



AGENDA

GOAL 2 ALLIANCE

Board Members:

Aaron Terpstra • Brian Grooms • Daniel Kvamme • Danielle Rowland • Sarah Green • Dave Nitkiewicz • Jacey Ehmann •
Jenn Schaub • Katy Hallgren • Landon Jones • Latesha Lipscomb • Latrisha Sosebee • Monica App •

January 13, 2020
1:00pm-2:30pm
29 Pearl Street, NW Suite #1

1. Call to Order
2. Approval of Minutes – December 9, 2019 Monica
3. Downtown Wayfinding Program RFP Melvin
4. GR Forward Goal 2 Project Implementation update Annamarie
 - Affordable Housing
 - Downtown Census
 - Heartside Restrooms
 - Heartside Quality of Life Implementation
 - Resident Development Training
 - Pekich Park Gardening
 - Fresh Food Access
 - Public Inebriate Center
 - Downtown Neighbor Network
5. GR Forward Goal 2 Alliance Overview
6. Grand Rapids Police Department update
7. Next Meeting – February 10, 2020 1-2:30pm
8. Public Comment
9. Adjournment



DOWNTOWN
GRAND RAPIDS INC.



Goal 2 Alliance

December 9, 2019

1. Call to order: Ms. Buller called the meeting to order at 1:03 pm

Members Present: Aaron Terpstra, Brian Grooms, Latrisha Sosebee, Danielle Rowland, Sarah Green, Daniel Kvamme, Katy Hallgren, Jacey Ehmann, and Latesha Lipscomb

Members Absent: Monica App, Jenn Schaub, Dave Nitkiewicz, and Landon Jones

Others Present: Annamarie Buller, Melvin Eledge, Marion Bonneaux, and Amanda Sloan (DGRI)

2. Approval of Minutes- November 12, 2019

Ms. Green, supported by Mr. Kvamme, motioned to approve November 12, 2019 Meeting Minutes. None opposed. Motion passed.

3. GR Forward Goal 4 Alliance Update

Ms. Buller introduced Kyama Kitavi, Economic Development Manager at DGRI, stating economic development has a huge effect on the overall quality of life downtown. As we start to think about creating our priorities and budgets for the next fiscal year, perhaps there is opportunity to collaborate with Goal 4 Alliance. Mr. Kitavi stated historically DGRI has been focused on infrastructure, zoning, and land use, and just more recently started to shift focus to *WHO* we are building for and *WHY*, leading the charge for economic development. Goal 4 aims to be more proactive in business development, supporting local entrepreneurs that will reinvest in our community. The most concrete manifestation of this is our Retail Business Attraction, Incubation, and Development Grant. Mr. Kitavi stated the intent of this program was to activate vacant retail space and diversify retail offerings downtown, granting up to \$60,000 per business while providing technical support to ease the transition into downtown.

The first recipient of this grant was Tamales Mary, who partnered with Move Systems for technical assistance and the build out of a food truck with the financial support of DGRI in 2018. Mr. Kitavi stated many of the members that sit on the Goal 4 Alliance are members of organizations that assist businesses with technical support and understand that funding in itself will not make a business survive and thrive. The tangible impact we have on these businesses is not only financial, but it allows us to facilitate conversations on marketing, growth, and other technical aspects. Tamales Mary provided feedback in 2019 that the support received created a great boost in catering business as well as foot traffic to their restaurant location.

Ambiance GR is a new lounge on Pearl and Ottawa that received DDA support for buildout costs in April 2019. The opening of this establishment has been delayed with construction but should be soon. Funding for Mel Styles was approved in October 2019. This is an example of a business that without funding might not have been able to establish a storefront, at least not as soon as it had. The business, already in operation for 4 years, completed business planning and taken advantage of technical support will now be moving into a vacant space on S. Division (at Dwelling Place). Mosby's Popcorn, funded in July, had their grand opening last month. Mr. Kitavi distributed Retail Vacancy Maps to the group noting that this resource is provided to potential business owners for location consideration. Mr. Kitavi stated Mosby's had originally requested funding for a food cart to introduce the brand to downtown GR, but determined after much consideration and ancillary support, elected to pursue a retail space downtown. GRNoir is a wine and jazz lounge located at 35 S. Division and an example of a unique experience not currently available downtown. Art Caribbean Fusion Cuisine and Oh, Hello Co., also being approved for funding, will both fill vacant retail space on Monroe Center. Introducing new business to this key retail corridor brings a positive momentum to the area.

