

# 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

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July 16, 2019, 1:00p  
29 Pearl Street, NW Suite #1

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|---|-----------|----------|
| 1. Call to Order (1:00)   |           | Monoyios |
| 2. Approve Minutes from February 14, 2019 and March 22, 2019 (1:05)<br>(enclosed) | Motion    | Monoyios |
| 3. DGRI and City Service Agreement (1:10)<br>(enclosed)                           | Motion    | Kelly    |
| 4. 2019 Work Plan Update (1:20)<br>(enclosed)                                     | Info Item | Kelly    |
| 1. River Governance   |           |          |
| 2. Downtown Office Strategy   |           |          |
| 3. Retail Innovation Strategy   |           |          |
| 5. Board Member Participation Discussion (1:30)                                   | Info Item | Monoyios |
| 6. Board Chair Report (1:40)  | Info Item | Monoyios |
| 7. President & CEO Report (1:50)  | Info Item | Kelly    |
| 8. Old Business   |           |          |
| 9. New Business   |           |          |
| 10. Public Comment  |           |          |
| 11. Adjournment   |           |          |



## Board of Advisors Meeting

February 14, 2019

1. Call to Order – The meeting was called to order at 3:38 p.m. by Chair Nick Monoyios.

Attendance:

Present: Nick Monoyios, Kayem Dunn, Brian Harris, Eddie Tadlock, Stephanie Adams, Doug Small, Kristian Grant, Mayor Rosalynn Bliss, Birgit Klohs. Mark Washington.

Absent: Mandy Bolter, Jorge Gonzalez, Shaun Biel, Teresa Neal, Bob Herr, Wayman Britt, Monica App, and Rick Baker.

Others Present: Tim Kelly (President & CEO), Flor Valera, Mark Miller, Stephanie Wong (DGRI Staff) Rebecca Krenz, Jessica Wood, Jana Wallace and others.

2. Board of Advisors Appointments

Tim Kelly stated the DGRI bylaws allow no fewer than 12 members and no more than 20 members to serve on the DGRI Board of Advisors. The individuals recommended today reflect the need for strong collaboration to advance the vision for GR Forward Plan for Downtown. The recommended appointments include:

- Stephanie Adams, Executive Director, Friends of GR Parks (Goal 5 Alliance Chair)
- Kristian Grant, President, Grand Rapids Public School Board
- Mandy Bolter, Chair, Kent County Board of Commissioners

Mr. Kelly said City Manager Mark Washington does not need to get appointed to the Board. The Board took a moment to welcome the new members. It was noted that Ms. Bolter was unable to attend the meeting due to a prior commitment.

*Motion: Mayor Rosalynn Bliss, supported by Birgit Klohs, moved to appoint Stephanie Adams, Kristian Grant and Mandy Bolter 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.*

3. Approve Minutes from September 4 2018 DGRI Board Meeting

*Motion: Birgit Klohs, supported by Kristian Grant, moved approval of the September 4, 2018 meeting minutes as presented. Motion carried unanimously. Abstain: Brian Harris*

4. Alliance Appointments

Tim Kelly reminded the Board of the past organizational Alliance structure. Mr. Kelly said the three initial Alliances (Investment, Livability, and Vibrancy) were designed to present opportunities for in-depth community engagement. With the adoption of GR Forward Master plan in 2015, the goals for Downtown were memorialized, and in 2017 the Board approved a reconstitution of the Alliance structure to be aligned with five (5) key goals from the GR forward. The approved 2017 slate for the new model included 84 total members, 38 members of previous Alliance. Mr. Kelly said for 2019, the recommended slate includes 93 total members, 40 of which are new to the Alliances. He stated the new slate will make further progress toward achieving representative diversity. Mr. Kelly said the agenda packet includes a table highlighting demographics of the Alliances members from 2015-2019. Nick Monoyios stated it is encouraging to see the level of participation and enthusiasm from members of the Alliances, most importantly as we move from the vision phase to the implementation phase of the GR Forward. Brian Harris stated DGRI was established with the goal to help increase citizen voice, participation and to ensure transparency. He stated it's very encouraging to see demographic representation among these Alliances, and said he was happy to make a motion to recommend the 2019 slate for approval. Mr. Kelly stated DGRI staff continues to survey participants to understand their experience in volunteering in the Alliances. The surveys revealed their desire to meet more frequently to feel more engaged. As a result, we have moved from our quarterly meetings model to monthly meetings. Mr. Kelly stated this has allowed for more cross-collaboration between different Goal Alliances to get different perspectives on specific projects. Mr. Harris asked whether they ought to think of any demonstration or validation from the Board to the Alliances, as a way to recognize their hard work and commitment. He stated this Board recognizes the importance and the impact these Alliance members bring to the table. Through their voice, they help inform and guide on the decisions that board makes. Ms. Dunn suggested finding ways to incentivize attendance to encourage participation. Mr. Kelly said yes, and added he is open to any suggestions from the board.

*Motion: Brian Harris, supported by Kayem Dunn, moved to appoint the 2019 DGRI Alliance slates as recommended. Motion carried unanimously.*

5. 2019 Work Plan

Nick Monoyios deferred to Mr. Kelly to present the 2019 Board of Advisors work plan. Mr. Kelly stated the Executive Committee had assisted staff in developing a work plan to put some clarity and help guide the development of Board agendas and ensure milestones are articulated and progress toward them is being tracked. The 2019 work plan includes three (3) priority areas:

1. River Governance Model Recommendations
2. Downtown Marketing and Recruitment Strategy
3. Updated Operating Agreement with the City of Grand Rapids

Mr. Kelly said the first priority area is to develop recommendations for a long-term governance structure to help manage the River Corridor and associated public assets. Regarding the second priority area, Mr. Kelly said this is something we have discussed for many years and had recognized that there is currently not anyone specifically charged with reviewing a recruitment strategy, whether that might be corporate recruitment. He stated the role of this Board will be to assist in identifying potential partners to engage with and to assist in creating a marketing and recruiting strategy to aid in the retention of new business to Downtown. Birgit Klohs commented that although a recruitment strategy is very important, we should also focus on supporting the current downtown retailers to be more successful. She stated there is no retail in downtown, most store fronts on Monroe Center are empty and there are very few scattered specialty shops. Ms. Klohs said she was interested in knowing DGRI's role is in figuring out a retail strategy. Mayor Rosalynn Bliss stated this has been a growing concern and because retail has struggled so much, there had been requests coming before Planning Commission for variances for people to turn retail space into office space. She stated some downtown retailers feel that they have lost support; no one is helping them promote their businesses and were considering relocating their businesses to Uptown. Mayor Bliss stated over the past five (5) years, the Uptown CID and BID have done an impressive job in promoting, recruiting, and supporting their retailers. She added this is something we must devote our time and attention to or we will continue to have empty storefronts. The Board took a moment to share their opinions on the subject. Kristian Grant said as a former retailer, she understands the struggle of running a business especially when there is no retail infrastructure and the cost of entry is very high in Downtown. She stated the difference between Eastown's retail is that there is consistency and business owners have a seat at the table to engage and construct strategies. Ms. Klohs mentioned Holland, MI retail model strategy and added this is something the Board could look at. City Manager, Mark Washington, asked if this would be something that could be incorporated into DGRI. Mr. Kelly said it would need to be assigned to one of the fiduciary boards. Mr. Harris stated trying to get a corporate headquarters is a different activity to the problem being stated. He said a strategic conversation is needed, as we don't want to create more dissatisfaction among those who do not feel they are being represented by what used to be the Downtown Alliance. Doug Small asked if this is would be something the Goal 4 Alliance could take on. Based on this

conversation, Mr. Kelly stated for the next meeting the Board would need to define what we are trying to accomplish, identify the obstacles, and define DGRI's role. Mr. Monoyios stated this conversation is a good starting point to help identify the framework of these two different economic development strategies and identify the partners that needed to be involved.

