

AGENDA

DGRI BOARD OF ADVISORS

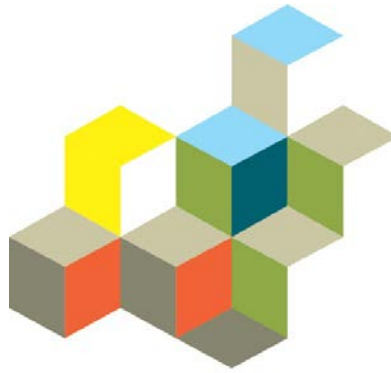


Board Members:

Rick Baker • Mayor Rosalynn Bliss • Daryl Delabbio • Kayem Dunn • Howard Hansen • Brian Harris • Bob Herr
Ray Kisor • Birgit Klohs • Brandy Moeller • Nikos Monoyios • Jon Nunn • Doug Small • Greg Sundstrom • Lynee Wells

Thursday, February 11, 2016
10:00 a.m. Meeting
29 Pearl Street, NW Suite #1

- | | | |
|---|------------------|-------------------------|
| 1. Call to Order | <i>Motion</i> | <i>Dunn</i> |
| 2. Approve Minutes from November 9, 2015 DGRI Board Meeting (10:01) | <i>Motion</i> | <i>Dunn</i> |
| 3. Approve 2016 Cost Allocations (10:03) | <i>Motion</i> | <i>Larson</i> |
| 4. Approve Alliance Appointments (10:18) | <i>Motion</i> | <i>Larson / Various</i> |
| 5. Experience GR Priorities (10:38) | <i>Info Item</i> | <i>Small</i> |
| 6. Mayor of City of GR Priorities (10:48) | <i>Info Item</i> | <i>Bliss</i> |
| 7. Tree Canopy Working Group Presentation (10:58) | <i>Info Item</i> | <i>Kelly</i> |
| 8. President & CEO Report (11:08) | <i>Info Item</i> | <i>Larson</i> |
| 9. Board of Advisors Discussion (11:13) | | |
| 10. Old Business | | |
| 11. New Business | | |
| 12. Public Comment | | |
| 13. Adjourn | | |



DOWNTOWN
GRAND RAPIDS INC.

Board of Advisors Meeting

November 9, 2015

1. Call to Order – The meeting was called to order at 1:40 p.m. by Chair Ray Kisor.

2. Attendance

Present: Daryl Delabbio, Kayem Dunn, Brian Harris, Howard Hansen, Bob Herr, Ray Kisor, Birgit Klohs, Brandy Moeller, Nick Monoyios, Jon Nunn, Doug Small, Greg Sundstrom

Absent: Rick Baker, Mayor George Heartwell, Lynee Wells

Others Present: Kristopher Larson (DGRI President & CEO), Murphy Ackerman (DGRI Office Manager), Tim Kelly, Andy Guy, Annamarie Buller, Bill Kirk (DGRI Staff), Dick Wendt, Jim Harger, Steve Zaagman, Sara Vanderwerff, and others.

3. Approve Minutes from July 9, 2015 DGRI Board Meeting

Motion: Brian Harris, supported by Brandy Moeller, moved approval of the July 9, 2015 minutes as presented. Motion carried unanimously.

4. Elect Chair and Vice-Chair

Mr. Kisor informed the Board that this would be his last meeting as Chair. Mr. Kisor said on behalf of the executive committee he would like to recommend Kayem Dunn as Chair and Nick Monoyios as Vice- Chair. Mr. Harris asked if the nominees have accepted the nominations. Ms. Dunn and Mr. Monoyios said they have accepted the nomination.

Motion: Howard Hansen, supported by Brian Harris, moved to elect Kayem Dunn as Chair and Nick Monoyios as Vice-Chair of the DGRI Board of Advisors. Motion carried unanimously.

Ms. Dunn thanked Mr. Kisor for his service in helping to form DGRI and helping to identify the function of the new organization.

