

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

March 22, 2019

1:00 p.m. Meeting

29 Pearl Street, NW Suite #1

- | | | |
|---|-----------|----------|
| 1. Call to Order (1:00) | | Monoyios |
| 2. Approve Minutes from February 14, 2019 (1:05)
(enclosed) | Motion | Monoyios |
| 3. 2018 Downtown Ambassadors Year in Review (1:10)
(enclosed) | Info Item | Krenz |
| 4. River Governance Discussion (1:20) | Info Item | Kelly |
| 5. Retail Strategy Discussion (1:40) | Info Item | Kelly |
| 6. Corporate Recruitment and Retention Strategy Discussion (2:00) | Info Item | Kelly |
| 7. Board Chair Report (2:20) | Info Item | Monoyios |
| 8. President & CEO Report (2:25) | Info Item | Kelly |
| 9. Old Business | | |
| 10. New Business | | |
| 11. Public Comment | | |
| 12. Adjournment | | |

UNAPPROVED MINUTES



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 that the DGRI bylaws allow no fewer than 12 members and no more than 20 members to serve on the DGRI Board of Advisors. Mr. Kelly said 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 welcomed 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 would make further progress toward achieving representative diversity. Mr. Kelly said the agenda packet included a table highlighting demographics of the Alliances members from 2015-2019. Nick Monoyios said it was encouraging to see the level of participation and enthusiasm from members of the Alliances, as we moved 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 also commented that it was very encouraging to see demographic representation among these Alliances, and 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. He explained that the desire to meet more frequently to feel more engaged was one of their requests gathered through the surveys. 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 value and appreciation. The 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 would 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 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. Brian 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 stated 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 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.

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 initially anticipated due to the extensive research and engagement process. Mr. Miller encouraged the Board to read the draft 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 that DGRI staff collaborated with various departments in the City, 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 and property owners, design professionals, the RAPID, DGRI's citizen alliances and 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 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



DOWNTOWN
GRAND RAPIDS INC.

Downtown Grand Rapids Ambassador 2018 Annual Report



Program Overview

2018 was a year of change! New events and temporary improvements provided chances for hospitality engagement. New construction and fenced off sidewalks meant no two days were the same for our clean team. Newly constructed planter beds & temporary planters at Movies on Monroe kept our horticulture team busy. 2018 saw a change in the way we collected our data and utilized the SMARTSystem app - we streamlined similar items to make it easier for Ambassadors to navigate and we found new ways to show our impact. Melvin Eledge was promoted to Project Manager with Block by Block and Rebecca Krenz took over the operations of the Downtown Grand Rapids Ambassador Program. We overcame struggles, stayed on a steady path and improved the program and downtown at every opportunity. For 2019, our team eagerly anticipates new challenges, prospects for growth, ongoing collaboration and joyful determination in the ever changing landscape of the Cool City, Grand Rapids.

Contents

Hospitality & Engagement	3
Beautification	4
Horticulture	5
Special Projects & Initiatives	6
Highlights	9
The Team	12
Statistics Overview	13

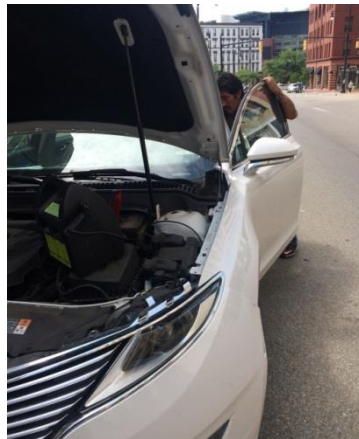
Hospitality & Engagement

2018 saw a change in the way we collect our data. We streamlined items that were similar to make it easier for Ambassadors to navigate our SMARTSystem app. 2018 was a year of change. New events and temporary improvements kept our hospitality team busy.

