount
Debt	10/17/2016	U.S. Bank Corporate Trust	MMBA 2009A Bonds - Van Andel Arena	Semi-annual interest payment	\$742,262.50
Local	10/12/2016	Diversco Construction Co Inc	Pearl Street Gateway Enhancements	General construction 07/26/16-09/15/2016	146,686.50
Local	10/12/2016	Arena Place Development LLC	Development Project Reimbursements	Summer 2016 tax increment revenue reimbursement	109,944.49
Local	10/3/2016	Bishop Land Design, LLC	Lyon Square Improvements	Lyon Square design services September 2016	74,666.55
Local	10/31/2016	Paychex	Administration	DGRI payroll, taxes, 401(k) - October, 2016	56,580.03
Local	10/13/2016	YWCA West Central Michigan	Building Re-use Incentive Program (BRIP)	Building Reuse Incentive Program (BRIP) Grant	50,000.00
Local	10/20/2016	County of Kent	KCDC - Series 2008 Floodwalls	Annual principal payment	46,500.00
Local	10/21/2016	Healthy Park Central LP	Development Project Reimbursements	Summer 2016 tax increment revenue reimbursement	34,993.42
Local	10/20/2016	Two West Fulton LLC	Development Project Reimbursements	Summer 2016 tax increment revenue reimbursement	33,538.30
Local	10/11/2016	Michigan Dept of Treasury	State Street & Bostwick Ave Reconstruction	General construction	29,246.58
Non-Tax	10/17/2016	Mydatt Service Inc	Downtown Ambassadors	Monthly services - September 2016	24,510.78
Local	10/11/2016	Soil & Materials Engineers Inc	State Street & Bostwick Ave Reconstruction	Inspection testing 07/25/2016-08/21/2016	18,324.67
Local	10/17/2016	Priority Health	Administration	Insurance Premium 10-12/2016	9,716.29
Local	10/28/2016	City Treasurer - Budget Office	Administration	Support services allocation - September 2016	8,391.00
Local	10/3/2016	Federal Square Building Co. #1, LLC	Administration	Office Lease: 29 Pearl Street 09/2016	5,398.14
Local	10/17/2016	Federal Square Building Co. #1, LLC	Administration	Office Lease: 29 Pearl Street 10/2016	5,398.14
Non-Tax	10/31/2016	Hispanic Center of W Michigan	Special Events - Grants	Special Event Grant: Hispanic Festival 09/2016	5,000.00
Non-Tax	10/3/2016	Mexican Heritage Association	Special Events - Grants	Mexican Festival event sponsorship - 09/2016	5,000.00
Local	10/31/2016	Community Media Center GRCAC	Downtown Marketing & Inclusion	Advertising: GR Live (sponsorship) 07/2016	4,500.00
Non-Tax	10/20/2016	Fifth Third Bank	Experience - Miscellaneous	Michigan Senate Economic Committee site visit	3,708.78
Non-Tax	10/31/2016	NAACP	Diversity/Inclusion Programming	NAACP Fight for Freedom event sponsorship	3,500.00
Local	10/18/2016	City of Grand Rapids	Administration	Staff services - payroll period ended 10/08/2016	3,032.48
Local	10/3/2016	McAlvey Merchant & Associates	Administration	Governmental Consulting 08/2016	3,000.00
Local	10/20/2016	McAlvey Merchant & Associates	Administration	Governmental Consulting 09/2016	3,000.00
Local	10/20/2016	County of Kent	KCDC - Series 2008 Floodwalls	Semi-annual interest payment	2,808.44
Local	10/27/2016	City of Grand Rapids	Administration	Staff services - payroll period ended 10/22/2016	2,344.83
Local	10/20/2016	Fifth Third Bank	Administration	P Card 09/2016: Travel & Training for Staff	2,309.70
Local	10/11/2016	O'Boyle Cowell Blalock & Assoc	Pearl Street Gateway Enhancements	Streetscape improvements 07/2016-08/2016	2,260.10
Non-Tax	10/20/2016	Fifth Third Bank	Special Events - Training Program	K. Van Driel & E. Pittman IFEA conference	1,868.56
Local	10/17/2016	HR Collaborative LLC	Administration	HR Consultant 09/2016	1,642.60
Non-Tax	10/3/2016	Grand Rapids Event Management LLC	Special Events - Training Program	Training Program Dev.: Special Event Mgmt. 09/2016	1,500.00
Local	10/3/2016	Grand Rapids Public Schools	Downtown Marketing & Inclusion	Advertisement: We are GR 7/19/2016	1,425.00
Non-Tax	10/17/2016	Priority Health	Transportation Demand Mgmt Prog	Insurance Premium 10-12/2016	1,355.49
Local	10/3/2016	Dickinson Wright PLLC	Administration	Legal Services: misc items 07/2016	1,346.80
Local	10/3/2016	Opera Grand Rapids	Downtown Marketing & Inclusion	Event Grant: ArtPrize Street Installation 09/15/16	1,250.00
Non-Tax	10/3/2016	James Walter Perkins	Downtown Workforce Program	Performance: Relax at Rosa 09/08/2016	1,200.00
Non-Tax	10/31/2016	Luis Armando Calderon	Downtown Workforce Program	Performance: Relax at Rosa 09/15/2016	1,200.00
Non-Tax	10/3/2016	Creative Studio Promotions	DGRI Event Production	Marketing supplies: DGRI logo-ed event tent	1,151.42
Local	10/19/2016	Dickinson Wright PLLC	Administration	Legal Services: misc DDA matters 08/2016	903.00
Local	10/3/2016	Creative Studio Promotions	Downtown Marketing & Inclusion	Marketing supplies: DGRI logo-ed wallets	892.89
Non-Tax	10/3/2016	Revue Holding 1	Downtown Workforce Program	Advertising: Relax at Rosa 09/2016	772.00
Non-Tax	10/3/2016	Andrew Stambaugh	Public Space Activation	Pop up Performer: dancing at var locations 07-09/16	750.00
Non-Tax	10/20/2016	Fifth Third Bank	Special Events - Training Program	Event Management Program supplies	708.13
Local	10/3/2016	Dickinson Wright PLLC	Administration	Legal Services: TIF Plan 07/2016	691.60
Local	10/31/2016	Dickinson Wright PLLC	Administration	Legal Services: TIF and Development Plan 09/2016	602.00
Non-Tax	10/3/2016	James Edward Steigmeyer	Downtown Workforce Program	Performance: Relax at Rosa 09/01/2016	600.00
Local	10/3/2016	HR Collaborative LLC	Administration	HR Consultant 08/2016	554.92
Local	10/19/2016	Dickinson Wright PLLC	Administration	Legal Services: misc matters 08/2016	547.68
Non-Tax	10/3/2016	Aaron Roelofs	Downtown Workforce Program	Performance: Relax at Rosa 09/02/2016	500.00
Non-Tax	10/3/2016	Darling Communications	Diversity/Inclusion Programming	Special Event Grant: Women Let's Hear It 09/6/2016	500.00
Non-Tax	10/31/2016	sam kenny	Public Space Activation	Pop up Performer: Busking at var locations 9/2016	400.00
Local	10/3/2016	MVP Sportsplex - GR, LLC	Administration	Paid via Payroll Deductions 09/2016	388.82
Local	10/20/2016	Fifth Third Bank	Administration	P Card 09/2016: K. Larson travel & training	367.95
Non-Tax	10/3/2016	Daddy Pete's BBQ LLC	DGRI Event Production	Movies in the Park: food vendor refund 2016	350.00
Local	10/20/2016	Fifth Third Bank	Downtown Marketing & Inclusion	Dropbox & CRM subscriptions & Facebook ads	345.05
Local	10/17/2016	MVP Sportsplex - GR, LLC	Administration	Paid via Payroll Deductions 10/2016	331.80
Local	10/31/2016	Dickinson Wright PLLC	Administration	Legal Services: TIF legislation 08/2016	322.50
Non-Tax	10/3/2016	Jeffrey Christopher Wilkinson	DGRI Event Production	Photography services various events 08/2016	322.50
Non-Tax	10/3/2016	sam kenny	Public Space Activation	Pop up Performer: Busking at var locations 9/2016	300.00
Local	10/31/2016	Dickinson Wright PLLC	Development Project Guidance	Legal services: Area 4/5 08/2016	279.50
Non-Tax	10/20/2016	Fifth Third Bank	Diversity/Inclusion Programming	P Card 09/2016: Sponsorship: Urban Fellows Event	270.00
Local	10/31/2016	Paychex	Administration	DGRI payroll processing fees - October, 2016	253.12
Local	10/3/2016	Federal Square Building Co. #1, LLC	Administration	Utility Service: Electricity 08/2016	252.04
Local	10/19/2016	Cellco Partnership	Administration	Cell Phone Service 09/2016	250.50
Non-Tax	10/3/2016	A Moveable Feast LLC	DGRI Event Production	Movies in the Park: food vendor refund 2016	250.00
Non-Tax	10/3/2016	Grow Respect LLC	DGRI Event Production	Movies in the Park: food vendor refund 2016	250.00
Non-Tax	10/7/2016	Leder Food LLC	DGRI Event Production	Movies in the Park: food vendor refund 2016	250.00

continued on the next page

STATEMENT D - continued
DOWNTOWN DEVELOPMENT AUTHORITY
Schedule of Expenditures
October, 2016

Page 2

Source	Date Posted	Vendor	Activity # Purpose / Project	Description	Amount
<i>continued from previous page</i>					
Non-Tax	10/21/2016	What the Truck	DGRI Event Production	Movies in the Park: food vendor refund 2016	\$ 250.00
Non-Tax	10/13/2016	Kimberly Van Driel	DGRI Event Production	Travel reimbursement: IFEA Conference 09/2016	249.32
Local	10/20/2016	Brian Hedrick	Administration	Travel and training Reimbursement: 10/5-10/8/16	246.69
Local	10/19/2016	TDS Metrocom	Administration	Phone Service 09/2016	233.79
Non-Tax	10/12/2016	Jasper Noll Fuentes	Public Space Activation	Pop up Performer: Guitar at var locations 08/2016	225.00
Local	10/19/2016	Federal Square Building Co. #1, LLC	Administration	Utility Service: Electricity 09/2016	220.13
Local	10/31/2016	Dickinson Wright PLLC	Administration	Legal Services: General correspondence 08/2016	215.00
Non-Tax	10/3/2016	Perrigo Printing Inc	Downtown Speakers Series	Event Supplies: Speaker Series Project N 09/2016	201.40
Non-Tax	10/31/2016	Perrigo Printing Inc	Downtown Speakers Series	Event Supplies: Speaker Series Project N 09/2016	201.40
Non-Tax	10/31/2016	Audrey Pearson	Public Space Activation	Pop up Performer: various locations 7-8/16	200.00
Non-Tax	10/31/2016	Grandville Ave Arts & Humanities Inc	Public Space Activation	Pop up Performer: ArtBeat breakdancing 09/24/2016	200.00
Local	10/13/2016	Andy Guy	Administration	Travel Reimbursement: 09/2016	198.60
Local	10/31/2016	Hispanic Center of W Michigan	Public Realm Improvements	Calder plaza survey translation	175.00
Non-Tax	10/20/2016	Fifth Third Bank	DGRI Event Production	Misc event supplies	167.06
Local	10/19/2016	GreatAmerica Financial Services Corp	Administration	Copier Lease 09/2016	162.73
Local	10/20/2016	Fifth Third Bank	Public Realm Improvements	P Card 09/16: Parklet Storage	158.00
Non-Tax	10/3/2016	Aaron Roelofs	Public Space Activation	Pop up Performer: Guitar at Polish Fest 08/27/2016	150.00
Non-Tax	10/31/2016	Aaron Roelofs	Public Space Activation	Pop up Performer: Guitar on Monroe Ctr 09/2016	150.00
Local	10/3/2016	Dickinson Wright PLLC	Administration	Legal services: Parking operating agreement	145.60
Local	10/31/2016	Paychex	Administration	DGRI HRS processing fees - October, 2016	140.00
Non-Tax	10/3/2016	Anthony Smith	Public Space Activation	Pop up Performer: Freestyle Multi Locations 08/2016	125.00
Local	10/20/2016	Fifth Third Bank	Administration	A. Guy payroll deduction for fitbit	118.75
Local	10/17/2016	Comcast	Administration	Internet at 29 Pearl St NW 10/07/2016-11/06/2016	118.27
Local	10/19/2016	Comcast	Administration	Internet at 29 Pearl St NW 09/07/2016-10/06/2016	118.27
Non-Tax	10/3/2016	Jeffrey Christopher Wilkinson	Downtown Workforce Program	Photography services various events 09/2016	107.50
Non-Tax	10/31/2016	Jeremiah Wenger	Public Space Activation	Pop up Performer: Guitar at ArtBeat 09/24/2016	100.00
Local	10/3/2016	Staples Contract and Commercial Inc.	Administration	Office/Meeting Supplies 08/2016	97.40
Local	10/3/2016	Dickinson Wright PLLC	Administration	Legal Services: TIF Legislation 07/2016	91.00
Non-Tax	10/11/2016	Consumers Energy 1	Downtown Ambassadors	Share of electricity - 331 Winter Ave	90.77
Local	10/31/2016	Staples Contract and Commercial Inc.	Administration	Office/Meeting Supplies 09/2016	77.00
Local	10/31/2016	Staples Contract and Commercial Inc.	Administration	Office/Meeting Supplies 09/2016	74.54
Non-Tax	10/3/2016	MVP Sportsplex - GR, LLC	Transportation Demand Mnmt Prog	Paid via Payroll Deductions 09/2016	72.00
Non-Tax	10/17/2016	MVP Sportsplex - GR, LLC	Transportation Demand Mnmt Prog	Paid via Payroll Deductions 10/2016	72.00
Local	10/17/2016	Engineer Protection Systems Inc	Administration	Office Security System 11/2016-1/2017	71.27
Local	10/3/2016	Jeffrey Christopher Wilkinson	Downtown Marketing & Inclusion	Photography services various events 09/2016	70.00
Non-Tax	10/19/2016	Cellco Partnership	Transportation Demand Mnmt Prog	Cell Phone Service 09/2016	65.41
Local	10/20/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 09/2016	62.91
Local	10/20/2016	Fifth Third Bank	Public Realm Improvements	P Card 09/16: Calder plaza supplies postage	62.35
Local	10/3/2016	Dickinson Wright PLLC	Development Project Guidance	Legal Services: Area 4/5 07/2016	54.60
Non-Tax	10/13/2016	Andy Guy	Administration	Meeting Reimbursement: 07/2016	53.50
Local	10/31/2016	Staples Contract and Commercial Inc.	Administration	Office/Meeting Supplies 09/2016	53.12
Non-Tax	10/20/2016	Fifth Third Bank	Administration	Lunch meeting K. Larson & B. Kirk annual review	51.52
Local	10/3/2016	Breck Graphics Inc dba Allegra Printing	Administration	Business Cards T. Kelly 09/2016	51.28
Non-Tax	10/31/2016	Angelea Torralva	Public Space Activation	Pop up Performer: Hoop dance at ArtBeat 09/24/2016	50.00
Non-Tax	10/31/2016	Brandon Proch	Public Space Activation	Pop up Performer: Guitar at ArtBeat 09/24/2016	50.00
Non-Tax	10/31/2016	Erick Picardo	Public Space Activation	Pop up Performer: Drumming at ArtBeat 09/24/2016	50.00
Non-Tax	10/3/2016	Karina Noelle Stankowski	Public Space Activation	Pop up Performer: Piano at DeVos 07/02/2016	50.00
Non-Tax	10/31/2016	Kyler Byker	Public Space Activation	Pop up Performer: Guitar at ArtBeat 09/24/2016	50.00
Non-Tax	10/31/2016	Lindsey Normington	Public Space Activation	Pop up Performer: Ukulele at ArtBeat 09/24/2016	50.00
Non-Tax	10/4/2016	Nicholas James Thomasma	Public Space Activation	Pop up Performer: Guitar at Polish Fest 08/26/2016	50.00
Non-Tax	10/4/2016	sam kenny	Public Space Activation	Pop up Performer: Busking at DeVos 08/30/2016	50.00
Local	10/3/2016	Madcap Coffee 1	Administration	Meeting Supplies 08/2016	49.22
Local	10/3/2016	Madcap Coffee 1	Administration	Meeting Supplies 09/2016	49.22
Local	10/20/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 09/2016	48.50
Local	10/31/2016	JPMorganChase	Administration	DDA Payroll bank fee - October 2016	47.96
Local	10/20/2016	Fifth Third Bank	Administration	P Card 09/16: DDA postage	44.94
Local	10/20/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 09/2016	44.14
Local	10/3/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 08/2016	41.96
Local	10/3/2016	Gordon Water Systems	Administration	Water Cooler Lease 08-09/2016	40.78
Non-Tax	10/3/2016	Curtis Laundry and Dry Cleaners, Inc.	DGRI Event Production	Event Supplies Maintenance 09/2016	37.80
Non-Tax	10/31/2016	Nicholas James Thomasma	Public Space Activation	Pop up Performer: Guitar at DeVos Hall 09/25/2016	37.50
Local	10/3/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 08/2016	37.20
Local	10/3/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 08/2016	33.71
Local	10/3/2016	Model Coverall Service Inc	Administration	Floor Mat Rental 09/2016	30.50
Local	10/3/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 08/2016	26.12
Non-Tax	10/31/2016	Heather Roscoe	Public Space Activation	Pop up Performer: ArtBeat belly dancing 09/24/2016	25.00
Non-Tax	10/20/2016	DTE Energy	Downtown Ambassadors	Share of natural gas - 331 Winter Ave	19.95

continued on the next page

STATEMENT D - continued
DOWNTOWN DEVELOPMENT AUTHORITY
Schedule of Expenditures
October, 2016

Page 3

Source	Date Posted	Vendor	Activity # Purpose / Project	Description	Amount
<i>continued from previous page</i>					
Local	10/31/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 09/2016	\$ 19.40
Local	10/3/2016	Fusion IT LLC	Administration	System & Network Engineering 09/2016	18.81
Local	10/20/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 09/2016	17.25
Local	10/31/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 09/2016	12.20
Local	10/3/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 08/2016	11.87
Local	10/31/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 09/2016	11.85
Local	10/3/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 08/2016	9.49
Local	10/20/2016	Staples Contract and Commercial Inc.	Administration	Office Supplies 09/2016	8.91
Local	10/3/2016	Staples Contract and Commercial Inc.	Administration	Meeting Supplies 08/2016	4.90
Local	10/19/2016	Two West Fulton LLC	Development Project Reimbursements	Summer 2016 tax increment revenue reimbursement	(33,538.30)
TOTAL OCTOBER, 2016 EXPENDITURES					<u>\$1,437,106.65</u>

Local - local tax increment funds
Non-tax - non-tax funds
Debt - school tax increment funds

MEMORANDUM


DOWNTOWN
DEVELOPMENT
AUTHORITY



DDA

DATE: November 4, 2016

TO: Downtown Development Authority

FROM: Tim Kelly, AICP 
Vice President

**Agenda Item #04
November 9, 2016
DDA Meeting**

SUBJECT: DDA Development and TIF Plan Amendment

On October 12, 2016, the Downtown Development Authority Board (DDA Board) approved the resolution which recommended the expansion of the Grand Rapids Development Area No. 1 and amended the Tax Increment Financing and Development Plan for Grand Rapids Development Area No 1 (Plan).

During the DDA Board discussion, it was requested that staff explore opportunities to amend the newly proposed District O boundary to include properties that overlap with the Southtown Corridor Improvement District (Southtown CID) near the intersection of Wealthy Street and Division Avenue (Attachment 1).

Following the Board meeting, staff worked with Commissioner Leneer and City Staff to schedule meetings with the Southtown CID Board to explore their interests in the potential overlap. Two meetings were held with the Southtown CID, and at their request, one with the South Division Avenue Business Association. Based on these discussions and in effort to the further the goals of both the DDA and the Southtown CID, at their meeting on November 4, 2016 the Southtown CID Board unanimously approved the boundary overlap.

In light of this approval, and to reflect the boundary amendment, the Development and TIF Plan has been updated, including the maps and financial tables. No other changes are proposed to the Development and TIF Plan that was previously approved by the DDA Board. As with overlaps with the Westside and North Quarter Corridor Improvement Districts, the overlap with the Southtown CID will not result in additional tax capture for the DDA. It will, however, enable the DDA to partner with the Southtown CID on City building initiatives that further community goals.

To amend the previously approved boundary, the DDA Board is required to approve an updated resolution before the Plan advances to the City Commission for a public hearing and formal adoption. An updated approval schedule is provided on the following page, and as proposed, still enables Plan adoption to be complete before the end of calendar year 2016.



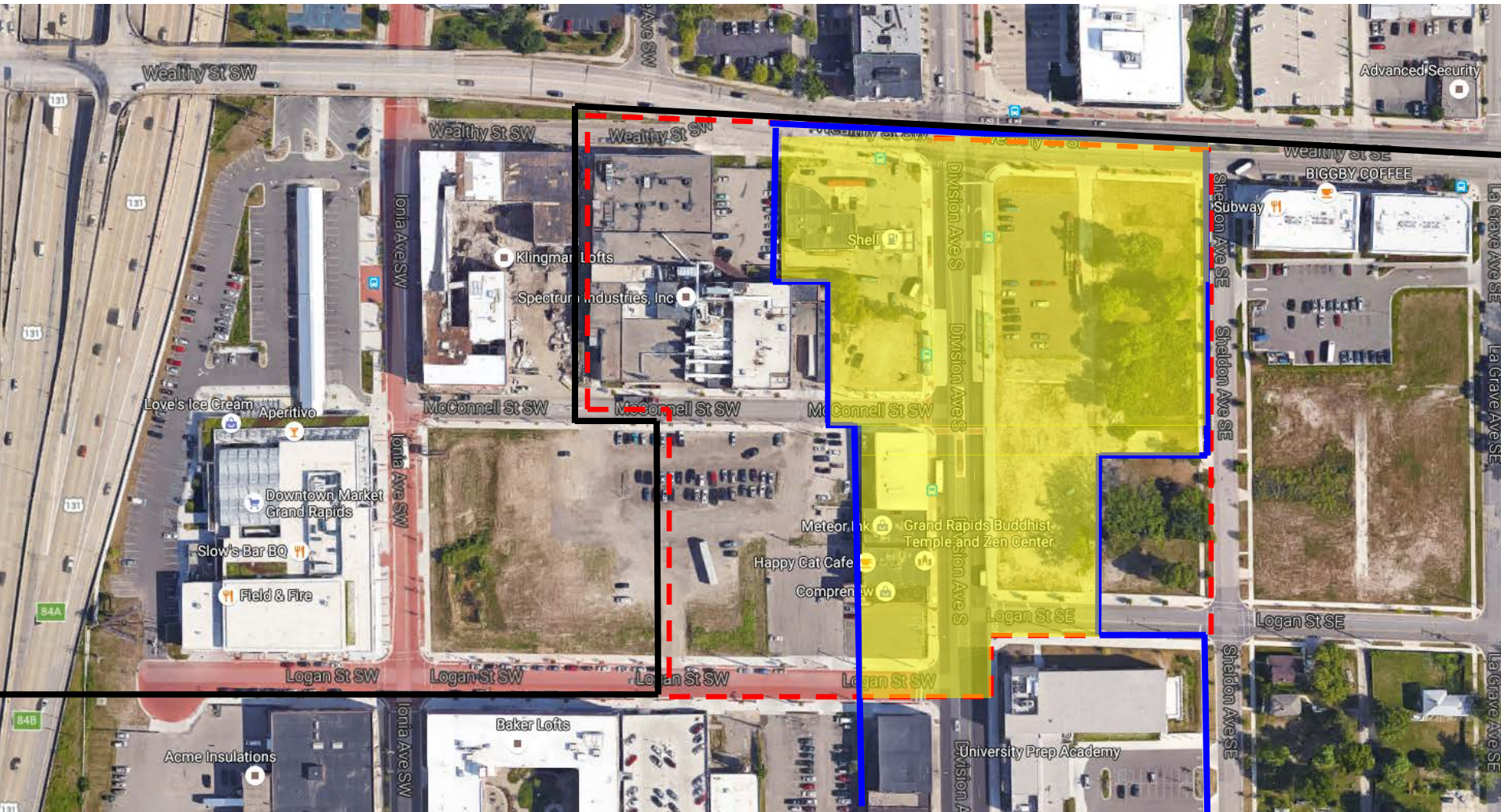
**DOWNTOWN
GRAND RAPIDS INC.**

Nov 9 – DDA Board consideration of TIF and Development Plan Amendments
Nov 15 – City Commission Sets Public Hearing for Dec 6
Nov 15 – Notices of Public Hearing Postmarked and Sent
Dec 6 - Meeting with Taxing Jurisdictions @ City Commission Meeting
Dec 6 – Public Hearing (21 days after notices sent)
Dec 6 or 13 – City Commission consideration of DDA TIF and Development Plan Amendments

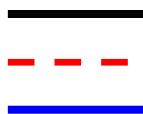
Recommendation:

Approve the Resolution Recommending the Expansion of the Grand Rapids Development Area No. 1 and Amending the Tax Increment Financing and Development Plan for Grand Rapids Development Area No 1.

