

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 • Teresa Weatherall Neal • Doug Small Eddie Tadlock • Mark Washington

November 19, 2019, 3:00p
29 Pearl Street, NW Suite #1

- | | | |
|---|-----------|------------|
| 1. Call to Order (3:00) | | Monoyios |
| 2. Approve Minutes from September 17, 2019 (3:05)
(enclosed) | Motion | Monoyios |
| 3. 2020 Meeting Schedule (3:10) | Motion | Kelly |
| 4. Presentation: Austin Exchange Review (3:15) | Into Item | Washington |
| 5. Downtown Development Overview (3:25)
(enclosed) | Info Item | Kelly |
| 6. 2019 Work Plan Update and 2020 Preview (3:45)
(enclosed) | Info Item | Kelly |
| 1. River Governance | | |
| 2. Downtown Office Strategy | | |
| 3. Retail Innovation Strategy | | |
| 7. FY20 Performance Measures Update (4:00)
(enclosed) | info Item | Kelly |
| 8. Board Chair Report (4:05) | Info Item | Monoyios |
| 9. President & CEO Report (4:10) | Info Item | Kelly |
| 10. Old Business | | |
| 11. New Business | | |
| 12. Public Comment | | |
| 13. Adjournment | | |



Board of Advisors Meeting

September 17, 2019

1. Call to Order – The meeting was called to order at 9:04 a.m. by Chair Nikos Monoyios

Attendance:

Present: Eddie Tadlock, Stephanie Adams, Jorge Gonzalez, Nikos Monoyios, Kayem Dunn, Shaun Biel, Bob Herr, Doug Small, Mark Washington, Brian Harris, Mayor Rosalynn Bliss, Birgit Klohs and Kristian Grant.

Absent: Monica App, Teresa Neal, Wayman Britt, Rick Baker, and Mandy Bolter.

Others Present: Tim Kelly (President & CEO), Flor Valera, Jessica Wood (DGRI Legal Counsel) Melvin Eledge, Kimberly Van Driel, and Marion Bonneaux.

2. Approve Minutes from July 16, 2019 DGRI Board Meeting
Motion: Doug Small and supported by Brian Harris, moved approval of the July 16, 2019 meeting minutes as presented. Motion carried unanimously.
3. Block by Block Agreement
Tim Kelly introduced the Block by Block Agreement for the Clean Team and Downtown Ambassador Program for approval. Mr. Kelly stated the proposed Agreement will run thru June 30, 2020 and the one-year extension will coincide with the final year of the DID authorization. Some proposed changes include combining these Agreements into one and making their terms run with the DGRI and City fiscal years. These programs will continue to be funded by the DDA and DID. Other proposed changes are highlighted in

the memo. Mr. Kelly said both the Clean and Ambassador program have made measurable impacts for our Downtown. Bob Herr expressed his support and added that as a DID representative he was able to meet with Mr. Kelly and review the proposed changes under the new Agreement.

Motion: Brian Harris and supported by Kayem Dunn, moved to approve the Agreement with Block by Block for the continued provision of the Downtown Ambassador and Clean Team Programs. Motion carried unanimously.

4. FY20 Performance Measures

Mr. Kelly presented the Board with a copy of last year's FY19 Performance Measures before proceeding to discuss the proposed FY20 Performance Measures. He said the strikeout lines across each project represent their completion. A reminder that 15 performance indicators were adopted in 2016 and are tracked on an annual basis. Every fiscal year, the DGRI Board adopts a set of projects along with key policies and advocacy items at the local, state, and federal level. Mr. Kelly said while most FY19 projects were completed, ongoing work for projects such as Lyon Square and Lyon Plaza continues. He said final designs are expected to be completed in October with the goal to begin construction next year. DGRI has also adopted the goal to expand the Downtown tree canopy. To accomplish this work, funding was approved last year to complete 200 tree plantings and while only 100 trees were planted with Friends of Grand Rapids Parks (FOGRP), 60 additional plantings were supported through street projects and public space improvements. Mr. Kelly said based on this work, FOGRP was able to identify additional tree planting locations in Downtown for the upcoming year. Under the FY19 Leadership and Advocacy Agenda, support tools such as the Retail Innovation Grant and the Streetscapes Guidelines were created. An RFP was also released to review proposals to support affordable housing. Under Local Advocacy Objectives, Mr. Kelly said DGRI and the City were able to finalize a citywide food truck ordinance and the process to develop a River Corridor governance model was also initiated. Finally, under FY19 State and Federal Advocacy objectives, Mr. Kelly said DGRI will continue to collaborate with legislators and key stakeholders to complete modifications to the State property tax legislation that would enable owner occupied residential property to be assessed by the DID.

Mr. Washington asked about the scope of the housing RPP. Mr. Kelly said for the past two years the DDA has allocated \$250,000 to advance the affordable housing goal which is to maintain 30% income restricted housing supply in Downtown. The RPF was released to solicit creative initiatives how this could be accomplished. DGRI has received a variety of proposals. A recent one from the Dwelling Place examines the idea of a Community Land Trust (CLT) and the evaluation of converting existing apartment units into the possibility of home ownership. Mr. Washington said the Grand Rapids City Commission approved a contract with Housing Next and another with the Grand Rapids Chamber to conduct a county-wide housing assessment. He expressed that it would be

beneficial for DGRI to collaborate and shared the RFP's findings as these efforts overlap. Mr. Kelly said he would reach out to Housing Next and review opportunities for collaboration. Mr. Washington said it is important to start evaluating housing affordability not just for downtown, but for the overall community. Mayor Bliss asked if there were any construction proposals for additional housing as the current "Livability" statistics for 2019 show that there are none. Mr. Kelly said conversations are taking place, but we do not have any proposals at this time. Mayor Bliss said the GR Forward analysis determined the population density to support Downtown retail services and amenities is 10,000 households, but the current statistics show we are not even close to 50% of reaching that goal. Mr. Kelly said efforts to maintain the Downtown household affordability mix remain. The GR Forward analysis has not been updated since 2015; perhaps we need to revisit and reassess whether 10,000 is still our goal or evaluate other metrics. Mayor Bliss said the City in partnership with the Grand Rapids Chamber will be conducting a business market analysis to determine what kind of density is needed to support these amenities; though based on previous conversations she still agrees that 10,000 is the number we need to reach critical mass. She said our downtown footprint and the scarcity of our land is becoming noticeable. To further achieve the development goals put forth by GR Forward, we need to start building taller buildings. We need to start having conversations with developers about height and the DDA could act as an encourager so that we can improve the likelihood of achieving critical mass. Mr. Harris said one of the issues the DDA recently uncovered is that we are starting to see competing goals within the GR Forward plan. To promote more desirable social and environmental outcomes as well as more efficient use of resources, the DDA recently formed a subcommittee to develop a strategic framework for evaluating projects and land use. Mr. Harris said the committee also engaged in discussions about land acquisition, disposition and boundary expansion. This is all important because the evaluation of areas outside of the DDA boundary that could yield the opportunity to reach the 10,000 households' goal. Mr. Washington said the housing and retail analysis come at a perfect time not just to evaluate the needs for Downtown but for other parts of the city.

Ms. Klohs mentioned the proposed legislation (the Senate Bill 54 & House Bill 4100) regarding the Michigan Historic Preservation Tax Credit and the potential impact on development. She said she would email the board information regarding this legislation and added that perhaps the GR Chamber, City, DGRI and the Right Place could work together to evaluate the potential impact of these resources and tools for Grand Rapids. Mr. Harris asked for suggestions to ensure board members don't lose track of this important conversations. He wondered if this would be something the DDA should take on. Mayor Bliss said the market analysis and the retail are interconnected and because they are both GR Forward priorities it is important for the DDA to be part of these conversations as they not only effect our downtown but the surrounding areas. She said as the voice for Downtown and Executive Director of the DDA, her expectation is that Mr. Kelly will remain active in these efforts. The board agreed. Mr. Monoyios requested

that the additional materials presented at the meeting be included in the original PDF agenda packet for future reference. Mr. Kelly said these would be added to the packet.

Mr. Kelly introduced the FY20 Performance Measures, Key Projects and Advocacy Agenda for approval. Mr. Kelly said the format is the same and some of these goals are a continuation of projects initiated in FY19. For FY20, ten (10) key policy and advocacy items at the local, state and federal were selected. Under Local Advocacy objectives, Mr. Kelly said DGRI will continue the work to develop a Grand River Corridor governance model. DGRI and the City will also work together to finalize the terms of a Memorandum of Understanding (MOU) related to Downtown public infrastructure maintenance. Another top priority for DGRI includes working on the DID reauthorization. We will be working with the steering committee and DID Board on the upcoming renewal assessment; a reminder that the DID is in the final year of the current 5-year authorization period. DGRI will also be reviewing policies related to allowing dogs on outdoor patios of interested restaurants as well as analyzing opportunities to generate revenue from commercial business in public space through advertising leases, and concession sales. Under state and federal, Mr. Kelly said DGRI will be monitoring the TIF legislation discussions regarding the new PA 57 of 2018 reporting requirements, and finally understanding that any recommendations from the River Governance will require making legislative changes at State level so just being proactive as this process moves forward. Mr. Monoyios asked if the Board had any questions or modifications to the proposed FY20 performance measures. Mayor Bliss inquired about the timing on Calder Plaza. Mr. Kelly said we are finalizing designs so we can hopefully initiate construction this year. Ms. Grant asked if this was the original design from the Master plan. Mr. Kelly said yes and added that DGRI is in the process of analyzing potential fundraising initiatives to make sure the project moves forward. Ms. Adams said as we continue to have conversations about housing expansion, it would be beneficial to also track green spaces in the downtown. She asked if this could be included as part of a key performance indicator. Mr. Harris agreed and added that in addition to this a land use and buildout analysis should also be included. Mr. Monoyios noted that a green space indicator would be added under “Livability” and a land use and buildout analysis would be added to FY20 key projects.

Motion: Brian Harris and supported by Mark Washington, moved to approve the amended FY2020 Performance Measures, Key Projects and Leadership and Advocacy Agenda. Motion carried unanimously.