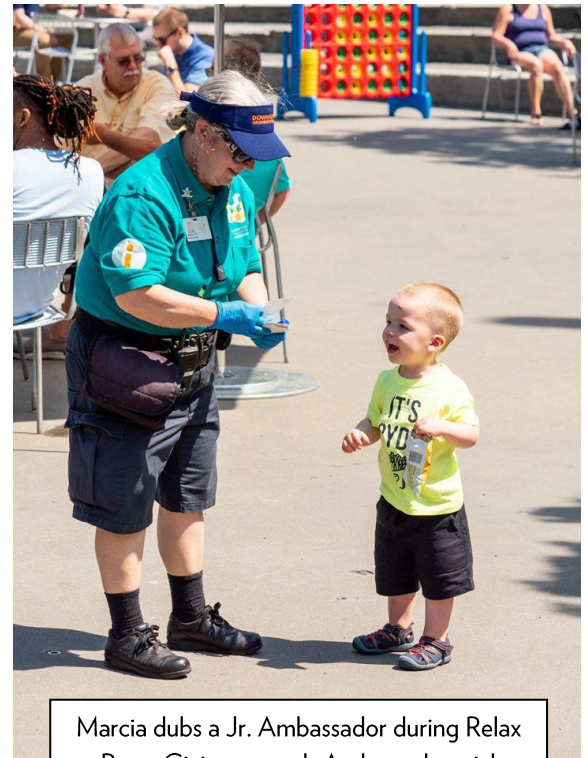
We participated in several events in 2018 including; *World of Winter*, *Art Prize*, *Light Up Downtown*, *Movies on Monroe*, *Relax at Rosa*, *Amway Family Fireworks*, *ADA Celebration*, *GVSU Welcome Week*, *National Night Out in Heartside*, and supported multiple cleanup events. We also participated in conversations regarding the Heartside Quality of Life Study spearheaded by the city as well as members and stakeholders of



Ellen provides first aid to a pedestrian.

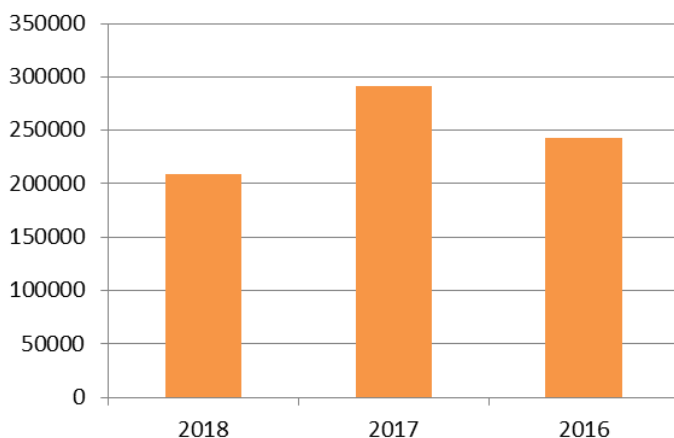


An Ambassador saves someone's day by providing a jump-start. Ambassadors are also trained in changing tires!



Marcia dubs a Jr. Ambassador during Relax at Rosa. Giving out a Jr Ambassador sticker provides an opportunity for us to engage families and make a child's day.

Total Hospitality & Engagement



Grace pictured with Becky Currier Wheeler, Ms Michigan 2018 at the ADA Celebration

Beautification



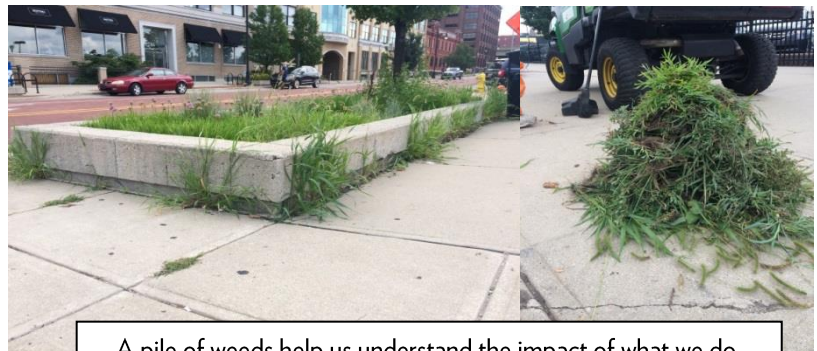
Newly promoted Clean Team Leader Evangeline learns how to maneuver the All-Terrain Litter Vacuum, or the “Seuss Machine” as we call it.

Fluctuations in weather threw us for a loop this year! Thaws in February allowed for an early spring cleanup. Sunny days in March jump started our peak season. Droughts in the summer kept our horticulture team filling up their water tanks and clearing weeds. A late leaf fall followed by heavy snow fall and a thaw made for mucky curb lines and heavy wet leaves. A dry and warm winter has meant less snow removal permitting us to continue removing leaves and weeds in the middle of winter! The team rolled with the punches and more than doubled our beautification statistics from 2017.

Due to the increase of trashcans in our downtown we removed over 6,000 more trash bags than in 2017. The addition of cigarette urns may have contributed to the 6% increase in cigarette butt recycling from the previous year.