Ms. Sosebee asked if businesses were required to remain at a location for a specified amount of time after receiving grant funds. Mr. Kitavi stated Goal 4 facilitated intentional conversations to determine the intentions and sustainability of each of these businesses.

The Small Business Expo took place on August 29th at DeVos Performance Convention Center. Mr. Kitavi stated this was organized to connect local business owners with resources available to grow their companies, as well as providing an opportunity to meet potential customers. 25 resource providers and 80 small businesses were represented. Ms. Buller stated it was incredibly inspirational to hear the journey for some local businesses including their biggest barriers and greatest victories. Mr. Kitavi stated we plan to do this again next year focusing on opportunities available for contractors: providing a platform for river work and directions for navigating the eco system.

Mr. Kitavi stated funding was approved in November to support the Grand Rapids Area Chamber of Commerce (GRACC) in hiring a Retail Recruitment Specialist to further develop a Retail Retention and Attraction Initiative for downtown. This specialist will be tasked with identifying, attracting, and retaining businesses and maintain various databases related to the retail market. They will conduct a Retail Market Study for the City's neighborhood business corridors to include an inventory of available space, examine the retail market and develop strategies to grow the local market sector.

Mr. Kitavi stated another part of the puzzle is determining how to navigate support for businesses already downtown. In an attempt to advocate for businesses on Monroe Center, we have assisted in the creation of the Monroe Center Business Association. We will continue to think through how to support these businesses in the coming year, (such as wayfinding or mitigating effects of construction) and likely will include more business owners in decision making for the Goal 4 Alliance. We will also continue ongoing research to track retail opportunities, maintain a directory of businesses, and relevant stats that impact general business decisions.

Ms. Sosebee asked for clarification on the RFP. Mr. Kitavi stated \$200,000 was budgeted for FY20 and there has been a process to figure out and evaluate the best way to administer these funds. As of now 7 businesses will be funded out of a dozen or so that have submitted proposals. Mr. Kitavi stated will be putting a hold on this program for the rest of FY20 as we have allocated all of our funds but that will give us the opportunity to tweak our grants for retail vs. restaurants and potentially develop a more specific incubation (with wrap around services) grant.

Ms. Lipscomb asked for clarification on which grants fall under which Goal Alliances. Ms. Buller stated Goal 5 is responsible for the Activate this Place Grant and Public Space Activation Grant. The Downtown Enhancement Grant is hosted by Goal 3, and Goal 4 advises on the Retail Business Attraction, Incubation & Development Grant.

4. Downtown Neighbor Network

Ms. Buller stated the DNN Holiday Happy Hour was great. Mark Sellers provided a personal tour of the space and of his personal tiki collection. It was a great time and the perfect opportunity to push for residents to take the survey.

The Downtown Resident Survey opened October 31st and so far 257 residents have completed it. Ms. Buller stated the goal was to have 500 received so we will keep open making another push with poster and palm card distributions as well as mailings to specific larger buildings. A data report will be completed in January and shared with the community.

The DNN Leadership Course Civicize.Me was held in November. The feedback was that we needed more focus on specific project planning. Ms. Buller stated she will hold a course on January 25th called Action Planning for Community Change. This workshop will develop individual action plans to create productive change in the community. A panel discussion will also host local government officials during the lunch hour.

5. Grand Rapids Police Department Update

Mr. Grooms stated Mike got promoted and a new community officer Jenny Roo (a 20 year veteran on the force) will be his replacement. He stated tip jars are being stolen throughout downtown businesses and although a suspect has been apprehended, be aware of that risk this time of year especially. Ms. Buller reminded the group to contact community officers if you are worried about the welfare of a homeless person.

6. Open Alliance Member Discussion

Ms. Ehmann stated the City will host a Lunch and Learn with Disability Advocates tomorrow and a great opportunity to learn about disability issues from a planning standpoint. She will share details over email.

Ms. Lipscomb asked if we have any interactive meetings planned with all alliances. Ms. Buller stated she would love to see this type of event in the future. Be sure to read the GR Forward Overview that comes to your email for monthly updates.