4. 2019 Work Plan Update

River Governance: Andy Guy provided the board with an update on the river governance process. Mr. Guy said at the last meeting, we reported on the formation of the Organizational Leadership Steering Committee and on some of the work they would be engaging in. Both Goal 1 Alliance and the Steering Committee were tasked to review

and make a consultant recommendation to the DDA and MNTIFA boards. In August 2019, the consultant recommendation to work with HR&A Advisors and Kathy Blaha Consulting was accepted. Mr. Guy said this team understand the community well. HR&A has supported the development of the City's 2017 Parks and Recreational Master Plan and the Equitable Development and Mobility Strategic Plan. Kathy Blaha Consulting brings the right expertise in governance and management for parks and her firms has supported the development of the Ecliptic at Rosa Parks Circle Conservancy. For this specific project, the consultant scope of work includes three priority areas; 1) analyze funding streams opportunities to program, operate and maintain the new riverfront, (2) evaluate other governance model options and recommend a strategy and (3) develop a benefits case to help drive the implementation process. Mr. Guy said a draft recommendation is expected to be delivered by the first quarter of 2020. In addition, a key component to this "river governance" process involves learning from communities that have undertaken similar projects; DGRI recently hosted River LA and we are planning to host the High Line Network in November. Mr. Guy said regular updates will be provided as this process moves forward and asked the board to stay tune for upcoming "lunch and learn" invites. The Board thanked Mr. Guy for the update.

Downtown Office Strategy: Mr. Kelly said DGRI and partners will be hosting Chris Leinberger from October 24-25. Mr. Leinberger is a developer and a land use strategist. Our hope is to gather information on how we can develop a more active strategy to retain and recruit major office tenants to Downtown. The local consultations with local corporate leaders continue. A reminder that these consultations are to discuss and understand challenges when deliberating potential location. In addition, DGRI will be working with the Right Place to perform a Quantitative Analysis. This is to better understand the economic impact of locating major office development in high density compared to low density suburban places.

Downtown Retail Innovation Strategy: Mr. Kelly reminded the Board that DGRI, the GR Chamber and the City are working on finalizing a Business Liaison position. This business specialist will be dedicated to work on retention and attraction for ground floor businesses in Downtown and in City business districts. Mr. Kelly also shared that DGRI in partnership with the City successfully hosted the first annual Small Business Expo. He concluded by sharing the DGRI will continue to develop marketing materials to promote the Retail Innovation and Attraction Grant to make businesses become more aware of the opportunities available.

6. Board Chair Report

Mr. Monoyios said the DGRI meeting calendar and framework for the upcoming year is currently being evaluated. The Executive Committee is scheduled to meet and discuss the frequency for these meetings. As soon as that gets determined, a schedule will be established, and the Board will be notified.

7. President & CEO Report
DDA (8/14/19)

- Authorized negotiation with consultant for River Governance
- Approved funding for transit bulb on Fulton Street
- Approved contribution for the reconstruction of Division Avenue from Cherry-Wealthy
- Approved funding for Prismatic art installation for World of Winter
- Authorized negotiation with Olsen Loeks for a LOU for the disposition/development of 158 Oakes

DID (4/24/19)

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

MNTIFA (8/14/19)

- Authorized negotiation with consultant for River Governance

DGRI (7/16/19)

- Approved and recommended updated DGRI and City Service Agreement to City Commission
- Received updates to 2019 Work Plan

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

- Riverfront Governance Organizing
 - RFQ responses reviewed with Goal 1
 - Initial Steering Committee meeting held July 31
 - Finalizing dates for GR Forward Thinking Series
 - River LA: 9/4-5
 - Gil Penalosa – 9/23-24
 - Final recommendations delivered Q1 2020
- Lyon Square Opportunity Site
 - Finalizing Phase 1 design
 - Design underway for Phase 2 (Plaza)
 - MOU drafted and in process of being finalized
 - Phase 1 and 2 will be bid as one project in October 2019

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

- Downtown Neighbor Network
 - Marketing materials in development to distribute to Downtown property managers
 - Facebook Group created to provide communication platform for residents
 - Network Board/Committee seated in early 2019 and met April 5
- Downtown Affordable Housing
 - RFP released May 2019
 - Responses to be reviewed with Goal 2 Alliance
 - Recommendation(s) will be brought to DDA Board

- Development News
 - 158 Oakes
 - DDA approved negotiating LOU with Olsen Loeks for new office development
 - LOU executed week of September 9, 2019 for 12 months
 - Development Agreement outlining terms of development to be brought for DDA consideration
 - MSU GR Research Center Phase II
 - Long-term ground lease executed for Public Private Partnership
 - Development will include a 200,000 sq. ft. medical innovation building office and a 600-car parking structure
 - Construction anticipated to begin fall 2019 with substantial completion in late 2021

Goal 3 – Implement a 21st century mobility strategy

- Bus Shelter Enhancements
 - Held Meeting with Mobile GR and Rapid staff to outline project funding and schedule
 - Installation to begin fall 2019
 - Final install complete before end of FY 2020
- Pedestrian Safety Enhancements
 - Improvements complete on Division Avenue north of Lyon
 - Keeler Building areaway reinforcement complete
 - Michigan Street crossing designs are finalized, and the project will be bid summer and installed October

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

- Recruit a major office tenant to Downtown
 - Working with City, Chamber and Right Place to develop a more concerted and intentional recruitment strategy to attract and retain businesses Downtown
 - Hosting Chris Leinberger 10/24-25
- Held 1st Annual Small Business Expo August 29th at Devos Place
- Partnering with City and Chamber to finalize the scope of for a retail retention and attraction program

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

- VandenBerg Plaza/Calder Plaza Improvements
 - Design of Phase 1 improvements ongoing
 - Designs complete spring 2019
 - June 2019 is the 50th anniversary of the plaza's opening and a key organizing point for a celebratory moment
- Public Realm Improvements
 - Streetspace Design Guidelines receiving Michigan APA urban design award in Sept

- Tree plantings with FOGRP scheduled for fall 2019 and spring 2020
- Downtown Dog Park open
- Fitness equipment installation underway in North Monroe. Complete in May.
- Explore opportunities to beautify public plaza at Van Andel Arena
 - Consultant team work commenced in November
 - Exploring partnership/funding opportunities for FY2019
 - Alley activation to begin with former Art Prize installation (Ford Museum crocodiles)
 - Stakeholder and Alliance engagement ongoing
 - Designs complete summer 2019
- Division Avenue Safety and Cleanliness Improvements
 - Lighting
 - DDA authorized additional funding in December 2018
 - Fulton to Cherry construction to begin spring 2019
 - Public Restrooms
 - City and DGRI working with committee to finalize recommendation of new public facilities for spring 2020 deployment
 - City and DGRI partnering to develop a sustainable facility management protocol for the new facilities.

8. Old Business
None

9. New Business

Mr. Washington said as we continue to advance and embrace the quality of life, culture, and recognizing that we have great facilities, and programming, he wondered if downtown conversation were taking place to evaluate other opportunities for attracting a higher-level professional sport and/or a venue that would serve to draw more visitors to Grand Rapids. Mr. Kelly said the recent Grand Rapids Destination Asset Study highlights opportunities we could pursue. Mr. Small said we have been exploring the possibility of bringing a major sports franchise and although the study revealed that this would not be feasible, other opportunities for attracting minor leagues such as professional soccer was identified. He said the study has seven (7) major outcomes, and partners and stakeholder meet quarterly to get updates on these goals. He said all these updates are available in the ExperienceGR website. One of the next big opportunities from the events stand point includes the evaluation of a new convention center hotel and an amphitheater concept. A taskforce group is evaluating this initiative to gain a clear understanding of the capacity and our hope is to deliver some recommendations to the CAA this fall. Mr. Washington thanked him for the update and said additional conversations are required as he understands increasing the branding of GR increases the chances of business relocations.

Ms. Klohs shared an update on the Gerald Ford International Airport expansion project.

10. Public Comment
 None

- 11 Adjournment
 The meeting adjourned at 10:15 a.m.



