

# AGENDA

## DGRI BOARD OF ADVISORS



### Board Members:

Stephanie Andrews • Monica App • Rick Baker • Shaun Biel • Mayor Rosalynn Bliss • Kayem Dunn • Jorge Gonzalez • Kristian Grant • Brian Harris • Bob Herr • Nikos Monoyios • Doug Small • Eddie Tadlock • Randy Thelen • Al Vanderberg • Mark Washington • Kara Wood • Rick Winn

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**February 16, 2023 2:00p**  
**29 Pearl Street NW (DGRI Offices)**

- |   |        |        |
|---|--------|--------|
| 1. Call to Order (2:00)   |        | Harris |
| 2. Approve Minutes from December 2022 (2:01)<br>(enclosed)  | Motion | Harris |
| 3. Grand River Greenway Update and Discussion (2:05)<br>(enclosed)  | Info   | Guy    |
| 4. FY23 Key Project Updates (2:50) <ul style="list-style-type: none"><li>o Downtown Wayfinding Implementation</li><li>o Lyon Square</li><li>o Hill + River Network</li><li>o Van Andel Alley / Pedestrian-way</li></ul> | Info   | Staff  |
| 5. President & CEO Report (3:15)  | Info   | Kelly  |
| 6. Board Member Discussion (3:20)   |        |        |
| 7. Public Comment (3:25)  |        |        |
| 8. Adjournment (3:30)   |        |        |



**Board of Advisors Meeting  
December 20, 2022**

1. Call to Order - The meeting was called to order at 2:02pm by Chair Brian Harris

Attendance:

Members Present: Stephanie Andrews, Monica App, Shaun Biel, Kayem Dunn, Jorge Gonzalez, Brian Harris, Bob Herr, Dough Small, Eddie Tadlock, Randy Thelen, Al Vanderberg, Kara Wood, Rick Winn

Members Absent: Rick Baker, Mayor Bliss, Kristian Grant, Nikos Monoyios, Manager Washington

Others Present: Tim Kelly (President & CEO), Jessica Wood (Legal Counsel), Marion Bonneaux, Kim Van Driel, Bill Kirk

2. Approve Minutes from September 21, 2022

*Motion: Member Stephanie Andrus, supported by member Winn, moved to approved September 21, 2022, meeting minutes as presented. Motion carried unanimously.*

3. The Week Ahead Newsletter Overview

Chair Harris introduced Melvin Eledge, DGRI Operations Manager, who gave a short intro about The Week Ahead newsletter. Eledge provided details and insights regarding the newsletter. The Week Ahead started during Pandemic as a monthly format to share info; it was relaunched in June of 2021 with a weekly format. Performance Metrics were discussed about subscribers. Eledge asked for questions or comments about newsletter. Board member asked if subscribers are allowed to respond to the email with questions. The answer is yes. Harris asked how much time Melvin dedicated to The Week Ahead on a weekly basis? Eledge informed them that it's a couple of hours of pulling content.

4. 2023 Meeting Dates

Kelly, DGRI President and CEO proposed meeting dates for quarterly meetings in the upcoming year of 2023. No conflicts for any present members.

5. DGRI Purchasing and Procurement Policy

Kelly presented the Purchasing and Procurement policy. It included a great setup and the federal grant that will be received in the new year. Members discussed that we need to make sure we have certain policies in place for deployment of federal funds; it was discussed that we are going to need new policy in place. This is a policy for only federal funding. Jessica, legal counsel spoke on the policy.

*Motion: Member Biel, supported by Member Herr to accept the DGRI Purchasing and Procurement Policy as presented. Motion carried unanimously.*

6. Art Prize MOU and Agreement

Kelly spoke regarding the transition of ArtPrize. The group came together to discuss opportunities with KCAD, and Ferris State University. There are two parts, two actions. First, approve the understanding between DGRI, the City of Grand Rapids and Ferris State. Second, between DGRI and ArtPrize. MOU will outline work of each partner. DGRI is being asked to serve as contract; this will require no money from DDA, MNTIFA won't be needed beyond what has already been approved. There is a transitional leadership board that is being established; it will function as a committee of DGRI and will abide by the Bylaws of DGRI and non-profit. We are trying to set it up, so each decision doesn't have to be brought to the board for approval. The board could be dissolved in the future and become a new entity. If there was a shortfall, DGRI would cover it; we won't enter into agreements for which there are not funds available. Member Washington discussed the status that Art prize has established and discussed the support it provides to the city. Members discussed the potential to expand, improve and bring back things that were successful in the past. Regarding staffing, four members of the existing ArtPrize team are going to be coming to help get things moving and ensure the event has the attention needed.

**Agreement of Art Prize:** the agreement between DGRI covers website, social media, and trademarks. ArtPrize would gift the trademarks to DGRI with understanding that we will actively use within 36 months solely for ArtPrize event and that we would not sell it without approval. DGRI would accept ownership and eventually assign to a new entity.

*Motion: Member Winn, Supported by Member Dunn to accept the Agreement of Art Prize as presented. Motion carried unanimously.*

7. World of Winter Overview

Kim VanDriel, DGRI Director of Public Space Management provided update on World of Winter 2023, the two-month long festival from January to early March. We currently have 14 curated art installations. VanDriel presented snapshots of the various installations and events, including House of Cards, Lite Bright, Roaming Gnomes, Talking Heads, and Light Projections, Human Hungry Hippo, Fire and Ice Event, Great Lakes Snow Snake Competition, Walking Tours, and Winters a Drag-highlighting Queen of the North! Kirk discussed communications and marketing behind WoW. We have a mix of digital, print and radio marketing, similar to last year with a change of scope, for both local focus and regional focus. Kirk reviewed the various DGRI paid advertisement avenues for the local focus and Experience GR's supporting in advertising WoW regional.

8. Grand River Greenway Update

Andy Guy, DGRI COO presented a Grand River Greenway update. 2022 was a big; looking ahead in 2023 we have a lot that will be coming together. Including organization development and Grand River Inc the branding will be more towards finalized in February. Guy informed the board of the new hire, Catherine Zietse for the Greenway project. Discussed the finalizing draft of equity framework and defining what is meant by equity. Looked at all projects and established an understanding where they are at. Andy thanked AI at the committee and his department. We are still negotiation with DNR for the grant, communicating that our goal is very broad. A board member inquired on any additional fundraising. Greenway committee is trying to build a multi decade plan.

9. President & CEO Report

Kelly presented the President and CEO Report. We are expecting to know from the EGLE on Square permit in the early part of the new year. Highlighted the Coffee and Conversations for the river project that James Peacock, DGRI's Economic Opportunity Organizer has been hosting. Reference the project at Division and Wealthy, Southgate is scheduled to open January 12<sup>th</sup>. During the past DDA meeting another retail grant was approved. The DDA approved funding for new tree plantings, there will be 250 new trees which leaves us 400 short of hitting 10% canopy goal. Veterans Park project, the DDA approved funding that will go into the city. Activate new building with a coffee shop and new patio furniture. Finalizing Dickinson Wright contract for 2023. There is a lot of growth happening,

## UNAPPROVED MINUTES

new policies and procedures. Purchasing policy, Investment policy, Finance committee. Tim welcomed Cara.

10. Board Member Discussion

None

11. Public Comment

No public attendance

12. Adjournment

Chair Harris thanked everyone for an awesome year, mentioning a few key highlights and everyone exchanged holiday wishes. Meeting adjourned at 3:23p.m.

Minutes taken by:  
Arielle Fenlon

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# Downtown Vitals Report Downtown Development Authority



Produced February 3, 2023  
for the month of January 2023

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## Summary of Downtown Vital Signs

Most Recently Completed Month: **January 2023**

### New Businesses

+1 in January  
vs. 2.2 5-yr avg.  
+1 year-to-date  
p. 3

### Storefront

Vacancy Rates  
+3% vs. December  
-9% vs. 2-yr avg.  
p. 4

### Office Space Vacancy Rates

-20% vs. Q3  
+44% vs. 5-yr avg.  
+19% vs. 15-yr avg.  
p. 5

### Office Space Rental Rates

+\$0.08 vs. Q3  
+\$2.86 vs. 5-yr avg.  
+\$5.38 vs. 15-yr avg.  
p. 5

### Housing Occupancy

+1% vs. Q3  
+4% vs. 5-yr avg.  
+3% vs. 15-yr avg.  
p. 6

### (Dec) Hotel Occupancy

-7% vs. Nov  
+17% vs. Dec 2021  
-5% vs. 5-yr avg.  
p. 7

### Visitor Activity Counts

+12% vs. December  
+17% vs. Jan 2022  
p. 8

### Employee Activity Counts

+18% vs. December  
+22% vs. Jan 2022  
p. 8

### Resident Activity Counts

+21% vs. December  
+19% vs. Jan 2022  
p. 8

### Off-Street Parking Instances

+4% vs. Dec  
+31% vs. Jan 2022  
p. 11

### (Dec) DASH Ridership

+4% vs. Nov  
+25% vs. Dec 2021  
p. 12

### (Oct) City Employment

-1% vs. Sep  
+3% vs. Oct 2021  
+0.2% vs. 5-yr avg.  
p. 13

## Editorial Notes

### Storefront Business Openings (p. 3)

*Please consider that only one month's worth of data is available and illustrated for 2023.*

### Housing (p. 6) & Development (p. 10)

*The Southgate opened on January 12, 2023 with 56 units of housing at 424 Division Ave S.*

### Downtown Activity (p. 8)

*Resident Activity Counts were added to the Summary page.*

### On- and Off-Street Parking (p. 11)

*The source for on-street parking is still experiencing a data lag, so we have removed it entirely. Coincidentally, off-street parking data became available and took its place. Expect deeper analyses of off-street parking utilization in future editions of the Vitals Report.*

