

# Virtual Meeting Access

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Greetings!

For the safety and wellbeing of our members and employees, we would like to continue to hold meetings in accordance with the Open Meetings Act, PA 267 of 1976, as amended.

We have decided to use Microsoft Teams for video/phone conferencing for all upcoming board and alliance meetings. Teams has many exciting features including screen sharing, recording, live captions, file sharing, and more. Below are instructions on how to access the upcoming virtual meeting.



## MICROSOFT TEAMS

1. It is recommended to download the App -
  - a. [Apple Devices](#)
  - b. [Android Devices](#)
2. Once you have downloaded the app, [click here](#) to access the Teams meeting.

*\* Note: If you do not have a Microsoft account, you can join as a [guest](#).*

Please note that you may provide comments during the meeting using the “chat” feature of Microsoft Teams; however, comments posted in that fashion may not be read or addressed until after the meeting. You may also provide input or ask questions of the Board relating to any items of business that will come before them at the meeting by emailing Tim Kelly at [tkelly@downtowngr.org](mailto:tkelly@downtowngr.org) who will forward them to the Board, or by mailing them via regular U.S. Postal service to c/o Tim Kelly, Downtown Grand Rapids Inc., 29 Pearl NW, Suite 1, Grand Rapids, MI 49503, or by calling (616) 719-4610.

Persons with disabilities may attend and participate using any of the above described methods. If you require special accommodations, please email [mmcdaniel@downtowngr.org](mailto:mmcdaniel@downtowngr.org) and we will be happy to accommodate you. If you have any questions or need further assistance, please email [asloan@downtowngr.org](mailto:asloan@downtowngr.org).

**[Join Microsoft Teams Meeting](#)**

# AGENDA

## DOWNTOWN IMPROVEMENT DISTRICT



# DID

### Board Members:

Monica App • Michael Bishop • Eric DeLong • Mike Ellis • Jane Gietzen • Bob Herr • Emily Loeks • Josh Lunger • Andrew Martin  
Jessica Slaydon • Denny Sturtevant • Ashley Ward • Pat Waring • Scott Wierda • Daniel Williams

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January 21, 2021

1:00 pm Meeting

Microsoft Teams [Virtual Meeting](#)

- |   |           |         |
|---|-----------|---------|
| 1. Call to order (1:00)   |           |         |
| 2. Approve Meeting Minutes from November 19, 2020 (1:02)<br>(enclosure) | Motion    | Herr    |
| 3. Accept December 31, 2020 Financials (1:05)<br>(enclosure)            | Motion    | Chapman |
| 4. Ambassador Report (1:10)<br>(enclosure)                              | Info Item | Krenz   |
| 5. Reauthorization Discussion (1:15)<br>(enclosure)                     | Info Item | Eledge  |
| 6. Downtown Retail Assessment (2:00)<br>(enclosure)                     | Info Item | Kelly   |
| 7. DGRI President & CEO Report (2:10)                                   | Info Item | Kelly   |
| 8. Public Comment (2:20)  |           |         |
| 9. Board Member Discussion (2:25)                                       |           |         |
| 10. Adjournment (2:30)  |           |         |



MEETING OF THE DOWNTOWN IMPROVEMENT DISTRICT BOARD  
November 19, 2020

Attendance: Denny Sturtevant, Bob Herr, Daniel Williams, Emily Loeks, Jessica Slaydon, Pat Waring, Michael Bishop, Scott Wierda, and Josh Lunger

Absent: Kurt Hassberger, Eric DeLong, Jane Gietzen, Mike Ellis, and Andrew Martin

Others Present: Tim Kelly, Amanda Sloan, Jessica Wood, Melvin Eledge, Marion Bonneau, Mark Miller, Andy Guy, Sam Suarez, Annamarie Buller, Kim Van Driel, Tricia Chapman, and Rebecca Krenz

Call to Order This virtual meeting was called to order at 2:03 p.m. by Chair Bob Herr.

Approve Meeting Minutes from September 17, 2020

*Motion: Mr. Lunger, supported by Ms. Loeks, moved to approve the September 17, 2020 DID Meeting Minutes. None opposed. Motion carried unanimously.*

Accept October 31, 2020 Financials

*Motion: Mr. Bishop, supported by Mr. Lunger, moved to accept Statement C: Schedule of Expenditures: ending October 31, 2020 as presented. Motion carried unanimously.*

Home Outreach Team Update

Tammy Britton, Homelessness Coordinator with The City of Grand Rapids, presented an overview of the Homeless Outreach Team (HOT). Initially a response to COVID-19, this team consists of personnel from the police and fire departments and represents a coordinated effort to address issues related to street homeless in Grand Rapids, including addressing issues with businesses and residents. Their mission is to preserve health and safety and improve outcomes for homeless persons and our community. In October, a partnership with Network180 was formed and specialist/recovery coaches and social workers were added to the team. The City of GR continues to facilitate HOT efforts as well as a targeted housing placement of unsheltered persons specifically on Monroe Center/Rosa Parks Circle. To date, 37 persons have engaged with a housing resource specialist, 8 persons have been moved into temporary shelter, and 14 others connected to permanent housing resource. Mr. Sturtevant added many of these individuals will also be FUSE clients and benefit from additional support services provided by that program to ensure more permanent housing solutions.

*Andrew Martin joined the meeting.*

#### Ambassador Report

Ms. Krenz provided an ambassador report noting that her team has been focused on leaf removal most of this month and expects ambassador engagement to continue to decrease with the new emergency orders in place. Infrastructure management, business contact, and mobility assistance has been higher this month than previous years and a new statistic, scooters, has been added.

#### 2021 Planting and Infrastructure Updates

Mr. Eledge presented an update on improving infrastructure throughout the DID. He stated 45 new trash cans are being distributed along Ionia Street, Market Avenue, Bridge Street and Pearl Avenue updating all cans on the west side. He presented the expanded green infrastructure originally added to the Ionia social zone. Upon the removal of this social zone, the half whiskey barrel planters were distributed along the first 2 blocks of Ionia and have been added to the amenity zone curated by Micandy. Also, the corner of Ionia and Weston needs to be addressed as the planter is overgrown and unkempt. Tree grates present themselves as tripping hazards and the area contains broken irrigation. Stout Creek and Micandy have been consulted to assist in the vibrancy and activation of this space to potentially include seating and outdoor games along with additional infrastructure. Mr. Kelly added the DDA would fund this project while the DID would be responsible for maintenance. Mr. Eledge presented an update on the Portland Loo public restroom stating the ambassador team has been diligent in ensuring the facility remains clean. He also noted the community feedback has been positive and usage has been extremely high (almost 100 daily uses in the first week alone) which signifies the need for more of these facilities not only in and around Heartside, but throughout Downtown.

#### Reauthorization Discussion

Mr. Kelly stated we will need to begin our reauthorization discussion again as we will be required to approve a plan and make a recommendation to the City Commission in the Spring of 2021. He stated the subcommittee of the DID Board (Bob Herr, Denny Sturtevant, Scott Wierda, Emily Loeks, and Eric DeLong), along with additional property owners (Rick Winn and Jeff Edwards), began meeting to outline conversation topics. Mr. Eledge presented the process and engagement timeline noting a stakeholder survey will be distributed in January and stakeholder meetings will take place from January to March for a final plan to be approved by the DID Board on March 23, 2021. He reviewed the recommendations that PUMA previously suggested. Items already executed or in process included: establish a baseline service level agreement with the City, expand Downtown Ambassador Program, and increase ambassador starting wage. Other recommendations not implemented included: expand safety ambassador program, annual special projects surplus spend down, increase marketing and communications, and increase admin cost share. The stakeholder survey would ideally provide economic impact of the pandemic for businesses, how businesses use and depend on the DID's services and how that might be expected to change in the near future.

Mr. Kelly reminded the board that recently the State Legislature amended the public act that allows business improvement districts in Michigan to include properties classified as residential. This would require the local government (the City) to determine these properties should be included but this is an opportunity worthy of discussion. He stated the committee was interested in doing an analysis to understand the revenue impact on property owners downtown in order to make an informed decision. Mr. Herr noted apartment buildings are already classified as commercial. Mr. Kelly confirmed only condos and single-family homes would be impacted by this potential change. Mr. Wierda suggested benchmarking across the state. Mr. Eledge stated the assessment of non-profit organizations also needs to be considered. In the past, non-profits paid 60% of their assessments until recently paying that assessment became voluntary. Mr. Sturtevant added the City Commission would need to approve assessments on non-profits and from his recollection, that is why the assessments became voluntary. Mr. Herr noted churches were purposefully excluded in the DID boundaries and might also be a worthy topic of discussion. Mr. Eledge stated we currently operate 3 snowmelt districts: Monroe Center, Monument Park, and Campeau Promenade. The DID could potentially assess those districts as a singular district. Monument Park tends to be underfunded each year due to the non-profits in that area having voluntary assessments. A service consideration in the form of outreach ambassadors was previously recommended by PUMA though the landscape for that has changed with the City's new Homeless Outreach Team. Another service consideration is the inclusion of Sheldon Blvd; recent improvements to that area are not currently being maintained. Mr. Eledge stated we also need to determine the renewal term and would like to re-engage PUMA to provide analysis, look at best practices, and make recommendations for all of these considerations. in our current environment.

*Motion: Ms. Waring, supported by Mr. Sturtevant, moved to authorize DGRI to enter into a contract not to exceed \$10,000 with Progressive Urban Management Associates for services related to DID Assessment Methodology. Motion carried unanimously.*

#### DGRI President & CEO Report

Mr. Kelly provided a quick update on some winter activation projects and placemaking. In an effort to support our Downtown businesses we have a Winter Ready Grant available that has seen more than 20 interested parties. We are moving forward with winter art installations at 555 Monroe, the Blue Bridge, and Ah Nab Awen Park. Mr. Kelly added the Downtown Skate Park is now open, additional murals have been installed, Van Andel Arena Plaza is complete, and the Lyon Square project continues to move forward.

#### Public Comment

None

#### Board Member Discussion

None

#### Adjournment

The meeting adjourned at 3:23 p.m.



**DOWNTOWN**  
GRAND RAPIDS INC.

COVID-19 Impact Report  
January 8, 2021

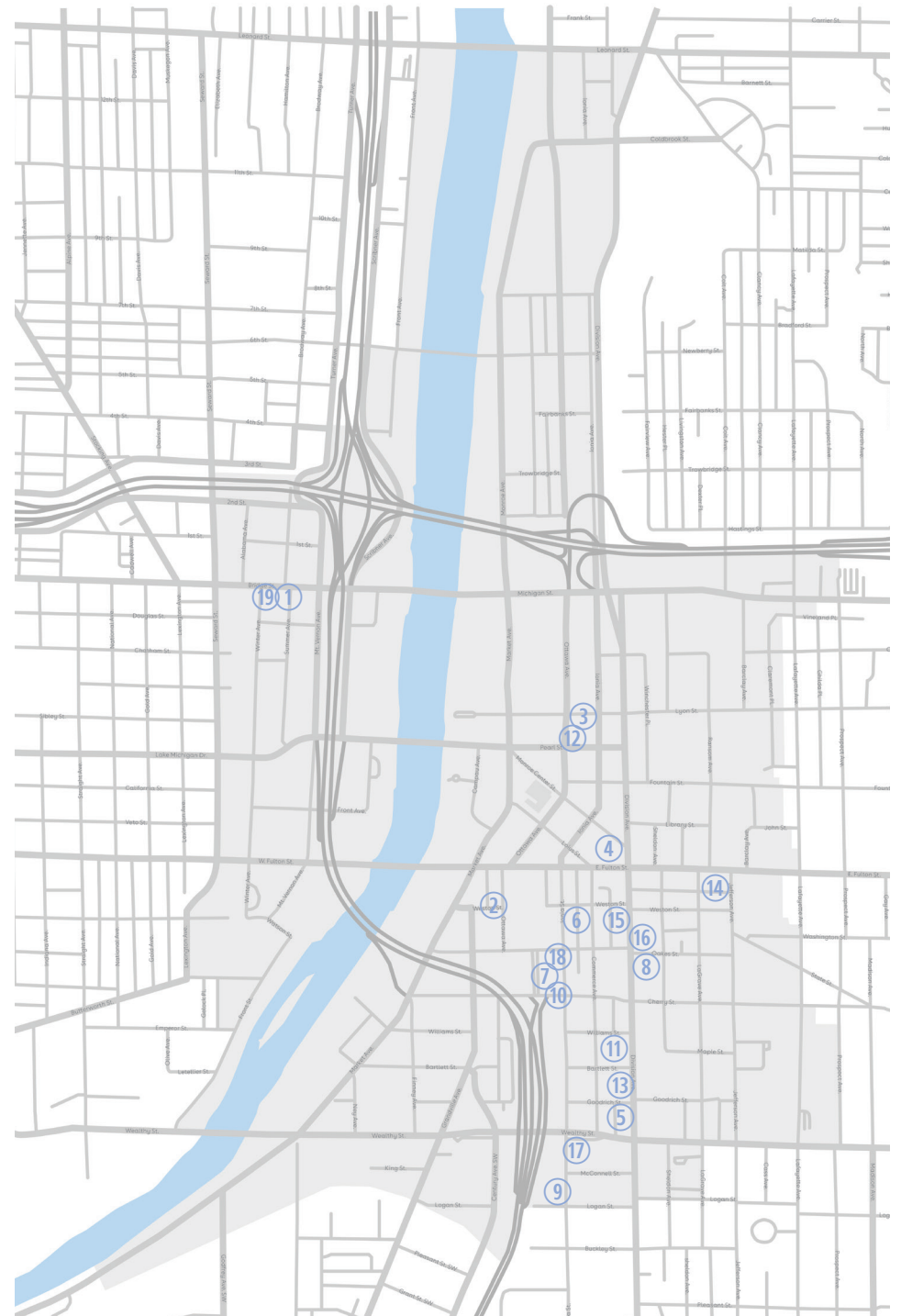
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### Business Openings

- ① Morning Belle (June 8, 2020)
- ② Ding Tea (June 28, 2020)
- ③ Downtown Nutrition (June 29, 2020)
- ④ Art Caribbean Fusion Cuisine (July 10, 2020)
- ⑤ The Color Forest (July 16, 2020)
- ⑥ Insomnia Cookies (July 21, 2020)
- ⑦ Pump House (July 23, 2020)
- ⑧ Balke P&D Gallery (August 7, 2020)
- ⑨ Alt City Beverage Downtown Market (August 20, 2020)
- ⑩ Portico & Knoop Canopy Hilton (September 8, 2020)
- ⑪ Mel Styles (September 19, 2020)
- ⑫ Tupelo Honey (September 19, 2020)
- ⑬ Basic Bee Boutique (November 14, 2020)
- ⑭ Purpose Training Studio (November 16, 2020)
- ⑮ GRNoir (December 4, 2020)
- ⑯ Aggregate 136 (December 4, 2020)
- ⑰ House Rules Board Game Lounge (December 4, 2020)
- ⑱ Pack Elephant (December 10, 2020)
- ⑲ Arktos Meadery (December 11, 2020)

By comparison, 21 businesses opened in the same time period in 2019.

Source: Downtown Grand Rapids Inc.

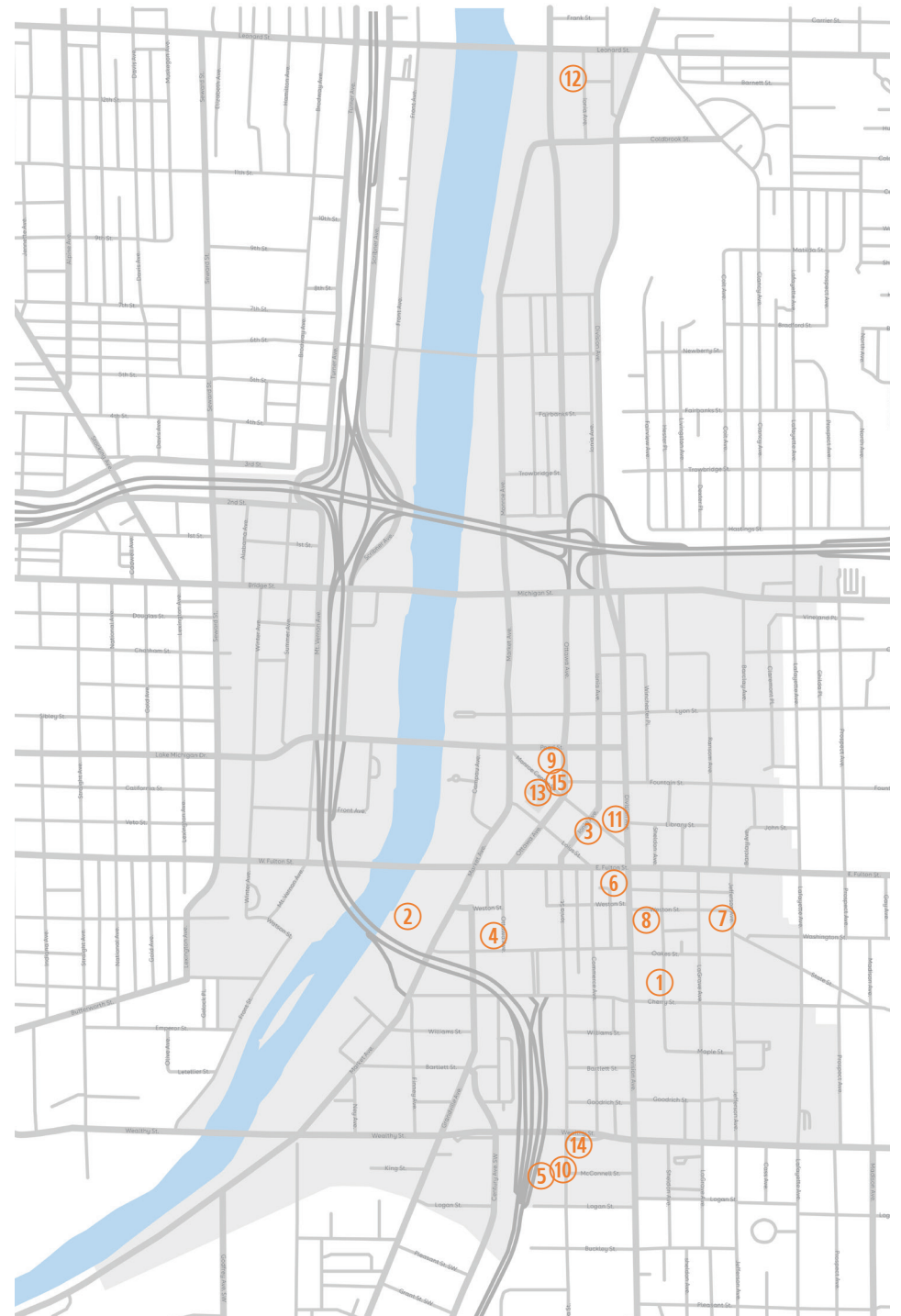


### Business Closings

- ① Zoey Ashwood Fine Art (May 2020)
- ② Charley's Crab (May 15, 2020)
- ③ Grand Central Market (June 1, 2020)
- ④ The Wheelhouse (June 4, 2020)
- ⑤ Madcap Downtown Market (June 8, 2020)
- ⑥ UICA (June 17, 2020)
- ⑦ Dog Story Theatre (June 27, 2020)
- ⑧ Bend Gallery (July 2020)
- ⑨ Perrigo Printing (July 1, 2020)
- ⑩ Social Kitchen (July 7, 2020)
- ⑪ Gina's Boutique (August 8, 2020)
- ⑫ Sin Repubic Salon (August 28, 2020)
- ⑬ GRAM Store (August 30, 2020)
- ⑭ Craft Beer Cellar (September 26, 2020)
- ⑮ The Dog Pit (December 19, 2020)

By comparison, 10 businesses closed in the same time period in 2019.