Mr. Terpstra reminded the group that The City is hosting multiple events this week to involve the community in the Ottawa, Ionia, Fulton project. Ms. Buller stated the meeting dates, times, and locations are on our website and will be shared by email after this meeting.

7. Next Meeting – January 13, 2019

8. Public Comment

None

9. Adjournment

Ms. Buller adjourned the meeting at 2:11 pm.

Minutes taken by:

Amanda Sloan

Administrative Assistant

Downtown Grand Rapids Inc.



DOWNTOWN
GRAND RAPIDS INC.

REQUEST FOR PROPOSAL

DOWNTOWN WAYFINDING PROGRAM

[DRAFT]

Deadline: March 7th, 2020

Deliver to:

Downtown Grand Rapids Inc.

Attn: Melvin Eledge Jr.

Meledge@downtowngr.org

29 Pearl St. Suite 1

Grand Rapids, MI 49504

BACKGROUND

Downtown Grand Rapids Inc. (DGRI) and the City of Grand Rapids (specifically Mobile GR) is requesting proposals for consulting services to develop a wayfinding program for Downtown Grand Rapids.

DGRI is the organization responsible for city building and place-management in the urban core of Grand Rapids, Michigan, the state's second largest city. Established in 2013, DGRI serves as the singular management entity for the combined operations of the Downtown Development Authority (DDA), the Downtown Improvement District (DID), and the Monroe North Tax Increment Finance Authority. More details can be found at www.downtowngr.org.

Mobile GR and Parking Services is the City department responsible for providing residents, workers, and visitors with 21st century mobility. The department manages the city's parking system and works to broaden and strengthen transportation options so that people can choose to walk, bike, use transit, carpool or drive alone.

DGRI's work is directed by the GR Forward master plan which was developed through one of the most inclusive public engagement efforts in the city's history. GR Forward clearly defines the community's priorities for the next generation of growth in Downtown. Specifically, the Plan recommends improving Downtown navigation and wayfinding with its Goal 3 (Implement a 21st Century Mobility Strategy) by:

- Conducting a survey of all existing formal and informal wayfinding systems in the Downtown (*including Walk Your City, Michigan Street wayfinding, GR Tag Tour, etc*);
- Evaluate the success of existing wayfinding programs in Downtown;
- Choose the most successful system and explore expansion; and
- Consider integration of an app to assist with wayfinding Downtown

SCOPE

The Downtown Wayfinding Program seeks professional consulting services to develop a master wayfinding signage plan complete with analysis, system design, documentation, specifications and implementation for various forms of signage. The plan should define the types and design of signs, where they should be used, where they should be located, what they should look like, and what kind of information they include.

The Program should consider all modes of transportation and outline a phased implementation strategy for the project. The Downtown Wayfinding Program goals include:

1. Increase visitors and resident's awareness of Downtown.
2. Allow easy deciphering of directions to increase a person's ability to traverse the Downtown.
3. Incorporate inclusive and universal design into the entire wayfinding program and system so that wayfinding can be used by a wide range of diverse users including children, non-English speakers, persons with vision impairment or low vision, and wheelchair users.

4. Welcome and guide the traveling public from gateways into Downtown as well as to and from key destinations and points of interest such as entertainment amenities, colleges & universities, convention center, Medical Mile, museums, parks, and the Grand River.
5. Coordinate Downtown wayfinding with existing adjacent non-city wayfinding. Examples include Medical Mile and adjacent college & university campuses.
6. Develop design standards for wayfinding that are reflective of the City of Grand Rapids' identity while considering the recently completed guidelines from the River For All Plan that describe wayfinding along the planned river trail system. DGRI's Streetspace Guidelines should also be used as basis for the wayfinding design and signage to ensure compatibility with the recommended streetscape elements.
7. Define and brand Downtown and Downtown districts.
8. Anticipate future development in each area, changes in traffic patterns, new attractions, and increased pedestrian and bike traffic.
9. To the extent that makes sense, all wayfinding installations should be able to be easily updated by either DGRI or City staff to keep content relevant and up to date.