Giving the amount of discussion and interest among the board, Mr. Harris suggested the addition of a fourth item (Retail Strategy) to the work plan. The Board agreed. Mr. Harris made a motion to amend the current 2019 work plan to accommodate the fourth priority area (Retail Strategy) after discussion, Ms. Klohs seconded the motion. Ms. Dunn stated that this retail assessment strategy must include a clear definition of how retail works, and best practices. The Board moved to approved the amended work plan. Mr. Harris asked about priority item number three (3) listed in the work plan (Operating Agreement between DGRI and the City). Mr. Monoyios said it was an administrative procedural item that the Board and the Grand Rapids City Commission would need to approve. The Board agreed to remove the item from the work plan and substituted it with retail strategy. Mr. Harris amended his motion by substituting item three (3) for exploring the development of a retail strategy. Mr. Tadlock seconded the amended motion.

*Motion: Brian Harris, supported by Eddie Tadlock, moved to approve the 2019 Board of Advisors Work Plan with the amended removal of item (3) Updated Operating Agreement with the City of Grand Rapids and substituting it with Retail Assessment Strategy. Motion carried unanimously.*

6. DGRI Service Agreement

Tim Kelly reminded the Board that DGRI was created to be the singular management entity for the combined operations of the Downtown Development Authority (DDA), the Monroe North Tax Increment Finance Authority (MNTIFA), and the Downtown Improvement District (DID). On September 23, 2013, DGRI entered into Services Agreement which articulated and formalized the operating relationships between all three entities and DGRI. The initial terms of the Agreements were extended on December 31, 2015 for an additional three years and at this time. DGRI Board of Advisors must renew the term of the Service Agreement pursuant to the provisions therein for an additional three-year term commencing January 1, 2019 through June 30, 2022 Mr. Kelly said two of the three entities have already agreed to this extension.

*Motion: Doug Small, supported by Birgit Klohs, moved to approve the resolution and authorize the DGRI Board Chair to execute the service agreement addendums on behalf of DGRI.*

7. Downtown Streetspace Guidelines

Mark Miller gave an overview of the final drafted Downtown Streetspace Guidelines. Mr. Miller said the team spent about sixteen (16) months working on these Guidelines, a little bit longer than they initially anticipated due to the extensive research and the engagement process. Mr. Miller encouraged the Board to review the guidelines if they have not already

done so. He stated the Downtown Streetspace Guidelines are meant to provide guidance and design solutions for public and private investment. The Guidelines also help implement the vision of the GR Forward Master Plan and represent our commitment to designing better streets that put people first. Mr. Miller provided an overview of the engagement process. He stated DGRI staff collaborated with various City departments, acquired feedback from the Goal Alliances, performed field observations and received recommendations from students and teachers from GRPS Innovation Central High. As a result of this collaboration, the document provides a much larger and more enhanced framework to design a high-quality public realm. Mr. Miller said the document includes three chapters, the flex zone, the pedestrian zone (the sidewalk area), and the frontage zone (building façade facing the sidewalk). He went on to provide a quick summary of each chapter. Its intended users include the City's engineering department, private developers, property owners, design professionals, the RAPID, DGRI's citizen alliances, DGRI staff, and downtown residents. Mr. Miller stated these guidelines do not supersede City regulations, rather they should be considered as a road map to help direct decisions for those projects that are requesting funding through DGRI. Mr. Miller concluded by informing the board that Goal 3 Alliance members would be assisting DGRI in creating a project evaluation checklist to help them better use the document. Mr. Monoyios commended Mr. Miller and the team for putting together a solid and thoughtful document. He added this document would also help guide some of the decision related to improving retail.

*Motion: Brian Harris, supported by Doug Small, moved to adopt the Downtown Streetspace Guidelines as the guiding documents for DGRI's evaluation of and participation in public realm improvements in Downtown Grand Rapids.*

8. Block by Block 2018 Year in Review

Mr. Monoyios suggested that this item be tabled until the next meeting.

9. Food Truck Ordinance Update

Mr. Monoyios took this agenda item before item #3 on the agenda.

Tim Kelly provided the Board with an update on the Pilot Food Truck Ordinance that was adopted in 2016 on a temporary basis and extended to January 2019. Mr. Kelly said during this 2-year evaluation period, DGRI focused on tracking the number of food trucks operating, as well as tracking the number of new "bricks and mortar" restaurants opening/closing in Downtown. This evaluation revealed that the PILOT food truck ordinance has stimulated more licensed food trucks in Grand Rapids. He stated we now have 48 licensed food trucks doing more business in the City and about 37 new restaurants opened during that time period. Significantly, we have more food truck operating hours in the public realm all with minimal complaints and zero public safety incidents. Mr. Kelly stated by some language changes in the ordinance; we were able to accommodate Tamales Mary food cart. The 2-year Pilot performance report was presented to City Commission on December 2018. The ordinance

was adopted as a permanent city policy in January with a few minor amendments. These ordinance amendments include: a call for inspection by the Fire Department to adjust the allowable generator noise threshold from seventy (70) to eighty (80) decibels. Another ordinance amendment includes clarifying the definition of Mobile Food Business to accommodate a diversity of business models, streamline business licensing process with the Clerk's office, and establishing a "Special Event Permit" to lower the cost of doing business for mobile food businesses that seek to operate in the City on a limited basis. Mr. Kelly stated this is all for public property and discussions are now leading towards figuring out how this can be accommodated on private property. Mayor Rosalynn Bliss thanked DGRI for all their work related to this ordinance. She also stated food trucks on private property are allowed through a land use permit and conversations will continue to find a solution. Brian Harris asked if there is a fee for conducting an inspection by the Fire Department. Jessica Wood (Legal Counsel) said yes.

10. Board Chair Report

Mr. Monoyios stated that Mr. Kelly's performance review is currently underway. We are working with HR Collaborative; the format will be the same 360 review process used to evaluate former CEO Kris Larson. Mr. Monoyios said a survey would be sent out in March to this Board and to the other fiduciary Boards, along with external DGRI community partners. This review process would provide an opportunity to provide performance improvement feedback to Mr. Kelly.

11. President & CEO Report

DDA (2/13/19)

- Considering extension to the DGRI Service Agreement
- Considering approvals for Lyon Square CM and final Plaza Design
- Received an annual report presentation from the Downtown Ambassadors

DID (3/5/19)

- Review financial statements through 12/31/18
- Review of proposed Downtown plantings for spring 2019
- Considering extension to the DGRI Service Agreement

MNTIFA (2/13/19)

- Electing 2019 Officers
- Receiving a presentation on FY18 Audit
- Considering extension to the DGRI Service Agreement
- Considering authorization for funding of Downtown transit shelters
- Receiving a presentation on PA57

DGRI (2/14/19)

- Appointing new Board members
- Appointing 2019 Alliance slate
- Considering 2019 Work Plan

- Considering extension to the DGRI Service Agreement with DDA, TIFA and DID
- Considering adoption of Downtown Streetspace Guidelines
- Received an annual report presentation from the Downtown Ambassadors
- Received an update on the recently adopted Food Truck Ordinance

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

- Riverfront Trail Design Guidelines
  - Final Public Presentation occurred 11/1
  - Approval to DDA, Parks Advisory Board and City Commission to occur in 2019
  - Governance learning sessions started November 28 w/ Bronx Riverfront Alliance
- Lyon Square Opportunity Site
  - Construction documents being developed for Phase 1 (Uplands)
  - Coordination ongoing with surrounding stakeholders for Phase 2

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

- Downtown Neighbor Network
  - Planning committee finalized mission, vision and goals at June meeting
  - Recommendations will be presented to Committee in July
  - Network Board/Committee seated in early 2019
- Development News
  - Studio Park
    - Ottawa extension summer 2019
    - Parking ramp September 2019
    - Theater and residential buildings summer/fall 2019
    - Hotel January 2020
  - 150 Ottawa
    - Interior build out underway
    - Warner Building will be complete spring 2019
    - Hyatt Place open summer 2019
  - 37 Ottawa and 50 Monroe
    - Tenant build out underway for tenants at 37 Ottawa. Additional space being leased.
    - Rooms being finished at AC Hotel at 50 Monroe
    - Both buildings to be complete and open spring 2019
  - 449 Bridge Street
    - Utility connection complete last week and will begin “going vertical” by December
    - Target completion September 2019
  - Embassy Suites (Monroe North)
    - Hiring underway
    - Opening scheduled March 2019
  - 601 Bond



