

AGENDA

DGRI BOARD OF ADVISORS



Board Members:

Monica App • Rick Baker • Shaun Biel • Richard Bishop • Mayor Rosalynn Bliss • Wayman Britt • Kayem Dunn • Jorge Gonzalez
Brian Harris • Bob Herr • Birgit Klohs • Nikos Monoyios • Teresa Weatherall Neal • Jim Saalfeld • Doug Small • Eddie Tadlock

Thursday, June 28, 2018
10:00 a.m. Meeting
29 Pearl Street, NW Suite #1

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|--|------------------|----------|
| 1. Call to Order | | Monoyios |
| 2. Approve Minutes from April 2018 (10:01)
(enclosed) | <i>Motion</i> | Monoyios |
| 3. Board Member Presentation: Start Garden (10:05) | <i>Info Item</i> | Gonzales |
| 4. FY2019 Performance Metrics (10:15)
(enclosed) | <i>Motion</i> | Monoyios |
| 5. GR Forward Headwinds Update (10:30)
(enclosed) | <i>Info Item</i> | Kelly |
| 6. Board Member Discussion (10:40) | <i>Info Item</i> | Monoyios |
| 7. President & CEO Report (10:50) | <i>Info Item</i> | Kelly |
| 8. Old Business | | |
| 9. New Business | | |
| 10. Public Comment | | |
| 11. Adjourn | | |



Board of Advisors Meeting

April 18, 2018

1. Call to Order – The meeting was called to order at 3:33pm
2. Attendance:

Present: Nikos Monoyios, Rick Baker, Mayor Rosalynn Bliss, Kayem Dunn, Shaun Biel, Teresa Neal, Doug Small, Bob Herr, Wayman Britt, Brian Harris, Monica App

Absent: Richard Bishop, Birgit Klohs, Jim Saafeld, Jorge Gonzalez, Eddie Tadlock,

Others Present: Tim Kelly (President & CEO), Flor Valera, Stephanie Wong, Gabi Schumacher (DGRI Staff) and Dick Wendt (DGRI Legal Counsel)
3. Approve Minutes from February 12, 2018 DGRI Board Meeting
Motion: Brian Harris, supported by Shaun Biel, moved approval of the February 12, 2018 meeting minutes as presented. Motion carried unanimously.
4. Board of Members Presentation: Chamber of Commerce
Rick Baker, President and CEO of the Grand Rapids Area Chamber of Commerce, took a moment to give a brief presentation on the work the Chamber is doing. The Chamber, Mr. Baker explained, is working on new ways to better serve and represent its members as well as the community. Mr. Baker describe the work the Chamber does using three (3) principles, namely, Talent Development, Business Services, and Advocacy/Government Affair. Mr. Baker said the Chamber's main function is to promote interest in local business possibilities, create credibility, and enhance the expertise needed to drive regional growth. Mr. Baker

added the Grand Rapids Chamber is committed to actively seeking a diverse and inclusive workforce. Mr. Baker invited the Board to the Chamber's Open House event to check out its new location. Mr. Monoyios thanked Mr. Baker for his presentation and reminded the Board that the importance of familiarizing with each other's work is to better align the values and mission shared for Downtown and the community.

5. GR Forward Implementation Update

Mr. Kelly gave an update of the GR Forward Implementation plan and highlighted an overview of the progress made so far. Mr. Kelly explained the completion of Lyon Square Design Development documents and said funding was approved by the DDA to complete Construction Documents. Mr. Kelly mentioned the initiation of construction at Ah-Nab-Awen/Indian Mounds and gave the list of improvements that include flood protection enhancements, enhanced public seating, and new lighting from Pearl Street to Gillet Bridge. For Goal 2 Alliance, Mr. Kelly said Downtown residents were in the process of defining the resident organization's purpose. Mr. Harris asked Mr. Kelly to identify the other players participating in the Resident Network Council. Mr. Kelly listed the Westside of Downtown, Grandville, Heartside, Heritage Hill and Belknap. Mr. Kelly gave Goal 3 Alliance projects as including having protected bike lanes, river trail crossing, signage and wayfinding and street space guidelines. Mr. Kelly said the recommendations for the completed feasibility study of bike share for Grand Rapids will be available in the summer of 2018. Mr. Kelly identified Goal 4 Alliance projects as including the issued RFP for Retail Business Recruitment and Incubation Program. Mr. Kelly added that the program will make funding available to ease entry into Downtown for retailers. Goal 5 Alliance projects, include: the approved short-term activation tactics for Summer 2018 on Calder Plaza and the continue partnership with UICA to create murals in downtown.