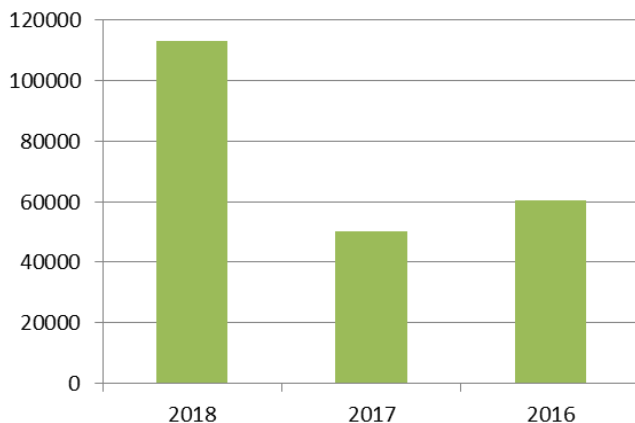


The pressure washing team gives new life to sidewalks.



A pile of weeds help us understand the impact of what we do.

Total Beautification Activity



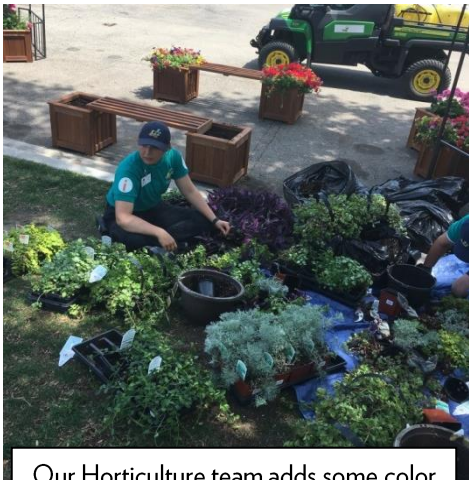
Melvin standing with 20 boxes of cigarette butts ready to go to Terracycle. Since its inception in 2016, the Grand Rapids cigarette recycling program has recycled 934,888 units (individual butts) or the equivalent of waste from almost 47,000 packs of cigarettes!

Horticulture

Micandy Gardens continues to beautify downtown. They jumped at new opportunities to plant annuals in parklets, hanging wall baskets, pallets and even recycled tire planters. They contributed to the aesthetics of Kick it at Calder and at Movies on Monroe. Their excitement for creating an urban landscape is inspiring. We have cultivated a positive working relationship and they love the feedback they receive from employees & residents of downtown.



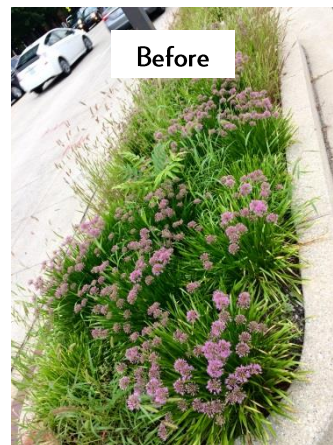
Ellen completed her 3rd season as a Horticulture Specialist with the Ambassador program. Her expertise and knowledge has made her an integral part of our team.



Our Horticulture team adds some color to 555 Monroe where the Movies on Monroe was hosted in 2018.



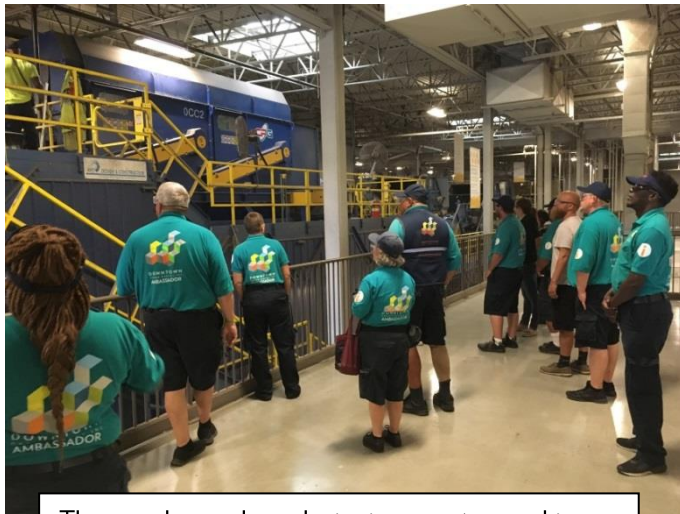
Heat, drought & heavy rains created the perfect environment for weeds to take over. The team pulled over 37,000 weeds this year, triple the amount pulled in 2017!



Special Projects & Initiatives

Our recycling pilot launched along Monroe Center on June 26th. The 1 year pilot will help us understand how people recycle downtown. Bright stickers aligning with Kent County's SORT program draw attention to the 18 bins that are attached to existing trash cans. Pictures and descriptions of what is recyclable help guide pedestrians.

To prepare the team for this initiative we took a field trip to tour the Recycling Education Center to better understand the complexities of recycling.