- Opening winter 2019
- 10 Ionia
  - Brownfield approvals received in 2018
  - Groundbreaking in January 2019
  - 18-month construction schedule
- MSU GR Research Center Phase II
  - Ground lease negotiations underway with development team
  - New building to be constructed on Michigan Street to support MSU research and health care innovation
  - Construction anticipated to begin Q4 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
  - Initial work to begin winter 2019
  - Final install complete before end of FY2019
- Pedestrian Safety Enhancements
  - Improvements complete on Division Avenue north of Lyon
  - Keeler Building areaway reinforcement complete
  - Michigan Street crossing designs being finalized and the project will be complete spring 2019
- Division Avenue Bike Lane
  - Construction complete
  - Survey distributed and analysis ongoing
  - Extensions being discussed for 2019
- Downtown Streetspace Guidelines
  - DDA/TIFA received presentation December 2018
  - DGRI Board of Advisor to consider adoption winter 2019

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

- Recruit a major office tenant to Downtown
  - Working with City and Right Place to develop a more concerted and intentional recruitment strategy to attract larger office tenants Downtown
- Foster ground-floor businesses to diversify the mix of Downtown retail offerings
  - Working with Goal 4 and DDA Purchasing and Contracting Committee to develop recommendations
  - Working with Studio C! to support diverse offerings as part of their tenant mix

### 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
- Food Trucks
  - Extension of pilot ordinance approved by City Commission May 2018
  - Update to City Commission in December 2018
  - Final report and recommendations for ordinance January 2019
- Public Realm Improvements
  - Tree plantings with FOGRP scheduled
  - Michigan/Ottawa off ramp improvements being designed
  - Sheldon Avenue Linear Park improvements complete
- 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 spring 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 Heartside Quality of Life committee to finalize design and operation of new public facilities for Cherry / Commerce and Weston / Commerce parking ramps
    - City and DGRI partnering to develop a sustainable facility management protocol for the new facilities.
- Public Art
  - Collaborating with UICA Exit Space to paint riverfront mural down the stairwell near the Grand Rapids Public Museum
  - Installation complete and traditional ceremony occurred 9/23
  - Exploring mural opportunities at Ottawa and Michigan off ramp

12. Old Business

None

13. New Business

None

14. Public Comment

None

15.     Adjournment  
          The meeting adjourned at 4:56pm



**Board of Advisors Meeting**

**March 22, 2019**

1. Call to Order – The meeting was called to order at 1:05 pm by Chair Nick Monoyios

Attendance:

Present: Jorge Gonzalez, Stephanie Adams, Kayem Dunn, Nick Monoyios, Shaun Biel, Mandy Bolter, Eddie Tadlock, Brian Harris and Monica App.

Absent: Rick Baker, Mayor Rosalynn Bliss, Wayman Britt, Kristian Grant, Bob Herr, Birgit Klohs, Teresa Weatherall Neal, Doug Small, Mark Washington.

Others Present: Tim Kelly, Flor Valera, Stephanie Wong, Mark Miller, Kyama Kitavi, Andy Guy, Megan Catcho, Kimberly Van Driel (DGRI Staff) Rebecca Krenz. Tim Mroz (for Birgit Klohs) and others.

Mr. Monoyios introduced and welcomed Mandy Bolter from Kent County Board of Commissioners as a new member of the DGRI Board of Advisors.

2. Approve Minutes from February 14 2019, 2018 DGRI Board Meeting  
Due to not having quorum, the February 14 meeting minutes will be considered at the next scheduled meeting.
3. 2018 Downtown Ambassador Year in Review  
Rebecca Krenz, Operations Manager for the Downtown Ambassador and Clean Team presented the Board with an overview of the 2018 Downtown Ambassador performance review. Ms. Krenz stated 2018 was a year of change for the entire team as new events and temporary improvements provided chances for more hospitality engagement. She stated the team participated in several events including: World of Winter, ArtPrize, Light Up Downtown, Movies on Monroe, Relax at Rosa, Amway Fireworks,

ADA Celebration, GVSU welcome week and supported multiple cleanup events. Fluctuations in weather kept the beautification team busy. She showed images of the team pressure washing sidewalks and using the All-Terrain Litter Vacuum (ATLV) to tackle outdoor cleaning challenges. She stated due to the increase of trashcans in our downtown, the team removed over 6,000 more trash bags than in 2017 and the addition of cigarette urns also contributed to a 6% percent increase in cigarette butt recycling from previous years. Ms. Krenz proceeded to highlight other special projects and initiatives. She mentioned the recycling pilot launched along Monroe Center and stated the pilot program will help us understand recycling needs in Downtown. To prepare the team for this initiative and to better understand the complexities of recycling, the Ambassadors visited the Recycling Education Center. She continued with her presentation by showing images of the team assembling furniture at Calder as part of the Calder Plaza temporary improvements. The team was also tasked to clear the tunnel beneath the Pearl St. Bridge for an ArtPrize mural (Anishinaabek) and to assist with the removal of graffiti. Ms. Krenz concluded her presentation by sharing that the Ambassador program received Employer of the Year in 2018 for their work with InterAct, an organization that helps people with barriers to employment find meaningful and long- term employment opportunities. Mr. Harris inquired about graffiti trends and if the Ambassadors are keeping track of how much is being removed. Ms. Krenz stated Ambassadors were removing more graffiti when the program began, as there was no entity in charge to address this problem. She noted that her team tracks how much graffiti is being removed. Mr. Kelly reminded the Board that the DDA and the DID fund this program; as part of the DID Reauthorization Process, a sub-committee will spearhead an extensive public engagement process and commissioned a survey to DID contributors to gain insights on the existing services provided by the Ambassadors. Ms. Adams inquired about Ambassadors contracting their services outside of Downtown. She explained that there is a business association interested in deploying trash receptacles, but would need someone to assist with the maintenance. Mr. Kelly stated our Downtown Ambassadors cannot contract their services outside of Downtown, but noted that Block by Block offers a similar service model for other communities. Mr. Tadlock said event attendees who visit GR always comment on the cleanliness of Downtown and thanked the Ambassadors for their hard work. Mr. Harris also shared his appreciation and pointed out that when this program was established, there were no high expectations that it would be successful and seeing these statistics proves otherwise.

4. River Governance Discussion

Andy guy was introduced to the Board to provide a high-level overview of the river governance framework and timeline. As the Board may recall, river governance was adopted as one of the three (3) priority areas listed in the 2019 DGRI Board of Advisors work plan. Mr. Guy stated while we do acknowledge some aspects of river governance from some the work associated with the Grand Rapids White Water (GRWW) River Restoration Project; we lack a defined organizational structure that would be responsible for managing, programming, and sustaining the River Corridor and our future associated public assets. After conversations with several key partners, DGRI was tasked to take the lead on putting together a process to develop and provide recommendation(s) by the end of 2019. The role of this Board will be to lead the necessary work needed to develop recommendation(s) that would serve to determine what a governance model could look like. To begin this work, the Board was presented with the proposed process schedule. GR Forward Thinking Speakers Series: The Board will need to participate and evaluate Speaker Series events to provide feedback on potential models to explore further. One of the things DGRI has done in the past is to invite other organizations doing similar work and learn from their best practices. Many members of this Board attended DGRI's first GR Forward Speaker Series with Bronx River Alliance. To continue with these efforts, DGRI has initiated conversations with the High Line Network, whose members include the High Line in

Manhattan, Atlanta's Beltline, Chicago's 606, and other formerly industrial urban trails. We are also analyzing Washington DC's Anacostia Waterfront initiative. Finally, a visit to Columbus, Georgia may also be an opportunity to discuss the Chattahoochee River, where former CEO/President of Grand Rapids White Water, Richard Bishop has relocated to.

Seating of Advisory Committee: We will be forming a committee to participate in this process and we have a list of potential participants. The role of this Board will be to discuss the Advisory Committee role and representation. The representation of the committee is critical and will need to have two components. We want the representation to include entities that are financially invested in the project this includes the City of Grand Rapids, Kent County, DDA, Public Museum, and the for-profits. The other component will include a citizen representation from a River-adjacent Neighborhood(s), philanthropy and Goal 1 Alliance (focuses on River related work) and Goal 4 Alliance (focuses on the economic development for Downtown).