### General Note

*With 2023 starting, please consider the updates to the multi-year averages.*

# Storefront Business Openings in 2023

Retail
Pochi's Sweet Designs

Food & Beverage

Services

In 2022,

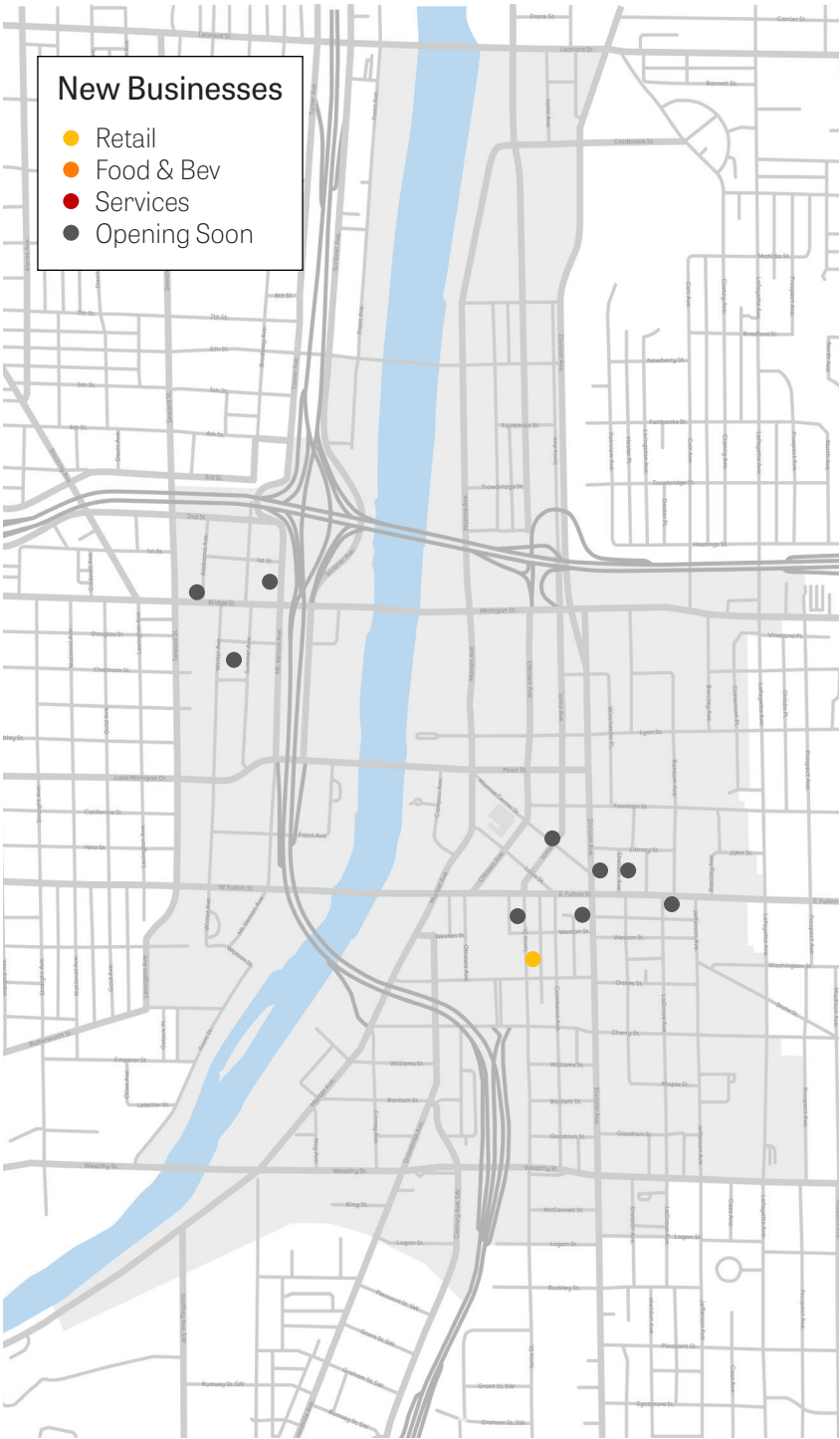
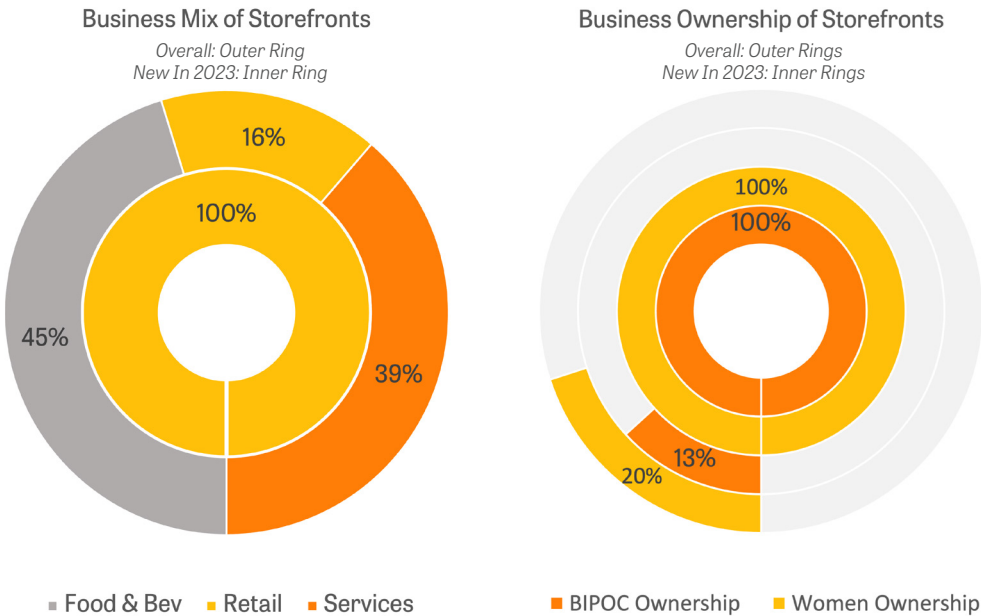
businesses opened

1.5x

faster

than they closed

1.7x in 2021 & 1.6x in 2020



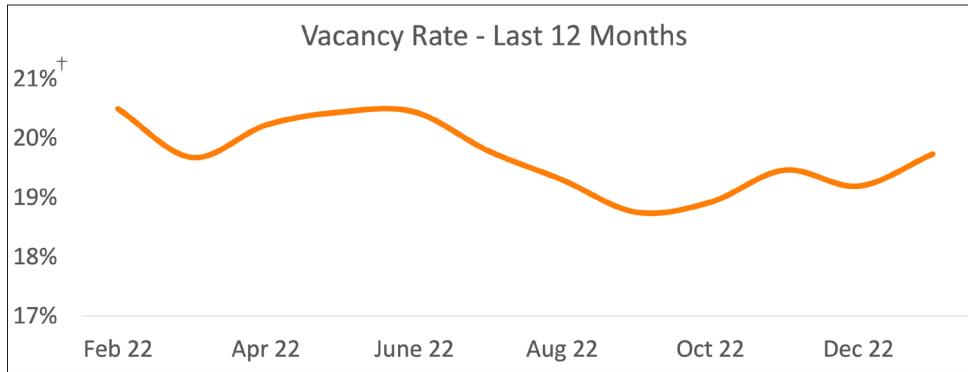
Source: Downtown Grand Rapids Inc.

## Storefront Vacancies & Recent Closures

**2**  
storefront  
businesses have  
**closed** in 2023  
(**2** in January)

**2023 Closures:**  
**50%** Food & Bev  
**50%** Retail  
**0%** Services

**3%**  
**increase** in  
vacancy rate in  
January



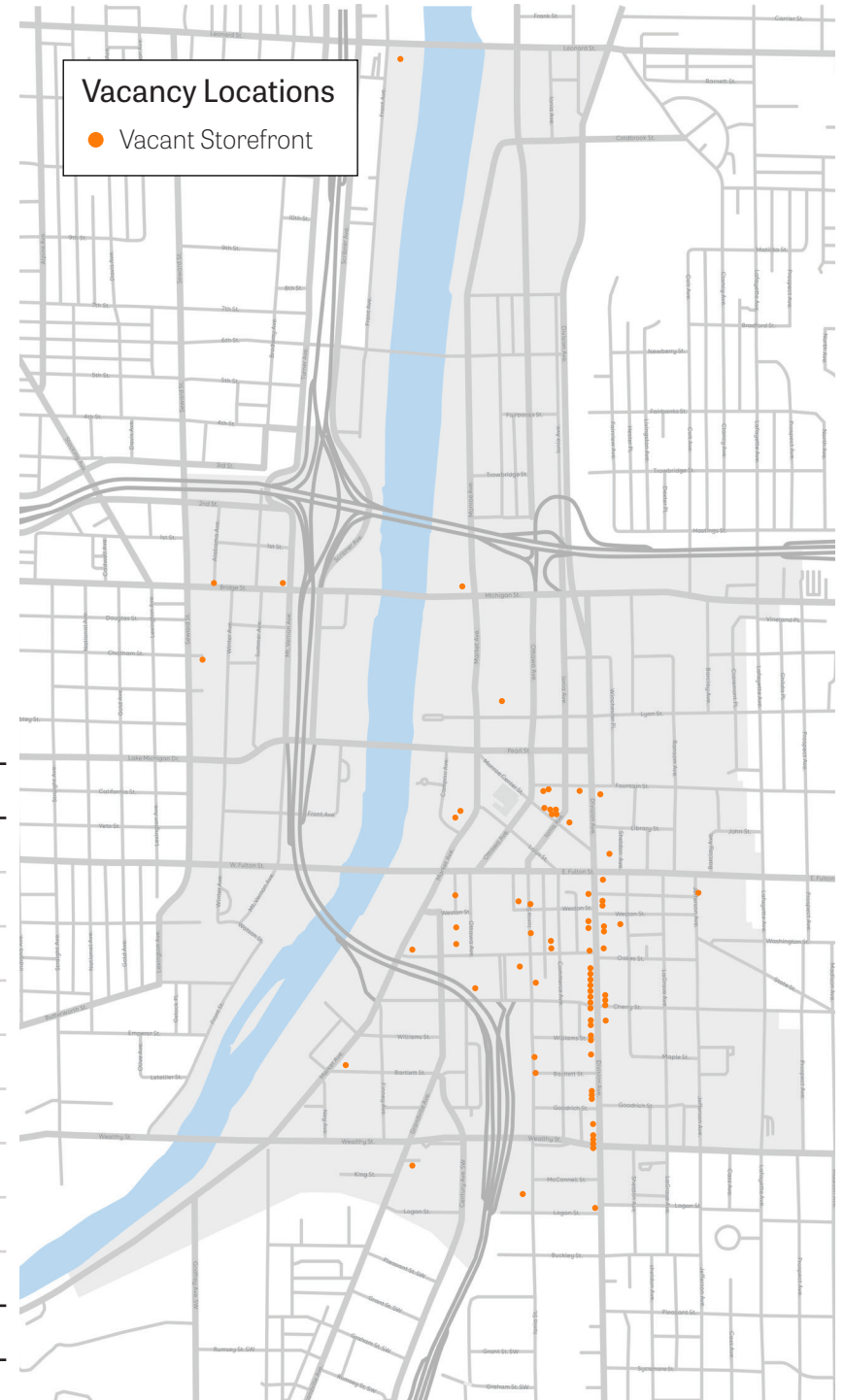
	Storefronts	Vacancies	Vacancy %	Sq Ft Available
Bridge Street	22	2	9%	3,835 sq ft
Center City	115	19	17%	~34,492 sq ft
<i>Monroe Center*</i>	<i>51*</i>	<i>8*</i>	<i>15%*</i>	<i>~50,750 sq ft*</i>
Fulton & Jefferson	21	1	5%	~4,000 sq ft
Heartside: Division	99	34	34%	~86,596 sq ft
Heartside: Ionia	69	11	16%	27,104 sq ft
Heartside: Grandville	14	4	29%	21,087 sq ft
Monroe North	26	1	4%	~3,000 sq ft
Other	4	1	25%	500 sq ft
<b>DISTRICT TOTALS:</b>	<b>370</b>	<b>73</b>	<b>19%</b>	<b>~231,364 sq ft</b>