Source: Downtown Grand Rapids Inc.





## Downtown Storefront Vacancies

Downtown Grand Rapids has a total of 335 ground floor storefronts.

As of January 8, 2021, there is a 20.9% vacancy rate (70 storefronts) with an average duration of vacancy of 2 years and 4 months.

This equates to more than 386,200 square feet of available space.

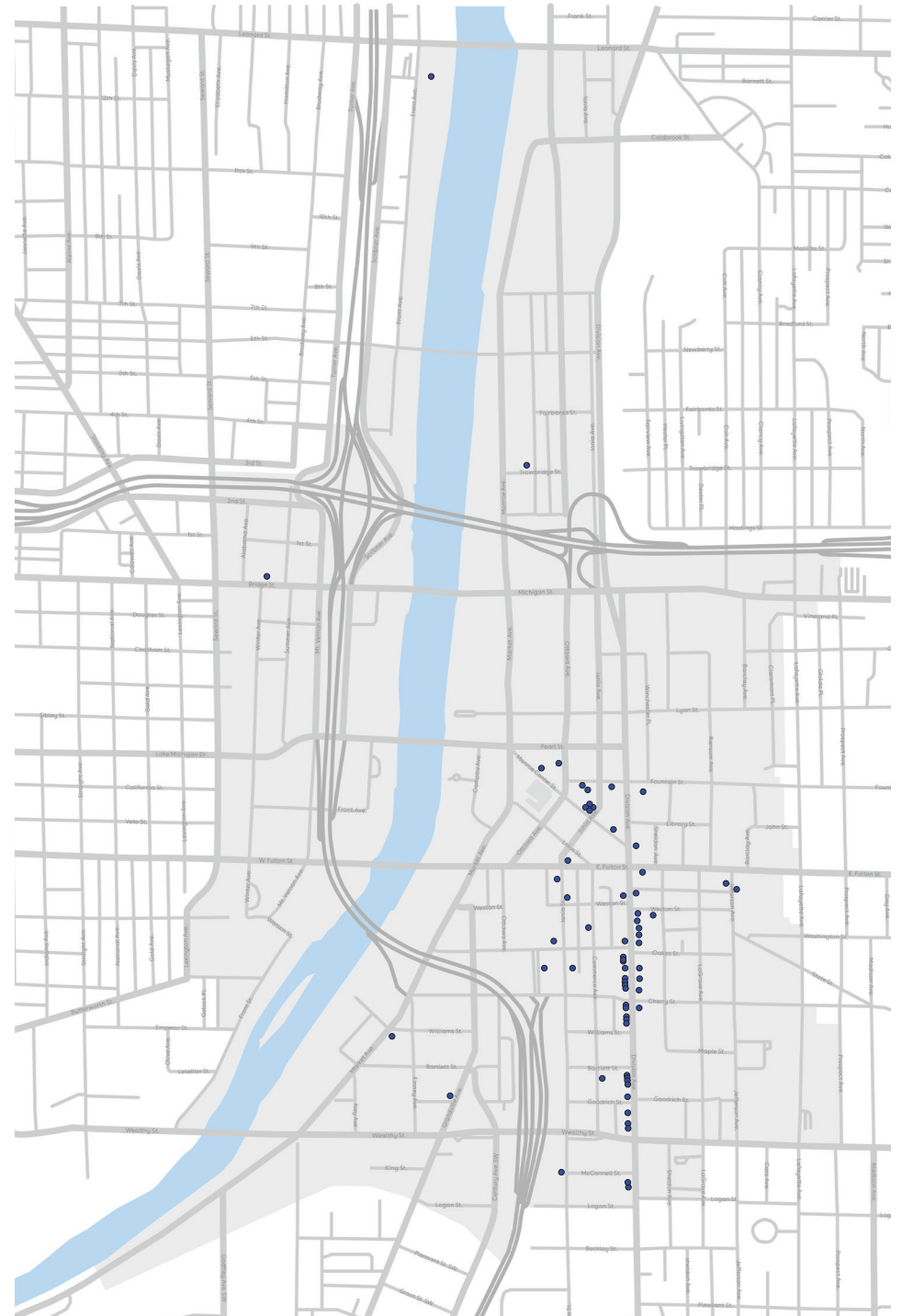
In the last 12 months, 4 new storefronts have been added.

449 Bridge St NW #1 (Concado Tacos @ Bridge St Lofts)

449 Bridge St NW #2 (Vacant @ Bridge St Lofts)

10 Ionia Ave NW #1 (TBA @ Residence Inn)

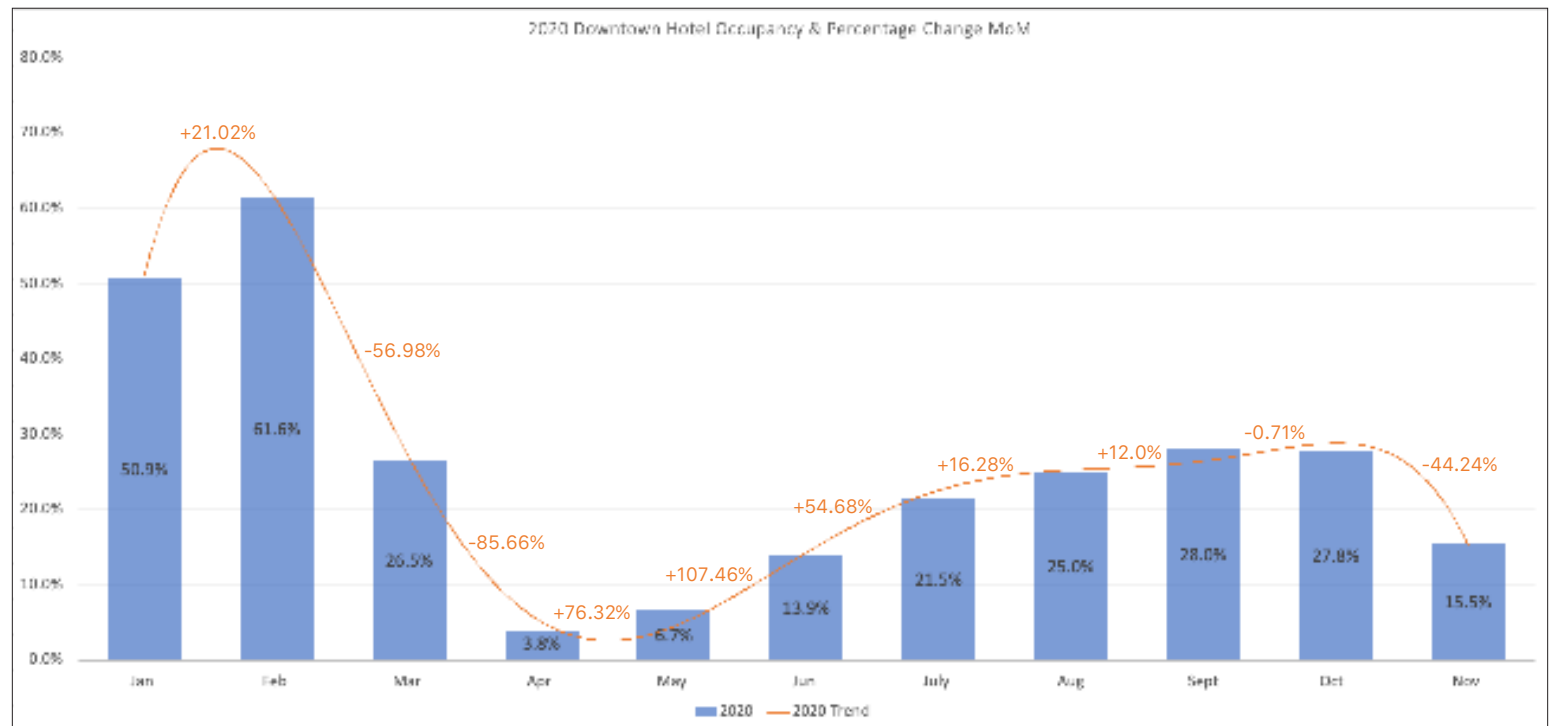
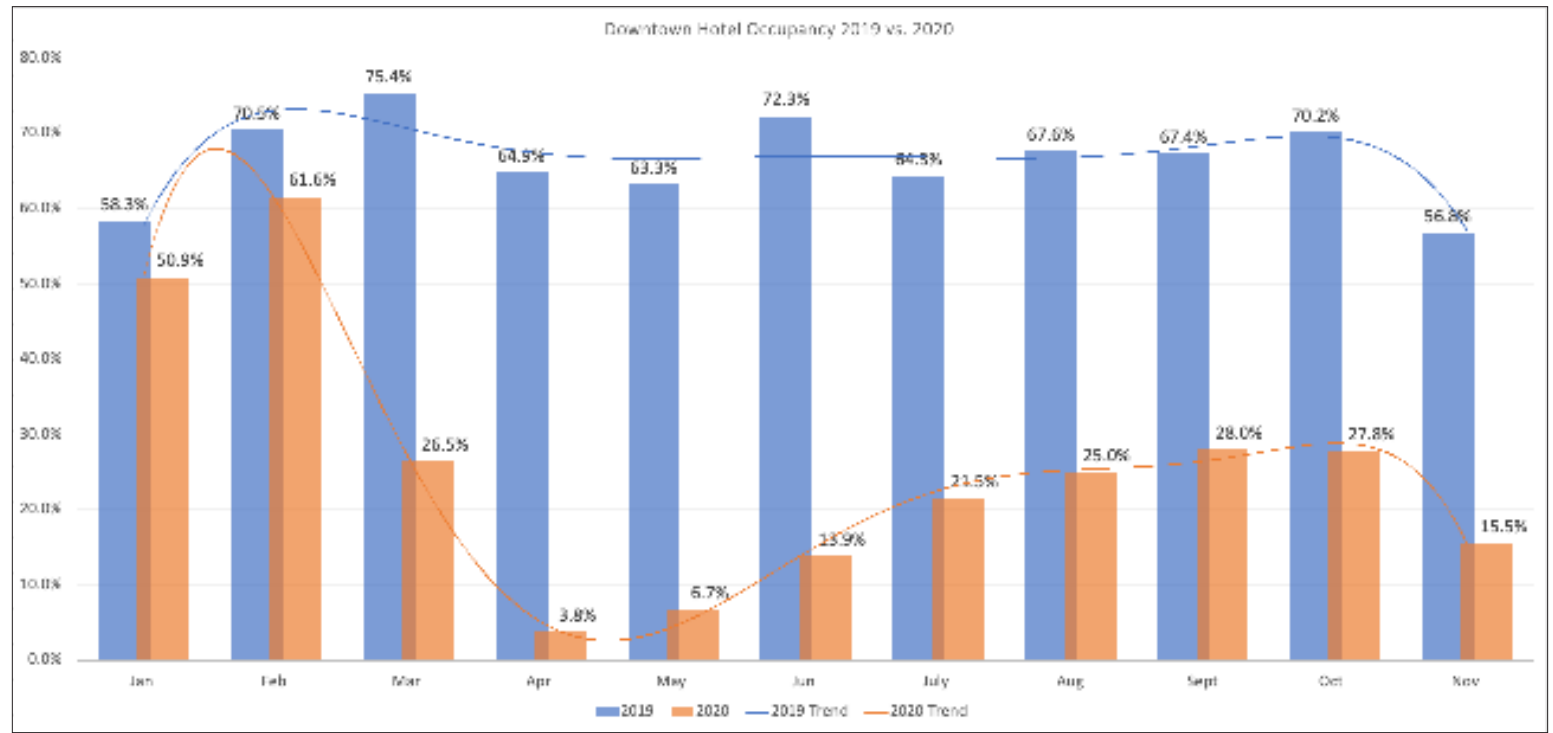
10 Ionia Ave NW #2 (TBA @ Residence Inn)



## Downtown Hotel Occupancy

Between May and September, occupancy was recovering at an average increment of 4.48% per month.

The point change between October and November in 2019 and 2020 is comparable (12.3% and 13.4%, respectively), indicating that although occupancy did decrease, it decreased at the same rate in 2020 as it does in non-COVID years.



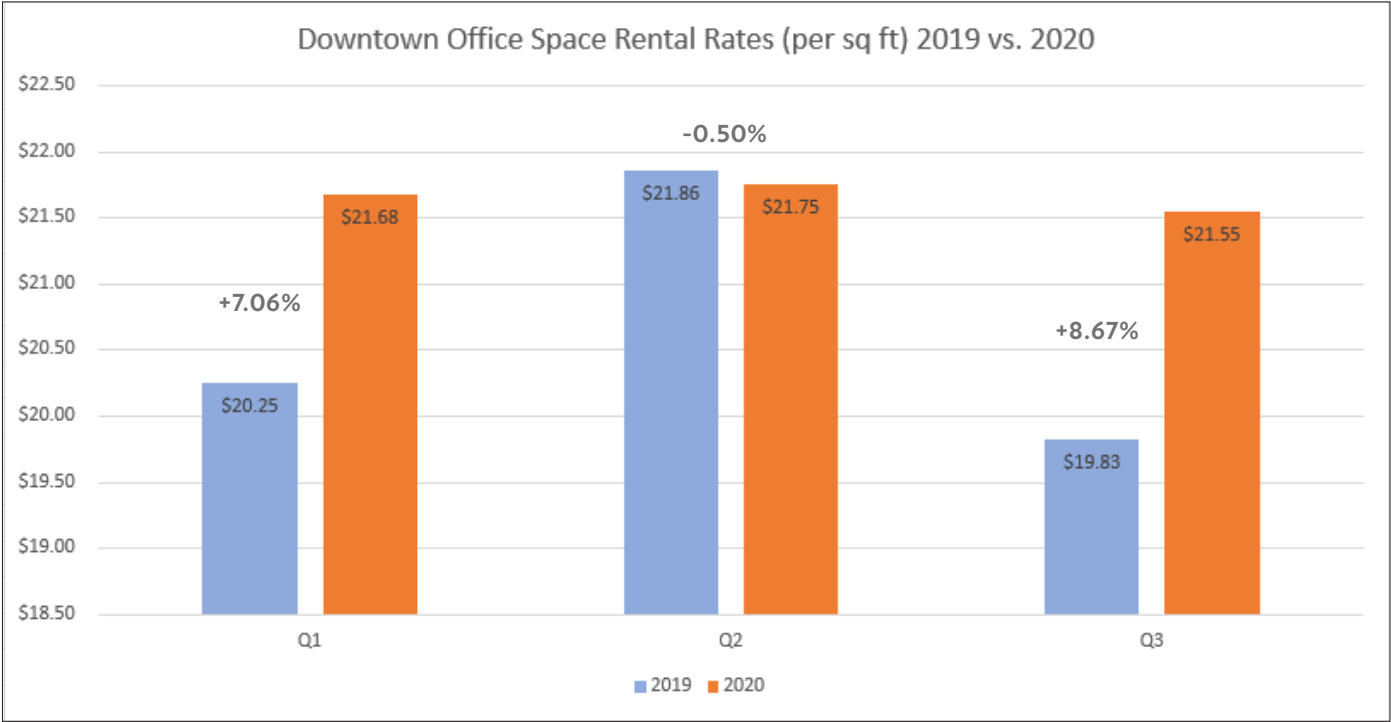
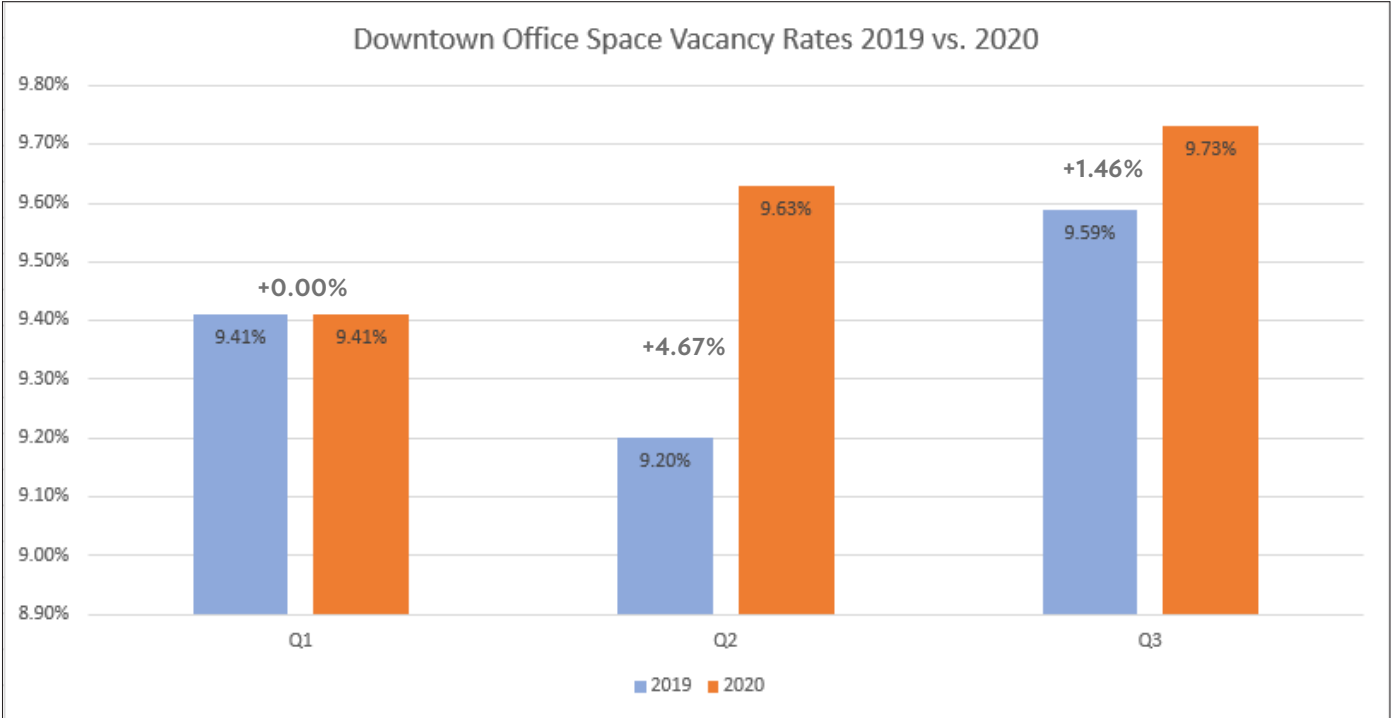
Source: Smith Travel  
Research via  
Experience GR

