

AGENDA

DGRI BOARD OF ADVISORS

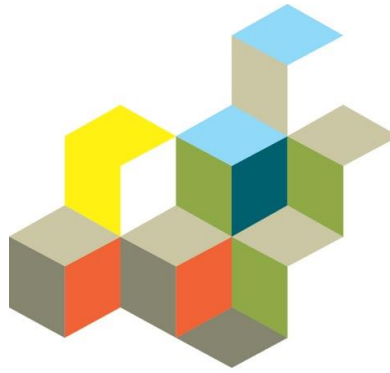


Board Members:

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

Wednesday, April 18, 2018
3:30 p.m. Meeting
29 Pearl Street, NW Suite #1

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|---|------------------|----------|
| 1. Call to Order | | Monoyios |
| 2. Approve Minutes from February 12, 2018 DGRI Board Meeting (3:31)
(enclosed) | <i>Motion</i> | Monoyios |
| 3. Board Member Presentation: Chamber of Commerce (3:32) | <i>Info Item</i> | Baker |
| 4. GR Forward Implementation Update (3:45)
(enclosed) | <i>Info Item</i> | Kelly |
| 5. GR Forward Headwinds (4:00) | <i>Info Item</i> | Monoyios |
| 6. FY2019 Performance Metrics (4:30)
(enclosed) | <i>Info Item</i> | Monoyios |
| 7. Board Member Discussion (4:35) | <i>Info Item</i> | Monoyios |
| 8. President & CEO Report (4:45) | <i>Info Item</i> | Kelly |
| 9. Old Business | | |
| 10. New Business | | |
| 11. Public Comment | | |
| 12. Adjourn | | |



DOWNTOWN
GRAND RAPIDS INC.

Board of Advisors Meeting

February 12, 2018

1. Call to Order – The meeting was called to order at 3:31pm by Kayem Dunn

2. Attendance:

Present: Monica App, Shaun Biel, Mayor Rosalynn Bliss, Kayem Dunn, Jorge Gonzalez, Brian Harris, Bob Herr, Ray Kisor, Nick Monoyios, Jon Nunn

Absent: Rick Baker, Wayman Britt, Birgit Klohs, Brandy Moeller, Teresa Neal, Doug Small

Others Present: Tim Kelly (DGRI Interim President & CEO), Murphy Ackerman (DGRI Office Manager), Andy Guy, Gabi Schumacher, Jennie Schumacher, Stephanie Wong (DGRI Staff), Jana Wallace, Lynee Wells, Trevor Bosworth, Bill Jackson

3. Approve Minutes from November 2, 2017 DGRI Board Meeting

Motion: Brian Harris, supported by Mayor Rosalynn Bliss, moved approval of the November 2, 2017 meeting minutes as presented. Motion carried unanimously.

4. Board Appointments

Mr. Kelly took a moment to introduce each of the new members of the Board and how their organizations and expertise will continue to be vital in the implementation of the GR Forward Plan.

Motion: Nick Monoyios, supported by Rosalynn Bliss, moved to appoint Eddie Tadlock, Monica Steimle-App, Jorge Gonzales, Shaun Biel, and Wayman Britt to the Downtown Grand Rapids Board of Advisors as called for in the DGRI bylaws and recommended by the DGRI Executive Committee. Motion carried unanimously.

5. Election of Officers

Ms. Dunn shared that there is a 2-year term limit for the DGRI Board of Advisors Chair and Vice-Chair and that there is a need to elect new officers. Mr. Harris nominated Nick Monoyios as Chair and Kayem Dunn as Vice-Chair of the DGRI Board of Advisors. Mr. Kelly noted that this would also mean that both Mr. Monoyios and Ms. Dunn would serve of the Executive Committee.

Motion: Brian Harris, supported by Raymond Kisor, moved to approve the appointment of Nick Monoyios as DGRI Board of Advisors Chair and Kayem Dunn as DGRI Board of Advisors Vice-Chair. Motion carried unanimously.

