

Virtual Meeting Access

Greetings!

For the safety and wellbeing of our members and employees, we would like to continue to hold meetings in accordance with the Open Meetings Act, PA 267 of 1976, as amended, as well as in accordance with all applicable laws including Executive Orders from the State of Michigan.

We have decided to use Microsoft Teams for video/phone conferencing for all upcoming board and alliance meetings. Teams has many exciting features including screen sharing, recording, live captions, file sharing, and more. Below are instructions on how to access the upcoming virtual meeting.



MICROSOFT TEAMS

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Persons with disabilities may attend and participate using any of the above described methods. If you require special accommodations, please email mmcdaniel@downtowngr.org and we will be happy to accommodate you. If you have any questions or need further assistance, please email asloan@downtowngr.org.

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AGENDA

DGRI BOARD OF ADVISORS



Board Members:

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

September 21, 2020, 2:00p
Microsoft Teams [Virtual](#) Meeting

- | | | |
|---|-----------|--------|
| 1. Call to Order (2:00) | | Harris |
| 2. Approve Minutes from May 20, 2020 (2:01)
(enclosed) | Motion | Harris |
| 3. Board Appointment (2:05)
(enclosed) | Motion | Harris |
| 4. Treasurer Appointment (2:08)
(enclosed) | Motion | Harris |
| 5. Alliance Overview and Appointments (2:10)
(enclosed) | Motion | Kelly |
| 6. FY20 and 21 Performance Management Objectives (2:20)
(enclosed) | Motion | Kelly |
| 7. River Governance Presentation (2:35) | Info Item | Guy |
| 8. Economics of Place Presentation (2:55)
(enclosed) | Info Item | Kelly |
| 9. President & CEO Report (3:15) | Info Item | Kelly |
| 10. Old Business | | |
| 11. New Business | | |
| 12. Public Comment | | |
| 13. Adjournment | | |

UNAPPROVED MINUTES



DOWNTOWN
GRAND RAPIDS INC.

Board of Advisors Meeting

May 20, 2020

1. Call to Order – The meeting was called to order at 2:02 p.m. by Chair Brian Harris.

Attendance:

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

Others Present: Tim Kelly (President & CEO), Amanda Sloan (Recording Secretary), Jana Wallace (Treasurer), Dick Wendt and Jessica Wood (Legal Counsel), Marion Bonneaux, Melvin Eledge, Mandy McDaniel, Samantha Suarez and Andy Guy (DGRI), Patrick Doherty, Chris Leinberger, Chris Zimmerman, Mark Mykelby, and others.

2. Approve Minutes from February 27, 2020
Motion: Mr. Winn, supported by Ms. Dunn, moved to approve February 27, 2020 Meeting Minutes as presented. Motion carried unanimously.

3. COVID-19 Update and Workplan
Mr. Kelly provided a summary of DGRI's response efforts and a work plan amid COVID-19 which includes increased Downtown Ambassador sanitizing, the coordination of various task forces and community organizations, reductions in fees for YMCA and DASH parking lots, restructuring development agreements to help lighten the financial burden that some property owners are facing, and marketing efforts (including virtual events) devoted to providing information and supporting local businesses.

As we look at the recovery side, DGRI is focused on expanding the public realm through social zones, continuing capital improvements devoted to pedestrian safety and recreational opportunities and partnering with Move Systems to deploy additional food carts in the community. To position ourselves in the recovery phase we will continue our planning and analysis of Area 7, 8, and 9 (buildout strategy), Economics of Place, and Retail Strategy. He stated MEDC announced a program for Mainstreets which we have applied for; this grants up to \$50,000 in flexible funding for Downtown if awarded. Mr. Kelly noted the river restoration will be important for economic recovery and holds the potential to be a transformative opportunity for us. Ground floor zoning amendments are another area we can review in the future, perhaps allowing for more mixed-use spaces particularly in areas where ground floor retail has not been successful.

Mr. Winn stated one sensitive topic he noticed that has gotten significantly worse during COVID-19 is the homeless population congregating, particularly on Monroe Center. He fears this will negatively affect businesses in that area upon reopening. Mr. Tadlock has witnessed an uptick in graffiti and camping under the bridges throughout Downtown and voiced his concern for the public health issues associated with this human encampment. Mr. Kelly shared the City has deployed a homeless outreach team (HOT) to gather data and share resources or offer support to these community members. Mr. Washington added we are working with the county to open additional shelter space, as well as expanding the team currently gathering facts, to make an evidence-based response to this situation.

Ms. Klohs commended the City and DGRI for being collaborative partners with community organizations and noted the work being done is additive, not duplicating efforts. Mr. Small, Mayor Bliss, and Mr. Washington concurred.

Mr. Herr inquired on the status of downtown businesses. Mr. Kelly stated DGRI had a count of businesses in operation at the time the ‘shelter in place’ order went into effect and has been tracking businesses as they close. Mr. Baker added 15% of business owners recently surveyed said they could not reopen and 30% stated they were not sure if they could reopen if the Stay Home Stay Safe order was extended another month. Ms. App stated she is aware of several businesses that are planning to close, and others that will need financial assistance (rent deferment) or other creative engagement opportunities. She added many businesses claimed to have suffered greatly without the foot traffic ArtPrize usually brings in the fall and will be relying on us for much needed support.

4. DGRI FY21 Budget

Mr. Kelly provided a brief overview of the budgets managed by DGRI and that budgeting process, noting the Downtown Improvement District renewal was scheduled for this year and was just approved for a one-year extension. FY20 carryover projects include the Portland Loo, Van Andel Arena Plaza, Retail Initiative, and the Westside planning exercise. \$200,000 was approved by the DDA out of FY20 funds for COVID relief efforts and \$1,000,000 has been

allocated for (yet unidentified) recovery efforts in FY21. He provided an overview of Goal Alliance priorities for FY21 including River Governance, Riverwalk improvements, development support, Heartside Quality of Life Implementation, further execution of the Streetspace guidelines, mobility improvements, inclusive design for Downtown, small business expo planning, and support for public art and event programming.

5. Block By Block Agreement

Mr. Eledge provided a highlight of the RFP process for the Beautification, Maintenance and Placemaking Contractor for DGRI which was focused on the scope of work and appropriate wages. Block by Block submitted a proposal with a slightly revised scope of work and increase in wages across the board for a more equitable and desirable wage. Mr. Kelly noted this contract is held by Downtown Grand Rapids, Inc.

Motion: Mr. Winn, supported by Mr. Herr, moved to approve the terms of an amendment to the existing agreement with Mydatt Services (dba Block By Block) to be executed by the Board Chair for a period of 1 year for an amount not to exceed \$952,877 for the continued provision of the Downtown Ambassador and Clean Team programs. Motion carried unanimously.

6. Economics of Place Update

Mr. Kelly introduced the Places Platform consultants to provide an update on their Economics of Place analysis of Grand Rapids, noting this includes real estate in the entire city through the lens of social equity as well as GDP of Place. Chris Leinberger provided an overview of the form and function of Metropolitan America that includes Walkable Urban and Drivable Sub-urban areas and noted place-based metrics include GDP, net fiscal impacts, real estate evaluation, social equity, and public health. He presented four types of places in Grand Rapids and insights such as walkability score, housing and transportation costs, and job access scores. He displayed where walkability (and closely related job access) goes down, housing and transportation costs rise. He presented the methodology behind the public health metric which can determine where healthy places are (considering environment, behaviors and exposures, biological response, and chronic disease).

Mr. Zimmerman introduced the fiscal implications of development patterns in the city, noting that net revenues decrease where infrastructure is spread out. The cost for infrastructure per capita rises sharply as density does down. He presented the projected annual net fiscal impact at build out for a typical city (Indianapolis) and noted downtown concentrated development had a positive next fiscal impact whereas lower density development provided a negative return; the cost to serve those places is more than what is yielded in tax revenue. Exact figures for Grand Rapids are still being determined but these numbers will better inform decisions regarding return on investment, incentivizing development, infrastructure investments, and locating government facilities. Mr. Zimmerman stated preliminary results indicated that WalkUps (walkable urban places) account for only 3% of all the land in Grand Rapids but produce 35% of the City's Gross Regional Product (GRP). Combine WalkUps with walkable neighborhoods and you find that makes up 19% of the land but almost half of the GRP.

Mr. Leinberger stated once you have this tool you can make decisions on specific projects at the place level to determine the net fiscal impact, the social equity impact the and the public health impact. Management at the place level is terribly important and using the same approach in all of these places will be a revolutionary step in how to manage the city.

Mr. Harris asked if this report is static or if we will be able to make adjustments within the model. Mr. Leinberger stated the goal is to development a static report as a snapshot and the next step is to develop a model with projections that can be updated to produce a variety of data sets.

7. President & CEO Report

Mr. Kelly shared that DGRI will be addressing the outdated wayfinding system downtown. Also, as mentioned earlier, the DID reauthorization process was officially completed yesterday. Legislation was introduced in Lansing (and went to committee) called the Fee Fairness Act which allows for properties classified as residential to be included in improvement districts. We will be following this progress as it is brought to the general floor for consideration.

8. Old Business

None

9. New Business

Mr. Harris commended the DGRI team for maintaining a high level of function during this stressful time.

10. Public Comment

None

11. Adjournment

The meeting adjourned at 3:29 p.m.



DOWNTOWN
GRAND RAPIDS INC.

MEMORANDUM

DATE: September 21, 2020

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP
DGRI President & CEO

SUBJECT: Item #3 - DGRI Board Appointment

The charge of the Downtown Grand Rapids Inc. Board of Advisors is to provide a “long-term focus on visionary, collective impact, leadership and advocacy related to Downtown Grand Rapids”. The bylaws of the Downtown Grand Rapids Inc. Board of Advisors (the Board) allows for no less than twelve and no more than 20 Advisors to serve on the Board at a given time. Currently there are 18 Advisors on the Board, which may decide to add members at any meeting.

Following discussions with the Executive Committee, it is recommended that Jon Nunn be appointed the Board. Mr. Nunn currently serves as the Executive Director of Grand Action 2.0 and previously served on the Board of Advisors from 2013 – 2018.

Mr. Nunn’s appointment is expected to allow for continued coordination between DGRI and Grand Action 2.0 as they continue their efforts to promote economic development in Downtown and throughout the region. Further, it is expected to advance the vision for Downtown as outlined in GR Forward.