Public Engagement Campaign: Assuming we would have some drafted recommendations by the end of the summer, we need to evaluate how we want to engage the community. To do this, we would like to host a major public engagement campaign in the fall and would like to bring a consultant on board this summer to help support this work. We would also like to collaborate with public agencies such as WMCAT to help us make this process more exciting.

Mr. Harris asked what type of feedback are we hoping to gather from the community on assessments of a governance model. Mr. Guy stated the feedback will depend on the questions we ask, so further conversations are needed to determine the type of questions we should be asking. The key point is to understand how this governance structure will engage with the community around it. This will also depend on the representation that is helping to lead the mission and vision of this project. The community engagement is key; as one of the lessons we learned from the Bronx River Alliance is that their work involved 70 community organizations that helped them with their river-related work.

Points of Updates: The agenda packet includes a spreadsheet outlining the process and schedule. Under the points of updates chart, Mr. Guy stated most of this work is still in draft form, but the meeting dates for the DDA, DGRI Board of Advisors and the Goal Alliances have already been established. We will continue to have conversations with our community partners to determine how they want to align with this process.

Request for Qualifications RFP/RFQ: As previously stated, the public engagement piece will require the support of a consultant. An RFP/RFQ for consultants will be released in May 2019. A draft has been presented and reviewed by the Goal 1 Alliance. This Board will be tasked to review the RFQ to ensure the project aligns with organization expectations. The Scope of work (governance study) that the qualified consultant will undertake includes the following:

- Review, affirm and, if necessary, refine the proposed organizational functions and tasks.
- Identify and assess existing local capacities.
- Identify and review relevant exemplary organizational models and possibilities.
- Evaluate the potential for advantageous partnerships.
- Assess and estimate the economic impacts of revitalizing the waterfront.
- Evaluate sustainable and diverse funding streams to support capital planning, operations, programming, maintenance, management and other organizational functions that may be identified.
- Determine options and provide recommendations.

The Board took a moment to discuss each of the bullet points. Mr. Guy stated we are not starting this work from scratch; the community has worked on various aspects of this project for several years. We have river-related assets that will provide additional guidance such as The River for All, City of Grand Rapids Parks & Recreation Master Plan, GR Forward, Grand Rapids Whitewater River Restoration,

among other community tools and plans. As previously stated, the GR Forward Speaker Series will also help answer questions and concerns that we might encounter in the process.

Lastly, we need to discuss who reviews and recommends/approves the recommendations. We will be having conversations with the Mayor and the Grand Rapids City Commission to determine their level of engagement and how they want to align with this process. We know that the DDA and this Board certainly need to be part of this, so we will continue to report back on how this process moves along. Mr. Monoyios stated the RFP contains many objectives that our project partners consider essential to accomplish the work. He inquired about any leniency to help refine the RPF and allow the consultant to develop recommendations that all project partners would endorse at the end of this process.

Mr. Guy explained that the consultants will have an opportunity to suggest their approaches. Our community partners are open to alternative ideas that may deviate from this “Scope” to better meet project objectives. We are also focusing on bringing a consultant that has worked on similar projects and understand the process.

Mr. Harris expressed his concern by stating that this seems like a lot of work to complete in such a short amount of time given the fact that we still don’t have a consultant to assist with the process. In terms of prioritization and timeline, he asked what aspects are essential to meet the project objectives. Mr. Guy stated if we were required to prioritize certain elements in order to meet the deadline, then we would probably set aside the economic development component for later consideration. We understand that there will be a positive economic impact associated with the revitalization of the river. Mr. Harris encouraged the team to continue to prioritize the objectives that are essential to start the work and the ones essential to later refine the work.

Mr. Monoyios asked if the DDA would be the contract holder for the RFP/RFQ, but this Board would be tasked to lead the process. Mr. Guy stated yes, the DDA is the contract holder in partnership with the City of Grand Rapids and added that giving the amount of interest by other project partners, the DDA may not be the only funding source. Mr. Harris stated another element to consider revolves around the future management of recreational amenities (e.g. Kayak Rental) and the legislation associated with public land. Mr. Guy reiterated the importance of seeking the expertise of other organizations and noted the Chattahoochee River Committee shares similarities with our project. They will serve as a great model for these types of questions because their organization actually contracts services from a rafting firm (similar to our Downtown Ambassador Program) to manage the recreational aspects.

6. Retail Strategy Discussion

Mr. Kelly began the retail strategy discussion with an overview of the recommendations identified in the GR Forward Master Plan. He stated throughout the GR Forward process; Grand Rapids’ indicated the desire to have more Downtown retail, services, and activity. To support these amenities that people want; we require more people living within the City’s core. Data gathered from the GR Forward Plan was presented to the Board—A map illustrating retail businesses and housing population. The map showed a scattered retail, and the housing units appeared concentrated in specific locations and disconnected to Downtown. Mr. Kelly stated housing is a driver to build more value in Downtown and more demand for the services that people want; therefore, to help achieve critical mass, we have been focusing on new development to fill the gaps. At the time we had 5,000 people living in Downtown, and our goal is to reach 10,000 households (roughly 12,000 residents). Mr. Kelly stated we have been following the GR Forward recommendations and we have been making significant progress in housing. A two-year snapchat illustrated all of the new development that has been recently completed, under construction and/or proposed for Downtown. Mr. Kelly stated as Downtown grows, another factor to consider is income density—as we continue to improve services for existing and new

residents, we must ensure that Downtown living remains accessible and affordable to a range of incomes. He stated we continue with our goal to maintain 30% housing stock for affordable units. But in order to improve services we also need disposable income to support retail amenities and GR lags in that category in comparison to other Midwest cities in terms of retail offerings. This is in part reflected in retail lease rates and occupancy; our downtown vacancy rates are at 10%. We know that not all retail streets and corridors are equal; some areas need different solutions than others. In the plan we reviewed and made recommendations regarding the zoning restrictions for ground floor commercial in the Downtown area and while we understand that we can't support retail on every street—we can focus retail on specific streets where there is high potential to create a critical mass for Downtown retail.

Mr. Kelly took a moment to remind the Board that while we may not have a retail specific program, the work we do in this space already by supplying Ambassadors, temporary programming, parklets, and greenery all help create an environment supportive of investment. He stated DGRI staff had the opportunity to meet with a few Downtown businesses and what we learned is that there is certainly an opportunity for more coordination, particularly in areas related to marketing. To fill in gaps, we need to start identifying our partners and create a sub-committee of stakeholders and businesses to participate in conversations. Our goal is to understand the challenges business owners are experiencing and determine how we can coordinate better, so that we can all make a collaborative impact.

Ms. App shared her support for the proposed process and applauded DGRI's efforts for taking the lead to help facilitate these conversations that are needed to support our downtown retailers. Ms. Adams inquired if Downtown GR currently has a business association. Mr. Kelly responded no, there is presently a gap, we are in between the Heartside Business Association and a Monroe North Business Association. Ms. Bolter inquired on whether or not the Convention Center attracts enough visitors' to Downtown to sustain retail or if that only depends on residential living. Mr. Tadlock responded that is a combination of both. Mr. Harris stated as we move forward with this approach, we also need to make sure we define the retail type, as retail offerings can be perceived different from one person to another. Mr. Monoyios stated this is noted in our plan of action.

7. Corporate Recruitment and Retention Strategy Discussion

Mr. Kelly stated corporate recruitment is another priority that was discussed throughout the GR Forward process. The concept revolves around the strategy of how Downtown could have a robust corporate office presence. One of the challenges identified through the GR Forward process and that we still face is related to high rent prices, which makes new office construction virtually impossible without a significant creditworthy anchor tenant. Office market statistics were presented to the Board. Mr. Kelly stated the average asking price has not changed much. To fill in gaps, we have initiated conversations with our partners from The Right Place and the City to assist with creating a marketing and recruiting strategy to retain and attract new business to Downtown. Also, we been discussing the idea of developing an PFP/RFQ to help us communicate the value of Downtown. As many times whenever we engaged in conversations with developers, the idea falls short, as it always comes down to the high cost associated with rent and parking. We need to learn to frame our conversation around the true value of Downtown.