6. GR Forward Headwinds

Mr. Monoyios noted that to help define organization performance and Alliance structure critical to the mission, a series of meetings (or dinners) need to be convened with key stakeholders to begin a discussion on strategies to overcome challenges. Mr. Monoyios said these discussions will help ensure that there is shared understanding about the organization's role going forward and to ensure the public interest is being presented. Mr. Monoyios gave an overview of some of the "headwinds. Mr. Monoyios said the outcomes of these discussions will be discussed at the upcoming Board of Advisors meeting in June. Mr. Harris said to build long term sustainability without overbearing power and creating thoughtful solutions, collaborations are significantly important. Mr. Harris added that these discussions will provide information to identify any gaps. Mayor Rosalynn Bliss added that this is a good time to start having these conversations to create long term sustainability.

7. FY2019 Performance Metrics

Mr. Monoyios said these performance metrics are intended to continue DGRI's effort in communicating the organization's goals back to the community, as well as aligning goals with the GR Forward Plan. Mr. Monoyios took a moment to review each of the goals set forth for

the coming fiscal year. Mr. Herr asked if the results from the performance metrics from the previous year could be included in a graph to see the progress made so far. Mr. Kelly said a graph would be made available to the Board with the identified recommendations.

8. Board Member Discussion

Mayor Rosalynn Bliss said the City Grand Rapids reposted the City Manager position and asked the Board to share this job posting with anyone who they think might be an ideal candidate for this position.

9. President & CEO Report

DDA (3/14/18)

- Approved funding for safety improvements to a Fulton Street alley
- Extended Parking Operations and Service Agreement with Mobile GR
- Received Presentation on River Restoration and the River Design Guidelines

DID (12/19/17)

- Approved financial statements through 10/31/17
- Received update on summer/fall plantings and the Clean Team
- Received an update on potential legislative changes occurring in 2018
- Discussed forming committees to review fund balances and purchasing policies

MNTIFA (2/14/18)

- Executed contract extension for DASH North
- Received presentation from Downtown Ambassadors

DGRI (2/12/18)

- Elected Nick Monoyios Chair and Kayem Dunn Co-Chair
- Received presentation on River restoration and the River Trail Design Guidelines

Alliances

- Goal 1 (Restore the River): April 18, 2018 - 10:00 AM
 - River Design Guidelines, River Trail Crossing
- Goal 2 (Downtown Neighborhood): April 17, 2018 - 3:30 PM
 - Rose Center Recommendations, Housing Now! Recommendations, Affordable Housing
- Goal 3 (21st Century Mobility Strategy): April 23, 2018 - 3:30 PM
 - Bike Share Feasibility Study, Downtown Bike and Pedestrian Safety Projects
- Goal 4 (Economic Vitality): April 25, 2018 - 3:30 PM
 - Micro Local Business Recruitment RFP, Rose Center Recommendations
- Goal 5 (Public Spaces and Programming): April 19, 2018 - 3:30 PM
 - Winter Programming / Outdoor Fitness Equipment

GR>> Highlights

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

Action: Develop riverfront trail design guidelines

- Lead: City of Grand Rapids. Wenk Associates serves as lead consultant
- Project involves defining a “playbook” to guide construction of the proposed recreation trail on the banks of the Grand River. This includes:
 - Establishing an overall character and identity for the trail
 - Defining unique themes and amenities at different points along the trail
 - Ensuring improvements along the river edges are integrated with and support whitewater rapids restoration
- Community outreach and ideation underway, including a presentation of draft concepts to GR Forward Goal 1 Alliance and DGRI Board of Advisors.
- Recommendations coming in Spring 2018

Action: Restore the whitewater rapids in the Grand River

- Lead: Grand Rapids Whitewater
- GRWW organizing to file in Summer 2018 for state permits and initiate environmental review of the river restoration project

Action: Evaluate economic impact of improving and expanding the riverfront trail

- Lead: Downtown Grand Rapids Inc.
- Contracted Grand Valley State University to conduct analysis
- Preliminary findings anticipated in Summer 2018