RECOMMENDATION:

Appoint Jon Nunn to the DGRI Board of Advisors as allowed by the DGRI bylaws and recommended by the DGRI Executive Committee.



DOWNTOWN
GRAND RAPIDS INC.

MEMORANDUM

DATE: September 21, 2020

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP
DGRI President & CEO

SUBJECT: **Item #4 - DGRI Treasurer Appointment**

The bylaws of the Downtown Grand Rapids Inc. Board of Advisors (the Board) calls for the selection of a Treasurer to maintain or cause to be maintained the records, books, documents and other papers of DGRI if they are not required to be maintained.

Following the retirement of Jana Wallace from the City of Grand Rapids (City), it is recommended that Scott Saindon, the Interim Deputy Financial Officer for the City, be appointed as Treasurer of the Board. Mr. Saindon has more than 20 years of public sector experience, and at its September 9, 2020 meeting he was approved as Treasurer of the DDA Board.

RECOMMENDATION:

Appoint Scott Saindon as Treasurer to the DGRI Board of Advisors as allowed by the DGRI bylaws and recommended by the DGRI Executive Committee.



DOWNTOWN
GRAND RAPIDS INC.

MEMORANDUM

DATE: September 21, 2020

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP
DGRI President & CEO

SUBJECT: Item #5 - 2020 Alliance Overview and Appointments

At its February 27, 2020 meeting the DGRI Board of Advisors (Board) approved the slates of the DGRI Alliances (Alliances) for the calendar year. The three initial Alliances – Investment, Livability and Vibrancy - are designed to present opportunities for in-depth community engagement, and to create leadership development opportunities for both DGRI staff and community volunteers. In total, the Board has appointed six Alliance slates with more than 200 volunteers to serve within the organization.

The approved slate in February included 92 total members, 15 that were new to the organization. At this time, there are proposed change to the Alliance rosters, including the following:

Resignations:

- Goal 2 – Brian Grooms (GRPD)
- Goal 2 – Landon Jones (Wolverine)
- Goal 2 – Dave Nitkiewicz (Experience GR)
- Goal 4 – Brandy McCallum (AHC Hospitality)
- Goal 4 – Trevor Corlett (Madcap)
- Goal 5 – Amanda Gielczyk (Downtown Market)
- Goal 5 – Alyson Maybie (LGROW)
- Goal 5 – Amber Kilpatrick (Blanford Nature Center)

Additions:

- Goal 1 – Jacob Kulhanek (Christman)
- Goal 3 – Zac Bosma (Christman)
- Goal 4 – Leah Schreiber (Vault of Midnight)
- Goal 5 – Kate Burke (Downtown Market)

The table and rosters below have been updated to reflect the proposed change and are recommended for the Boards approval. In total, after these amendments there will be 88 total participants in the Alliances.

		City- wide	DGRI 2015	DGRI 2016	DGRI 2017	DGRI 2019	DGRI 2020
AGE	20-24	10%	0%	3%	2%	3%	4%
	25-34	19%	21%	38%	43%	47%	35%
	35-44	10%	41%	32%	30%	32%	43%
	45-54	10%	30%	21%	11%	8%	9%
	55+	11%	8%	6%	14%	10%	9%
GENDER	Male	49%	71%	58%	50%	46%	51%
	Female	51%	29%	42%	50%	54%	49%
SEXUAL ORIENTATION	Heterosexual	96.20%	97%	92%	94%	90%	90%
	LGBT	3.8%*	3%	8%	6%	10%	10%
RACE	Asian	2%	3%	4%	4%	4%	2%
	African American	19%	19%	21%	16%	14%	14%
	Hispanic or Latino	16%	2%	6%	10%	8%	8%
	White	68%	76%	69%	65%	70%	74%
	Mixed Race	3%	-	-	5%	4%	2%
	TOTAL MEMBERS	-	63	78	85	93	93

*Source: Movement Advanced Project

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

For profit interests: 37 privately owned companies represented

Not-for-profit interests: 33 community not-for-profit organizations represented

Government interests: 14 representatives of government represented, including 9 from the City of Grand Rapids

Academic interests: 2 educational institutions represented

Retirees: 2 retirees

Goal 1 Alliance: Restore the River and Reconnect the City

	First Name	Last Name	Employer
1	Laura	Cleypool	City of Grand Rapids Parks and Recreation
2	Joe	Elliot	RDV Corporation
3	Lindsey	Gadbois	Tower Pinkster
4	Rachel	Hood	Chase Park Grants

5	Tom	Hoving	Retired
6	Janet	Korn	Experience Grand Rapids
7	Jacob	Kulhanek	Christman
8	Ted	Lott	Lott3Metz Architecture
9	Traci	Montgomery	Bissell
10	Mark	Roys	CSM Group
11	Eddie	Tadlock	ASM Global
12	Matt	Chapman	GR White Water
13	Corinne	Farleigh	Tesla Engineering / Env'd Protection
14	Nolan	Miller	Progressive AE
15	Tyler	Kanczuzewski	Inovateus Solar
16	Maleah	Beatty	Williams & Works
17	Issac	Degraaf	Dwelling Place
18	Elyse	Mathos	Spectrum Health Foundation
19	Sergio	Reyes	Latino Community Coalition

Goal 2 Alliance: Toward a Diverse and Vibrant Downtown Neighborhood

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

Goal 3 Alliance: A 21st Century Mobility Strategy

	First Name	Last Name	Employer
1	Kristin	Bennett	City of Grand Rapids
2	Zac	Bosma	Christman
3	Jim	Botts	Retired
4	Trey	Conner	Grand Rapids Drive
5	Meegan	Joyce	The Rapid

6	Ryan	Kilpatrick	Housing Next
7	Nikos	Monoyios	The Rapid
8	Kara	Peltier	KCAD of Ferris State University
9	Andrew	Queenan	Tower Pinkster
10	Breese	Stam	City of Grand Rapids
11	Sulin	Kotowicz	Viridis Design Group
12	Hank	Kelley	City of Grand Rapids
13	Dustin	Corr	Nederveld
14	Maxwell	Dillivan	The Rapid
15	Johanna	Jelks	She Rides Her Own Way
16	Dave	Riley	The Right Place

Goal 4 Alliance: Expand Downtown Economic Opportunity

	First Name	Last Name	Employer
1	Ryan	Bolhuis	Downtown Market
2	Alex	Caceres	United Bank
3	Brent	Case	The Right Place
4	~~Trevor~~	~~Corlett~~	~~Madcap Coffee~~
4	Omar	Cuevas	Grand Rapids Area Chamber of Commerce
5	Jorge	Gonzalez	Start Garden
6	John	Hendershot	Rende Progress Capital
7	AJ	Hills	City of Grand Rapids
8	Caleb	Hollier	Gill Industries
9	Heather	Ibrahim	Dwelling Place
10	Alice	Jasper	Local First
11	Ana	Jose	Hispanic Chamber
12	Jono	Klooster	City of Grand Rapids
13	Alysha	Lach White	Little Space Studios
15	~~Brandy~~	~~McCallum~~	~~AHC Hospitality~~
14	Ingrid	Miller	Uptown CIA
15	Rick	Muschiana	Sovengard
16	Attah	Obande	Spring GR
17	Caylie	Peet	Rockford Construction Property Management
18	Tyler	Peterson	Opportunity Resource Fund
19	Kareem	Scales	New York Life
20	Leah	Schreiber	Vault of Midnight
21	Scott	Stenstrom	Fifth Third
22	Danielle	Williams	Amplify GR
23	Brianna	Vasques de Pereira	Kent School Services Network

Goal 5 Alliance: Create a Welcoming and Inclusive Downtown

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

RECOMMENDATION:

Approve the amended 2020 DGRI Alliance slates as recommended.



MEMORANDUM

DATE: September 21, 2020

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP
DGRI President & CEO

SUBJECT: Item #6 – FY21 Performance Measures

I. Performance Indicators

In August 2016 (FY2017) the DGRI Board of Advisors adopted a set of 15 indicators (Exhibit A) intended to help inform the overall performance and health of Downtown. The 15 indicators are tracked on an annual basis and reflect respective priorities of the Downtown Development Authority, the Downtown Improvement District, the Monroe North Tax Increment Finance Authority and were informed by GR Forward and other community planning efforts.

While it is recognized some of the indicators are outside of DGRI's direct control, tracking and comparing the trends each year does give some measure of the overall economic, social, and environmental health of Downtown. To ensure year over year comparison, no change is proposed to the performance indicators for FY20 to ensure a reliable sample size of data is collected and analyzed.

II. Key Projects

In addition to the broad indicators, each fiscal year a set of projects are selected that when implemented will underscore DGRI's commitment to implementing GR Forward (Plan). Given the Plan has a wide-ranging vision that will require collaboration to achieve, projects are selected from across the six goals that will help grow confidence within the community that DGRI and our community partners are committed to delivering on the promises in the Plan and capable of implementing the priorities. In addition, projects are selected that can be completed in the upcoming fiscal year and that will have some conclusive result, whether a capital project, a design document or plan, a committee being formed, or some other tangible measure.

The key projects for FY2021 are as follows:

1. Complete review of GR Forward accomplishments and identify any necessary strategy adjustments to inform policy changes (zoning, housing goal, etc.).
2. Implement recommendations from River Governance process, including an Equity Framework, Connecting Plan and infrastructure improvement project(s).