MEMORANDUM

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP

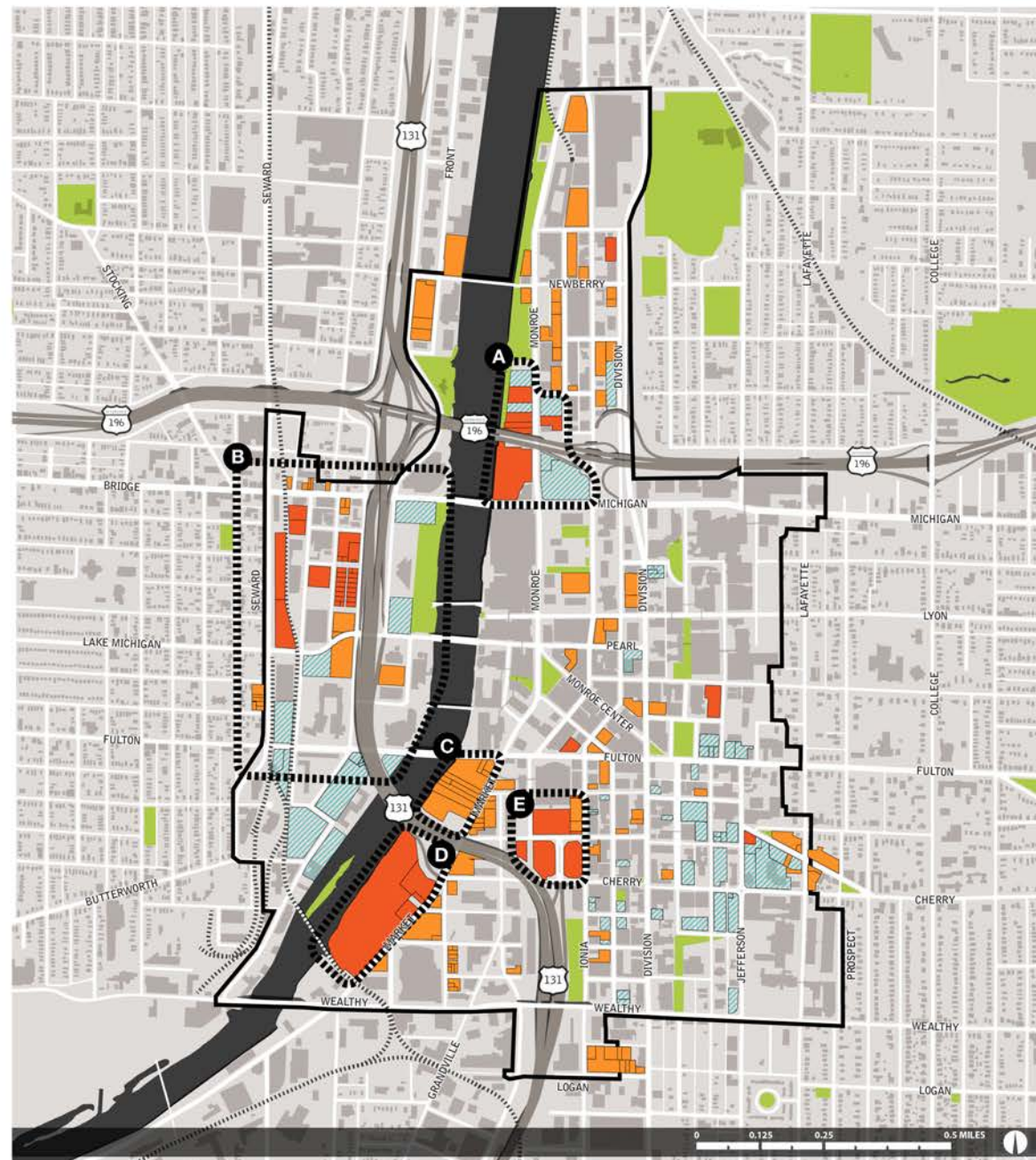
DATE: November 15, 2019

SUBJECT: Downtown Development Overview

In follow up to the Board discussion in September, staff has begun an update to the GR Forward (Plan) development analysis. The intent of this exercise is to better understand the development that has occurred in since the Plan's approval, and to initiate conversations about strategies to stay on track toward the critical mass goal of 10,000 households in Downtown.

Attached for the Board's review and consideration is the initial result of the updated analysis. Accompanying this memo are the original GR Forward Potential Development projections for various areas in Downtown, followed by an updated map showing the development since 2014. The final map shows the overall housing supply in Downtown as of today.

Completing this analysis will assist in understanding any necessary policy changes, such as zoning updates or amendments to the height overlay districts needed to drive additional residential development. Additionally, it will aid in the evaluation of future proposed development projects.



POTENTIAL DEVELOPMENT

BREAKDOWN

A. MSU / CITY / KENT COUNTY

OWNERSHIP: City of Grand Rapids, Michigan State University, USPS, Kent County

BUILDING CHARACTER: Mid-rise to High-rise Buildings

APPROX. NEW RESIDENTIAL UNITS: **0 - 500 units**

B. WEST SIDE

OWNERSHIP: GVSU, DDA, City of Grand Rapids, Various Private Ownership

BUILDING CHARACTER: Townhouse, Mid-rise Buildings

APPROX. NEW RESIDENTIAL UNITS: **500-1,500 units**

C. FULTON + MARKET

OWNERSHIP: Amway

BUILDING CHARACTER: High-rise Buildings

APPROX. NEW RESIDENTIAL UNITS: **250-500 units**

D. 201 MARKET

OWNERSHIP: City of Grand Rapids

BUILDING CHARACTER: Mid-rise to High-rise Buildings

APPROX. NEW RESIDENTIAL UNITS: **500-1,000 units**

E. ARENA SOUTH

OWNERSHIP: DDA, Rockford Construction

BUILDING CHARACTER: Mid-rise to High-rise Buildings

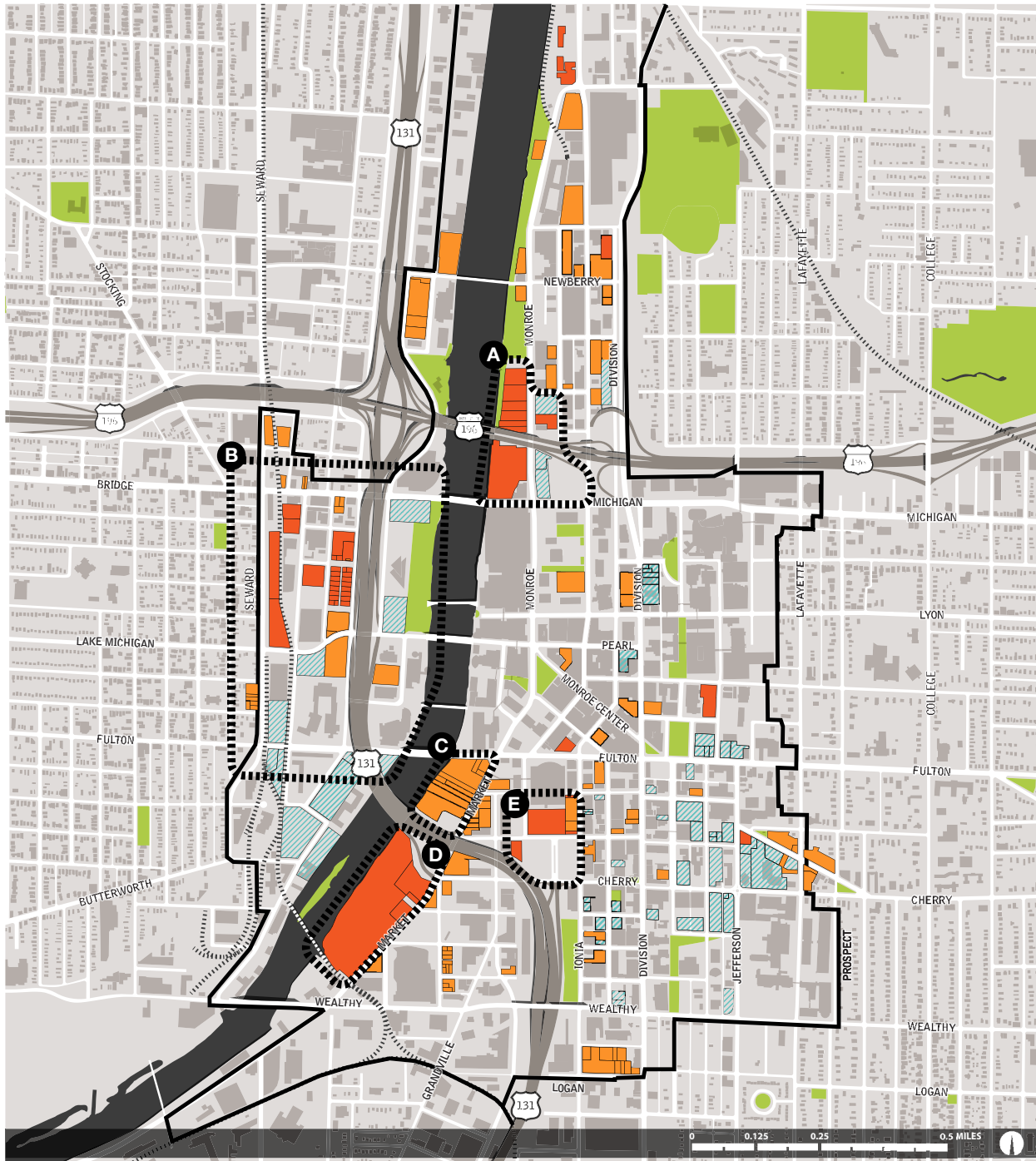
APPROX. NEW RESIDENTIAL UNITS: **1,000 units**

■ PUBLIC OWNERSHIP

■ PRIVATE OWNERSHIP

■ INSTITUTIONAL

FIG A2.29: Potential development opportunity sites [A]