The Downtown Wayfinding Program should consider the following types of wayfinding signage:

Pedestrian Signage

Signage designed for use by pedestrians for both directional wayfinding as well as destination wayfinding in order to orient people on foot within the Downtown fabric. Signage should incorporate a variety of installations (kiosks, primary signage, secondary signage etc.) and should consider, evaluate, and potentially integrate and enhance the use of micro-installations such as the existing Walk Your City program.

Vehicular Gateway Signage

Signage designed for vehicular traffic should be directional as well as destination wayfinding; limiting destination identification to significant civic, entertainment and cultural institutions, and to Downtown parking. These signs should function primarily as tools allowing traffic to easily navigate the downtown and should serve the secondary purposes of acting as a "gateway feature" that allows motorists to be able to distinguish they've entered Downtown and to introduce visitors to the Downtown's wayfinding system.

Skywalk Wayfinding

Signage should be designed for pedestrian usage within the Downtown skywalk to provide clear wayfinding throughout the skywalk, highlighting the destinations along the route (places the skywalk passes through) as well as highlighting the skywalk exit points and destinations at those exits. In addition to standard signage, skywalk wayfinding should consider the inclusion of digital wayfinding elements such as kiosks, interactive screens and other similar elements. The consultant should also make housing and design recommendations consistent with the other elements of the wayfinding system. Refer to Attachment B for existing skywalk system.

River and River Trail Wayfinding

Signage for the City's river trail network (both current and future) and key streets and pedestrian-ways that interface and cross at river trail locations within Downtown. These signs and navigation aides should function primarily as tools to orient people on foot or on bikes to the Grand River and provide access cues to the river trail from Downtown.

Parking and Mobility Signage

Signage should be designed for both vehicular and pedestrian use and should provide consistency in branding and navigation within the Downtown. Parking and mobility signage should interface with the other wayfinding sign types in this RFP (pedestrian, vehicular, skywalk, river, and digital) to provide an easy to use interface for downtown users. Additionally, mobility signage should also consider bike and transit navigation within the Downtown.

21st Century Wayfinding

The project should include recommendations and designs for 21st century wayfinding elements to potentially integrate into the Downtown Wayfinding Program as either pilots or phased-in permanent elements. Examples include apps or digital kiosks. In the case of digital kiosks, the consultant should make recommendations for strategic placement and provide housing design for the installations that is consistent with the rest of the wayfinding program.

PROJECT AREA

The Downtown Wayfinding Program is limited to the DDA boundary, which is included as Attachment A. For reference, the DDA boundary is 1.7 square miles and is approximately bounded on the north by Leonard Street, on the west by Seward Avenue, on the east by Lafayette Avenue, and on the south by Wealthy Street (boundary extends south of Wealthy to Logan and the railroad tracks at various locations).

BUDGET

Applicants should prepare the budget based on implementing the scope of services; cost is one of the items that will be used to evaluate the proposals.

SERVICES REQUESTED

The selected consultant will work with a committee of individuals from DGRI, Mobile GR, Experience Grand Rapids, the Convention/Arena Authority, and other potential stakeholders. DGRI staff will be the primary point of contact and will manage the project. The contract will be facilitated and paid through DGRI. Services should include, but are not limited to, the following:

Task 1: Analysis

- Document and evaluate existing Downtown wayfinding, including existing adjacent university, college, and institutional signage, City parking facility signage, and transit signage.
- Review and evaluate existing Downtown district designations and determine whether these need to be retained, modified, expanded, and/or abandoned.
- Review existing documents including GR Forward, River For All Guidelines, and DGRI Streetspace Guidelines (links provided at end of RFP).

Task 2: System Design

- Design signage concepts
- Develop full sign type array
- Prepare Opinion of Probable Costs (OPC)

Task 3: Documentation

- Prepare sign location plan and sign message schedule
- Verify site and location
- Refine OPC and develop phasing plan
- Prepare bid package

Task 4: Implementation

- Assist with bid process
- Review shop drawings, color samples, proofs, etc.
- Consult with fabricator(s)
- Conduct final inspection and prepare punch list
- Develop wayfinding and signage reference manual

Task 4 includes the fabrication and installation of an initial phase of the project. Submitting firms should NOT include the fabrication or installation as those tasks will be secured through a bidding process and delivered by a contractor selected through that bidding process with the help of the wayfinding consultant as part of Task 4. Submitting firms should include implementation tasks to support this bidding, fabrication and installation as outlined in Task 4 above.