**DOWNTOWN  
DEVELOPMENT  
AUTHORITY**

\*Monroe Center is a subset of Center City and is not included in District Totals

\*truncated y-axis to highlight month-over-month changes



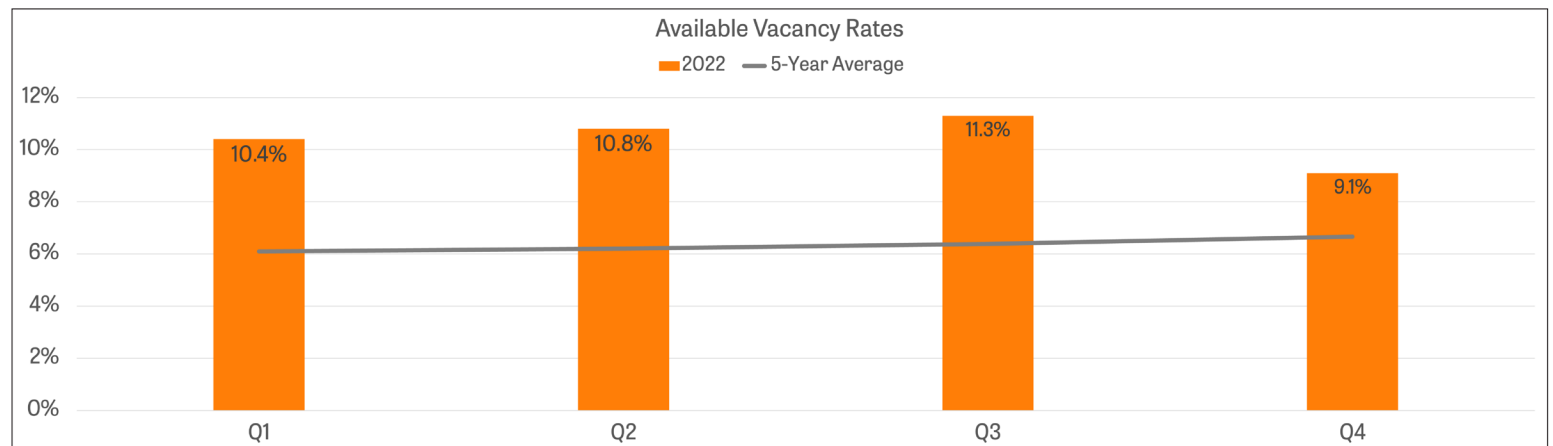
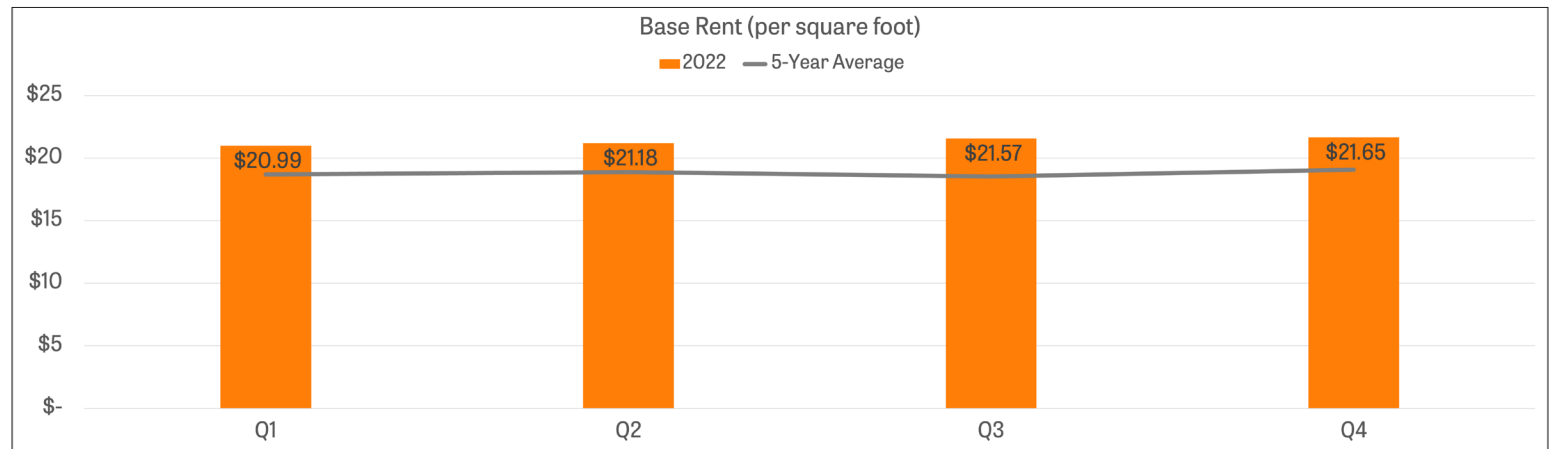
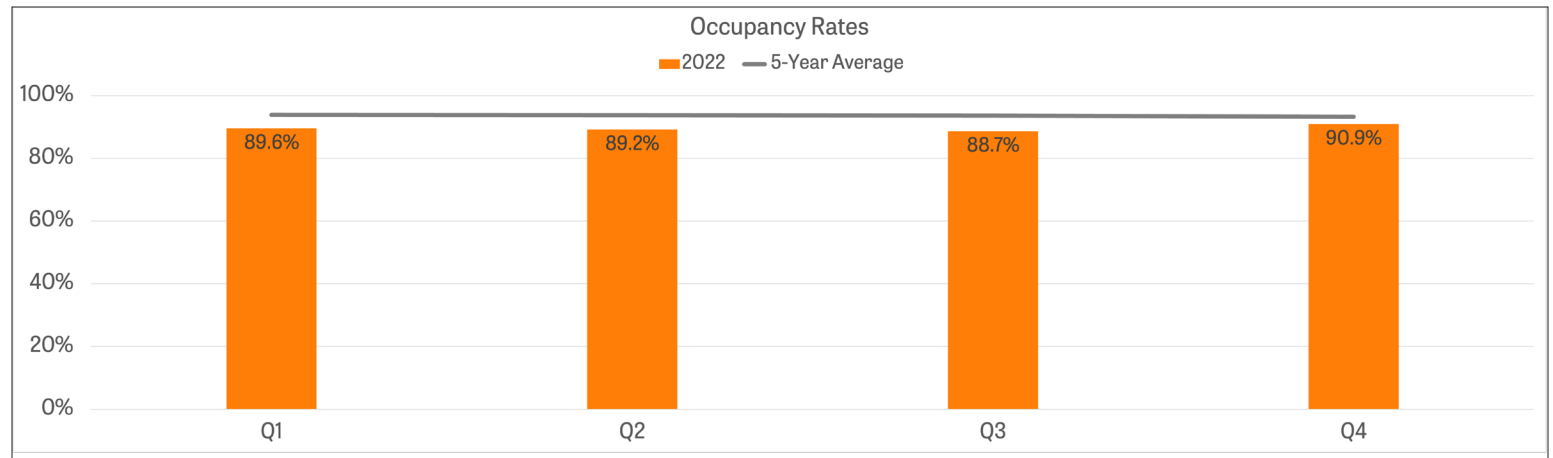
Source: Downtown Grand Rapids Inc.

8.9M sq ft of occupied space in Q4 2022      901k sq ft of vacant space in Q4 2022

**4%**  
**decrease** in average  
occupancy in  
2022 compared to  
5-year average

**15%**  
**increase** in average  
rental rates in  
2022 compared to  
5-year average  
(\$2.45/sq ft)

**44%**  
**increase** in average  
vacancy in 2022  
compared to  
5-year average



## Housing Overview

Updated Quarterly

# 4%

increase in  
occupancy rate  
vs. 5-year average  
(97% vs. 94%)

# 1%

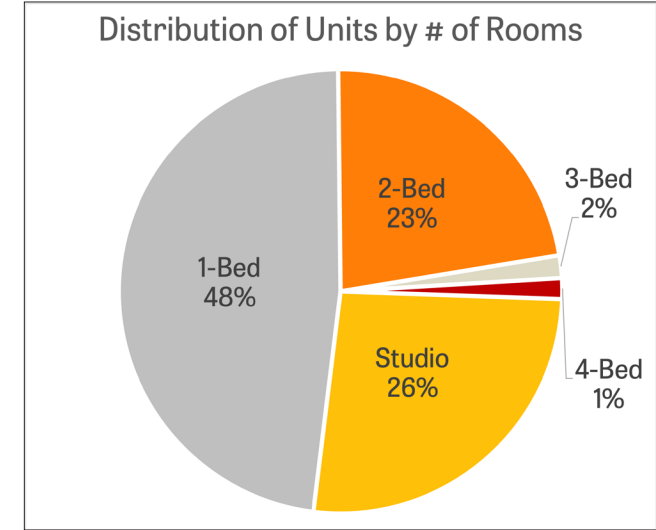
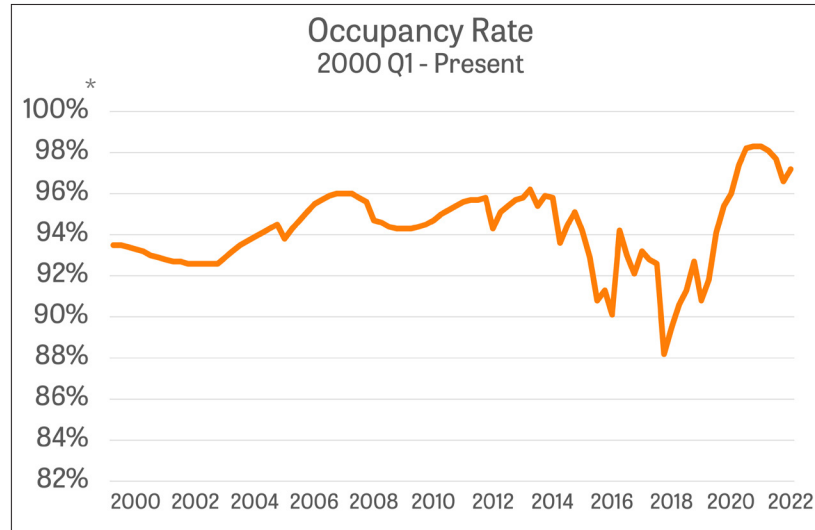
increase in  
occupancy rate  
vs. Q3 2022