The team learns about the intricate sorting machinery



Rebecca & Ellen install a recycling bin along Monroe Center



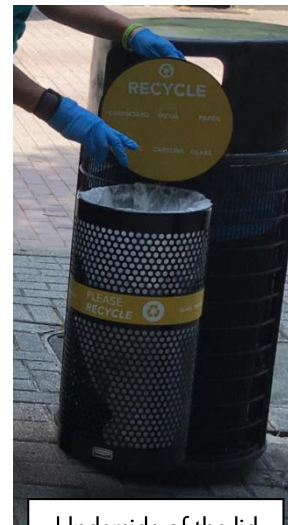
Stickering the new recycling bins



Funnel with symbols



Lid with recycling symbol



Underside of the lid with descriptions

Special Projects & Initiatives



180 pieces of seating, cushions, tables and footrests arrive at our building

The Ambassadors were heavily involved with installing and maintaining the Calder Plaza temporary improvements. Living room style outdoor seating, umbrellas, hammocks, & outdoor games were open to the public daily.



An almost completed "living room" style pod.



Taking lunch in the shade of a giant umbrella.



Seating near the food trucks provides a place to enjoy outdoor dining.



Ellen sets up ping pong.

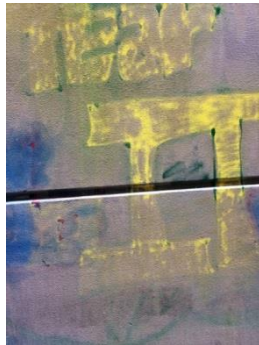


Special Projects & Initiatives



The ambassador team was tasked with clearing the way for the ArtPrize mural, Anishinaabek, to be painted beneath the Pearl St. bridge on the Riverwalk. Among the debris we removed 8 bags of trash, an oscillating fan, a tube TV, a headboard, 1 folding chair, 1 snow shovel, and several pounds of untouched food.

The summer brought an uptick in graffiti vandalism downtown. The Ambassadors worked with different entities, including businesses, to remove some of this graffiti.



On 8/13/2018, the Ambassadors found graffiti tags in several areas along Monroe Center & Ionia. We worked to remove over 1 dozen of these tags and reported them to the police.



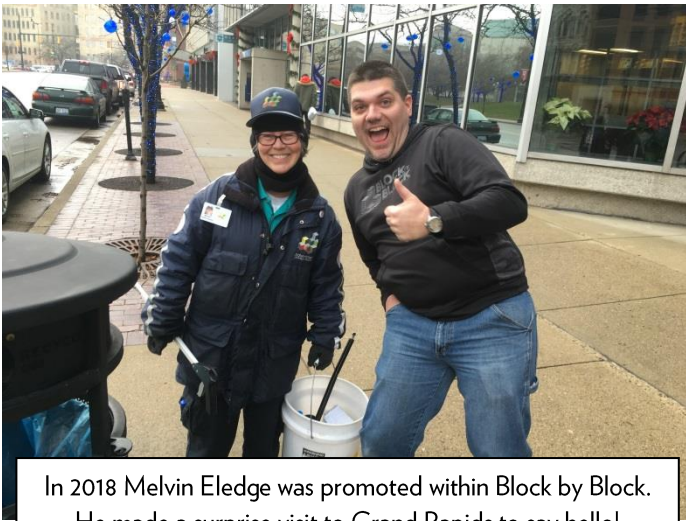
Highlights



The Ambassador program received Employer of the Year in 2018 for our work with InterAct. InterAct is an organization that helps people with barriers to employment find meaningful and long-term employment opportunities.



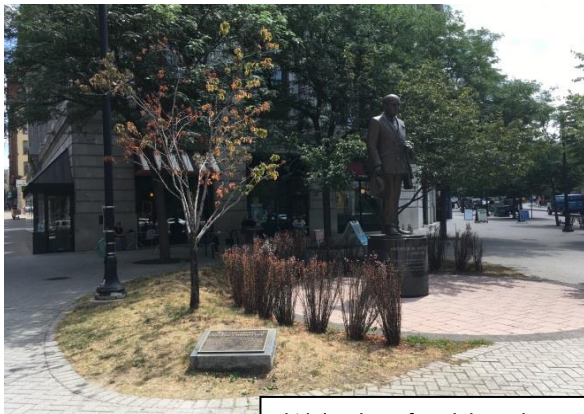
Rick uses a new weed snatcher to safely & easily remove weeds from sidewalk cracks.



In 2018 Melvin Eledge was promoted within Block by Block. He made a surprise visit to Grand Rapids to say hello!



It's a dirty job, but somebody's gotta do it! Evangeline pressure washes trash can liners to keep them fresh and in great shape.