SUBMISSION REQUIREMENTS

Inquiries regarding any aspect of this request for proposal should be emailed to Melvin Eledge Jr at meledge@downtowngr.org. Telephone calls or other methods of communication will not be accepted.

Potential consultants must submit information in sufficient detail to enable the review committee to give consideration to the proposal. Proposals must be in 8½" x 11" format and no longer than 12 pages (front and back) in length. The 12 page limit is all proposal pages including resumes and front and back covers. At a minimum, the following should be included:

- Cover letter that provides overview of project understanding and project team composition.
- Project team composition and qualifications that identify all persons that will be actively involved on the project and their roles in the Downtown Wayfinding Program. Identify the project manager. Detail the qualifications, skills, background and relevant experience of the project team.
- Project experience that includes three (3) examples of similar projects produced in the last five years for similar urban areas. For each of these projects, include project references who can verify the capability of the potential consultant to complete the scope of work.
- A proposed technical approach that outlines the process to complete the tasks as identified in this RFP. Include the number of in-person meetings that are proposed for each task of the project and any other virtual meetings or engagement sessions that are proposed.
- Project schedule that includes a start-to-finish timeline to complete the project. Include milestone dates, major tasks, and deliverables.
- Project fee that includes a detailed breakdown of costs by task and an overall project cost. Costs should be fixed-fee. Also include a fee for additional in-person meetings (on a per meeting basis).

PROJECT EVALUATION

The following criteria will be used in the consideration of proposals:

- Previous experience designing and implementing similar urban wayfinding programs
- Project understanding and approach
- Proposed project schedule
- Budget; overall cost in detail
- Quality, clarity, and completeness of the submittal

PROJECT TIMELINE

DGRI reserves the right to request additional information from any or all potential consultants as necessary to clarify that which is contained in the proposals. Further DGRI reserves the right to negotiate with a consultant on terms of its proposal. DGRI also reserves the right to reject all proposals or to accept proposals in part.

- RFQ Issued – February 3rd, 2020
- Responses Due – March 7th by end of Business Day (4:00pm Eastern Time)

- Interviews – The week of March 17th, as needed
- Notice of Selection – April 3rd, 2020
- Program Start Date – July 1st, 2020

PROPOSAL SUBMISSION

Proposals must be received in full at Downtown Grand Rapids Inc offices no later than **4:00pm Eastern Time on March 7, 2019**. Proposal not received by the deadline will not be considered.

Digital submissions in PDF format are preferred and should be emailed to Melvin Eledge Jr at meledge@downtowngr.org.

Hard copy submittals, if used, may be mailed or delivered to:

Downtown Grand Rapids Inc
29 Pearl Street NW
Suite 1
Grand Rapids, MI 49503
Attention: Melvin Eledge

If submitting a hard copy, please include a digital file in the form of a PDF with the submittal.

Once submitted, the proposals become the property of DGRl and will not be returned.