# 193

units under construction

# 1,519

units in planning

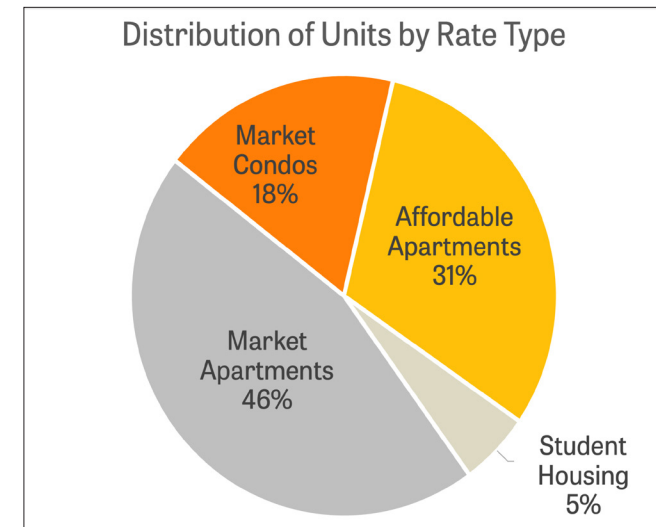
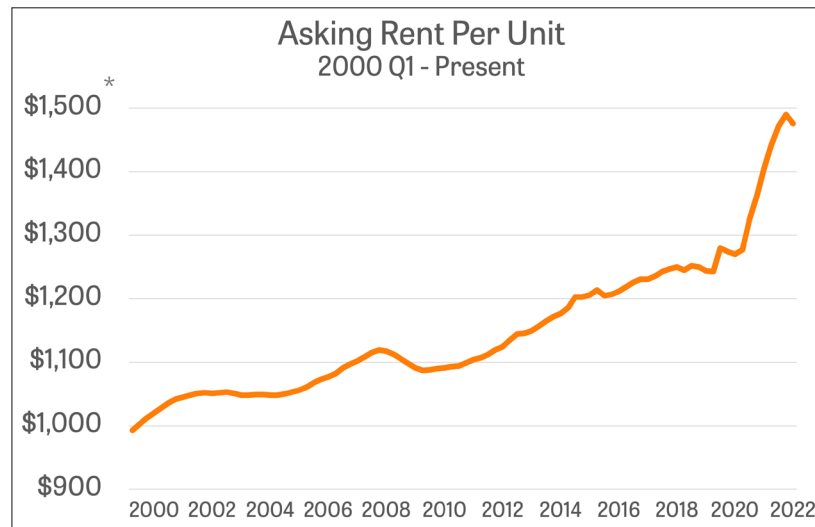


# 17%

increase in  
asking rent rate  
vs. 5-year average

# 1%

decrease in  
asking rent rate  
vs. Q3 2022



\*truncated y-axis to highlight changes

Source: CoStar &  
Downtown Grand Rapids Inc.

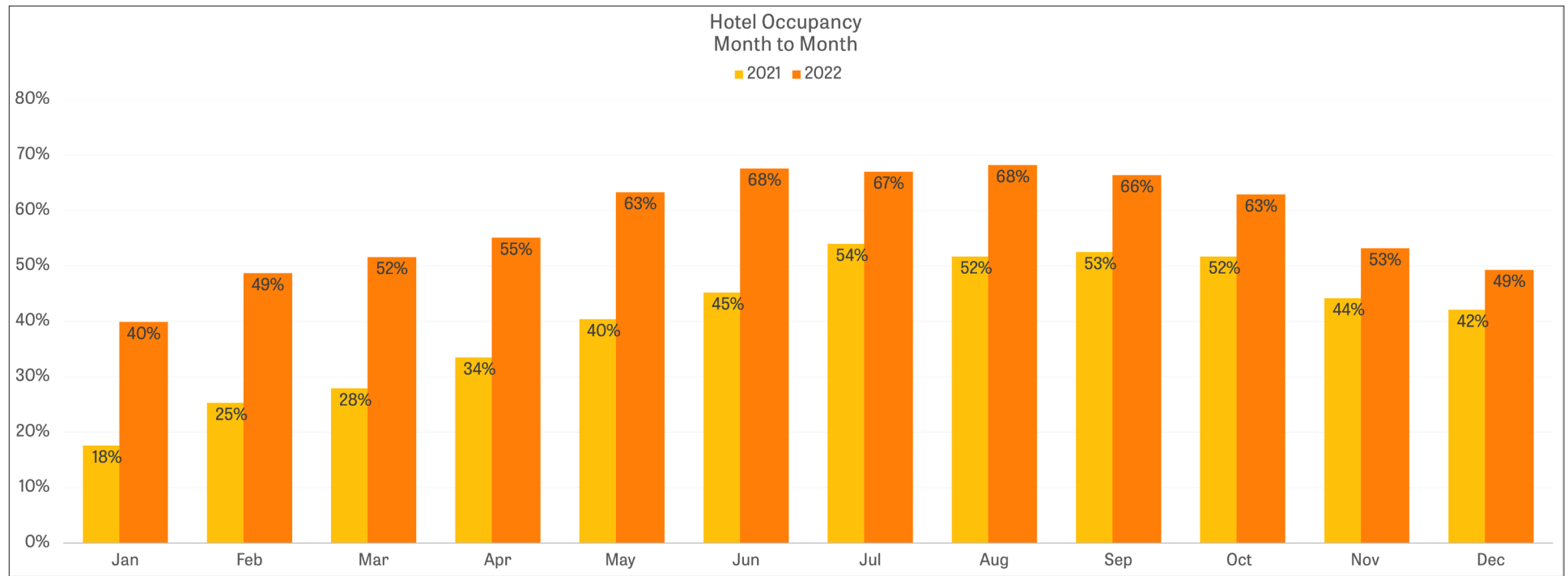
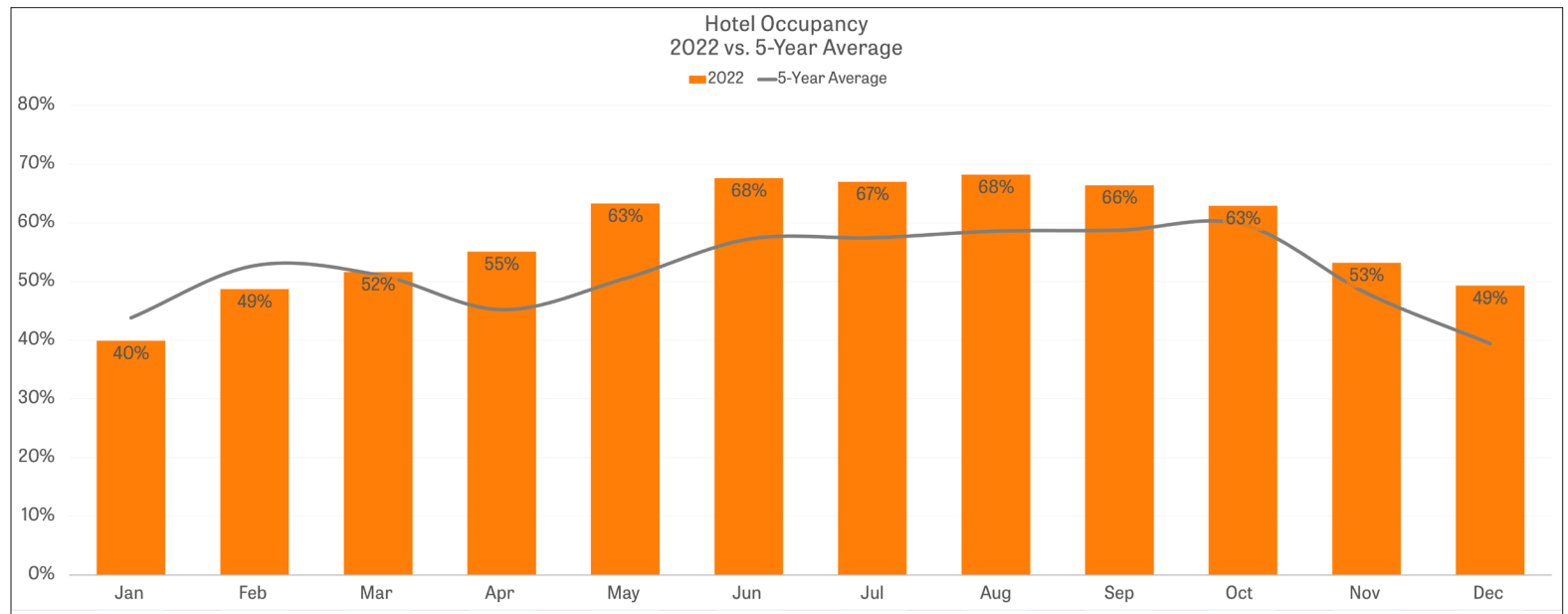
## Hotel Occupancy

11%

increase in average  
hotel occupancy in  
2022 compared to  
5-year average

43%

increase in average  
hotel occupancy in  
2022 vs. 2021



Source: Smith Travel Research via CoStar



DOWNTOWN  
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## Downtown Activity Tracking

7%

increase in average  
visitor activity this  
month compared to  
5-year January average