Proposed Expansion Area – District O (Market District)



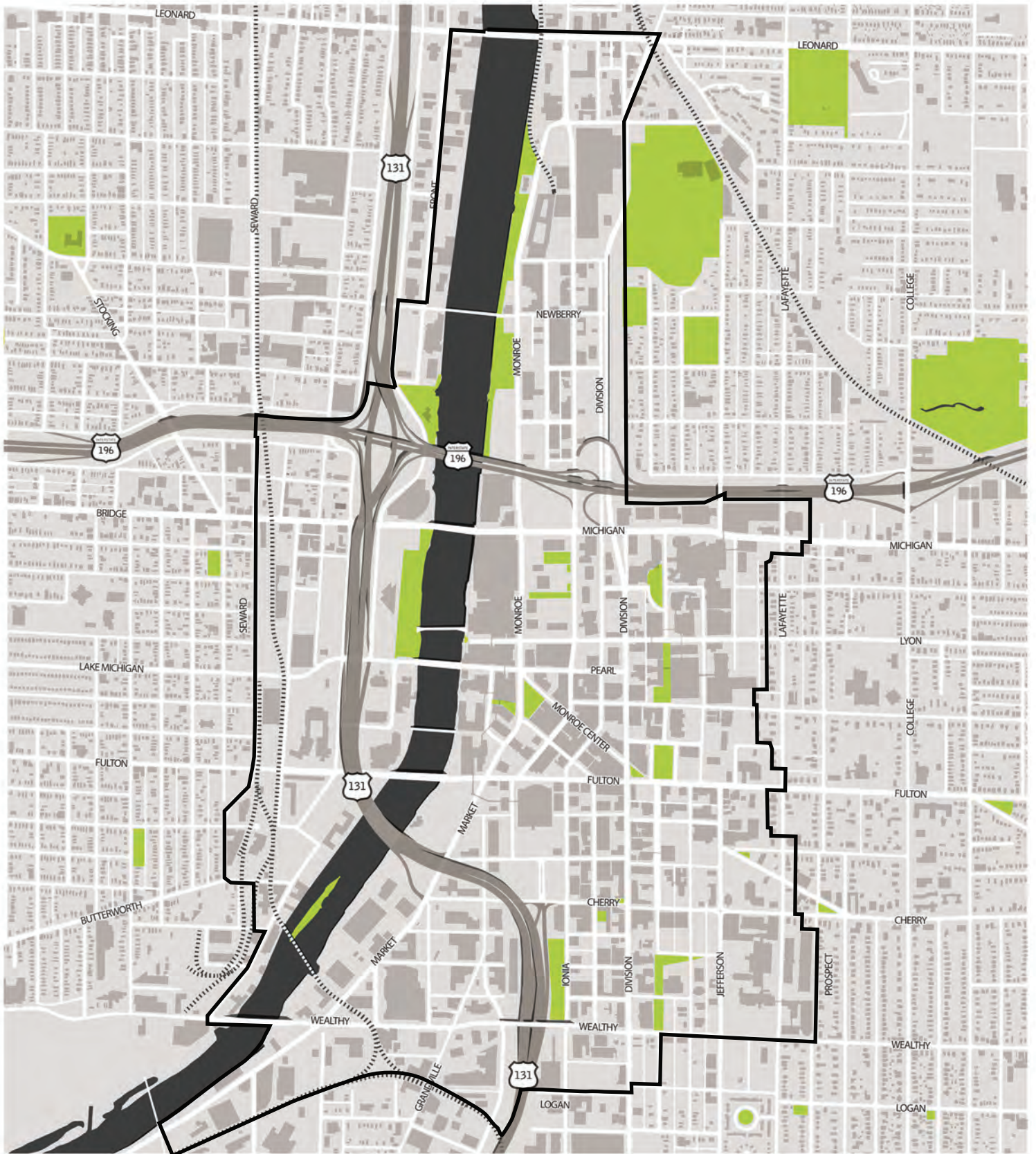
Existing DDA Boundary
 Proposed DDA Boundary
 Existing Southtown CID Boundary



Proposed Overlap Area Between
 DDA and Southtown CID



Grand Rapids Downtown Development Area No. 1



***DEVELOPMENT AND TAX INCREMENT FINANCING PLAN
FOR
CITY OF GRAND RAPIDS
DOWNTOWN DEVELOPMENT AREA NO. 1
AS AMENDED***

*CITY OF GRAND RAPIDS DOWNTOWN DEVELOPMENT AUTHORITY
CITY OF GRAND RAPIDS, MICHIGAN
Approved October 12, 2016*

*Pending Approval by the
Grand Rapids City Commission
December 6, 2016*

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**III. TAX INCREMENT FINANCING PLAN
FOR GRAND RAPIDS DOWNTOWN DEVELOPMENT AREA NO. 1, AS AMENDED**

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LIST OF ATTACHMENTS

1. Boundary Description of Development Area No. 1 and Tax Increment Financing Area, as Amended
2. Procedure for the Preparation of Assessment Rolls
3. Initial Assessed Values for Real Property, Personal Property and Act 198 – Industrial Facilities Exemption Property
4. Tax Increment Revenues for Districts A-H, according to Taxing Jurisdictions in Grand Rapids Downtown Development Area No. 1, as Amended
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9. Zone Districts
10. Street Changes
11. DDA Owned Land

SECTION I
INTRODUCTION

I. INTRODUCTION

A. Purpose of the Downtown Development Authority Act

Downtown Grand Rapids is of great importance to the City of Grand Rapids (the “City”) and to the West Michigan Region. The economic vitality and stability of the Region would be threatened if vacancy, blight, deterioration and obsolescence were allowed to persist within the urban core. The City and the City of Grand Rapids Downtown Development Authority (the “Authority” or “DDA”) have recognized the need for a vigorous, well-coordinated program to secure Downtown Grand Rapids (Downtown) as the business, educational, medical, governmental and cultural heart of our community. These Plans provide a comprehensive framework to support the necessary development and redevelopment those goals.

Act 197 of the Public Acts of Michigan of 1975, as amended (“Act 197”), commonly referred to as the Downtown Development Authority Act, was created to: correct and prevent deterioration of the business districts; promote economic growth and revitalization; encourage historic preservation; authorize the acquisition and disposal of interests in real and personal property; to authorize the creation and implementation of development plans in the district; and authorize the levy and collection of taxes, the issuance of bonds, and the use of tax increment financing in the accomplishment of specific downtown development activities contained in locally adopted development plans for central business districts of Michigan cities.

Act 197 seeks to reverse historical trends that have led to loss of population, jobs, businesses, and the quality of life in our cities by attacking the problems of urban decline where they are most apparent, in the downtown districts of communities.

B. Creation of the City of Grand Rapids Downtown Development Authority and the City of Grand Rapids Downtown District

On October 16, 1979, the City Commission of the City adopted Ordinance No. 79-69, which created the Authority. The DDA was given all of the powers and duties prescribed for a downtown development authority, pursuant to Act 197, except that of taxation. On November 27, 1979, the City Commission approved the appointment of nine individuals to serve on the DDA’s Board of Directors (the “Board”).

The City Commission, in Ordinance No. 79-69, also designated the initial boundaries of the downtown district within which the DDA may carry out development plans. (These boundaries, as amended, are shown on Map 1, and a legal description can be found in Attachment 1.)

C. Creation of the Grand Rapids Development Area No. 1

In December, 1980, the City Commission approved the initial Tax Increment and Development Plan for the Grand Rapids Development Area No. 1. The Grand Rapids Development Area No. 1 is

the area in which the DDA can implement development activities, supported by tax increment financing. The location of Grand Rapids Development Area No. 1, as amended, is also shown on Map 1. In addition to this amendment, the original plan has been amended sixteen times, effective on the following dates:

December 15, 1981	June 23, 1987	September 13, 1995
November 23, 1982	May 24, 1988	May 7, 2002
October 4, 1983	August 29, 1989	April 19, 2005
December 20, 1983	October 10, 1990	December 18, 2007
October 16, 1984	November 18, 1992	
April 16, 1987	October 13, 1993	

D. Activities of the Grand Rapids Downtown Development Authority

Since its creation in 1979, the DDA Board has held monthly public meetings, carried out a number of projects, and kept its Tax Increment and Development Plan current. The DDA has accomplished much since 1980. Some of the major accomplishments since the latest amendment in 2007 are shown on Map 2 and described below.

1. Completion of the Downtown Market.
2. Financial assistance for Bridgewater and Riverhouse development.
3. Support for the completion of the new Vern Ehlers Amtrak station.
4. Construction of and improvements to several open space projects including Veteran's Memorial, Ah Nab Awen and Heartside Parks.
5. Continued support for the Downtown Area Shuttle (DASH) to encourage alternative transportation options.
6. Renovation of the Downtown pedestrian Blue Bridge.
7. Continued funding of three improvement incentive programs and approval of more than sixty incentive program grants, which have supported the renovation of many existing buildings located in the downtown district.
8. Reconstruction of several downtown street segments, including, Monroe, Pearl, Ionia, Fulton, Jefferson and Grandville.
9. Continued maintenance of Downtown wayfinding sign system.
10. Development and implementation of a marketing plan for downtown.
11. Assisted in the creation of Downtown Grand Rapids Inc., the Downtown place management organization charged with implementing the community's vision for Downtown.
12. Assembly of land and infrastructure improvements for the Grand Rapids Art Museum.

13. Preparation of GR Forward to establish a comprehensive plan and investment strategy for Downtown, including improvements to the Grand River. GR Forward has been incorporated as part of this Plan.

E. Determination of Necessity for Grand Rapids Development Area No. 1, as Amended

The success of current and future efforts to revitalize Downtown will depend, in large measure, on the readiness of the City, through its DDA to develop and construct public facilities and to encourage, initiate, and participate in the development of private development projects, which will result in the creation of new jobs, the attraction of new businesses, and the improvement of the downtown physical image.

The categories identified through GR Forward, adopted in December 2015 by the Grand Rapids City Commission as an amendment to the City's Master Plan, and available for review at the offices of Downtown Grand Rapids Inc. and online at downtowngr.org, reinforced the original and continuing goals of the DDA, which are:

1. Restore the River as the Draw & Create a Connected and Equitable River Corridor

The Grand River is the game-changer for Grand Rapids that can help to attract talent and elevate the City as a unique destination, a catalyst for development and an amenity for the region. The River corridor presents the opportunity to offer a range of connected, unique experiences around outdoor adventures not usually found within urban centers. It's time to re-establish the emotional and physical connections between Downtown Grand Rapids's neighborhoods, and the River that the City was built upon. The River must be accessible and welcoming to all Grand Rapiidians.

2. Create a True Downtown Neighborhood that is Home to a Diverse Population

Downtown was once home to four department stores and a mix of housing, retail and services. Throughout the GR Forward process, Grand Rapiidians indicated the desire to have "more" Downtown –more retail, more services and more activity. These amenities require more people living within the City's core. Housing is a driver to build more value Downtown and more demand for the services that people want. While welcoming new neighbors, Downtown must continue improving services for existing residents and ensure that living remains accessible and affordable to a range of incomes.

3. Implement a 21st Century Mobility Strategy

Owing both to change in travel behavior among the millennial generation and the limited ability to dedicate more land and right-of-way to personal vehicles, the future growth of Downtown will increasingly depend on a multi-modal transportation system that is safe, convenient and affordable to all Grand Rapiidians. This will be achieved by leveraging Downtown's existing transportation assets and providing additional options for the area's employees, residents, and visitors to get

around. The end result will be a Downtown where people can choose to drive, but are not required to.

4. Expand Job Opportunities & Ensure Continued Vitality of the Local Economy

Downtown Grand Rapids offers a sense of opportunity. The belief that young, creative entrepreneurs have lower barriers to entry to pursue their professional goals while enjoying the benefits of an urban lifestyle--all at a much more affordable cost of living than major urban centers--is one of the attractive things about the area. As important and necessary as it is to attract talent to the City, it is also critical to grow and retain talent from within Grand Rapids. Today there are a variety of organizations and initiatives dedicated to fostering the next generation of businesses and helping local residents attain quality jobs. In the future, their efforts to expand job opportunities and to grow the local economy will depend on four related factors: Space for business growth at all scales; recruitment and retention of talent; additional marketing to reposition Grand Rapids in a new class of cities and; expanding programs and services designed to link residents with job opportunities. These efforts must take place while Grand Rapids continues to evolve its Downtown as an excellent place to live, work and enjoy.

5. Reinvest in Public Space, Culture & Inclusive Programming

Downtowns across the country function differently than they did even a few decades ago. Successful downtowns, those that attract investment and jobs, are quickly adapting to meet today's opportunities. There are more people living, and excited to live in Downtown Grand Rapids than in almost a century. At the same time, businesses are competing for talent with cities across the country. A key factor in supporting both residential and job growth is the quality of the place. Downtown Grand Rapids needs to provide a unique experience that cannot be found regionally or even in other cities. Through both programming and design, public investment can make a big impact by creating a more inclusive City and Downtown.

6. Retain and Attract Families, Talent, and Job Providers with High Quality Public Schools

Attracting and retaining a diverse population that includes families from all socio-economic backgrounds is vital to achieving both resident and job growth Downtown. This begins with strategic investment in our City's schools, the expansion of successful K-12 programs, and the implementation of new and dynamic programs that can provide exceptional learning opportunities.

The DDA has determined that tax increment revenues from new private developments, when coupled with the other public and private sector funds, will, over time, produce revenues needed to finance the development of these new eligible public facilities and investments.

F. Purpose of Tax Increment Financing Plan for Grand Rapids Downtown Development Area No. 1, as Amended

The purpose of the Tax Increment Financing Plan is to establish procedures, requirements, and methods for the collection and use of tax increment revenues, in order to carry out Plan activities, which include:

1. Property appraisals, title searches, legal services, purchase negotiations, and eminent domain proceedings.
2. Payments for real and personal property acquisitions.
3. Relocation assistance payments and compensation payments to displaced businesses and individuals.
4. Demolition and clearance of selected properties and buildings.
5. Street vacation and removal work.
6. Streetscape reconstruction and improvement work including utility relocation and replacement.
7. Improve infrastructure where necessary to facilitate new redevelopment, improve circulation or reinforce the traditional street pattern.
8. Develop long-term plans designed to halt the deterioration of property values in the downtown district, address economic disparities in the downtown district, and promote the economic growth of the district, and take such steps as may be necessary to persuade property owners to implement the plans to the fullest extent possible.
9. Engineering, architectural, economic, financial and legal studies, and surveys associated with the identification, design, and development of new or restored commercial office, residential, cultural, open space, street and walkway facilities.
10. Acquisition, construction, reconstruction, rehabilitation, restoration and preservation, equipping improvement, maintenance, repair, and operation of buildings and other public facilities, including surface parking lots and public open space facilities, which, in the opinion of the DDA Board, aid in the economic growth of Grand Rapids Downtown Development Authority Area No. 1 (“Development Area No. 1”) and/or are appropriate to the execution of the Development Plan.
11. Public open space improvements, historic street and streetscape work.
12. Implementation of various projects within the broad categories identified by GR Forward, which is available for review at the offices of Downtown Grand Rapids Inc. and online at downtowngr.org Implementation is proposed through use of DDA funds exclusively, or in combination with funds from other public sector agencies, or from the private or philanthropic sectors.
12. To support the redevelopment of properties in Development Area No. 1 by entering into development agreements with private parties and reimbursing said private parties for eligible expenses as defined in Act 197.
13. Creating, operating and funding marketing initiatives that benefit Development Area No. 1.

14. Contracting for broadband services and wireless technology services in Development Area No. 1.
15. Planning and implementation of transit and mobility-related public facility improvements within Development Area No. 1.
16. Supporting the preservation and expansion of affordable housing through programs that include, but are not limited to, the creation of a housing set aside fund to aid in the development of new housing units within Development Area No. 1.
17. Supporting the expansion of diverse business growth opportunities, including but not limited to those for minority and women owned business enterprises in Development Area No. 1.
18. Supporting projects to restore the Grand River as a recreational and economic development amenity.
19. Any other purposes intended to implement a plan of development, promote economic growth, or historic preservation, as authorized by Act 197.

SECTION II
DEVELOPMENT PLAN

II. DEVELOPMENT PLAN

A. Boundaries of the Grand Rapids Downtown Development Area No. 1, as Amended

The boundaries of the Development Area No. 1, as amended, are shown on Map 1. A legal description of these boundaries is included in Attachment 2. Eleven different tax increment districts were created by earlier plan amendments. This amendment adds five additional districts. The areas within the sixteen tax increment financing districts are shown on Map 3 and can be further described as:

1. District A, established in 1980, includes a 46-acre, 10-block section of the east riverbank area. This district is generally bounded by the north line of the original Grand Center on the north, the rear lot lines of properties along the east side of Monroe Avenue (north of Pearl Street) and Ottawa Avenue on the east, Fulton Street on the south, and the Grand River on the west.
2. District B, added in 1981, includes a 10-acre, 6-block section of Monroe Center and is generally bounded by rear lot lines of properties on the north side of Monroe Center between Pearl Street and Division Avenue, on the north, Division Avenue on the east, Fulton Street on the south, and Ottawa Avenue and Monroe Center on the west.
3. District C, added in 1983, includes an 86-acre, 14-block section of the Heartside District and is generally bounded by Fulton Street on the north, Division Avenue and Ionia Avenue on the east, Wealthy Street on the south, and Grandville Avenue and the Grand River on the west.
4. District D, added in 1984, includes a 34-acre section of the west riverbank development area and adjoining river surface, located south of Pearl Street.
5. District E, added in 1990, includes a 46-acre section of the west river bank development area and adjoining river, located north of Pearl and extending to the I-196 expressway.
6. District F, added in 1995, includes a 36-acre, 10-block area, west of US 131, which passes in a north-south direction through the western edge of downtown. The District is generally bounded by Pearl Street and Lake Michigan Drive on the south, Seward Avenue on the west, Bridge Street on the north between Seward Avenue and Winter Avenue, Winter Avenue on the east between Bridge Street and Douglas Street, and then Douglas Street on the north between Winter Avenue and Scribner Avenue.
7. District G, added in 2002, includes a 14 acre area of 4 blocks plus portions of 3 other blocks bounded by Lyon Street on the north, Division on the east, and the boundary of District B on the

south and west. This boundary generally follows the rear of properties located on the north side of Monroe Center and the east side of Monroe Avenue.

8. District H, added in 2002, includes a 34 acre, 5-block area bounded by Michigan Street on the north, Division Avenue on the east, Lyon Street on the south, and the existing boundaries of District A and District E on the west. This area includes the governmental buildings located in the Calder Square and it includes the portion of the DeVos Place Convention Center site that is not already included within Grand Rapids Development Area No. 1. This area is also within the Grand Rapids Smart Zone Authority district, which also captures tax increment revenues.
9. District I added 279 acres to the district in 2007. District I includes: (a) a 38-block area located east of the previous DDA Downtown District, including the Grand Rapids Community College Campus, St. Mary's Health campus, Mary Free Bed facilities and the remainder of area commonly known as the Heartside Neighborhood; (b) a one-block area bounded by Ionia, Logan, Century, and Wealthy Street; (c) a five-block area located west of Grandville Avenue, between Wealthy and US -131; and (d) a five-block area bounded by Lake Michigan Drive, US-131, Watson Street and Lexington/Seward Avenues.
10. District J added 55 acres to the district in 2007. District J includes: (a) a six-block area located north and south of Bridge Street, NW; (b) a two-block area bounded by Scribner Avenue, Sixth Street, the east bank of the Grand River and I-196; and (c) a one-block area bounded by Monroe Avenue, Trowbridge Street, Bond Avenue, and I-196.
11. District K added 37 acres to the district in 2007. District K includes a four-block area located east of the Grand River, between Newberry Street and I-196. This area is also within the Grand Rapids Smart Zone Authority district, which also captures tax increment revenues.
12. District L added 35 acres to Development Area No. 1 in 2016. District L includes a three-block area west of US-131 and south of 2nd Street between Turner Avenue and Seward Avenue. It includes portions of US-131 and I-196, between Seward Avenue and the Grand River, and south of 4th Street. This area is within the Westside Corridor Improvement District which also captures tax increment revenues. There is a City of Grand Rapids Brownfield Redevelopment Authority plan amendment for the Bridge and Turner, LLC Project within this district.
13. District M added 17 acres to Development Area No. 1 in 2016. District M includes a two-block area west of the Grand River and east of Front Street between Leonard Street and 6th Street. This area is within the Westside Corridor Improvement District, which captures tax increment revenues.

14. District N added 100 acres to Development Area No. 1 in 2016. District N includes a 12-block area bounded by Leonard Street to the north, Division Avenue on the east, 6th Street on the south, and Grand River on the west. This area includes the hillside east of Division Avenue bordering the Belknap Neighborhood between Mason Street and I-196. The Monroe North Tax Increment Finance Authority, Grand Rapids Smart Zone Authority, and the North Quarter Corridor Improvement District are all within this area and capture tax increment revenues.
15. District O added four acres to the district in 2016. District O includes a three-block area at the southeast and southwest corners of Division Avenue and Wealthy Street. The southwestern portion borders the existing District I between Wealthy Street and Logan Street. The southeast corner includes the entire block east of Division Avenue, west to Sheldon Avenue, and south to Logan Street.
16. District P added 41 acres to the district in 2016. District P includes a 12-block area south of Wealthy Street, east of the Grand River, west of US-131, and bounded by the existing railroad tracks to the south from Century Avenue to the pedestrian bridge at 700 Chestnut Street that extends over Market Avenue and the Grand River. This area is within the City of Grand Rapids SmartZone Local Development Finance Authority District which captures tax increment revenues.

In all, Grand Rapids Development Area No. 1 contains approximately 873 acres of downtown land, inclusive of public street and expressway rights-of-way, and the Grand River.

B. Development Plan Objectives

As outlined in Section I, Part D, the DDA has successfully delivered many projects and outcomes consistent with the intent of the original Development Plan and prior amendments and in accordance with Act 197. The objectives of the Development Plan, as amended in 2016, are:

1. Assist private development in carrying out Development Plan objectives such as building re-use and rehabilitation, historic preservation, and public facility improvement.
2. Assist in the planning and development of new private development projects in Development Area No. 1.
3. Remove structurally and functionally deficient buildings, which are declared unsound for conversion or improvement, and/or which are either physical obstacles or blighting influences to Downtown programs and uses; and provide relocation assistance where necessary.
4. Construct or improve transportation facilities, inclusive of all modes, to support new and/or revitalized development.
5. Carry out improvements and modifications to existing streetscapes and utility infrastructure to accommodate pedestrians, improve traffic flow, support transit and mobility improvements,

provide improved utility services, and enhance the economic and ecological health of Development Area No. 1.

6. Carry out improvements to planned and existing public open space areas, the Grand River, pedestrian linkages, and support appropriate efforts to create new open spaces.
7. Complete a connected multi-use trail along the east and west banks of the Grand River to link planned and existing downtown activity centers.
8. Acquire, lease, improve, or otherwise retain historic and/or architecturally significant buildings, with the potential for adaptability for activities consistent with downtown land use and development objectives, and support appropriate reuse of structures in Development Area No. 1.
9. Ensure the maintenance of new downtown streetscape and other amenities, such as the ornamental lighting on downtown bridges, and the open space of Monroe Center and Campau Square or the river edge walkways, by creating an operations and maintenance reserve account.
10. Assist in the development of improved transit systems, including capital improvements related to planned fixed guideway systems, transit center improvements and train station improvements.
11. Provide financial assistance for the construction and expansion of or improvements to, public and private buildings.
12. Implement the recommendations of GR Forward.
13. Support the preservation and expansion of affordable housing within Development Area No.1.
14. Support the expansion of diverse business opportunities including, but not limited to, those for minority and women owned business enterprises in Development Area No.1.

C. Location, Extent, Character, and Estimated Cost of Proposed Improvements

The following is a summary description of the location, extent, character, and estimated cost of each improvement and activity to be accomplished by the Development Plan.