5. Approve DGRI FOIA Procedures and Guidelines

Mr. Larson explained that the organization needs to assign a FOIA administrator under the FOIA guidelines. Mr. Larson said this will help communicate and demonstrate how to file and request a FOIA and give a level of clarity for how it is administered. Mr. Larson said that Mr. Wendt has been requested as administrator. Mr. Wendt explained that because the organization receives most of its funding from public funding it is required to comply with FOIA guidelines. Mr. Wendt added that after being approved by this Board, the guidelines will be posted to the DGRI website. Mr. Delabbio asked if this is a result of the change in the FOIA stature. Mr. Wendt answered yes.

Motion: Brandy Moeller, supported Howard Hansen, moved to approve the DGRI FOIA procedures and guidelines as presented. Motion carried unanimously.

6. Authorize Contract with Block by Block

Mr. Larson said the DID has considered and tendered this contract, but because the contract will technically be with DGRI and not the DID, the contract needs to be approved by this Board. Mr. Larson added that legal counsel is still working to finalize the contract. Ms. Klohs asked if this board has the legal authority to tender a contract because it is listed as a board of advisors as opposed to a board of directors. Mr. Wendt explained that this board has the same legal protections as a board of directors.

Motion: Bob Herr, supported by Ray Kisor, moved to authorize the President & CEO to negotiate and execute a contract with Mydatt (dba Block by Block) of up to 3 years for an amount not to exceed \$475,000 per year. Motion carried unanimously.

7. Accept and Recommend GR Forward Strategic Plan

Mr. Larson explained that this is the third of seven committees or boards to approve the GR Forward Plan. Mr. Larson said that both the steering committees have unanimously approved the plan, and the Monroe North TIFA and DDA Boards will entertain a motion before the Planning Commission meeting on Thursday. Mr. Kelly gave a presentation and overview of GR Forward. Mr. Kelly explained that the focus of today's presentation will be to focus on what has changed in the document since it was last presented. Mr. Kelly explained that overall DGRI staff held over 360 events and had over 4,400 participants in the plan. Mr. Kelly noted that this was more participants than the Green Grand Rapids and Voices and Visions plans combined. Mr. Kelly said that through public comment staff realized that there was a need for more depth and thought to diversity and inclusion throughout the plan and was happy that the community was able to help solidify the changes to the visions and goals. Mr. Kelly took a moment to revisit the six goals and show where changes had been made in the plan. Mr.

Larson gave an overview of all of the events that have occurred since the first draft was released. Mr. Larson explained that a key focus was to engage and expound on the diversity and inclusion piece. Mr. Larson said that in addition to the events that were held, he was able to engage with many key leaders in the community through one on one conversation. Mr. Larson explained that there were more comments regarding diversity and inclusion and rowing due to more focused outreach opportunities surrounding those topics. Mr. Larson also noted that some of the more operational comments will be deferred to the alliances or the organization. Mr. Larson gave a high level overview of all of the changes that have been made in the plan and explained how the community can find responses to their comments. Mr. Larson explained that this document was made available to honor our commitment to transparency. Mr. Larson said that there is now a new preamble in the vision statement that helps to outline and present diversity and inclusion at the forefront of the plan. This piece also includes new strategies, measures and targets for how DGRI can begin to measure change. While these may be ambitious goals, they have begun to yield partnerships in the community to help see through and measure these changes. Mr. Larson shared the new housing goal and explained that it has been modified to align with the City's Great Housing Strategies plan. After reviewing all of the changes that have been made to the document, Mr. Larson shared all of the projects that have already begun and gave an overview of all of the implementation partners that have already committed to seeing this plan come to fruition. Mr. Larson said that partners are crucial because this is not simply DGRI's plan but a plan for the entire city and community. Mr. Hansen said that as a steering committee member, he was blown away by the outreach, transparency and depth of this planning process. Mr. Hansen said he is excited to see what's to come and honored to have been a part of the process.

Motion: Howard Hansen, supported by Nick Monoyios, moved to approve GR Forward and recommend adoption by the City of Grand Rapids as an amendment to the City Master Plan.