8%

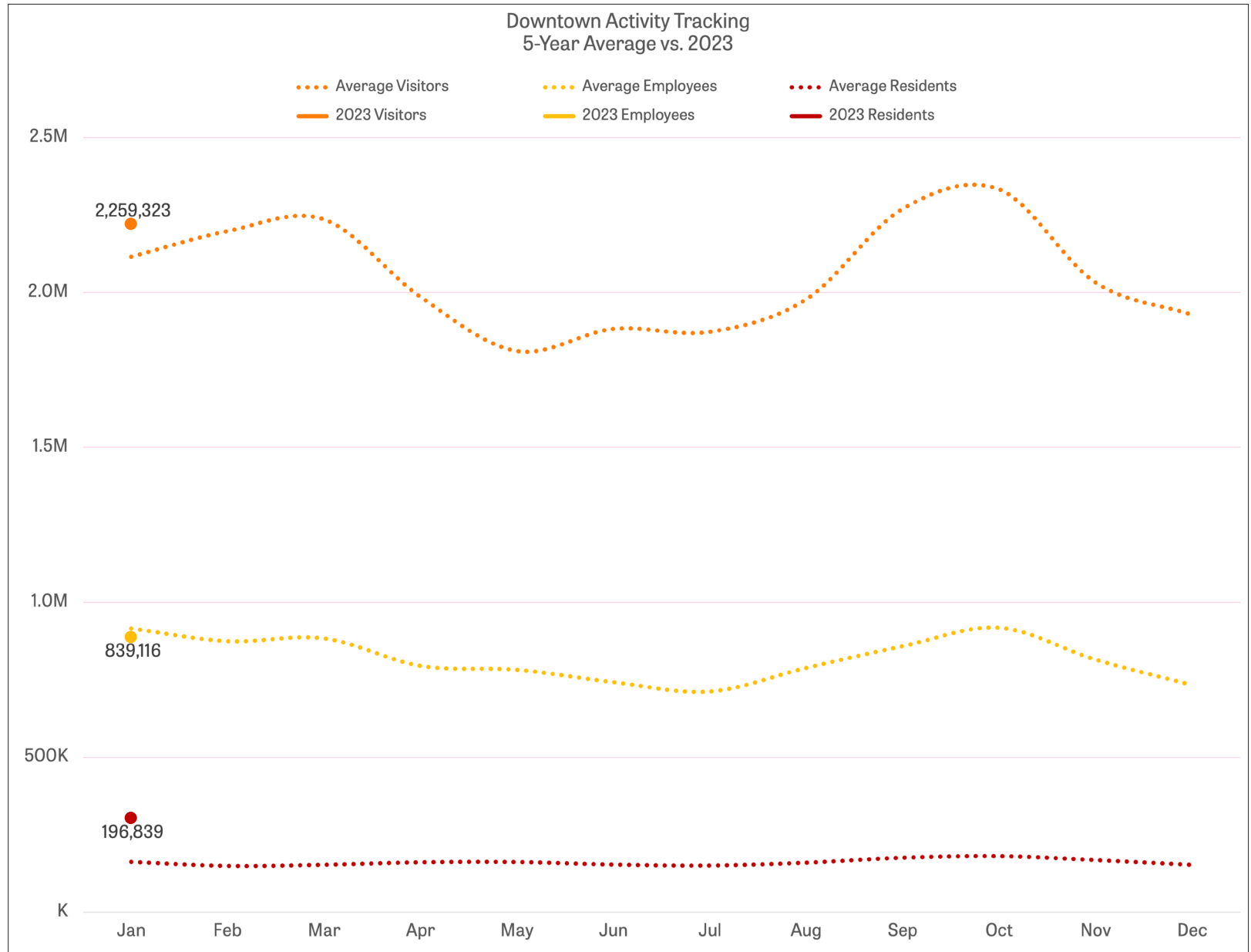
decrease in average  
employee activity this  
month compared to  
5-year January average

39,958

estimated **employee**  
population in January

6,350

estimated **resident**  
population in January

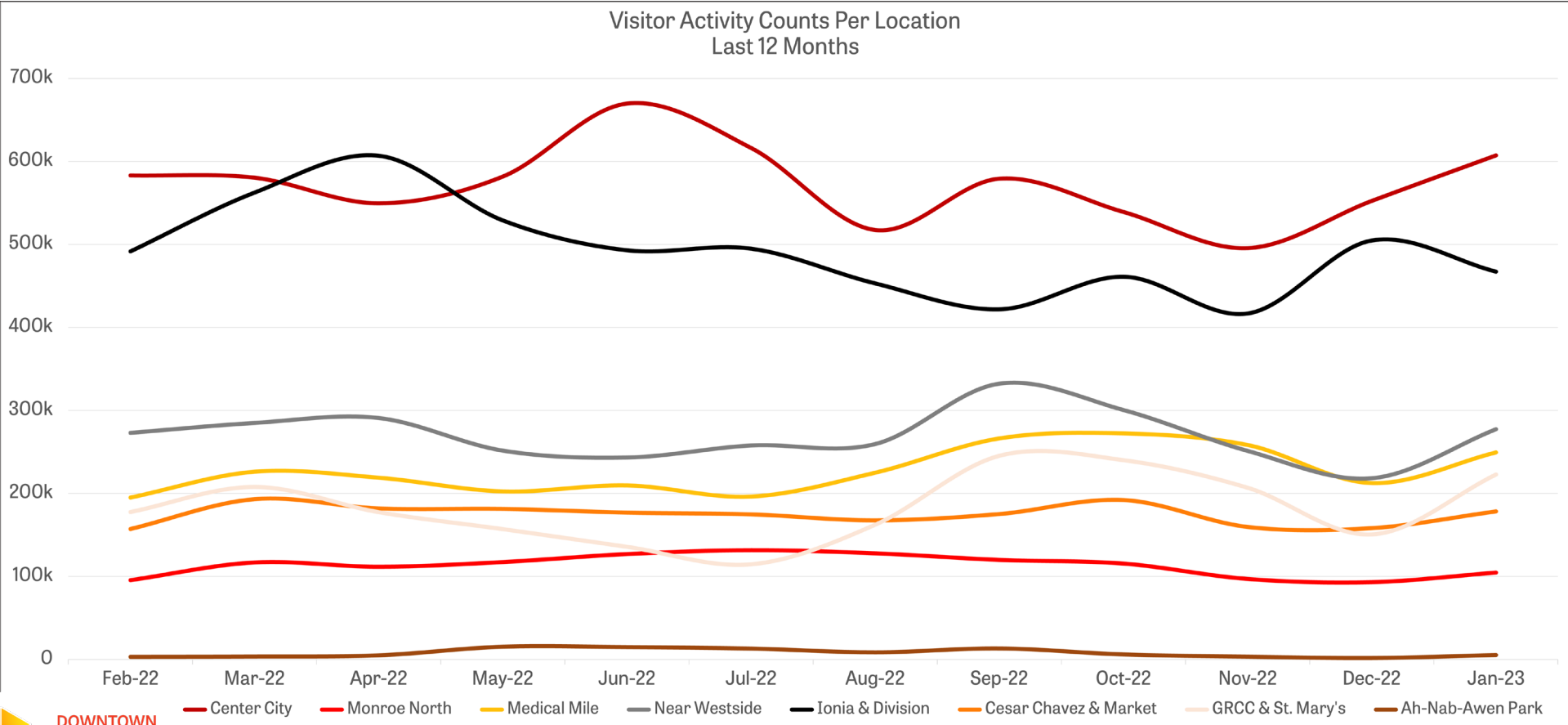
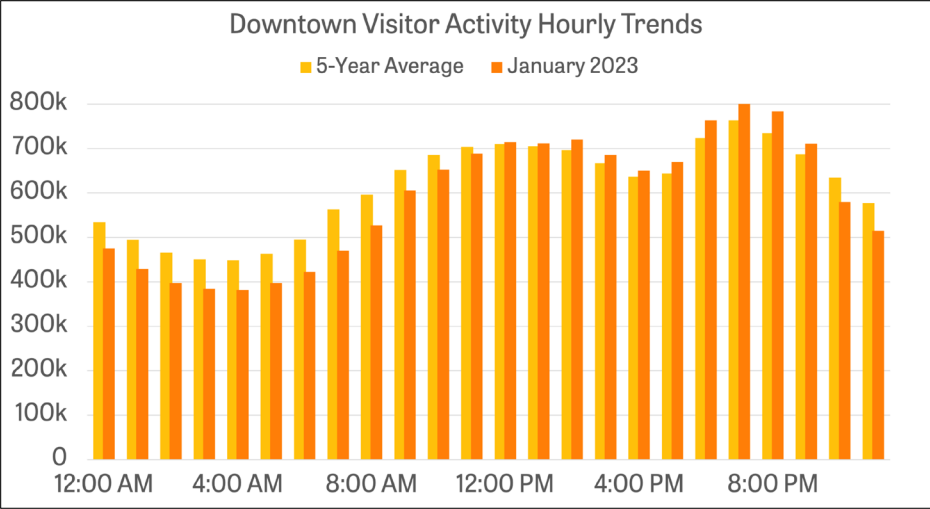
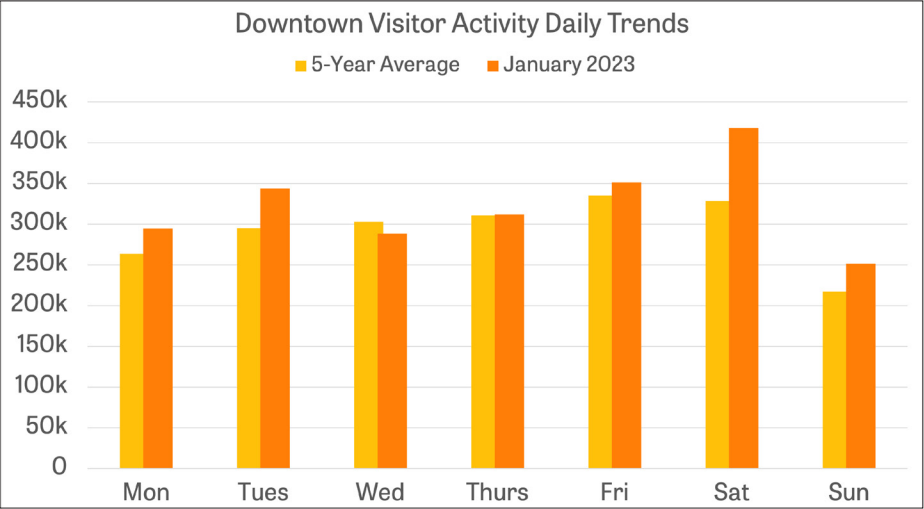


Source: Placer.ai

DGRI uses Placer.ai's location tracking analytics to estimate activity counts. To learn more about the methodology, go to:

<https://downtowngr.org/our-work/reports-studies>

Downtown Activity Tracking, con't



## Current Downtown Construction & Development

### 1 **Center for Transformation & Innovation** - *anticipated completion: Summer 2023*

+303,000 square feet of office space  
+1,200 jobs  
+1,090 parking spaces

### 2 **Spectrum Health Ambulatory Building** - *anticipated completion: Spring 2024*

+240,000 square feet of office space

### 3 **Studio Park Residential Tower** - *anticipated completion: End 2024*

+193 housing units

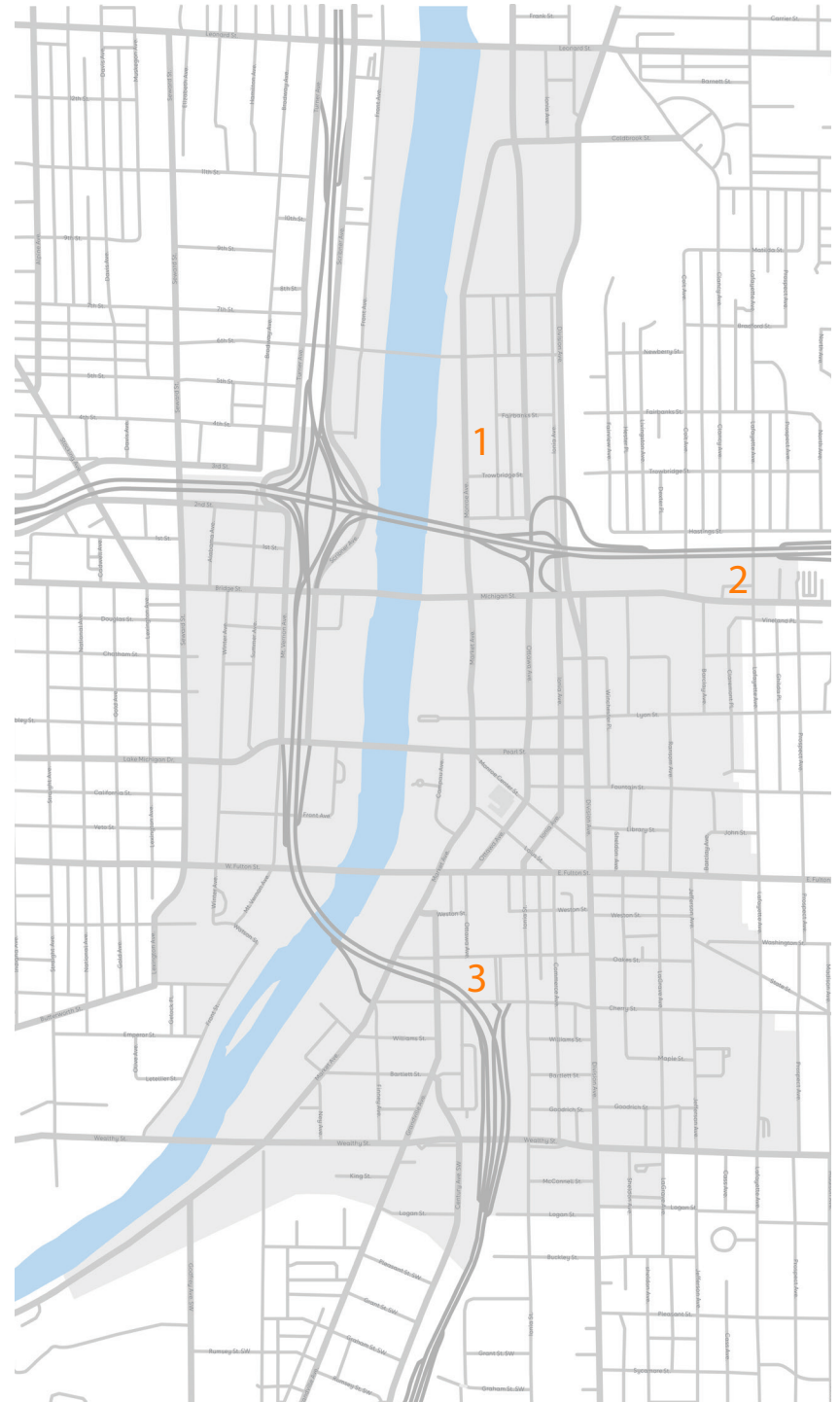
#### Totals:

543k  
square feet of  
office space

193  
housing units

1,200  
new jobs

1,090  
parking spaces



Source: Downtown Grand Rapids Inc.



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## Off-Street Parking

4%

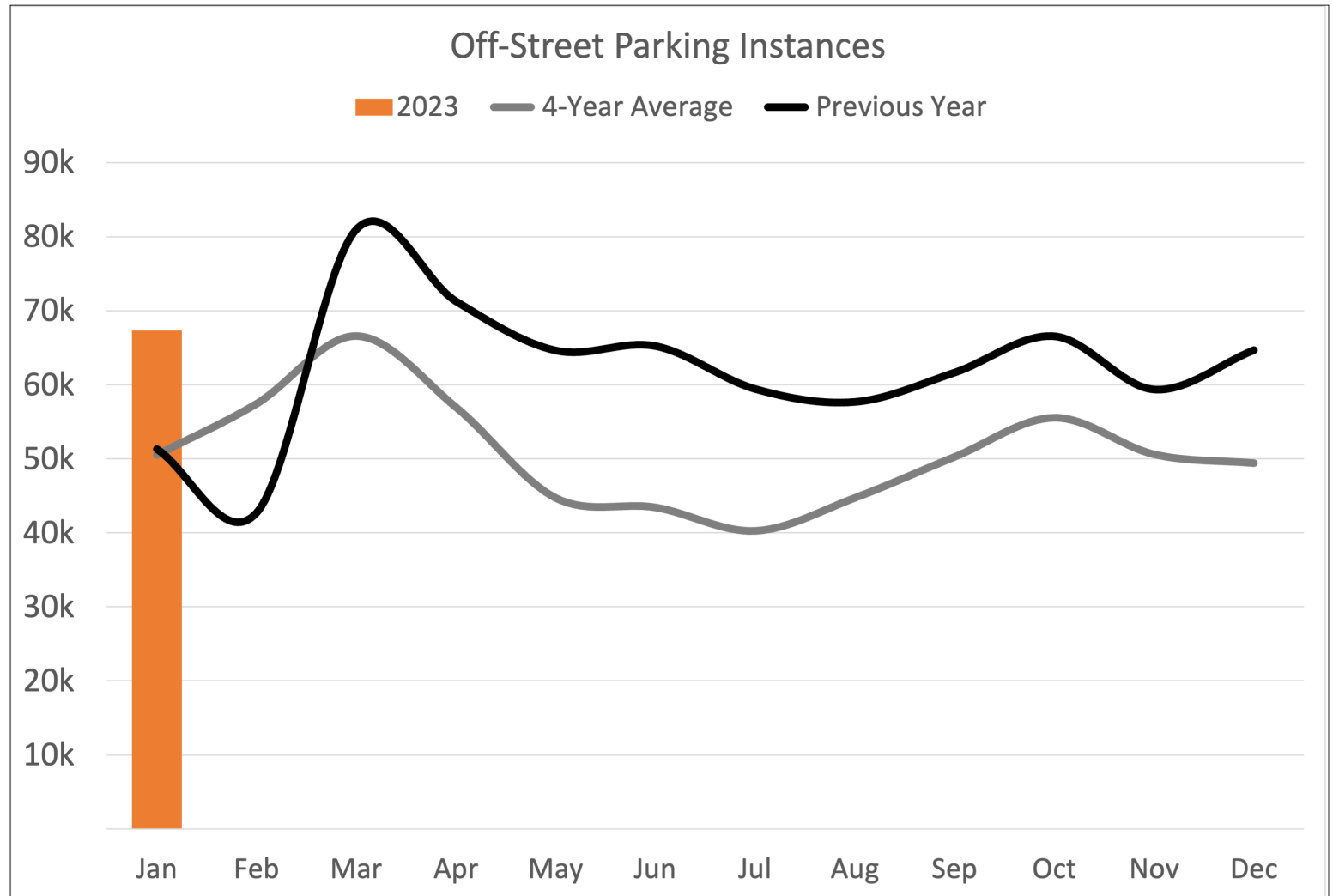
increase in # of instances in this month compared to last month

31%

increase in # of instances this month compared to January 2022

33%

increase in # of instances this month compared to 4-year January average



Source: Mobile GR

This contains utilization data from the following Downtown off-street lots:  
Ottawa/Fulton, DeVos Place, Government Center,  
Monroe Center, Monroe Center (Reserved)