3. Complete Economics of Place Assessment to inform development strategies and work with community partners to utilize findings to inform land use policies.
4. Complete planning initiative for Areas 7/8/9 to guide future land use decisions of those publicly owned assets.
5. Complete Phase 2 of the Inclusive Design Initiative with Disability Advocates of Kent County and Common Notice to advance strategies and policies that create a universally accessible Downtown.
6. Complete Downtown Wayfinding re-design process and initiate implementation of new system.
7. Complete Downtown retail market analysis and strategic plan.
8. Deploy winter activation strategies, including social zones and World of Winter.
9. Finalize design and initiate construction of public space improvement projects, including Ecliptic at Rosa Parks Circle and Lyon Square.
10. Formalize “Refreshment Area” hospitality/economic development tool

III. Leadership and Advocacy Agenda

Lastly, DGRI is uniquely positioned to harness the power of partnerships to achieve community goals and inspire a best-in-class approach to city building. Accomplishing specific, targeted advocacy endeavors will expand on the organization’s credibility as a can-and-will do agent for change and progress. For FY2020, ten key policy and advocacy items at the local, state, and federal level were selected that will help further the goals for Downtown and the entire community. Those recommended priorities are as follows:

Local Advocacy Objectives:

1. Advance business support policies to aid in the recovery of the COVID 19 pandemic, including continued improvements to social zones and other Downtown public spaces
2. Provide resources and participate in the development of a comprehensive plan to address homelessness and quality of life issues in Downtown.
3. Pursue land acquisition and disposition opportunities to advance community goals.
4. Develop and implement winter activation strategies, including World of Winter.
5. Create joint marketing plan with partners to attract visitors to Downtown.
6. Complete the FY22 DID reauthorization process.
7. Advance projects and initiatives that improve the status of community relations within Grand Rapids, particularly those that involve social and racial equity.
8. Establish Grand River Governance entity in collaboration with the City and County.
9. Pursue short-term strategy to re-open and maintain River walk.
10. Participate in the update to the City of Grand Rapids Master Plan.

State/Federal Level Advocacy Objectives:

1. Advance recovery legislation and seek additional resources as needed.
2. Monitor TIF legislation discussions in legislature.
3. As needed, develop collaborative strategies to effectively inform appropriate state officials about Grand Rapids’ urban policy / investment priorities.
4. Identify and monitor opportunistic funding in a future COVID-19 stimulus package specifically related to infrastructure, parks, trails/transportation, resiliency and sustainability.

Recommendation: Approve the FY2021 Performance Measures, Key Projects and Leadership and Advocacy Agenda.

Exhibit A: Approved DGRI Organizational Performance Indicators

I. Key Investment Focus: Facilitating investment

Performance Measures:

- Change in tax valuation within district(s)
 - Methodology: tax increment available for capture within DDA & MNTIFA
 - Source: City of Grand Rapids Treasurer / Financial Services
- Private investment leveraged vs. TIF dollars invested
 - Methodology: Amount of private capital invested in Downtown development project / DDA & MNTIFA contributions to said projects
 - Source: DGRI incentive program applications & City of GR building permit data

II. Key Investment Focus: Mobility

Performance Measures:

- Pedestrian counts
 - Methodology: Average number of pedestrians / week over time; induced pedestrian vibrancy resulting from events or other walkability improvements
 - Source: 12 pedestrian counters mounted around DTGR
- Perception of visitor parking availability
 - Methodology: Annual City / County-wide perception survey with capacity to cross tabulate according to visitation frequency and other demographic and place-based variables
 - Source: VoiceGR Survey administered by Johnson Center / Community Research Institute

III. Key Investment Focus: Livability

Performance Measures:

- Number of households
 - Methodology: Residential database of all current, occupancy-ready dwelling units
 - Source: Primary research confirmed by property managers, building owners, and tax records
- Household affordability mix
 - Methodology: Subset of residential Database of current, occupancy-ready income-restricted dwelling units
 - Source: Primary research confirmed by property managers, building owners, and tax records

IV. Key Investment Focus: Inclusion and Participation

Performance Measures:

- Demographically representative leadership – Boards and Alliances
 - Methodology: Tracking the makeup of Board and Alliance members.
 - Source: Annual demographic characteristics survey of Board and Alliance members
- Perception of Downtown as a welcoming and inclusive environment

- Methodology: Annual City / County-wide perception survey with capacity to cross tabulate according to visitation frequency and other demographic and place-based variables
- Source: VoiceGR Survey administered by Johnson Center / Community Research Institute

V. Key Investment Focus: Marketing, Communications, and Vibrancy

Performance Measures:

- Social media followers
 - Methodology: Change in total number of social media platform followers, rate of change over time
 - Source: Analytic information available by different platforms
- Economic return generated via DGRI events
 - Methodology: Peer-reviewed output-based economic modeling utilizing intercept survey data
 - Source: Surveys administered by Ambassador program, economic calculations performed by DGRI staff

VI. Key Investment Focus: Safe, Clean and Beautiful

Performance Measures:

- Stakeholder-driven qualitative ratings on sidewalk cleanliness
 - Methodology: Qualitative / Quantitative perception tool administered quarterly
 - Source: Tool produced by DGRI, administered by Alliance members and other volunteers
- Percentage tree canopy in Downtown:
 - Methodology: Arial calculations of tree canopy density within Downtown geography
 - Source: City of Grand Rapids urban forester

VII. DGRI Efficiency Measures

Performance Measures:

- Percentage of DID budget returned as direct services and improvements
 - Methodology: Percentage of DID expenditures for office administration and overhead
 - Source: City of Grand Rapids Financial Services, DGRI
- Speed of project implementation
 - Methodology: Completion of / progress of DGRI-led projects listed in GR Forward Agenda for Action
 - Source: DGRI staff
- Resources / leverage raised to assist in project implementation
 - Methodology: Amount of non-DGRI managed public resources invested in public projects Downtown / DDA & MNTIFA contributions to said projects
 - Source: City of GR Engineering Department, Financial Services, DGRI



MEMORANDUM

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP, President & CEO

DATE: September 13, 2019

SUBJECT: FY2020 Performance Measures, Key Projects and Advocacy Agenda

I. Performance Indicators

In August 2016 (FY2017) the DGRI Board of Advisors adopted a set of 15 indicators (Exhibit A) intended to help inform the overall performance and health of Downtown. The 15 indicators are tracked on an annual basis and reflect respective priorities of the Downtown Development Authority, the Downtown Improvement District, the Monroe North Tax Increment Finance Authority and were informed by GR Forward and other community planning efforts.

While it is recognized some of the indicators are outside of DGRI's direct control, tracking and comparing the trends each year does give some measure of the overall economic, social, and environmental health of Downtown. To ensure year over year comparison, no change is proposed to the performance indicators for FY20 to ensure a reliable sample size of data is collected and analyzed.

II. Key Projects

In addition to the broad indicators, each fiscal year a set of projects are selected that when implemented will underscore DGRI's commitment to implementing GR Forward (Plan). Given the Plan has a wide-ranging vision that will require collaboration to achieve, projects are selected from across the six goals that will help grow confidence within the community that DGRI and our community partners are committed to delivering on the promises in the Plan and capable of implementing the priorities. In addition, projects are selected that can be completed in the upcoming fiscal year and that will have some conclusive result, whether a capital project, a design document or plan, a committee being formed, or some other tangible measure.

The key projects for FY2020 are as follows:

1. Finalize design and break ground on Lyon Square and Lyon Plaza (**in process**)
2. Advance recommendation for River Governance model (**in process**)
3. Complete planning initiative for Areas 7/8/9 to guide future land use decisions of those publicly owned assets (**in process**)

- ~~4. Deploy new DASH/Rapid shelters~~
5. Complete engagement and develop strategy to recruit and retain businesses Downtown (**in process**)
- ~~6. Support additional Downtown retail investment through the Incubation and Innovation Program.~~
- ~~7. Complete designs to initiate construction of public space improvement projects, including Phase 1 Calder Plaza, VAA Plaza and Ecliptic at Rosa Parks improvements.~~
- ~~8. Complete installation of a public restroom facility on Division Avenue.~~
- ~~9. Identify and initiate alley activation opportunities at various Downtown locations.~~
- ~~10. Deploy winter activation strategies, including Prismatic at World of Winter.~~
11. Land use and build out scenario planning (**in process**).

III. Leadership and Advocacy Agenda

Lastly, DGRI is uniquely positioned to harness the power of partnerships to achieve community goals and inspire a best-in-class approach to city building. Accomplishing specific, targeted advocacy endeavors will expand on the organization's credibility as a can-and-will do agent for change and progress. For FY2020, ten key policy and advocacy items at the local, state and federal level were selected that will help further the goals for Downtown and the entire community. Those recommended priorities are as follows:

Local Advocacy Objectives:

1. Complete process to identify the appropriate Grand River Corridor governance model to ensure the long-term sustainability of public and private investments (**in process**).
- ~~2. Per the terms of the 2019 Operating Agreement, finalize terms of an MOU related to Downtown public infrastructure maintenance with the City of Grand Rapids.~~
- ~~3. Complete the DID reauthorization process.~~
- ~~4. Review policies related to allowing dogs on outdoor patios of interested restaurants.~~
- ~~5. Analyze opportunities to generate revenue from commercial business in public space through advertising, leases, and concession sales, including alcohol.~~
- ~~6. Advance projects and initiatives that improve the status of community relations within Grand Rapids, particularly those that involve social and racial equity.~~

State/Federal Level Advocacy Objectives:

- ~~1. Collaborate with legislators and key stakeholders to complete modifications to modernize State BID legislation that would enable owner-occupied residential owners to be assessed by the DID.~~
- ~~2. Monitor TIF legislation discussions in new legislature.~~
- ~~3. Pursue any legislative changes necessary (if any) to implement and oversee recommendations from the River Governance Oversight Committee.~~
- ~~4. As needed, develop collaborative strategies to effectively inform appropriate state officials about Grand Rapids' urban policy / investment priorities.~~

	2020	2019	2018	2017
Facilitating Investment				
Tax Increment Value	\$ 7,245,672	\$ 6,664,106	\$ 6,543,477	\$ 5,927,709
% Change (since 2017)	22%	12%	10%	-
Tax \$ to Private Investment	\$ 71	\$ 37	\$ 26	\$ 26
DGRI Pledge	\$ 2,348,385	\$ 2,167,851	\$5,350,000	\$ 5,000,000
Total	\$ 166,007,349	\$ 81,200,000	\$139,100,000	\$ 138,000,000
Mobility				
Pedestrian Counts Increase @ ArtPrize / Project One	49%		-	306%
Pedestrian Count Increase @ Snow Days	50%		-	68%
Livability				
Units Delivered	199	600	541	457
Total # of Households	5,159	4,960	4,360	3,819
Units in development planning	304	-	622	982
Household Affordability Mix (Market/Income Restricted)	63% / 34%	62% / 35%	-	-
Inclusion and Participation				
Demographically Representative Leadership - Boards and Alliances				
White	75%	70%	65%	-
Black	13%	14%	16%	-
Hispanic or Latino	8%	8%	10%	-
Mixed Race	2%	4%	5%	-
Asian	2%	4%	4%	-
Age				
20-24	3%	3%	-	-
25-34	37%	47%	-	-
35-44	42%	32%	-	-
45-54	90%	8%	-	-
55-64	90%	10%	-	-
Gender				
Male	53%	46%	-	-
Female	47%	54%	-	-
Sexual Orientation				
Heterosexual	91%	90%	-	-
LGBT	90%	10%	-	-