POTENTIAL RESIDENTIAL DEVELOPMENT

BREAKDOWN

A. MSU / CITY / KENT COUNTY

OWNERSHIP: City of Grand Rapids, Michigan State University, USPS, Kent County

RESIDENTIAL DEVELOPMENT SINCE 2014: **85**

PENDING/PROPOSED: **0**

B. WEST SIDE

OWNERSHIP: GVSU, DDA, City of Grand Rapids, Various Private Ownership

RESIDENTIAL DEVELOPMENT SINCE 2014: **426**

PENDING/PROPOSED: **0**

C. FULTON + MARKET

OWNERSHIP: Amway

RESIDENTIAL DEVELOPMENT SINCE 2014: **0**

PENDING/PROPOSED: **0**

D. 201 MARKET

OWNERSHIP: City of Grand Rapids

RESIDENTIAL DEVELOPMENT SINCE 2014: **0**

PENDING/PROPOSED: **0**

E. ARENA SOUTH

OWNERSHIP: DDA, Rockford Construction

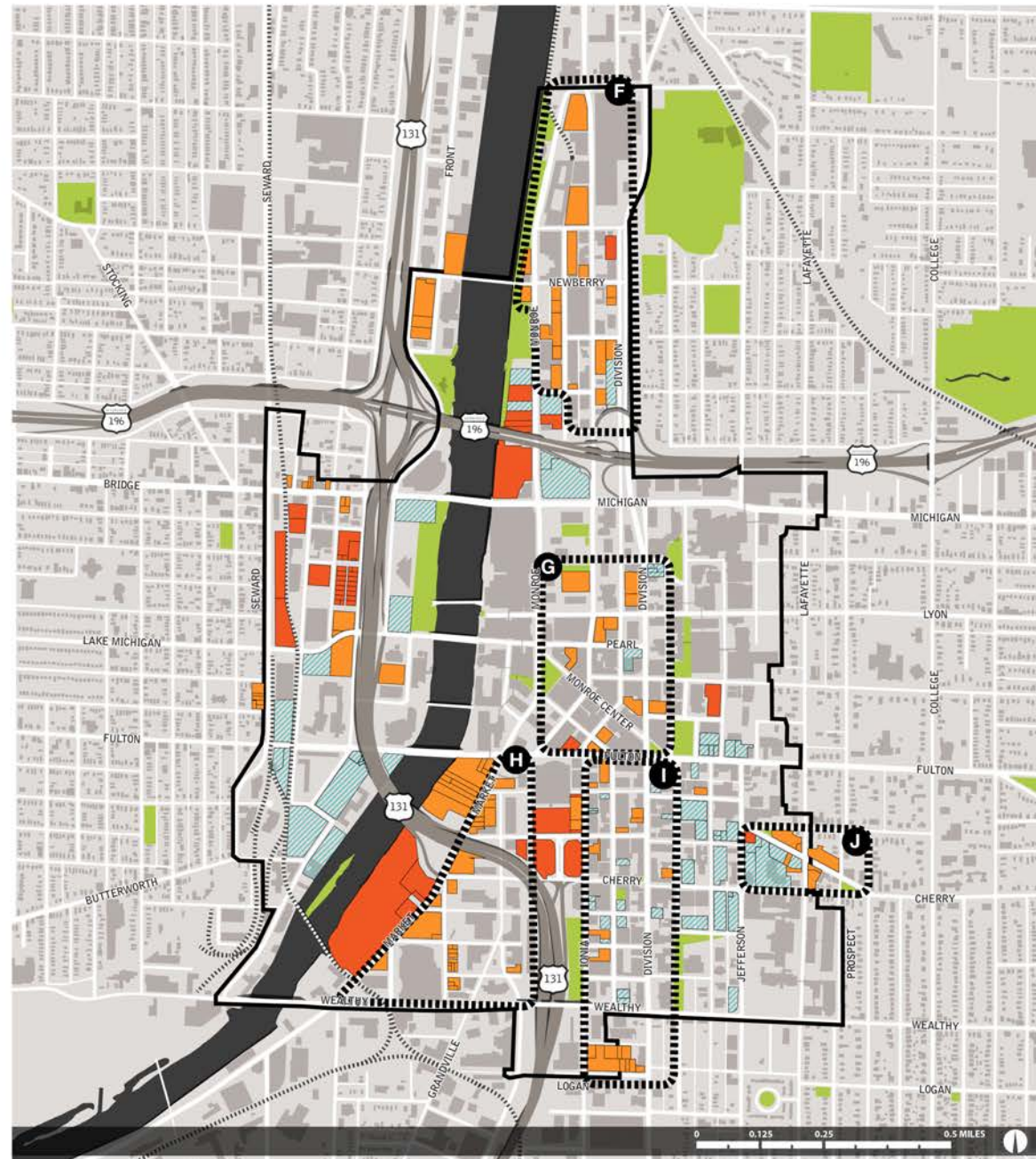
RESIDENTIAL DEVELOPMENT SINCE 2014: **182**

PENDING/PROPOSED: **154**

 PUBLIC OWNERSHIP

 PRIVATE OWNERSHIP

 INSTITUTIONAL



POTENTIAL DEVELOPMENT

BREAKDOWN

F. MONROE NORTH

OWNERSHIP: Various Private Ownership, Michigan State, City of GR

BUILDING CHARACTER: Townhomes, Mid-rise Buildings

APPROX. NEW RESIDENTIAL UNITS: **± 1,000 units**

G. MONROE CENTER

OWNERSHIP: Ellis Parking, City of GR, Van Andel Institute, Kent County, Ferris State University

BUILDING CHARACTER: Mid-rise, High-rise Buildings

APPROX. NEW RESIDENTIAL UNITS: **± 1,000 units**

H. MARKET STREET SOUTH

OWNERSHIP: Various Private Ownership

BUILDING CHARACTER: Mid-rise Buildings

APPROX. NEW RESIDENTIAL UNITS: **± 1,000 units**

I. HEARTSIDE

OWNERSHIP: Various Private Ownership, Various Institutional Ownership

BUILDING CHARACTER: Mid-rise Buildings

APPROX. NEW RESIDENTIAL UNITS: **± 750 units**

J. STATE STREET

OWNERSHIP: Trinity Health, City of GR, Various Private Ownership

BUILDING CHARACTER: Townhomes, Low-rise Buildings

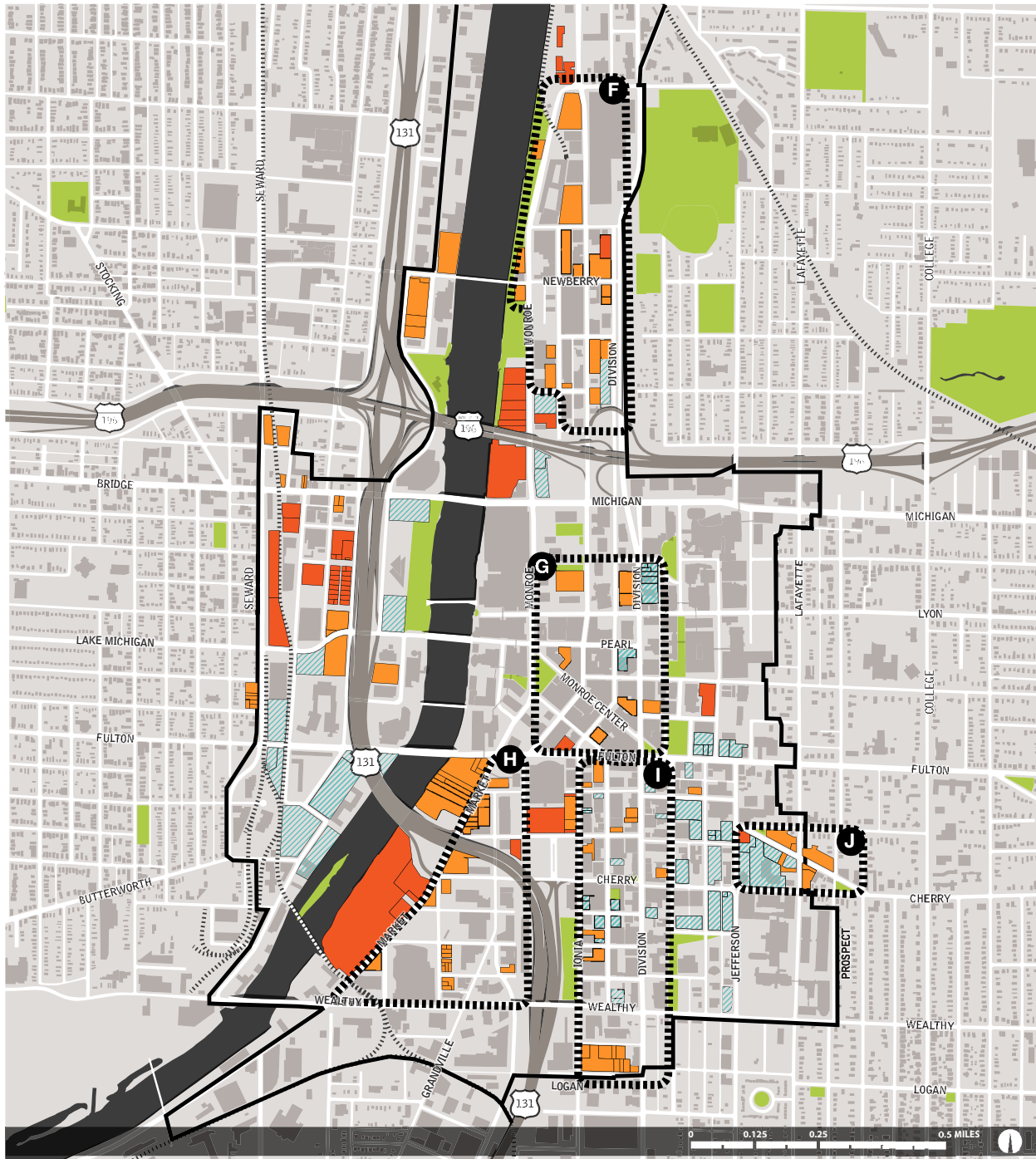
APPROX. NEW RESIDENTIAL UNITS: **± 250 units**

■ PUBLIC OWNERSHIP

■ PRIVATE OWNERSHIP

■ INSTITUTIONAL

FIG A2.30: Potential development opportunity sites [B]



POTENTIAL RESIDENTIAL DEVELOPMENT

BREAKDOWN

F. MONROE NORTH

OWNERSHIP: Various Private Ownership, Michigan State, City of GR

RESIDENTIAL DEVELOPMENT SINCE 2014: **322**

PENDING/PROPOSED: **0**

G. MONROE CENTER

OWNERSHIP: Ellis Parking, City of GR, Van Andel Institute, Kent County, Ferris State University

RESIDENTIAL DEVELOPMENT SINCE 2014: **190**

PENDING/PROPOSED: **0**

H. MARKET STREET SOUTH

OWNERSHIP: Various Private Ownership

RESIDENTIAL DEVELOPMENT SINCE 2014: **234**

PENDING/PROPOSED: **0**

I. HEARTSIDE

OWNERSHIP: Various Private Ownership, Various Institutional Ownership

RESIDENTIAL DEVELOPMENT SINCE 2014: **194**

PENDING/PROPOSED: **86**

J. STATE STREET

OWNERSHIP: Trinity Health, City of GR, Various Private Ownership

RESIDENTIAL DEVELOPMENT SINCE 2014: **0**

PENDING/PROPOSED: **0**

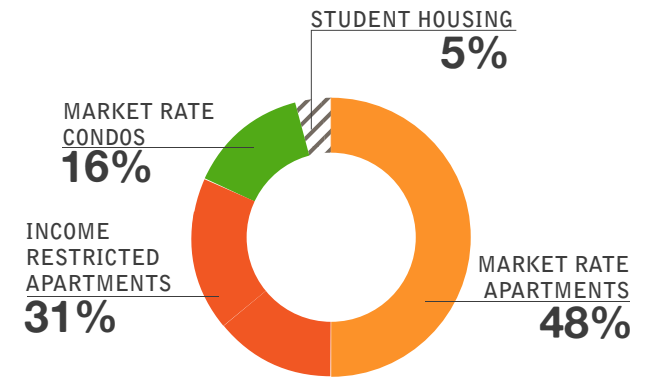
 PUBLIC OWNERSHIP

 PRIVATE OWNERSHIP

 INSTITUTIONAL



UNIT BREAKDOWN



STUDENT HOUSING:

263 UNITS

INCOME RESTRICTED APARTMENTS:

1541 UNITS

INCOME RESTRICTED CONDOS:

0 UNITS

MARKET RATE APARTMENTS:

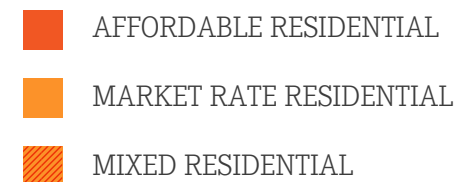
2419 UNITS

MARKET RATE CONDOS:

807 UNITS

TOTAL PROPOSED HOUSING:

5,030 UNITS





MEMORANDUM

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP

DATE: November 15, 2019

SUBJECT: 2019 Board of Advisors Work Plan

To explicitly define the work of the Board of Advisors, a 2019 Work Plan (Plan) was approved at the February 2019 meeting. The Plan was intended to help guide the development of Board agendas and ensure milestones are articulated and progress toward them is being tracked.