1. Committed Ongoing Expenditures

The DDA has incurred several debt obligations for the financing of now-completed projects that were carried out pursuant to previous Plan amendments. The DDA utilizes revenues from the local tax increment for payments. These projects are:

- **Floodwalls – Year 2008 Issue**

The DDA agreed to fund a portion of a Grand River floodwall reconstruction project. These Series 2008 Bonds refunded the Series 2000 Bonds and were issued through the Kent County Drain Commissioner.

Remaining Principal and Interest	\$98,562
Annual Payment Due	\$15,042
Final Payment	6/30/21

- **Devos Place Convention Center Series 2013B Refunding Bonds**

The Grand Rapids/Kent County Convention - Arena Authority (the “CAA”) completed a major expansion of the Convention Center, now known as DeVos Place. The DDA provided financial assistance to the expansion of the Convention Center through an agreement to make debt service payments on Bonds issued to complete the project.

Remaining Principal and Interest	\$2,248,550
Annual Payment Due	\$322,137
Final Payment	6/30/2024

- **Ionia Street Construction**

In 2012, the Brownfield Redevelopment Authority undertook construction of street improvements on Ionia Avenue south of Wealthy Street to facilitate development of the Downtown Market. The DDA agreed to assist in making debt service payments on bonds issued to finance a portion of the infrastructure improvements related to the project.

Remaining Principal and Interest	\$1,125,000
Annual Payment Due	\$75,000
Final Payment	6/1/2032

The DDA also incurred obligations for bonds that were issued prior to the adoption of Proposal A by Michigan voters in 1994. As a result, the DDA is entitled to utilize tax increment revenues from State and local school taxes for the payment of this debt. In the event that these revenues are insufficient, the DDA would be obligated to utilize local tax increment revenues for payment. The obligations are:

- **Van Andel Arena**

This project is the largest single undertaking of the DDA, and was completed in 1996. In order to complete the project the DDA issued its Series 1994 Bonds. Additionally, in 2009 the City of Grand Rapids issued its Series 2009 Bonds to partially refund the Series 1994 Bonds. The DDA is responsible for the debt service on both the Series 1994 Bonds and the Series 2009 Bonds.

Remaining Principal and Interest	\$39,773,215
Annual Payment Due	\$5,697,842
Final Payment	06/01/2024

Other ongoing expenditures of the DDA include the following:

- **Development Incentive Programs**

Continued funding to incentivize and support new development and rehabilitation projects in Downtown. Funds go toward eligible activities in qualifying projects.

Annual Cost:	\$1,140,000
Annual Increase:	2%

- **Planning and Design**

Funding to complete planning reports and analysis of the changing conditions in Downtown, and to provide guidance on future public investments.

Annual Cost:	\$1,100,000
Annual Increase:	2%

- **Public Infrastructure**

Funding for capital improvement projects in Downtown to further community goals and provide the necessary infrastructure to accommodate continued development.

Annual Cost:	\$2,700,000
Annual Increase:	2%

- **Urban Recreation**

Funding for recreation equipment for deployment in Downtown parks in partnership with the City of Grand Rapids Parks and Recreation Department.

Annual Cost:	\$100,000
Annual Increase:	None

- **Project and Fixed Maintenance**

The DDA has carried out several public improvement projects, including Grand River walkways, pedestrian bridge improvements, snowmelt installation and streetscape improvements in accordance with earlier Development Plan amendments. The DDA has agreed to provide financial assistance for the maintenance of these projects.

Annual Cost	\$100,000
Annual Increase	2%

- **Wayfinding Sign Maintenance**

The ongoing maintenance of the wayfinding sign system, including the repair to damaged signs, updating messages as necessary, and system enhancements.

Annual Cost	\$120,000
Annual Increase	None

- **Administration**

The DDA incurs staff and professional service costs for the administration of its programs.

The DDA staff continuously monitors changing conditions, and provides reports and recommendation to the DDA Board. These include planning, legal, financial, auditing, secretarial, executive, and rental costs.

Annual Cost	\$1,100,000
Annual Increase	3%

- **Marketing**

Creating, operating and funding marketing initiatives that benefits Development Area No. 1, including efforts to grow vibrancy and diversity to make Downtown more welcoming, and production of the State mandated annual report.

Annual Cost	\$295,000
Annual Increase	2%

2. **Committed and Planned Projects**

Committed and planned projects to be undertaken, include the construction and improvement of River's edge walkways and other open spaces and parks, street and parking facility construction, utility extensions or upgrades, landscape and streetscape work, and public facilities in conjunction with major development projects located in Development Area No. 1. Selected site-specific improvements are shown on Map 4.

The DDA has developed multiple strategies for achieving the Development Plan objectives, including development support incentives, parks, open space and cultural improvements, streetscape improvements and infrastructure improvements. Each strategy is described in more detail below.

Development Support

Funds are allocated annually to enable the DDA to assist in private or public projects that would help to accomplish the developmental objectives of the DDA. Any use of DDA funds must meet the definition of "public facility" as defined in State law. The DDA expects to assist with the following in Development Area No. 1:

- a. Parking and Transportation Program Improvements
- b. Public Transit Projects
- c. Shuttle Bus Acquisition
- d. Economic Development Initiatives, including Retail Recruitment & Retention Programs
- e. Development-Related Public Facilities
- f. Areaway Removal Incentives
- g. Building Reuse Incentives
- h. Streetscape Improvement Incentives
- i. Affordable Housing Incentives

Estimated Costs for Development Support					
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future
1,225,000	1,234,000	1,225,000	1,273,000	1,320,000	\$63,723,000
				Total	\$70,000,000

Parks, Open Space and Cultural Improvements

The Downtown environment is greatly enhanced by providing public amenities to meet the needs for recreation, public assembly and pedestrian movement. Projects to be funded, in part, by the DDA include:

- a. Veteran's Memorial Park
- b. Heartside Park
- c. Calder Plaza
- d. Lyon Square
- e. Fish Ladder Park
- f. Switchback Park
- g. Interchange Park
- h. Multi-Use River Trail
- i. Sheldon Linear Park
- j. Restoration of the Grand River
- k. Rosa Parks Circle Improvements

Estimated Costs for Parks, Open Space and Cultural Improvements					
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future
\$1,500,000	5,000,000	2,000,000	2,000,000	2,000,000	\$12,500,000
				Total	\$25,000,000

Street and Streetscape Improvements

The DDA provides substantial financial support to street and streetscape improvements that would likely not occur without assistance. Streetscape improvements provide a high level of pedestrian amenity and comfort while providing an attractive urban environment and support to private investment. Some of these projects will also receive financial assistance from the State, City, and other local sources. Current projects are:

- a. Newberry Street from Monroe Avenue to Division Avenue
- b. Ottawa Avenue from Michigan Street to Hastings Street
- c. Ottawa Avenue from Cherry Street to Fulton Street
- d. Ionia Avenue from Michigan Street to I-196 WB
- e. Ionia Avenue /I-196 WB On Ramp/Division Avenue
- f. Abandoned RR Tunnel under I-196 and Pathway to Grand River, Monroe Avenue, Bond Avenue and Ottawa Avenue
- g. Michigan Street from Bostwick Avenue to Lafayette Avenue
- h. Michigan Street from Monroe Avenue to Ionia Avenue

- i. Wealthy Street from West of Commerce Avenue to Division Avenue
- j. Sheldon Street from Weston Street to Fulton Street
- k. Weston Street from LaGrave Avenue to Sheldon Boulevard
- l. Sheldon Boulevard from Wealthy Street to Library Street
- m. Crescent Street from Barclay Avenue to Lafayette Avenue
- n. Division Avenue from Wealthy Street to Cherry Street
- o. Lyon Street from Monroe Avenue to Division Avenue
- p. Monroe Avenue from I-196 to Newberry/6th Street
- q. Ottawa Avenue from Fulton Street to Michigan Street
- r. Butterworth Street from Gelock Place to Front Street
- s. Cherry Street from Sheldon Avenue to Jefferson Avenue

Estimated Costs for Streetscape Improvements					
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future
\$3,089,000	1,536,000	1,300,000	1,300,000	1,300,000	\$111,475,000
				Total	\$120,000,000

Infrastructure Improvements

Many areas of Downtown have antiquated public facilities and infrastructure in need of improvement to accommodate continued development. The DDA has assisted and proposes to continue to assist with these improvements by participating in the following projects:

- a. Lighting and Signaling Improvements
- b. Electrical and Substation Improvements
- c. Improvements to Bridges, including Decorative Lighting
- d. Utility System Improvements

Estimated Costs for Infrastructure Improvements					
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future
\$250,000	250,000	200,000	200,000	250,000	\$31,980,000
				Total	\$33,330,000

In addition to the above ongoing expenditures and planned and committed projects, the Development Plan seeks to implement GR Forward (adopted December 2015), the Arena South Visioning Plan (adopted June 2013), the DDA Framework Plan (adopted June 2011) and the Monroe North Area Specific Plan

(adopted June 2007), all of which are available at Downtown Grand Rapids Inc. and at downtowngr.org for review.

Each plan anticipate a wide range of improvements needed in Downtown, and to the extent financial resources permit, the DDA anticipates identifying additional specific projects from these plans for implementation. The DDA may also increase or decrease funding for the above listed projects based upon needs and financial capability. A summary of the ongoing expenditures and projects is shown in Table 1A.

TABLE 1A.

Summary of Ongoing Expenditures,
Proposed Improvements and Estimated Costs

Local Increment – Ongoing Expenditures, Proposed Improvements and Estimated Costs						
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL (Including Future Expenditures)
Ongoing Expenditures	\$1,223,922	\$1,720,499	\$1,754,100	\$1,786,215	\$1,817,242	\$19,538,000
Development Support	\$1,225,000	\$1,234,000	\$1,225,000	\$1,273,000	\$1,320,000	\$70,000,000
Parks, Open Space & Culture	\$1,500,000	\$5,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$25,000,000
Streetscape	\$3,089,000	\$1,536,000	\$1,300,000	\$1,300,000	\$1,300,000	\$120,000,000
Infrastructure	\$250,000	\$250,000	\$200,000	\$200,000	\$250,000	\$33,330,000
Van Andel Arena Bonds (Series 1994 and 2009)	\$5,811,325	\$5,811,663	\$5,811,163	\$5,807,013	\$5,808,263	\$10,139,017
Ionia Avenue Improvement Bonds (BRA 2012A)	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$750,000
Devos Place Convention Center Refunding Bonds (Series 2013B)	\$328,550	\$327,100	\$324,225	\$326,125	\$321,400	\$949,700
Kent County Drain Commission Floodwall Refunding (Series 2008 Bonds)	\$51,187	\$51,287	\$15,782	\$15,683	\$15,810	-
					Total Expenditures for Duration of the Plan	\$279,706,717

D. Location, Character and Extent of Existing Public and Private Land Uses

Development Area No. 1 contains public and privately-owned development uses and activities, including retail, commercial services, hotels, entertainment centers, restaurants, cultural facilities, residential uses, open space areas, public parks, parking facilities, vacant lots and public streets. A detailed description of the land use in existing districts was described in earlier plan amendments when those districts were added, and are incorporated herein by reference.

There are approximately 190 acres of land currently in public use, and approximately 238 acres of land currently devoted to private use and activities in Development Area No. 1. The remainder of the total 445 acres is either public right of way or the Grand River. Map 5 shows the existing land use pattern for Development Area No. 1. Described below are the existing and proposed public and private land uses in the expansion areas. Map 6 identifies all the public and private lands for all development areas districts in Downtown Development Area No. 1. The expansion areas includes the public and private land uses described below.

District L

Public Uses

1. MDOT Right-of Way

Private Uses

1. St. Mary's Catholic Church
2. Holy Trinity Presbyterian Church
3. Chesapeake and Ohio Railroad
4. Several commercial properties, including vacant lots

District M

Public Uses

1. City of Grand Rapids River Trail north of 6th Street Bridge

Private Land Uses

1. Several industrial and commercial business.
2. Former Ryder Truck site (currently vacant)

District N

Public Uses

1. Canal Street Park
2. City of Grand Rapids Property at 1101 Monroe
3. City of Grand Rapids Property at 1120 Monroe
4. City of Grand Rapids and MDOT owned parcels along Belknap Hillside

Private Land Uses

1. Landmark Lofts
2. 1001 Monroe, site of proposed mixed use Riverfront development
3. 820 Monroe, residential apartments and commercial building
4. Boardwalk Condominiums
5. Several industrial and commercial buildings, including surface parking lots.

District O

Public Uses

1. N/A

Private Uses

1. Vacant commercial property
2. Existing commercial property

District P

Public Uses

1. Pedestrian Bridge
2. Amtrak Station
3. City Parking Lot at 427 Market Avenue SW

Private Uses

1. Napa Auto Parts
2. Sherwin Williams
3. DTE Energy Facilities
4. Gelock Industries
4. Several commercial and industrial facilities

E. Location, Character and Extent of Proposed Land Uses

The location, character and extent of public and private land uses, which will result from currently planned development activities and the retention of a number of existing uses, are shown on Map 7 and described below.

Proposed Public Land Uses

1. A mixed use project including housing, commercial space, and public plaza is anticipate for the Area 4 and 5 parking lots owned by the DDA south of Van Andel Arena, and bound by Oakes Street to the north, Ionia Avenue to the east, Cherry Street to the south, and Ottawa Avenue to the west. The DDA anticipates providing development support for this project.
2. A mixed use project including housing, commercial space, and open space is planned for the City of Grand Rapids owned property at 201 Market Avenue. It is anticipated the Brownfield Redevelopment Authority and the DDA will provide funding incentives for this project.

Proposed Private Land Uses

The proposed private land uses for Development Area No. 1, as amended, are consistent with the land uses and activities proposed in GR Forward. Also attached is a Future Land Use Plan illustrating the desired mixed-use development pattern within downtown (see Map 7).

It is also contemplated that some or all of the DDA-owned surface parking lots will be sold for private development. No schedule has been established for such sale.

F. Existing and Planned Open Space Areas (Map 8)

Development Area No. 1 presently contains sixteen existing public open space areas, including: (a) Rosa Parks Circle; (b) the Arcade Pedestrian Way (located easterly of and parallel to Monroe Avenue between Lyon Street and Pearl Street); (c) Lyon Square; (d) the Louis Campau Promenade; (e) Ah Nab Awen Park; (f) the River Edge Boardwalk; (g) Oakes Street Park at Oakes Street and Ionia Avenue; (h) Calder Plaza; (i) Heartside Park; (j) Pekich Park; (k) Monument Park; (l) Crescent Park; (m) Veteran's Memorial Park; (n) 6th Street Bridge Park; (o) Fish Ladder Park; and (p) Bostwick Mall on the GRCC Campus.

The 2016 expansion of the Development Area No. 1 includes two additional existing public open space areas: (q) Canal Street Park and (r) Westside River Edge Trails

Those open space areas being planned for addition or improvement through actions called for in this Plan, include:

1. Grand River Multiuse Trail
2. Switchback Park
3. Interchange Park
4. Sheldon Linear Park
5. Ionia Linear Park
6. Renovate and improve Veteran's Memorial Park.
7. Renovate and improve Lyon Square
8. Renovate and improve Calder Plaza.
9. Renovate and improve Heartside Park
10. Public walkways and bikeways throughout the district.
11. Any additional open space projects which help to implement the goals of GR Forward.

G. Description of Existing Zoning and Proposed Changes (Map 9)

The City Planning Commission and City Commission adopted a major amendment to the City-wide Zoning Ordinance in October 2007. These changes renamed the former City Center District Zone, now known as the Traditional Neighborhood – City Center (TN-CC) and Traditional Neighborhood – Transitional City Center (TN-TCC) zones, and expanded the adjacent areas regulated by these districts. Additional changes will be considered by the Planning and City Commissions in the

future, all of which are meant to further the goals of GR Forward. The proposed changes include an expansion of the TN-CC to the area west of US-131 and east of the existing railroad line, revisions to existing and creation of new targeted retail corridors, amendments to height incentives, changes to parking requirements and increases to allowable heights in some of the Downtown Height Overlay Districts.

H. Street Changes (Map 10)

An overview of planned resurfacing and reconstruction projects in the Downtown was provided in Street and Streetscape description. Other potential projects, which are currently envisioned or are planned to be made either by actions called for by this Development Plan (see also Map 7) or by other planned public or private improvement activities, including the following:

Planned Projects

1. In partnership with Michigan Department of Transportation and the City of Grand Rapids, vacation of the US 131 Business Route between Cherry Street and Oakes Street to assist in the development of the Area 4 and 5 parking lots south of Van Andel Arena.
2. The extension of Ottawa Avenue from Cherry Street to Oakes Street SW to improve traffic flow from Rapid Central Station, and support redevelopment of the Area 4 and 5 parking lots south of Van Andel Arena.
3. Vacation of a portion of Sheldon Boulevard between Wealthy Street and Fulton Street to create a linear park.
4. Vacation of a portion of Ionia Avenue between I-196 and 6th Street to create a linear park.

I. Development Cost Estimates and Financing

Project activities, including the ongoing activities and committed and planned listed in this Plan have an estimated total cost of \$122,272,341, including current planned projects and new projects identified in ongoing and past planning efforts. Projects identified in GR Forward, the DDA Framework Plan, Arena South Visioning, and the Monroe North Neighborhood Area Specific Plan will be initiated at the appropriate time and when the financial opportunity permits. The sources from which these costs of financing will include one or more of the following:

- Tax increment bond proceeds
- Tax increment revenues
- Revenue bond proceeds
- Donations and sponsorships received by the DDA
- Parking revenue
- Investment income
- Proceeds from any property, building or facility owned, leased, or sold by the DDA

- Monies obtained through development agreements with property owners benefiting from adjacent open space improvements
- Monies obtained from other sources approved by the City Commission
- Monies provided by the State to indemnify DDA's against losses resulting from possible tax restructuring

The proceeds to be received from tax increment revenues in Development Area No. 1, plus funds from other sources, will be sufficient to finance all activities and improvements to be carried out under this Plan.

J. Identification of Private Development Entities to Which Acquired Properties Have Been or Will Be Sold or Leased

A description and identification of private development entities, to which properties previously acquired by the DDA have been sold or leased prior to this latest plan amendment, can be obtained at the offices of the DDA. These properties are listed in Section K. The final agreements for other properties which are proposed to be sold will also be obtainable from the offices of the DDA.

K. Land Disposition Terms

1. City Centre Plaza

The terms, under which land was acquired by the DDA for the City Centre Plaza project, are set forth in Memorandum of Development Contract, executed in August 1981, between the City and City Centre Limited Partnership. A copy of the Memorandum is on file with the offices of the DDA.

2. West Riverbank Hotel

The terms, under which West Riverbank land was acquired by the DDA and sold to Grand River 1990, are set forth in a land contract sale agreement executed in December 1984. A copy of the agreement is on file with the offices of the DDA.

3. East Riverbank Housing Site

The terms, under which East Riverbank land, designated for new housing and hotel uses, was sold or otherwise conveyed, are set forth in a land development agreement executed between United Southwest and the City and DDA. A copy of this agreement is on file with the offices of the DDA.

4. Bridgewater Place

The terms under which land was sold to the developer for use in this mixed-use project are contained in a development agreement on file with the offices of the DDA.

5. GUS West - Parking

The terms under which the City acquired the property for the GUS West (now known as DASH West) surface parking lot, and subsequently transferred the property to the DDA, are contained in documents on file with the offices of the DDA.

6. Old Railroad Warehouse, 201 Ionia

The terms of the sale of this building to Design Plus, Inc. can be obtained from offices of the DDA.

7. Former Peck Building

The terms under which the building was acquired and sold to the Kent County Council for Historic Preservation are contained in documentation on file with the offices of the DDA.

8. Ionia/Heartside Park

This property was transferred to the City on the condition that the land would be developed as a public park. The City received a State grant to assist in funding the project, Development was completed in 2003.

9. Art Museum/Wurzburg Block

The DDA acquired approximately 55,000 square feet in the Wurzburg Block as a result of a trade of land with the City. The trade was based upon independent appraisals to assure that properties of equal value are being traded. The property was then transferred to the Grand Rapids Art Museum with several conditions assuring the construction of a new Art Museum facility and its availability for public use and other public benefits.

10. Transit Center Site

The DDA completed a trade for a portion of the DASH 6 parking needed for Phase I of the Transit Center to the City for the Wurzburg Block. The City subsequently sold this site to ITP for construction of Rapid Central Station. The DDA subsequently sold the remainder of DASH South to ITP and received compensation based upon current appraisals.

11. YMCA

This site, located at Lake Michigan Drive and Winter, NW, was originally acquired and developed for surface parking in 1997. The YMCA acquired the property for market value and completed a state-of-the art community facility in 2005.

12. Tall House/Bank of Holland

The Area 3 parking area has been sold, subject to terms of a purchase and development agreement. The terms of the agreement can be viewed at the office of the DDA.

13. Arena Place

The Area 1 parking area has been sold, subject to the terms of a purchase and development agreement. The terms of the agreement can viewed at the office of the DDA.

14. Area 4 and 5 Parking Lots

The Area 4 and 5 parking lots are agreed to be sold, pending the execution of a purchase and development agreement. The term sheet can be viewed at the office of the DDA.

L. Estimates of the Number of Persons Residing in the Development Area and the Number of Families and Individuals to be Displaced

The estimated population living within the downtown district boundaries is estimated at 5,000. This Plan amendment does not contemplate acquisition of any parcels that would cause relocation of residents.

SECTION III
TAX INCREMENT FINANCING PLAN

III. TAX INCREMENT FINANCING PLAN FOR GRAND RAPIDS DOWNTOWN DEVELOPMENT AREA NO. 1, AS AMENDED

This Tax Increment Financing Plan sets forth the procedures, requirements, amounts, and methods by which costs associated with the initiation and completion of project activities and improvements described in the Development Plan for Development Area No. 1, as amended, shall be financed.

A. Tax Increment Financing Procedure

The tax increment financing procedure, as outlined in Act 197, requires the adoption by the City, by ordinance, of a Development Plan and a Tax Increment Financing Plan. Following the adoption of that ordinance, the City Treasurer transmits to the DDA that portion of the tax levy of taxing bodies paid each year on the “Captured Assessed Value” of real and personal property located in the Development Area No. 1 as provided for in this Tax Increment Financing Plan.

Presented in Tables B and C are schedules of the estimated captured, assessed value (taxable value) of real and personal property in Development Area No. 1, as amended. Also included are assessment values on properties for which an industrial facilities exemption certificate has been issued and were in effect pursuant to Act 198 of the Public Acts of 1974, as amended (“Act 198”).

The Tax Increment Financing Plan for District A was approved in 1980. The most recent assessment of all taxable property in District A, at the time of the Plan approval in 1980, occurred on December 31, 1979, for tax year 1980. The Tax Increment Financing Plan for District B was approved in 1981. The most recent assessment of all taxable property in District B, at the time of the Plan approval in 1981, occurred on December 31, 1980, for tax year 1981. The Tax Increment Financing Plan for District C was approved in 1983. The most recent assessment of all taxable property in District C, at the time of Plan approval in 1983, occurred on December 31, 1982, for the tax year 1983. The Tax Increment Financing Plan for District D was approved in 1984. The most recent assessment of all taxable property in District D, at the time of Plan approval in 1984, occurred on December 31, 1983 for the tax year 1984. The Tax Increment Financing Plan for District E was approved in 1990. The most recent assessment of all taxable property in District E, at the time of Plan approval in 1990, occurred on December 31, 1989, for the tax year 1990. The most recent assessment of all taxable properties in District F occurred on December 31, 1996, for the tax year 1997. The Tax Increment Plan for Districts G and H were approved on May 7, 2002. The most recent assessment of all taxable properties in District G and District H, at the time this Plan takes effect in 2002, occurred on December 31, 2000 for the tax year 2001. The Tax Increment Plan for Districts I, J, and K were approved in 2007. The Tax Increment Plan for Districts L, M, N, O and P were approved in 2016. The most recent assessment of all taxable properties occurred on December 31, 2016 for the tax year 2017.

To provide for an accounting of assessed values on personal property in all sixteen districts of the Grand Rapids Development Area No. 1 (Development Area No. 1), the City has established a tax report filing system, requiring owners to file an annual report with the City Assessor. The report contains, among

other information, the estimated dollar value of all personal property, in each owner's possession, which is located within the boundaries of Development Area No. 1, as amended.

Provided under Attachment 3 is the procedure for preparing the assessment rolls for Development Area No. 1, as amended, and the districts.