Downtown Office Space Vacancy

There was an overall 3.4% increase (32 basis points) in vacancy rates between Q1 2020 and Q3 2020. This equates to 6,405 square feet of office space.

Colliers estimates 5,699,330 square feet of occupied space in Q3 2020, which is a 152,319 square foot decrease (-2.6%) since Q1 2020.

There was an overall 0.6% decrease (\$0.13) in rental rates between Q1 2020 and Q3 2020.



Source: Colliers International

## Employment

### Key Dates

March 15, 2020

MI closes bars/restaurants for dine-in, gyms, theaters, and other public places

June 8, 2020

MI restaurants and bars can reopen at limited capacity

September 9, 2020

MI gyms, pools, and organized sports are allowed to reopen/resume

July 1, 2020

MI recloses indoor service at bars

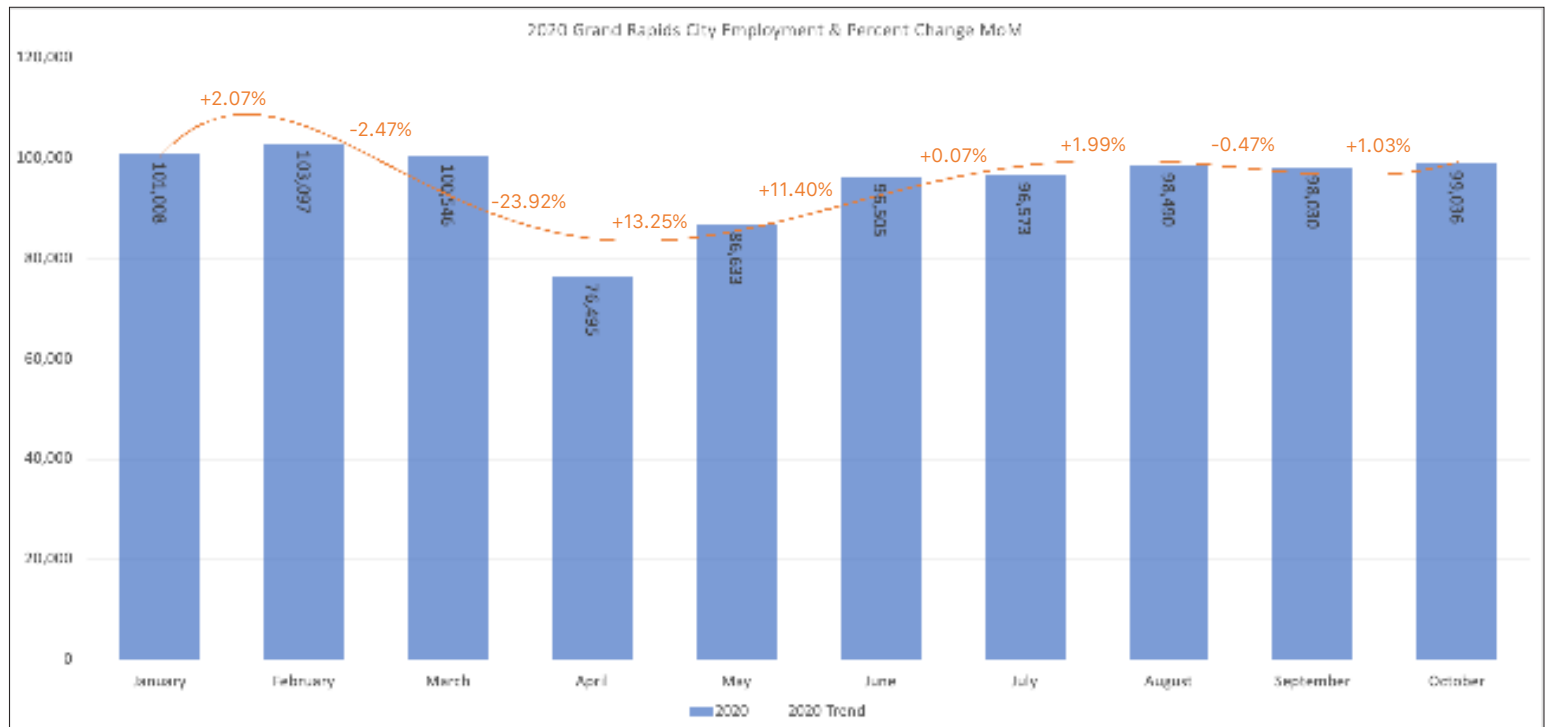
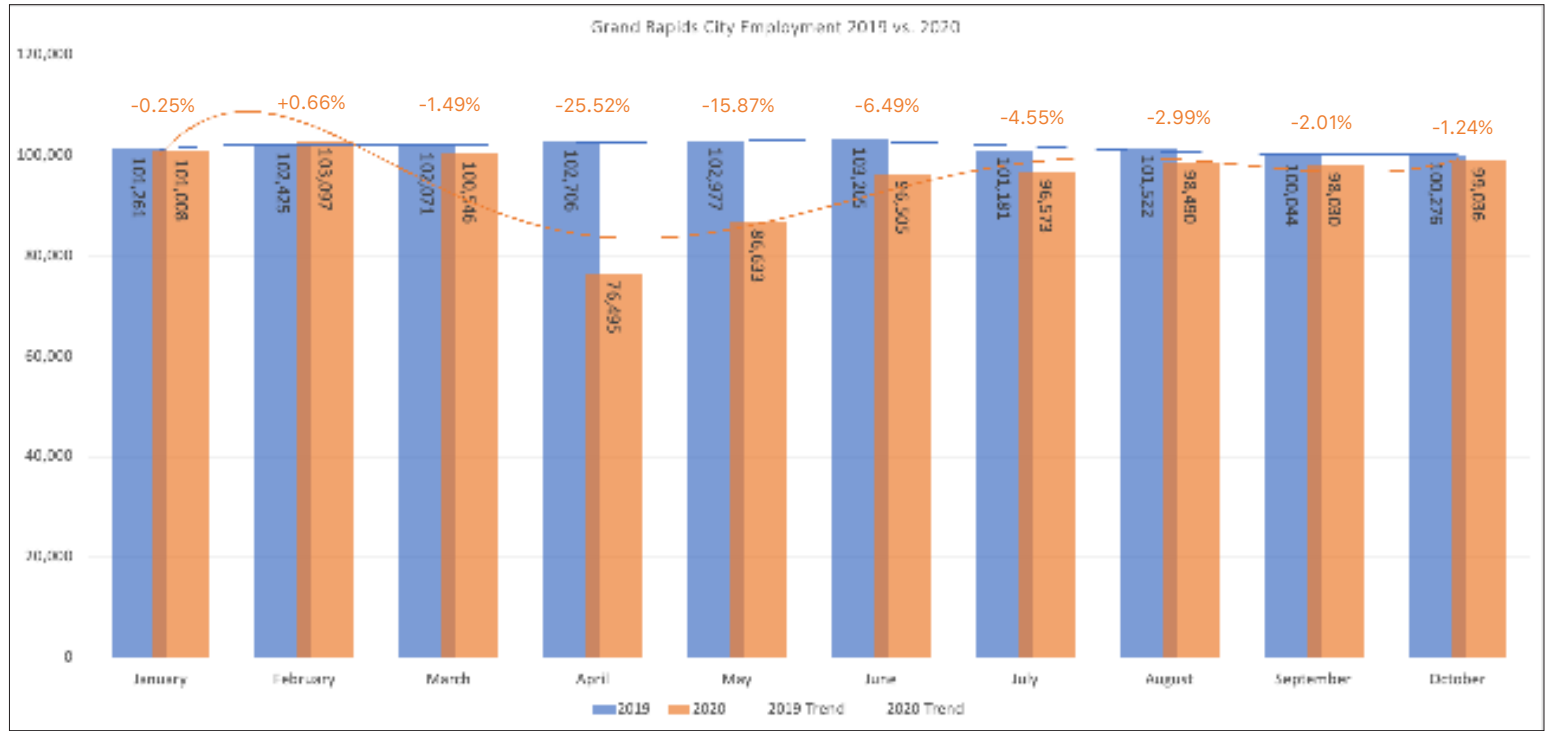
November 18, 2020

MI closes indoor dining, theaters, bowling alleys, casinos, group fitness classes, roganized sports (other than professional sports)

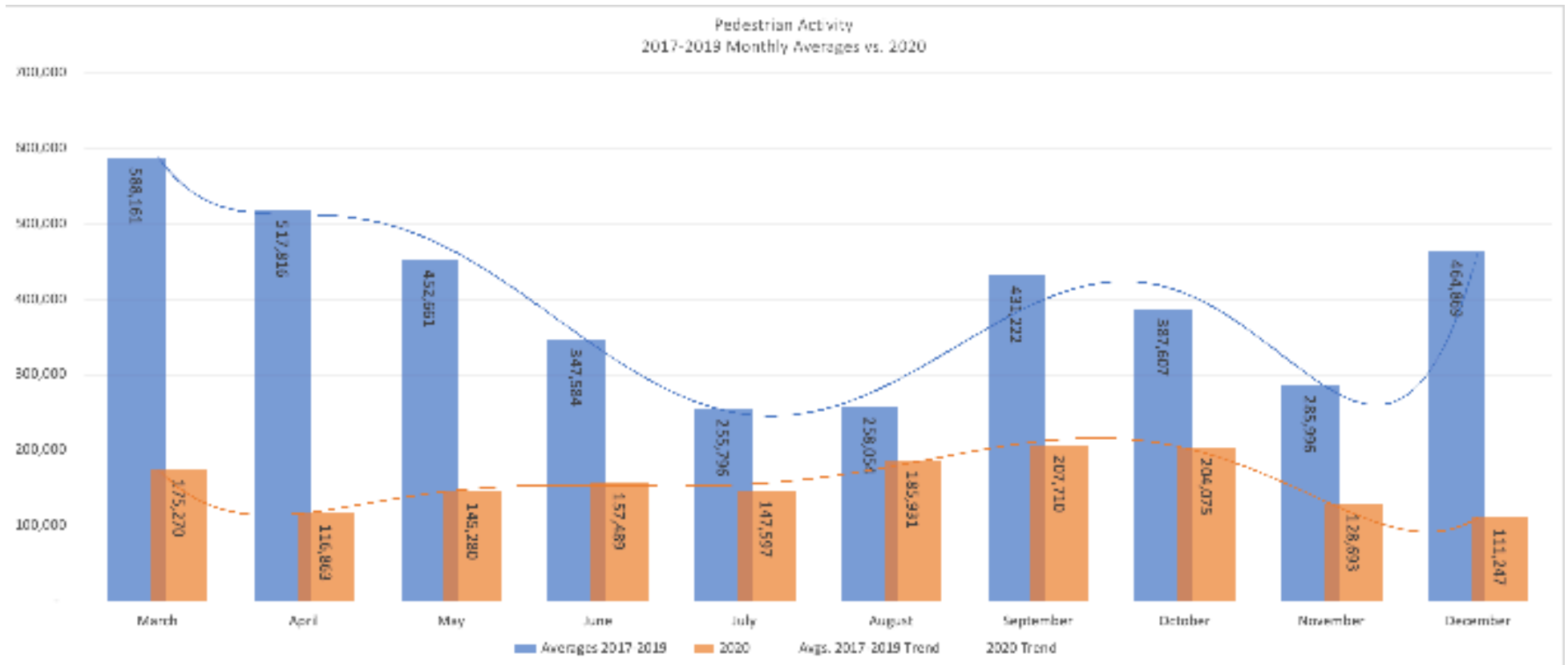
December 18, 2020

MI reopens some businesses such as casinos, cinemas, bowling alleys.

Indoor dining remains closed



## Downtown Pedestrian Activity



There was an average of a 59.51% decrease in pedestrian activity in 2020 when compared to previous years.

### Key Dates

Stay-At-Home Order - March 24, 2020-June 19, 2020

The Bridge Series - August 28, 2020-October 2, 2020

2017-2019 monthly data were averaged in order to account for some errors and discrepancies, and to generate a more accurate overall picture when compared to 2020.

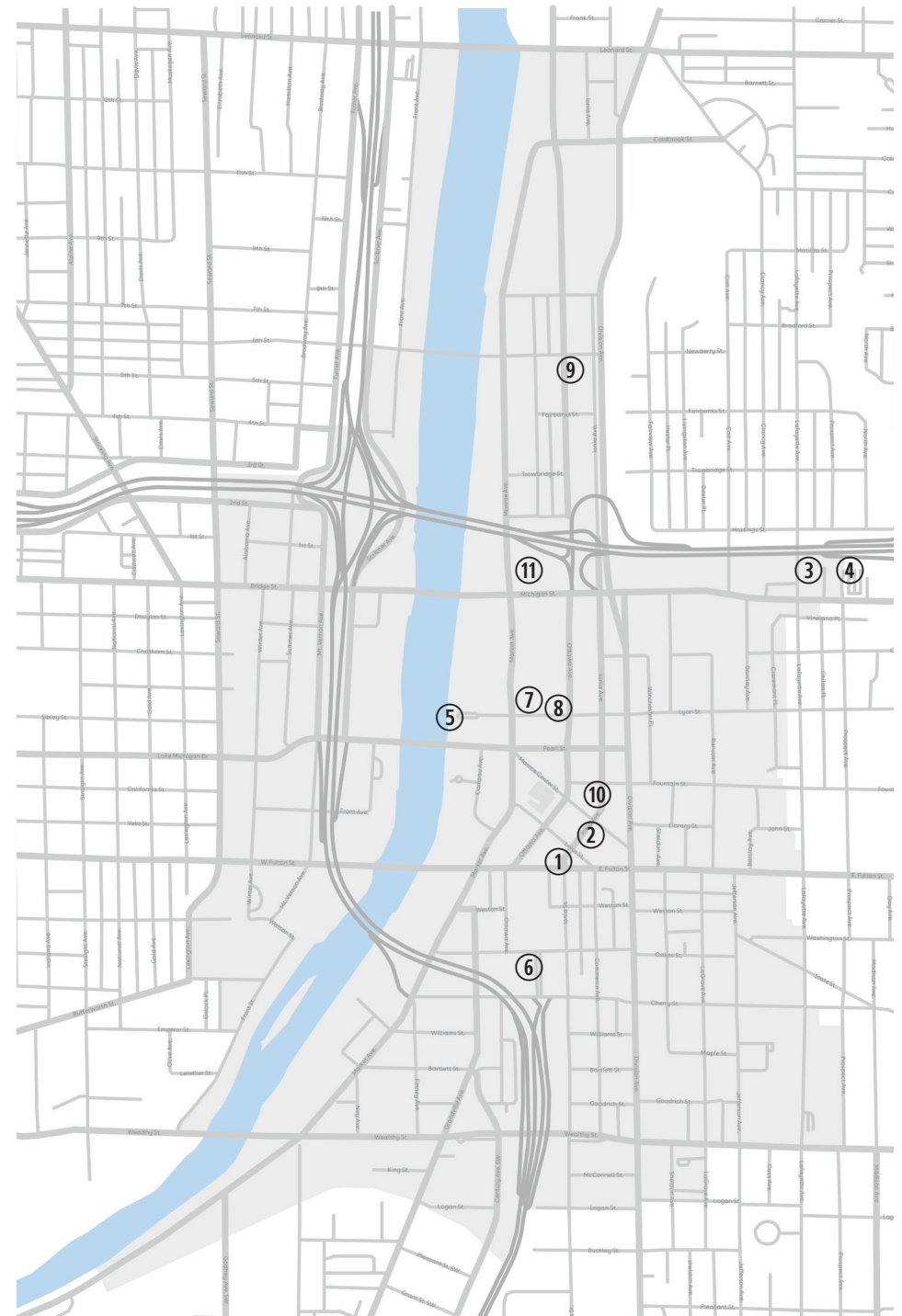
Locations included in this calculation include: Blue Bridge SW, Downtown Dog Park, Rosa Parks Circle, Ionia/Oakes SW, DeVos Place/Grand River, Ah-Nab-Awen Park, Bridge/Summer, Monroe/Trowbridge, Michigan Street (Rowe Apartments), and Division Oakes. Notably this does not include the Ottawa/Lyon pedestrian counter due to inflated numbers due to the construction.