Similar to the retail strategy, we will create a subcommittee and invite Downtown property owners and developers to participate in this conversation.

8. Board Chair Report

Mr. Monoyios stated he would be reaching out to those members that were absent today to make sure they get caught up with the information discussed today.



9. President & CEO Report

DDA (2/13/19)

- Approved extension to the DGRI Service Agreement
- Authorized funding for Lyon Square CM and final Plaza Design
- Received an annual report presentation from the Downtown Ambassadors

DID (3/5/19)

- Review financial statements through 12/31/18
- Review of proposed Downtown plantings for spring 2019
- Considering extension to the DGRI Service Agreement

MNTIFA (2/13/19)

- Elected 2019 Officers
- Received a presentation on FY18 Audit
- Approved extension to the DGRI Service Agreement
- Authorized funding of Downtown transit shelters
- Received a presentation on PA57

DGRI (2/14/19)

- Appointed new Board members
- Appointed 2019 Alliance slate
- Approved 2019 Work Plan
- Approved extension to the DGRI Service Agreement with DDA, TIFA and DID
- Adopted Downtown Streetspace Guidelines
- Received an annual report presentation from the Downtown Ambassadors
- Received an update on the recently adopted Food Truck Ordinance

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

- Riverfront Trail Design Guidelines
  - Final Public Presentation occurred 11/1
  - Approval to DDA, Parks Advisory Board and City Commission to occur in 2019
  - Governance learning sessions started November 28 w/ Bronx Riverfront Alliance
- Lyon Square Opportunity Site
  - Construction documents being finalized for Phase 1 (Uplands)
  - Coordination ongoing with surrounding stakeholders for Phase 2

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

- Downtown Neighbor Network
  - Planning committee finalized mission, vision and goals at June meeting
  - Recommendations will be presented to Committee in July
  - Network Board/Committee seated in early 2019
- Development News
  - Studio Park

- Ottawa extension summer 2019
- Parking ramp September 2019
- Theater and residential buildings summer/fall 2019
- Hotel January 2020
- 150 Ottawa
  - Interior build out underway
  - Warner Building will be complete spring 2019
  - Hyatt Place open summer 2019
- 37 Ottawa and 50 Monroe
  - Tenant build out underway for tenants at 37 Ottawa. Additional space being leased.
  - Rooms being finished at AC Hotel at 50 Monroe
  - Both buildings to be complete and open spring 2019
- 449 Bridge Street
  - Utility connection complete last week and will begin “going vertical” by December
  - Target completion September 2019
- Embassy Suites (Monroe North)
  - Hiring underway
  - Opening scheduled March 2019
- 601 Bond
  - Opening winter 2019
- 10 Ionia
  - Brownfield approvals received in 2018
  - Groundbreaking in January 2019
  - 18-month construction schedule
- MSU GR Research Center Phase II
  - Ground lease negotiations underway with development team
  - New building to be constructed on Michigan Street to support MSU research and health care innovation
  - Construction anticipated to begin Q4 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
  - Initial work to begin winter 2019
  - Final install complete before end of FY2019
- Pedestrian Safety Enhancements
  - Improvements complete on Division Avenue north of Lyon
  - Keeler Building areaway reinforcement complete
  - Michigan Street crossing designs being finalized and the project will be complete spring 2019

- Division Avenue Bike Lane
  - Construction complete
  - Survey distributed and analysis ongoing
  - Extensions being discussed for 2019
- Downtown Streetspace Guidelines
  - DDA/TIFA received presentation December 2018
  - DGRI Board of Advisor adopted February 2019

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

- Recruit a major office tenant to Downtown
  - Working with City and Right Place to develop a more concerted and intentional recruitment strategy to attract larger office tenants Downtown
- Foster ground-floor businesses to diversify the mix of Downtown retail offerings
  - Working with Goal 4 and DDA Purchasing and Contracting Committee to develop recommendations
  - Working with Studio C! to support diverse offerings as part of their tenant mix

**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
- Food Trucks
  - Extension of pilot ordinance approved by City Commission May 2018
  - Update to City Commission in December 2018
  - New ordinance adopted January 2019
- Public Realm Improvements
  - Tree plantings with FOGRP scheduled
  - Michigan/Ottawa off ramp improvements being designed
  - Sheldon Avenue Linear Park improvements complete
- 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 spring 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 Heartside Quality of Life committee to finalize design and operation of new public facilities for Cherry / Commerce and Weston / Commerce parking ramps
      - City and DGRI partnering to develop a sustainable facility management protocol for the new facilities.
  - Public Art
    - Collaborating with UICA Exit Space to paint riverfront mural down the stairwell near the Grand Rapids Public Museum
    - Installation complete and traditional ceremony occurred 9/23
    - Exploring mural opportunities at Ottawa and Michigan off ramp
10. Old Business  
Mr. Harris took a moment to explain the importance of Board member attendance and participation. He stated these meetings allow us to exchange information and ideas about projects and goals and encouraged members to continue making these meetings a priority.
11. New Business  
None
12. Public Comment  
None
13. Adjournment  
The meeting adjourned at 2:28pm



## MEMORANDUM

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP

DATE: July 9, 2019

SUBJECT: **Updated Inter-Organizational Agreement between DGRI and the City of Grand Rapids**

In 2013, Downtown Grand Rapids Inc. (DGRI) entered into an inter-organizational agreement (Agreement) with the City of Grand Rapids which provided specific details regarding DGRI's management of the Downtown Development Authority, Monroe North Tax Increment Finance Authority, and the Downtown Improvement District public finance tools.

In addition, the initial Agreement outlined expectations for transparent governance and auditing requirements, specified the City's Debt and Authority Finance Officer (or other designee of the City Manager) as the Treasurer to the DDA, TIFA and DID, clarified the role of the Assessor's Office in preparation of the DID Assessment Rolls, established protocol for covering the City's indirect cost of providing services, and codified the relationship between the City's Economic Development Department and DGRI.

An update to the original agreement was approved in April 2017, with a term ending June 30, 2019. In light of the successful partnership and ongoing desire to collaborate on the continued success of Downtown, the City and DGRI wish to execute an extension to the Agreement, and to update the language to reflect the evolution of Downtown and the relationship between the two organizations.

To that end, the attached agreement has been updated from the original and includes:

- More specific terms about DGRI's relationship with the City's Office of Special Events;
- Clarification of the role of the City Engineer's office and the City's Energy, Lighting and Communications Department in DGRI projects;
- Updates to Section 14 regarding cooperation and collaboration on Downtown planning and projects, including a restatement of GR Forward as the plan for Downtown Grand Rapids;
- New language identifying the need to develop a long-term approach to the operation, maintenance and repair of projects located in the public right-of-way, City controlled easements or on City owned property within Downtown. In addition, it includes a commitment from both parties to develop a written protocol for ongoing operation and maintenance by December 31, 2019.
- Extension of term through June 30, 2022

Pending approval from the DGRI Board of Advisors, the Agreement will be presented to the Grand Rapids City Commission for consideration at their meeting on July 23, 2019.

**RECOMMENDATION: Approve the attached agreement and resolution.**

## **INTER-ORGANIZATIONAL COOPERATION AND SERVICES AGREEMENT**

**THIS INTER-ORGANIZATIONAL COOPERATION AND SERVICES AGREEMENT** is made as of July 23, 2019 (the “Agreement”), by and between the **CITY OF GRAND RAPIDS**, a Michigan municipal corporation (the “City”), of 300 Monroe Avenue, N.W., Grand Rapids, Michigan and **DOWNTOWN GRAND RAPIDS, INC.**, a Michigan nonprofit corporation (“DGRI”), of 29 Pearl Street, N.W., Grand Rapids, Michigan.

### **RECITALS**

A. DGRI has entered into Restated Services Agreements each dated February 14, 2019, and whose terms have each been extended to June 30, 2022 (collectively the “Services Agreements” and individually a “Services Agreements”) with (i) the City of Grand Rapids Downtown Development Authority (the “DDA”) to provide certain services on behalf of the DDA (the “DDA Services”), (ii) the Tax Increment Finance Authority of the City of Grand Rapids, also known as the Monroe North Tax Increment Finance Authority (the “MNTIFA”) to provide certain services on behalf of the MNTIFA (the “MNTIFA Services”), and (iii) the City on behalf of the Downtown Improvement District (the “DID”) to provide certain services on behalf of the DID and the DID Board (the “DID Services” and together with the DDA Services and the MNTIFA Services the “Services”).