With a bit of mulch and some tall grasses, we were able to spruce up the area around Senator Author Vandenberg.

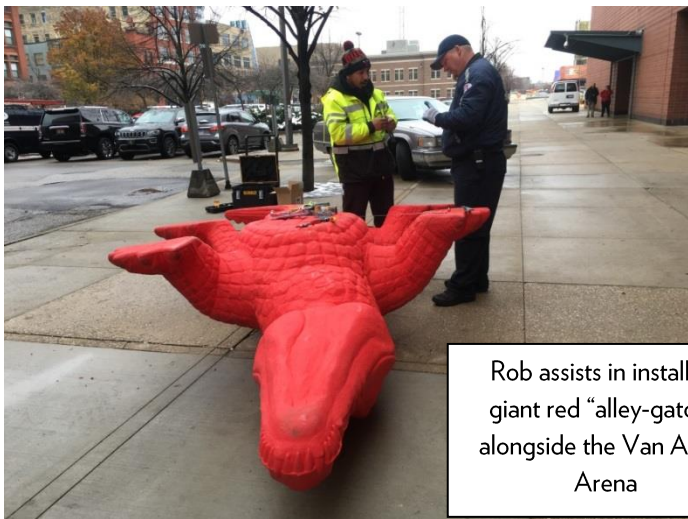
Highlights



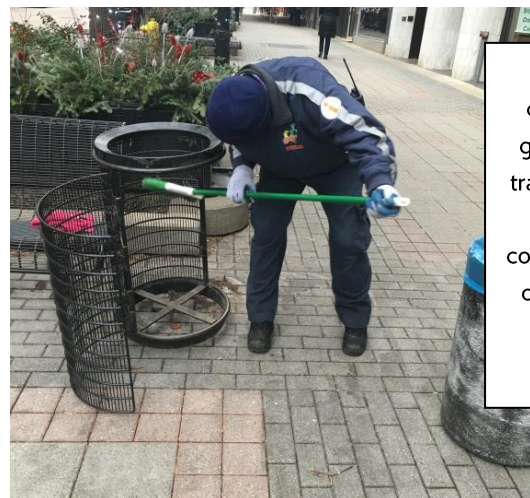
Grace & Marcia rock the table at the Amway Family Fireworks



Jonah takes time to help children write letters to Santa at the Light Up Downtown event.



Rob assists in installing giant red "alley-gators" alongside the Van Andel Arena



Have you ever considered what goes into keeping trashcans beautiful? Ellen sweeps cobwebs, leaves and other debris from Monroe Center trash cans.

Jared takes a break from installing infrastructure to provide directions to a downtown visitor.



Martel of SpokeFolks provided general maintenance and repair training to the Ambassadors. He was able to focus on the tools we could utilize at the 5 DGRI owned bike stations downtown.



Highlights

Grace has perfected the art of tying trash bags, a task that requires patience & precision!



A selfie day competition sparked enthusiasm in the team when they were challenged to take a selfie while they remove graffiti.



Winter creates new challenges for the spring. Snow plows deposit a large amount of gravel and silt on the sidewalks. The Ambassadors armed with shovels and buckets clear up the sidewalks for safe passage.



Marcia passes out candy canes from a stocking during the holidays



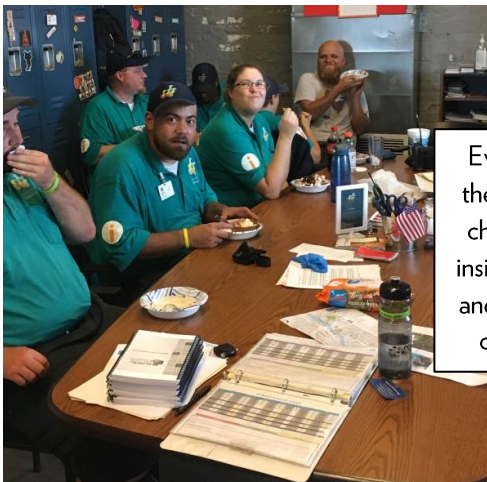
Talina poses with Mr & Mrs Claus at the annual Light Up Downtown event.

The Team



The Grand Rapids Ambassador Team started a “props box” as a way to recognize our co-workers for their hard work & model Ambassador behavior. In January Block by Block made this a Best Practice and rolled out the “fishbowl” nationwide.

Treat employees like they make a difference & they will. – Jim Goodnight



Every summer the team gets a chance to step inside to cool off and enjoy an ice cream social



In June we were awarded money to purchase healthy food options for the team. Making healthy choices was the theme of the summer.