Source: Downtown Grand Rapids Inc.

## Current Downtown Construction and Development

- ① Residence Inn - due January 2021  
+5,555 square feet of commercial space  
+147 hotel units  
+175 parking spaces  
+51 jobs
- ② The Finnley Hotel - due June 2021  
+5 hotel units
- ③ GVSU - due May 2021  
+160,000 square feet of office space  
+66 parking spaces
- ④ GVSU/Spectrum Parking - due May 2021  
+1,220 parking spaces
- ⑤ Amway Grand Plaza Renovation - due June 2021
- ⑥ Studio Park/Acrisure - due Spring 2021  
+105,000 square feet of office space  
+150 market condos
- ⑦ RDV Development - due Spring 2021  
+100,000 square feet of office space  
+9,700 square feet of commercial retail space
- ⑧ Fifth Third Redevelopment - due Summer 2021  
+100,000 square feet of office space  
+44,000 square feet of commercial space
- ⑨ Integrated Architecture - due Fall 2021  
+13,600 square feet of office space  
+20 parking spaces  
+52 jobs
- ⑩ The Morton Hotel - due 2021  
+32 hotel units
- ⑪ MSU Innovation Park - due late 2021  
+200,000 square feet of office space  
+600 parking spaces  
+250 jobs

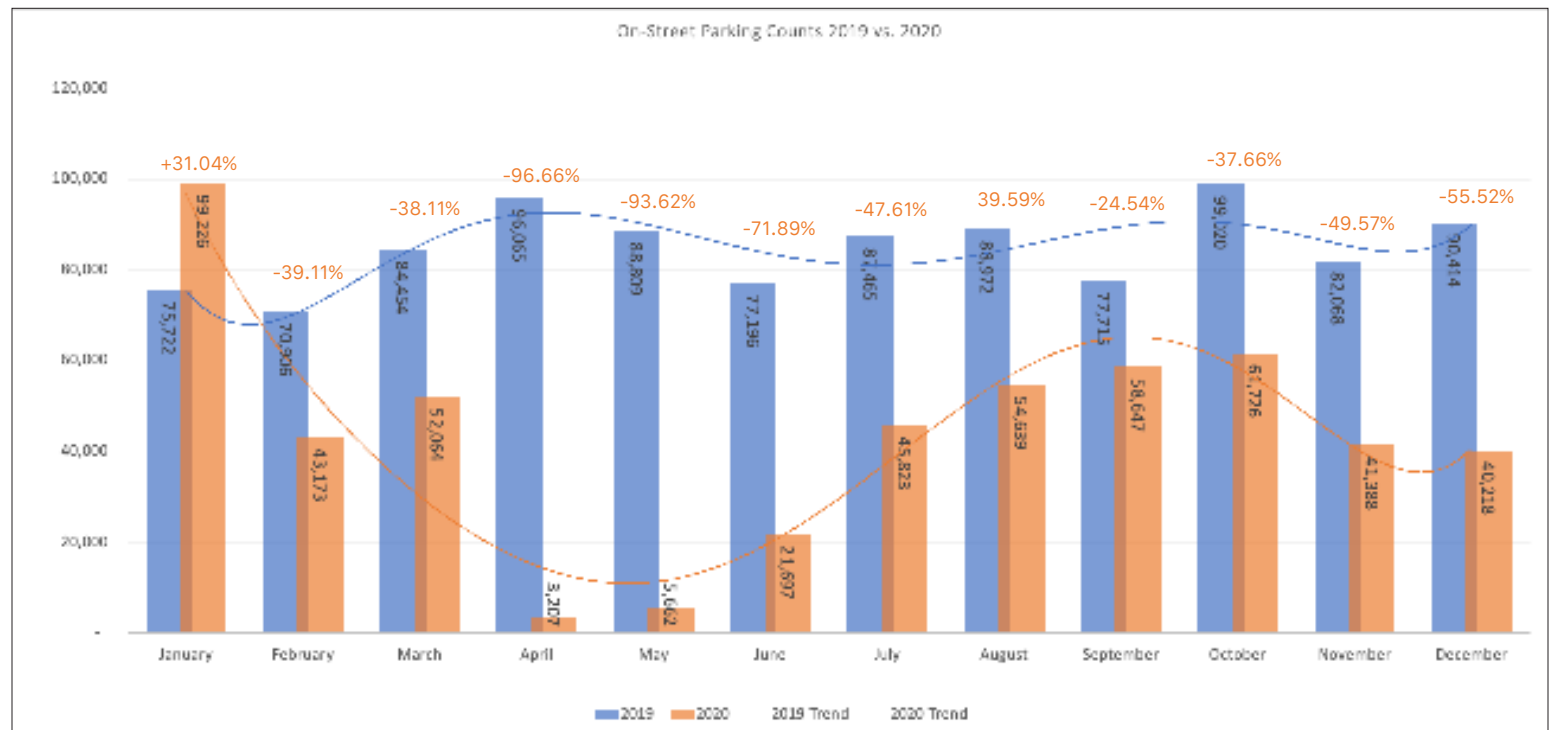
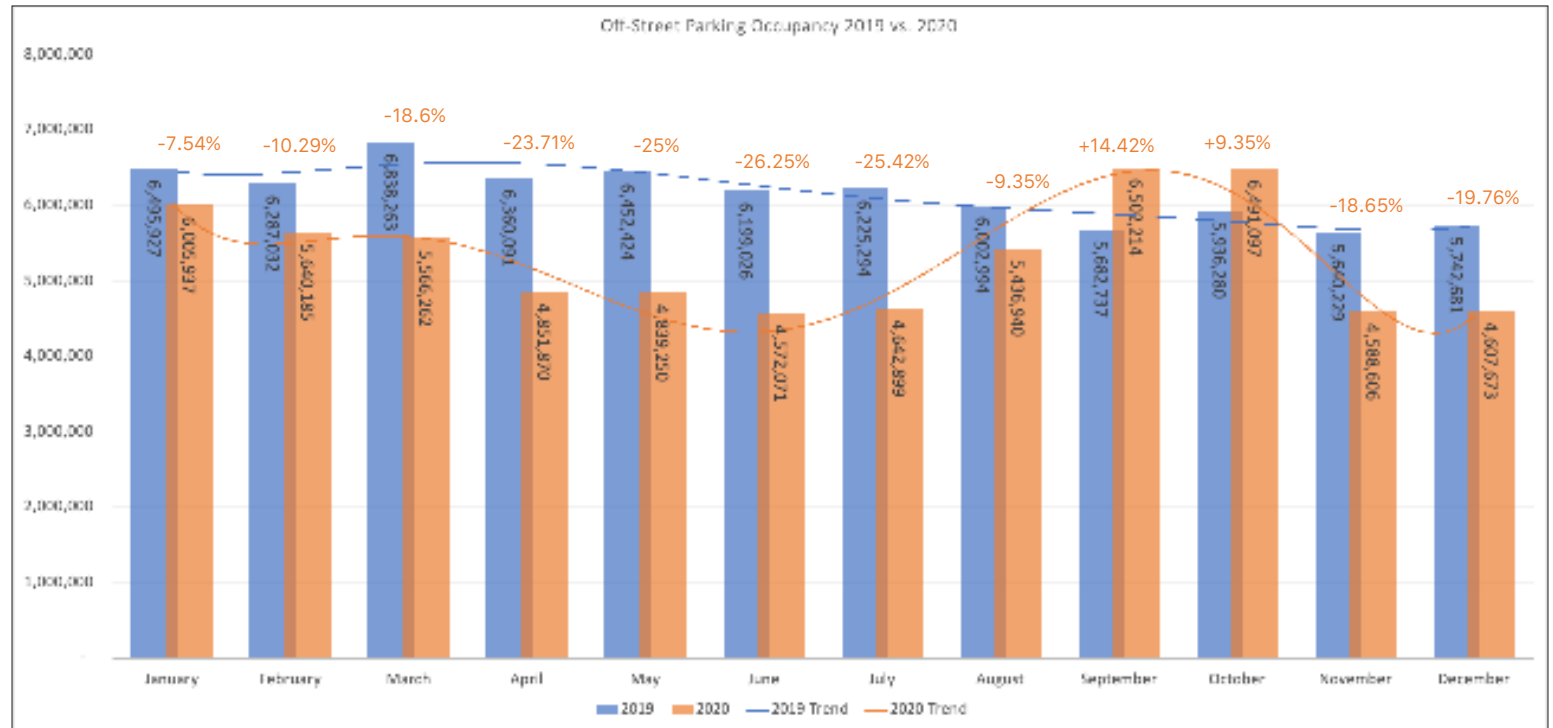
| Totals                           |  |
|----------------------------------|--|
| 678,600 sq ft of office space    |  |
| 59,255 sq ft of commercial space |  |
| 150 residential units            |  |
| 184 hotel units                  |  |
| 2,081 parking spaces             |  |
| 353 jobs                         |  |



Source: Downtown Grand Rapids Inc.

## Downtown On- and Off-Street Parking

Effective [March 24th, 2020](#) through [July 6th 2020](#), Parking Services suspended meter enforcement.



## DASH Ridership

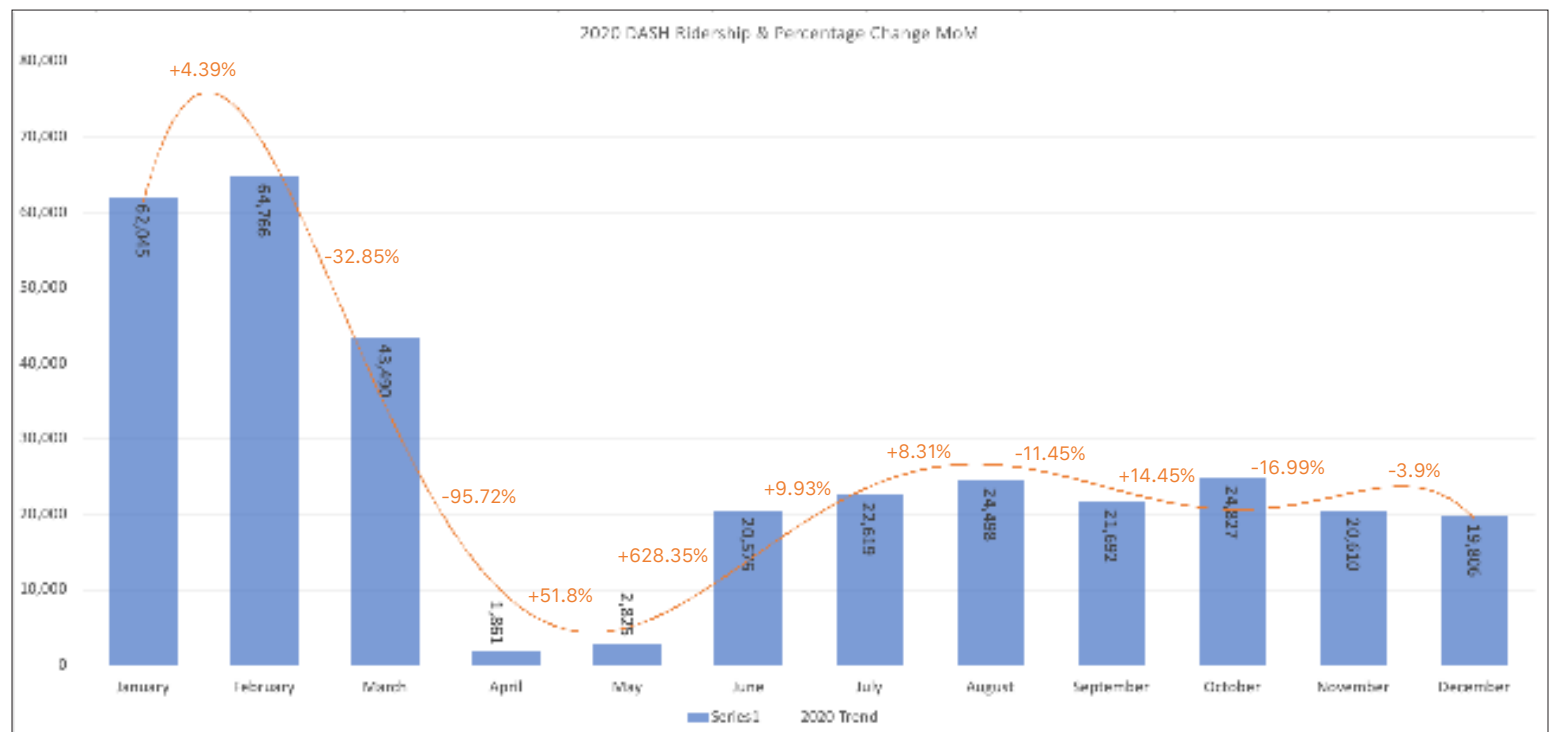
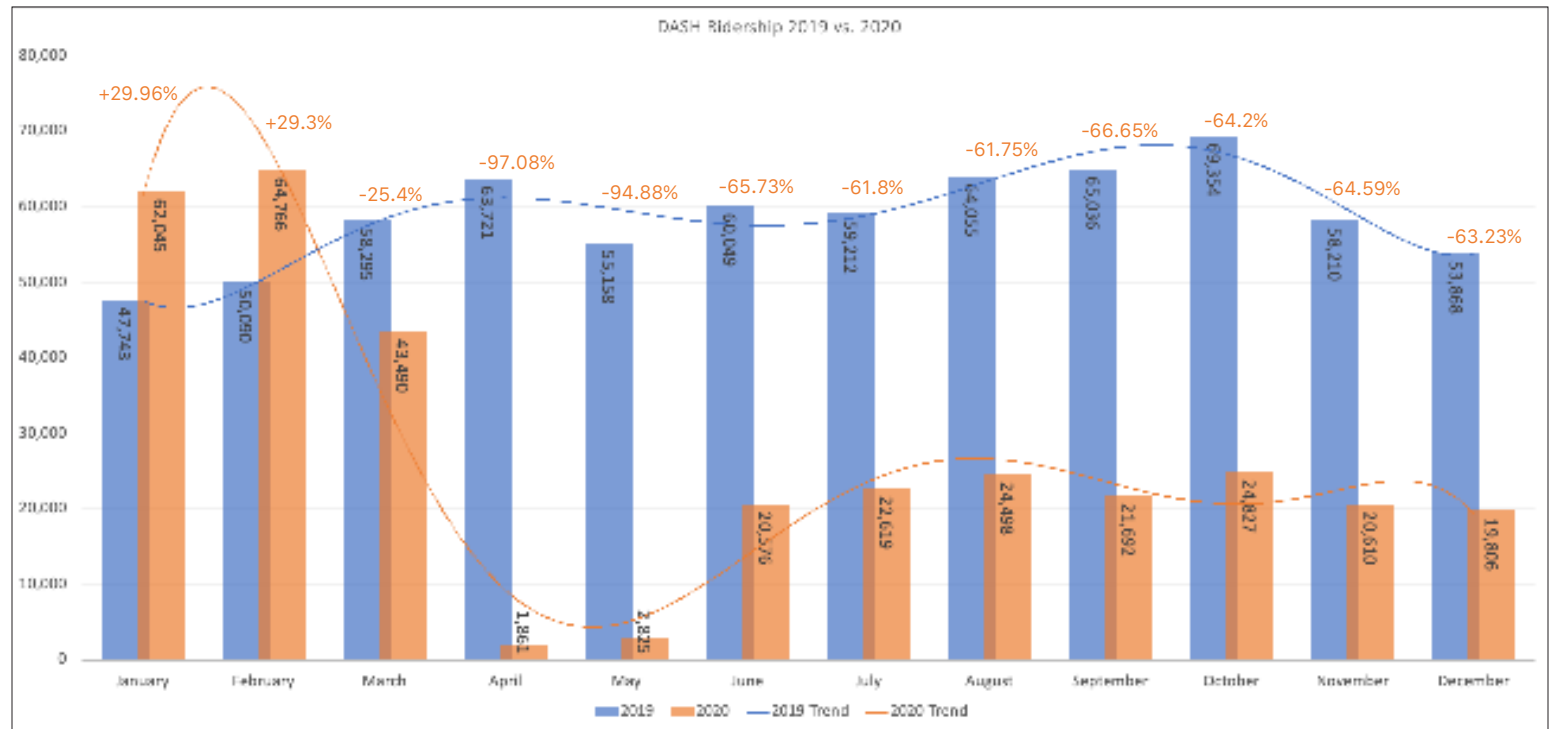
On **March 26th**, DASH services changed to:

- DASH West 15-minute frequency
- DASH North 20-minute frequency
- Operating 7am - 7pm, Mon - Fri

On **April 10th**, DASH services were temporarily suspended

On **May 26th**, DASH services changed to:

- Reduced number of vehicles
- Operating 6am - 10 pm, Mon - Sat

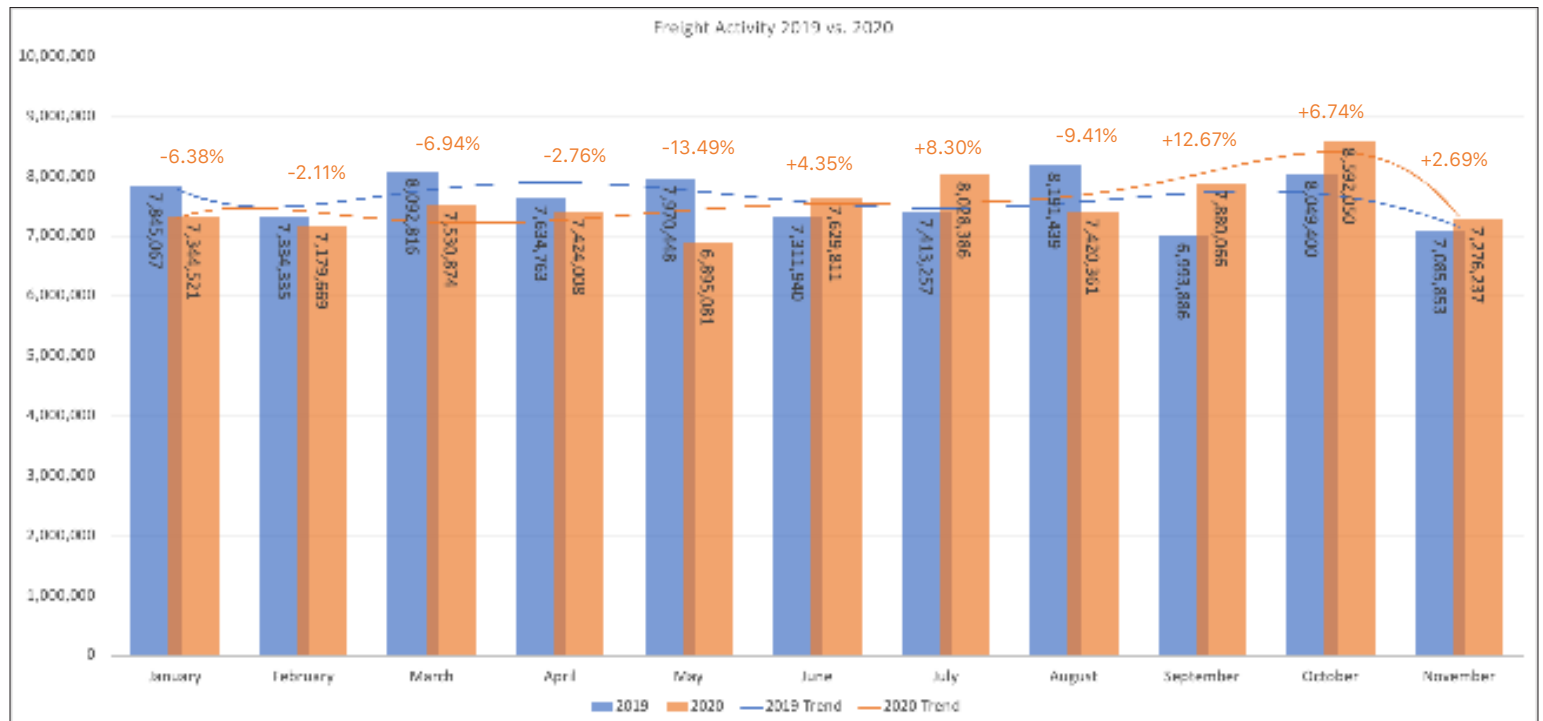
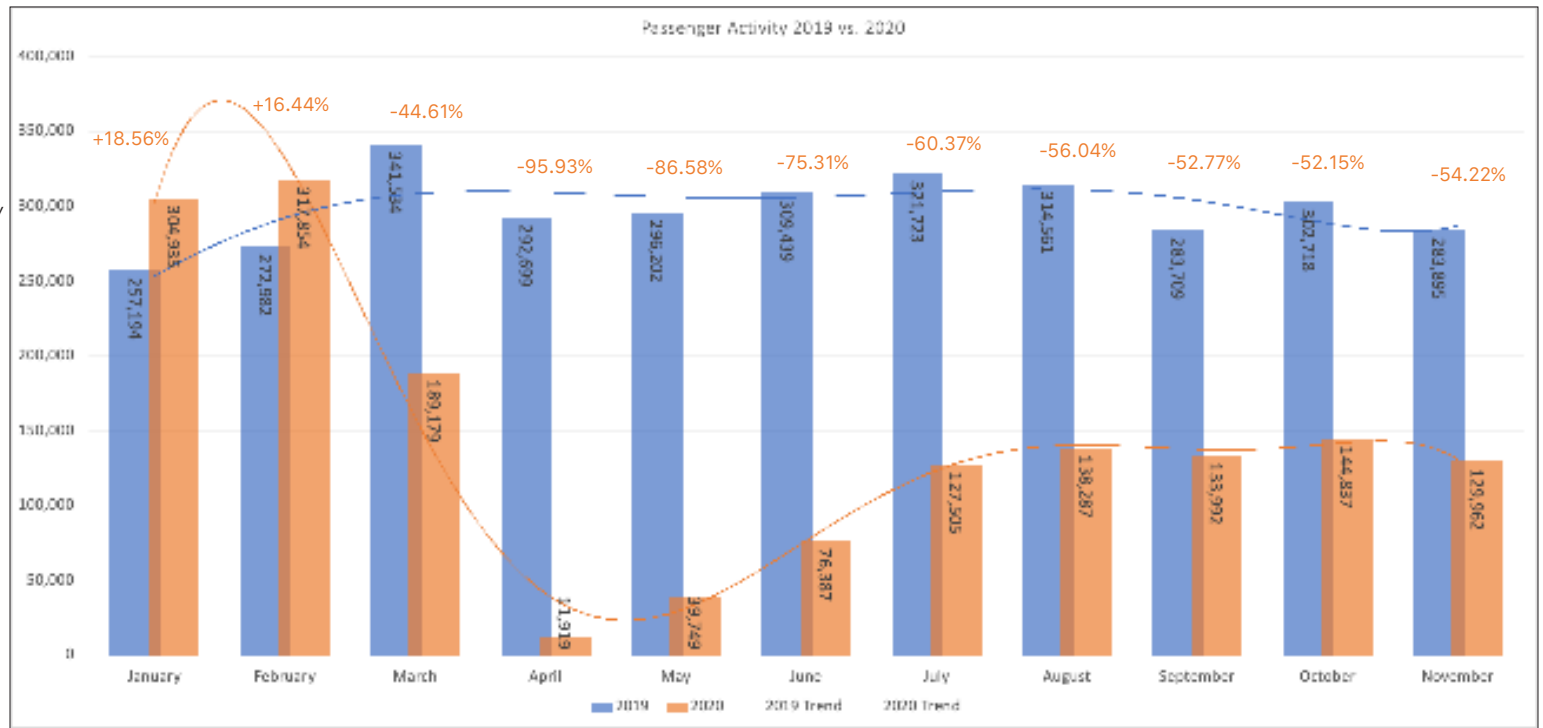




## Gerald R. Ford Airport Activity

Comparing Jan-Nov 2019 to Jan-Nov 2020, there was a **50.72% decrease** in overall passenger activity and a **0.86% decrease** in overall freight activity.

In 2020, passenger activity **decreased 40.48%** between February and March, and **decreased 93.70%** between March and April.

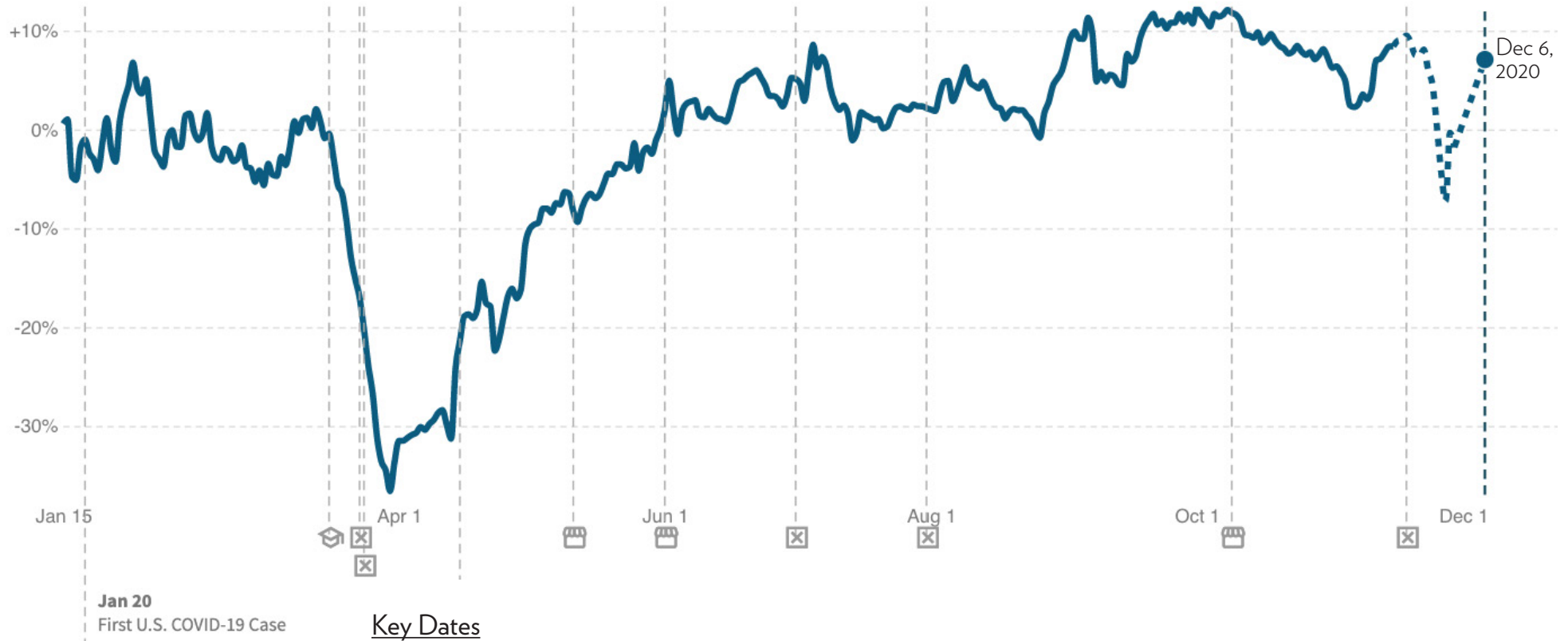


Source: Gerald R. Ford Airport

## Michigan Consumer Spending

### Percent Change in All Consumer Spending\*

In **Michigan**, as of **December 06 2020**, total spending by all consumers **increased** by **7.1%** compared to January 2020.



#### Key Dates

- March 10, 2020 - Michigan confirms its first two COVID cases; State of Emergency declared
- March 13, 2020 - Gov. Whitmer closes all K-12 schools; bans gatherings of 250 or more
- March 15, 2020 - Gov. Whitmer orders the closure of bars/restaurants for dine-in, gyms, theaters, and other public places
- March 24, 2020 - statewide stay-at-home order begins (subsequently extended 4 times)
- April 13, 2020 - first round of stimulus payments begins
- June 19, 2020 - stay-at-home order expires
- September 9, 2020 - gyms, pools, and organized sports are allowed to reopen/resume
- October 9, 2020 - movie theaters, performance venues, arcades, and other businesses can reopen at limited capacity
- November 15, 2020 - Gov. Whitmer orders the closure of high schools and universities, as well as other businesses (extended on December 7, 2020)
- December 18, 2020 - partial shutdown extended but allows for some businesses like theaters, casinos, and bowling alleys to reopen at limited capacity
- December 29, 2020 - second round of stimulus payments begins

Source: Opportunity Insights  
Economic Tracker  
[tracktherecovery.org](https://tracktherecovery.org)

# MEMORANDUM

CITY OF GRAND RAPIDS

**Agenda Item 3.  
January 21, 2021  
DID Meeting**

DATE: January 14, 2021

TO: Bob Herr, Chair  
Downtown Improvement District

FROM: Tricia Chapman  
Administrative Services Officer II

**SUBJECT: Grand Rapids Downtown Improvement District  
FY2021 Interim Financial Statements as of December 31, 2020**

Attached are the DID's interim financial statements for the first six months of the fiscal year ending June 30, 2021. These statements include the following:

Statement A: Balance Sheet

Statement B: Statement of FY2021 Revenues and Expenditures

Statement C: Schedule of Expenditures: November 1 through December 31, 2020

Please contact me at 616-456-3848 or via email at [tchapman@grcity.us](mailto:tchapman@grcity.us) if you have any questions.

Attachments

**STATEMENT A**  
**GRAND RAPIDS DOWNTOWN IMPROVEMENT DISTRICT**  
**Balance Sheet**  
**as of December 31, 2020**

**ASSETS**

|  |                            |
|--|----------------------------|
| Pooled Cash & Investments - District-Wide    | \$ 749,784                 |
| Pooled Cash & Investments - Campau Promenade | 84,805                     |
| Pooled Cash & Investments - Monroe Center    | 687,272                    |
| Pooled Cash & Investments - Monument Park    | 11,626                     |
| Interest Receivable - All Districts          | -                          |
| Interest Reveivable - All Districts          | -                          |
| Assessments Receivable - District-Wide       | 254,713                    |
| Assessments Receivable - Campau Promenade    | -                          |
| Assessments Receivable - Monroe Center       | 556                        |
| Assessments Receivable - Monument Park       | 20,733                     |
| <b>TOTAL ASSETS</b>                          | <b><u>\$ 1,809,490</u></b> |

**LIABILITIES AND FUND EQUITY**

**Liabilities**

|  |                          |
|--|--------------------------|
| Accounts Payable - All Districts             | \$ -                     |
| Deferred Receivables Revenue - All Districts | 276,002                  |
| <b>TOTAL LIABILITIES</b>                     | <b><u>\$ 276,002</u></b> |

|   |                            |
|---|----------------------------|
| Reserve for Encumbrances                | \$ 2,077                   |
| Reserve for Compensated Absences        | 1,170                      |
| Unrestricted Reserve - District-Wide    | 746,538                    |
| Unrestricted Reserve - Campau Promenade | 84,805                     |
| Unrestricted Reserve - Monroe Center    | 687,272                    |
| Unrestricted Reserve - Monument Park    | 11,626                     |
| <b>TOTAL FUND EQUITY</b>                | <b><u>\$ 1,533,488</u></b> |

|  |                            |
|--|----------------------------|
| <b>TOTAL LIABILITIES &amp; FUND EQUITY</b> | <b><u>\$ 1,809,490</u></b> |
|--|----------------------------|

# STATEMENT B

## GRAND RAPIDS DOWNTOWN IMPROVEMENT DISTRICT

### FY2021 Statement of Revenues and Expenditures

November 1, 2020 - December 31, 2020

| REVENUES   | FY2021               |                     |
|--|----------------------|---------------------|
|  | Budget               | Actual              |
| Assessments - District-Wide                            | \$ 1,093,956         | \$ 832,781          |
| Assessments - Campau Promenade Snowmelt                | 57,199 <sup>1</sup>  | 57,199              |
| Assessments - Monroe Center Snowmelt                   | 141,263 <sup>1</sup> | 140,707             |
| Assessments - Monument Park Snowmelt                   | 51,337               | 5,624               |
| Reserve for Uncollectible Accounts - District-Wide     | (136,745)            | -                   |
| Reserve for Uncollectible Accounts - Monument Park     | (24,980)             | -                   |
| Earnings on Investments - District-Wide                | 11,240               | (19,175)            |
| Earnings on Investments - Campau Promenade             | 670                  | (1,134)             |
| Earnings on Investments - Monroe Center                | 6,806                | (13,756)            |
| Earnings on Investments - Monument Park                | 98                   | (360)               |
| From / (To) Fund Balance                               | 77,186               | -                   |
| <b>TOTAL REVENUES</b>                                  | <b>\$ 1,278,030</b>  | <b>\$ 1,001,886</b> |
| <b>EXPENDITURES</b>                                    |                      |                     |
| <b>DISTRICT-WIDE SERVICES</b>                          |                      |                     |
| <b>Maintenance and Beautification</b>                  |                      |                     |
| Landscaping and Beautification                         | \$ 585,877           | \$ 259,082          |
| Irrigation - Repairs & Water                           | 7,000                | 6,320               |
| Personnel - Wages and Benefits                         | 30,000               | -                   |
| <b>Sub-Total</b>                                       | <b>\$ 622,877</b>    | <b>\$ 265,402</b>   |
| <b>Marketing and Communications</b>                    |                      |                     |
| Advertising and Promotions                             | 50,000               | 141                 |
| Personnel - Wages and Benefits                         | 40,000               | -                   |
| Printing, Postage, Supplies, Performers, Storage, etc. | 4,000                | -                   |
| Website Services                                       | 3,539                | -                   |
| <b>Sub-Total</b>                                       | <b>\$ 97,539</b>     | <b>\$ 141</b>       |
| <b>Administration</b>                                  |                      |                     |
| DGRI Overhead - Rent, Meetings, Phones, Cleaning, etc  | 20,600               | 12,277              |
| Insurance  | 7,500                | -                   |
| Personnel - Wages and Benefits                         | 72,581               | 14,167              |
| Professional Services - Legal / Human Resources / Tech | 30,750               | 8,202               |
| Supplies, Office Equipment, etc                        | 8,648                | 1,152               |
| <b>Sub-Total</b>                                       | <b>\$ 140,079</b>    | <b>\$ 35,798</b>    |
| <b>Public Safety - Ambassador Program</b>              | <b>155,000</b>       | <b>-</b>            |
| <b>City A-87 Costs</b>                                 | <b>37,716</b>        | <b>15,715</b>       |
| <b>TOTAL EXPENDITURES - DISTRICT-WIDE SERVICES</b>     | <b>\$ 1,053,211</b>  | <b>\$ 317,056</b>   |
| <b>SNOWMELT SYSTEM OPERATIONS</b>                      |                      |                     |
| CAMPAU PROMENADE DISTRICT                              | 57,199               | 5,922               |
| MONROE CENTER DISTRICT                                 | 141,263              | 14,948              |
| MONUMENT PARK DISTRICT                                 | 26,357               | 6,727               |
| <b>TOTAL EXPENDITURES - ALL DISTRICTS</b>              | <b>\$ 1,278,030</b>  | <b>\$ 344,653</b>   |
| <b>EXCESS / (DEFICIT)</b>                              | <b>\$ -</b>          | <b>\$ 657,233</b>   |

| Special & Voluntary Assessments as of 06/30/2021 | Budgeted            | Invoiced            | Received            | Receivable        |
|--|---------------------|---------------------|---------------------|-------------------|
| District-Wide                                    | \$ 1,093,956        | \$ 1,087,494        | \$ 832,781          | \$ 254,713        |
| Campau Promenade Snowmelt Operations             | 57,199              | 57,199              | 57,199              | -                 |
| Monroe Center Snowmelt Operations                | 141,263             | 141,263             | 140,707             | 556               |
| Monument Park Snowmelt Operations                | 51,337              | 26,357              | 5,624               | 20,733            |
| <b>TOTAL</b>                                     | <b>\$ 1,343,755</b> | <b>\$ 1,312,313</b> | <b>\$ 1,036,311</b> | <b>\$ 276,002</b> |

Note 1: Historically this district has collected 100% of invoiced assessments so no reserve has been budgeted.