Marketing Communications and Vibrancy				
Social Media Followers				
Twitter Audience	11,700	11,300	-	10,000
Twitter Growth			8%	24%
Facebook Audience	29,235	25,094	-	19,000
Facebook Growth			12%	62%
Instagram Audience	18,200	11,600	-	4,300
Instagram Growth			36%	97%
Safe, Clean and Beautiful				
Sidewalk Cleanliness				
Trash Removed (lbs)	465,150	544,200	390,400	312,575
Crosswalks, Parking Meters, and Fire Hydrants Cleared of Snow	11,674	9,850	-	-
Power washed Block Faces	278	505	276	226
Weeds Pulled (Changed to blockfaces cleared in 2020)	4034	37,803	12,403	11,400
Instances of Graffiti Removed	2253	2,102	-	-
Cigarette Butts Removed & Recycled	501,417	411,810	532,078	173,000
Percentage of Tree Canopy				
# of Trees Planted by DGRI & Partners	169	100	201	378
Total #	4992	4,823	3640	3136
Goal of 10%	8.91%	8.61%	6.50%	5.60%
Acres of Parkland / 1,000 residents				
Total Park Acreage	39			
Estimated Total Residents (1.5 persons * 5,159 HH)	7700			
Acres/1,000 Residents	5.1			
DGRI Efficiency Measures				
% of DID Budget Returned as Direct Services and Improvements				
Direct Services & Improvements to Downtown	87%	83%	89%	87%
Supported Administration & Overhead	13%	17%	11%	13%
Public Resources Leveraged				
DGRI Investment into Infrastructure Projects	\$ 3,282,916	\$ 3,297,936	\$1,330,000	\$ 1,300,000
DGRI Leverage into Public Funding	\$ 6,549,468	\$ 7,203,154	\$6,200,000	\$ 6,200,000
ROI into Public Facilities (per \$1)	\$ 2.00	\$2.18	\$4.66	\$4.77
Speed of Project Implementation				
Completed Projects	7 of 11	7 of 9	12 of 17	6 of 7



Welcome to the Future of Grand Rapids:

Assessing Place-Based Economic, Social Equity, and Public Health Performance

Executive Summary
July 24, 2020



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What we looked at in Grand Rapids

- Economic Performance—Place-based Gross Regional Product, real estate valuation, net fiscal impact
- Social Equity—Household income, housing & transportation costs, displacement pressure
- Public Health—Obesity, type 2 diabetes, hypertension, coronary heart disease
- Future Scenarios—Sprawl Continues, Last Ten Continues, GR FORWARD, GR FORWARD Enhanced

What we found: Place matters

- Grand Rapids now has data to measure its performance at the “place” level
- Grand Rapids has 67 places that have vastly different performance outcomes
- By measuring place-based performance today, Grand Rapids can better manage its future



Source: mlive.com

Establish GR's context & typology

- Measure walkability & morphology
- Measure real estate use
- Identify local place boundaries
- Sort places into types

Measure & evaluate across three domains

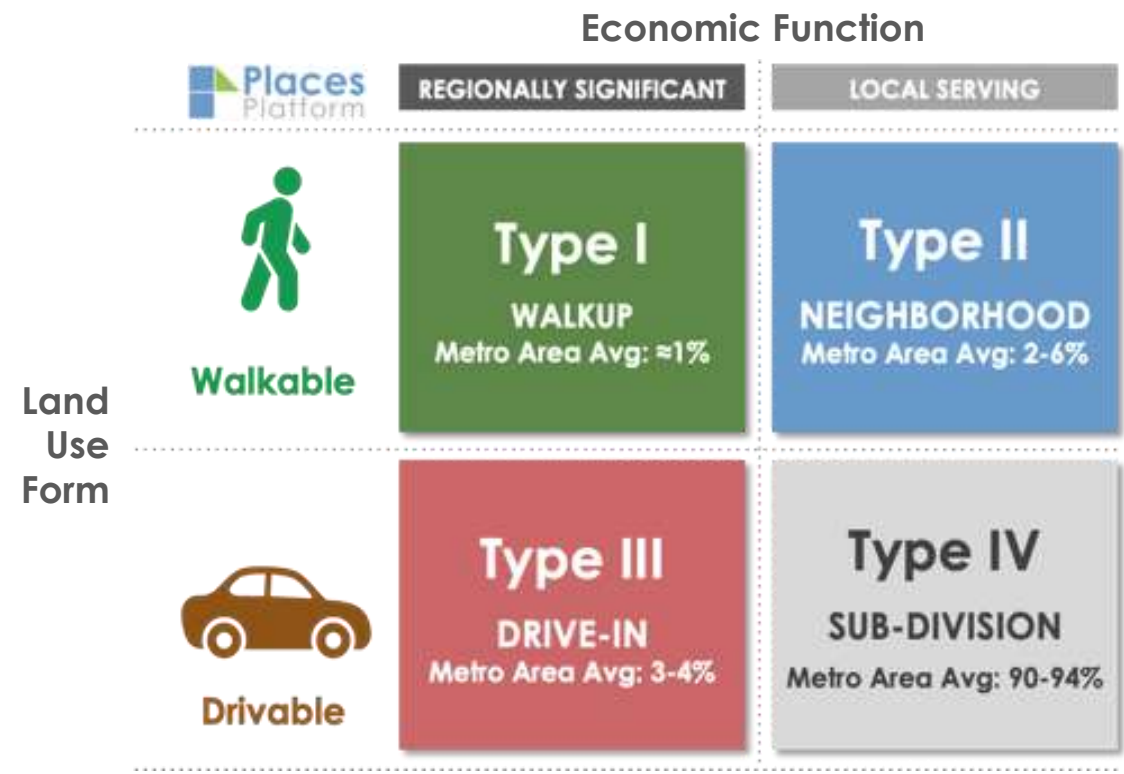
- Economic performance
- Social equity
- Public health

Generate future scenarios

- Sprawl Continues
- Last Ten Continues
- GR FORWARD
- GR FORWARD Enhanced

Project Methodology

Form/Function Matrix



Two potential economic functions and two land use forms yield a four-cell matrix that categorizes 100% of metropolitan land.

- Type I WALKUP**
Regionally Significant and Walkable Urban
- Type II NEIGHBORHOOD**
Local Serving and Walkable Urban
- Type III DRIVE-IN**
Regionally Significant and Drivable Sub-Urban
- Type IV SUB-DIVISION**
Local Serving and Drivable Sub-Urban & Rural areas

Typology

The 67 places of Grand Rapids



Walkable

REGIONALLY SIGNIFICANT



WALKUP
City Acreage: 3%

LOCAL SERVING



NEIGHBORHOOD
City Acreage: 16%



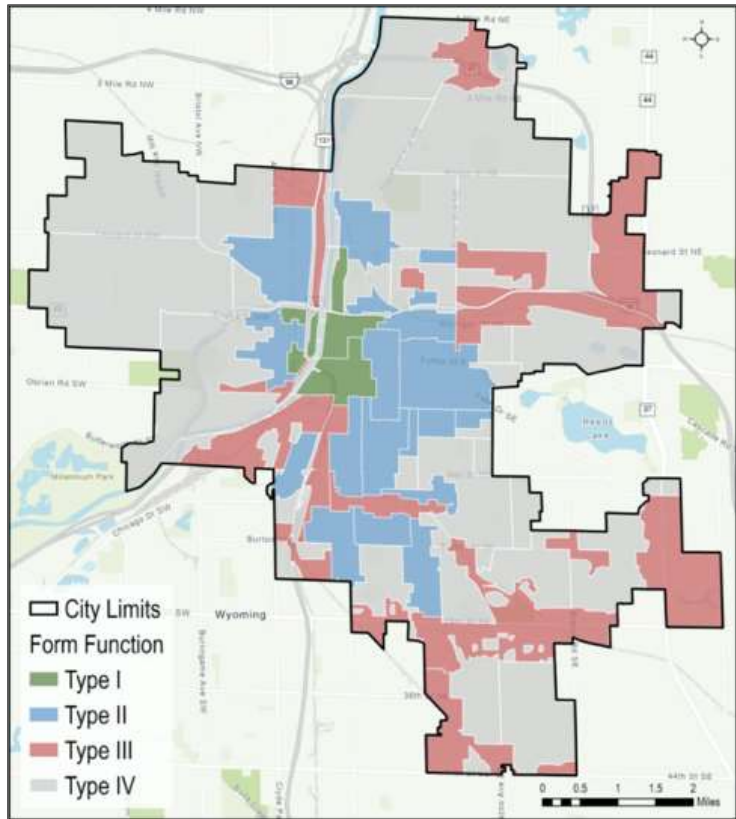
Drivable



DRIVE-IN
City Acreage: 22%



SUB-DIVISION
City Acreage: 60%



Economic Assessment

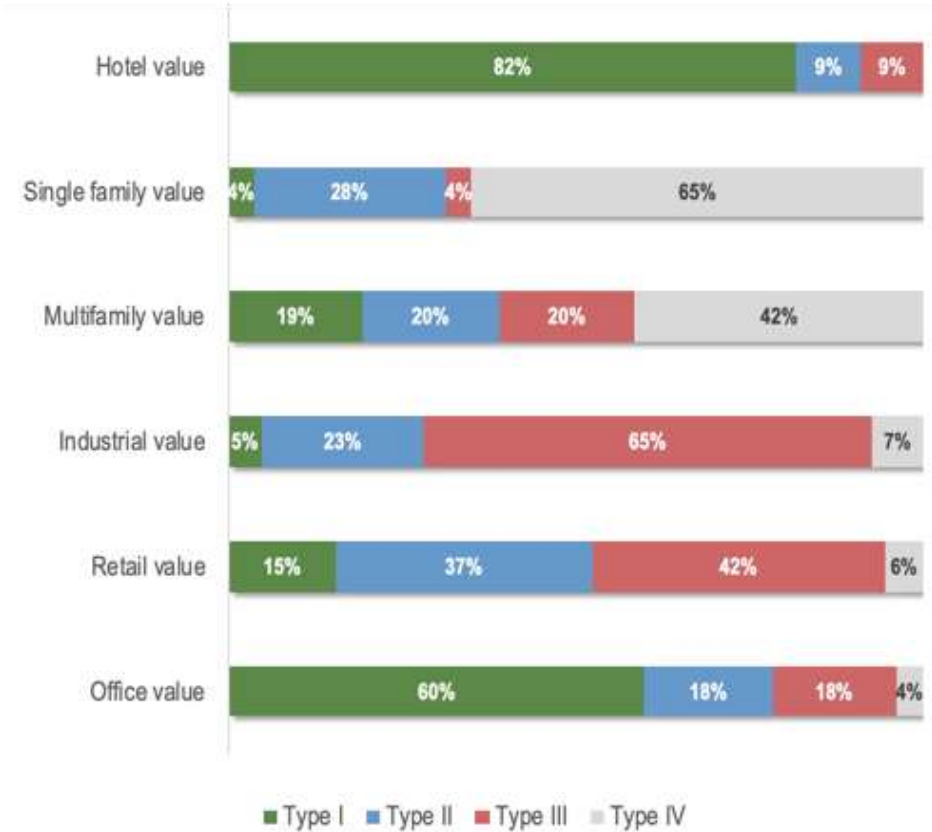
Real estate value distribution

Type I: Contains majority of hotel and office market value.