A scavenger hunt provided an opportunity for team building. The Ambassadors had to utilize the SMARTSystem to make reports, input statistics and create maintenance requests. Marcia and Daniel are pictured here pointing out a missing brick.

Each day learn something new, and just as important, relearn something old.

– Robert Breault

Ellen shows ambassadors how to use equipment during our annual “Back to Basics” training.



To celebrate the end of the season, the Ambassadors headed to Craig’s Cruiser to play laser tag, race go karts and enjoy each other’s company.

Statistics Overview

Total Annual Activity		2018	2017	2016
Equipment Usage	ATLV Hours	52	186.25	267
	Bicycle (miles)	59	652.2	460.3
	Segway (Hours)	329	438	82.25
	Small Equipment (Hours)	136	278	365
	Total Equipment Usage	576	1554.45	1174.55
Beautification	Biohazard Clean Up	2,587	4,800	NA
	Biohazard - Human	364	NA	NA
	Infrastructure Management	14,403	NA	NA
	Graffiti - Removed	2,102	3,323	6,915
	Planters Watered	6,173	4,533	18,042
	Power Washing (block faces)	505	276	226
	Snow Removal	9,850	9,653	11,419
	Special Projects - Other	17,647	NA	NA
	Trash (Bags collected)	21,768	15,616	12,503
	Weed Abatement	37,803	12,043	11,477
	Cigarette Waste Recycled (Unit)	411,810	350,168	172,910
	Total Beautification Activity	113,202	50,244	60,582
Hospitality & Engagement	Business Contact	2,066	2,079	1,473
	Mobility Assist	620	1,456	2,487
	Observation - Fighting	569	939	221
	PA - Directions	4,918	11,890	13,846
	PA - Information	38,730	50,911	49,591
	PA - Other	151,226	205,882	154,340
	Panhandling - Aggressive	375	1,244	233
	Panhandling - Passive	868	1,686	429
	Request for Emergency Services	36	56	260
	Sidewalk Violation	5,483	8,875	5,002
	Social Services Assist	3,951	5,756	14,996
	Suspicious Package	25	18	44
	Suspicious Person	34	302	165
	Total Hospitality & Engagement Activity	208,901	291,094	243,087
Total Ambassador Activity		322,103	341,338	303,669



1) RIVER GOVERNANCE

- Purpose: Provide recommendations for a long-term governance structure to develop and manage the River Corridor and associated public assets.
- Process
 - GR Forward Thinking Speakers Series
 - Seating of Advisory Committee
 - Engagement with DGRI Alliances
 - Evaluation of Funding and Governance Models
 - Final Report / Business Plan
- Partners
 - DDA
 - Grand Rapids Whitewater
 - City of Grand Rapids
 - Kent County
 - Philanthropy
- Role of Board
 - January - May
 - Participate in and evaluate Speaker Series events to provide feedback on potential models to explore further.
 - March
 - Review RFP/RFQ for consultant to ensure project alignment with organization expectations.
 - Discuss Advisory Committee role and representation.
 - May – September
 - Seat representatives on Advisory Committee.
 - Review RFQ responses.
 - Engagement with consultant.
 - Review draft recommendations.
 - November
 - Consider recommendations for approval.

2) DOWNTOWN OFFICE RETENTION AND RECRUITING STRATEGY

- Purpose: To create a marketing and recruiting strategy to aid in the retention of existing and attraction of new businesses to Downtown.
- Process
 - Complete existing conditions analysis.
 - Identify and convene subcommittee of stakeholders for regular meetings to develop short- and long-term recommendations, including the development of marketing materials.
 - Assess existing local capacities and develop a structure for ongoing stewardship and support.
- Potential Partners
 - DDA
 - City of Grand Rapids
 - The Right Place
 - Downtown Property Owners
 - Developers
- Role of Board
 - March
 - Review GR Forward recommendations.
 - Provide feedback on process and partners.
 - May – November
 - Complete/review existing conditions analysis and benchmarking.
 - Review draft strategies.
 - Approve final recommendations.
 - Vet recommendations and materials.
 - Identify long-term steward.

3) DOWNTOWN RETAIL INNOVATION STRATEGY

- Purpose: Develop and employ a targeted strategy to attract and further support retail in Downtown Grand Rapids.
- Process
 - Finalize existing conditions analysis
 - Identify and convene subcommittee of stakeholders for regular meetings to develop short- and long-term recommendations.
 - Develop a structure for ongoing stewardship and support.
- Potential Partners
 - DDA / DID
 - City of Grand Rapids
 - Downtown retailers
 - Business Associations
 - Building Owners
 - Brokers
 - Local First
 - Chamber of Commerce
 - The Right Place
 - Experience GR
- Role of Board
 - March
 - Review GR Forward recommendations.
 - Provide feedback on process and partners.
 - Identify additional information needed to provide context to existing conditions
 - Discuss opportunities and issues in Downtown retail landscape.
 - May
 - Review outcomes of initial stakeholder meetings.
 - Discuss draft recommendations and next steps.
 - Confirm DGRI's role in process.
 - July – November
 - Review and recommend short- and long-term strategies to appropriate organization(s) for implementation.
 - Receive ongoing updates and review progress toward organizational goals.