# STATEMENT C

## GRAND RAPIDS, MICHIGAN DOWNTOWN IMPROVEMENT DISTRICT Schedule of Expenditures November 1 - December 31, 2020

| Date       | Vendor                                | District Name & Category       | Budget Line Item           | Description  | Amount       |
|------------|---------------------------------------|--------------------------------|----------------------------|--|--------------|
| 11/9/2020  | Mydatt Service Inc                    | District-Wide - Maint & Beaut  | Landscaping & Beautif      | Clean team 10/2020                                 | \$ 50,603.84 |
| 12/13/2020 | Mydatt Service Inc                    | District-Wide - Maint & Beaut  | Landscaping & Beautif      | Clean team 11/2020                                 | 50,603.84    |
| 11/17/2020 | Geotech Inc                           | Monument Park District         | Snowmelt Operations        | Snowmelt System Maintenance 11/2020                | 5,021.59     |
| 12/21/2020 | Dickinson Wright PLLC                 | District-Wide - Administration | Professional Svcs          | Legal services: DID 10/20                          | 3,657.50     |
| 11/4/2020  | City Treasurer - Budget Office        | District-Wide - City A-87      | General Fund Svcs          | IET - Operating Transfer A-87                      | 3,143.00     |
| 12/11/2020 | City Treasurer - Budget Office        | District-Wide - City A-87      | General Fund Svcs          | IET - Operating Transfer A-87                      | 3,143.00     |
| 12/15/2020 | Vicinity Energy Grand Rapids LLC      | Monroe Center District         | Snowmelt Operations        | 60 Monroe Ctr snowmelt - 3200000000 20/12          | 2,093.48     |
| 11/1/2020  | Priority Health                       | District-Wide - Administration | Personnel                  | Health Insurance Nov 2020                          | 1,861.48     |
| 12/13/2020 | Priority Health                       | District-Wide - Administration | Personnel                  | Health Insurance Dec 2020                          | 1,857.54     |
| 12/15/2020 | Vicinity Energy Grand Rapids LLC      | Campau Promenade District      | Snowmelt Operations        | Louis/Monroe snowmelt - 4200000000 20/12           | 1,571.56     |
| 11/17/2020 | Federal Square Building Co. #1, LLC   | District-Wide - Administration | DGRI Overhead              | Office Lease: 29 Pearl Street 11/2020              | 1,444.00     |
| 12/13/2020 | Federal Square Building Co. #1, LLC   | District-Wide - Administration | DGRI Overhead              | Office Lease: 29 Pearl Street 12/2020              | 1,444.00     |
| 12/10/2020 | City Treasurer - Dept of Public Works | District-Wide - Maint & Beaut  | Landscaping & Beautif      | DGRI Weekly Trash Disposal Nov 2020                | 1,139.50     |
| 11/20/2020 | Vicinity Energy Grand Rapids LLC      | Monroe Center District         | Snowmelt Operations        | 60 Monroe Ctr snowmelt - 3200000000 20/11          | 1,098.25     |
| 11/24/2020 | City Treasurer - Dept of Public Works | District-Wide - Maint & Beaut  | Landscaping & Beautif      | City of GR Public Works 0044138103                 | 1,059.87     |
| 11/17/2020 | Evergreen Undgrd Sprinkling Co        | District-Wide - Maint & Beaut  | Irrigation - Repairs/Water | Sprinkling winterization 11/20                     | 1,009.00     |
| 11/20/2020 | Vicinity Energy Grand Rapids LLC      | Campau Promenade District      | Snowmelt Operations        | Louis/Monroe snowmelt - 4200000000 20/11           | 1,000.03     |
| 12/13/2020 | Dickinson Wright PLLC                 | District-Wide - Administration | Professional Svcs          | Legal services: DID Admin 10/20                    | 874.00       |
| 12/2/2020  | Dickinson Wright PLLC                 | District-Wide - Administration | Professional Svcs          | Legal services: 10/20 DGRI Board of Advisors       | 538.17       |
| 12/1/2020  | City Treasurer - Water Bills          | District-Wide - Maint & Beaut  | Irrigation - Repairs/Water | 62 Monroe Center planters - WS2063167 20/11        | 535.39       |
| 12/20/2020 | International Downtown Association    | District-Wide - Administration | DGRI Overhead              | membership dues 2022                               | 509.89       |
| 12/8/2020  | Consumers Energy                      | Monroe Center District         | Snowmelt Operations        | 66 Monroe Ctr NW - 1000 1401 9077 20/11            | 480.53       |
| 12/8/2020  | Consumers Energy                      | Monument Park District         | Snowmelt Operations        | 1 Monroe Center - 1000 6880 7039 20/11             | 454.50       |
| 11/18/2020 | Geotech Inc                           | Monroe Center District         | Snowmelt Operations        | Monroe Center snowmelt O&M 11/20                   | 399.00       |
| 11/2/2020  | Consumers Energy                      | Monument Park District         | Snowmelt Operations        | 1 Monroe Center - 1000 6880 7039 20/10             | 371.40       |
| 12/20/2020 | Mydatt Service Inc                    | District-Wide - Maint & Beaut  | Landscaping & Beautif      | landscaping services 11/20                         | 350.00       |
| 12/2/2020  | Dickinson Wright PLLC                 | District-Wide - Administration | Professional Svcs          | Legal services: DID 2021 SAD 10/20                 | 296.00       |
| 11/2/2020  | Consumers Energy                      | Monroe Center District         | Snowmelt Operations        | 66 Monroe Ctr NW - 1000 1401 9077 20/10            | 258.35       |
| 11/29/2020 | TGG, Inc.                             | District-Wide - Administration | Personnel                  | Life & S/T & L/T disability insurance - 12/20      | 258.15       |
| 12/14/2020 | TGG, Inc.                             | District-Wide - Administration | Personnel                  | Life & S/T & L/T disability insurance - 01/21      | 256.69       |
| 12/28/2020 | The KR Group, Inc.                    | District-Wide - Administration | Professional Svcs          | IT services Agreement Jan 2021                     | 203.04       |
| 11/29/2020 | The KR Group, Inc.                    | District-Wide - Administration | Professional Svcs          | IT services Agreement Nov 2020                     | 203.04       |
| 11/1/2020  | The KR Group, Inc.                    | District-Wide - Administration | Professional Svcs          | IT services Agreement Oct 2020                     | 203.04       |
| 12/21/2020 | Dickinson Wright PLLC                 | District-Wide - Administration | Professional Svcs          | Legal Services 11/20                               | 198.05       |
| 12/1/2020  | City Treasurer - Water Bills          | District-Wide - Maint & Beaut  | Irrigation - Repairs/Water | 36 S Division - WS2179082 20/11                    | 166.40       |
| 12/1/2020  | City Treasurer - Water Bills          | District-Wide - Maint & Beaut  | Irrigation - Repairs/Water | 211 Michigan St NW - WS2177433 20/11               | 162.15       |
| 12/20/2020 | Grand Rapids Area Chamber of Comm     | District-Wide - Administration | DGRI Overhead              | membership dues 2021                               | 146.78       |
| 11/3/2020  | United States Treasury                | District-Wide - Administration | Personnel                  | IRS 2018 Form 5500 Adjustment 12/2018              | 142.07       |
| 11/24/2020 | Swift Printing & Communications       | District-Wide - Mktg & Comm    | Advertising/Promotions     | Ambassador Maps 11/2020                            | 140.85       |
| 11/28/2020 | City Treasurer - Payroll              | District-Wide - Administration | Personnel                  | Staff support for pay-period ending 11/28/2020     | 136.01       |
| 11/29/2020 | Blue Cross Blue Shield of Mich        | District-Wide - Administration | Personnel                  | Dental Insurance Premium 11/20                     | 134.86       |
| 11/1/2020  | Evergreen Undgrd Sprinkling Co        | District-Wide - Maint & Beaut  | Irrigation - Repairs/Water | Sprinkler head repair 8/20                         | 117.45       |
| 11/17/2020 | Federal Square Building Co. #1, LLC   | District-Wide - Administration | DGRI Overhead              | Office Lease: 29 Pearl Street Mezzanine Office 11/ | 117.42       |
| 12/13/2020 | Federal Square Building Co. #1, LLC   | District-Wide - Administration | DGRI Overhead              | Office Lease: 29 Pearl Street Mezzanine Office 12/ | 117.42       |
| 12/1/2020  | City Treasurer - Water Bills          | District-Wide - Maint & Beaut  | Irrigation - Repairs/Water | 66 Sheldon Blvd planters - WS2171659 20/11         | 110.39       |
| 12/14/2020 | Professional Maintenance of Michigan  | District-Wide - Administration | DGRI Overhead              | Janitorial services NOV 2016                       | 102.74       |
| 12/1/2020  | Consumers Energy                      | District-Wide - Maint & Beaut  | Landscaping & Beautif      | Winter Ave Offices - 1030 2027 1245 20/11          | 102.17       |
| 12/13/2020 | HR Collaborative LLC                  | District-Wide - Administration | Professional Svcs          | HR Consultant services 11/20                       | 94.18        |
| 11/2/2020  | Consumers Energy                      | District-Wide - Maint & Beaut  | Landscaping & Beautif      | Winter Ave Offices - 1030 2027 1245 20/10          | 91.77        |
| 11/1/2020  | Metro FiberNet, LLC                   | District-Wide - Administration | DGRI Overhead              | Internet/Phone at 29 Pearl St NW 10/20             | 90.56        |
| 12/2/2020  | Metro FiberNet, LLC                   | District-Wide - Administration | DGRI Overhead              | Internet/Phone at 29 Pearl St NW 11/20             | 90.56        |
| 11/25/2020 | DTE Energy                            | District-Wide - Maint & Beaut  | Landscaping & Beautif      | Winter Ave Offices - 9100 258 89908 20/11          | 90.39        |
| 11/18/2020 | Celco Partnership                     | District-Wide - Administration | DGRI Overhead              | Cell Phone Service 10/2020                         | 89.86        |
| 11/1/2020  | The KR Group, Inc.                    | District-Wide - Administration | Professional Svcs          | IT support services Sept 2020                      | 85.86        |
| 12/2/2020  | MVP Sportsplex - GR, LLC              | District-Wide - Administration | Personnel                  | Gym membership dues 11/20                          | 77.20        |
| 12/20/2020 | Selective Insurance Co of America     | District-Wide - Administration | DGRI Overhead              | Liability Insurance Endorsement for DDA 12/20      | 76.32        |
| 11/22/2020 | Selective Insurance Co of America     | District-Wide - Administration | DGRI Overhead              | Liability Insurance Endorsement for DDA 2020       | 76.32        |
| 11/20/2020 | DTE Energy                            | Campau Promenade District      | Snowmelt Operations        | 43 Monroe Ave Ramp - 9100 297 30421 20/11          | 72.47        |
| 12/12/2020 | City Treasurer - Payroll              | District-Wide - Administration | Personnel                  | Staff support for pay-period ending 12/12/2020     | 70.88        |

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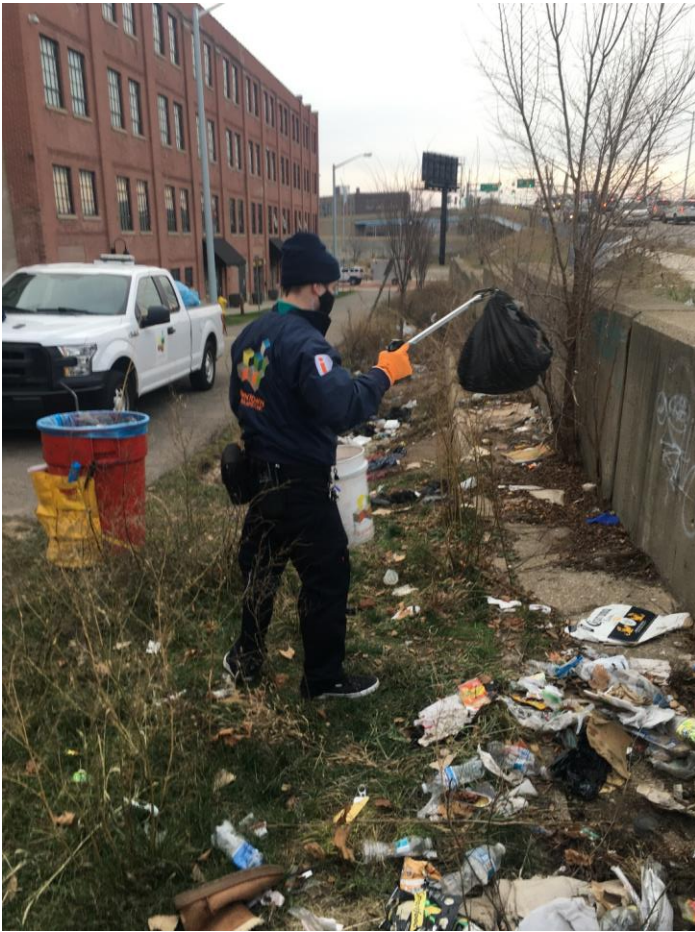
**STATEMENT C**  
**DOWNTOWN IMPROVEMENT DISTRICT**  
**Schedule of Expenditures - continued**  
**November 1 - December 31, 2020**