B. To assist and support DGRI in the performance of services pursuant to the Services Agreements, the City and DGRI have agreed to the provision of certain services by the City (the “City Services”) for a three-year term commencing July 1, 2019, and ending June 30, 2022.

**NOW, THEREFORE**, in consideration of the mutual promises set forth below, the City and DGRI agree as follows:

**Section 1. Transparent Governance.** DGRI agrees to perform the Services through transparent governance and decision making including compliance with the Michigan Freedom of Information Act, Act 442 of the Public Acts of Michigan of 1976, as amended, and compliance by its Board of Advisors with the Michigan Open Meetings Act, Act 267 of the Public Acts of Michigan of 1976, as amended.

**Section 2. Use of Funds Received.** DGRI agrees to use the funds received from (a) the DDA pursuant to the Services Agreement to perform the DDA Services, (b) MNTIFA pursuant to the Services Agreement to perform the MNTIFA Services, and (c) the City for the DID pursuant to the Services Agreement to perform the DID Services in accordance with the respective annual budgets of the DDA, MNTIFA and DID.

**Section 3. Holding and Investment of Funds.** DGRI agrees, with respect to any funds it receives from the DDA, MNTIFA and the City for the DID, to hold and invest such funds in compliance with Michigan law applicable to public corporations, including but not limited to, the Investment of Surplus Funds of Political Subdivisions Act, Act 20 of the Public Acts of

Michigan of 1943, as amended. DGRI further agrees that the funds it receives from the DDA, MNTIFA and City for the DID shall not be co-mingled with each other or with other revenues or funds received or held by DGRI.

**Section 4. DDA, MNTIFA and DID Boards.** The City agrees that (a) the governing board of the DDA shall be composed and selected in accordance with the requirements of Part 2 of the Recodified Tax Increment Financing Act, Act 57 of the Public Acts of Michigan of 2018, as amended (“Act 57”), and Chapter 21 of Title I of the Code of Ordinances of the City (the “City Code”) including the appointment of members of the DDA Board by the Mayor subject to the approval of the City Commission, (b) the governing board of MNTIFA shall be composed and selected in accordance with the requirements of Part 3 of Act 57, and Chapter 22 of Title I of the City Code including the appointment of the MNTIFA Board by the Mayor subject to the approval of the City Commission and (c) the DID Board shall be composed and selected in accordance with the requirements of the Principal Shopping Districts and Business Improvement Districts Act, Act 120 of the Public Acts of Michigan of 1961, as amended (“Act 120”), and Chapter 23 of Title I of the City Code including the appointment of members of the DID Board by the Mayor subject to the concurrence of the City Commission.

**Section 5. DGRI Board of Advisors.** DGRI agrees that the selection and composition of the Board of Advisors of DGRI shall be in accordance with DGRI’s Bylaws, as may be amended from time to time, *provided, however*, the then currently serving Mayor and City Manager shall be voting ex-officio members of the Board of Advisors so long as they hold such offices with the City.

**Section 6. Financial Services.**

A. The City and DGRI agree, in connection with DGRI’s performance of the Services, the City’s Debt and Authority Finance Officer or such other City staff person designated by the City Manager or his or her designee shall function as treasurer of each of the DDA, MNTIFA and DID subject to the approval, respectively, of the DDA Board, MNTIFA Board and the DID Board (respectively, the “DDA Treasurer,” the “MNTIFA Treasurer” and the “DID Treasurer” and collectively the “Treasurer”). The Treasurer shall keep a record of her/his time devoted to performance of each of the DDA Services, MNTIFA Services and DID Services including, but not limited to, (i) preparation and review of the respective, DDA, MNTIFA and DID financial reports and forecasts which shall be available to DGRI at least five (5) business days prior to a regularly scheduled meeting of the respective DDA Board, MNTIFA Board and DID Board, (ii) review and approval of payment requests and signing of checks, (iii) performing tax increment calculations as provided in Section 8 hereof, (iv) interaction with the City’s finance, accounting and economic development staffs and (iv) such other tasks as shall be required in functioning as Treasurer of the DDA, MNTIFA and DID. The City agrees to provide access, subject to appropriate protocol, to its financial management system for data entry purposes and through such systems to generate checks for DDA, MNTIFA and DID accounts payable.

B. It is agreed that the Treasurer’s time shall be billed “fully loaded,” e.g., wages with all fringe benefits, as determined by the City from time to time, to the DDA, MNTIFA and DID and DGRI shall include such costs in the annual budgets prepared for the DDA, MNTIFA and DID.



C. Related to the services to be provided by the Treasurer, if requested by DGRI, the City agrees to provide the services of a staff person from its Economic Development Department or such other City staff person as designated by the City Manager or his or her designee to assist DGRI in the processing of the receipt of funds and the payment of bills and invoices for the DDA, MNTIFA and DID. Such person shall keep a record of her/his time related to the performance of services for each of the DDA, MNTIFA and DID and such time shall be billed “fully loaded,” e.g., wages with all fringe benefits, as determined by the City from time to time. The DDA, MNTIFA and DID and DGRI shall include such costs in the annual budgets prepared for the DDA, MNTIFA and DID.

**Section 7. Annual Audits.** The City and DGRI agree that performance of annual audits of the DDA, MNTIFA and DID as required by each of the Services Agreements shall be included in the audit procurement package of the City, the costs of which shall be shared proportionately in accordance with the cost allocation methodology described in the Services Agreements and DGRI shall include such cost in the annual budgets prepared for the DDA, MNTIFA and DID.

**Section 8. Tax Increment Revenue Calculations.** The City and DGRI agree that as a part of the Services to be performed by the Treasurer pursuant to Section 6 hereof for the benefit of the DDA is to (a) annually calculate and arrange for the timely payment or crediting of excess School Tax Increment Revenues (as defined in the DDA’s Development and Tax Increment Financing Plan for the City of Grand Rapids Downtown Development Area No. 1 as Amended) not required to pay annual debt service on Other Protected Obligations (as defined in the DDA’s Development and Tax Increment Financing Plan for the City of Grand Rapids Downtown Development Area No. 1 as Amended) to Grand Rapids Public Schools, Kent Intermediate School District and the State of Michigan with respect to the State Education Tax and (b) calculate and arrange for the timely return to Tax Levy Entities (as defined in the DDA’s Development and Tax Increment Financing Plan for the City of Grand Rapids Downtown Development Area No. 1 as Amended) of tax increment revenues as provided in and in accordance with the requirements of Section III.E. of the DDA’s Development and Tax Increment Financing Plan for City of Grand Rapids Downtown Development Area No. 1 as Amended approved by the City Commission on December 6, 2016, as may be amended from time to time.

**Section 9. Preparation of DID Special Assessment Rolls.** The City agrees to provide the services of (a) the City Assessor’s office to assist DGRI in the periodic preparation of special assessment rolls for the DID required as a part of the DID Services in accordance with the requirements of Act 120 and Chapter 23 of the City Code and (b) the City Treasurer’s office for the collection of special assessments and other amounts in accordance with Act 120 and Chapter 23 of the City Code. It is agreed that the City Assessor’s office and the City Treasurer’s office may change normal and customary fees for their services in connection with the preparation and collection of special assessments.

**Section 10. City’s Office of Special Events.** In planning and executing activation events within the DDA Downtown District, MNTIFA District or Downtown DID District, DGRI will follow all processes and procedures as set forth by the City’s Office of Special Events (“OSE”), including seeking advance permission for use of public spaces prior to activation and

obtaining the proper permits for activities. A representative from DGRI will be part of OSE review committee meetings. In addition, monthly meetings will take place between OSE and DGRI to discuss collaboration and partnership opportunities. DGRI will pay or cause to be paid to OSE, as DGRI shall determine, either (a) the costs thereof at the then current fee structure for commercial and/or community events at the co-sponsored rate for DGRI produced/organized events or (b) an annual fixed amount of \$75,000 (the "Annual Fixed Fee"). The consideration that DGRI will receive for payment of the Annual Fixed Fee is waiver of OSE application and permit fees including the time and processing costs and site rental and equipment rental fees, and a fifty percent (50%) reduction in cost of other City Services provided by OSE or the City's Parks and Recreation Department. The OSE will issue permits for DGRI events in a timely manner and will promote said events on the City's event calendar and social media pages.