Mr. Monoyios thanked the Board for the confidence and said he looks forward to working with Mr. Kelly to lead this group.

7. Report from the Exploration Committee

Ms. Dunn shared that Mr. Harris and herself have led the exploration committee for identifying the needs of the organization as well as a new President & CEO of DGRI. Ms. Dunn thanked the various board members for their participation and gave a brief overview of how the committee has proceeded over the past few months in light of Mr. Larson's departure. Ms. Dunn said it was imperative to understand where the needs of the community are now and how they have evolved since the creation of this organization. Ms. Dunn said it was clear, and the Executive Committee has agreed, that Mr. Kelly should be named President and CEO of DGRI. Ms. Dunn said should it be approved at this meeting, it will need to receive final approval from City Commission. Mayor Bliss said she is excited to support this recommendation and knows that Mr. Kelly will serve as a strong leader for the organization. Mr. Harris said this choice was not a matter of convenience but Mr. Kelly presented himself as the best candidate with the skills to match the task at hand. Mr. Kelly said he is humbled by the vote of confidence from this Board and is excited to lead the organization and see GR Forward implemented.

Motion: Brian Harris, supported by Jon Nunn moved to accept the Exploration Committee's recommendation to appoint Tim Kelly DGRI President & CEO. Motion carried unanimously.

8. Presentation on River Restoration and River Design Guidelines

Mr. Kelly introduced Mr. Bishop from Grand Rapids White Water, Mr. Bosworth and Ms. Wells from the consultant team working on the River Design Guidelines, to give presentations and updates from the effort to restore the rapids and create a new rivertrail design. Mr. Bishop gave an overview of the timeline for the in-water work for the restoration of the rapids. Mr. Bishop shared the plans for the adjustable hydraulic structure as well as a proposed governance structure for the management of lamprey control. Mr. Bishop said there is a current MOU being finalized to ensure that the adjustable hydraulic system is managed properly before construction begins. Mr. Bishop said final permits for the environmental

conservation plan are also being finalized due to the sea lamprey and snuffbox mussel. Mr. Bishop gave an overview of the current pledged funds as well as the plans for a capital funding campaign. Mr. Bishop thanked the City for their partnership in seeing that this project is a priority and momentum is continuing. Mr. Eddie asked about the functionality of the hydraulic dam in the winter months. Mr. Bishop said the other systems that have been studied, operate in similar climates, so the weather should not be an issue. Mr. Kelly thanked Mr. Bishop for his presentation on the restoration of the rapids.

Mr. Bosworth introduced himself to the Board and shared that he and Ms. Wells are consultants on the river trail design guideline process. Ms. Wells, from Williams and Works, said the focus of the engagement process has been to understand how people interact with and use the river. Ms. Wells said the consultant team is hoping to use these engagement opportunities to begin identifying what materials to use and what amenities may be a priority moving forward. Ms. Wells gave an overview of the information that was gathered from the feedback sessions. Mr. Bosworth gave an overview of the five (5) various opportunity sites and the design plans. Ms. Dunn asked if the outcome of this process is a set of guidelines or designs for park sites. Ms. Wells said both. Ms. Wells said there will be concept designs for the opportunity sites as well as a set of guidelines for future development that may happen along the river. Mr. Bosworth added that there is also an asset management component that will outline who is responsible for maintaining the riverwalk. Mayor Bliss asked if there have been any conversations with Consumers Energy about making the transformer site more attractive. Mr. Bosworth said he is unaware of any plan to relocate or mask the transformer. Mr. Monoyios asked if there is an opportunity for development on certain sites to increase the tax base. Mr. Bosworth said there are limits on some of the sites because of the process for acquiring the land utilized the Natural Resource Trust Fund. Ms. Dunn said she believes this should be looked into because it will be important to have a buffer between the highway and a public space. Mr. Harris said he would like to have more clarity on how this disposition of land is occurring and what the limitations of use may be before finalizing design plans. Mr. Monoyios said he would also like to see operational sustainability before these plans move too far along. Mr. Kelly said we can continue to receive updates so that the Board has more clarity on funding and operational plans moving forward. Mr. Monoyios thanked everyone for their presentations.