**Page 2**

| Date                             | Vendor                               | District Name & Category       | Budget Line Item          | Description                                    | Amount   |
|----------------------------------|--------------------------------------|--------------------------------|---------------------------|--|----------|
| <i>continued from prior page</i> |                                      |                                |                           |  |          |
| 11/1/2020                        | GreatAmerica Financial Services Corp | District-Wide - Administration | Supplies, Equipment, etc. | Copier Lease 10/20                             | \$ 64.72 |
| 11/9/2020                        | The KR Group, Inc.                   | District-Wide - Administration | Professional Svcs         | MS office Agreement 8/17-9/16/2020             | 64.19    |
| 11/24/2020                       | The KR Group, Inc.                   | District-Wide - Administration | Professional Svcs         | MS office Agreement 9/17-10/16/2020            | 64.19    |
| 12/2/2020                        | GreatAmerica Financial Services Corp | District-Wide - Administration | Supplies, Equipment, etc. | Copier Lease 11/20                             | 64.14    |
| 12/17/2020                       | DTE Energy                           | Campau Promenade District      | Snowmelt Operations       | 43 Monroe Ave Ramp - 9100 297 30421 20/12      | 64.00    |
| 12/28/2020                       | GreatAmerica Financial Services Corp | District-Wide - Administration | Supplies, Equipment, etc. | Copier Lease 12/20                             | 60.88    |
| 12/11/2020                       | Fifth Third Bank                     | District-Wide - Administration | Supplies, Equipment, etc. | Admin: Supplies                                | 58.26    |
| 12/26/2020                       | City Treasurer - Payroll             | District-Wide - Administration | Personnel                 | Staff support for pay-period ending 12/26/2020 | 55.52    |
| 11/24/2020                       | Breck Graphic Inc                    | District-Wide - Administration | Supplies, Equipment, etc. | Ambassador Cards and Business Cards: Krenz & C | 50.00    |
| 12/21/2020                       | Dickinson Wright PLLC                | District-Wide - Administration | Professional Svcs         | Legal Services 11/20                           | 47.36    |
| 12/14/2020                       | The KR Group, Inc.                   | District-Wide - Administration | Professional Svcs         | IT network services 11/20                      | 41.59    |
| 11/9/2020                        | The KR Group, Inc.                   | District-Wide - Administration | Professional Svcs         | IT network services 10/20                      | 37.48    |
| 12/14/2020                       | Professional Maintenance of Michigan | District-Wide - Administration | DGRI Overhead             | Janitorial services SEPT 2016                  | 34.25    |
| 11/9/2020                        | The KR Group, Inc.                   | District-Wide - Administration | Professional Svcs         | MS office Agreement 8/17-9/16/2020             | 32.81    |
| 11/29/2020                       | Federal Square Building Co. #1, LLC  | District-Wide - Administration | DGRI Overhead             | Utility Service: Electric Nov 2020             | 29.34    |
| 12/28/2020                       | Federal Square Building Co. #1, LLC  | District-Wide - Administration | DGRI Overhead             | Utility Service: Electric Dec 2020             | 28.62    |
| 11/10/2020                       | Fifth Third Bank                     | District-Wide - Administration | Supplies, Equipment, etc. | Admin Supplies                                 | 28.58    |
| 11/9/2020                        | HR Collaborative LLC                 | District-Wide - Administration | Professional Svcs         | HR Consultant services 10/20                   | 25.69    |
| 11/1/2020                        | Professional Maintenance of Michigan | District-Wide - Administration | DGRI Overhead             | Janitorial services NOV 2020                   | 22.31    |
| 12/14/2020                       | Professional Maintenance of Michigan | District-Wide - Administration | DGRI Overhead             | Janitorial services NOV 2020                   | 22.31    |
| 12/14/2020                       | Cellco Partnership                   | District-Wide - Administration | DGRI Overhead             | Cell Phone Service 11/2020                     | 21.37    |
| 11/14/2020                       | City Treasurer - Payroll             | District-Wide - Administration | Personnel                 | Staff support for pay-period ending 11/14/2020 | 17.73    |
| 12/20/2020                       | Littlefoot Coffee Roasters           | District-Wide - Administration | Supplies, Equipment, etc. | Office Supplies 12/20                          | 13.90    |
| 11/9/2020                        | Model Coverall Service Inc           | District-Wide - Administration | DGRI Overhead             | Floor Mat Rental 10/20                         | 9.15     |
| 11/18/2020                       | The KR Group, Inc.                   | District-Wide - Administration | Professional Svcs         | IT services backupify Agreement NOV 2020       | 8.80     |
| 12/20/2020                       | The KR Group, Inc.                   | District-Wide - Administration | Professional Svcs         | IT services backupify Agreement DEC 2020       | 7.04     |

**TOTAL EXPENDITURES - NOVEMBER 1 THROUGH DECEMBER 31, 2020** **\$ 141,818.03**





# Downtown Grand Rapids Ambassador Program

December 2020 Report





# Highlights

In December we received a shipment of new trash cans! Most were replacing existing cans but 10 of them were in new locations and FINALLY reaching our most southern boundary of the cleaning district.

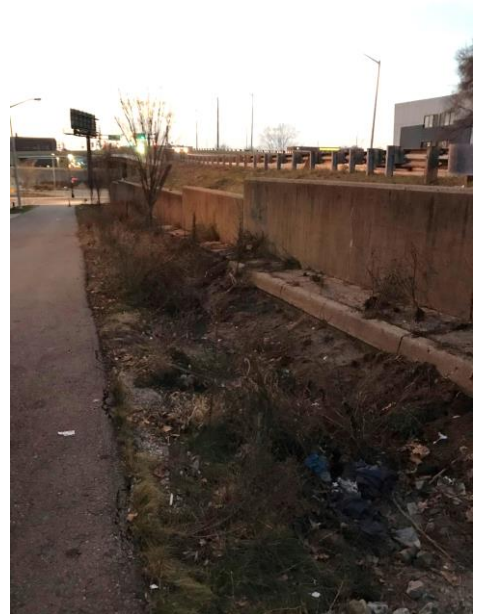
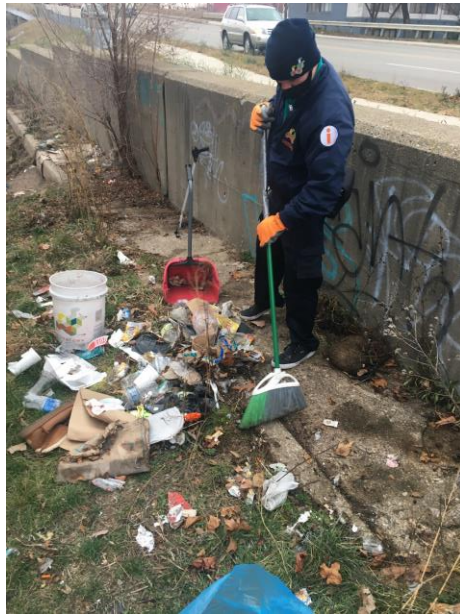


The snow didn't fall until Christmas Eve! In the matter of 7 days our team cleared snow from 830 meters, fire hydrants, bus stops, crosswalks & more! This may be a new record!





# Highlights



An unmaintained bioswale became a catchall for litter, debris & hypodermic needles. Our team acted safely clearing this block-long strip as much as possible.

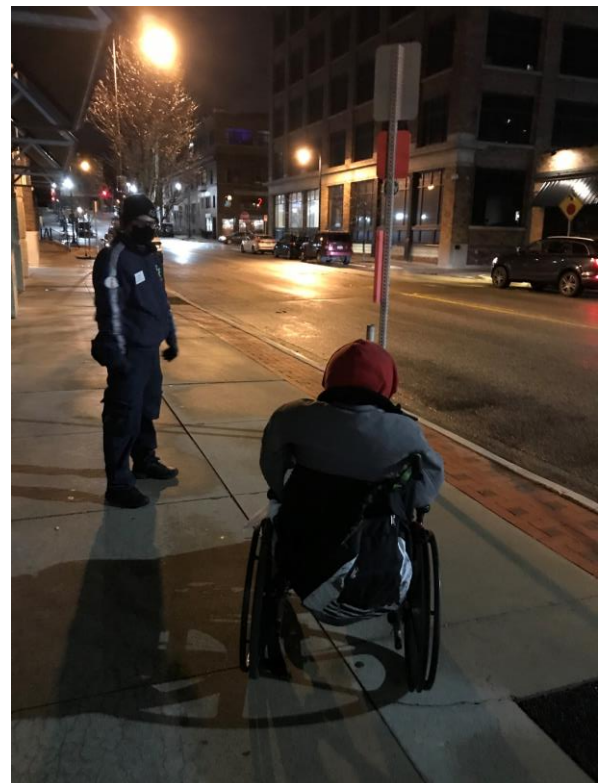




# Highlights



Our team cleaned and sanitized the loo over 80 times in the month of December, even through the holidays



# Statistics

| December Activity                |  | 2020          | 2019          | 2018          | 2020           |
|----------------------------------|--|---------------|---------------|---------------|----------------|
| Equipment Usage                  | ATLV Hours   | 12            | 0             | 0             | 361            |
|                                  | Bicycle (miles)                                    | 0             | 4             | 0             | 74             |
|                                  | Segway (Hours)                                     | 4             | 0             | 0             | 115            |
|                                  | Small Equipment (Hours)                            | 2             | 0             | 0             | 386            |
|                                  | <b>Total Equipment Usage</b>                       | <b>18</b>     | <b>4</b>      | <b>0</b>      | <b>46</b>      |
| Beautification                   | Biohazard Clean Up                                 | 302           | 239           | 205           | 3,454          |
|                                  | Biohazard - Human                                  | 66            | 71            | 34            | 577            |
|                                  | Infrastructure Management                          | 1,285         | 1,276         | 2,059         | 73,700         |
|                                  | Graffiti - Removed                                 | 127           | 113           | 128           | 2,276          |
|                                  | Planters Watered                                   | NA            | 0             | NA            | 11,668         |
|                                  | Power Washing (block faces)                        | NA            | 0             | NA            | 170            |
|                                  | Snow Removal                                       | 830           | 2,877         | 148           | 8,285          |
|                                  | Trash (Bags collected)                             | 1,145         | 1,430         | 1,701         | 14,611         |
|                                  | Weed Abatement (block faces)                       | 8             | 0             | NA            | 5,265          |
|                                  | Weed Abatement (# of weeds)                        | NA            | 7             | 50            | NA             |
|                                  | Cigarette Waste Recycled (Unit)                    |               | 1,509,128     |               |                |
|                                  | <b>Total Beautification Activity</b>               | <b>3,763</b>  | <b>6,013</b>  | <b>4,325</b>  | <b>120,006</b> |
| Hospitality & Engagement         | Business Contact                                   | 125           | 265           | 205           | 1,977          |
|                                  | Mobility Assist                                    | 103           | 44            | 42            | 1,313          |
|                                  | Observation - Fighting                             | 8             | 6             | 5             | 64             |
|                                  | PA - Directions                                    | 157           | 199           | 383           | 2,649          |
|                                  | PA - Information                                   | 3,637         | 1,736         | 2,124         | 40,397         |
|                                  | PA - Other   | 2,370         | 6,122         | 16,408        | 40,544         |
|                                  | Panhandling - Aggressive                           | 14            | 70            | 9             | 1,120          |
|                                  | Panhandling - Passive                              | 20            | 60            | 54            | 653            |
|                                  | Request for Emergency Services                     | 1             | 4             | 1             | 39             |
|                                  | Scooters   | 131           | NA            | NA            | 732            |
|                                  | Sidewalk Violation                                 | 980           | 198           | 227           | 11,690         |
|                                  | Social Services Assist                             | 8             | 91            | 359           | 751            |
|                                  | Suspicious Package                                 | 0             | 1             | 0             | 19             |
|                                  | Suspicious Activity                                | 7             | 2             | 0             | 429            |
|                                  | <b>Total Hospitality &amp; Engagement Activity</b> | <b>7,561</b>  | <b>8,798</b>  | <b>19,817</b> | <b>102,377</b> |
| <b>Total Ambassador Activity</b> |  | <b>11,324</b> | <b>14,811</b> | <b>24,142</b> | <b>222,383</b> |

**ASSESSMENT METHODOLOGY SCENARIOS – P.U.M.A. ANALYSIS MEMO**

JANUARY 14, 2021

**SNOWMELT DISTRICTS***Evaluation of combining individual districts into larger/singular district(s)*

The following analysis works from an initial assumption of \$244,758 total budget across all three districts – taken from the 2020 “Variable” Budgets. (Note: Variable budgets are used to set assessments and are different from functional budgets.)

**Combining Snowmelt districts (into one or two districts) is likely to be recommended, for the following reasons:**

- Monument Park continues to run at a deficit, while Monroe Center has a large fund balance. There are built-in inefficiencies in place when these districts are kept separate, while the service provided is the same.
- Monument Park (4 properties) and LCP (11 properties) are both very small districts for a special assessment. This places undue burden on individual properties, and districts this small are uncommon practice nationally. Further, Monument Park is hindered by the fact that its largest property is a non-profit which is not required to pay. If fully combined, the district would be made up of 82 properties, a more appropriate size, and DGRI/snowmelt revenue would be better shielded from uncollected assessments.
- Creates much greater flexibility in how Snowmelt funding is spent annually. Creates efficiencies in both operations and capital improvements. With this added flexibility, there may be the opportunity to reduce the overall assessments collected (i.e., the \$244,758 used for the following calculations).
- The existing districts are essentially adjacent to each other – it’s intuitive to consolidate.

Two Options for Consolidation:**SCENARIO 1: Combine all three into one consolidated snowmelt district****One Singular Snowmelt District**

|                                    | Property Area   | Frontage        | Building Area   | Parking Area    |                  |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Total (property characteristics)   | 444,716         | 3,624           | 1,532,529       | 539,657         |                  |
| Budget Proportions                 | 0.3             | 0.3             | 0.3             | 0.1             |                  |
| <b>Assessment Rates</b>            | <b>0.1651</b>   | <b>20.2628</b>  | <b>0.0479</b>   | <b>0.0454</b>   | <b>TOTAL:</b>    |
| <i>Test - Revenue Calculations</i> | <i>\$73,427</i> | <i>\$73,427</i> | <i>\$73,427</i> | <i>\$24,476</i> | <i>\$244,758</i> |

- The below table illustrates how a new combined assessment rate structure compares to the existing differing rates for each individual snowmelt district. (Green indicates a benefit, i.e., reduced rate if combined. Red indicates the opposite. Shading indicates degree of change.)
- In sum, a combined district would help reduce burden on Monument Park properties; and would increase burden on LCP properties. Impact on Monroe Center properties is smaller, but many would also benefit depending on property characteristics.

| Rate Comparison          | Property Area | Frontage       | Building Area | Parking Area  |
|--------------------------|---------------|----------------|---------------|---------------|
| <b>Combined District</b> | <b>0.1651</b> | <b>20.2628</b> | <b>0.0479</b> | <b>0.0454</b> |
| Monroe Center            | 0.1706        | 25.3740        | 0.0419        | 0.1916        |
| Monument Park            | 0.2743        | 25.6281        | 0.1268        | 0.1268        |
| LCP                      | 0.1237        | 11.1514        | 0.0562        | 0.0108        |

The primary drawback of combining into one singular district is that, initially, it creates 'winners' and 'losers' – i.e., properties that will pay significantly more/less depending on where they're located and their characteristics.

- The properties that will be hit the hardest in this scenario are those on LCP, especially those with a high amount of parking area and/or frontage.
- The properties that will benefit will primarily be those on Monument Park, and secondarily, some on Monroe Center with high amount of building/parking area.
- The below table illustrates the impact of consolidation into one district on the largest ratepayers.

#### Sample Property Bill Changes: Largest Ratepayers

| LCP Properties   | Prop. Area   | Frontage | Bldg. Area    | Park. Area | Assessment if combined           | Current Assessment | % Change |
|--|--------------|----------|---------------|------------|----------------------------------|--------------------|----------|
| 99 Monroe Ave (VREI 99 LLC)  | 39169        | 518      | 192149        | 21806      | \$ 27,159                        | \$ 21,656          | 25%      |
| 43 Monroe Ave (City)   | 27362        | 413      | 0             | 161273     | \$ 20,201                        | \$ 9,727           | 108%     |
| 218 Pearl St (Amway Hotel Corp)  | 34501        | 120      | 12272         | 242669     | \$ 19,722                        | \$ 8,909           | 121%     |
| <b>Monroe Center Properties</b>  |              |          |               |            |                                  |                    |          |
| 1 Monroe Center St NW (City)   | 36279        | 151      | 180432        | 65360      | \$ 20,659                        | \$ 30,107          | -31%     |
| 101 Monroe Center St NW (GR Art Museum)  | 69696        | 264      | 125000        | 0          | \$ 22,846                        | \$ 23,825          | -4%      |
| 1 Division Ave N (City)  | 29081        | 121      | 144636        | 0          | \$ 14,183                        | \$ 14,093          | 1%       |
| <b>Monument Park Properties</b>  |              |          |               |            |                                  |                    |          |
| 11 Sheldon Ave (GR Children's Museum)  | 14105        | 190      | 23130         | 0          | \$ 4,371                         | \$ 7,001           | -38%     |
| 20 Monroe Center St NE (GR Civic Theater) - <i>split assessment due to mixed use</i> | 6367<br>3428 | 29<br>16 | 13494<br>7266 | 0<br>0     | \$ 1,371<br>\$ 1,238<br>\$ 2,610 | \$ 4,792           | -46%     |
| 16 Monroe Center St NE (Kendall Proper LLC)  | 3026         | 45       | 15130         | 0          | \$ 2,127                         | \$ 3,890           | -45%     |
| 12 Monroe Center St NE (12 Monroe LLC)   | 2940         | 40       | 5605          | 0          | \$ 1,570                         | \$ 2,550           | -38%     |

#### SCENARIO 2: Combine Monroe Center & Monument Park Only

- Due to Scenario 1's significant impact on LCP properties, a secondary option is provided that only combines Monroe Center and Monument Park.

#### Combined Monroe/Monument District

|                                    | Property Area | Frontage       | Building Area | Parking Area  |              |
|------------------------------------|---------------|----------------|---------------|---------------|--------------|
| Total (property characteristics)   | 326,818       | 2,316          | 1,272,996     | 88,097        |              |
| Budget Proportions                 | 0.3           | 0.3            | 0.3           | 0.1           |              |
| <b>Assessment Rates</b>            | <b>0.1800</b> | <b>25.4091</b> | <b>0.0462</b> | <b>0.2226</b> | <b>TOTAL</b> |
| <i>Test - Revenue Calculations</i> | \$ 58,841     | \$ 58,841      | \$ 58,841     | \$ 19,614     | \$ 196,138   |

- The following tables illustrate how a new combined assessment rate structure compares to the existing rates for Monroe Center and Monument Park, as well as the impact of consolidation on the largest ratepayers.
- Monument Park properties will still benefit significantly from consolidation, albeit less so than in Scenario 1.
- While in Scenario 1, many Monroe Center properties would see a benefit (i.e., lower bill) with consolidation; in Scenario 2 most would see a modest increase in their annual snowmelt assessment.