The three focus areas of the work plan, the process and milestones accomplished to date are outlined below.

1. River Governance Model Recommendations

- Purpose: Provide recommendations for a long-term governance structure to develop and manage the River Corridor and associated public assets.
 - Organize Speaker Series events to provide feedback on potential models to explore further.
 1. River LA: Sept 4 – 5 (summary memo attached)
 2. Gil Penalosa: Sept 23 - 24
 3. Highline Network: November 20
 - Issue RFQ and Select Consultant
 1. RFQ Issued: May 2019 – June 2019
 2. Consultant Selection and Funding Authorization: August 2019 – September 2019
 - Consult with Partners to Form and Engage with Steering Committee
 1. July 31, 2019
 2. October 24, 2019
 3. December 10, 2019
 4. Additional meetings TBD
 - Engage with Consultants
 1. Site Visit October 23-24
 2. Site Visit December 9-10
 3. Tentative Visit January
 4. Tentative Visit February
 - Review Governance Recommendations and Benefits Case
 1. Q2 2020

2. Understanding Corporate Trends Toward Downtown

- Purpose: To develop a collaborative plan of action to achieve the community goal of continuing to grow a vibrant urban economy.
 - Host National Expertise
 - 1. Chris Leinberger: October 23-24 (presentation attached)
 - Engage Partners and Professional Services to Develop Quantitative Analysis and Action Strategy
 - 1. Reviewing proposals with partners to advance recommended process by January.
 - Local Consultations
 - 1. Ongoing and to be completed: Conversations with local corporate leaders to discuss and better understand challenges, opportunities and considerations involved when companies deliberate potential location and options and decisions.
 - 2. Participated on retention and attractions for major corporate locations projects

3. Downtown Retail Innovation Strategy

- Purpose: Develop and employ a targeted strategy to attract and further support retail in Downtown Grand Rapids.
 - Identify and convene subcommittee of stakeholders for regular meetings to develop short- and long-term recommendations.
 - 1. Convened stakeholder group of Downtown retailers and businesses
 - May 30, 2019
 - September 19, 2019
 - 2. Monroe Center businesses meeting monthly (second Tuesday of each month)
 - Identify and market tools to make businesses aware of opportunities available to do business Downtown.
 - 1. Hosted first annual Small Business Expo in partnership with City of GR – August 29
 - 2. Approved four (4) Retail Innovation and Attraction Grants
 - Tamales Mary
 - Ambiance GR
 - Mosby's Popcorn
 - Mel Styles
 - 2 pending applications
 - 3. Partnering with Start Garden to identify recipients of SG100 funding that need/can use ground floor space Downtown.
 - 2 pending applications
 - Partnered with City and Chamber of Commerce on the development of a Retail Retention and Attraction Initiative. Next steps include:
 - 1. Hiring a dedicated Retail Recruitment & Retention Specialist (Chamber employee) to work specifically on retention and attraction for ground floor businesses in Downtown and in City Business Districts (Q4 2019).
 - 2. Completing a market analysis (Q2 2020).
 - 3. Using Market Analysis to develop a strategy for recruitment and retention of retail (Q2 2020).
 - 4. Review outcomes towards goals and conducting data collection to support them (Q4 2020).



MEMORANDUM

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP, President & CEO

DATE: November 15, 2019

SUBJECT: Updated FY2020 Performance Measures, Key Projects and Advocacy Agenda

At the September 2019 meeting the Board of Advisors recommended adding a land use and buildout analysis and a measurement acreage of parkland to the Key Projects and Performance Indicators, respectively. Those updates are reflected below **in bold**.

In addition, over the past several months, staff has worked deliberately in collaboration with Alliances and volunteers to finalize a qualitative rating for sidewalk cleanliness (attached). For the first time, this will enable the capture of data on that Organizational Indicator.

Lastly, in partnership with the City, and in furtherance of the newly adopted Operating Agreement and the 2020 Leadership and Advocacy Agenda, staff has created a draft framework to identify maintenance responsibilities for infrastructure in the public right of way (attached).

I. FY2020 Key Projects

1. Finalize design and break ground on Lyon Square and Lyon Plaza
2. Advance recommendation for River Governance model
3. Complete planning initiative for Areas 7/8/9 to guide future land use decisions of those publicly owned assets
4. Deploy new DASH/Rapid shelters
5. Complete engagement and develop strategy to recruit and retain businesses Downtown
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. Complete a land use and buildout analysis to identify existing conditions and opportunities for growth.**

II. Leadership and Advocacy Agenda

1. Complete process to identify the appropriate Grand River Corridor governance model to ensure the long-term sustainability of public and private investments.
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.

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.

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
- **Acreage of parkland per 1,000 residents**
 - **Methodology: City database of designated park space in downtown compared with number of households metric.**
 - **Source: City of Grand Rapids, Friends of GR Parks and DGRI**

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



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DID Streetscape Assessment



Streetscape Assessment

- What Are We Trying to Measure?
 - Stakeholder perception of the DID's Impacts on:
 - Cleaning
 - Beautification/Greenscaping
 - ROW Maintenance
- Why are we conducting these assessments?
 - Identify existing conditions within the DID
 - Identify where the DID and its sub contractors are performing maintenance well
 - Identify improvement and investment opportunities



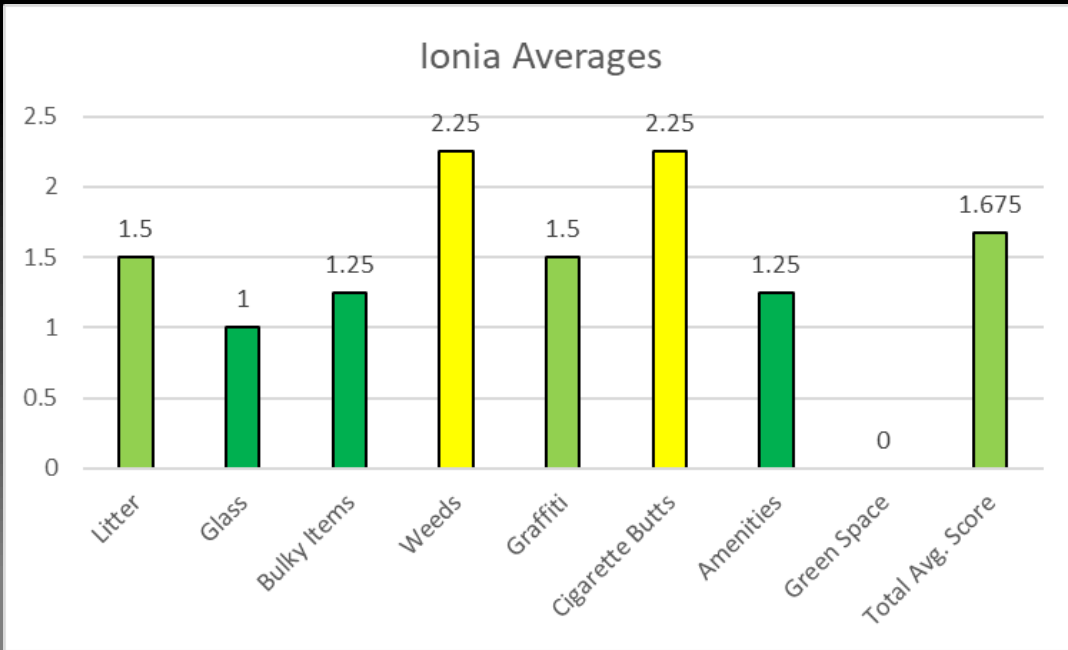
How Did We Gather This Data?



- We recruited volunteers from DGRI's various boards and Alliances along with downtown residents and property and business owners.
- With the volunteers we had staff conduct on-site assessments of key corridors of the downtown district.
 - Volunteers were asked to evaluate the presence of litter, cigarette butts, weeds, graffiti, infrastructure/amenities and public right of way conditions
 - Debriefed volunteers after the assessment to gather additional insights and feedback