Action: Enhance Lyon Square Opportunity Site

- Lead: Downtown Grand Rapids Inc. and City of Grand Rapids
- Design Development documents nearing completion. Next step is Construction Documents.
- Coordination with surrounding stakeholders in process

Action: Enhance Ah-Nab-Awen / Indian Mounds Park

- Lead: City of Grand Rapids
- Construction anticipated to begin Spring 2018
- Changes include flood protection improvements, 15-foot trail section, enhanced public seating and new lighting from Pearl Street to Gillett Bridge
- Remains an opportunity to create ceremonial space for native Americans

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

Action: Establish Downtown resident organization

- Lead: Downtown Grand Rapids Inc.

- Contracted Steve Faber of Byrum Fisk to facilitate a process with Downtown residents to define the purpose and structure for a resident organization
- Planning committee began exploring potential mission, vision and goals.
- Surveyed Downtown resident ideas and perspectives. Compiling results
- 4th Annual Mix, Mingle and Share event with Downtown neighbors scheduled the evening of April 25

GR Forward Goal 3 – Implement a 21st century mobility strategy

Action: Deploy bus shelters to enhance experience for people who ride public transit

- Lead: The Rapid transit agency and City of Grand Rapids
- Mobile GR presented bus shelter deployment plan to City Commission on Feb. 6, 2018.
([Click here to watch presentation starting around the 2 h 31 m mark](#))
- GR DDA budgeted \$500,000 to support Downtown deployment
- Goal is to deploy new Downtown shelters before next winter.

Action: Enhance safety for people who walk and bicycle at key Downtown locations

- Lead: Downtown Grand Rapids Inc and City of Grand Rapids
- Design work in progress for enhancements at 4 key intersections:
 - Michigan Street & Bridge
 - Fulton & Ionia
 - Fulton & Monroe/Market
 - Monroe & Campau
- Specific improvements for evaluation include but are not limited to the installation of pedestrian medians, changes to crosswalks, pedestrian county-down signals and a pedestrian scramble.
- The project also includes piloting a designated bike lane along Division Avenue.
- The City and DGRI aspire to implement improvements in Summer 2018.

Action: Evaluate feasibility of bike share service

- Lead: City of Grand Rapids
- Presented preliminary findings to the DDA on January 10, 2018
- Special Briefing with City Commission occurred February 27, 2018
- Presentation of final recommendations anticipated Summer 2018

Action: Recruit car share service provider

- Lead: City of Grand Rapids
- Mobile GR drafted and released a Request for Information (RFI) to help inform the search for a car share provider. Responses are due March 23, 2018

Action: Complete audit of Downtown's accessibility for people with differing abilities

- Lead: Downtown Grand Rapids Inc.
- Disability Advocates delivered draft recommendations and report
- GR DDA will receive a presentation of draft recommendations in April 2017

Action: Redesign Michigan Street to improve safety, comfort and clarity for all users

- Lead: City of Grand Rapids
- Completed 7,620 sq ft of new space for trees, landscaping and pedestrians in front of main entrance to Spectrum Health

Action: Update Downtown streetscape guidelines

- Lead: Downtown Grand Rapids Inc. Nederveld and Williams & Works serve as consultants
- Held project kickoff meeting with GR Forward Goal 3 Alliance. Why is this project important for Downtown? Here's the presentation
- Community outreach and evaluation of streets and key public spaces underway
- Kickoff meeting with GR Forward Goal 3 Alliance in December 2018

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

Action: Recruit a major office tenant to Downtown

- Right Place, City of Grand Rapids, Downtown Grand Rapids Inc., MI Department of Transportation and MI Economic Development Corporation collaborated to develop pitch for Amazon HQ2.
- Debrief revealed areas of opportunity for improving collaborative Downtown recruitment efforts
- DGRI, City and Right Place exploring more concerted and intentional recruitment strategy to attract larger office tenants

Action: Foster ground-floor businesses to diversify the mix of Downtown retail offerings

- Lead: Downtown Grand Rapids Inc.
- GR Forward Goal 4 Alliance reviewed draft framework for new Retail Business Recruitment and Incubation Program
- Launch of new program anticipate in Q2 2018
- One community goal is to increase # of ground floor businesses owned by women, people of color and other underserved communities 50% by 2025