B. Estimates of Captured Assessed Values and Tax Increment Revenues

Provided in Table D are schedules on estimated dollar amounts of Captured Assessed Values and Tax Increment Revenues to be realized. These revenue estimates are based upon changes or adjustments (increases and decreases) in base-year real and personal ad valorem property assessments; removals and additions of real and personal property, and changes in the assessment values of current Act 198 certified new construction and restoration-type commercial/industrial facilities exemption projects. Initial assessed values for real and personal property and for Act 198 assisted tax exemption properties within Grand Rapids Development Area No. 1, as amended, are shown under Attachment 4 of this Plan.

In estimating tax increment revenues, the 2016 combined local tax levy of 17.9915 mills and combined school levy of 34.5352 mills were utilized. These rates were applied to the captured taxable value totals for ad valorem real and personal property and Act 198 assisted restoration projects. For Act 198 assisted new construction projects, one-half of the rate was applied to the captured value.

Under this Tax Increment Financing Plan, the entire tax increment amount captured is to be utilized by the DDA, except as described in Section E., below. However, in District H and District K, the first priority in the capturing of all local tax increments and 50% of school tax increments for 15 years will be for use in accordance with the Grand Rapids SmartZone Local Development Finance Authority's Development and Tax Increment Financing Plans.

Additionally, there are existing capturing entities in Districts L, M, N and P, which were added in 2016. District L is within the Westside Corridor Improvement District which also captures tax increment revenues. There is also a City of Grand Rapids Brownfield Redevelopment Authority plan amendment for the Bridge and Turner, LLC Project within this district. District M is within the Westside Corridor Improvement District, which captures tax increment revenues. District N is in the Monroe North Tax Increment Finance Authority, Grand Rapids SmartZone Local Development Finance Authority, and the North Quarter Corridor Improvement District. District P is within the City of Grand Rapids SmartZone Local Development Finance Authority District which captures tax increment revenues. In all Districts, the State and local school tax increment revenues may only be used for payment of eligible advances, eligible obligations and other protected obligations as defined in Act 197.

As described in Section E below, a portion of the tax increment revenues from tax levies of some or all tax levying entities in Development Area No. 1 and collected and received by the DDA may be returned to the Tax Levying Entities in accordance with the conditions and schedule contained in said Section E.

Over the current 30-year life of this Tax increment Financing Plan it is estimated that the DDA will receive \$319,543,808 in captured tax increment revenues. Of this amount, \$40,178,577.50 will be tax increment revenues from taxes levied by the Grand Rapids Public Schools and the Kent Intermediate School District and the state education tax levied by the State of Michigan. These tax increment revenues will be used to pay the outstanding debt service on the DDA's Tax Increment Bonds, Series 1994 (after applying \$5,404,160 in the debt service reserve fund for such Bonds towards debt service) and the City's Limited Tax General Obligation Downtown Development Refunding and Improvement Bonds, Series 2009, both of which are an "other protected obligation" under Act 197. A portion of the tax increment revenues received by the DDA will be returned to the tax levying entities pursuant to the gainsharing provisions of Section III.E. of this Plan.

C. Use of Tax Increment Revenues

The Tax Increment Revenues, paid to the DDA shall be used by the DDA in such manner as the DDA may deem necessary and appropriate, based on the Development Plan, including, but not limited to, the following:

- The principal and interest payments required for any bonded indebtedness to be incurred in its behalf for purposes provided in the Development Plan.
- Cash payments for initiating and completing any improvement or activity called for in the Development Plan.
- Any annual operating deficits, which the DDA may incur from acquired and/or leased property in the Development Area.
- Interest payments on any sums, which the DDA should borrow before, or during, the construction of any improvement or activity to be accomplished by the Development Plan.
- Payments required to establish and maintain a capital replacement reserve, and payments to create a maintenance fund to minimize replacement.
- Payments required to establish and maintain a capital expenditure reserve.
- Payments to pay the costs of any additional improvements to Development Area No. 1, which are determined necessary by the DDA.
- Payments for management and administration; survey and planning services; consultant fees for authorized studies and investigations; and fees for legal counsel and advice; and staff services.
- Payments to reimburse private parties for eligible expenses incurred to install public facilities related to the construction of a building or redevelopment project.

The DDA may modify its priority of payments at any time if, within its discretion, such modification is necessary to facilitate the Development Plan.

D. Bonded Indebtedness to be Incurred

The future project costs for accomplishing all activities described in the Development Plan for Development Area No. 1, excluding debt service payments, are estimated to be \$267,868,000. These costs are to be financed, in whole or in part, through cash payments and may in part be financed through the issue of one or more series of bonds. Estimated revenues to be realized from taxes on captured assessed value are adequate to provide for payment of principal and of interest on said bonds.

To the extent that cash payments or bond proceeds are insufficient to carry out all the projects contained within the Development Plan, the DDA will be required to secure additional funds from private sector or grant sources, or set priorities as to the amount and timing of DDA support for individual projects.

E. Annual Surplus of Tax Increment Revenues

All tax increment revenues realized from the captured assessed value of property located in the DDA Districts, as amended from time to time, shall be pledged as security for the payment of the debt service on the outstanding DDA Tax Increment Revenue Bonds, Series 1994 (the “Series 1994 Bonds”) maturing on June 1, 2017 (the “Series 1994 Bonds Maturing in 2017”). A portion of the debt service on the Series 1994 Bonds Maturing on June 1, 2017 and all of the remaining debt service on the remaining outstanding Series 1994 Bonds, i.e. the June 1, 2018, and June 1, 2019, maturities, will be paid from the proceeds of a Bond Reserve Fund established for the Series 1994 Bonds.

Annual debt service on (i) such Series 1994 Bonds Maturing in 2017 and (ii) the outstanding City of Grand Rapids, Michigan Limited Tax General Obligation Downtown Development Refunding and Improvement Bonds, Series 2009, both of which are eligible obligation as defined in Act 197 (collectively, the “Protected Obligations”), shall be paid first from annual tax increment revenues collected and received by the DDA from tax levies of Grand Rapids Public Schools and Kent Intermediate School District and the state education tax levy of the State of Michigan (collectively, the “School Tax Increment Revenues”) and Grand Rapids Public Schools, Kent Intermediate School District and the State of Michigan with respect to the state education tax levy (collectively the “School Tax Levying Entities” or individually a “School Tax Levying Entity”). The DDA shall only capture and collect annually School Tax Increment Revenues from the School Tax Levying Entities in an amount necessary in such annual period necessary to pay debt service on the Protected Obligations. Such amount captured and collected shall be proportional to each School Tax Levying Entity’s tax levy to the total tax levy in such year of all School Tax Levying Entities.

Subject to the preceding two paragraphs and as hereinafter provided, beginning with the 2017 tax levy year (DDA fiscal year 2018) of the DDA, tax increment revenues from tax levies of all tax levying entities except the School Tax Levying Entities in the DDA Districts (the “Local Tax Levying Entities” or

individually a “Local Tax Levying Entity”) collected and received by the DDA (the “Local Tax Increment Revenues”) shall be returned to the Local Tax Levying Entities in accordance with the following schedule:

<u>Tax Levy Years</u>	<u>DDA Fiscal Years</u>	<u>Revenue Annual Return</u>
2017 through 2021	2018 through 2022	10%
2022 through 2026	2023 through 2027	15%
2027 through 2031	2028 through 2032	20%
2032 through 2046	2033 through 2047	25%

provided, however, (a) the DDA shall not return any tax increment revenues to a Local Tax Levying Entity who (i) prior to the effective date of the Plan Amendment elected to exempt its taxes from capture as tax increment revenues pursuant to Section 3(3) of Act 197 and has not reversed its election within **60** days of the Plan Amendment’s effective date or (ii) elects after the effective date of the Plan Amendment to exempt its taxes from capture as tax increment revenues pursuant to Section 3(3) of Act 197 in connection with any expansion of the DDA Districts, (b) if, in any fiscal year of the DDA, annual School Tax Increment Revenues are not sufficient to pay the annual debt service on the Protected Obligations and it is necessary to use the annual Local Tax Increment Revenues, the amount required to make up such difference shall be paid proportionately (the percent of each Local Tax Levying Entity’s tax levy subject to capture by the DDA to the total tax levy subject to capture from all Local Tax Levying Entities) from Local Tax Increment Revenues and the amount of the Local Tax Increment Revenues returned to the Local Tax Levying Entities shall be reduced by such amount of Local Tax Increment Revenues used to pay the debt service on the Protected Obligations, (c) so long as there are Protected Obligations outstanding (e.g. they have not either matured, been redeemed early or defeased) and pursuant to the provisions of Section 14(2) of Act 197 during any tax levy year the percentage of taxes levied for school operating purpose by Grand Rapids Public Schools or Kent Intermediate School District captured and used by the DDA to pay debt service on the Protected Obligations shall not be greater than the percentage of taxes levied for operating purposes by the City of Grand Rapids or Kent County captured and used by the DDA and not returned to such Local Tax Levying Entities pursuant to the Plan Amendment, and (d) the return of tax increment revenues to Local Tax Levying Entities shall be subordinate to the pledge of DDA tax increment revenues as security for the payment of existing and future debt obligations of the DDA including, but not limited to, (i) the obligations of the DDA pursuant to a Reimbursement Agreement dated as of June 1, 2013, between the Authority and Kent County, as may be amended, related to the payment of debt service on the \$5,000,000 City of Grand Rapids and County of Kent Joint Building Authority, Building Authority Refunding Bonds, Series 2013B (DeVos Place Project) and (ii) the obligations of the DDA pursuant to a Payment and Repayment Agreement dated April 12, 2012, between the Authority and the City of Grand Rapids Brownfield Redevelopment Authority (the “Brownfield Authority”, as may be amended, related to the payment of debt service on the Brownfield Authority’s \$2,325,000 Tax Increment Bonds, Series 2012A. Pursuant to the provisions of Section 14(4) of Act 197, the DDA may enter into agreements with Local Tax Levying Entities to implement the provisions of this paragraph III.E.

F. Special Millages

A tax levy approved after November 7, 2016, by the electors of the taxing unit levying the tax (i) for the sole purpose of repaying bonds, notes or other debt identified in the ballot proposal, (ii) for a specified purpose other than the payment of general operating expenses and for a specific time period identified in the ballot proposal, provided, the levying of the tax has not resulted in the reduction of the taxing unit's general operating millage except to the extent such reduction is required by the State Constitution or statutory requirements, and (iii) for use to pay for specific capital improvements and for a specific time period identified in the ballot proposal, provided, the levying of the tax has not resulted in the reduction of the taxing unit's general operating millage except to the extent such reduction is required by the State Constitution or statutory requirements shall be exempt from the capture of tax increment revenues, *provided, however*, in the case of an elector approved renewal of a tax levy that was subject to capture on the effective date of this Plan Amendment and which would be exempt from capture as provided above, only the portion of the tax levy above the previously approved levy is exempt from the capture of tax increment revenues.

G. Duration of Plan

This tax increment financing plan shall be for a term ending December 13, 2046, unless otherwise extended by an amendment hereto.

H. Impact on Assessed Values and Tax Revenues

The overall impact of the Development Plan is expected to generate increased economic activity in Development Area No. 1, the downtown district, the City, and Kent County at large. This increase in activity will, in turn, generate additional amounts of tax revenue to local taxing jurisdictions, through increases in assessed valuations of property, and from increases in personal income from new employment within Development Area No. 1, the downtown district, the City, other neighboring communities, and throughout Kent County.

For purposes of determining the estimated impact of this Tax Increment Financing Plan upon those taxing jurisdictions within Development Area No. 1, estimates of captured assessed values were used, along with 2016 tax year millage allocations. These estimates show tax increment revenue amounts that would be shifted, from these jurisdictions to the DDA, to finance the project activities called for in the Development Plan. These estimated amounts are shown in Table E.

I. Use of the Captured Assessed Values

The Development and Tax Increment Financing Plan provides for the use of all of the captured assessed value by the DDA for the purpose herein set forth, except as provided in Section E., hereof.

J. Reports

The DDA shall submit annually, to the City Commission and the State Tax Commission, a report on the status of the tax increment financing account. Such report shall comply with the requirements of Act 197.

Table 1
CITY OF GRAND RAPIDS, MICHIGAN
DOWNTOWN DEVELOPMENT AUTHORITY
EXPANSION DISTRICT INITIAL ASSESSED VALUES BY PROPOSED DISTRICT
INITIAL VALUE YEAR = 2016
2016 TAXABLE VALUES AS OF SEPTEMBER 26, 2016

2016 ASSESSED VALUES ¹										TOTAL ASSESSED VAL AVAILABLE FOR CAPTURE
SUB-DISTRICT OVERLAPS		AD VALOREM					ACT 198 IFT			
		REAL		PERSONAL PROPERTY			POST 1993			
		PRE	NON-PRE	UTILITY	INDUSTRIAL	COMMERCIAL	REAL	PERSONAL		
DDA L	DDA L - No Overlaps	\$ 164,528	\$ 722,413	\$ -	\$ -	\$ 26,100	\$ -	\$ -	Yes, @ 100%	\$ 913,041
	DDA L - Overlaps Brownfield - Bridge & Turner project	-	299,947	-	-	-	-	-	No, BRA captures 100% except School Debt mills	-
	DISTRICT L SUB-TOTAL	\$ 164,528	\$ 1,022,360	\$ -	\$ -	\$ 26,100	\$ -	\$ -		\$ 913,041
DDA M	DDA M - No Overlaps	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Yes, @ 100%	-
	DDA M - Overlaps WestSide CID	-	5,317,400	-	306,200	401,300	-	-	No, CID captures 100% Local so no DDA School capture	-
	DISTRICT M SUB-TOTAL	\$ -	\$ 5,317,400	\$ -	\$ 306,200	\$ 401,300	\$ -	\$ -		\$ -
DDA N	DDA N - No Overlaps	\$ -	\$ 4,000	\$ -	\$ -	\$ 6,800	\$ -	\$ -	Yes, @ 100%	10,800
	DDA N - Overlaps Tax Increment Financing Authority Only	-	-	-	-	-	-	-	No, CID captures 100% Local so no DDA School capture	-
	DDA N - Overlaps TIFA and SmartZone LDFA	10,680,167	20,259,279	-	1,423,100	614,900	228,571	2,803,000	No, TIFA captures 100% Local; SZ captures 50% School	-
	DDA N - Overlaps SmartZone LDFA Only	-	1,469,806	-	74,000	-	-	-	No, SZ captures 100% Local & 50% School	-
	DDA N - Overlaps TIFA, LDFA, & Brownfield - Irish Twins III	-	339,800	-	-	-	-	-	No, TIFA captures 100% Local; SZ captures 50% School	-
	DDA N - Overlaps North Quarter CID	-	320,3728	-	-	403,800	-	-	No, CID captures 100% Local so no DDA School capture	-
	DISTRICT N SUB-TOTAL	\$ 10,680,167	\$ 25,276,613	\$ -	\$ 1,497,100	\$ 1,025,500	\$ 228,571	\$ 2,803,000		\$ 10,800
DDA O	DDA O - No Overlaps	\$ -	\$ 540,886	\$ -	\$ 354,600	\$ -	\$ -	\$ -	Yes, @ 100%	895,486
	DDA N - Overlaps Southtown CID	-	643,191	-	-	48,300	-	-	No, CID captures 100% Local so no DDA School capture	-
	DISTRICT O SUB-TOTAL	\$ -	\$ 1,184,077	\$ -	\$ 354,600	\$ 48,300	\$ -	\$ -		\$ 895,486
DDA P	DDA P - No Overlaps	\$ -	\$ 6,358,004	\$ -	\$ 156,800	\$ 3,147,000	\$ -	\$ -	Yes, @ 100%	9,661,804
	DDA P - Overlaps SmartZone LDFA	-	330,600	-	-	-	-	-	No, SZ captures 100% Local & 50% School	-
	DISTRICT P SUB-TOTAL	\$ -	\$ 6,688,604	\$ -	\$ 156,800	\$ 3,147,000	\$ -	\$ -		\$ 9,661,804
Total 2016 Expansion Initial Assessed Values (IAV)							\$ 228,571	\$ 2,803,000		
2016 Capturable Initial Assessed Values (IAV)							\$ -	\$ -		
2017 Estimated Assessed Values @ 2% Growth							\$ -	\$ -		
2017 ESTIMATED CAPTURED ASSESSED VALUES (CAV)							\$ -	\$ -		
							\$	\$		

Note 1: 2016 assessed values as of September 26, 2016 summarized from data compiled by Jordan DeWeerd, Grand Rapids City Assessing Department.
ddaplanamend2016.xls jnw 11/04/2016

Table 2
CITY OF GRAND RAPIDS, MICHIGAN
DOWNTOWN DEVELOPMENT AUTHORITY
SUMMARY OF ESTIMATED 2017 CAPTURED ASSESSED VALUES AVAILABLE FOR CAPTURE
NOVEMBER 10, 2016

Values for existing districts include a 2% increase in 2016 MBOR assessed values

Values for existing districts include a 2% increase in 2016 MBOR assessed values									
DISTRICT	AD VALOREM					IFT NEW Post-1993		VALUE	
	REAL PRE /	REAL NON-PRE	PERSONAL PROPERTY			Real	Personal	BY DISTRICT	
	HOMESTEAD	NON-HOMESTEAD	Utility	Industrial	Commercial				
	\$	\$	\$	\$	\$	\$	\$	\$	\$
1	A	9,481,048	112,916,332	(26,754)	(47,922)	18,476,178	-	-	\$ 140,798,882
1	B	5,320,229	32,814,886	609,756	-	1,926,882	-	-	40,671,753
1	C	721,229	64,164,685	3,100,494	(437,276)	8,397,048	-	-	75,946,180
1	D	-	3,971,512	1,040,094	(35,280)	283,152	-	-	5,259,478
1	E	21,050,649	23,797,013	1,236,036	-	3,615,900	-	-	49,699,598
2	F	(23,165)	129,064	96,084	(49,000)	(155,526)	175,249	-	172,706
1	G	-	6,807,391	-	-	(1,750,966)	-	-	5,056,425
3	H	-	-	-	-	-	-	-	-
4	I	(124,793)	5,706,424	-	484,704	(183,260)	705,534	493,578	7,082,186
4	J	-	(1,401,027)	-	-	102,000	-	-	(1,299,027)
4,5	K	-	-	-	-	-	-	-	-
1	New District L	3,291	14,448	-	-	522	-	-	18,261
6	New District M	-	-	-	-	-	-	-	-
1	New District N	-	80	-	-	136	-	-	216
1	New District O	-	10,818	-	7,092	-	-	-	17,910
1	New District P	-	127,160	-	3,136	62,940	-	-	193,236
TOTAL		\$ 36,428,487	\$ 249,058,786	\$ 6,055,710	\$ (74,546)	\$ 30,775,006	\$ 880,783	\$ 493,578	\$ 323,617,804
Totals by Capture Category									
A - G		\$ 36,549,989	\$ 244,600,882	\$ 6,055,710	\$ (569,478)	\$ 30,792,668	\$ 175,249	\$ -	\$ 317,605,021
A - G minus F		36,573,155	244,471,819	5,959,626	(520,478)	30,948,194	-	-	317,432,316
District F only		(23,165)	129,064	96,084	(49,000)	(155,526)	175,249	-	172,706
Districts I and J only		(124,793)	4,305,397	-	484,704	(81,260)	705,534	493,578	5,783,160
L, N, O, and P		3,291	152,506	-	10,228	63,598	-	-	229,623

Note 1: Non-overlapping areas of this district may capture all school and local mills to the extent allowed by the DDA Act.

Note 2: Kent County opted out of this district so the DDA may only capture City of Grand Rapids, Interurban Transit Partnership, & Grand Rapids Community College mills.

Note 3: This district overlaps the SmartZone LDFA which captures all local mills and 50% of school mills. Since the DDA isn't capturing City and County mills here, it may also not capture any school mills.

Note 4: Kent County and GR Community College opted out of this district so the DDA may only capture City of Grand Rapids and Interurban Transit Partnership mills.

Note 5: Although District K may legally capture City of Grand Rapids and Interurban Transit Partnership mills for this District, the SmartZone LDFA existed prior to the DDA in this district, so the SmartZone captures those tax increment revenues rather than the DDA.

Note 6: This district overlaps the WestSide CID which captures all local mills. Since the DDA isn't capturing City and County mills here, it may also not capture school mills. capture any school mills.

Table 3
CITY OF GRAND RAPIDS, MICHIGAN
DOWNTOWN DEVELOPMENT AUTHORITY
ESTIMATED TAX INCREMENT REVENUE CALCULATION - 2017 / FY2018 WITHOUT EXPANSION PARCELS
NOVEMBER 4, 2016

CURRENT DDA BOUNDARIES											
ESTIMATED CAPTURED TAXABLE VALUES ¹											
Districts A thru G not including District F ²											

Note 1: Districts H and K are not part of this calculation since tax increment revenues for these districts are captured by other tax increment financing authorities.
Note 2: All mills legally available to the DDA will be captured for these districts.
Note 3: Since Kent County opted out of District F, the DDA may also not capture any school tax increment for this district.
Note 4: Since Kent County and Grand Rapids Community College opted out of Districts I, J, and K, the DDA may also not capture any school tax increment for these districts.
Note 5: Does not include the proposed 0.4400 Zoo and Public Museum levy on the November 8, 2016 ballot.

Table 4
CITY OF GRAND RAPIDS, MICHIGAN
DOWNTOWN DEVELOPMENT AUTHORITY
ESTIMATED TAX INCREMENT REVENUE CALCULATION - 2017 / FY2018 PROPOSED FIRST YEAR OF CAPTURE
NOVEMBER 4, 2016

REVENUE CALCULATIONS ARE FOR ILLUSTRATIVE PURPOSES ONLY AND ASSUME NO TAXING UNITS "OPT OUT" OF THE EXPANSION DISTRICTS

	AD VALOREM REAL PROPERTY		AD VALOREM PERSONAL PROPERTY		IFT POST 1993 NEW @ 50%		TOTALS
	PRE	NON-PRE	Utility	Industrial	Commercial	Real	
ESTIMATED CAPTURED TAXABLE VALUES¹							
Districts A thru G, not including District F ²	\$ 36,573,155	\$ 244,471,819	\$ 5,959,626	\$ (520,478)	\$ 30,948,194	\$ -	\$ 317,432,316
District F only ³	(23,165)	129,064	96,084	(49,000)	(155,526)	175,249	172,706
Districts I and J only ⁴	(124,793)	4,305,397	-	484,704	(81,260)	705,534	5,783,160
Districts L, N, O, & P (proposed expansion districts) ²	3,291	152,506	-	10,228	63,598	-	229,623
ESTIMATED 2017 / FY2018 PROPERTY TAX INCREMENT REVENUES BASED ON 2016 MILLAGE RATES							
School Increment^{2,3}							
State (6.0000 mills)	\$ 219,459	\$ 1,467,746	\$ 35,758	n/a	\$ 186,071	\$ -	\$ 1,909,033
Local - 2007 Operating (18.0000 mills)	n/a	4,403,238	107,273	n/a	186,071	-	4,696,582
- Sinking Fund (0.9949 mills)	36,390	243,377	5,929	(508)	30,854	-	316,042
- Debt (4.7500 mills)	173,738	1,161,966	28,308	(2,424)	147,306	-	1,508,894
KISD - All Millages (4.7903 mills)	175,212	1,171,824	28,548	(2,444)	148,556	-	1,521,696
ESTIMATED SCHOOL INCREMENT REVENUES	\$ 604,799	\$ 8,448,150	\$ 205,817	\$ (5,376)	\$ 698,857	\$ -	\$ 9,952,247
Local Increment							
City - General (2.8381 mills) & Promotional (0.0112)	\$ 103,796	\$ 709,643	\$ 17,255	\$ (212)	\$ 87,687	\$ 1,255	\$ 920,126
- Capital (1.2500 mills)	45,536	311,323	7,570	(93)	38,469	550	403,663
- Refuse (1.6000 mills)	58,286	398,494	9,689	(119)	49,240	705	516,689
- Parks (0.9754 mills)	35,532	242,932	5,907	(73)	30,018	430	314,987
- Library - Operating (2.0632 mills)	75,159	513,858	12,494	(154)	63,495	909	666,270
- Capital (0.3787 mills)	13,795	94,319	2,293	(28)	11,654	167	122,294
GR Community College (1.7865 mills)	65,302	437,252	10,819	(999)	55,125	157	567,655
Interurban Transit Partnership (1.4688 mills)	53,506	365,818	8,895	(109)	45,202	647	474,320
Kent County (5.6196 mills) ⁵	205,545	1,374,691	33,491	(2,867)	174,274	-	1,785,133
ESTIMATED LOCAL INCREMENT REVENUES	\$ 656,458	\$ 4,448,330	\$ 108,411	\$ (4,656)	\$ 555,164	\$ 4,818	\$ 5,771,138
						\$ 2,612	\$ 5,767,007
							\$ 6,862

Note 1: Districts H, K and M are not part of this calculation since tax increment revenues for these districts are captured by other tax increment financing authorities.