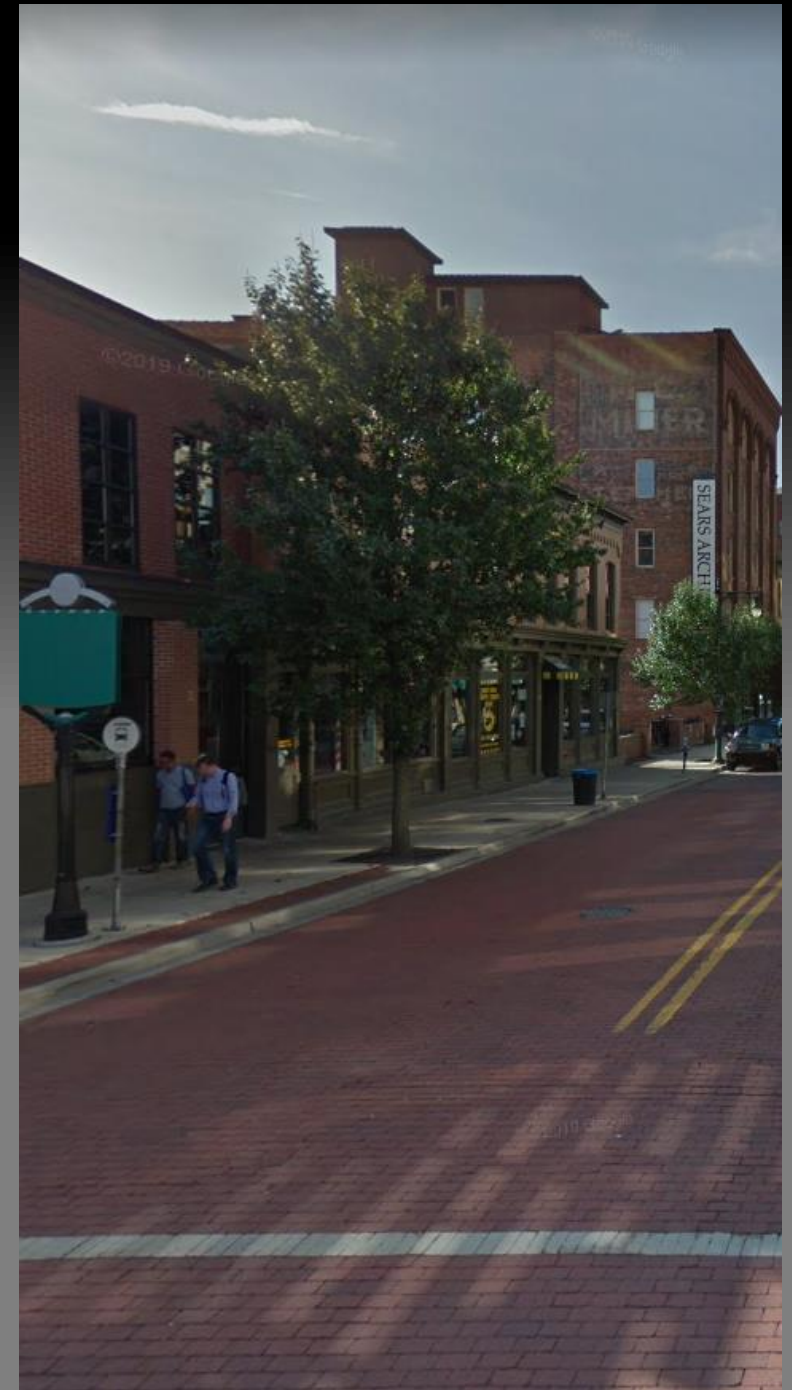
Condition	3	2	1
	Poorly Maintained	Moderately Maintained	Well Maintained

Ionia Ave. (Fulton to Oakes)



3 - Poor Conditions
2 - Moderate Conditions
1 - Good Conditions

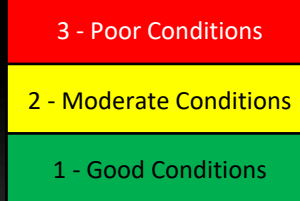
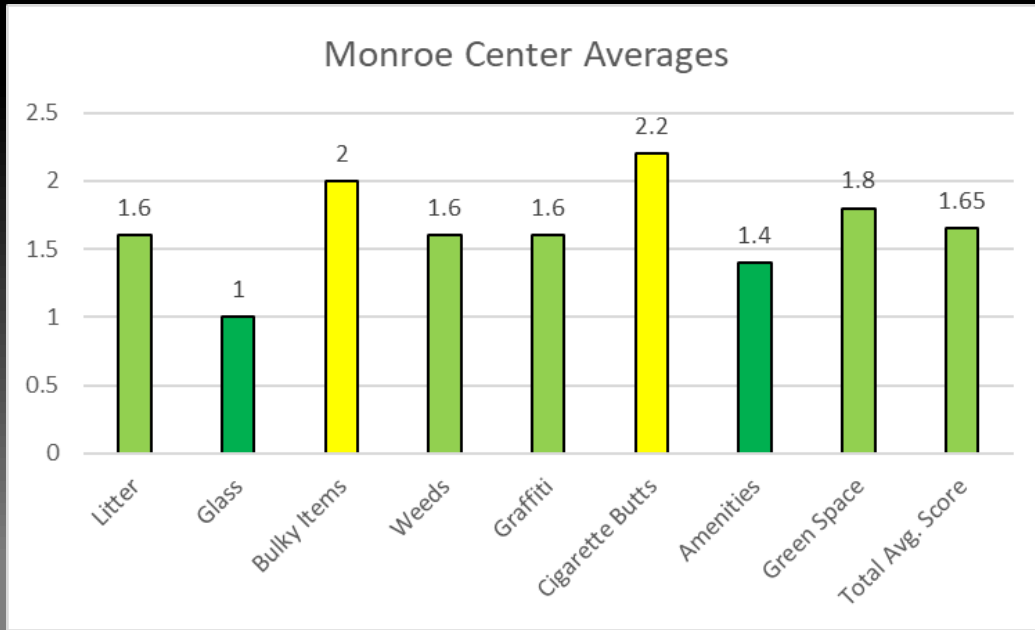
- Ionia is generally clean
- Trash cans seem well maintained, emptied regularly
- Need more cigarette urns and/or placed closer to buildings
- Many overgrown weeds
- Would like to see new infrastructure & amenities added
- Better tree maintenance and additional green infrastructure



Ionia Ave. (Fulton to Oakes) - Highlights



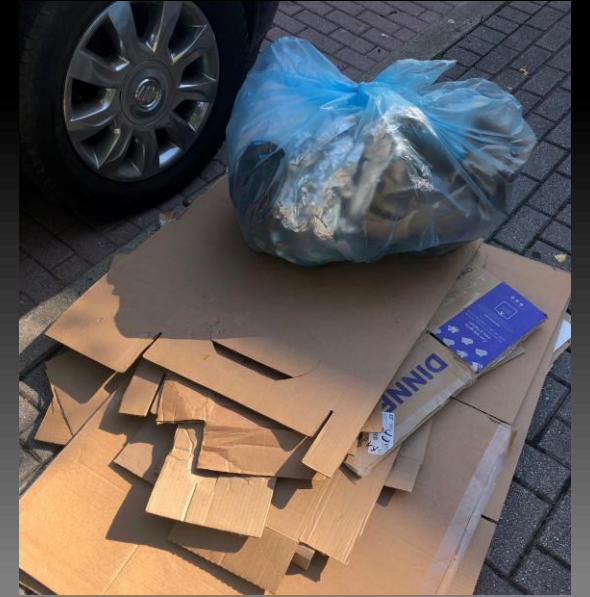
Monroe Center (Monroe to Division Ave.)



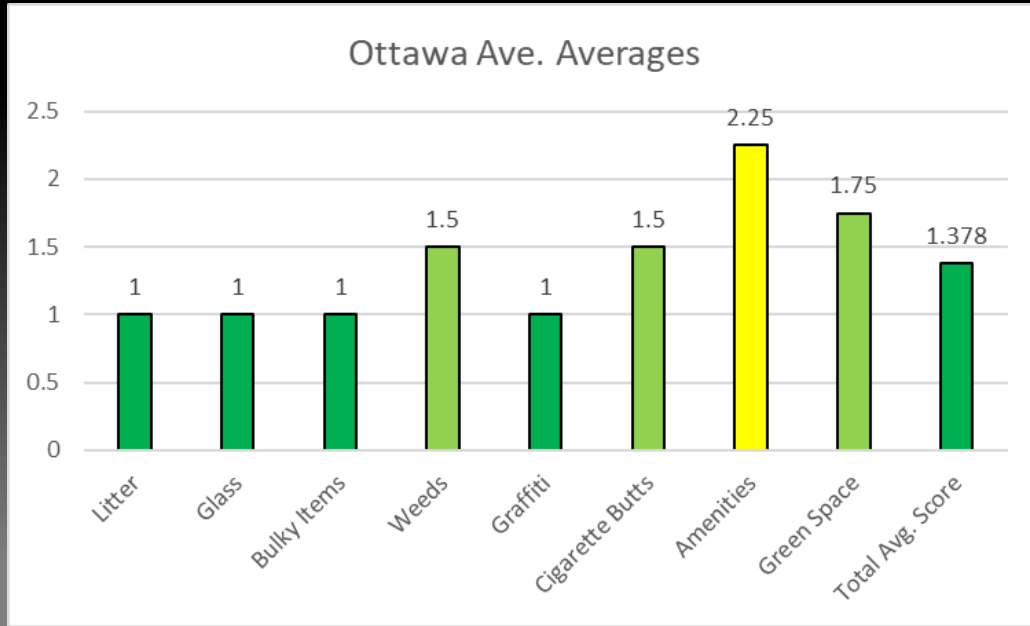
- Construction debris left after projects are complete
- Trash bags are left too late in the day, should be removed earlier
- Lots of abandoned bike locks
- Cigarette butts are everywhere
- Trees need better trimming
- Planter beds appear to be full of trash
- Overall the Ambassadors do a great job taking care of the space



Monroe Center (Monroe to Division Ave.) - Highlights



Ottawa Ave. (Michigan to Pearl)