- A benefit of Scenario 2 is that it mitigates the large swings in annual snowmelt assessments that are seen in Scenario 1.

| Rate Comparison          | Property Area | Frontage       | Building Area | Parking Area  |
|--------------------------|---------------|----------------|---------------|---------------|
| <b>Combined District</b> | <b>0.1800</b> | <b>25.4091</b> | <b>0.0462</b> | <b>0.2226</b> |
| Monroe Center            | 0.1706        | 25.3740        | 0.0419        | 0.1916        |
| Monument Park            | 0.2743        | 25.6281        | 0.1268        | 0.1268        |

#### Sample Property Bill Changes - Largest Ratepayers

| Monroe Center Properties  | Prop. Area | Frontage | Bldg. Area | Park. Area | Assessment if combined | Current Assessment | % Change |
|---|------------|----------|------------|------------|------------------------|--------------------|----------|
| 1 Monroe Center St NW (City)  | 36279      | 151      | 180432     | 65360      | \$ 33,260              | \$ 30,107          | 10%      |
| 101 Monroe Center St NW (GR Art Museum)                                       | 69696      | 264      | 125000     | 0          | \$ 25,034              | \$ 23,825          | 5%       |
| 1 Division Ave N (City)   | 29081      | 121      | 144636     | 0          | \$ 14,996              | \$ 14,093          | 6%       |
| <b>Monument Park Properties</b>   |            |          |            |            |                        |                    |          |
| 11 Sheldon Ave (GR Children's Museum)   | 14105      | 190      | 23130      | 0          | \$ 5,060               | \$ 7,001           | -28%     |
| 20 Monroe Center St NE (GR Civic Theater) - split assessment due to mixed use | 6367       | 29       | 13494      | 0          | \$ 1,504               |                    |          |
|   | 3428       | 16       | 7266       | 0          | \$ 1,360               |                    |          |
|   |            |          |            |            | \$ 2,864               | \$ 4,792           | -40%     |
| 16 Monroe Center St NE (Kendall Proper LLC)                                   | 3026       | 45       | 15130      | 0          | \$ 2,376               | \$ 3,890           | -39%     |
| 12 Monroe Center St NE (12 Monroe LLC)  | 2940       | 40       | 5605       | 0          | \$ 1,812               | \$ 2,550           | -29%     |

## CONDO ANALYSIS

*Evaluation of adding residential properties to DID assessments*

Overview of condo data within the DID:

#### Condominium Parcels

|                                      |                |   |
|--------------------------------------|----------------|---|
| Number of Parcels*                   | 360            | ← (Total "Units" is 422; some units do not have parcel nor property data) |
| <b>Total Building Square Footage</b> | <b>524,093</b> | ← (i.e., unit square footage)   |
| Avg.                                 | 1,456          |   |
| Min.                                 | 608            |   |
| Max.                                 | 4,302          |   |
| <b>Total Frontage</b>                | <b>1,584</b>   | ← (Only totals available for building; not broken up by parcel)           |
| Avg.                                 | 4.4            | ← (Per unit avg.)   |
| <b>Property Square Footage</b>       | <b>165,734</b> | ← (Pulled from Kent County Parcel Mapper)                                 |
| Avg.                                 | 460.4          | ← (Per unit avg.)   |
| Parking                              | --             | ← (Largely not available or incomplete)                                   |

Estimated condo revenue potential:

- The condos within the database account for 3.7% of building sq. ft., 3.3% of frontage, and 1.7% of property area within the DID.



- Using existing assessment rates, condos represent roughly **\$30,000 of potential DID area-wide assessment revenue**. This accounts for roughly 2-3% of the DID's total area-wide assessment revenue.
- **Due to the relatively low potential revenue, we recommend any assessments on residential property moving forward be additive;** rather than cancelling out this new revenue with very small reductions to existing ratepayers.

Options for assessing residential properties:

#### **SCENARIO 1: Utilize existing rate structure for condos (excluding the parking element)**

##### **Condos - Charged by Current Rate Structure**

|                               |                 |
|-------------------------------|-----------------|
| Avg. Unit Bill (Bldg. Area)   | \$ 35.75        |
| Avg. Unit Bill (Frontage)     | \$ 32.10        |
| Avg. Unit Bill (Prop. Area)   | \$ 16.65        |
| <b>Avg. Unit Bill (Total)</b> | <b>\$ 84.50</b> |
| Min. Unit Bill                | \$ 32.84        |
| Max. Unit Bill                | \$ 235.92       |

← (Excluding The Rowe – needs additional analysis due to mixed-use)

*River House Avg. Bill*                      \$ 48.15  
*All Other Condos Avg. Bill*              \$ 142.58

Benefits of this option:

- Utilizes existing structure; a straight forward rationale for determining how an owner's bill is set.
- Since parking data is not available/reliable, it naturally sets assessments for residential at 90% of the standard DID assessment (parking area makes up 10% of the standard DID assessment). This largely aligns with benefits received – i.e., residents directly benefit from clean and safe services, less so from marketing relative to commercial properties.

Drawbacks of this option:

- Favors those who own in taller buildings/with more units – this may not be a fair way of setting assessment (i.e., why should one person who lives in a 1,000-sf unit in a building with 200 units be charged less than a person who lives in a 1,000-sf unit in a 6-plex building).
- Creates a clear dichotomy between River House bills and everyone else's. (Residential property in the DID has the unique characteristic of more than 50% of the condos are located in one building, River House.)
- Utilizes property characteristics that are more challenging to track and aren't captured for specific units (i.e., frontage and property area). These would likely have to be manually collected and divided evenly amongst condos. It also creates a more challenging assessment calculation for mixed use properties.

#### **SCENARIO 2: Utilize a flat rate for condos (based on the above revenue potential)**

##### **Condos - Flat Rate**

|                              |                 |
|------------------------------|-----------------|
| <b>Unit Bill (Flat Rate)</b> | <b>\$ 84.50</b> |
| Min/Max.                     | n/a             |

Benefits:

- Easiest and most straightforward to set and understand.
- Essentially puts an assessment on a per-household basis. The value of the DID ties more to being a resident of downtown – different from the benefits of commercial property ownership – and so a different methodology is a valid option.



- Avoids the nuance that comes with the various per-foot calculations and formulas (as seen in scenario 1).
- Many other DIDs use this method nationally.

**Drawbacks:**

- Minimizes the impact of a condo owner's property size, and therefore, value. A condo owner living in a 600-square-foot studio would pay the same amount as someone living in a 4,000-square-foot penthouse.

**SCENARIO 3: Utilize unit square footage only to set differential rates** (based on the above revenue potential)

**Condos - Based on Unit Sq. Ft. Only (with same total revenue as above)**

|                                   |                 |
|-----------------------------------|-----------------|
| <b>Avg. Unit Bill</b>             | <b>\$ 84.50</b> |
| Min. Unit Bill                    | \$ 35.29        |
| Max. Unit Bill                    | \$ 249.70       |
| <i>River House Avg. Bill</i>      | <i>\$ 89.34</i> |
| <i>All Other Condos Avg. Bill</i> | <i>\$ 78.23</i> |

**Benefits:**

- Unit size (i.e., "building area" in assessor's data) is the most reliable data source that already lives in property's database.
- Unit size has a strong correlation to property value. It is the one that most directly ties to the condo owner's unique property (rather than the building as a whole).
- Minimizes the large discrepancy with River House, seen in Scenario 1 – this method essentially nullifies any benefit condo owners would see in their bills simply because they reside in a taller building.

**Drawbacks:**

- A new methodology – may be difficult to understand how we arrived at these assessment amounts for different owners.

## NON-PROFIT ANALYSIS

*Evaluation of assessments on non-profits for DID services*

Overview of non-profits that currently receive a discount (i.e., private tax-exempt):

- Private tax-exempt property owners (officially defined as "Class 2" properties for DID assessment purposes) are currently asked to voluntarily contribute to the DID at a discounted rate of 60% of the standard assessment.

**Class 2 Parcels - Private Tax-Exempt**

|                                     |          |
|-------------------------------------|----------|
| Number of Parcels                   | 87       |
| Percent of Total Parcels            | 15%      |
| Current Class 2 Discount Multiplier | 0.6      |
| Avg. Class 2 Assessment             | \$ 1,004 |

Estimated revenue potential:

- Private tax-exempt properties currently account for roughly \$90,000 in assessments.

- Like with residential properties, due to the lower proportion of the total revenue (and for optics reasons), **we recommend any new/greater assessments on non-profit property moving forward be additive.**
- Utilizing the existing rate structure, the below table shows potential revenue based on different discounts for private non-profits.

#### **Class 2 Area-Wide Assessment Totals**

|                                       |                   |
|---------------------------------------|-------------------|
| Land Area                             | \$ 38,499         |
| Frontage                              | \$ 54,084         |
| Building Area                         | \$ 46,645         |
| Parking Area                          | \$ 6,333          |
| SUB-TOTAL (100%)                      | \$ 145,561        |
| <b>CURRENT DISCOUNTED TOTAL (60%)</b> | <b>\$ 87,337</b>  |
| <b>DISCOUNTED TOTAL (90%)</b>         | <b>\$ 131,005</b> |
| <i>Additional Revenue Potential</i>   | <i>\$ 43,668</i>  |

#### Recommendations/best practices for assessing non-profits:

- Assessments on non-profits should be tied to the benefits received from DID services. Non-profits directly benefit from DID clean and safe services (representing roughly 90% of spending for area-wide services annually). Marketing and communications are less of a benefit to non-profits compared to commercial properties.
- For this reason, a rate of 90% of the base (rather than the current, 60%) should be considered. Additional revenue potential is shown in the above table.
- However, if payments remain voluntary, higher bills could disincentivize non-profits from paying, nullifying potential new revenue.
- If bills are increased, via a smaller discount, a hardship clause should be built in to the assessment methods, allowing non-profits to keep their rate at the 60% level.
- We advise against using flat rates for non-profits, due to the wide range of types of non-profits, operating budgets, and property sizes of these organizations.
- For context on shifting the discount from 60% rate to 90% rate, the below table shows the impact this would have on the three largest Class 2 properties in the DID, as well as the average Class 2 property. This change would increase bills by 50%.

| <b>Impact on Largest Ratepayers</b> | <b>Current Bill (60%)</b> | <b>Bill at 90% Discount</b> |
|-------------------------------------|---------------------------|-----------------------------|
| YMCA                                | \$ 6,299                  | \$ 9,449                    |
| Grand Point II LTD                  | \$ 4,369                  | \$ 6,554                    |
| Grand Rapids Ballet Company         | \$ 3,839                  | \$ 5,759                    |
| <i>Average Class 2 Ratepayer</i>    | <i>\$ 1,004</i>           | <i>\$ 1,506</i>             |

# MEMORANDUM

DOWNTOWN  
IMPROVEMENT  
DISTRICT



**DID**

DATE: January 19, 2021

TO: Downtown Improvement District

FROM: Tim Kelly, AICP  
DGRI President & CEO

**Agenda Item #6**  
**January 21, 2021**  
**DID Meeting**

**SUBJECT: Retail Assessment and Recovery Discussion**

In June 2020 the Downtown Development Authority approved funding to assess and analyze the state of retail in Downtown. That scope of work includes an analysis of COVID-19 impacts and an overview of macro trends impacting the Downtown retail environment. Once complete, the analysis will provide an overview of existing conditions and will help identify strategies to consider for achieving our goals for cultivating a thriving retail environment in Downtown.

Mike Berne from MJB Consulting has been leading this work and presented the attached presentation to the DDA Board at their January 13, 2021 meeting. This initial analysis was based on discussions with merchants, owners, brokers and others engaged in retail Downtown and the broader Grand Rapids trade area. A final report, which will include recommendations for tactics to consider will be presented in March and will be shared with the DID Board.

A recording of that presentation to the DDA is available on the DGRI website and [can also be viewed via the link provide here](#) (Note the start time is at the 50 minute mark of the recording).



# Downtown Grand Rapids

## Retail Analysis and Strategy Phase I Findings



A Retail Real Estate Consulting Firm

**DDA Board Meeting**  
January 13, 2021

**Mike Berne**  
MJB Consulting

# Scope of Work

- Phase I: Analysis of COVID-19 Impact
  - Where is retail in Downtown Grand Rapids headed?
- Phase II: Strategy for COVID-19 Response
  - What should the DDA do about it?



# Phase I

- Extensive (virtual) touring
- Review of available data sets and reports
- Discussions with landlords and brokers
- Conversations with merchants
- Benchmarking with national trends

# National Context

- Central business districts (CBD's) hit hard
  - Office space
  - Convention / visitor trade
  - Modest residential
  - Experiential economy
  - Small businesses





# National Context

- Adaptations and protections
  - Outdoor sales
  - Other revenue sources (besides walk-in)
  - Becoming "essential"
  - PPP and other public-sector relief
  - Community goodwill / fundraising
  - Cost-cutting (incl. jobs)
  - Receptive landlords
  - Eviction moratoriums





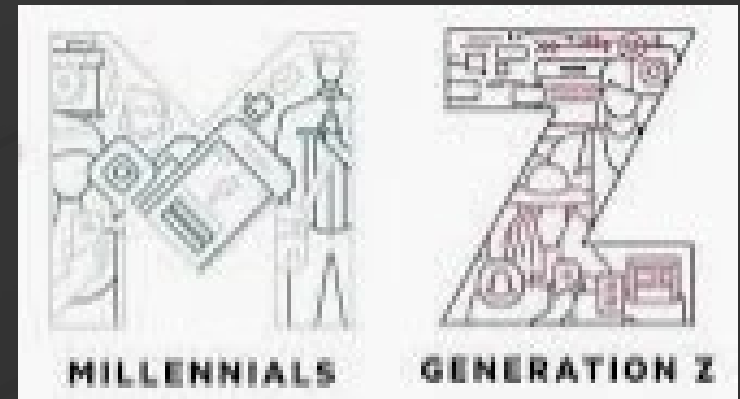
# National Context

- Improving prospects in 2021
  - Less carnage
  - Market Darwinism
  - Second stimulus
  - Mass vaccination
  - Economic rebound
  - Pent-up demand
  - Entrepreneurial energy
  - Lower rents



# National Context

- Uncertainty in CBD's
  - Generational change
  - Home cooking
  - Anchor prospects
  - Landlord flexibility
  - Remote work
  - Business travel
  - Co-opted formats



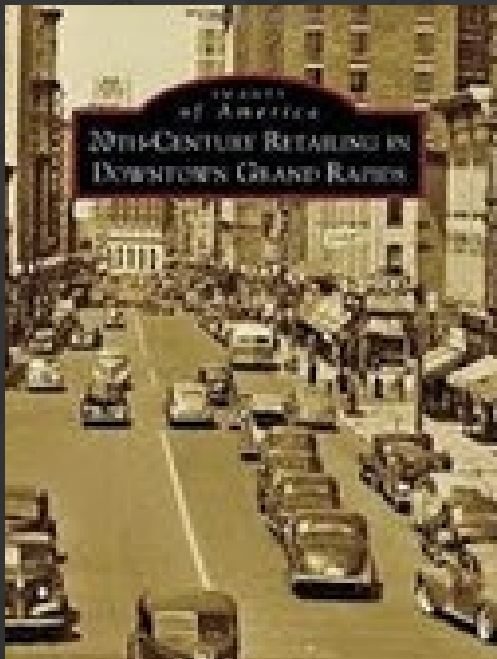
# Downtown Grand Rapids

- Pre-COVID momentum
  - Punching well above its weight



# Big Picture

- The new Downtown paradigm
  - Grand Rapids "nailed it"...
  - Versus primary shopping destination





# Big Picture

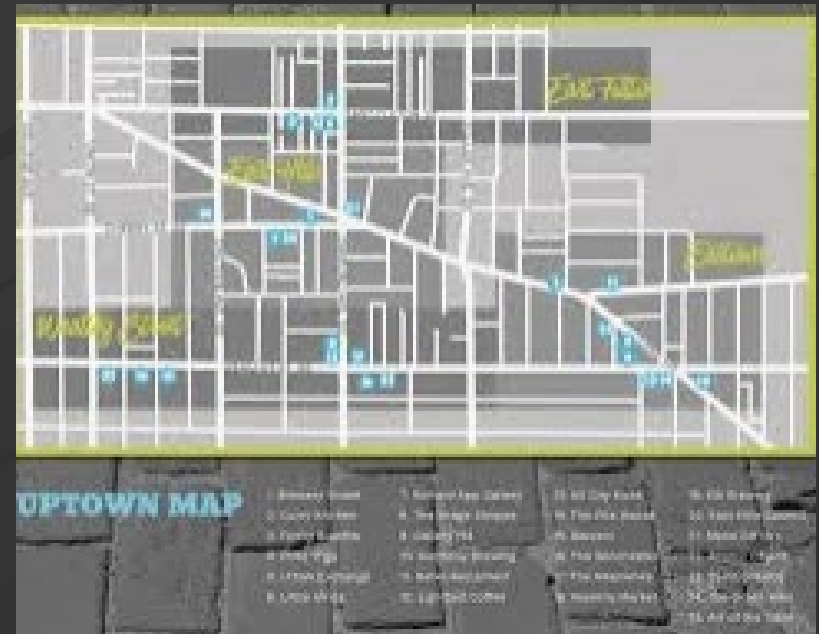
- Drivers of demand
  - "Trade area" population
  - Captive submarkets
  - Downtown residents
    - Not an either-or





# Big Picture

- Ceiling to demand
  - The near neighborhoods
  - Neo-hipster urbanites
  - Broadening the draw
    - Minority *consumer*



# Big Picture

- Sprawl and synergy
  - Value of clustering



# Big Picture

- ... but cluster where?
  - The market ultimately decides



# Big Picture

- Concede the soft goods...
  - ... except as an incubator





# Big Picture

- Or make it happen...
  - Retail as amenity





# Next Steps: Phase II

- Existing programs, capacities and resources
- Conversations with other stakeholders
- Review of zoning and regulatory framework
- Consideration of possible "catalyst" projects
- Case studies from analogous Downtowns

# Contact Info

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