Type II: Contains most retail and single family home market value only after Type III & IV respectively.

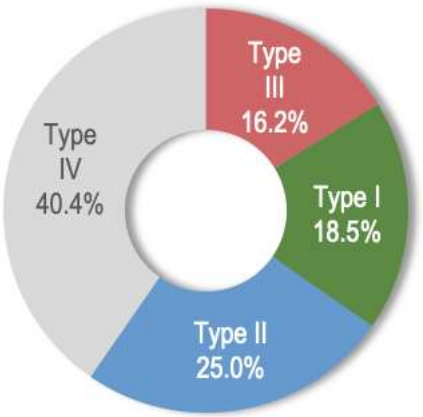
Type III: Contains majority of industrial value and highest proportion of retail market value.

Type IV: Contains majority of single family home value which is largest proportion of real estate market value for the whole city.

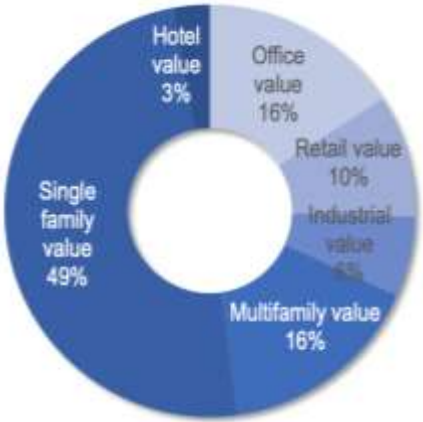


Economic Assessment

Real estate valuation & market share performance



Share of total market value by form/function type

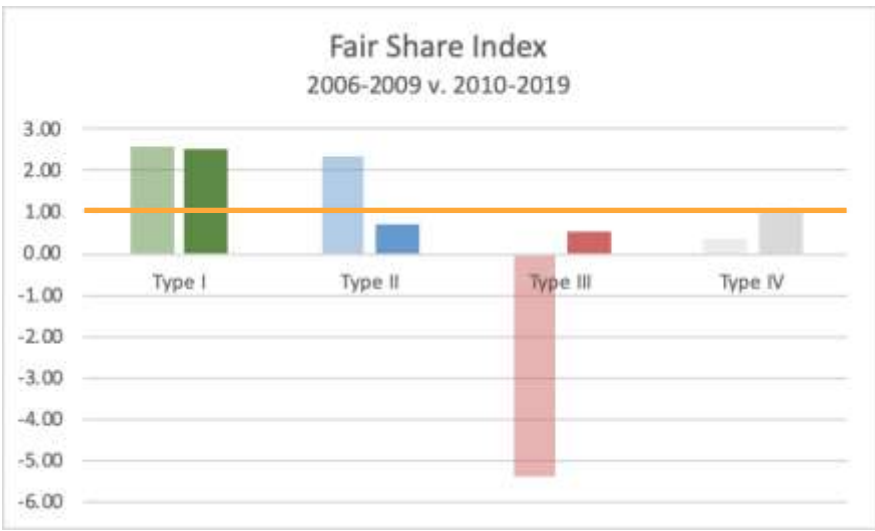


Share of total market value by real estate product

Market Share (MS) Gain for Types I & III:

Great Recession: Type I gained MS >2.5X faster than 2006 base while Type III lost MS

2010-2019 Recovery: Type I gained MS >2.5X faster than 2010 base while Type III would have had to double absorption to maintain 2010 MS



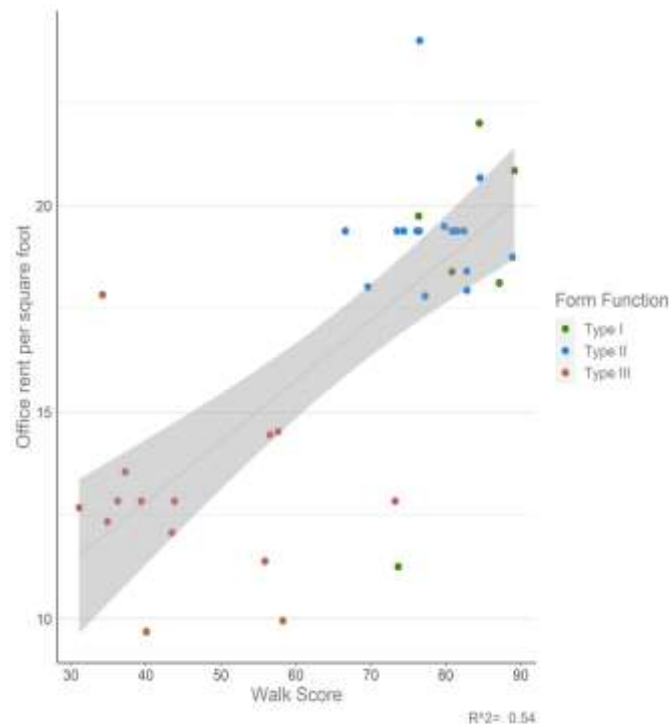
Economic Assessment

Real estate value & Walk Score

Insight: For every additional Walk Score point, Grand Rapids office rents increase by \$0.15/sf/year.

This translates to an increased valuation of \$1.88/sf for each additional WS point at an 8% cap rate.

Example: A 100,000 sf office building located in Downtown (Walk Score=89) would receive \$225,000 in additional rent annually over a building located in Monroe North (Walk Score=74).



Office rent v. Walk Score

Economic Assessment

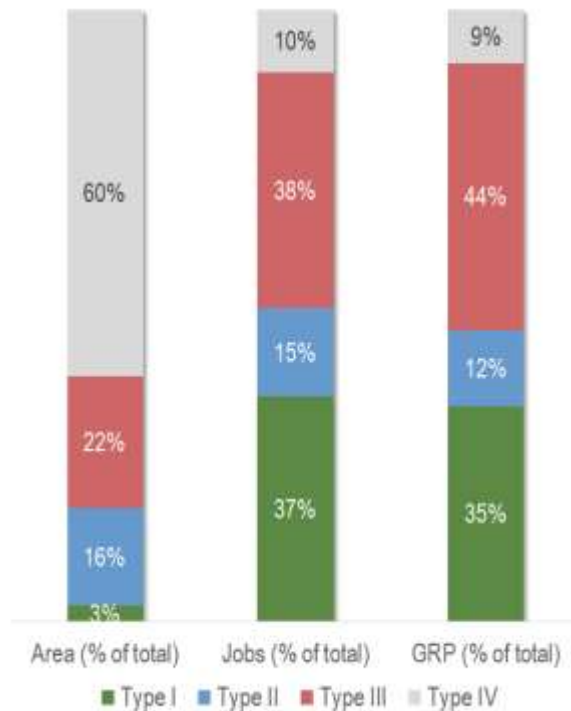
Gross Regional Product (GRP)

Insight: Type I is able to provide more jobs and GRP on a per acre basis compared to the other types.

GRP Definition: city-level GDP by land-use types.

Total GRP of Grand Rapids: **\$ 9.4 billion**

- **Type I: \$3.25 billion**
3% of land yields 35% of GRP
- **Type II: \$1.15 billion**
16% of land yields 12% of GRP
- **Type III: \$4.03 billion**
22% of land yields 44% of GRP
- **Type IV: \$0.81 billion**
60% of land yields 9% of GRP



Economic Assessment

Net Fiscal Impact



Net Fiscal Impact is the difference between the generated revenues and the infrastructure and service costs associated with different development patterns.

Delivering services is less efficient when development is spread out:

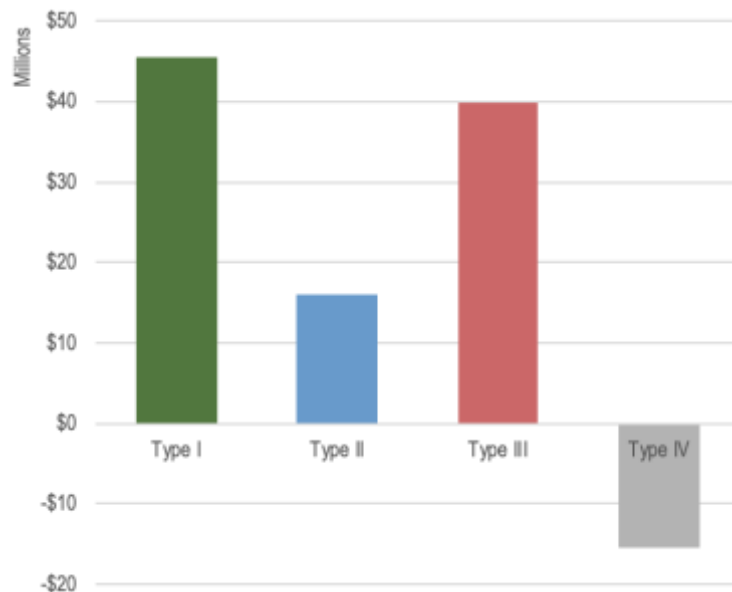
- First responders have more area to cover.
- More miles of road to cover for trash pickup, school buses.
- More miles of water and sewer pipes to maintain.