3 - Poor Conditions

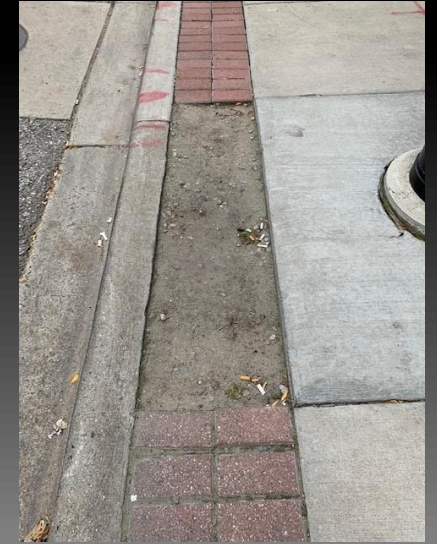
2 - Moderate Conditions

1 - Good Conditions

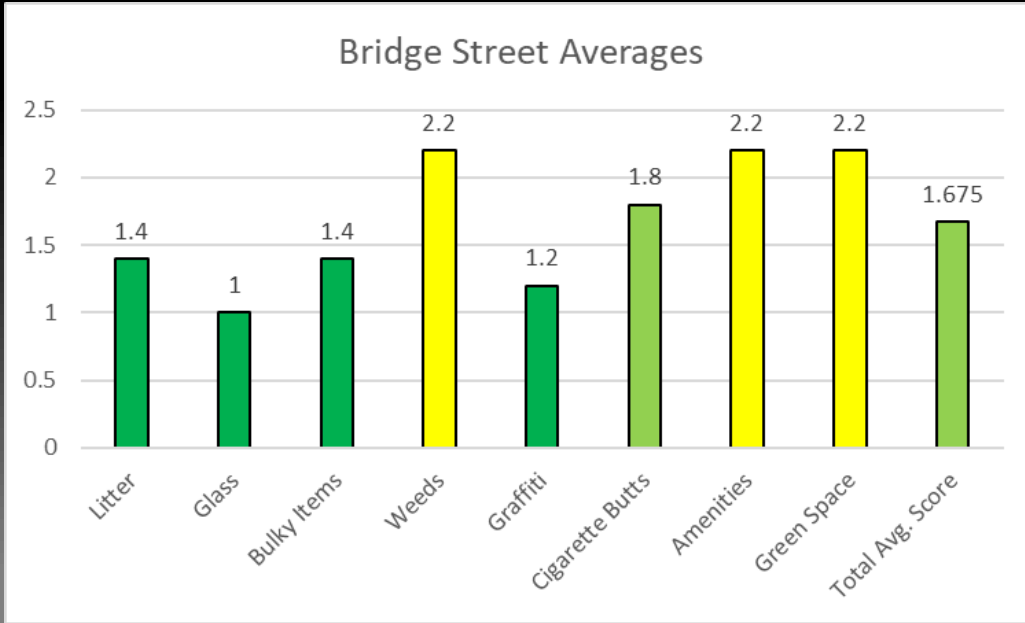
- Ambassadors are doing a great job keeping area clean
- Trees need to be trimmed and maintained
- Cracked and uneven sidewalks
- Lack of amenities North of Lyon Street
- Area feels disconnected and “empty”
- Public ROW greenery is insufficient
- The Parklet is a nice addition to the area



Ottawa Ave. (Michigan to Pearl) - Highlights

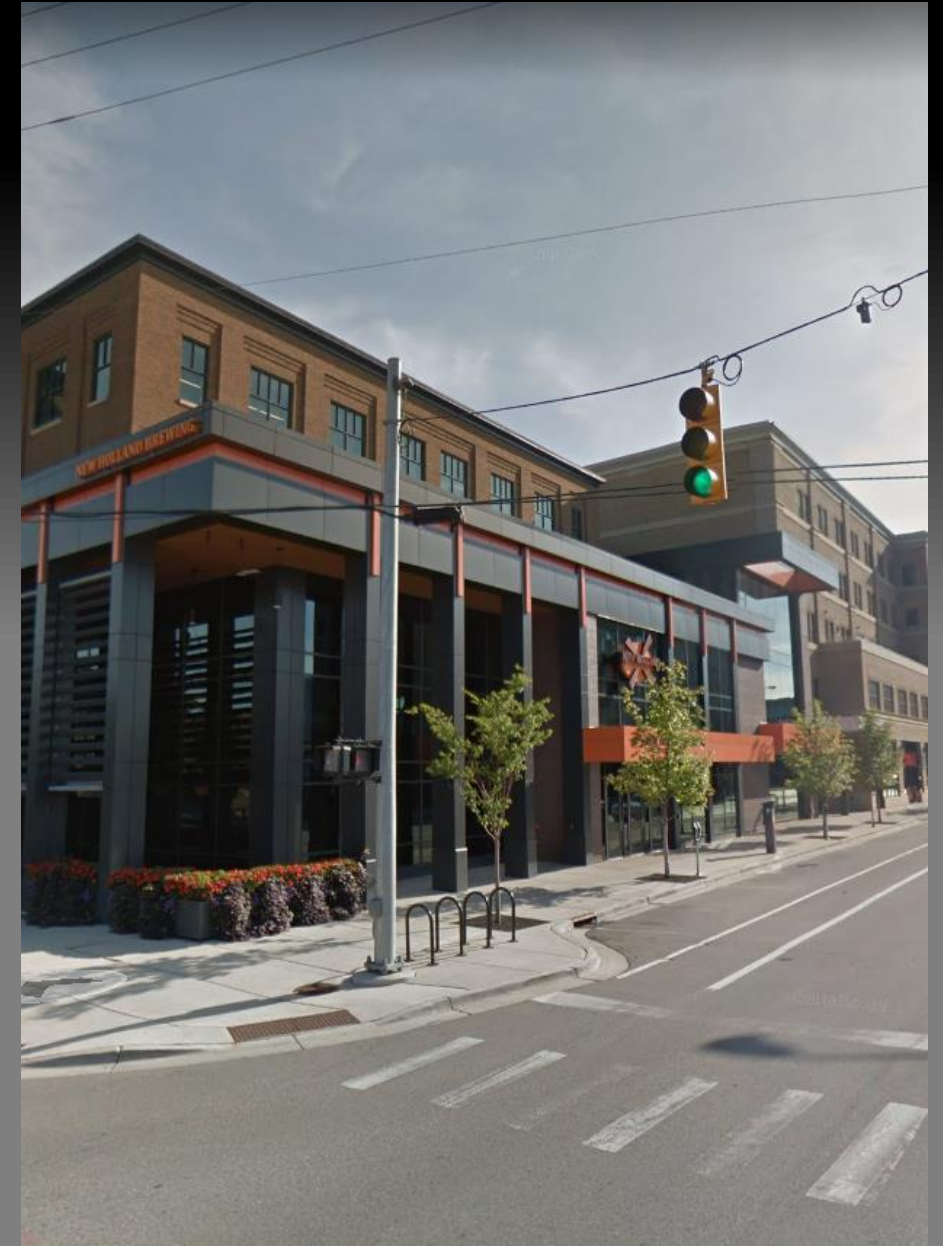


Bridge Street (Scribner to Seward)

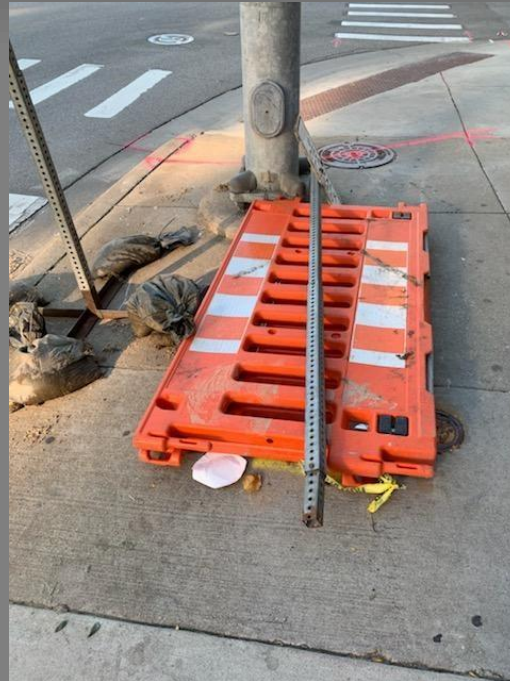


3 - Poor Conditions
2 - Moderate Conditions
1 - Good Conditions

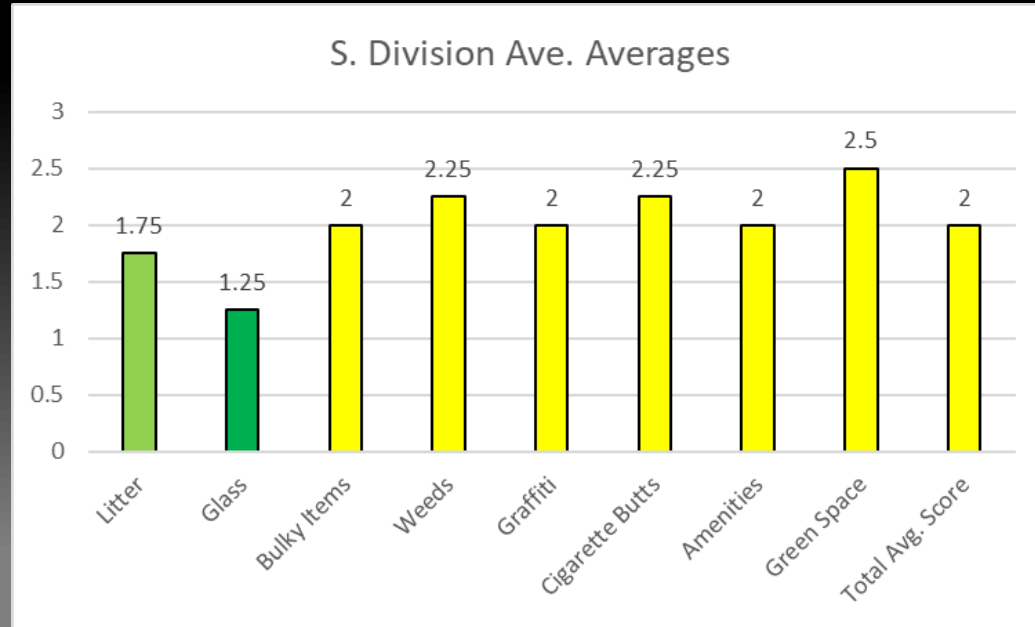
- Bridge Street is over all clean and well kept
- Amenities deployed are a good start, but there needs to be more
- Underpass as more of a gateway, its not inviting in its current state
- Issues with private property being kept up properly
- Dead trees are present in the streetscape
- Better construction clean up and follow-up
- Desire for additional bike racks