Note 2: All mills legally available to the DDA will be captured for these districts.

Note 3: Since Kent County opted out of District F, the DDA may also not capture any school tax increment for this district.

Note 4: Since Kent County and Grand Rapids Community College opted out of Districts I, J, and K, the DDA may also not capture any school tax increment for these districts.

Note 5: Does not include the proposed 0.4400 Zoo and Public Museum levy on the November 8, 2016 ballot.

Table 5
CITY OF GRAND RAPIDS, MICHIGAN
DOWNTOWN DEVELOPMENT AUTHORITY
ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
DEBT OBLIGATIONS AS OF OCTOBER 5, 2016

Source >	School			Local			School			Local			Total Annual Requirements			Payments by												
	Downtown Development Authority			Kent County			MMBA / MFA LGLP			City / County Joint			Downtown Market			Principal	Interest	Combined	Property Tax Increment	Revenue Source	Local							
	FY	Principal	Interest	Principal	Interest	Principal	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal							School	Local					
2017	\$	789,572	\$	3,205,428	\$	46,500	\$	4,687	\$	330,000	\$	1,484,525	\$	255,000	\$	73,550	\$	75,000	\$	1,496,072	\$	4,768,190	\$	6,264,262	\$	5,809,525	\$	454,737
2018		734,601		3,260,399		48,500		2,787		345,000		1,471,325		260,000		67,100		75,000		1,463,101		4,801,611		6,264,712		5,811,325		453,387
2019		144,554		700,446		14,250		1,532		3,510,000		1,456,663		265,000		59,225		75,000		4,008,804		2,217,865		6,226,669		5,811,663		415,007
2020	-	-	-	-	-	14,750	-	933	-	4,530,000	-	1,281,163	-	275,000	-	51,125	-	75,000	-	4,894,750	-	1,333,221	-	6,227,971	-	5,811,163	-	416,808
2021	-	-	-	-	-	15,500	-	310	-	4,775,000	-	1,032,013	-	280,000	-	41,400	-	75,000	-	5,145,500	-	1,073,723	-	6,219,223	-	5,807,013	-	412,210
2022	-	-	-	-	-	-	-	-	-	5,015,000	-	793,263	-	285,000	-	30,100	-	75,000	-	5,375,000	-	823,363	-	6,198,363	-	5,808,263	-	390,100
2023	-	-	-	-	-	-	-	-	-	5,265,000	-	542,513	-	300,000	-	18,400	-	75,000	-	5,640,000	-	560,913	-	6,200,913	-	5,807,513	-	393,400
2024	-	-	-	-	-	-	-	-	-	4,660,000	-	256,275	-	310,000	-	6,200	-	75,000	-	5,045,000	-	262,475	-	5,307,475	-	4,916,275	-	391,200
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	-	75,000	-	-	-	75,000	-	-	-	75,000
2026	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	-	75,000	-	-	-	75,000	-	-	-	75,000
2027	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	-	75,000	-	-	-	75,000	-	-	-	75,000
2028	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	-	75,000	-	-	-	75,000	-	-	-	75,000
2029	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	-	75,000	-	-	-	75,000	-	-	-	75,000
2030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	-	75,000	-	-	-	75,000	-	-	-	75,000
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	-	75,000	-	-	-	75,000	-	-	-	75,000
2032	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	-	75,000	-	-	-	75,000	-	-	-	75,000
TOTAL	\$	1,668,727	\$	7,166,273	\$	139,500	\$	10,249	\$	28,430,000	\$	8,317,738	\$	2,230,000	\$	347,100	\$	1,200,000	\$	33,668,227	\$	15,841,360	\$	49,509,587	\$	45,582,738	\$	3,926,849

Table 6
CITY OF GRAND RAPIDS, MICHIGAN
DOWNTOWN DEVELOPMENT AUTHORITY
ESTIMATES OF FUTURE TAX INCREMENT REVENUES, 30 YEAR PROJECTION
PREPARED NOVEMBER 4, 2016

Tax Year	Fiscal Year ¹	Estimated Local				Estimated School				SCHOOL AND LOCAL ESTIMATED REVENUE COMBINED	Protected ⁵ Eligible Debt Obligations	Estimated Excess Capture to be Returned to Schools							
		Tax Increment Revenue			Total	Tax Increment Revenue ⁴			Total										
		Boundaries		Expansion ³		Boundaries		Expansion ³											
		Current				Current				Current									
2017	2018 ²	\$	5,767,007	\$	4,131	\$	5,771,138	\$	9,945,385	\$	6,862	\$	9,952,247	\$	15,723,385	\$	4,142,722		
2018	2019		5,882,347		4,214		5,886,561		10,144,293		6,999		10,151,292		16,037,853		4,339,967		
2019	2020		5,999,994		4,298		6,004,292		10,347,178		7,139		10,354,318		16,358,610		4,542,655		
2020	2021		6,119,994		4,384		6,124,378		10,554,122		7,282		10,561,404		16,685,782		4,750,242		
2021	2022		6,242,393		4,472		6,246,865		10,765,204		7,428		10,772,632		17,019,498		4,965,620		
2022	2023		6,367,241		4,561		6,371,803		10,980,509		7,576		10,988,085		17,359,887		5,179,822		
2023	2024		6,494,586		4,652		6,499,239		11,200,119		7,728		11,207,847		17,707,085		5,400,334		
2024	2025		6,624,478		4,746		6,629,223		11,424,121		7,882		11,432,004		18,061,227		6,515,729		
2025	2026		6,756,967		4,840		6,761,808		-		-		-		6,761,808		-		
2026	2027		6,892,107		4,937		6,897,044		-		-		-		6,897,044		-		
2027	2028		7,029,949		5,036		7,034,985		-		-		-		7,034,985		-		
2028	2029		7,170,548		5,137		7,175,685		-		-		-		7,175,685		-		
2029	2030		7,313,959		5,239		7,319,198		-		-		-		7,319,198		-		
2030	2031		7,460,238		5,344		7,465,582		-		-		-		7,465,582		-		
2031	2032		7,609,443		5,451		7,614,894		-		-		-		7,614,894		-		
2032	2033		7,761,632		5,560		7,767,192		-		-		-		7,767,192		-		
2033	2034		7,916,864		5,671		7,922,536		-		-		-		7,922,536		-		
2034	2035		8,075,202		5,785		8,080,986		-		-		-		8,080,986		-		
2035	2036		8,236,706		5,900		8,242,606		-		-		-		8,242,606		-		
2036	2037		8,401,440		6,018		8,407,458		-		-		-		8,407,458		-		
2037	2038		8,569,468		6,139		8,575,607		-		-		-		8,575,607		-		
2038	2039		8,740,858		6,262		8,747,119		-		-		-		8,747,119		-		
2039	2040		8,915,675		6,387		8,922,062		-		-		-		8,922,062		-		
2040	2041		9,093,989		6,515		9,100,503		-		-		-		9,100,503		-		
2041	2042		9,275,868		6,645		9,282,513		-		-		-		9,282,513		-		
2042	2043		9,461,386		6,778		9,468,163		-		-		-		9,468,163		-		
2043	2044		9,650,613		6,913		9,657,527		-		-		-		9,657,527		-		
2044	2045		9,843,626		7,052		9,850,677		-		-		-		9,850,677		-		
2045	2046		10,040,498		7,193		10,047,691		-		-		-		10,047,691		-		
2046	2047		10,241,308		7,336		10,248,645		-		-		-		10,248,645		-		
TOTALS			\$ 233,956,382		\$ 167,597		\$ 234,123,979		\$ 85,360,930		\$ 58,898		\$ 85,419,828		\$ 319,543,808		\$ 45,582,738		\$ 39,837,091

Note 1: Plan expires December 6, 2046.

Note 3: Estimated first year captured value growth for property in the expansion boundaries: 2.0%

Note 2: Annual tax increment revenue growth estimated at 2% per year. All estimates are subject to change.

Note 4: "Schools" include State of Michigan Education Tax, Grd Rapids Public Schools millages, and all Kent Intermediate School District millages.

Note 5: Eligible obligations include Series 1994 and Series 2009 Van Andel Arena bonds.


MEMORANDUM

DOWNTOWN
DEVELOPMENT
AUTHORITY



DATE: November 4, 2016

TO: Downtown Development Authority

FROM: Tim Kelly, AICP 
Vice President of Planning and Development

Agenda Item #5
November 9, 2016
DDA Meeting

SUBJECT: Building Reuse Incentive Program Request – 438 Bridge Street (Butcher’s Union)

Westside Real Estate Ventures, LLC (Owner) is requesting approval of a Building Reuse Incentive Program (BRIP) grant for their building at 438 Bridge Street NW. The Owner is repurposing and renovating the existing building to create a new ground floor bar and restaurant, and second floor offices.

Total project costs are estimated at \$1,259,032, and to assist in the renovation the Owner is requesting reimbursement in an amount not to exceed \$72,486.50 for eligible activities as outlined in the BRIP guidelines. Funds will go toward the costs of barrier free improvements, fire suppression, façade enhancements including new signage, and sustainable design elements.

The new 4,800 square foot bar and restaurant will be called Butcher’s Union, and will result in the creation of approximately 60 new jobs. The project is scheduled to open later this fall, and the Owner, who also own O’ Toole’s Public House on the same block, is confident this new addition will further enhance the neighborhood add a new destination to the Bridge Street corridor..

Recommendation:

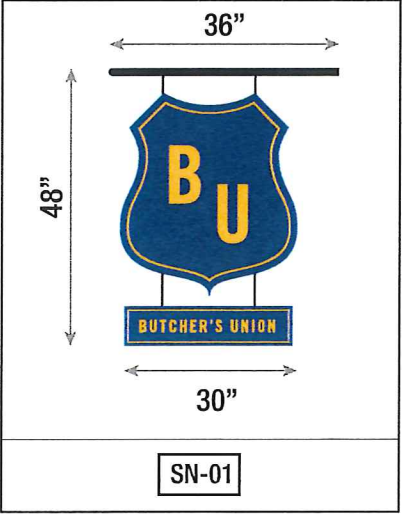
Approve the BRIP grant in an amount not to exceed \$72,486.50.



438 Bridge Street NW



STOREFRONT SIGN SCHEDULE						
SYMBOL	MATERIAL	MANUFACTURER	FINISH/COLOR	SPECIFICATIONS	LOCATION	COMMENTS
PAINT/STAIN						
SN-01	METAL	CARLSON DESIGN	CUSTOM MATCH	PROJECTING 30" X 48"	Above Entry Door- East of entrance	The bottom of the sign is at 11' in this drawing
SN-02	WOOD	CARLSON DESIGN	Gold Leaf Lettering on Painted Wood B.ground	WALL SIGN 9" X 24" (2')	East Sign Band	Sign Reads: 'MEAT'
SN-03	WOOD	CARLSON DESIGN	Gold Leaf Lettering on Painted Wood B.ground	WALL SIGN 12" X 144" (12')	Middle Sign Band	Sign Reads: 'BUTCHER'S UNION'
SN-04	WOOD	CARLSON DESIGN	Gold Leaf Lettering on Painted Wood B.ground	WALL SIGN 9" X 48" (4')	West Sign Band	Sign Reads: 'WHISKEY'



David Dodde
328 Bel Air NE
Grand Rapids
Michigan, 49503
616 862 6083
ddodde@gmail

ISSUE DATE:
9 / 15 / 16

ISSUED BY:
David Dodde

438 Bridge St.

SIGNAGE

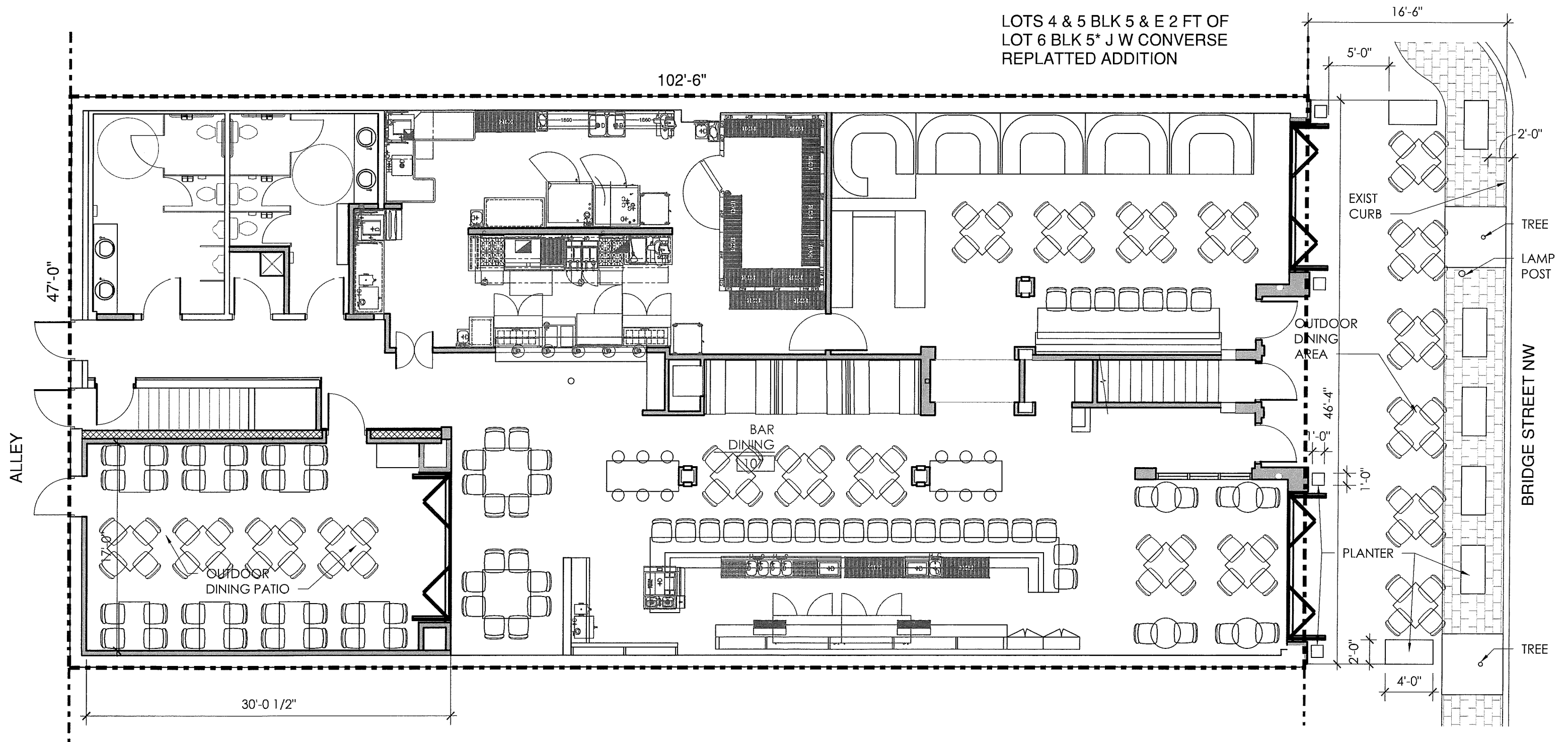
NOTES/DETAILS:



BUILDING AREA
MAIN LEVEL = 4,800 SF

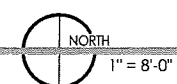
PROPERTY DESCRIPTION
PARCEL #41-13-25-128-004

LOTS 4 & 5 BLK 5 & E 2 FT OF
LOT 6 BLK 5* J W CONVERSE
REPLATTED ADDITION



New Restaurant

438 Bridge Street, NW
Grand Rapids, Michigan



OVERALL FLOOR PLAN

1410-02

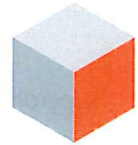
06/23/16

Concept Design
ARCHITECTURE INTERIOR DESIGN

89 MONROE CENTER NW PHONE: (616) 771-0909
GRAND RAPIDS, MI 49503 WWW.CONCEPTGR.COM

MEMORANDUM

DOWNTOWN
DEVELOPMENT
AUTHORITY



DDA

DATE: November 4, 2016

TO: Downtown Development Authority

FROM: Kristopher Larson, AICP 
President & CEO

Agenda Item #6
November 9, 2016
DDA Meeting

SUBJECT: Event Support for LaughFest

At this time, DGRI staff is advancing recommendations to sponsor the last of the Major Events for FY17, LaughFest 2017. These 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 3rd-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 the 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.



DOWNTOWN
GRAND RAPIDS INC.

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 and 2016 helped them begin to establish more concentrated efforts which they would like to expand further in 2017.

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

In 2017, in addition to the above, we will be adding the following strategies:

- 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.

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 2013-2016 events.

Recommendation:

Approve the recommendation of supporting LaughFest 2017 in the amount of \$15,000.

General Festival Outcomes:

Approximately 40-45,000 attendees engaged in all levels of laughter, participating in 237 free and ticketed events across LaughFest 2016 of which 165 were free to attend. LaughFest attendees came from 32 states plus Canada, and our showcase performers came from 21 states.

DGRI Funding Specific Outcomes:

LaughFest greatly appreciated the support of DGRI as a sustaining partner for the 2016 festival. DGRI funding was targeted in three areas:

This support was applied to three areas of the festival that we felt would not only enhance the LaughFest experience for the West Michigan community and beyond, but also address several DGRI goals including diversity and inclusion for downtown, winter programming during the months of January-March, and activation of key downtown spaces such as the Calder Plaza. The three areas and their results are as follows:

1. Diversity & Inclusion

From the start, LaughFest has purposefully worked to create a festival that is diverse and accessible. That being said, we feel that there is an opportunity to increase our efforts to ensure the festival is welcoming and captures attendee's representative of the entire Grand Rapids community. DGRI's support in 2016 helped us expand concentrated efforts in this area.

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

- El Vocero
- GR Times

Outreach, presentations and promotions to relevant stakeholder and community groups:

- West Michigan Hispanic Chamber of Commerce
- Grand Rapids Chamber of Commerce
- OutPro
- BL²END
- DisArt
- Disability Advocates of Kent County
- Boys & Girls Clubs – Steil, Phillips, Seidman
- Grand Rapids African Health Institute
- Grand Rapids Urban League
- Grand Rapids Public Schools
- Cook Library & Arts Center
- Pride Grand Rapids
- Sister to Sister group

Feet on the street promotion in the downtown area and surrounding neighborhoods:

- Valent-Ice and Hungry Hungry Hippos
- Griffins Games
- Sapp event postcard distribution to minority-owned businesses

Providing tickets and fast passes to free events to select organizations and groups:

- GRPS Super Star Students
- Pine Rest
- Pride Grand Rapids
- Gilda's Club member families
- Henry Sapp – local African American churches
- Ebony Road Players

LaughFest Outcomes for 2016 Festival

DGRI – Festival Sustaining Partner

- GR Community Foundation staff and volunteers
- LINC
- DGRI Alliance for Vibrancy

Examples of specific, intentional, inclusive programming during the festival:

- Marlon Wayans, Finesse Mitchell & DeRay Davis
- Hasan Minhaj: “Homecoming King”
- Drew Lynch (in partnership with DisArt)
- The Real and Funny Sides of Living Life with a Disability
- Kathy Griffin
- Halfrican
- Hen Sapp & Friends: Keeping it Clean
- Anjelah Johnson

2. LaughFest Community Kickoff

A staple of LaughFest, DGRI support helped focus promotional efforts on getting the West Michigan community out of the house during the month of March and invited them to bring their families downtown to be a part of Grand Rapids history by attempting a Guinness World Record to kick off the 2016 festival.

This year we re-located the Community Kickoff to Calder Plaza. DGRI support helped offset appropriate tech and logistic setup, created digital and print promotions for the event targeting both families and downtown employers/employees, with a goal of bringing 500-1000 people downtown to kick-off the festival in style, creating great visuals and media buzz for downtown and potential Associated Press coverage.

This year’s Community Kickoff took place on Thursday, March 10th at Calder Plaza. We made our sixth Guinness World Record attempt, this time trying to bring back a record we originally set in 2011 for the inaugural LaughFest – The Largest Rubber Chicken Toss. About 800 people came out to join in the record attempt, as well as participate in other activities including yard games, food trucks, and photo ops with local mascots. Although we did not have enough people to break the world record, a great time was had by all!

Calder Plaza was a new location for this event, and though it had its drawbacks (no public restrooms nearby, limited parking, etc.), it proved to be a great space with plenty of room to move around and incorporate additional activities (like the food trucks). Feedback from the event was positive overall, and we have ideas on how to expand the event in the future to further engage guests and create a more interactive experience. We are grateful for the support of our partners Feyen Zylstra and DGRI who helped make it possible.

3. Laugh @ Rosa

DGRI and LaughFest worked together to create “Laugh at Rosa,” an extension of DGRI’s “Relax at Rosa” summer programming. This took place on Friday’s March 11 and 18 at Rosa Parks Circle.

LaughFest provided a lunchtime break at Rosa Parks Circle for those in the Downtown area. Not only could people get some of the first of the season food truck food (Daddy Pete’s, Patty Matters, and Rix Beach Eats), they could also get in their recommended daily value of laughter.

LaughFest Outcomes for 2016 Festival

DGRI – Festival Sustaining Partner

On the first Friday Zumba was provided and the second Friday was Laughter Yoga. LaughFest came alive as people were laughing and it was echoing throughout downtown. Some people stayed for the entire time and some would jump in for a few laughs and then keep moving on to wherever their day was taking them.

LaughFest partnership with Comfort Research also allowed us to provide comfortable seating at Rosa Park Circle. The yellow smile chairs helped draw in people to the experience and added a little brightness to the day.

We had approximately 100 people come to the event each week – we were very pleased with these numbers given that they were outdoor events during the month of March.

Conclusion:

Our free programming continues to be incredibly well-received by the community., The additional support from DGRI allowed us to create new programming in Laugh @ Rosa and enhance an existing event, the Community Kickoff, in order to showcase our downtown outdoor spaces directly.

We recognize that the types of events we program – as much as the costs and venue – impact inclusivity and accessibility to the festival, and that attendance and demographic data will change each year as programming changes.

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 2017 and beyond. Again, we thank DGRI for supporting these efforts and contributing to the success of the festival in 2016, and welcome continued feedback on how we can ensure that the festival is accessible to the entire Grand Rapids community.



GILDA'S
**LAUGH
FEST**
seriously funny.™

A 10-DAY FESTIVAL CELEBRATING LAUGHTER FOR THE HEALTH OF IT

WHAT?

Gilda's LaughFest has quickly become one of the nation's "must attend" festivals, celebrating laughter for the health of it! This major Midwest festival is based in Grand Rapids and has events throughout West Michigan.

Launched in March 2011, LaughFest features laughter in all its forms from comedy, performance, and improv to film, dance, and a variety of seriously funny stuff. Each year has drawn an average of 50,000 attendees to Grand Rapids and West Michigan for free and ticketed events.

WHEN?

The festival takes place over 10 days in March. And what better time for a laughter festival than when it's cold, icy, and distinctly unfunny outside!

WHERE?

LaughFest includes the Greater West Michigan region, with the hub of the festival centered in a variety of venues downtown Grand Rapids. In previous festival years, over 65 venues have been featured ranging in size from 50 seats to 3,300 seats.

A FESTIVAL FOR LAUGHS AND FOR A PURPOSE!

We are serious about our funny here in West Michigan.

LaughFest is more than just a barrel of laughs. It also raises awareness for a very important cause – supporting children, adults, families, and friends in finding their smile and laughter in the midst of a cancer or grief journey.

All proceeds of LaughFest benefit the free emotional healthcare programs offered through Gilda's Club Grand Rapids and 100% of those funds stay in West Michigan.

We provide emotional health support to individuals and families who are on a cancer or grief journey of any kind, not just cancer related. Gilda's Club Grand Rapids is one of the largest and busiest of the 45+ affiliates worldwide. The organization runs entirely on charitable donations and currently serves more than 10,000 individuals each year through our clubhouses in Grand Rapids and Lowell, Michigan, as well as in various schools and community centers.