DRAFT

DRAFT

DRAFT

Grand River Corridor Governance & Funding Options Analysis

Project Purpose: Recommend a long-term governance structure to develop, manage and sustain the public assets associated with the revitalization and activation of the Grand River corridor, which the community envisions as a signature public amenity.

Process Schedule																	
	Nov '18	Dec	Jan '19	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan '20	Feb	Mar
Qualify/schedule model organizations																	
Prelim outreach to community stakeholders																	
Host Model Organizations	BRA					HLN	HLN/DC	DC/MEM									
Chatahoochee River Field Trip									COLGA	COLGA							
Draft/Review/Issue RFQ																	
Seat Advisory Committee*																	
Evaluate RFQ Responses																	
Engage with consultant																	
High Line Network Symposium												Oct. 16-18					
Public Engagement Campaign																	
Review DRAFT Recommendations																	
Consider Recommendations for Approval																	
Delineate Next Steps																	

Points of Update																	
DGRI BoA				14	22		22		16		17		19				
GR DDA Board			9	13	13	10	8	12	10	14	11	9	13	11	15	12	11
GR Forward Goal 1 Alliance				25		29		24		26							
GR Forward Goal 2 Alliance						8	13										
GR Forward Goal 3 Alliance					27	24	29										
GR Forward Goal 4 Alliance					19	16	21										
GR Forward Goal 5 Alliance						18			18			17					
GRWW Board																	
Kent County BoC																	
City Commission																	
GR Parks & Rec Advisory Board																	
Philanthropy																	
Other?																	

*Potential Participants/Representation

- City
- County
- DDA
- GRWW
- GRPM
- River-adjacent Neighborhood
- Philanthropy
- GR Forward Goal 1
- GR Forward Goal 4

Request for Qualifications
Governance and Funding Options Analysis
Grand River Corridor Revitalization Initiative
Grand Rapids, MI

Downtown Grand Rapids Inc. (DGRI) invites all qualified firms to submit a proposal to evaluate and recommend a long-term governance structure and funding strategy for developing, improving, managing and sustaining the public assets associated with the future revitalized Grand River corridor, which is a collaboration between the City of Grand Rapids, DGRI, Grand Rapids Whitewater (GRWW), Kent County, local philanthropists, the state and federal government and numerous other community partners.

Opportunity Overview

The full vision for a revitalized run of the Grand River thru Downtown Grand Rapids involves intimately intertwined restorative initiatives along the *waterway* and the *waterfront*:

- **Waterway.** The removal of obsolete low-head dams through the urban core to – among other far-reaching social, economic and environmental benefits – put the rapids back in the City of Grand Rapids. This \$45 million catalyst project recently entered the formal government permitting process, currently stands at 71 percent funded and will “break ground” in 2020 on a 6-year construction effort.

The project, spearheaded by the nonprofit Grand Rapids Whitewater, is a designated member of the Urban Waters Federal Partnership. The cultural significance of restoring the whitewater rapids cannot be overstated. The project literally restores the namesake of the City and with it the icon of the community’s natural heritage. The project also will transform the river channel from a divider of east and west into a central gathering place for the community.

- **Waterfront.** Transforming the east and west riverbanks into an approximately 9-mile multi-use trail and network of public amenities that loop around Downtown and link two major regional park assets – the City’s Riverside Park to the north and the County’s Millennium Park to the south.

While the full build-out of the trail and new public spaces will follow the work in the waterway, the project partners have already begun to advance on strategic improvements at the water’s edge. This includes substantial investment in community-based planning processes, the demonstration of new nature-based flood management measures, pop up community events to begin changing the community’s relationship with the river and the acquisition of waterfront property to facilitate key trail connections. The project partners also will begin major renovation of a central waterfront space – Lyon Square – in 2019 and have completed conceptual redevelopment plans for six other riverfront “opportunity sites.” Ultimately the community envisions developing some two dozen riverfront opportunity sites in the urban core.

The specific scope and schedule for these subsequent improvements remains in development but the total public and private investment is anticipated to leverage hundreds of millions of dollars and occur over the next decade.