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

Action: Establish Public Space Activation Grant Program

- Lead: Downtown Grand Rapids Inc.
- Designing program criteria and application process in collaboration with GR Forward Goal 5 Alliance
- Defining potential/preferred Downtown areas for activation in collaboration with GR Forward Goal 5 Alliance
- Goal is to launch program Summer 2018

Action: Enhance VandenBerg Plaza/Calder Plaza

- Lead: Downtown Grand Rapids Inc. and City of Grand Rapids

- Organizing to deploy short-term activation tactics for Summer 2018 including furniture, shade umbrellas and various entertainment options
- Parks Dept. preparing to issue Request for Qualifications to design the proposed pavilion at SE corner of plaza
- June 2019 is the 50th anniversary of the plaza's opening in 1968 and a key organizing point for a celebratory moment

Action: Expand winter recreational programming in Downtown parks

- Lead: Downtown Grand Rapids Inc.
- Deployed temporary "pop up" ice rink in Heartside Park that hosted pick up hockey games, ski chair racing and other activities
- Successfully hosted 10-day World of Winter festival

Action: Promote food truck businesses in public places

- Lead: Downtown Grand Rapids Inc. and City of Grand Rapids
- Presented Year One pilot ordinance outcomes to Grand Rapids City Commission on March 6, 2018.

Action: Renovate Veteran's Park

- Lead: City of Grand Rapids
- Completed reconstruction
- Opened Veterans Day
- Parks Department exploring formal ribbon cutting event

Action: Explore opportunities to beautify public plaza at Van Andel Arena

- Lead: Downtown Grand Rapids Inc.
- Developing preliminary conceptual designs
- Exploring partnership/funding opportunities for FY2019

Action: Improve safety and cleanliness on Division Avenue

- Improve lighting
 - Lead: City of Grand Rapids
 - Identified community supported solution
 - Working to determine implementation costs
- Add public restrooms
 - Lead: City of Grand Rapids and Downtown Grand Rapids Inc.
 - City currently designing new public facilities to be installed in Cherry / Commerce and/or Weston / Commerce parking ramps
 - Working to determine a sustainable facility management protocol for the new facilities.

Action: Continue turning up the volume on public art

- Lead: Downtown Grand Rapids Inc.

- Painted murals on 20 Monroe
- Collaborating with UICA Exit Space to paint riverfront mural down the stairwell near the Grand Rapids Public Museum. Painting anticipated to begin in Spring 2018 as weather permits
- Exploring mural opportunities at Fulton/131 overpass

GR Forward Goal 6 - Retain & attract families, talent & job providers with high quality public schools

Action: Transform the old public museum at 54 Jefferson into the new Grand Rapids Public Museum School

- Lead: Grand Rapids Public Schools and Grand Rapids Public Museum
- Renovation of 54 Jefferson in progress and looking great
- The building will reopen as a high school in September 2018

10. Old Business

None.

11. New Business

None.

12. Public Comment

None.

13. Adjournment

The meeting adjourned at 4:41pm



MEMORANDUM

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP

DATE: June 28, 2018

SUBJECT: FY2019 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. As FY2019 would be the third year of tracking the indicators, no change is proposed 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 FY2019 are as follows:

1. Break ground on Lyon Square
2. Launch Downtown Neighbor Network
3. Enhance pedestrian safety with new River trail crossings and intersection improvements
4. Deploy new DASH/Rapid shelters
5. Develop strategy and marketing materials to recruit businesses Downtown
6. Support additional Downtown retail investment through the Incubation and Innovation Program

7. Complete designs to initiate construction of Phase 1 Calder Plaza improvements
8. Plant 200 trees in Downtown
9. Complete improvements to pocket park to support opening of GRPS Museum School

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 FY2019, 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:

Internal Policy Objectives:

1. Amend private development support tools to reflect the priorities from GR Forward.
2. Develop methodology to provide affordable housing support in Downtown.

Local Advocacy Objectives:

1. Finalize citywide food truck ordinance and mobilize support to ensure its approval.
2. Initiate efforts to develop a process that will identify the appropriate Grand River Corridor governance model and ensure the long-term sustainability of public and private investments.
3. Advance projects and initiatives that improve the status of community relations within Grand Rapids, particularly those that involve social equity.