Bridge Street (Scribner to Seward) - Highlights



S. Division Ave. (Fulton to Oakes)



3 - Poor Conditions

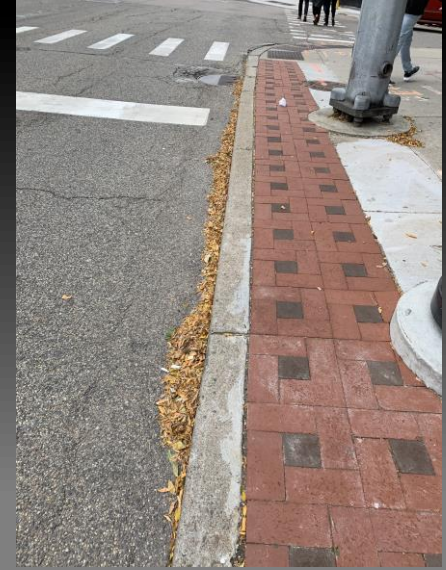
2 - Moderate Conditions

1 - Good Conditions

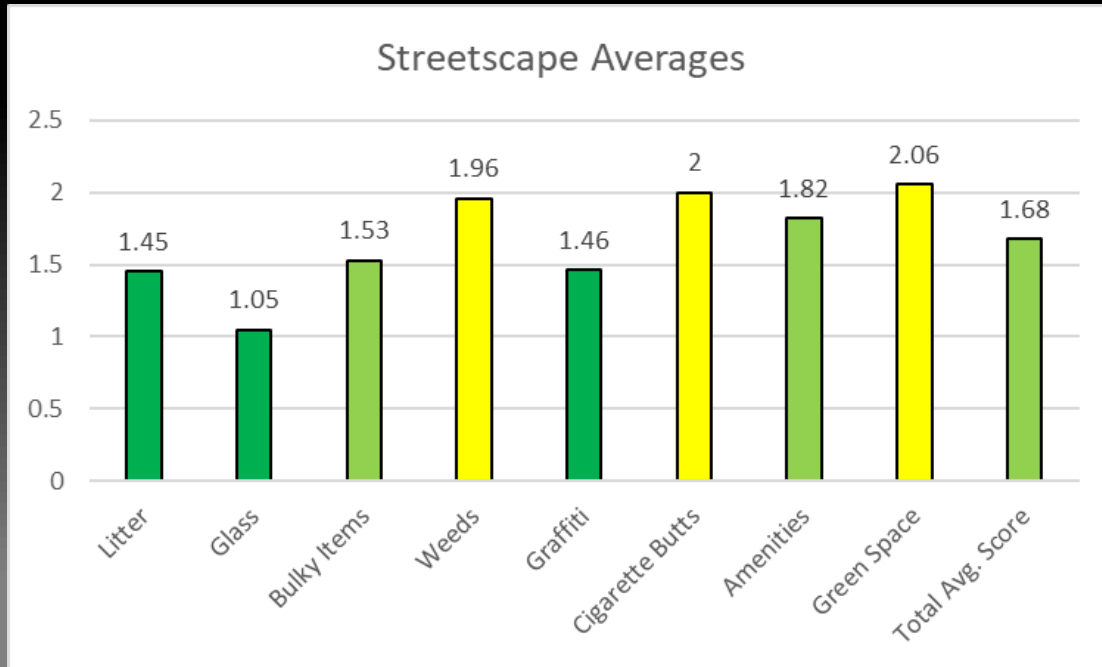
- Impressed with overall feel; *“not as much litter as I thought there would be”*
- Many cigarette butts in front of buildings, in cracks of the sidewalk
- Weeds are abundant along the corridor
- Sidewalk in select areas is really uneven and a trip hazard
- Area needs additional green space
- Cross walks need visual enhancement; they’re not safe for pedestrians
- There were more trash cans than I expected



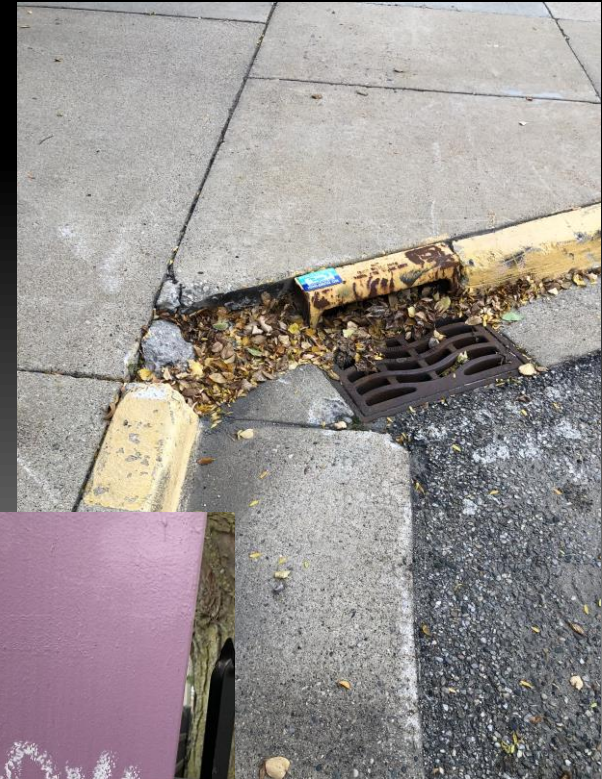
S. Division Ave. (Fulton to Oakes) - Highlights



Moving Forward



- Review the observations with the Ambassador team
 - Examine & Redefine Priorities
 - Establish Targets
- Provide Feedback/observations to the City
 - Address issues/concerns
 - Prioritize Maintenance
- Quarterly Streetscape Assessments





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Infrastructure	Location	Responsible Entity	Maintenance Type	Frequency	Notes
Trash Cans	Within DID Boundaries	DGRI	Deployment Emptying	As Needed Daily	
	Outside DID Boundaries Within Designated Park Space Transit Stops	City of GR The Rapid	Repair/Routine Maintenance	As Needed	
Planter Boxes, Beds and Moveable Pots	Monroe Center		Planting	4x Annually	
	Ottawa Ave (Moveable Beds)		Landscaping	Daily	
	Sheldon (South of 24 Sheldon)		Landscaping	4x Annually	
	S. Division Ave		Planting	As Needed	
	Fulton St. (Williams)		Landscaping	Weekly	
	Monroe Ave Planter Beds (South of I-194)	DGRI	Planting	2x Annually	
	Campau Promenade		Landscaping/Watering	Daily	
	Planter Beds		Planting	2x Annually	
	Grandville Ave. (Weston to Williams)		Landscaping/Watering	Daily	
	Williams (Grandville to Finney)		Planting	2-3x Annually	Some of these are irrigated; see irrigation notes
	Michigan/Bridge		Landscaping/Watering	Daily	
	Street River Crossing		Planting	As Needed	
Cigarette Urns	Within DID Boundaries	DGRI	Deployment Emptying	2x Annually Daily	
	Outside DID Boundaries Within Designated Park Space	City of GR	Repair/Routine Maintenance	As Needed	
Dog Bag Stations	Within the DID Boundary	DGRI	Deployment Trash Removal/Restock	As Needed Daily/As Needed	
Trees	Within DDA Boundaries *See Notes	DGRI	Planting Pruning/Disease Mitigation/Removal	2x Annually As Needed	*Only applies to trees planted by FRP under agreement with DGRI
	All Other Locations	City of GR			
Parcels	Downtown Dog Park (Market & Williams)		Routine Maintenance & Upkeep	Daily/As Needed	
	158 Oakes	DGRI	Snow Removal Landscaping	Daily/As Needed	Sidewalks only, not the lot
Irrigation	Pocket Park (Ionia & Cherry)		Routine Maintenance & Upkeep	As Needed	
	Summer & Douglas Lot		Routine Maintenance & Upkeep	As Needed	
Snowmelt	Monroe Center		Activation/Winterization Repair	Seasonally As Needed	
	Michigan/Bridge		Activation/Winterization Repair	Seasonally As Needed	
Portland Loop	Street River Crossing		Activation/Winterization Repair	Seasonally As Needed	
	Sheldon (North of 24 Sheldon)	DGRI	Activation/Winterization Repair	Seasonally As Needed	
Sidewalks	Fulton St. (Near Sheldon)		Activation/Winterization Repair	Seasonally As Needed	
	Grandville Ave. (Weston to Williams)		Activation/Winterization Repair	Seasonally As Needed	
Moveable Furniture	Monroe Center		Activation Winterization	Seasonally As Needed	
	Monroe Center		Activation Winterization	Seasonally As Needed	
Public Art	Monument Park/Sheldon Ave	DGRI	Activation Winterization	Seasonally As Needed	
	Campau Promenade		Activation Winterization	Seasonally As Needed	
Graffiti Abatement	Weston & Division	DGRI	Cleaning Repair/Other Maintenance	3x Daily As Needed	Planned for Spring/Summer 2020
	Within DID Boundaries	DGRI	Sweeping/Cleaning Snow Removal*	Daily Daily (Seasonally)	Only around meters, fire hydrants, bust stops, catch basins and curb cuts
Fix-it Station	Calder Plaza	DGRI	Storage/Deployment Maintenance/Repair	As Needed As Needed	
	555 Monroe		Storage/Deployment Maintenance/Repair	As Needed As Needed	Includes parking lot mural we maintain as well
Parklet & Transit Bulb	Calder Plaza*	DGRI	Installation/Removal Permitting for Deployment	Seasonally Annually	*May move Elsewhere
	Fulton & Sheldon (Transit Bulb)		Maintenance/Repair Installation	As Needed TBD	
Public Art	Within DID Boundaries	DGRI	Maintenance/Repair Snow Removal	As Needed Daily/As Needed	Not yet installed
	Within DID Boundaries	DGRI	Removal on Public Infrastructure/Amenities	As Needed	Ambassadors remove small graffiti tags from ROW amenities and large scale graffiti tags by request
Public Art	Grandville Ave & Bartlett		Installation	As Needed	
	Ransom		Repair & Routine Maintenance Installation	As Needed As Needed	
Public Art	Fountain & Division	DGRI	Repair & Routine Maintenance Installation	As Needed As Needed	
	Louis & Monroe Ave.		Repair & Routine Maintenance Installation	As Needed As Needed	
Public Art	Seward @ Lot 9		Repair & Routine Maintenance Installation	As Needed As Needed	
	Ionia @ DT Market		Repair & Routine Maintenance Installation	As Needed As Needed	
Public Art	Front Street	GVSU	Repair & Routine Maintenance	As Needed	
	Sheldon under Gillett Bric		Installation	As Needed	
Public Art	Sheldon under Pearl St. Bric		Repair & Routine Maintenance Removal	As Needed As Needed	
	Richmond Stamps Building		Installation	As Needed	
Public Art	Division retaining wall	DGRI	Repair & Routine Maintenance Removal	As Needed As Needed	
	Rainbow Road (Sheldon)		Installation	As Needed	
Public Art	VAA Alley Activation		Repair & Routine Maintenance Removal	As Needed As Needed	
	RAD Women & WMCAT Signal boxes (Locations vary)		Installation	As Needed	
Public Art	Parking Lot Mural @ 555 Monroe Lot		Repair & Routine Maintenance Removal	As Needed As Needed	