Grand Rapidsians envision this restored and revitalized run of the Grand River (the Project) as a signature public amenity in a class with such ambitious civic projects as The High Line in New York City, Atlanta’s BeltLine and the waterfront revitalization initiatives underway in Toronto, Chicago and Detroit.

Put simply, this transformative project offers enormous potential to serve the needs and desires of various local stakeholders, constituents and communities – particularly underinvested neighborhoods and those affected by generations of racial and ethnic segregation, unequal growth and poverty.

The Grand River revitalization initiatives promises to help drive the region's next generation of growth and prosperity. With this RFQ, the project partners seek consultant services to support the essential work of standing up a community-based organizational structure to see the vision fulfilled and the benefits enjoyed by all.

Scope of Work

While the City and GRWW non-profit organization capably spearhead the catalytic work of restoring the waterway, the project partners now aspire to define the long-term governance and management strategy best suited to advance a fully restored and revitalized Grand River corridor as a premier community asset.

With this Request for Qualifications, DGRI and the project partners seek a qualified consultant to undertake a governance study that includes the following:

- Review, affirm and, if necessary, refine the proposed organizational functions and tasks. (See Background below)
- 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.

This scope of work represents the project partners' best assessment of the work required to accomplish the objectives of this project. The partners are open to alternative ideas and approaches that may deviate from this scope to better meet project objectives.

Background Information and Coordination with Other Initiatives

The community has worked on various aspects of this multi-faceted and complex project for several years. This section includes relevant background on the extensive planning, design, financial projections and other work done to date that's useful to inform this community organizing and governance study.

Direct River-Related Assets

- River for All, 2018
 - Includes Asset Management Plan with Operating Models & Management Strategies
- City of Grand Rapids Parks & Recreation Master Plan, 2017
 - Includes Funding Strategies Appendix
- GR Forward, 2015
 - Includes Organizational Models Work Group Report & Recommendations
- Grand Rapids Whitewater Plan for River Restoration
- Grand Rapids Whitewater Economic Impact Analysis, 2014
- Green Grand Rapids, 2012

Other Community Tools & Plans

- North Quarter TIF & Development Plan, 2019
- Grand Rapids Destination Assets Study, 2017

- Rose Center Fellowship Report, 2017
- Grandville Avenue Area Specific Plan, 2017
- Southtown TIF & Development Plan, 2016
- Grand Rapids Downtown Development Authority Development and TIF Plan, 2016
- Michigan Street Plan, 2015
- Report of the Downtown Improvement District Board, 2015
- Westside TIF & Development Plan, 2014
- Westside Area Specific Plan, 2014
- John Ball Area Neighbors/South West Area Neighbors Area Specific Plan, 2012
- Belknap Lookout Area Specific Plan, 2010
- Monroe North Business District Plan, 2010
- North Monroe Tax Increment Finance Plan, 2008
- South Division Corridor Plan, in process
- Other?

Project Schedule

- | | |
|---------------------|----------------------|
| ▪ April XX, 2019 | – Issue RFQ |
| ▪ May XX, 2019 | – Qualifications Due |
| ▪ June XX, 2019 | – Notice of Award |
| ▪ July XX, 2019 | – Commence Project |
| ▪ November XX, 2019 | – Deliver Project |

Additional Potential Background

The project will transform a formerly industrialized river corridor in a forward-thinking way that attracts and serves residents across the City of Grand Rapids, Kent County and West Michigan – which together comprise one of the fastest growing regions in America.

Reconnecting community to the river – physically, socially and economically – is a major motivation. The project will deliver much needed park space and recreational amenities in a densifying urban core. The project importantly also will provide linkages to thousands of residents in adjoining neighborhoods, including but not limited to Creston, Belknap Lookout, Monroe North, Roosevelt Park, the Black Hills and the Westside.

The project will add an exciting new dimension to the local tourism industry. In addition to providing an unmatched urban / outdoor adventure experience, the project also will strengthen the connection among multiple visitor destinations including the Gerald R. Ford Presidential Museum, the Grand Rapids Public Museum, a major convention center and numerous hotels.

The project also aspires to deliver sweeping environmental benefits. Removing the dams will help restore the river's natural ecosystem functions and expand habitat for fish and critters. The reimagined waterfront will evolve from a gray-to-green flood protection system that features wetland terraces, vegetated berms and other nature-based strategies to improve storm water management and significantly strengthen the community's ability to absorb, manage and endure major flood events.

The idea and anticipation of transforming this particular run of the Grand River already drives considerable real estate investment and redevelopment. As the community positions to improve the waterway and waterfront, developers have stoked the local urban revitalization movement with hundreds of millions of dollars of new investment within just a few blocks of the river as it flows through Downtown. And plenty of underutilized real estate remains available for redevelopment.