Mr. Monoyios commended staff for their process and commitment to being inclusive of the entire community. Ms. Moeller said that she attended outreach meetings and was continually impressed and pleased with the approach. Mr. Sundstrom said that he was proud of the community as a whole for participating in this process and thanked staff for their initiative. Ms. Dunn thanked Mr. Larson for taking the time to listen to the community and reflecting it in the document. Mr. Harris added that this plan sets a new benchmark for the community and is excited to bring the plan to the DDA Board for approval. Ms. Klohs said she was pleased with the new preamble and is looking forward to seeing this plan affect an even broader reach outside of the downtown. Mr. Larson thanked staff for all of their work on the plan and specifically Mr. Kelly for leading the process.

8. Adopt Proposed Organizational Performance Measures

Mr. Larson explained that the executive committee has worked to create a list of measures to help demonstrate and communicate the high level of performance that DGRI is striving for. Mr. Larson explained that this proposal outlines goals and metrics for each of the funding bodies. Ms. Klohs asked how DGRI will measure a "welcoming and inclusive Downtown". Mr.

Larson explained that this can be measured through surveys as well as partnerships with local institutions and organizations to set benchmarks and baselines.

Motion: Brandy Moeller, supported by Bob Herr, moved to adopt the proposed organization performance measures as presented. Motion carried unanimously.

9. President & CEO Report

DGRI (11/9)

- Will appoint next Chair and Vice Chair
- Will adopt FOIA guidelines and instructions
- Will consider Accepting and Recommending Final GR Forward
- Will consider authorizing contract execution for Maintenance & Beautification
- Will consider proposed organizational performance measures

DDA / MNTIFA (11/11)

- Will consider Approving and Recommending Final GR Forward

DID (12/7)

- Will consider recommendation of FY16 DID Budget

Alliances:

INVESTMENT (11/10)

- Chair: Nikos Monoyios, Long Range Planner @ The Rapid
- Receiving updates on Pearl St. streetscape, Calder Plaza RFP, and org. metrics

VIBRANCY (10/21)

- Chair – Brandy Moeller, City of Grand Rapids
- Planning Wintertime events

LIVABILITY (10/26)

- Chair: Lynee Wells, Principal @ Williams & Works
- Discussed Winter programming schedule & began working on 2016 working group priorities

DGRI Staff Highlights

Events / Marketing / Communications

DGRI events are in blue. DGRI financially supported events are in orange.
Outside free events are in purple.

- Window Wonderland – Nov. 6- Nov. 27
- Ave. for the Arts events – Nov. 6, Dec. 4, Jan. 1, Feb. 5 and Mar. 4
- Veterans Memorial Day Parade – Nov. 11
- The Lighting of Downtown – Nov. 20
- Santa Parade – Nov. 21
- Turkey Trot – Nov. 26 (not free but we sponsor)
- RPC Ice-skating and Tree Lighting Opening Ceremony – Dec. 3
- The Grand Caroling – Dec. 4, 11, 18
- The Holiday's Cheer – Dec. 9, 11, 12, 18, 19
- Hot NYE Party – Dec. 31
- The Great Skate - Jan. 22-23
- Speaker Series – TBD
- Broomball Leagues – Jan. 5-Feb. 16 on Mondays and Tuesdays
- MKL Jr. Peace March – Jan. 18
- A Midwinter Night's Dream – Jan. 30
- Cannonsburg in the City – Feb. 6 or 13
- Valent-ICE – Feb. 12-14
- Taste of Soul Sunday – Feb. 21
- Hungry Hungry Hippo Tournament – March 6

Planning / Development

- Public Approvals of GR Forward Draft Plan underway – All sights set for Dec 15!
- HUD Resiliency Grant Application submitted 10/26
- DID Finding of Necessity approved on 10/27
- Calder Plaza design RFP released 10/16
- DGRI working to secure a seat on TIF work group via MEDC

Clean, Safe, and Beautiful

- Collaborating with Westside stakeholders on recent public safety issues
- Clean Team transition date – Dec 7, 2015

10. Board of Advisors Discussion

Mr. Delabbio thanked Mr. Guy for representing DGRI during the HUD grant submission process. Ms. Dunn commended Mr. Larson and his staff for their leadership and process for the GR Forward plan.