**Section 11. Allocation of Indirect Cost of City Services.** It is agreed that in performing the DDA Services, MNTIFA Services and DID Services, DGRI will utilize and receive the benefit of certain indirect activities and services of the City and that DGRI shall share in such costs annually; which costs will be passed through to and included in the annual budgets of the DDA, MNTIFA and DID using the cost allocation methodology in the Services Agreements. It is further agreed that the DGRI receives the benefit of the following City indirect cost centers: City Hall, Annual Audit, City Administration, General Accounting, Accounts Payable, Labor Distribution, GR Funds, GR Undistributed, Accounts Receivable, Accounting Specific, Accounting General, Mail Service, Mail Delivery, Budgeting, Purchasing, Financial Planning, Legal Services and Archives (collectively, the "Indirect Services"). The City agrees to determine or cause to be determined DGRI's share of the cost of the Indirect Services no less often than every two years using the methodology described in the Federal Office of Management and Budget Circular A-87 Revised, as may be further revised from time to time. The City agrees to provide the Indirect Services to DGRI with the same timeliness and quality and in the same manner as it provides such Indirect Services to City Departments.

**Section 12. Services of City's Economic Development Department.** The City agrees to provide the services of its Economic Development Department to administer for DGRI the processing of reimbursement payments to developers pursuant to (a) development and/or reimbursement agreements between developers and the DDA which is a part of the DDA Services to be provided by DGRI and (b) development and/or reimbursement agreements between developers and the MNTIFA which is a part of the MNTIFA Services to be provided by DGRI including a development and reimbursement agreement between MNTIFA and the assignee of the developer of the Boardwalk building project. The City and DGRI shall mutually agree on the maximum budget amount for these services during each of the DDA and MNTIFA annual budgets during the term of this Agreement. The staff of the City's Economic Development Department performing services referenced in this Section 12 shall keep track of and record their time and it is agreed the City shall bill and DGRI shall pay for such time "fully loaded," e.g., wages with all fringe benefits, as determined by the City from time to time, *provided, however*, the total amount billed in a given fiscal year shall not exceed the amount budgeted in such year unless otherwise approved in writing in advance by the City and DGRI. The City agrees that the services to be provided by its Economic Development Department Staff will be performed in a timely manner consistent with the standards for similar reimbursement programs it administers.

**Section 13. Services of City's Engineering and Energy, Lighting and Communications Departments.** It is agreed that DGRI may, when undertaking Services, utilize at its discretion the City's Engineering Department and/or Energy, Lighting and Communications Department (the "ELC Department") for the design, delivery and administration of infrastructure, building, facility and park projects located within the DDA Downtown District, MNTIFA District and Downtown DID District and funded, in whole or in part, by the DDA, MNTIFA or DID, respectively. It is further agreed and understood that if such projects are located within the public right-of-ways, in City controlled easements, on City owned property or are, or will become upon completion and acceptance by the City, a City owned asset (collectively, the "City Property"), it will require management of the project by the City's Engineering Department and/or ELC Department, including but not limited to, (a) development and review of plans and specifications, (b) review and assurance of compliance with City requirements such as, by way of example, design standards, insurance and bonding requirements, approval of location of improvements within the public right-of-ways in proximity to other improvements and utilities, and approval and timing of street closures, (c) design development, (d) selection and management of consultants and sub-consultants, (e) construction oversight and inspection and (f) project delivery and administration. To the extent such services are provided and/or required, it is agreed that DGRI will pay or cause to be paid to the City's Engineering Department and ELC Department the costs thereof at the then current rate schedule. The City's Engineering Department and ELC Department and DGRI shall develop a mutually acceptable written protocol that clearly defines the point at which each Department becomes engaged and at which DGRI becomes responsible for costs of a project. It is further agreed that prior to commencement of a project to be located in the public right-of-ways, in City controlled easements or on City owned property the City and DGRI shall mutually agree in writing as to the responsibility for all ongoing operation, maintenance and repair after completion of construction or installation.

**Section 14. Cooperation and Collaboration.** The City and the DGRI both recognize that for projects in which they have a joint interest that their mutual cooperation and collaboration are essential in matters related to planning, design, utilization and development within the DDA Downtown District, MNTIFA District and DID District as well as areas adjacent to such Districts which may have an impact on the Districts. The City agrees to include DGRI and its applicable Alliance(s) and DGRI agrees to include the City in planning, design, utilization and development exercises related to such Districts and adjoining areas. Both parties further recognize the importance of incorporating and implementing the recommendations of GR Forward, an amendment to the City Master Plan, in such planning exercises. It is agreed that representatives of the City and DGRI will meet at least quarterly to coordinate such cooperation and collaboration. It is agreed and understood that any financial participation, directly or indirectly, involving areas outside the respective DDA Downtown District, MNTIFA District and Downtown DID District must be from sources other than, respectively, DDA and MNTIFA tax increment revenues or DID special assessments or other DID payments.

**Section 15. Operation, Maintenance and Repair of Projects.** The City and DGRI recognize the importance of providing for the long-term ongoing operation, maintenance and repair of projects located within public right-of-ways, in City controlled easements or on City owned property within the DDA Downtown District, MNTIFA District and DID District. The City and DGRI agree during the first six months of this Agreement to develop a mutually acceptable written protocol for such operation, maintenance and repair.

**Section 16. Term.** This Agreement shall be effective as of July 1, 2019, through June 30, 2022. The City and DGRI may thereafter agree in writing to extend the term of this Agreement in three-year increments.

**Section 17. Dispute Resolution.** If unanticipated issues arise with respect to this Agreement or their relationship, the City and DGRI agree to promptly in good faith discuss them and seek resolution.

**Section 18. Notices.** All notices and other communications to be given pursuant to this Agreement shall be given in writing and delivered personally, by first-class mail or by electronic e-mail to the appropriate party at the address or e-mail address set forth below.

If to the City:

City of Grand Rapids  
City Hall, 6<sup>th</sup> Floor  
300 Monroe Avenue, N.W.  
Grand Rapids, Michigan 49503  
Attention: City Manager  
Email: \_\_\_\_\_

If to DGRI:

Downtown Grand Rapids, Inc.  
29 Pearl Street, N.W., Suite 1  
Grand Rapids, Michigan 49503  
Attention: Executive Director  
Email: tkelly@downtowngr.org

Either party may change its designated address/email address by delivery of written notice of the change to the other party. Notices shall be deemed effective upon actual receipt. Actual receipt of email transmissions shall be presumed based upon the transmitting party's record that it was sent and received.

**Section 19. General Provisions.**

a. This Agreement constitutes the entire agreement between the City and DGRI and may be modified or amended in whole or in part from time to time only by mutual written agreement of the City and DGRI.

b. All capitalized terms not defined in this Agreement or for which there is not a reference to a definition shall have such definitions as defined in the Services Agreements.

c. This Agreement shall be interpreted under the laws of the State of Michigan.

d. If any particular clause or portion of this Agreement is rendered void, illegal, unenforceable or otherwise of no effect, the remaining provisions of this Agreement shall remain in full force and effect so that the essence and intent of this Agreement is preserved.

e. A failure by either party to give notice or insist on the immediate performance of any right that it has under this Agreement shall not constitute a waiver of that right or any other right under this Agreement.

f. The section headings of this Agreement are for convenience only and shall not be considered a part of the substance of this Agreement or affect the interpretation of this Agreement.

g. This Agreement shall not be assigned, transferred or conveyed by either party without the prior written consent of the other party.

h. DGRI shall act solely as an independent contractor with respect to this Agreement. The relationship between the City and DGRI in this Agreement shall in no way be construed to create a joint venture or partnership, or to constitute either party as an agent of the other for any purposes other than as set forth in this Agreement.