## DASH Ridership

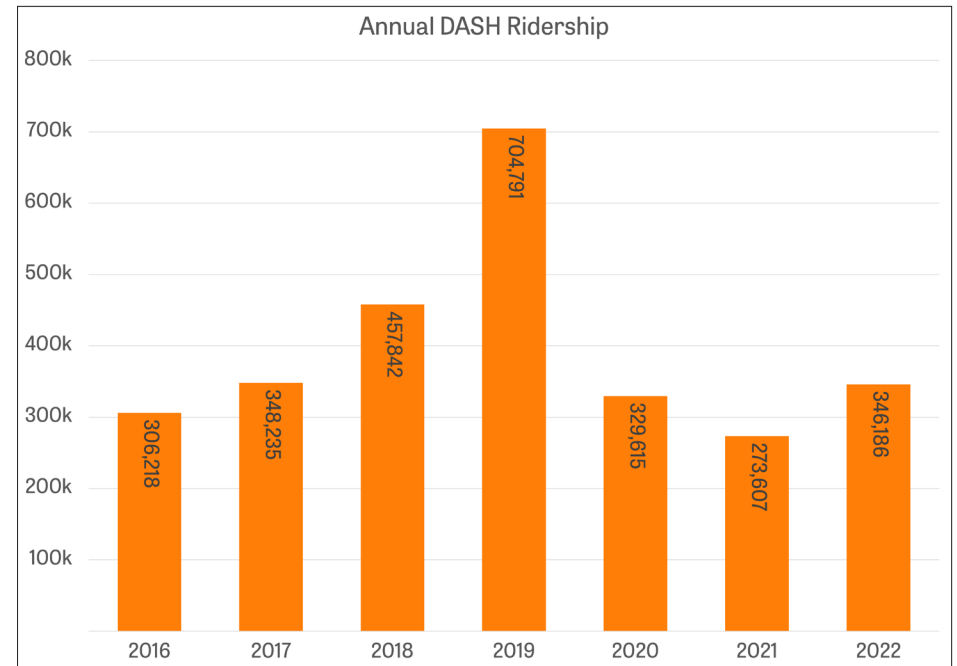
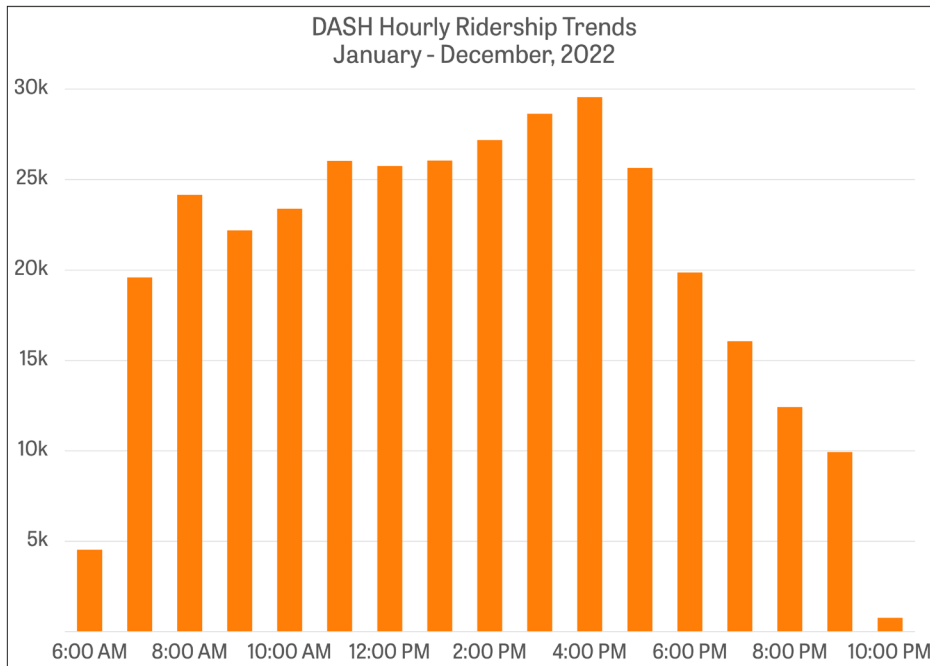
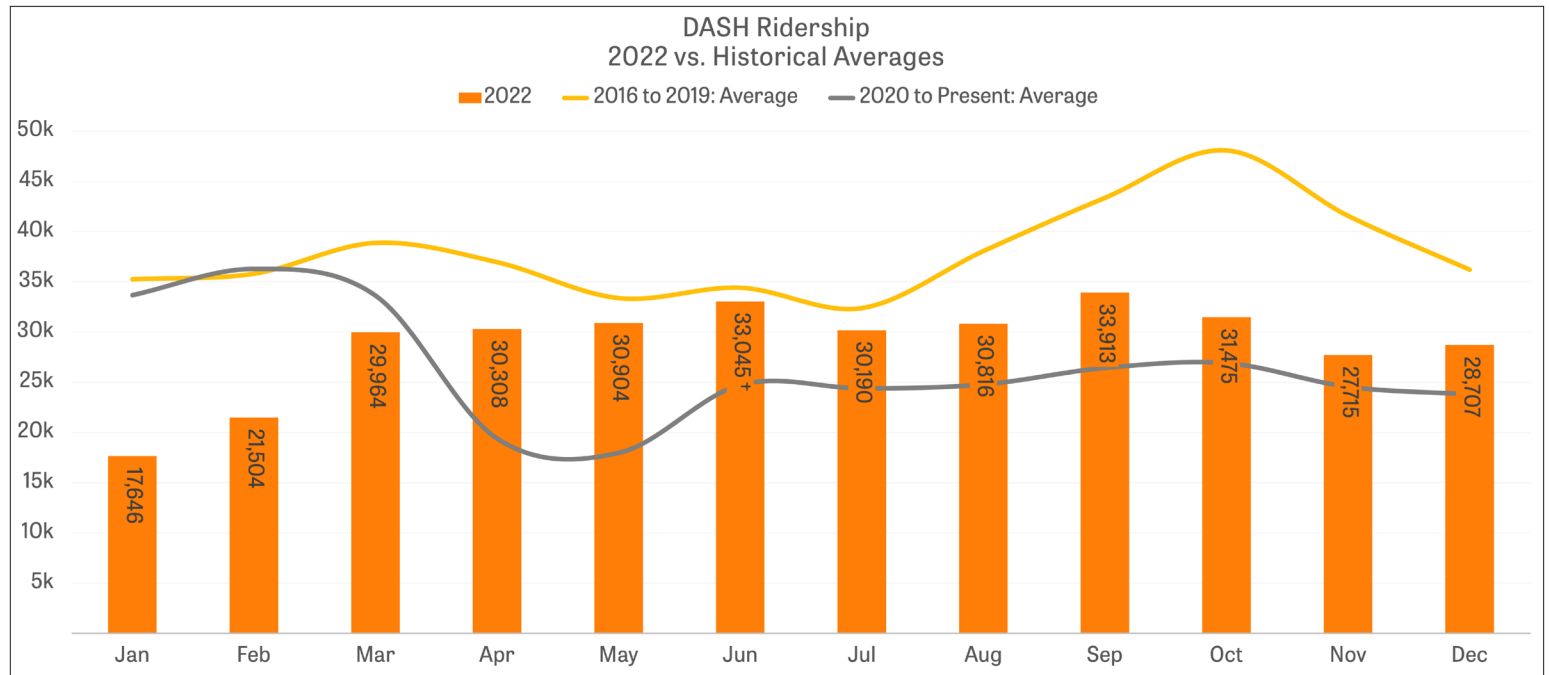
Updated Quarterly

# 14%

decrease in average  
ridership in 2022 vs.  
6-year average

# 27%

increase in ridership  
in 2022 vs. 2021  
(+5% vs. 2020)



**DOWNTOWN  
DEVELOPMENT  
AUTHORITY**

\*estimate due to technical issue  
\*2022 total annual ridership count incomplete

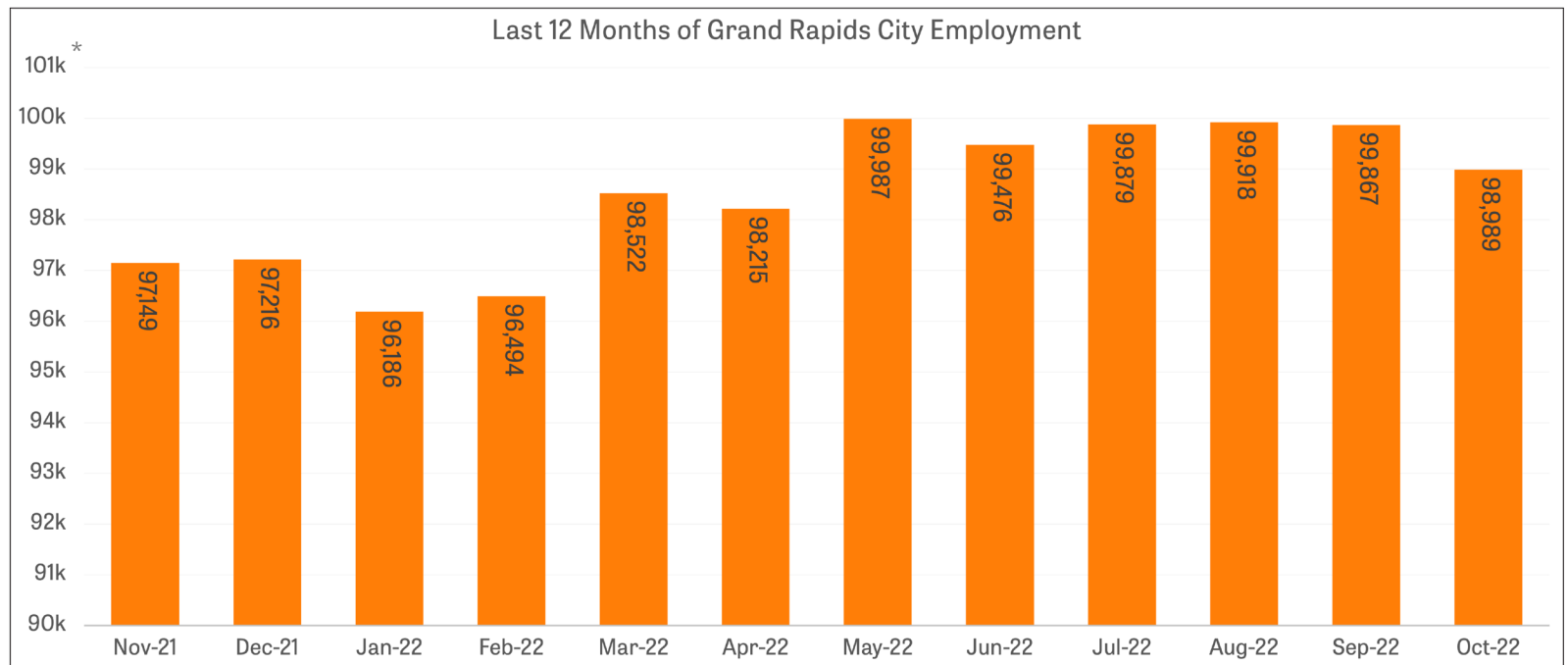
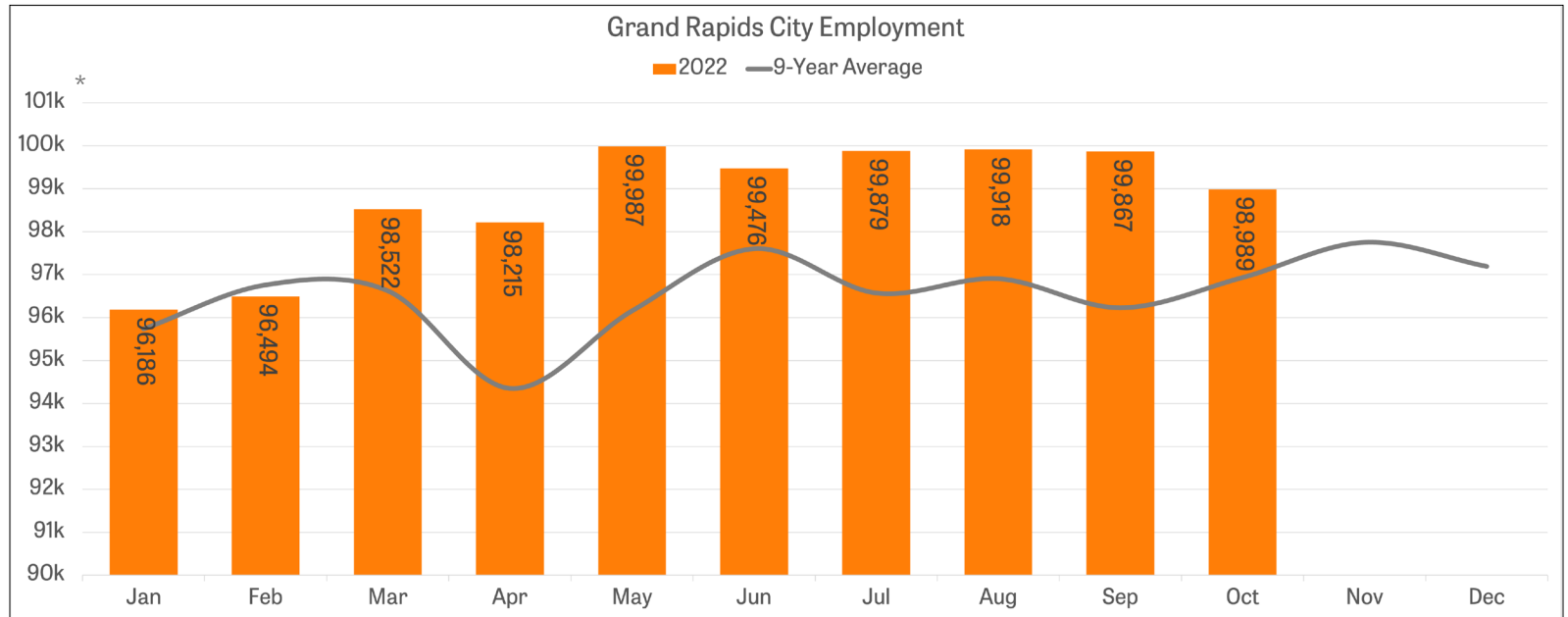
## City Employment

**-1%**  
decrease in Oct 2022  
vs. Sep 2022

**2%**  
increase compared  
to 2022 average

**3%**  
increase compared  
to 9-year average

**3%**  
increase in Oct 2022  
vs. Oct 2021



\*truncated y-axis to highlight month-over-month changes

Source: BLS



## MEMORANDUM

DATE: February 16, 2023

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP  
DGRI President & CEO

SUBJECT: Item #3 – Grand River Greenway Update

In March 2022, Governor Whitmer signed the Building Michigan Together legislation, which included a \$55,000,000 allocation to Downtown Grand Rapids Inc. to support development of the Grand River Greenway. The funding is intended to assist in completion of multiple park and trail projects along the Grand River as well as trail segments leading to and from it. Importantly, the funding is also intended to help leverage additional public, private and philanthropic investment to deliver \$175,000,000 in initial Greenway related projects.