11. Old Business

None.

12. New Business
 None.

13. Public Comment
 None.

14. Adjournment

 The meeting adjourned at 2:45 p.m.



MEMORANDUM

TO: DGRI Board of Advisors

FROM: Kristopher Larson, AICP

DATE: February 9, 2016

SUBJECT: 2016 DGRI Cost Allocation Methodology

The co-location of the administration for of the Downtown Improvement District (DID), Downtown Development Authority (DDA), Monroe North TIFA (MNTIFA), was fundamental toward enabling the creation of an aligned, nimble, and single-source entity responsible for place management in Downtown Grand Rapids. Heretofore, these component groups will be referred to as DGRI's fiduciary entities.

This co-location also established the need to develop a cost allocation methodology for determining the appropriate fair share of costs to be borne by each individual fiduciary entity. While direct costs such as street cleaning and real estate incentives are attributable to a single fiduciary such as the DID or the DDA, respectively, other costs such as rent, utilities, office supplies, and even personnel require a calculated attribution to the appropriate funding source.

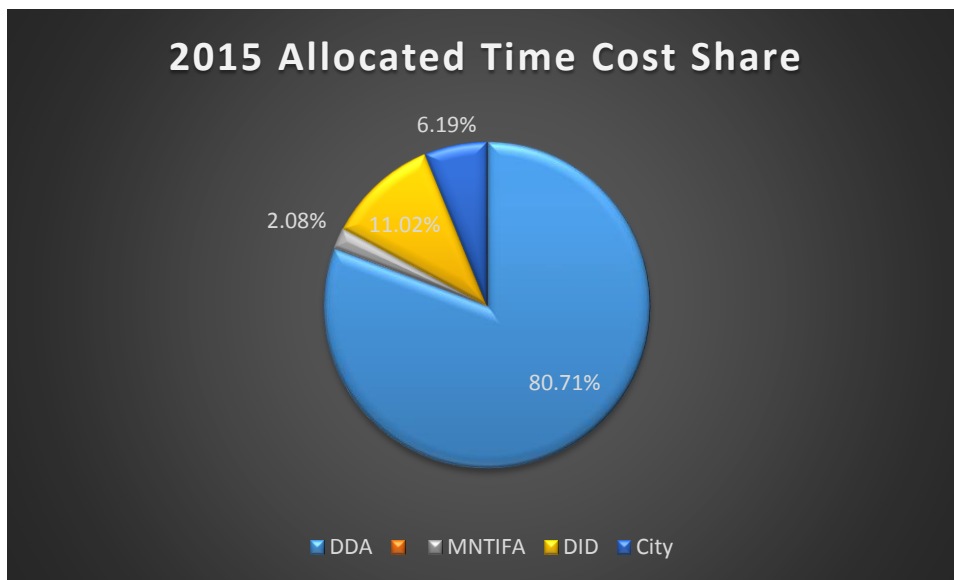
To create a logical, fair cost allocation methodology, DGRI staff sought the counsel of key City personnel, including the City's CFO and accounting team, plus the City's contracted auditor, BDO, and the City's A-87 advisor, Maximus.

This attribution / cost allocation methodology provides DGRI accounting with a fair portioning of costs to the respective funding sources. For personnel, each DGRI team member will provide an annual accounting of the time spent throughout the year working for one or more of the different fund sources. The collective attribution of the total time spent by each team member, and the fully loaded costs needed to employ each, are then aggregated to devise the total management cost for each fiduciary organization. The percentage share of the total personnel costs per fiduciary organization then provides a proportionate share for fixed costs such as rent, IT servicing, and office supplies. This proportionate sharing is referred to as DGRI's Blended Cost Allocation Rate.

Recognizing that workloads ebb and flow throughout any given year, this allocation exercise is updated annually using time-tracking worksheets completed by each individual staff member throughout the year. The re-calculated proportions will then be used for the subsequent year. The 2014 allocation relied on personnel estimates regarding staff time to be spent working on behalf of the individual fiduciaries.