***Key Insight:** Costs per person decrease with increased density.*

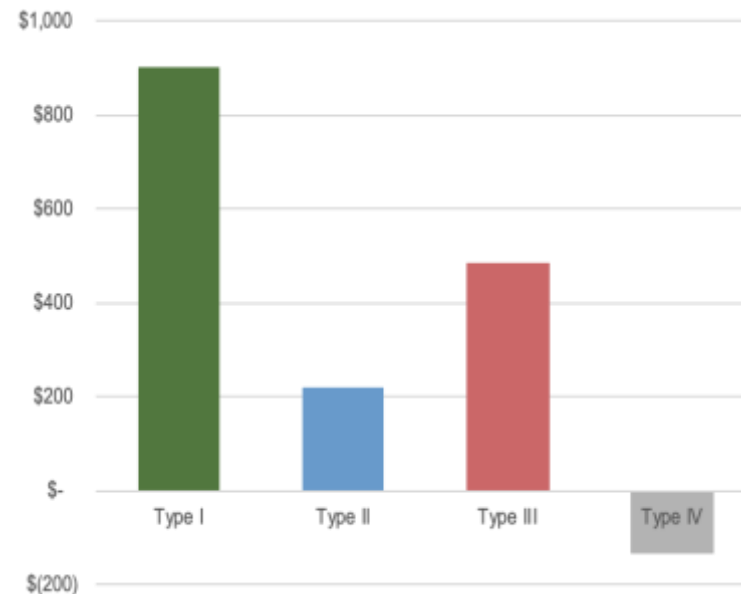
Economic Assessment

Net Fiscal Impact overview

Net Fiscal Impact (Aggregate)

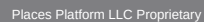


Net Fiscal Impact (Per Person)



Key Insights:

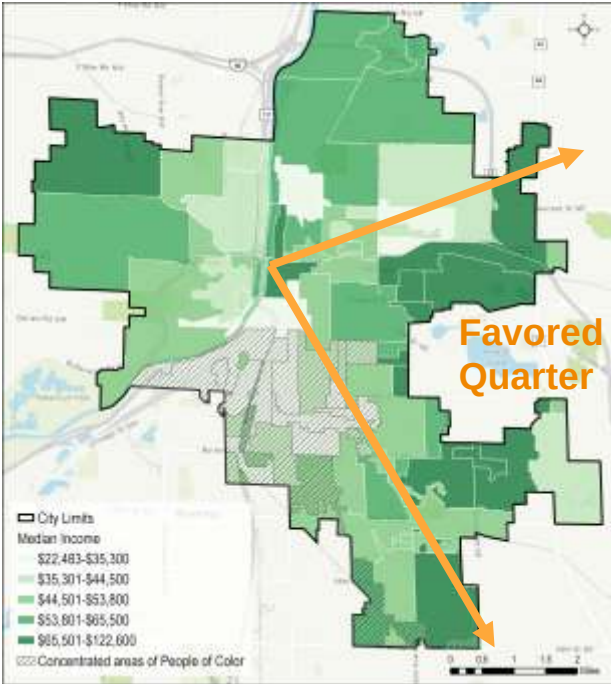
- Type I outperforms all types, both in the aggregate and on a per person basis
- Types I & III demonstrate the best fiscal performance
- Type IV is subsidized by other land use types



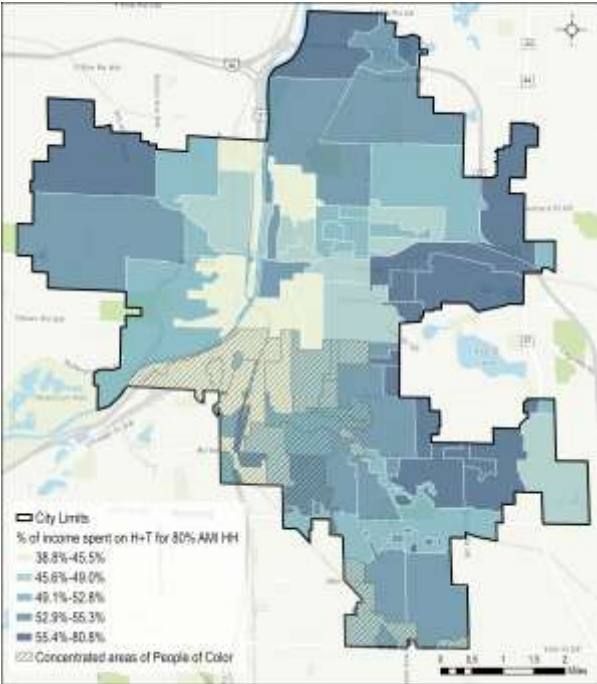
Social Equity

Household income, housing & transport, & displacement pressure

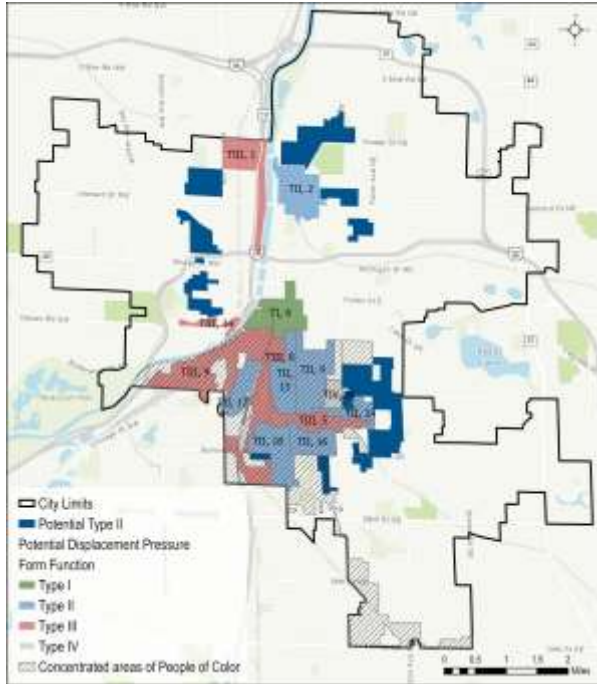




Median Household Income



Housing & Transportation Costs
for 80% AMI Households



Future Investment Opportunity
&
Displacement Pressure

Social Equity

Transportation costs and Walk Score

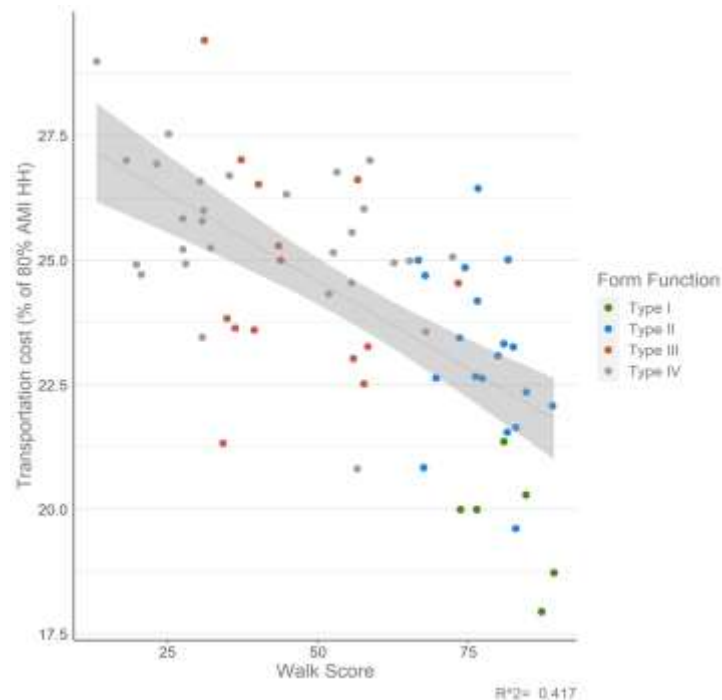
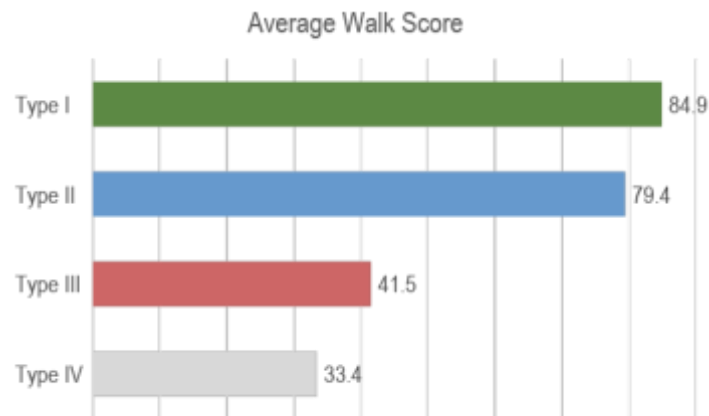
Key Insight: Increased walkability reduces the need to own multiple vehicles. Dropping one vehicle can translate into an additional \$150,000 of mortgage capacity.

\$9,200

AAA's average cost for operating, maintaining and financing a vehicle

\$55,798

80% Area Median Income for a family of four



Insight: In general, walkable areas perform better than car-dependent areas when it comes to public health

Summary of mean population-weighted health indicators by type for adults (>= 18 years of age).

Health Outcome	Grand Rapids	Type I	Type II	Type III	Type IV
Obesity	33.1%	32.8%	34.5%	34.8%	31.7%
Type 2 diabetes	7.6%	6.4%	6.5%	8.7%	7.8%
Hypertension	30.4%	26.9%	27.0%	32.4%	31.8%
Heart disease	5.6%	5.2%	4.5%	5.7%	6.2%

Source: National Public Health Assessment Model Outcomes, Urban Design 4 Health, 2020.