REFERENCE MATERIAL

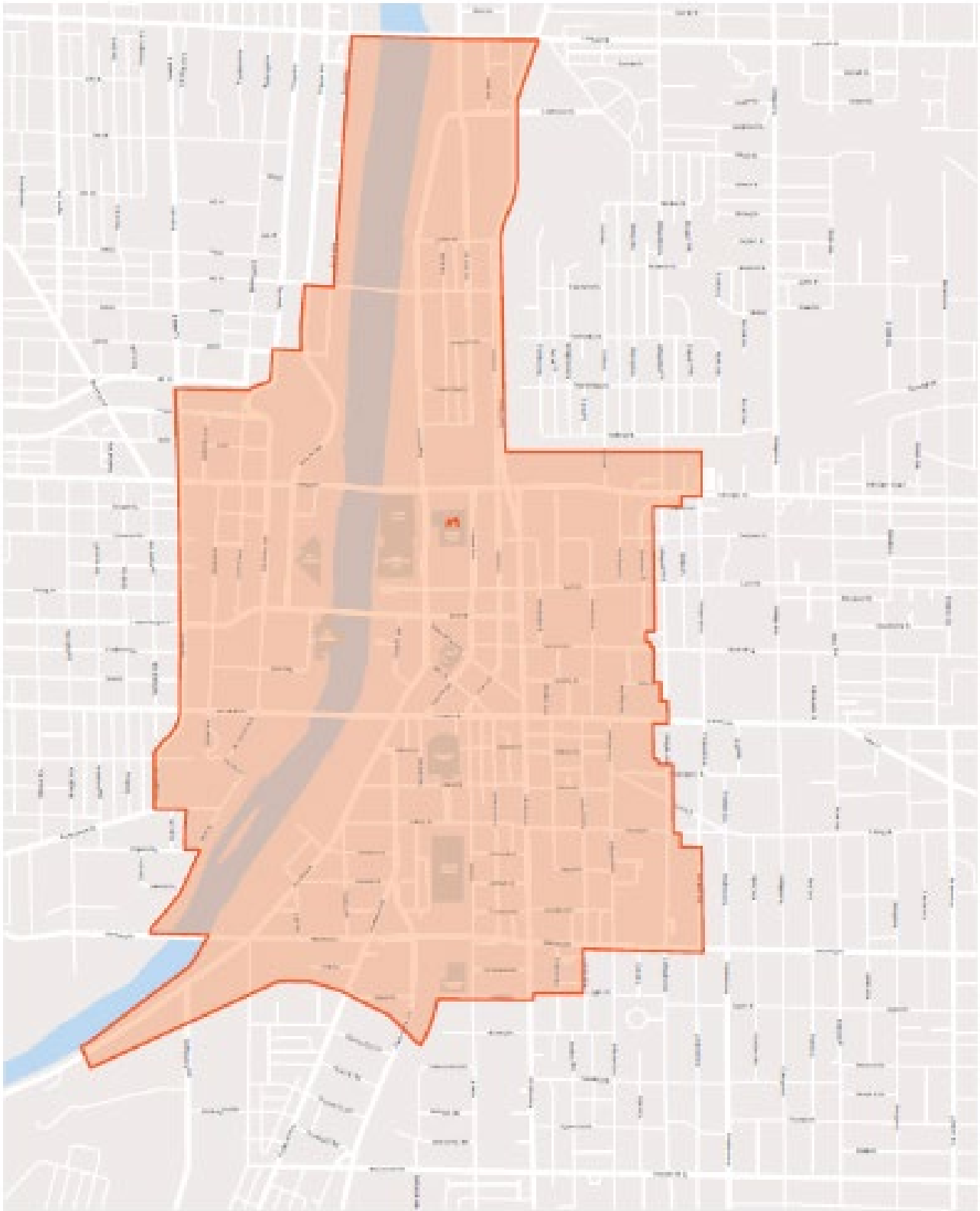
GR Forward: <https://downtowngr.org/our-work/projects/gr-forward> (specifically the section on implementing a 21st century mobility strategy)

River For All Guidelines: <http://riverforall.com/> and at this Dropbox location:

https://www.dropbox.com/s/ij6obm5dhbhz9a6/2018-11-09_Design%20Guidelines_PRINT.pdf?dl=0
(wayfinding guidelines begin on page 61 of PDF)

Street Space Guidelines: <https://s3.amazonaws.com/downtowngr.org/general/Downtown-StreetSpace-Guidelines-2019-07-26-web-page-view.pdf?mtime=20190730091659>

ATTACHMENT A



DDA DOWNTOWN DEVELOPMENT DISTRICT

DDA BOUNDARY LINES



ATTACHMENT B



GOAL 2 ALLIANCE

Create a True Downtown Neighborhood that is Home to a Diverse Population

FY20 Projects for Goal 2 Alliance

This is a list of projects and initiatives prioritized for the budget items for Fiscal Year 2020 which runs from July 1, 2019 to June 30, 2020. The brief descriptions are not meant to be all encompassing but rather to serve as a high level overview of the particular project.

Affordable Housing Support (\$250,000)

Determining the best use of these funds to develop a pilot program that increases the availability of affordable housing options in Downtown.

Heartside Quality of Life Implementation (\$30,000) (QL)

Resident planning initiative final report and recommendations completed in March of 2019. Continue to fund the implementation of the Heartside Quality of Life plan.

- Neighborhood resident development training program. \$5,000
- Support of 2 mailings for 1st year of the Heartside Downtown Neighborhood Association. \$7,000
- Pekich Park gardening support. \$1,000
- Work with local institutions and Dt Residents to explore CSA.
- Incentivize local farmers markets. \$10,000

Public Restrooms for Heartside (\$150,000) (QL)

Explore a restroom options for Division Avenue.