Chart 1 below provides a graphical representation of DGRI's approved 2015 Allocated Time Cost Share.

Chart 1



The 2015 allocation exercise utilizes the last year's worth of actual time allocation worksheets such that the output of the exercise most accurately reflects the real cost of time spent working on behalf of the fiduciaries. Chart 2 details how the cost of hours were attributed utilizing the weekly time allocation worksheets, while Chart 3 shows the cost of hours with time allocated to DGRI redistributed proportionally.

Chart 2

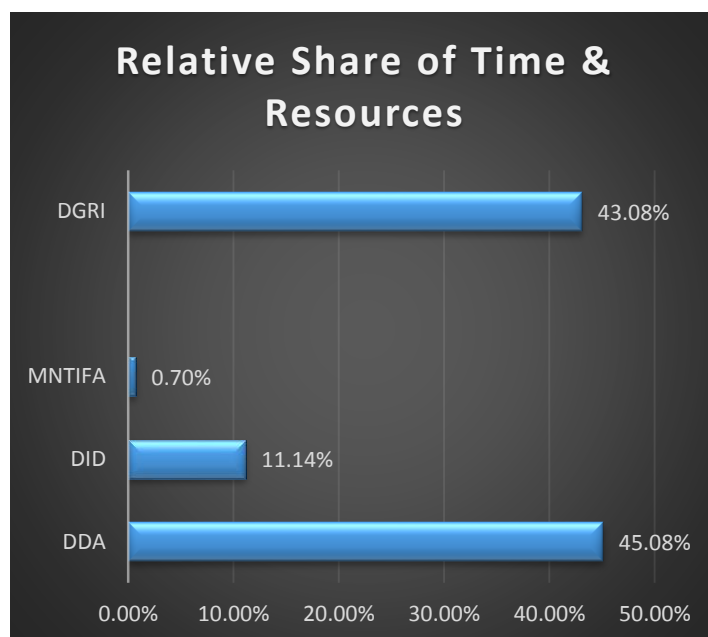
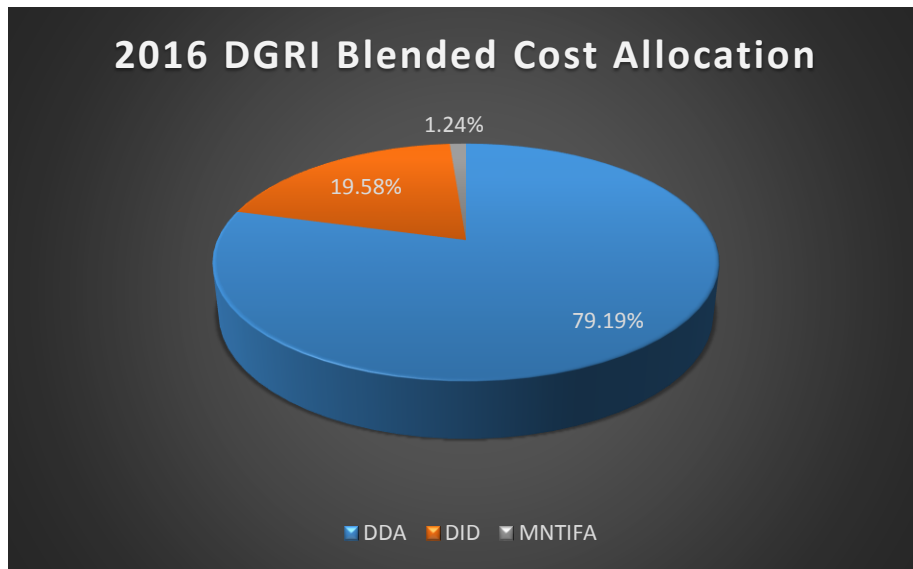


Chart 3



This exercise produces the 2015 cost allocation quotient, which is delineated as follows:

- DDA – 79.19%
- DID – 19.58%
- MNTIFA – 1.24%

RECOMMENDATION: Approve the 2016 DGRI cost allocation quotients as presented.