TYPES OF EVENTS HELD












LaughFest is designed to reach across all ages and demographics, and features a variety of definitions of what makes us laugh. Key elements of the Festival include national and regional talent acts, in addition to events engaging community participation on a variety of levels. Events are offered during the daytime, evening, and late night and are both ticketed and free. Types of events held include:

- | | |
|------------------------------------|------------------------|
| Authors/Writers | Stand-up |
| Lectures/Workshops | Improv |
| People and Pets | Films |
| Musical Acts/Shows | Clean Comedy |
| Education/School Events + Programs | Dance Showcases |
| | Family Friendly Events |

AVERAGE TOTALS PER YEAR

TOTAL EVENTS HOSTED	
Ticketed.	70
Free	192
Total Events Scheduled.	262
NUMBER OF ARTISTS / TALENT	
Talent - Ticketed Events	150
Talent - Free Events.	625
Total Artists Involved.	775
EVENT TYPES	
Laughter Related Events.	146
Stand-up Comedy Related Events	91
Films.	4
LaughteRx Series	22

SPONSOR LEVELS & BENEFITS

BENEFITS	GOLD	PREMIER LEADERSHIP	TOO FUNNY FOR WORDS	THE BELLY LAUGHERS	THE LAUGH OUT LOUD CROWD	THE CHUCKLERS	THE GIGGLERS
Logo in full color on festival poster							
Logo and hyperlink on homepage of LaughFest website							
Co-branding opportunities available*							
Opportunity to welcome audience to event(s)**							
Listing on the Festival Sponsor page of the LaughFest website in alphabetical order	LOGO	LOGO	LOGO				
Listing in the LaughFest guide/schedule in alphabetical order	LOGO	LOGO					
Tickets to the LaughFest opening night party	100	50	24	20	16	8	4
Tickets to events of your choice***	100	50	24	20	16	8	4
Headliner's Club passes	100	50	24	20	16	8	4
Tickets to Signature Event	10	10	6	4			
Access to Signature Event meet & greet							
Option to purchase sponsor exclusive ticket packages							
Option to purchase sponsor exclusive LaughFest experiences, shows, and receptions							
First right of refusal to artist meet and greet opportunities as available/desired							

* in collaboration with, and with approval by, LaughFest

** as approved by artist, script provided by LaughFest

*** based on availability



BENEFITING CHILDREN, ADULTS, AND FAMILIES IN WEST MICHIGAN

100% Locally Based and Independent

LaughFest proceeds provide funding for the free cancer, grief, and other emotional health programs offered through Gilda's Club Grand Rapids. 100% of these proceeds stay in West Michigan. Our Grand Rapids Club is an independently owned and operated 501(c)(3) governed by a locally-based Board of Directors. Gilda's Club is affiliated with a national network of 45+ cancer support organizations across North America.

Supported 100% through Charitable Gifts & Corporate Sponsor Partnerships

Gilda's Club Grand Rapids' growth, sustainability, and program excellence remain funded entirely through cash donations, individual gifts, foundation grants, fundraising events, and proceeds from LaughFest.

Sustained by Volunteer Power

Even though Gilda's Club Grand Rapids employs a core administrative and licensed professional staff, part of the way we are able to offer our program free of charge is through the incredible efforts of our more than 3,000 volunteers. They are the grassroots "heart and soul" who donate their time and energy to ensure the weekly programs, Clubhouses, and LaughFest thrive.

Skillfully Led with a Focus on People

We are proud to say that for over 16 years, we have welcomed all who are on a cancer or grief journey who have come through the Red Door at Gilda's Club Grand Rapids. Our programs equip people with knowledge, connections, and laughter. We strive toward improving the emotional health of our community, based on the legacy of laughter that Gilda Radner, our namesake, gave to all of us.



MEMORANDUM

DOWNTOWN
DEVELOPMENT
AUTHORITY



DDA

DATE: November 2, 2016

TO: Downtown Development Authority

FROM: Kristopher Larson, AICP 
President & CEO

Agenda Item #7
November 9, 2016
DDA Meeting

SUBJECT: Request Participation in IDA Research Project

The International Downtown Association (IDA) is embarking on research project, Calculating the Value of American Downtowns, that has intrigued and eluded practitioners for decades. Led by the IDA's Research Committee, the IDA has invited a strategic cohort of members to be part of the first-ever project of this type to calculate the value of American downtowns. IDA is partnering with Stantec's Urban Places Group, a separate third-party consultant (TBD), and 10-12 contributing downtown place management organizations to standardize metrics to calculate the economic value of downtowns. Participating downtowns will have an opportunity to shape the industry metrics that IDA will come to use year-over-year, along with receiving customized analyses.

The project will put central cities into perspective and context, comparing the downtown to the rest of the region, city, and county through numerous economic and development perspectives, examining the value of downtown's geographic place in relation to the rest of the city and analyzing its unique economic role.

To the extent possible, the downtowns have been selected so that they represent diverse US geographic regions that are relatively comparable in terms of the complexity and defined role of each downtown. The IDA is inviting the following downtown organizations to participate in this pilot:

- Charlotte Center City Partners (Southeast)
- Downtown Wichita (Midwest)
- Downtown Grand Rapids (Midwest)
- Union Square BID, San Francisco (West)
- The BLVD, Lancaster, CA (West)
- Downtown Santa Monica, Inc. (West)
- Downtown Norfolk, VA (Northeast/Mid-Atlantic)
- Times Square Alliance, New York City (Northeast)
- Baltimore Downtown Partnership, MD (Northeast)
- Downtown Seattle, WA (West)
- Downtown San Antonio (South)
- Miami Downtown Development Authority (South)
- TBD (Rocky Mountain West)



DOWNTOWN
GRAND RAPIDS INC.

Contribution:

- Each downtown organization is asked to commit funds (\$15,000 per downtown) to the IDA, covering IDA staff time, management, expertise, third-party consultant work, analysis, reporting, incidental expenses, final deliverables, publication and marketing.
- Each downtown organization is to provide essential data (and relevant background materials) to IDA and the third-party consultant to inform data collection and analysis.
- Each downtown is asked to participate in the initial agreement on key metrics and values.
- A detailed work plan will be developed following a contract signing.

Participating downtowns will receive:

- **Third-party economic analysis** of their downtown's performance and value: Individual analysis calculating the economic value of downtown within the region that can be used for a tool for economic development, policy, advocacy, and more.
- **Measurements** on financial impact, performance benchmarks, municipal capital investments.
- **A baseline for future data collection** within an IDA-data standard, and the ability to report out to stakeholders with an industry-approved standard that is based on information from participating downtowns, existing downtown economic studies, *Quantifying the Value of Canadian Downtowns: A Research Toolkit*, IDA Research Committee, Stantec's Urban Places Group, and a third-party consultant for a thorough, informed approach.
- Ability for **comparison and aggregate reporting** as well as individual analysis.
- **Marketing and promotion of results.** Promotion by IDA will include a full marketing campaign including dedicated e-distributions, Inspired by IDA newsletter promotions, webinar, and a special launch event at the annual conference in Winnipeg.

This will benefit IDA and the place management industry by delivering:

- Individual district analysis for participating downtowns.
- IDA-approved data standard and universal key metrics established.
- IDA online database created and maintained, allowing for aggregate reporting out, individual analysis and comparisons between downtowns.
- IDA Toolkit with transferrable methodology created for other downtowns to calculate their value and ROI to their region.

Estimated Timeline:

Event	Date/Time Frame
Project Onboarding for Participating Downtowns and RFP Issuance for Third-Party Consultant	November 2016
RFP Review and Selection; Solicit Initial Feedback from Participating Downtowns	Nov-Dec 2016
Hire Third-Party Consultant; Consultations with Participating Downtowns to gather initial data.	Dec 2016- Jan 2017
Project Work. IDA staff and taskforce manage project. Parties advise consultant on metrics to inform the calculation creation. Stantec serves as an advisor, available to answer questions, provide content expertise and input as needed.	January-May 2017

Project Complete	June 2017
Design and Publication	July-August 2017
Release and Marketing of Results at IDA Annual Conference in Winnipeg, Manitoba	September 2017

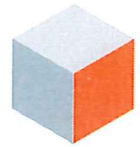
The share of necessary funding from the DDA are available in the budgeted in the **general Administration** line item of the DDA Local Tax Priority Plan.

Recommendation:

Authorize the DDA Executive Director to enter into a contract with the International Downtown Association to contribute to the Calculating the Value of American Downtowns research project in the amount of \$15,000.

MEMORANDUM

DOWNTOWN
DEVELOPMENT
AUTHORITY



DDA

DATE: November 2, 2016

TO: Downtown Development Authority

FROM: Bill Kirk
Mobility Manager

**Agenda Item #8
November 9, 2016
DDA Meeting**

SUBJECT: Request for Authorization to Contract for a Bike Share Feasibility Analysis

In April 2016, the Alliance for Livability prioritized and recommended funding for a Bikeshare Feasibility Study. This budget decision stemmed from the GR Forward recommendation for a planning study as the initial step to bring bikeshare to Grand Rapids (pages 205 and 228). A successful study will analyze potential demand, identify the most appropriate organizational structure, and develop a strategic funding and business plan for the future system.

A Request for Proposals was issued by DGRI in late September, and proposals were all received on or before October 20, 2016. The RFP required that applicants provide reports analyzing potential demand and utilization, comparing best practices from comparable systems, develop strategies to address access and equity issues, recommend an ideal organizational structure, and recommend financing models, as well as other deliverables and tasks.

GR Forward's initial research and analysis concluded that a bikeshare system could be successful at a minimum in Downtown Grand Rapids. The scope of this project will cover the entire City, and costs will be shared between DGRI and the City of Grand Rapids at 30% and 70%, respectively. Analyzing demand and initial organizational planning citywide is a more efficient and expedited approach than examining Downtown and the rest of the City separately.

Three proposals were received from nationally recognized transportation consultancies and reviewed by DGRI and City staff, as well as additional stakeholders. The unanimous decision was to recommend contracting with Sam Schwartz Transportation Consultants to conduct the study and develop the plan. Sam Schwartz was the lead consultant for the mobility portion of the GR Forward plan, and they possess extensive experience with planning and implementing bikeshare systems across the United States. Their superior proposal, combined with their built-in knowledge of the City's transportation network and current development cycle make them ideal candidates for this project. The project will be cooperatively managed by DGRI and MobileGR staff. A steering committee of critical stakeholders will be created to guide the process in partnership with staff and the consultants.



**DOWNTOWN
GRAND RAPIDS**

Pending approval, the project will kick-off in December and will be completed in the spring of 2017.

The share of necessary funding from the DDA (30% or \$30,000) to complete this project is budgeted in the Bike Friendly Improvements line item in the Livability section of the DDA Local Tax Priority Plan.

Recommendation:

Authorize the DDA Executive Director to enter into a contract with Sam Schwartz Transportation Consultants to conduct a Bike Share Feasibility Analysis and develop a Strategic Business Plan not to exceed \$100,000.

Grand Rapids: RFP to Conduct Bike Share Feasibility Analysis & Develop a Strategic Business Plan

Sam Schwartz



Project Contact:
Stacey Meekins, AICP
Project Manager
Sam Schwartz
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Phone: (773) 305-0800
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October 19, 2016

Mr. Bill Kirk
DGRI Mobility Manager
29 Pearl St. NW #1
Grand Rapids, MI 49503

Dear Mr. Kirk:

The City of Grand Rapids has undertaken a number of steps over the last few years to evolve its transportation system beyond only the automobile. Implementing bike share in Downtown and the adjacent neighborhoods has the potential to support last mile connections to the Silver Line and upcoming Laker Line, provide an affordable and convenient transportation option for short commutes and get more people biking in the City. However, launching a successful and sustainable bike share system requires more than putting stations in the ground and filling them with bikes. It requires a smart and detailed strategy to deal with the number of challenges that all bike share systems face, from obtaining funding for both capital and operations, attracting users beyond the strong and fearless who already ride their bike, and providing equitable service to all neighborhoods and demographics.

Sam Schwartz and Ningret Partners are uniquely qualified to assist DGRI and MobileGR with this effort. We bring not only superior expertise on bike share and urban transportation infrastructure, policy, and stakeholders, but also a deep knowledge of Grand Rapids and its people through our firms' work on *GR Forward*. Our team has also demonstrated the ability to not only deliver innovative analysis to address these challenges, but also communicate the solutions in a way that all audiences -- from elected officials to advocacy organizations to the general public -- can understand and relate to.

We look forward to assisting your staff move Grand Rapids forward.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark de la Vergne".

Mark de la Vergne - Principal
mdelavergne@samschwartz.com

A handwritten signature in black ink, appearing to read "S. Meekins".

Stacey Meekins – Project Manager
smeekins@samschwartz.com

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FIRM PROFILE

Sam Schwartz is a multi-modal transportation planning and engineering firm that has collaborated with cities for over twenty years on complex issues and strategies. In an era where daily changes in behavior, technology, and funding are creating transportation disruption, **Sam Schwartz** offers a forward-looking, yet pragmatic, approach to sustainable mobility with unparalleled technical and problem-solving expertise. As city leaders increasingly aspire to re-envision their streets as places for more than just automobiles – while also working better for automobiles – **Sam Schwartz** has served as a frequent collaborator with those cities who are leading the charge, implementing the tremendous change that accompanies new leadership (Los Angeles and Seattle) or a new focus on transportation choices (Chicago and Grand Rapids).

**Sam
Schwartz**
Transportation
Consultants

Sam Schwartz has supported cities across the country in planning, analyzing and delivering bike share systems. In Chicago, we provided a wide range of services to the city for planning, implementation and ongoing maintenance of the 581-station bike share system. This included system planning, modelling, site selection, permitting, installation plans, public outreach, station map design, and support services for marketing, advertising and sponsorship, and web design. We are currently working for Culver City to determine which operator they should use for their system. For LA Metro, **Sam Schwartz** was part of the team that delivered the Metro Regional Bike Share Implementation Plan. We performed preliminary station siting, and also provided general advisory services for the ridership analyses, financial modeling and system and fare integration elements. In Santa Monica, we provided station siting review and general system and implementation advising services. In Seattle, we created updated services area plans for a large system expansion and conversion to a new organizational structure. As part of a TIGER grant application, we also created ridership and financial estimates for the new system and wrote elements of the TIGER grant application and performed a cost benefit analysis of the proposed implementation. We have also provided station siting services for the Social Bicycles system in Tampa and training to the teams tasked with planning the bike share systems in Louisville and Atlanta.

Ninigret Partners (NP) is a boutique economic design firm that specializes in the art and science of blending customer insights, behavioral economics and design principles to achieve desired economic outcomes. Founded in 2001, NP started out by providing business strategy services to a select group of clients in industries undergoing rapid change. Over time our expertise with businesses was sought out to help build and revitalize local and regional economies. Today our clients include 4 top ranked USNWR hospitals, market leaders in life science products, major tech companies involved in advanced materials. In addition the firm has provided economic development and management consulting services for a number of major municipalities and state agencies including Pittsburgh, Boston Redevelopment Authority, Downtown Grand Rapids Inc, Philadelphia Industrial Development Corporation, Detroit Innovation District, New Haven, and MassDevelopment

NP Ninigret | Partners

KEY STAFF

Stacey Meekins leads the active transportation practice out of the *Sam Schwartz* Chicago office. With over twelve years of experience focusing on bicycle and pedestrian planning, design, and safety research, Ms. Meekins has worked with communities across the Midwest, from large urban centers to small suburban towns, to identify safety concerns and develop short and long-term plans for improvements. She currently manages the Divvy Bikeshare Station Siting contract with the Chicago Department of Transportation and has been involved with the program since its inception in 2013. She has completed research at the national level for the Federal Highway Administration as well as the state and local levels, including the Michigan and Chicago Departments of Transportation. Her research is focused on bicycle and pedestrian safety, mobility, and emerging countermeasures.



Mark de la Vergne is a Principal with *Sam Schwartz* and serves as the Director of Transportation Planning. Described by ENR Midwest as “one of the nation’s leading experts on multi-modal transportation”, Mr. de la Vergne has worked with communities across the country to increase their transportation options and reduce transportation costs. He was integral in Chicago’s transformation into one of the best big cities for walking and biking, spearheading a number of the city’s key planning and engineering initiatives. He worked closely with the City of Grand Rapids and Downtown Grand Rapids, Inc. to implement changes to the Downtown parking system and transition the Parking Commission into a Mobility Commission. He has worked on a number of bike share projects with a focus on ensuring early wins and success.



Samuel Frommer is a senior planner and designer with *Sam Schwartz*. Mr. Frommer specializes in complex demographic and geospatial analyses, translating them into understandable materials to help make better planning decisions. His work doing spatial analyses in ArcGIS and statistical modeling have aided in the definition of the service areas for bike share in Chicago, Seattle, and Hudson County, NJ, and he is the co-author and designer of the Newark Pedestrian and Bicycle Safety Toolbox for Newark, NJ. Mr. Frommer is passionate about active transportation and focuses on bicycle and pedestrian planning and safety, bike share system design, and making multi-modal connections.



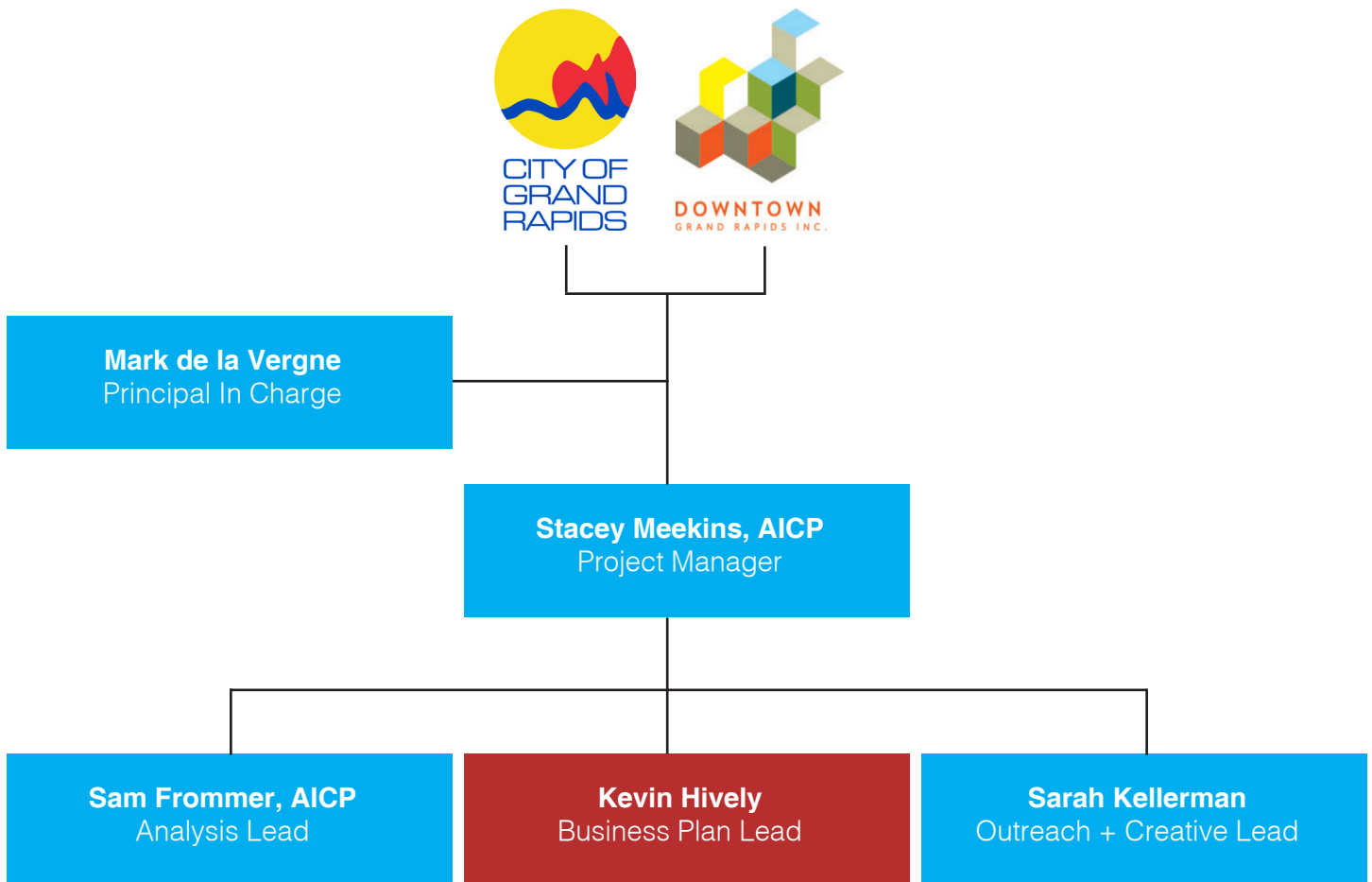
Sarah Kellerman is a Transportation Planner and Urban Designer who brings expertise in data visualization and production of superior graphic content to the *Sam Schwartz* team. Ms. Kellerman uses her architecture, urban design, and scenario planning background to bring depth of content and a high level of graphic finish to a diversity of projects ranging from strategic plans and transportation network analysis, to community engagement and project-level design. She has experience working across many scales, and brings her passion for design supportive of public life and place-making to all aspects of her work.



Kevin Hively is the founder and President of Ninigret Partners. He brings 20 years of experience working with corporations, governments and leading nonprofits on key strategic and economic issues. Private clients have include four USNWR top ranked hospitals, and market leaders in the fields of medical devices, property & casualty insurance, polymers, and electronics.



ORGANIZATIONAL CHART



PROJECT EXPERIENCE

Divvy Planning Design + Implementation - Chicago, IL

The *Sam Schwartz* project team managed all aspects of the planning and implementation of the highly successful system. The planning process began with an analysis of the ideal service area and station densities, based on neighborhood characteristics. This process was then repeated to determine the service area expansions. Individual station locations were selected based on criteria including safety factors, connectivity to transit, user experience, system operation, funding availability, advertisement value, and impact on pedestrian mobility, among others. Our team oversaw a thorough public input process to assist with identifying ideal sites, which included an online station suggestion site, community meetings, and interviews with elected officials and community leaders. Additional tasks included: creating a training course for new staff to understand the bike share siting process; developing and submitting installation plans; coordinating approvals with necessary city departments and officials; preparing permit applications; and coordinating the schedule for station installation.



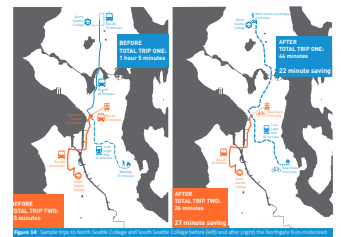
Hudson County Bike Share Feasibility Study - Hudson County, NJ

Hudson County, New Jersey, is ideally situated for bike share. It is highly urbanized and the most dense multi-jurisdictional county in the U.S. It has direct regional train, subway, bus, and ferry connections to Manhattan and is a major regional employment center. As the lead consultant on the study, *Sam Schwartz* services include defining stakeholder goals and objectives, detailed GIS analysis of various demographic and other factors to recommend a phased system area, forecasting ridership, providing station siting guidelines, and providing a business plan and model for implementation.



Seattle Bikeshare Expansion Planning - Seattle, WA

As part of a \$25 million TIGER 2015 grant application submitted by the Seattle Department of Transportation (SDOT), *Sam Schwartz* led the planning for expanding the current bikeshare system from 50 stations that cover 5 square miles of the city to a 250 station electric-assist bikeshare program serving 42 square miles. *Sam Schwartz* worked closely with SDOT staff to develop an equitable and viable service area where bikeshare would be immediately successful and have a strong impact by generating ridership, reducing user travel time and travel cost, and dramatically increasing first/last mile access to frequent transit. Using data on membership, ridership, and service area characteristics from peer city bikeshare systems, *Sam Schwartz* created annual- and daily-member ridership forecasts that were used to assess program impact and revenue potential. *Sam Schwartz* used these forecasts as the foundation for conducting a benefit-cost analysis for the TIGER grant which identified hundreds of millions of dollars in economic, environmental, health care, and user benefits. Additionally, *Sam Schwartz* conducted research on electric-assist bikes to understand the additional benefit this technology would have on trip length, trip frequency, and membership.



PROJECT EXPERIENCE

Grand Rapids Downtown Plan - Grand Rapids, MI

Sam Schwartz was retained by Downtown Grand Rapids, Inc. and the City of Grand Rapids, as part of the Interface Studio team, to develop a 21st Century Mobility Strategy for Downtown Grand Rapids. The future success of Downtown Grand Rapids will be supported by providing more transportation choices and integrating technology with these choices. Accessibility and urban character are both at the heart of the attractiveness and competitive advantage of downtown areas. One of the key initiatives of the plan was the development of a new department of the City, Mobile GR, which will be responsible for managing the City's parking assets introducing new mobility options to Downtown and building their success, and working with employers to develop transportation solutions outside of parking for single occupant vehicles. This paradigm shift in Grand Rapids will occur quickly to help support future residential growth and changes in transportation demands among millennial employees and entrepreneurs. **Sam Schwartz** worked closely with the City to develop a five year plan that will introduce a number of new mobility choices, including car share, bike share, free transit, and a Downtown circulator, as well as better aligning the pricing of the City's parking assets with the demand.