State/Federal Level Advocacy Objectives:

1. 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.
2. As needed, develop collaborative strategies to effectively inform appropriate state officials about Grand Rapids' urban policy / investment priorities.
3. Continue to identify and pursue opportunities to bring State and Federal dollars to Grand Rapids to support River revitalization efforts.
4. Collaborate with Sen. Peters office on proposed changes to FEMA funding to be eligible for River trail and flood prevention work.
5. Conduct outreach with Downtown business owners to understand local preferences around the anticipated introduction of an Outdoor Recreational Drinking Act (ORDA).

Recommendation: Approve the FY2019 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

DATE: June 28, 2018

SUBJECT: GR Forward Headwinds Discussion Update

GR Forward (Plan) was adopted in December 2015 as an amendment to the City of Grand Rapids Master Plan. It was built upon the voices of thousands of Grand Rapidsians and established the vision for the future of Downtown Grand Rapids and the Grand River.

Given the broad scope of the Plan, and the number of partners who “own” a portion of it, there is no single entity responsible for ensuring the goals are realized. With that in mind, there is a desire to deploy the DGRI Board of Advisors (B of A), Alliances and the organization as whole in the most efficient and effective manner to ensure the Plan is implemented.

To that end, at the April 2018 meeting the B of A discussed some of the challenges that exist to fully realize the goals established in the Plan. Those challenges/headwinds included:

1. Undefined funding and revenue generating strategies for the long-term maintenance and sustainability of current and future assets;
2. The need for coordination among various stakeholders and jurisdictions to ensure actions are driving agreed upon outcomes;
3. Empowered organizational leadership to navigate these headwinds and ensure the public interest is being represented.

To better understand if these challenges are perceived elsewhere in the community, and to clarify DGRI's role in addressing them, it was recommended that a series of meetings be convened with various Downtown stakeholders. Initial meetings with stakeholders are underway with more being scheduled through August 2018. The outcomes will be discussed at the next DGRI B of A meeting, with the intent of approving recommendations for next steps. Key takeaways from the initial discussions, organized by GR Forward goal, are included below.

Goal 1 – Restore the River as the Draw and Establish a Connected and Equitable River Corridor

- There remains strong interest from the private and philanthropic community in restoring the River and improving public spaces and trails along the edge.
- Several stated the trail connections along the River that would link into larger regional networks is a priority for them.
- Questions remain regarding who the managing entity should be, and several expressed their opinion that it be a non-profit conservancy or similar entity, with additional support from the private business community in a yet to be identified capacity.
- The Detroit Riverfront Conservancy was identified as a model to explore further.
- There is interest in exploring an assessment or similar model to help pay for the needed maintenance along the River Corridor.

Goal 2 – Create a True Downtown Neighborhood Home to a Diverse Population

- Downtown is still seen as a draw to attract talent and there is a belief that more investment is planned in the near future.
- Some expressed that the market for apartments has slowed due to lending restrictions and the number of units coming on line in the next 12 months.
- One concern was expressed that Downtown has been artificially propped up over the years by philanthropy and demand is not yet sufficient to support the rates required to complete new development. Any changes that might alter public funding might jeopardize planned projects as the subsidy it needed to overcome financial gaps.
- The process to select the 201 Market proposal was cited multiple times as a failure, with the belief that alternative proposals are a viable use for the site.

Goal 3 – Implement a 21st Century Mobility Strategy

- Multiple stakeholders stated the discussion around parking has become too divisive, and while there is a perceived shortage, better information about what is available and how best to access it, along with other transportation modes is needed.
- Several noted their understanding that mobility needs and preferences are changing.

Goal 4 – Expand Job Opportunities and Ensure Continued Vitality of the Local Economy

- There is a belief that activity, particularly retail, needs to be further concentrated to have the critical impact desired.
- Some expressed the belief the business community needs to be engaged further so their needs are better understood.
- It was recommended that a strategy be developed to engage with businesses outside of Downtown to understand any barriers they perceive to locating Downtown.

Stakeholders

- Mike Jandernoa (42 North)
- John, Jason and Ryan Wheeler (Orion Construction)
- Sam Cummings (CWD)
- Tom Hass (GVSU)

- Jason Zylstra (RDV Foundation)
- Rick Winn (Amway Hotel Group)
- Doug Small (Experience GR)
- Dick Devos and Greg McNeilly (Windquest)
- Peter Sechhia (Sibscó)
- Mandy Bolter (Kent County Commission)
- Birgit Klohs (The Right Place)