**IN WITNESS WHEREOF**, the parties have signed this Agreement as of the date shown in the first paragraph hereof.

**CITY OF GRAND RAPIDS**

By: \_\_\_\_\_  
Rosalynn Bliss, Mayor

Attest: \_\_\_\_\_  
Joel H. Hondorp, City Clerk

**DOWNTOWN GRAND RAPIDS, INC.**

By: \_\_\_\_\_  
Nikos Monoyios, Chairperson

**DOWNTOWN GRAND RAPIDS, INC.**

**RESOLUTION APPROVING AND AUTHORIZING EXECUTION OF AN  
INTER-ORGANIZATIONAL COOPERATION AND SERVICES  
AGREEMENT WITH THE CITY OF GRAND RAPIDS RELATED TO THE  
PROMOTION OF INTER-ORGANIZATIONAL COOPERATION AND  
THE PROVISION OF INTER-ORGANIZATIONAL SERVICES**

Boardmember \_\_\_\_\_, supported by Boardmember \_\_\_\_\_,

moved the adoption of the following resolution:

**WHEREAS**, Downtown Grand Rapids, Inc. (“DGRI”) has entered into Restated Services Agreements with (a) the City of Grand Rapids Downtown Development Authority (the “DDA”) to perform certain services on behalf of the DDA, (b) the Tax Increment Finance Authority of the City of Grand Rapids, a/k/a the Monroe North Tax Increment Finance Authority (the “MNTIFA”), to perform certain services on behalf of the MNTIFA, and (c) the City of Grand Rapids (the “City”) on behalf of the Downtown Improvement District (the “DID”) to provide certain services on behalf of the DID and the DID Board; and

**WHEREAS**, to assist and support DGRI in the performance of services pursuant to the Restated Services Agreements, the City and DGRI have agreed to certain cooperative organizational and operational principals and the provision of certain services by the City (the “City Services”) for a three-year term ending June 30, 2022.

**RESOLVED:**

1. That the Inter-Organizational Cooperation and Services Agreement between DGRI and the City in the form presented at this meeting (the “Agreement”) with such modifications not materially adverse to DGRI approved as to content by the DGRI Executive Director and as to form by DGRI legal counsel is approved and the Chairperson of the DGRI Board of Directors is authorized and directed to execute the approved Agreement for and on behalf of DGRI.

2. That all resolutions or parts of resolutions in conflict herewith shall be, and the same are, hereby rescinded.

YEAS: Boardmembers \_\_\_\_\_

\_\_\_\_\_

NAYS: Boardmembers \_\_\_\_\_

ABSTAIN: Boardmembers \_\_\_\_\_

ABSENT: Boardmembers \_\_\_\_\_

**RESOLUTION DECLARED ADOPTED.**

Dated: \_\_\_\_\_, 2019

\_\_\_\_\_  
Flor Valera  
Recording Secretary

**CERTIFICATION**

I, the undersigned duly qualified and acting Recording Secretary of Downtown Grand Rapids, Inc. (the "DGRI"), do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Advisors at a meeting held on \_\_\_\_\_, 2019, and that public notice of such meeting was given pursuant to, and in compliance with, Act 267 of the Public Acts of Michigan of 1976, as amended.

Dated: \_\_\_\_\_, 2019

\_\_\_\_\_  
Flor Valera  
Recording Secretary



## 1) RIVER GOVERNANCE

- Purpose: Provide recommendations for a long-term governance structure to develop and manage the River Corridor and associated public assets.
- Partners
  - DDA/TIFA
  - City of Grand Rapids
  - Grand Rapids Whitewater
  - Kent County
  - Philanthropy
- Process
  - Seating of Advisory Committee (see below)
  - Consultant Selection
    - Goal 1 Alliance Review – June 24, 2019
    - Organizational Leadership Committee Meeting – July 31, 2019
    - DDA / TIFA Board Meeting - August 14, 2019
  - GR Forward Thinking Speakers Series (Fall 2019)
    - Highline Network - TBD
    - Washington D.C. - TBD
    - River LA - TBD
  - Evaluation of Funding and Governance Models
  - Final Report / Business Plan
- Role of Board
  - September 17
    - Process update and discussion
    - Review of initial findings
  - September – November
    - Participate in and evaluate Speaker Series events to provide feedback on potential models to explore further.
  - November 19
    - Review of draft recommendations



July 2019

Organizational Leadership Committee Participants

Wayman Britt, Kent County

Diedre Deering, Monroe North TIFA and MNBA

Jorge Gonzales, Start Garden, GR Forward Goal 4 Alliance Chair

Brian Harris, DDA

Steve Heacock, GRWW

Scott Lewis, YMCA

Traci Montgomery, Meijer, GR Forward Goal 1 Alliance Member

Dale Robertson, GRPM

Mark Van Putten, Wege Foundation

Mark Washington, City of Grand Rapids

Ron Yob, Grand River Band of Ottawa Indians

Jason Zylstra, RDV Foundation

## 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.
- Potential Partners
  - DDA
  - City of Grand Rapids
  - Chamber of Commerce
  - The Right Place
  - Downtown Property Owners
  - Developers
- Process
  - Local Consultations - Interview local corporate leaders to discuss and better understand challenges, opportunities and considerations involved when companies deliberate potential location and options and decisions. Local companies might include Rockford Construction, Meijer, Consumers Energy, Spectrum Health, Gordon Food Service and Warner Norcross.
  - National Expertise – Partners will host Chris Leinberger, a real estate developer, land use strategist and professor leading the national conversation about the economics of urban walkable places.
  - Quantitative Analysis – Partners will engage professional services to better understand – in the West Michigan context – the economic and fiscal impacts of locating major office development in high density, urban walkable places like Downtown GR compared to low density suburban drivable places.
- Role of Board
  - July – November
    - Identify potential local companies to include in the “local consultations”.
    - Review draft strategies.
    - Participate in Leinberger event(s).
    - Review quantitative analysis materials and recommendations from consultants.
    - Identify DGRI’s long-term role in the discussion.

### 3) DOWNTOWN RETAIL INNOVATION STRATEGY

- Purpose: Develop and employ a targeted strategy to attract and further support retail in Downtown Grand Rapids.
- Potential Partners
  - DDA / DID
  - City of Grand Rapids
  - Chamber of Commerce
  - Downtown retailers
  - Business Associations
  - Building Owners
  - Brokers
  - The Right Place
  - Experience GR
- Process
  - Identify and convene subcommittee of stakeholders for regular meetings to develop short- and long-term recommendations (see below)
  - Develop a structure for ongoing stewardship and support, including working with City and Chamber to create a business liaison position. Year 1 deliverables currently contemplated as:
    - Completing a market analysis.
    - Developing a strategy for recruitment and retention of retail.
    - Establishing goals and conducting data collection to support them.
- Role of Board
  - July – November
    - Review outcomes of initial stakeholder meetings.
    - Discuss draft recommendations and next steps.
    - Confirm DGRI's role in process.
    - Receive ongoing updates and review progress toward organizational goals.

## Monroe Center Business Support Conversation #1

### Short-Term Opportunities

- Trees need to be trimmed to enhance storefront visibility
- Marketing and promotion can be improved, in particular:
  - The Retail Innovation RFP/Grant (and other DDA tools) should be broadcast more widely so existing and prospective businesses understand the support that is available;
  - A welcome packet at hotels should be explored so visitors know where to find Downtown businesses and events.
- A conversation should be had with GRPD and the Downtown Ambassadors to understand if additional deployments are possible on Monroe Center to address any illegal activity happening.
- For existing Downtown events, opportunities to cross promote business districts and other ongoing events should be considered.
- Food truck events should be examined to better understand their impact on Downtown businesses.
- Efforts should be made to better promote available Downtown parking.

### Mid-Term Opportunities

- Additional events (similar to the World of Winter and Valent-ICE) should be explored to draw people to businesses.
- A full-time person should be hired to work as a liaison and “go-to” contact for Downtown businesses.

### Long-Term Opportunities

- The existing zoning should be reviewed and changes to be considered to only allow retail users.
- New signage directing toward visitor parking should be implemented.
- Anchor attractions (similar to the Downtown Market) should be considered for development to further draw visitors to Downtown.