New Haven Parking Authority Restructuring Analysis - New Haven, CT

NP prepared a reorganization and financial analysis plan for the City of New Haven's parking operations involving the Parking Authority and city meter parking. The project involved significant financial analysis of the relative financial tradeoffs between an asset lease, meter price increases, PILOT payments as well the impact of reorganization on creating a parking product and Parking Improvement District.

Forecast P&L statements (unrestricted only)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Revenue	1,234,567	1,345,678	1,456,789	1,567,890	1,678,901	1,789,012	1,890,123	1,901,234	1,912,345	1,923,456
Expenses	(890,123)	(901,234)	(912,345)	(923,456)	(934,567)	(945,678)	(956,789)	(967,890)	(978,901)	(989,012)
Profit	344,444	444,444	544,444	644,444	744,444	844,444	934,444	934,444	934,444	934,444

• Air Rights Garage represents marginal user change
 • Debt service coverage increases from approximately 1.38 in 2016 to a very healthy 4.24 in 2017.
 • Increased the level of annual PILOT does negatively impact the ability to "reinvest" the garage - e.g. PILOT considered an annual operating expense rather than voluntary would create a debt service coverage ratio in 2014 of 1.0 and 1.31 in 2017.
 • To "reinvest" the garage would be a tradeoff against PILOT payments at the proposed levels.

Business Plan for Design & Manufacturing Institute

NP developed the business plan for the RI Design & Manufacturing Institute. The work involved market sizing, segmentation, development of initial launch program and pro forma financial modeling of the launch phase of the program.

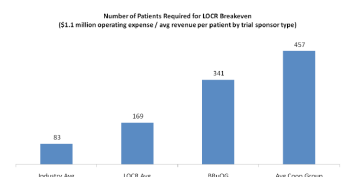
Business Model Executive Summary

Value Proposition	Key Partners	Key Activities	Key Resources	Channels	Customer Relationships	Customer Segments	Sources of Revenue
<ul style="list-style-type: none"> Provide a platform of companies for Creating a platform to connect businesses Generate leads 	<ul style="list-style-type: none"> Academic institutions Government agencies Manufacturing companies Service providers Investment firms Non-profit organizations Startups Universities 	<ul style="list-style-type: none"> Product development Marketing & sales Customer support Operational excellence Financial management Human resources Legal & compliance Technology 	<ul style="list-style-type: none"> Academic institutions Government agencies Manufacturing companies Service providers Investment firms Non-profit organizations Startups Universities 	<ul style="list-style-type: none"> Direct sales Partnerships Referrals Events Online marketing Public relations Social media Trade shows Webinars 	<ul style="list-style-type: none"> Academic institutions Government agencies Manufacturing companies Service providers Investment firms Non-profit organizations Startups Universities 	<ul style="list-style-type: none"> Academic institutions Government agencies Manufacturing companies Service providers Investment firms Non-profit organizations Startups Universities 	<ul style="list-style-type: none"> Academic institutions Government agencies Manufacturing companies Service providers Investment firms Non-profit organizations Startups Universities

Lifespan Ambulatory Research Center Feasibility Study

NP prepared a feasibility study for the creation of an Ambulatory Research Center at Lifespan, the major teaching and academic hospital for the Brown University Medical School. In addition to pro forma development, the project involved significant financial analysis of the contribution margins of different trial sponsors to determine the right economic model for the center.

... unless there was major growth in clinical trial participants - which is as much a function of patient eligibility and panel size as it is clinician incentive



REFERENCES

Sam Schwartz

Divvy Planning Design + Implementation

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Hudson County Bike Share Feasibility Study

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Seattle Bikeshare Expansion Planning

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Ninigret Partners

New Haven Parking Authority Restructuring Analysis

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Business Plan for Design & Manufacturing Institute

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Lifespan Ambulatory Research Center Feasibility Study

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PROJECT WORK PROGRAM

Project Understanding and Approach

Great things are happening in Grand Rapids, including hundreds of millions of dollars in new development, expanded food truck opportunities, new transit options including changes to the DASH and improvements to the Riverfront. These initiatives are just the initial implementation steps from the award winning *GR Forward* plan which has contributed to Grand Rapids status as one of the most exciting places in the country. There is little doubt that this momentum will continue, leading to further increases in the residential and employment populations, particularly in Downtown and the surrounding neighborhoods.

Improving mobility and accessibility in Downtown and the adjacent neighborhoods will be critical to capitalizing on this momentum and to providing more opportunities for everyone in Grand Rapids. However, these improvements must address options far beyond vehicles that carry a single occupant. Options must be provided that offer people choices on how they want to get around based on affordability, convenience, and safety. The 21st Century Mobility Strategy laid out in *GR Forward* clearly identifies many of the changes that will be necessary to evolve Downtown and its adjacent neighborhoods to meet the existing and future multi-modal transportation demands. These include providing last-mile connections to transit, supporting a “park once” behavior for those employees that do choose to drive Downtown, and providing existing and future residents with more transportation options so that a car-free or car-lite lifestyle is possible.

Achieving these solutions will require parking strategies, transportation demand management, transit improvements, bike infrastructure, car share, and transportation network companies. But of all the strategies described in *GR Forward*, the implementation of a dense bike share system may have the most potential for unlocking opportunities in Downtown Grand Rapids for the most people. When delivered correctly, bike share can be a reliable transit option that is flexible, convenient, affordable and fun to use. It has been demonstrated to appeal beyond those that ride a bike to work and is recognized as a smart and critical investment in any city’s urban infrastructure portfolio.

However, simply installing a bike share system in Grand Rapids will not be enough to ensure the system’s success. There are a number of issues that must be addressed beforehand, including building a strong membership base from Day One, creating a system and membership that is equitable both by geography and demographics, understanding how the ease of driving in Grand Rapids competes with bike share, overcoming some of topographic challenges that will discourage people who don’t typically ride a bike, and developing a realistic path to fund bike share’s capital and operating costs. This study is not only an opportunity to address these issues, but create a model for similar sized cities across the country for a successful and sustainable bike share system.

Sam Schwartz and Ninigret Partners (NP) are pleased to present the following approach to making this opportunity a reality. **Sam Schwartz** is one of the leading experts in bike share in the US, highlighted by our work as the lead planner and architect for Divvy, Chicago’s 581-station bike share system that is both financially sustainable and equitable. In addition to our knowledge of bike share and financial planning, **Sam Schwartz** and Ninigret are intimately familiar with Grand Rapids, from existing attitudes and awareness of bike share, to potential sponsors and their perceived value of the service, to our relationships with key decision makers in the public and private sectors. This unique combination of technical expertise and local knowledge will be critical to completing this study in an expedient, yet smart, manner and setting implementation up for easy success.

Task 1 – Kickoff Meeting with MobileGR and DGRI

To kick off the project, **Sam Schwartz** (Stacey Meekins and Mark de la Vergne) and NP (Kevin Hively) will attend a kickoff meeting with MobileGR and DGRI. The focus of this meeting will be reviewing the schedule, identifying the roles of each member of the project, both consultant and client, as well as additional partners. **Sam Schwartz** will submit a Project Management Plan to the client before the meeting which will include a detailed framework of how the project will progress. This meeting will also serve as an opportunity to discuss the potential goals of the system as well as make any additional data requests for the market analysis.

It is also suggested that the consultant team meet with key stakeholders (City leadership, DGRI board, etc) to discuss the project, our team's experience with bike share, and what their expectations are for this project and bike share as a whole.

Deliverables:

- *Meeting agenda*
- *Meeting notes*
- *Project management plan*

Task 2 – Peer City Research and Develop Goals

The bike share industry continues to mature as companies advance new technologies (including electric assist bikes) and cities better understand what is necessary to allow bike share to overcome numerous challenges (weather, lack of density, topography, etc.). The purpose of this task is to build a foundation for what bike share in Grand Rapids should be and understand how other similar cities are succeeding.

2.1 – Review peer city bike share

Understanding how different models of bike share work in cities similar to Grand Rapids will be invaluable to developing a successful business plan. Reviewing up to six (6) peer cities with bike share, including two (2) that use electric-assist bikes, **Sam Schwartz** will compile a comparable analysis to Grand Rapids. The peer cities will be identified taking into account climate, topography, size, development character/density, and the extent of existing bicycle facilities. The research will feature examples with a variety of business models, bike share technologies, and infrastructure in this analysis.

The review will answer a number of questions, including:

- How do peer cities define success?
- What has helped them succeed/what hasn't?
- What are their service areas and densities?
- Who is using the system?
- What is their cost and revenue model?

2.2 – Local policy and infrastructure analysis

There are likely numerous logistical issues, including policies and infrastructure, that will need to be worked out before bike share stations can be installed. A policy review will be undertaken to determine if there are any conflicts between city policies and the planning, siting, and operating of bike share. An infrastructure review will also be conducted, which will answer questions such as, what are the typical rights-of-way and sidewalk widths, what are power options if stations require electricity, and what is tree coverage like in the case of using solar power? A memorandum will be provided that summarizes this review.

It is recommended that a meeting be held with City staff to review the findings of the memo, develop solutions to any conflicts, as well as work out a process for siting and approving future bike share stations. **Sam Schwartz** will provide a review of the processes our firm used to successfully launch Divvy in Chicago and LA Metro's bike share system.

2.3 – Develop Draft Goals and Objectives

The final step of this process will be to develop consensus on the system's goals and objectives in order to develop the service area and subsequently the business plan. These goals and objectives will be formed by reviewing the priorities and goals of *GR Forward* and the Vital Streets plan as well as other conversations with stakeholders. Examples of objectives include: all residents will be a certain distance from a bike share station; to expand the reach of existing transit; to reduce costs of transportation for residents; to reduce the need to build future parking, etc. **Sam Schwartz** will lead MobileGR and DGRI through an initial conversation about objectives at the kickoff meeting and provide a set of draft objectives for the client to review.

Deliverables:

- *White paper summarizing peer cities*
- *Memo summarizing Grand Rapids infrastructure and policies*
- *Meeting to review conflicts in infrastructure and policies as well as to set process for approving station locations*
- *Draft goals and objectives*

Task 3 – Market Analysis

Understanding the potential floor and ceiling for Grand Rapids' bike share system is necessary to inform decisions that will be made as part of the business plan. The market analysis will provide an initial framework for the business plan, including service area boundaries, minimum and maximum number of stations, and potential phasing.

As part of the planning for the extension of Divvy in Chicago, **Sam Schwartz** has completed a considerable amount of analyses to better understand what affects ridership. The conclusion from these analyses is that bike share works best where people are already biking and walking and where the higher concentrations of young adults live. It is more successful where the network has a certain density of stations around it, which expands the options for the trips that can be made on the system. However, planning a system using these characteristics alone would lead to only focusing on areas of the city with higher incomes and a primarily white population. Bike share in Grand Rapids must provide a balance between those who will likely use it without much prodding and those who have the most need for an affordable transportation option.

3.1 – Demand and Equity Heat Mapping

The core of the bike share market analysis will be a heat mapping exercise, in which the variables that contribute to high bike share ridership are mapped. **Sam Schwartz** will produce a series of maps of Grand Rapids using GIS to illustrate the areas of highest potential based on the following factors:

- Population Density
- Employment Density
- Proximity to Colleges and Universities
- Density of Retail/Commercial Activity
- Tourist and Recreational Attractions
- Existing Bicycle Infrastructure
- Modal Split (for transit and bicycle)
- Transit Stations
- Topography
- Political Boundaries

To bring more context to this planning exercise, we recommend performing an equity/objectives heat mapping analysis as well. This second analysis will layer attributes of the City that reflect the objectives for the system, such as lowering the cost of transportation for residents, filling in transit deserts, etc. By multiplicatively combining these two maps, guidance will be provided on where bike share will achieve ridership/popularity as well as fulfill larger goals for the city, thereby ensuring that potential for ridership is not the sole consideration in planning the bike share system.

This methodology has proved successful in planning the expansions of bike share systems in Chicago and Seattle. For the City of Chicago analysis, **Sam Schwartz** created a “Potential” map, representing variables such as population density, employment density, transit service, and mode split; and an “Equity” map, reflecting non-white population density, % of low household income, and educational attainment. It was the combination of these two maps that determined the extent of the system expansion. For the City of Seattle, strengthening access to education was a top line goal, so an element was added to the heat map that showed the geographic areas where the addition of bike share would decrease of travel time to the city’s community college and university system.

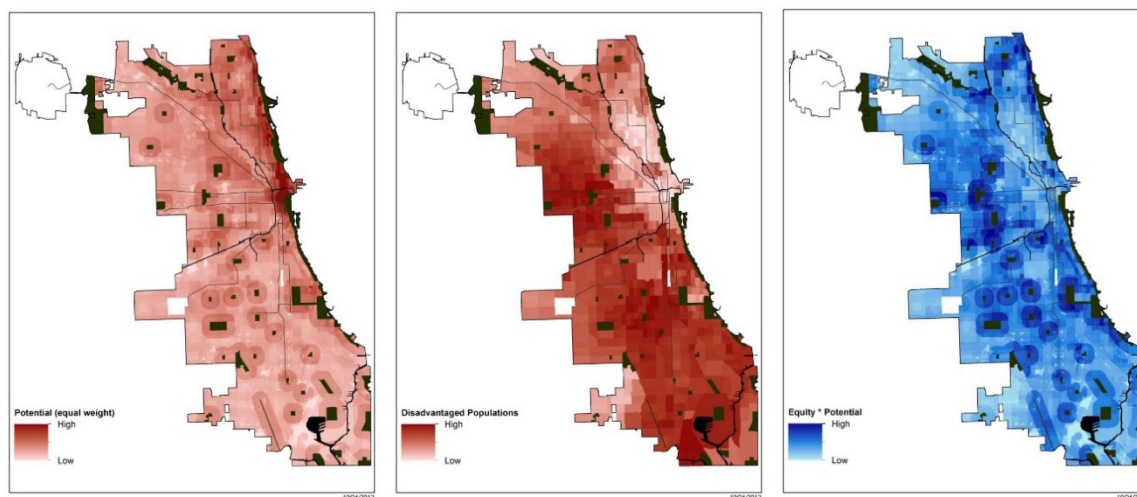


Figure 1: Chicago’s Bike Share “Potential”, “Equity” and “Potential x Equity” heat maps, respectively.

3.2 – Determining Service Area and Phasing

One of the key aspects in bike sharing planning is pairing in-depth local human knowledge with the data-driven analysis. Using the heat mapping analyses as a guide, **Sam Schwartz** will work with Grand Rapids to craft up to three (3) alternative service area plans that show the extent of the bike share system, adjusting the boundaries based on in-depth knowledge of particular areas. The alternatives will include potential station/bike densities in sub-areas through the city.

Following determination of the overall service area, **Sam Schwartz** will recommend system phases, as our team has done in for numerous communities, to project the build-out of the system over time. Each phasing area will have different characteristics of employment and residential density, and will therefore likely warrant different bike share station densities and can be expected to result in different levels of bike and station use. **Sam Schwartz** will recommend overall system size, broken down into phases, based on the density analysis.

3.3 – Ridership Estimates

Ridership estimates will be modeled off of similar demand analyses **Sam Schwartz** has completed for Chicago and Seattle. Existing peer city ridership, demographics, geographic attributes and system attributes will be compiled (from previous studies as well as information requests to NABSA) and then linearly correlate to these to Grand Rapids. Ridership scenarios will be developed for high and low estimates for each of the three different service area plans.

The estimates will also be broken down by annual members vs. tourist or casual pass riders. This analysis will help assess the feasibility, benefits, and risks of introducing a bike share program and will be the basis for Task 4.

Deliverables

- A series of raster/heat maps demonstrating bike share potential and objective/equity attainment
- Draft and final service area maps, including system phasing, station densities and overall system sizing
- Memorandum summarizing the feasibility of bike share in Grand Rapids

Task 4 – Strategic Business Plan

Bike share is a business; it takes initial capital costs to build infrastructure, incurs operating costs to maintain itself, and needs to collect revenue to help cover these costs. While bike share has proven to be more financially sustainable than other forms of public transportation, it cannot be assumed that will be the case in Grand Rapids. A robust business plan is necessary to ensure that any bike share system maximizes revenue to support operating costs and future expansions, while balancing non-financial goals like equity and connectivity. A comprehensive business plan is the most critical part to any bike share launch.

4.1 – Management Structure

The governance and operational structures are also crucially important for the system to achieve its goals. **Sam Schwartz** and NP will work with MobileGR and DGRI to propose a governance structure that addresses the goals of the program and is achievable given the capacity among Grand Rapids public, private, and civic groups. Potential structures include the following:

- Agency managed / agency operated (example: German systems are operated by transit agency)
- Agency managed / contractor operated (example: Capital Bikeshare)
- Nonprofit managed and operated (example: Minneapolis Nice Ride)
- Nonprofit managed and privately operated (example: Puget Sound Bike Share)
- Privately managed and operated (example: New York Citi Bike)

Each potential structure has its different advantages and disadvantages. The business plan will provide details on how other cities' programs are organized and explain the pros or cons of each. A final recommendation will be made for how bike share should be managed and responsibilities of all that need to be involved.

4.2 – Create sponsorship model

Identifying potential targets for sponsorship involves identifying and understanding several aspects of potential corporate resources. These include:

- Value of sponsorship as a marketing device for companies or real estate developments interested in reaching the bicycling demographic and desirable of extensive points of presence in high traffic/high visibility areas.
- Companies and institutions that have a wellness benefit program where bikeshare can be seen as both an employee benefit and a positive message about the company
- Companies that are engaged in "green" branding for themselves

To support this type of outreach will require creation of key talking points and supportive data regarding identification of "qualified" targets that are interested in the types of situations described above. In addition, a go-to-market model will be created that identifies broader outreach opportunities such as the regional Society for Human Resource Managers or Facility/Parking executive associations to raise the profile among key decision-makers and influencers within the corporate and institutional communities.

4.3 – Costs and revenue model

The best bike share systems should work for residents, employees and tourists alike. Bike share systems range from very profitable models to those that are heavily subsidized by the government. To develop a profitable system, a very high density of stations that encourages a lot of tourist activity is needed. A subsidized system is one that covers a considerable amount of land and has stations in areas where demand is not that high, but a great need is served. Developing the balance between revenue and equity is the challenge for every city and its bike share system.

Building a large base of membership, particularly at launch, is also a necessary component. It not only serves as a recurring revenue source, but it helps build the proof of concept among the public and the press.

Using the ridership and membership estimates, we will develop a monthly cash flow projection for 6 months post-launch, and then 2 years, 5 years, and 10 years after system launch. The financial model will include the following:

- Startup capital costs
- Capital costs for system expansions
- Annual operating costs
- Proposed fee structures
- Membership and usage revenues based on proposed fee structures and membership and ridership analysis
- Farebox recovery from membership and usage fee
- Funding need for capital and operations (if necessary)
- Sponsorship and advertising analysis

Funding sources for capital and operations

The funding sources can deeply impact the ability for the goals of the program to be met. Therefore, it is important to propose a funding structure that is both achievable for the system size desired and addresses the goals of the program. Potential sources include the following:

- Federal funding (example: Capital Bikeshare)
- State and/or local funding (example: Chicago used local funding to match federal funding)
- Privately funded by sponsorship (example: New York Citi Bike)
- Privately funded by advertising (example: Paris Velib)
- Privately funded by equity or debt (example: Miami DecoBike)

The final result of this work will be a Pro Forma and Cash Flow model that identifies all of the costs on an annual basis as well as an estimate of the annual revenues. It will be developed to strike the right balance between maximizing revenue and providing coverage to as much of the area as possible.

4.4 – Equity Plan

Creating a bike share system that accurately reflects a city's geographic and demographic diversity has been a challenge for every city in North America. While many strategies and initiatives have been tried, there is no silver bullet for achieving the goal of creating an equitable system. In Chicago, **Sam Schwartz** led an analysis to better understand why Divvy was struggling in south and west sides of the city. From the focus groups and surveys that were performed, we discovered that there were a number of issues keeping residents in these neighborhoods from trying the service, including cultural views on bicycling, a feeling of the brand communicating to white millennials, payment issues, and safety. From this work, the City of Chicago launched Divvy for Everyone, a program focused on solving many of these issues in the neighborhoods where an affordable transportation option would have the most benefit. The program has had a number of successes, but still has a tremendous amount of work to do.

Based on our experience in Chicago, the first step of an equity strategy must be to understand the issues and obstacles that will prevent different segments of the population from embracing a bike share system in Grand Rapids. We suggest holding up to six initial focus groups with different populations of age and race in the study area to understand their current understanding of what bike share is as well as what it would take for them to become members of the service. These focus groups will be a combination of education by the project team and a discussion on questions like “How do you think bike share could improve your day”, “What would it take for your neighbor to use the service” and “What would be the best way to get the word out in your neighborhood”.

In addition to the focus groups, *Sam Schwartz* will include research on what cities are doing to address the equity issue as part of the best practices report.

An initial equity strategy will be drafted based on the results of the focus groups and the research. This strategy will include a series of individual strategies and recommendations that address, but not be limited to:

- Pricing
- Providing support for the unbanked
- Marketing and communication
- Technology and addressing digital divide
- Station locations and density
- Safety
- Additional policy and infrastructure changes that are necessary to support biking in different neighborhoods

A second round of focus groups will be held to review the draft equity strategy with the initial participants to review the recommendations and ensure they meet any and all potential concerns.

A recommendation will be made for how these focus group participants can continue guiding implementation efforts.

Deliverables:

- Strategic Business Plan
- Equity Plan

Task 5 – Marketing and Outreach Plan

Launching and operating a bike share system requires funding. There are three traditional sources of this money: membership and daily fees, government grants, and private sponsorship dollars. In order to create a bike share system that is financially sustainable, all of these sources will need to be leveraged in both traditional and creative manners. The Marketing and Outreach plan will develop strategies and deliverables to build membership, optimize visitor passes, successfully obtain grants, and attract sponsors.

The creativity, both with communications and financial planning, of *Sam Schwartz* and NP will be vital to developing a plan that is both innovative and pragmatic. The *Sam Schwartz* creative team, led by Sarah Kellerman, has partnered with cities across the country to develop creative ways to build project support and awareness. Our creative work with the Chicago DOT and Divvy has set the national bar in creating unique events to draw attention to the program. We led the development of Move Seattle, which communicated the city’s future transportation vision in a clear and creative manner and served as the supporting document for the City’s successful \$930 million levy. We have a legacy of innovative outreach strategies and activities,

most recently developing a “Would You Rather” activity that forces people to make value-based decisions on transportation policy and design. This level of creativity is not the norm for most engineering firms, but it is part of the *Sam Schwartz* DNA.

The following summarizes the Marketing Plan and Outreach Plan that will be developed to support a financially sustainable bike share system in Grand Rapids.

5.1 - Marketing Plan

Cities across the country, big and small, have struggled to find bike share sponsors because the typical return on investment metrics for sponsorship do not add up for a transportation system that needs both capital and operating dollars. So it is important that the sponsorship for bike share be marketed as more than simply infrastructure, but as an important investment in the city building efforts of MobileGR and DGRI and the value exists in being branded with modern mobility and the City of Grand Rapids.

Sam Schwartz and NP will develop a marketing plan that clearly lays out the benefits of bike share, both the typical street furniture advertisement value as well as a component of the City’s transportation network, creates a tiered costing structure of sponsorship opportunities, from one sponsor of all aspects of the system to breaking out each sponsorship of each individual component (bikes, kiosks, dock wraps), and identifies creative ways to bring value to the sponsors beyond the naming and branding rights.

NP will develop a marketing plan execution strategy that will include the potential private sponsors as well as immediate grant opportunities.

Deliverables:

- A sponsorship deck template that will include the majority of the sales pitch, but will need to be individually tweaked for each potential sponsor. Sam Schwartz assisted the City of Chicago with these decks for the initial sponsorship search of Divvy.
- Collateral pieces that explain the value of bike share and how it will be implemented in Grand Rapids. The text and graphics of these pieces will be able to support other endeavors, such as grant applications or marketing pieces.

5.2 - Outreach Plan

For bike share to truly succeed in Grand Rapids, it must be attractive to all residents and employees, not just those who already are passionate about bicycling. Whether it’s a resident of the Southeast side, a commuter from outside of the City or a student at Ferris State, the system must bring in “choice” riders from all demographics. And one of the ways to accomplish this is to listen to all of these potential users before the system is in place. Almost every bike share system has provided stakeholders with an opportunity to weigh in on where bike share stations should go. But no bike share system has allowed stakeholders to provide input on how the system should be designed, operated, or marketed. A successful outreach plan should be the key stepping stone to a successful and equitable membership base from the system’s launch.