9. Chair's Report

Mr. Monoyios said he is excited about the new structure of the Alliances and the new chairs that it has brought to this Board. Mr. Monoyios said as the complexities of GR Forward unfold the spirit of collaboration will continue to be imperative. Mr. Monoyios said historically this Board has met quarterly, but there may be an opportunity to transition to bi-monthly. Mr. Monoyios said he would follow up to help identify if there would be value in an increased schedule. Mr. Harris said he believes it would be beneficial to have a brief overview of the GR Forward goals and how the various Board members play a role in that implementation at a future meeting. Mr. Harris said the purpose of this body was to create alignment among organizations and wants to ensure that that alignment is plan implementation focused. Mr.

Harris said more frequent meetings may not add value if there is not a clear definition of tasks and mission. Mr. Monoyios said he would work with staff to determine if more meetings will be scheduled moving forward.

10. Board of Advisors Discussion

Mr. Monoyios took a moment to recognize Mr. Kisor as the founding chair of DGRI. Mr. Kelly said this is Mr. Kisor's last Board meeting and wanted to recognize the crucial part he has played not only in the founding of this organization, but in the city as a whole. Mr. Kisor thanked the Board for the opportunity to serve and said he is looking forward to seeing the progress this organization will make in coming years.

11. President & CEO Report
DDA (1/10/18)

- Approved contract for video services
- Received presentation on the proposed conservancy for Ecliptic at Rosa Parks
- Received presentation on the bikeshare feasibility study

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 (1/10/18)

- Elected Shaun Biel Chair and Diedre Deering Co-Chair
- Received presentation on bikeshare feasibility study

DGRI (2/12/18)

- Elected Chair and 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

DGRI Staff Highlights

Events / Marketing / Communications / Engagement

- Produced Light Up Downtown – Dec 1
- Completed install of sports-oriented ice rink at Heartside Park for Winter 2018
- World of Winter (WoW) Activities: Feb 9, 2018 – Feb 16, 2018
- Celebrating Black History Month

Planning / Development / Infrastructure

- Completed sale of Area 4 and 5 for Studio Park Development
- Celebrated The Rapid's announcement of the Laker Line funding
- Collaborating with City of GR to install public restrooms in parking ramps
- Partnered with The Right Place, City of GR, MDOT, MEDC, and GRR on AHQ2 Proposal
- Collaborating with Frey Foundation on development of maintenance sustainability plan for RPC
- Lyon Square DD process ongoing – finalizing scope for in-river designs to be submitted with HCP – to DDA for funding Nov 8
- Calder Plaza – presented to City Commissioners, CoGR, Kent County on potential Pavilion plans & construction leading up to 50th anniversary of La Grande Vitesse. Drafted Pavilion design RFQ for review by City & County.
- Planning pedestrian safety improvements at several key intersections & crossings
 - Michigan / Bridge Street Trail Crossings
 - Pilot Protected bike lane – Division Ave (Leonard to Fountain)
- Received Pinnacle Award for Leadership from International Downtown Association for Equity-Driven Growth Agenda in GR Forward
- Streetspace Guidelines process ongoing. Upcoming engagement includes meeting with Innovation Central High Students
- Meeting with MEXO (100 Fulton on 1/12 to discuss opportunities for public space activation

Advocacy

- Senator Horn's TIF Reform bill (SB 393) is through the Senate and to House, Afendoulis introduced Fee Fairness Act (HB5325)
- Participated in a Grand River Briefing for the West Michigan Legislative Delegation on January 22, 2018.
- Transformational Brownfield (MIThrive)– Collaborating with The Right Place & CoGR on potential applications for use of tool

10. Public Comment

None.