In anticipation of receiving those funds, in May 2022 the DGRI Board of Advisors invited the newly established Grand River Inc. (GRI) Board to play an important role in the stewardship of those funds. Namely, to consider drafting a process and framework for decision making related to project prioritization and funding allocation. GRI accepted the invitation and helped to solidify the scope of work they would undertake. That scope work was memorialized in a Memorandum of Agreement, which both DGRI and GRI approved in September 2023, and the terms of which are outlined in the attached document.

While recommendations will be forthcoming this Spring, much work has occurred in the recent months. Staff will give an update on the process and status of those recommendations at the February DGRI Board meeting.

**Essential Elements and Terms  
For A Memorandum of Agreement  
Between Grand River Inc. and Downtown Grand Rapids, Inc.**

**I. Purpose**

This agreement sets out the framework for a collaborative relationship between Downtown Grand Rapids Inc. (DGRI) and Grand River Inc. (GRI) to develop a *Priority Plan for Action* to guide Grand River Greenway investment in Grand Rapids and Kent County. Implementation of the vision for Grand River Corridor revitalization aims to meet all the following community-driven goals:

- Re-establish the Grand River corridor as a renewed social and economic asset.
- Expand safe public access to the Grand River.
- Rehabilitate and expand the riverfront park and greenspace system.
- Deliver equitable opportunity for all.
- Better connect the Grand River corridor to adjacent neighborhoods, communities and the regional non-motorized trail system.
- Promote public recreation and community health.
- Reinforce the Grand Rapids Whitewater initiative.

Towards these ends, the Parties propose to sign a Memorandum of Agreement to work together to *establish and execute a process* for identifying and evaluating parks and trails project priorities, identifying opportunities for integration of key relevant community plans and projects, determining a decision-making model and providing recommendations for funding allocations to support development of the Grand River Greenway. This includes establishing an informed technical advisory committee with relevant knowledge and skills to help guide the effort.

**II. Background**

- The greater Grand Rapids Community has worked since 2010 to develop a transformative vision for the revitalization of the Grand River corridor. This vision and related project opportunities is defined thru several community-based planning processes including, but not limited to, Green Grand Rapids, Grand Rapids Whitewater Plan, Kent County Parks, Trails and Natural Areas Master Plan, GR Forward and River for All.
- Based largely on the power of and support for the community's vision, the Michigan Legislature and Governor Whitmer in March 2022 approved an infrastructure budget including a \$55,000,000 allocation to DGRI to support implementation of this vision for the Grand River Greenway.
- The state funding is intended to help leverage additional public, private and philanthropic investment to deliver an estimated \$175,000,000 in Greenway-related projects in Grand Rapids and Kent County.
- Based on the rules of the infrastructure funding, these projects must be obligated by December 2024 and completed by December 2026.
- DGRI, a Michigan nonprofit corporation, is the management entity responsible for city building and place management in the urban core of the City of Grand Rapids, MI.
- GRI, a Michigan nonprofit corporation, was established to help lead implementation and stewardship of the community's vision for a revitalized river corridor.
- DGRI desires to engage GRI for the purpose of developing a *Priority Plan for Action* to guide Grand River Greenway investment.

### III. General Role of Each Party

Both partners agree to perform their partnership responsibilities and decision-making guided by equity, accountability and transparency.

#### DGRI

- Was awarded \$55,000,000 toward development of the Grand River Greenway. Explicitly stated in State statute, funds will be used to support rehabilitating and expanding the riverfront greenway system in Grand Rapids/Kent County and building new nonmotorized recreational trail to fill the gaps in the riverfront trail system and complete regional connections.
- Will be responsible to the state of Michigan via grant agreement for allocating the funding for specific projects and complying with all state reporting requirements.
- Will work with the City of Grand Rapids, Kent County, GRI and other partners, including in the private sector, as needed to significantly augment state funding to reach an estimated goal of \$175,000,000 to meet priority capital project needs.
- Board may propose candidates to serve on a project technical advisory committee organized and managed by GRI for purposes of developing the *Priority Plan for Action*.
- Will grant GRI use of space for offices and operations during its organizational start-up including some administrative and other support.
- Maintains authority to make all final decisions related to the expenditure of the State-appropriated Greenway funding but will exercise that authority in the spirit of good faith cooperation with GRI.

#### GRI

- Holds the mission to establish and facilitate a network of community voices and collaborative teams working together to build a world-class *River for All*, which provides the foundation for its partnership with DGRI.
- Will develop and lead a process for defining a *Priority Plan for Action* to guide Grand River Greenway investment. This will include an inventory – comprehensive as practical – of all Greenway-related projects in Grand Rapids and Kent County, a decision-making model to determine capital priorities and recommendations for funding prioritization.
- Will develop a framework for a project technical advisory committee to support this work, including membership and operating guidelines.
- Will recruit committee members whose mission, interests and expertise connect to implementation of the transformative vision for the Grand River corridor.
- Commits to supporting the project technical advisory committee with staff or contract assistance.
- Board advances Greenway funding recommendations – based on project technical advisory committee findings – to DGRI Board of Advisors.
- Will work with the City of Grand Rapids, Kent County, DGRI and other partners, including in the private sector, as needed to significantly augment state funding to reach an estimated goal of \$175,000,000 to meet priority capital project needs.
- Will work with DGRI, the City of Grand Rapids, Kent County and river stakeholders to explore, develop and recommend stewardship strategies for operating and maintaining public river corridor parks, trails, in channel improvements and related public assets to assure high quality operations and maintenance of the facilities for public use.

*Greenway Project Technical Advisory Committee*

- Advisory body of 9 – 15 members organized to develop a *Priority Plan for Action* to guide Grand River Greenway investment.
- The Committee, with GRI, consultant and partner support, will oversee project discovery, develop funding criteria, review project priorities and make investment recommendations to the Grand River Inc. Board.
- Operates within the framework and goals approved by GRI and DGRI.
- Operates openly and transparently.
- Reports to GRI and provides regular updates to DGRI.

**IV. Communications, External and Internal**

- The Parties will determine the preferred internal communication strategy, including collaborative efforts with the City of Grand Rapids, Kent County and relevant partners.
- The Parties will determine the preferred external communications strategy, including potentially social media, website(s) and public outreach.
- DGRI and GRI will work together to be accountable to the community through such things as project updates, meetings and other communication.
- GRI's Greenway Project Technical Advisory Committee will meet regularly and keep meeting minutes and records of their review and recommendations.

**V. Cooperation, Collaboration and Community Connections**

- DGRI and GRI both recognize that their mutual cooperation and collaboration – along with a multitude of other community partners and stakeholders – is essential to successfully implement the vision for the Grand River Greenway.
- Both parties further recognize that extensive community engagement to date has informed the vision for Grand River corridor revitalization, and ongoing two-way communications and outreach remains an essential element of Greenway implementation efforts.
- DGRI agrees to include GRI in planning efforts related to the Grand River corridor.
- DGRI also agrees to promote coordination and collaboration among the Grand Rapids Downtown Development Authority, the Monroe North Tax Increment Finance Authority and DGRI Board of Advisors membership.

**VI. Term of Agreement**

- Agreement expires January 2025, at which point GRI and DGRI may evaluate purpose, outcomes and extension.

**VII. Anticipating Evolving Roles and Responsibilities**

- The Parties will convene following the initial Greenway project discovery and evaluation process to further clarify roles, responsibilities and other issues that might emerge thru gaining a deeper understanding of what Greenway implementation requires. Items for further discussion could include but certainly not limited to:
  - Clearly defining leadership and partnership(s) – including in the public, private and philanthropic sectors – necessary to drive execution of priority projects
  - Funding gaps and collaborative strategy to raise needed amounts for specific priority projects

- Levels of performance and execution contingent to providing funding
- Developing and advancing a stewardship framework to support sustainable operations and maintenance of Greenway assets

#### **VIII. Dispute Resolution and Exit Strategy**

If unanticipated issues arise with respect to this proposed Agreement or their relationship, DGRI and GRI agree to promptly in good faith discuss them and seek resolution.



## MEMORANDUM

DATE: February 16, 2023

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP  
DGRI President & CEO

SUBJECT: **Item #4 – FY2023 Priority Project Updates**

In September 2022 the Board of Advisors adopted their key projects and priorities for the fiscal year ending June 30, 2023. That list is included below, and at the February meeting staff will be on hand to provide updates on the Downtown Wayfinding update, Lyon Square and the River + Hill Network Plan.

### **FY2023 Key Projects**

1. Implement recommendations from River Governance process, including finalizing an Equity Framework Plan.
2. Update the DDA and TIF Plan to participate in the future redevelopment of 201 Market Avenue with community partners.
3. Execute Operating Agreement, finalize design and initiate construction of Lyon Square.
4. Issue RFP to implement the recommendations from the Bridge South planning initiative.
5. Begin implementation of new Downtown Wayfinding system based on recommendations from the re-design process.
6. Implement recommendations from the Disability Advocates of Kent County and Common Notice study.
7. Successfully deliver World of Winter 2023.
8. Initiate construction of Phase 1 of the Van Andel Arena alley between Fulton and Oakes.
9. Finalize design of the Hill and River Network Plan.