The outreach plan will include strategies to 1) educate people on bike share and the system 2) understand challenges to achieving the goals of a sustainable and equitable system 3) provide opportunities for stakeholders to steer all aspects of the system, not just simply where stations should go. It will identify potential partners beyond the City and DGRI to implement the plan, including community organizations, non-profits, and the Rapid.

Deliverables:

- Sponsorship deck template
- Sponsorship/Marketing collateral materials
- Memorandum summarizing an outreach strategy

Task 6 – Project Management

Sam Schwartz has developed close working relationships with our clients in part because of our commitment to consistent and clear communication. Our team will attend, in-person or via Skype, regular project check-in meetings with MobileGR and DGRI. Due to the relatively short timeframe to complete the feasibility study, a standing weekly meeting is recommended. The purpose of these meetings will be to review task progress, the status of upcoming milestones, and any issues concerning the project schedule and budget. Meeting minutes will be prepared after each meeting summarizing the discussion and assigning task responsibilities.

It is suggested that two-three in-person check in be held with the Mobility Commission and DGRI leadership or a full Steering Committee to review the following milestones:

1. Set goals and objectives for a bike share system and review the market analysis
2. Review draft business plan
3. Review outreach and marketing strategy

Deliverables:

- Meeting materials

SCHEDULE

Sam Schwartz is proposing a schedule that focuses on completing the feasibility analysis and business plan before the end of February, so the City can move forward with funding and financing a bike share system. The equity plan and marketing and outreach strategy will be developed within six weeks after the completion of the business plan.

Task	Dec					Jan					Feb					Mar					Apr				
	5	12	19	26		2	9	16	23	30	6	13	20	27		6	13	20	27		3	10	17	24	
1 Kick-off Meeting																									
2 Data Collection and Background Research																									
2.1 Review plans and data																									
2.2 Local policy and infrastructure review																									
2.3 Review peer city bike share programs																									
3 Market Analysis																									
3.1 Demand and equity heat mapping																									
3.2 Determine service area & phasing																									
3.3 Ridership estimates																									
4 Strategic Business Plan																									
4.1 Management structure																									
4.2 Sponsorship model																									
4.3 Costs and revenue model																									
4.4 Equity plan																									
5 Marketing and Outreach Plan																									
5.1 Develop public outreach strategy																									
5.2 Develop sponsorship marketing materials																									
6 Project Management																									
6.1 Steering committee																									

PROPOSED FEE

Please note: see page 3 for the Organizational Chart.

Job Title	Sam Schwartz Costs				NP Costs		Total Hours	Total Cost
	Mark de la Vergne	Stacey Meekins	Sam Frommer	Sarah Kellerman	Kevin Hively			
Task 1: Kickoff Meeting	8	8					16	\$2,576.00
Task 2: Data Collection and Background Research		24	48	32			104	\$10,288.00
Task 3: Market Analysis	12	36	110	80			238	\$24,110.00
Task 4: Strategic Business Plan	16	32	12		200		260	\$38,348.00
Task 5: Outreach and Marketing Plan	16	44		48	50		158	\$19,820.00
Task 6: Project Management		24					24	\$2,976.00
Total Hours	52	168	170	160	250		800	
Hourly Billing Rate	\$198.00	\$124.00	\$101.00	\$77.00	\$150.00			
				Labor Services		Total Cost		
				Expense Line 1		\$ 98,118.00		
				Expense Line 2		\$ 1,000.00		
				Grand Total		\$ 99,118.00		



RESUMES



Mark De la Vergne

Principal + Director of Transportation Planning

Education

B.S. Systems Engineering
University of Pennsylvania,
2000

Awards

Engineering News Record-
Midwest, Top 20 Under 40
Award

Professional Affiliations

Association of Pedestrian and
Bicycle Professionals, Board
Member

America Walks, Steering
Committee

Institute of Transportation
Engineers

American Planning
Association

Presentations

2013 ITE National Technical
Conference "Using Outreach
to Build a Citywide Bike Plan"

2013 American Planning
Association Nation
Conference "Walkability: It's
More than Sidewalks"

2012 Transport Chicago
"Streets for Cycling 2020
Plan"

2012 ITE Midwest
District/TRB Urban Streets
Symposium "Chicago
Pedestrian Plan"

2012 ITE Midwest
District/TRB Urban Streets
Symposium "Chicago Streets
for Cycling 2020 Plan"

2012 Transportation
Engineering Association of
Metropolitan St. Louis
"Chicago Pedestrian Plan"

Mark de la Vergne is a Principal with *Sam Schwartz* and serves as the Director of Transportation Planning. Described by ENR Midwest as "one of the nation's leading experts on multi-modal transportation", Mr. de la Vergne has worked with communities across the country to increase their transportation options and reduce transportation costs. He was integral in Chicago's transformation into one of the best big cities for walking and biking, spearheading a number of the city's key planning and engineering initiatives. He previously served on the Board of Directors of the Association of Pedestrian and Bicycle Professionals and currently serves on the Steering Committee of America Walks. Mr. de la Vergne was part of ENR Midwest's 2014 "Top 20 Under 40" class, which recognizes the top young design professionals. He graduated from the University of Pennsylvania and conducts a bi-annual lecture at his alma mater on urban transportation.

Relevant Experience

Grand Rapids Downtown Parking and Mobility Study, Grand Rapids, MI

Mr. de la Vergne served as the project manager and lead planner for the Grand Rapids Downtown Parking and Mobility Study. *Sam Schwartz* worked with the City of Grand Rapids to evolve their Parking Service Department into a mobility department as well as improve all aspects of their parking operations. On the parking side, *Sam Schwartz* developed recommendations to update the pricing of their off-street facilities based on supply/demand, increase the price of on-street parking to encourage higher turnover, consolidate parking programs to make it easier for both the customer and staff to use, and new policies for updating rates. *Sam Schwartz* developed the framework for the new mobility program and outlined immediate programs to invest in, including car share, bike share, transit pass, and working with employers on parking cash out. The overall purpose of the study was to both best manage the existing parking assets the City owns as well as support future residential growth in the Downtown by providing more options. In addition to the technical expertise, Mr. de la Vergne worked closely with staff to help create internal buy-in and communicate these changes to the public.

Chicago Bike Share Siting and Outreach, Chicago, IL

Mr. de la Vergne is currently the principal in charge for the City of Chicago's Bike Share siting and outreach efforts. His role is to oversee all efforts necessary to successfully launch bike share in Chicago and increase ridership. He has assisted with developing the service area, developing siting criteria, reviewing individual sites, and leading the outreach effort.

Downtown Macon Parking Study

Mr. de la Vergne served as the project manager and lead planner for the Downtown Macon Parking Study. Like many downtowns, Macon has never charged for on-street parking, which has created issues with turnover as the economy has rebounded. *Sam Schwartz* led an effort to evaluate the turnover issue and develop an implementation plan for installing parking meters. This included a service area, the staffing necessary for a new parking agency, a full pro-forma for implementing the meters, and potential uses of the revenue. Mr. de la Vergne worked closely with local stakeholders to develop a plan that would get support, as previous iterations of this idea had failed in the past.

Stacey Meekins, AICP

Director of Chicago Operations

Education

M.S. Urban Planning + Policy

University of Illinois at Chicago, 2005

B.S. Civil Engineering

Northwestern University, 2000

Certifications

American Institute of Certified Planners

Professional Affiliations

Congress for the New Urbanism – IL Chapter, Board Member

American Planning Association

Active Transportation Alliance

Women's Transportation Seminar

National Complete Streets Coalition Instructor

Safe Routes to School National Course Instructor

Presentations

Designing Bikeways, Naperville, IL

Stacey Meekins leads the active transportation practice out of the *Sam Schwartz* Chicago office. With over twelve years of experience focusing on bicycle and pedestrian planning, design, and safety research, Ms. Meekins has worked with communities across the Midwest, from large urban centers to small suburban towns, to identify safety concerns and develop short and long-term plans for improvements. She currently manages the Divvy Bikeshare Station Siting contract with the Chicago Department of Transportation and has been involved with the program since its inception in 2013. She has completed research at the national level for the Federal Highway Administration as well as the state and local levels, including the Michigan and Chicago Departments of Transportation. Her research is focused on bicycle and pedestrian safety, mobility, and emerging countermeasures.

Relevant Experience

Chicago Bike Share Siting and Outreach, Chicago, IL

Ms. Meekins is Project Manager for the City of Chicago's Bikeshare Siting and Outreach. *Sam Schwartz's* partnership with the City of Chicago on the planning and design of the Divvy bikeshare system has been consistent and in-depth. We worked with the City to identify the initial service area, station densities by neighborhood, and locate station sites, and developed site plans for the installation of 300 stations. We have continued to work with the City through two expansions, bringing the system to over 550 stations covering nearly half of the City and serving two-thirds of Chicago's population. Community outreach was used to both inform the planning of the system as well as to educate residents about the program and how it can work for them. This was particularly useful in neighborhoods with greater minority populations, which tend to see lower levels of bicycling for transportation as a baseline. Along the way, we have analyzed ridership metrics to better understand what makes bikeshare successful and how it could inform future expansions and outreach efforts.

Metro Regional Bike Share Implementation Plan, Los Angeles, CA

Ms. Meekins provided quality assurance for the station siting in three pilot cities of the Los Angeles County Bike Share system: the city of Los Angeles, Pasadena and Santa Monica. The station siting was an important piece of the plan that fed into accurate ridership and financial forecasting and was critical to quick implementation of bike share in the pilot cities. The Los Angeles County Metropolitan Transportation Authority took an active role in the delivery of bike sharing to the Los Angeles region. As the county-wide transportation agency, they are in a unique position to help implement and integrate potential bike share systems in the 88 cities that comprise LA County.

Bikeway Feasibility Study, Cook and Kane Counties, IL

As project manager for the Bikeway Feasibility Study, Ms. Meekins is led a diverse Steering Committee through a process to identify possible bike routes, analyze the pros and cons of each, and determine appropriate modifications to create a comfortable bike route. This study is multi-jurisdictional, led by the Chicago Metropolitan Agency for Planning and involving six municipalities, two Forest Preserve Districts, two County Departments of Transportation, and the Illinois Department of Transportation. The process involves identifying a champion for the project to carry it forward beyond the completion of this study.

Samuel Frommer, AICP

Senior Planner + Designer

Education

Master of Urban Planning
Hunter College, 2013

B.S. Chemical Engineering
University of Rochester, 2006

Professional Affiliations

American Planning Association

Association of Pedestrian and Bicycle Professionals

Institute of Transportation Engineers

Young Professionals in Transportation

Presentations

"Bike Share Ridership Modeling and System Planning," Move Together: Shared-Use Mobility Summit, 2015

NJ Bike and Walk Summit, 2016

Samuel Frommer is a senior planner and designer with *Sam Schwartz*. Mr. Frommer specializes in complex demographic and geospatial analyses, translating them into understandable materials to help make better planning decisions. His work doing spatial analyses in ArcGIS and statistical modeling have aided in the definition of the service areas for bike share in Chicago, Seattle, and Hudson County, NJ, and he is the co-author and designer of the Newark Pedestrian and Bicycle Safety Toolbox for Newark, NJ. Mr. Frommer is passionate about active transportation and focuses on bicycle and pedestrian planning and safety, bike share system design, and making multi-modal connections.

Relevant Experience

Grand Rapids Downtown Plan, Grand Rapids, MI

Sam Schwartz was retained by Downtown Grand Rapids, Inc., as part of the Interface Studio team, to develop a multi-modal transportation plan for Downtown Grand Rapids. The overall goal of the transportation plan is to allow more people to live and visit Downtown, while reducing the amount of vehicular traffic. Mr. Frommer worked on a preliminary report on how bike share could function in Grand Rapids, including station placement and user fees, as well as helping to design a draft bicycle master plan. These efforts will help to connect the people of Grand Rapids both to the river and across it, bridging a longstanding gap.

Culver City Bike Share Feasibility Study, Culver City, CA

Sam Schwartz is working with the City of Culver City to understand the opportunities and challenges of implementing a bike share system in this West Los Angeles city. The main challenge is that the City of Los Angeles and a coalition of West LA cities are using different bike share systems that are not interoperable, with Culver City in the middle of the two systems. *Sam Schwartz* is analyzing the adjacent systems and others to identify the best path forward. Mr. Frommer is working on developing a potential service area and ridership projections using heat mapping in GIS and by comparing Culver City to peer cities.

Bike Share Planning and Station Siting, Chicago, IL

Sam Schwartz was retained to plan and design Phase II of the City of Chicago's bike share system Divvy. Mr. Frommer coordinated with team members and the City on numerous geospatial analyses to determine the boundaries of the expansion and the location of new stations. Ridership characteristics of Phase I, along with demographic data, were analyzed to create a localized ridership model that was used to determine the size of the 176 new stations of Phase II, and to re-size some of the existing stations. Mr. Frommer also created heat maps to identify areas of high ridership and traditionally underserved neighborhoods to help meet the equity goals of the system.

Hudson County Bike Share Feasibility, Hudson County, NJ

Hudson County is ideally situated for bike share: it has direct train, bus and, ferry connections to Manhattan, it is highly urbanized, and is a major employment center. As a project planner, Mr. Frommer used heat mapping of census and other relevant spatial data to define the proposed service area. This effort was informed by input from the community, ridership projections, and a market analysis. Mr. Frommer also sited potential bike share stations and worked with the client and community to plan a useful and efficient system. *Sam Schwartz* is worked on a team led by Toole Design Group that will also provide site locations and siting best practices.

Sarah Kellerman, Urban Designer + Transportation Planner I

Education

M. S. Urban Planning + Policy

University of Illinois at Chicago, 2014

B. S. in Architecture

Washington University in St. Louis, 2011

LEED Green Associate

Professional Affiliations

American Planning Association (IL) Pro-Bono Committee Co-Chair

Women in Planning and Development (WP+D)

Designer Credit in Publications

Study of Economic Benefits of Chicago's 'People Spots' (released 2014, a collaboration with The Metropolitan Planning Council)

Great Streets for Los Angeles: LADOT Strategic Plan, 2015

SDOT Move Seattle, Seattle Department of Transportation, 2015

Chicago Forward Action Agenda Update, released by Chicago Department of Transportation, 2013

A Safer City: Los Angeles Fire Department Strategic Plan, 2015

A Thousand Kinds of Neighborhood: The Tale of an American Planning Concept and Indian Plans by Sanjeev Vidyarthi, Ph.D. (2015)

Sarah Kellerman is a Transportation Planner and Urban Designer with a strong command of the design decisions and planning process necessary to transform areas to increase their livability. She has a unique ability to communicate technical concepts and design tradeoffs to stakeholders using compelling graphics visualizations that tell the story of not only change in urban form, but value to individual users and larger system trade-offs. Her passion for design supportive of public life and place-making carries through all aspects of her work. Sarah has focused over the last few years to increase the level of meaningful engagement and quality of community participation on a variety of projects. Breaking from traditional outreach methods – Sarah develops unique events, creative activities and pop-up demonstration projects, bringing innovative ideas to the public outreach process. Ms. Kellerman holds a master's degree in Urban Planning and Policy from the University of Illinois at Chicago, a Bachelor of Science in Architecture, minor in Urban Design from Washington University in St. Louis (2011), and is LEED GA certified.

Relevant Experience

Uptown Eco-Innovation District – Pittsburgh, PA

Working with the Eco-Innovation Plan team, Ms. Kellerman has visualized local travel behavior by reviewing existing transportation policies, safety and access analysis, and assessment of funding mechanisms for infrastructure particularly related to the BRT project proposed through the Uptown neighborhood. The project team is currently in the process of multi-faceted public and stakeholder engagement; feedback will inform the development of recommendations as work on the plan continues.

Presence-Resurrection Medical Center Community Visioning – Chicago, IL

Ms. Kellerman represented *Sam Schwartz* as part of the design team led by DPZ in a week-long Community Visioning for the Presence-Resurrection Medical Center to engage the hospital staff, physicians, and surrounding community in re-imagining the hospital campus. Ms. Kellerman led a "Walk-Shop", with representatives from Chicago's transportation agencies as part of the charrette engagement activities.

Great Streets Gravois Road Strategic Planning Report & Charrette– St. Louis, MO

As part of a consultant team curated by East-West Gateway Council of Governments (St. Louis MPO), Ms Kellerman represented Sam Schwartz in a week-long community visioning with a multi-day public participation component engaging the Corridor community.

GR Forward: Downtown Grand Rapids Comprehensive Plan – Grand Rapids, MI

As part of a Comprehensive Planning effort, Ms Kellerman assisted in review and analysis the existing multi-modal infrastructure and transportation-related services in the Grand Rapids downtown area. Ms Kellerman's project involvement carried through the project's unique public engagement process – installation of a month-long storefront exhibit inviting community-member to participate in a variety of activities, at their own pace and convenience.

Los Angeles Great Streets Initiative – Mayor's Office Charrette

Sam Schwartz was retained by the Mayor's Office's Great Streets Initiative to facilitate the creation of goals, plans, and strategies for one of the fifteen LA Great Streets corridors, Lankershim Boulevard. Ms. Kellerman and the *Sam Schwartz* team facilitated a 2-hour charrette convening various city agencies, departments and programs that affect Lankershim.

EDUCATION

- BA, Public Policy, Brown University
- MIT Professional Development Institute

AFFILIATIONS

- EDF-RI (Bd of Directors)
- Hope Street Group (fmr Bd of Directors)
- Urban Ventures (fmr Bd of Directors)
- Energy Policy Forum Member – American Enterprise Institute
- Strategic Development Organizations Working Group – Aspen Institute

PRESENTATIONS

- Future of Manufacturing, National APA Conference, 2014
- Sustainable Cities Design Academy, American Architectural Foundation, 2012
- P3 for New Infrastructure, National ABA State & Local Law Conference, 2010
- Infrastructure and Development Finance Options, American Public Works Association Regional Summer Session, 2009
- Coastal Development, The Coastal Institute, 2007
- Public Private Partnerships, New England Public Finance Conference, 2006

ADDITIONAL

- *Lecturer*, Brown University, Harvard GSD
- *Urban Design Graduate Studio Reviewer*, Harvard GSD, Northeastern University
- *Consultant*, Financial Crisis Inquiry Commission
- *Advisory Member*, National Endowment for the Arts Industrial Design Working Group
- *Author*, Enterprise Risk Management-Trends and Emerging Practices

Kevin Hively

President / Ninigret Partners

Kevin Hively is the founder and President of Ninigret Partners. He brings 20 years of experience working with corporations, governments and leading nonprofits on key strategic and economic issues. Private clients have include four USNWR top ranked hospitals, and market leaders in the fields of medical devices, property & casualty insurance, polymers, and electronics.

Public clients include the state development agencies in IN, MA, CT, RI; major cities including Detroit MI, Boston MA, Philadelphia PA, Grand Rapids MI, Youngstown OH, Hartford CT, New Haven CT, Stamford CT, Providence RI, Springfield MA. In addition, the firm has substantial experience with major public infrastructure projects vital to economic development. Project experience includes working with the New Haven Parking Authority on its long-term financial viability, the RI Airport Corporation on a 4000 car parking garage/intermodal station, airport and freight rail funding issues among others.

Previously he was a member of the Global Leadership Management Group for Telesis, the strategy consulting arm of Towers Perrin. While at Telesis he co-led the firm's healthcare / life science practice. Mr. Hively also supported the economic development strategy activities of Telesis working on projects in several US states, Panama Canal Commission, and several World Wildlife Fund and Nature Conservancy ecotourism studies in Africa and Oceania.

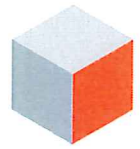
Prior to Telesis, Mr. Hively had the distinction of working for two RI Governors of different political parties. His last role was as Director of Policy for the state of Rhode Island. He also served as Vice Chair of the State Planning Council where he chaired the CEDS subcommittee and chaired the Energy Facility Siting Board. He was also chair of the Budget Development Committee. While serving the governor, he was involved in a series of economic development projects including the award winning attraction strategy for Fidelity Investments; \$120 million public financing strategy for the Providence Place Mall; launch of the Freight Rail Improvement project; investigation into the feasibility of an intermodal port facility at Quonset Point and creation of the state's Slater Technology Investment Fund. He also led the state's initiative to deregulate the energy industry. His first role in the Governor's office was as Chief of Staff to the Governor's Fiscal Advisor. Mr. Hively coordinated the budget development process during a major financial crisis and budget deficit in excess of 23% of revenues.

Before joining the Governor's staff, Mr. Hively was Director of Policy for the RI Public Expenditure Council. Major projects involved an annual review of the state budget, serving as a member of the Providence Financial Review Commission and serving as Staff Director for the State School Aid Formula Task Force.

Mr. Hively has coauthored or been a contributing writer on books and publications involving key business issues in the energy industry, risk management and mergers and acquisitions. Recently he supported the work of the Congressional committee investigating the financial crisis of 2009. For the Commission he evaluated the deal flow and characteristics of the RMBS/CDO marketplace using a case study of the "Magic" CDO. He was also an invited participant to the White House Manufacturing Communities 2015 Summit.

MEMORANDUM

DOWNTOWN
DEVELOPMENT
AUTHORITY



DDA

DATE: November 3, 2016

TO: Downtown Development Authority

FROM: Andy Guy, Chief Outcomes Officer

SUBJECT: **Contract for Video Production Services**

Agenda Item #9
November 9, 2016
DDA Meeting

Quality video content and motion graphics continue to emerge as strategic tools that enhance the dynamism and effectiveness of outward communications for Downtown Grand Rapids Inc. (DGRI) and the Grand Rapids Downtown Development Authority (DDA).

Several recent productions significantly strengthened our ability to reach and engage more people, raise broader awareness of key initiatives and build an increasingly active and informative communications presence – a key organizational performance measure.

A few recent examples:

- *The State of Our Downtown* video, which summarized the organization's annual report with music and imagery of Downtown improvement in 150 seconds, attracted 18,000+ views and regularly supports public presentations by staff.
- *The Movies in the Park Selection Show* revealing the 2016 MITP lineup attracted 28,600+ Facebook views.
- *GR Forward Together*, an artistic community-based expression of Downtown's aspiration to grow more welcoming and inclusive, drew Facebook 157,600+ views.
- The motion graphic designed to promote public voting for the Movies in the Park 2016 lineup drove the highest community participation ever in the event's engagement process.
- *A Plaza Full of Options*, the 18-minute video of choices for redesigning Calder Plaza reached more than 1,500+ people – that's 1,500+ people who likely could not attend the meeting but nevertheless had real interest in the process.



DOWNTOWN
GRAND RAPIDS INC.

Indeed, well-produced videos are proven to attract more attention and spread the word better than most other communication mediums, particularly in a culture defined by busy schedules, content overload and short attention spans.

To continue enriching the DDA/DGRI multi-media communications program with timely and relevant content, DGRI worked collaboratively with DropDrop Studios to define a 6-month scope of work that includes production of the following assets:

- Video vignettes with voice and imagery that communicate *GR Forward* implementation progress (1-2 clips up to 90 seconds).
- Animated infographics that make organizational messages engaging, interactive and shareable (3-6 clips up to 30 seconds).
- Short spots highlighting key messages or updates (3-6 clips up to 45 seconds).
- State of Our Downtown 2017 (1 video up to 2 minutes).

DropDrop will also be available on call to gather B-roll footage of events, ribbon cuttings, new construction and other content staff deems relevant.

DropDrop was originally selected as a vendor through a competitive June 2015 RFQ process to develop the *GR Forward* summary video that supported the community approval process of the Master Plan amendment. DGRI also selected DropDrop through a competitive March 2016 RFQ process to develop *The State of Our Downtown* video which expanded the reach of DGRI's annual report.

DropDrop is located on the Avenue for the Arts in Downtown GR and has gained a good understanding of the DDA's/DGRI's communication goals and approach through these successfully executed projects.

The not-to-exceed budget for the deliverables detailed above is \$55,000. Project funds were budgeted in Fiscal Year 2017 and are available in the 'Downtown Marketing and Inclusion Efforts' line item of the DDA's Local Tax Increment fund.

This investment will support a communications program that regularly seeks new and creative ways to ensure the public is fully informed of, and served by, DGRI activities.

Recommendation:

Approve execution of a contract with DropDrop Studios in an amount not to exceed \$55,000 for video content and motion graphic production services.