11. Old Business
None.
12. New Business
None.
13. Adjournment
The meeting adjourned at 4:57pm



MEMORANDUM

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP

DATE: April 18, 2018

SUBJECT: GR Forward Implementation Update

On a quarterly basis, DGRI does a report out of progress being made toward priorities identified in GR Forward. Attached for your review is an overview of progress made through Q1 2018. Among the highlights are:

- Completion of Lyon Square Design Development documents. Funding was approved by the DDA to complete Construction Documents.
- Initiation of construction at Ah-Nab-Awen / Indian Mounds. Improvements include flood protection enhancements, improved bandwidth with a 15-foot trail section, enhanced public seating and new lighting from Pearl Street to Gillett Bridge.
- Facilitated process (ongoing) with Downtown residents to define the purpose and structure for a resident organization.
- Surveyed Downtown residents for their ideas and perspectives on a variety of issues to inform resident organization priorities.
- Completed feasibility study of bike share for Grand Rapids. Recommendations for implementation coming in summer 2018.
- Issued RFP for Retail Business Recruitment and Incubation Program. The program will make funding available to ease entry into Downtown for retailers.
- Designed and approved short-term activation tactics for Summer 2018 on Calder Plaza. Elements will include furniture, shade umbrellas and various entertainment options.

Q2 implementation priorities include installation of a protected bike lane on Division Avenue, completion of additional Downtown murals, completing a realignment and rebranding of the DASH service and finalizing design guidelines and conceptual plans for the Grand River trail and River adjacent public spaces. Progress on these, and other organization goals will be reported in Summer 2018.

GR>> IMPLEMENTATION UPDATE Q1 2018

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 complete. Funding approved by the DDA to complete 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.
- 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



Performance Management Integration

Approved CEO Goals and Objectives for FY17

I. Key Indicators

Why this matters: DGRI adopted a set of 15 indicators (Exhibit A) intended to help inform the overall performance and health of Downtown. While some of these items are outside of DGRI's direct control, they do help to indicate the direction that the community is moving relative to various ambitions associated with the economic, social, and environmental wellbeing of Downtown. The 15 indicators reflect respective priorities of the DDA, the DID, and the MNTIFA and were also informed by GR Forward and other community planning efforts such as Green Grand Rapids.

Objective 1: Finalize methodology, et al, for all performance measures (see Exhibit A), prepare an overview to be delivered to the DGRI Board of Advisors.

Objective 2: Develop analytic dashboard using available data to articulate the direction and progress of Downtown. Present said dashboard at 2017 State of Downtown Event.

Objective 3: Working with DGRI Board of Advisors, establish performance targets for FY18 and an implementation approach designed to reach them.

II. GR Forward Project Implementation

Why this matters: While completing the GR Forward Plan was important, ushering in that future will involve hundreds of smaller capital projects, programs, and policies. The more that DGRI and its partners collectively deliver on the promises made in the Plan, the more the community grows confident in the Plan's ability to continually inspire and align.

Key Objectives:

1. Plant 200 trees in Downtown
2. Complete the Coldbrook Edge Project
3. Redesign Calder Plaza

4. Enhance 131 Overpass conditions
5. Reboot the DASH system
6. Establish Downtown Residents Network
7. Complete Bikeshare feasibility study

III. Leadership and Advocacy:

Why this matters: 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.

Key Internal Policy Objectives:

1. Amend private development support tools to reflect the priorities from GR Forward.
2. Amend DDA TIF and Development Plan to eliminate special millage capture.

Key Local Advocacy Objectives:

1. Lead effort to introduce new citywide food truck ordinance and mobilize support to ensure its approval.
2. Work with the Planning Department and Grand Rapids Planning Commission to amend Downtown zoning to reflect height and land use restrictions recommended by GR Forward.
3. Advance projects and initiatives that improve the status of community relations within Grand Rapids, particularly those that involve social equity.

Key State Level Advocacy Objectives:

1. Continue efforts to build and mobilize a coalition to support good legislative TIF reforms.
2. Identify state lawmakers to introduce modifications to the State property tax legislation that would enable owner-occupied residential property to be assessed by the DID.
3. 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: 6 (currently) 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:
 - 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

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

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