MEMORANDUM

TO: DGRI Board of Advisors

FROM: Kristopher Larson, AICP

DATE: February 11, 2016

SUBJECT: Appointments to DGRI Alliances

On October 24th, 2013, the DGRI Board of Advisors (DGRI BOA) approved the initial seating of the Alliances as a part of the new organizational structure. Most of the individuals involved were previously a part of the volunteer structures of the combining organizations. The compositions were based upon attempts to accommodate each individual's preference for volunteer contributions to a particular subject matter category germane to the organization.

In early 2014, DGRI staff engaged each of the Alliances in exercises to determine “who was missing”, and to expand upon the definition of diversity for their respective functions. Following the completion of these exercises, DGRI staff worked to develop an analytic tool to help guide the strategic expansion of the composition of the three Alliances. On January 9, 2014, the DGRI Board of Advisors approved the approach of using this analytic tool, an asset mapping survey instrument, to be administered to all DGRI Alliance and Board members.

The survey instrument was designed to capture general demographic information, such as: age, gender, and race, psychographic and personality-based information such as: generational affiliation, people's hometowns, where they live, where they work, educational attainment, profession, years of experience within the profession, and areas of passion. Each individual respondent was then asked to provide opinions on their ideal composition of DGRI Alliances, based upon their respective roles and areas of focus. When combined with the objectives for demographic diversification, the resulting gaps between the current composition and ideal functional compositions helped to inform the strategic direction for moving forward in recruiting new members to each of the Alliances.

The DGRI Board of Advisors has since approved two additional slates, with this slate being the fourth set of recommendations for each of the three Alliances. The work to populate the 2016 Alliances was guided by the following direction:

1. The approved DGRI Organizational Performance Measures, specifically:

IV. Key Investment Focus: Inclusion and Participation

- A. Demographically representative leadership – Boards and Alliances

2. The 2014 & 2015 Asset Mapping Studies that evaluated needs to bolster diverse gender, racial, and age oriented representation combined with appropriate professional experiences and passions needed to make sound recommendations to the DGRI fiduciary boards. That analysis yielded the following needs:

Vibrancy

- General demographic diversity needed: people under 40, males, non-whites
- Expertise / passions needed: events, promotions, economic development, art, restaurant / retail, urban living.

Livability

- General demographic diversity needed: people under 35, females, non-whites
- Expertise / passions needed: public safety, transportation planning, landscape architecture, art, design, housing

Investment

- General demographic diversity needed: people under 40, females, non-whites
- Investment expertise / passions needed: economic development, real estate brokerage, accounting / finance, business owners & managers, housing, urban planning, urban living

Using this detailed understanding and roadmap for building diverse, productive recommendation committees, in November of 2015 DGRI launched its annual effort to recruit new and diverse talent to serve on the Alliances. To accomplish this task, DGRI staff and leadership developed a thoughtful, partnership-oriented outreach program to assist in strategically positioning the Alliances both from inclusionary and expertise-driven orientations. That effort yielded the submission of **93 applications** to serve on one of the three DGRI Alliances, *by far the most interest DGRI has received to date.*

These appointments will make further, incremental progress in assisting DGRI in achieving representative diversity according to the factors considered, including age, sexual orientation, race, gender, and places where individuals live and work. On topics such as educational attainment, the Alliance slates significantly exceed (>90%) the citywide percentages (31%) for individuals having completed at least a bachelor's degree.

The following is a summary of the significant progress made between the 2015 and 2016 Alliance slates:

AGE			
	City Stat	2015	2016
20-24	16.90%	0.00%	2.56%
25-34	29.71%	20.64%	38.46%
34-44	19.26%	41.27%	32.05%
45-54	18.19%	30.16%	20.51%
55-64	15.94%	7.93%	6.41%
GENDER			
M	48.76%	71.43%	57.69%
F	51.24%	28.57%	42.31%

RACE			
White Alone	59.00%	76.19%	69.23%
Asian	1.90%	3.17%	3.85%
African American	20.90%	19.05%	20.51%
Hispanic or Latino	15.60%	1.59%	6.41%
SEXUAL ORIENTATION*			
Heterosexual	90%	96.83%	92.31%
LGBT	10%	3.17%	7.89%

For the 2016 slates, DGRI staff followed the same path of strategically broadening the composition of the Alliances while ensuring that the most needed perspectives, expertise, and passions were around each of the respective tables. The lists on the following pages detail a slate of recommended appointments for 2016. The names in bold represent the **32 new members** whom will be joining the Alliances to assist and guide the work of DGRI. If approved as presented, each Alliance will have an average of 26 members, with a total of 78 members of the community volunteering in the three Alliances.