Type I tends to indicate the most positive health outcomes...lower than the City-wide population weighted averages

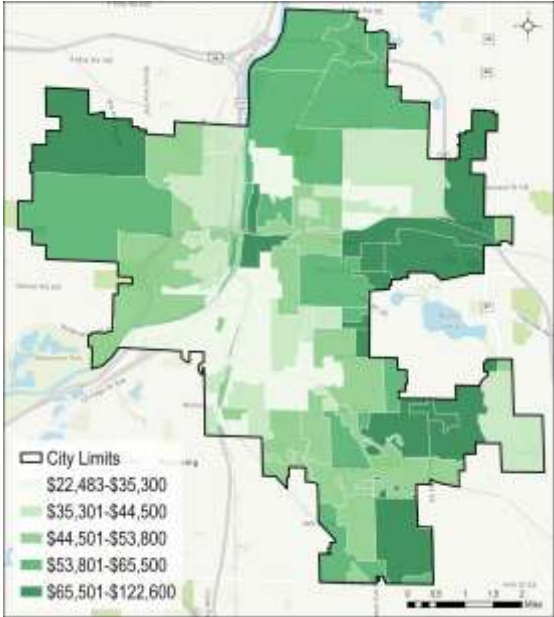
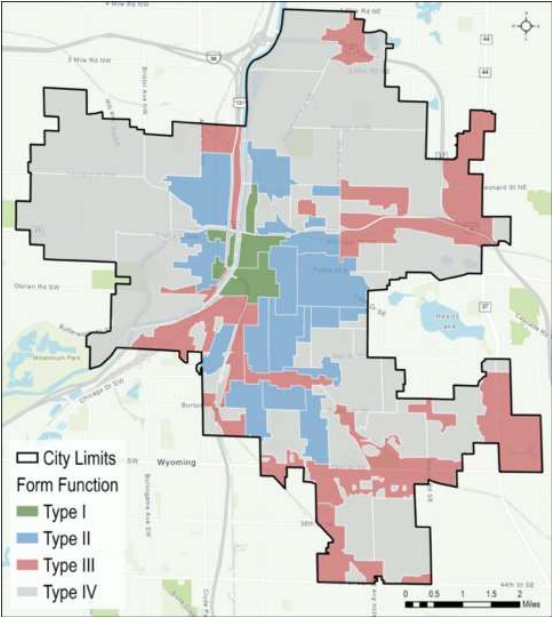
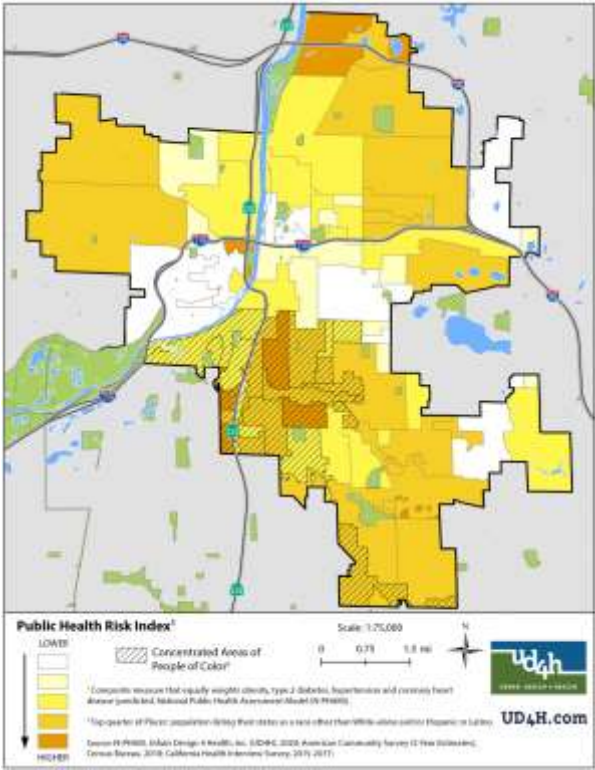
Type II areas also show similarly positive levels of health with the exception of the percentage of adults with obesity

Type III areas perform the worst overall

Type IV does worse than Types I & II, but slightly better than Type III

Public Health

Public Health Risk Index, Grand Rapids' typology, and social equity



Key Insight: Public health performance can be measured at the place level and correlated to social equity data.

Public Health

What about COVID-19? (It's too early to tell)

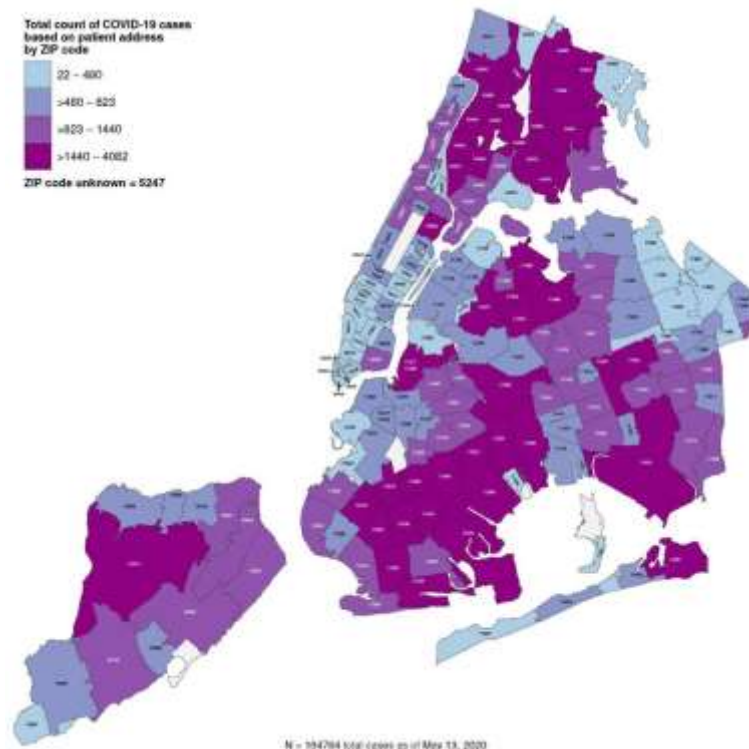
However, from a recent Johns Hopkins University study of 913 US metropolitan counties:

“...We find that density is not linked to rates of COVID-19 infection, after controlling for metropolitan area population, socioeconomics, and health care infrastructure in U.S. counties.

“...We find that COVID-19 death rates are lower in denser counties and higher in less dense counties, at a high level of statistical significance.”

Shima Hamidi, Sadegh Sabouri & Reid Ewing (2020): Does Density Aggravate the COVID-19 Pandemic?, Journal of the American Planning Association

New York City COVID-19 Cases by Zip Code



Future Scenarios

20-year scenario descriptions

Sprawl Continues

Grand Rapids' 50-year trend of low-density residential and commercial development continues at historic rates.

Last Ten Continues

Grand Rapids' development trend of the last decade, with more development in Types I & II, continues at the observed rate.

GR FORWARD

Grand Rapids achieves the development goals contained in DGRI's report "GR FORWARD."

GR FORWARD Enhanced

Grand Rapids goes beyond the GR FORWARD plan and achieves more aggressive smart growth development goals, consistent with GR's Bus Rapid Transit and Transit-Oriented Development plans.



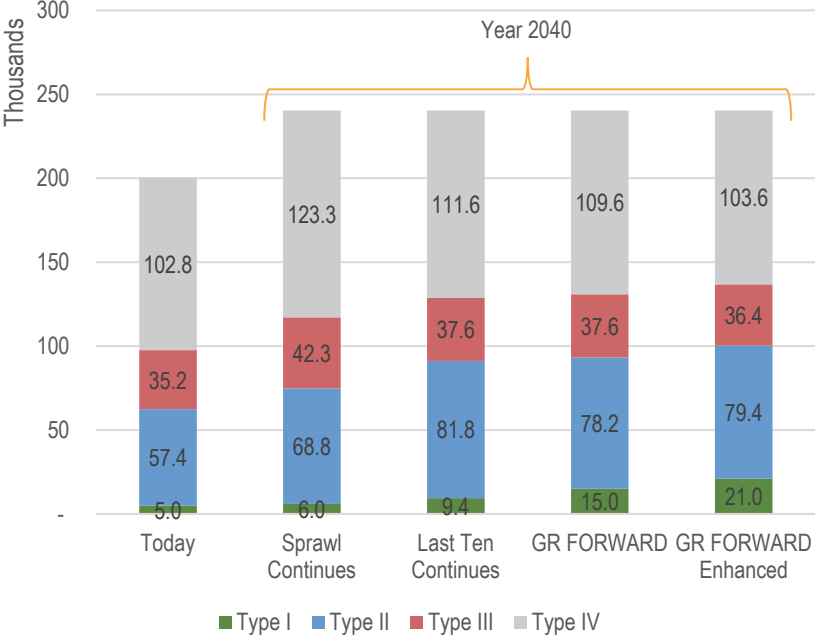
**Scenarios do not include COVID-19 related projections; however, they do assume macroeconomic variability over time due to unforeseen events.*

***Our projections are conservative. They cap population and employment growth at the levels targeted by the GR FORWARD report and do not reflect all public costs, e.g., schools and trash collection.*

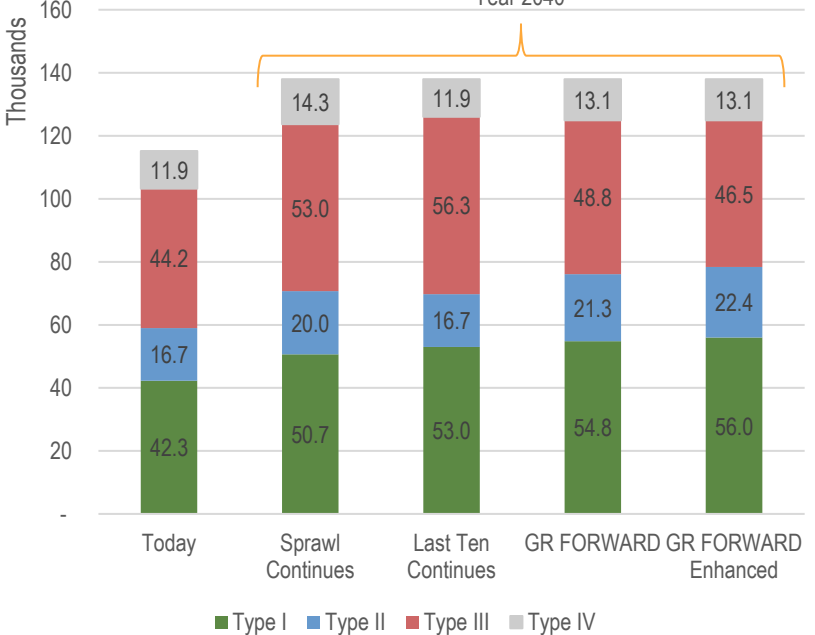
Future Scenarios

Scenarios summary

Population

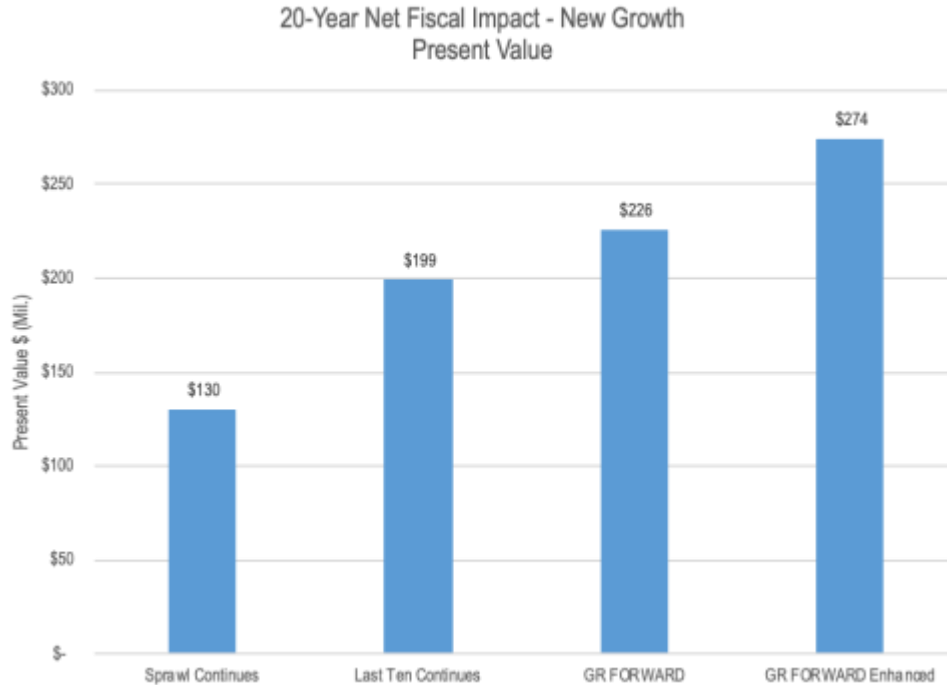


Employment



Future Scenarios

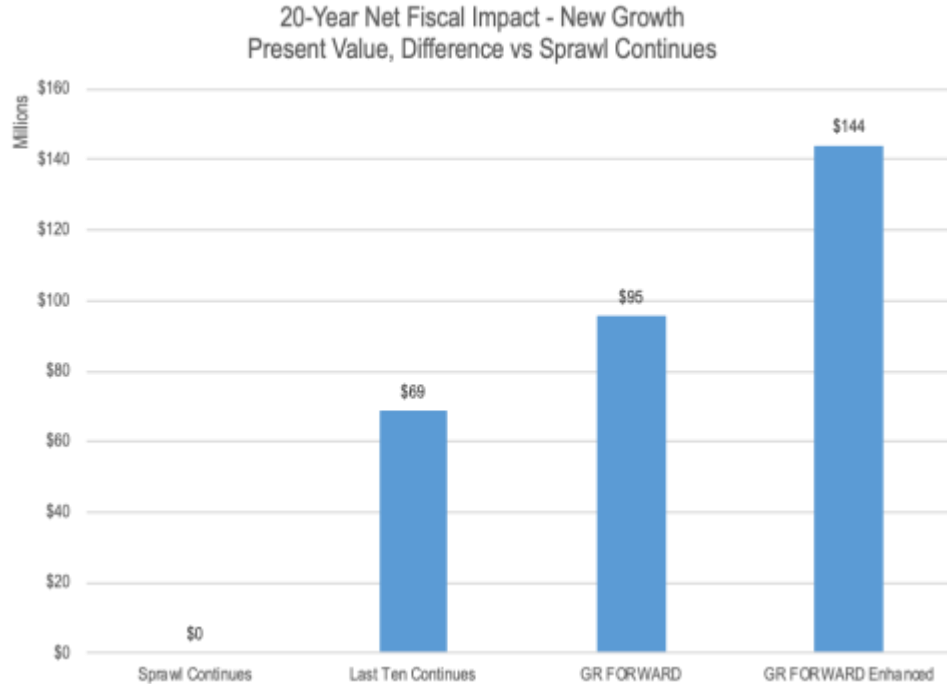
Net Fiscal Impact: new growth (present value)



- Discount rate = 1.75% (equal to AA2 Bond, national avg.)
- Over a 20-year period, GR FORWARD Enhanced has a Net Fiscal Impact of \$274 million in **present value terms**

Future Scenarios

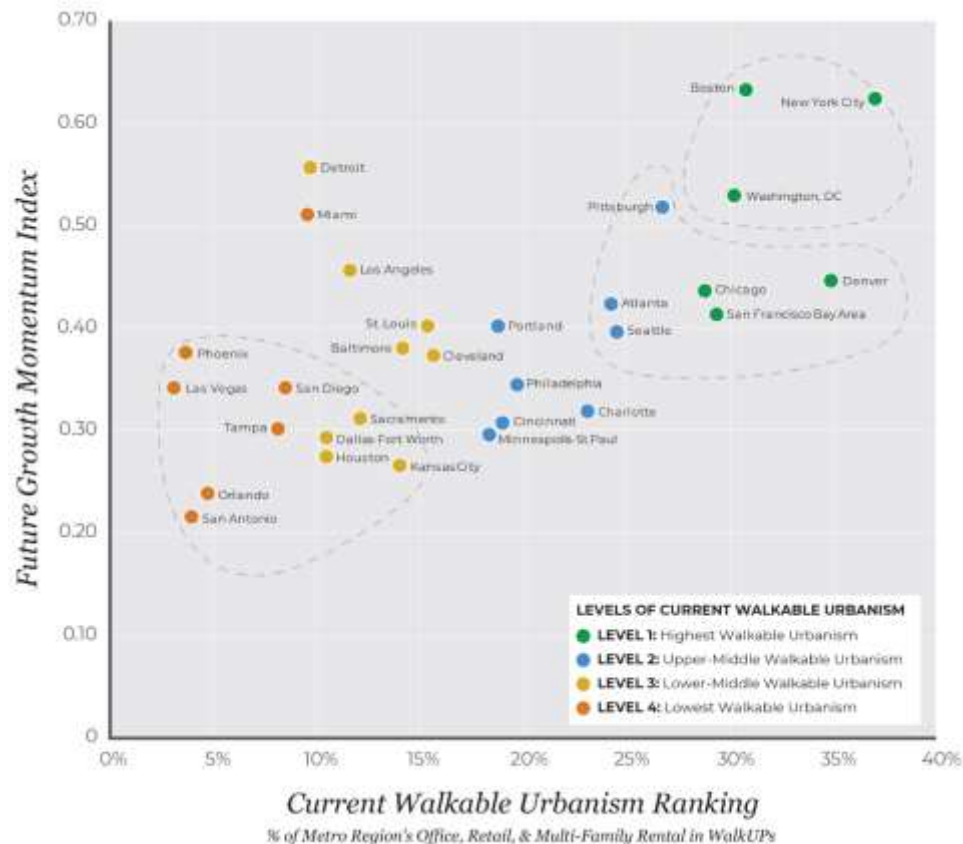
Net Fiscal Impact: new growth (difference v. sprawl)



- In Net Present Value
- Discount rate = 1.75% (equal to AA2 Bond, national avg.)
- Compared to Sprawl Continues, GR FORWARD Enhanced is equal to receiving **\$144 million** today

Conclusions

- Grand Rapids is still early on the trend toward walkable urbanism.
- **Type I** is the most efficient place type in Grand Rapids, is gaining substantial market share, and offers the most opportunity to increase city revenues.
- **Type II** is a tale of two types; primarily white Type IIs score highly on income and public health while Type IIs with a concentration of people of color score very poorly and are at risk of displacement.
- **Type III** is a highly productive part of Grand Rapids' economy though it will lose market share over time. In other metros we have seen a trend of Type IIIs converting into Type Is.
- **Type IV** contains many areas positioned to become Type IIs. Generally, Type IVs are being subsidized by all other place types.
- *Investments in walkability will increase value in all four types.*



Recommendations

- **City Master Plan.** Incorporate place-level analytics into the upcoming 20-year city master plan
- **Social Equity Plan.** Incorporate a place-based social equity plan into the city master plan
 - Strike a balance between bringing opportunity to LMI places and generating LMI households in high-opportunity places
 - Include funding of affordable housing programs, infrastructure investments, and mixed-income development projects
 - Example: Heartside as model of affordable housing, mixed-use development for other Type I places
- **Place Management System.** Develop a place management system to enhance economic performance and improve social equity and public health outcomes
 - Increase number of place management organizations within the City of Grand Rapids.
 - Create a public-facing interface to be used by multiple stakeholders
 - Make it dynamic with frequent updates to the data
- **Place-Based Budget Process.** Manage city and place budgets with better data
 - Align incentives, subsidies, and favorable treatment towards prioritized places (for example, how can Type IIIs be leveraged to fund the growth of Types I & II?)
 - Locate public facilities (libraries, offices, etc.) to take place into account and reinforce GR's plans

Next Steps

Pathways for continued collaboration

- **Place-Based Management Platform.** Develop a platform for place management organizations to monitor, assess, and manage economic, social equity, and public health investment performance. Platform would include dynamic decision support tools.
- **Grand Rapids Phase II.** Expand project to Grand Rapids' metropolitan area, adding near-term COVID-19 assessments and long-term economic recovery scenario analysis. Major elements would include:
 - **Anchor Institution Investment Analysis.** Evaluate the potential long-term economic, social, and public health impacts of anchor institution investments (e.g., Spectrum Health, Grand Valley State University) on Grand Rapids' future development.
 - **Major Infrastructure Investment Analysis.** Evaluate major infrastructure investments (e.g., current and future BRT lines) on GRP, real estate valuations, net fiscal impact, social equity and public health.



Project Team and Contacts



Chris Leinberger cleinberger@email.gwu.edu
Patrick Doherty pd@longhaulcapital.com
Mark Mykleby mm@longhaulcapital.com



Chris Zimmerman czimmerman@smartgrowthamerica.org
Michael Rodriguez mrodriguez@smartgrowthamerica.org
Becca Buthe bbuthe@smartgrowthamerica.org



Thank you