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

For profit interests: *36 companies represented*

Some examples include: CD Barnes Construction, Nederveld, CWD, 5/3rd Bank, Amway Hotel Group, RDV Corp, Spectrum Health, Viridis Design Group, Gentex, SMG, Central District Cyclery, Sanctuary Folk Art, and Sydney's Boutique

Not-for-profit interests: *20 community not-for-profit organizations represented*

Some examples include: LINC, The Right Place, Inc., LaughFest, Grand Rapids Area Chamber of Commerce, She Rides, Disability Advocates of Kent County, Downtown Market, Heritage Hill Association, WMEAC, The Rapid, Hispanic Center of West Michigan, Make-A-Wish Foundation, and Experience Grand Rapids

Government interests: *9 units of government represented*

Some examples include: City of Grand Rapids (8), GRCC, GVSU, MDOT, MEDC, Library Commission, and City of East Grand Rapids City Commission

Alliance for Livability

Joe Elliot
Shaun Biel
Lynee Wells
Christian Frank
Robert Dean
Jay Schrimpf
Trevor Bosworth
Asante Cain
Marcia Rapp
Jenn Schaub
Amy Cogswell
Johanna Jelks
Lance Marconi
Haley Patrone – Meijer
Lynn Locke – Disability Advocates of Kent County
Jon Oeverman – City of Grand Rapids
Aaron Terpstra – City of Grand Rapids
Kelli Jo Peltier – Make-A-Wish Foundation
Lamont Cole – Grand Rapids Urban League
Erika Hanson – Central District Cyclery
Nicole Kosheba - FTCH
Rachel Tamez - Gentex
Ben Bozek – MDOT
Regina Bradley – Dwelling Place

Alliance for Investment

James Botts
Meagan Carr – SecureOne Benefit Advisors
Rick DeVries
Santiago Gomez – Blu House Properties
Kristian Grant
Tansy Harris – Heritage Hill Association
Dave Hill
Rachel Hood
Landon Jones – Wolverine Building Group
Nick Koster
Ning Liu – Haworth Inc.
Ted Lott
Mark Miller
Nick Monoyios
Traci Montgomery - Meijer
Kirt Ojala
Kevin Patterson – BDO USA, LLP
Sarah Rainero

Dave Riley – The Right Place, Inc.
Mark Roys
Art Sebastian - Meijer
Phil Skaggs
Lori Staggs - GVSU
Jay Steffen
Tom Tilma
Roberto Torres
Brianna Vasquez de Pereira – Kent School Services Network
Rick Winn
Kara Wood

Alliance for Vibrancy

Janet Korn
Chad LeRoux
Eddie Tadlock
Evette Pittman
Brandy Moeller
Amelea Pegman - ArtPrize
Joanne Roehm
Scott Strenstrom
Ciciley Moore
Nick Nortier
Bradley Comment
Trey Conner
David Marquardt
Michael Couch
Aaron Turner
Reb Roberts – Artist, Downtown Business Owner
Todd Tofferi – Former City Special Events Coordinator
Jacklyn Hernandez - LINC
Latesha Lipscomb - ICCF
Kisha McPherson – Spectrum Health
Elijah Steinmetz – Homewood Suites
Mark Breon – Spectrum Health
Adrienne Brown – Grand Rapids Children’s Museum
Sarah Tupper – Downtown Market
Jermale Eddie – Malamiah Juice Bar

RECOMMENDATION:

Appoint the 2016 Alliance slates as recommended.