- Pilot restroom concept- permanent or temporary
- Friendly Loo or friendly business and organizational campaign and incentive for Heartside/Downtown.
- Explore winterization of Heartside Park restroom as part of parks improvements. 2021?

Downtown Neighbor Network (\$35,000)

Second year of pilot program to support Downtown and Downtown adjacent neighbors that are connected, informed and empowered to improve Downtown living.

Downtown Census (\$15,000)

Complete data analysis of current demographics of Downtown with new DDA boundaries focused on Downtown Residential population. Correspond with Downtown Resident Annual Survey.

GOAL 2 ALLIANCE

Create a True Downtown Neighborhood that is Home to a Diverse Population

Public Inebriate Center (\$50,000) 3 year commitment
Provide support to continue the work of the Public Inebriate Center operated by Mel Trotter Ministries.

DRAFT

2 CREATE A TRUE DOWNTOWN, NEIGHBORHOOD AS HOME TO A DIVERSE POPULATION			
2.1 Leverage development opportunities to hit “critical mass” and close gaps between neighborhoods			
Recommendation	Timeframe	Responsibility / Partners	Source of Funds
Change existing zoning and height regulations	1st Year	City of Grand Rapids	--
Initial Action Steps -			
Discuss and create new zoning language to guide heights including potential interim height overlays			
Discuss moving height overlay boundaries from the middle of the road right-of-way to parcel boundaries to ensure good street design.			
Consider changes to allowable heights in the Downtown Overlay [A] and along Bridge Street in Downtown			
Revisit development incentives	1st Year	City of Grand Rapids / DGRI / Developers	--
Initial Action Steps -			
Develop a package of new incentives to encourage key goals of GR Forward			
Remap the Existing City Center Zone	1st Year	City of Grand Rapids	--
Initial Action Steps -			
Introduce new City Center are for discussion			
Change the Approach to Downtown Parking Requirements	1st Year	City of Grand Rapids / DGRI	--
Initial Action Steps -			
Work with the Parking Commission [Mobile GR] to determine parking maximum policy and penalties for exceeding the maximum			
Encourage infill development to close gaps within and between neighborhoods	ongoing	DGRI / private developers / City of Grand Rapids	private equity / local incentives
> Near Westside	within 5 years	DGRI	DGRI
Initial Action Steps -			
Assemble and prepare the land for redevelopment - site prep costs to be determined			
Develop small plaza as a development anchor - see section 5.2b			
Offer opportunities to develop specific parcels through a developer RFP			
> 201 Market	within 10 years	City of Grand Rapids	private equity / local incentives
Initial Action Steps -			
Evaluate alternative sites for existing City facilities and develop a timeline for relocation			
Demolish existing facilities and prep the land for new development			
Finalize the site and landscape designs to guide development			
Consider moving US-131 off-ramp to allow Cherry Street to better connect to the river.			

Recommendation	Timeframe	Responsibility / Partners	Source of Funds
> Fulton & Market	within 5 years	private owners / City of Grand Rapids	private equity / local incentives
Initial Action Steps -			
Coordinate with property owners on flood infrastructure and public space design			
> MSU/City of Grand Rapids/Kent County site	1st year	City of Grand Rapids / MSU / Kent County	City of Grand Rapids / private support / grants
Initial Action Steps -			
Pursue full site control			

Develop design approach to secure public access, improve flood infrastructure and shield the highway			
> Connect Heartside, Heritage Hill, and the Downtown core	within 10 years	City of Grand Rapids / DGRI / Developers / local institutions	MDOT / DGRI / City of Grand Rapids / private equity
<i>Initial Action Steps -</i>			
Encourage the redevelopment of State Street - with local institutions and property owners			
Promote Division Avenue as a small business corridor - create ready-to-go “white box” space for new retail, business plan competition, matching grants for business expansion and/or equipment			
Encourage residential on Division - smaller housing units in upper floors targeted for single professionals and students			
Develop a lighting plan for Division Avenue			
Preserve historic character while accommodating growth	within 5 years	City of Grand Rapids	--
<i>Initial Action Steps -</i>			
Update the Historic Preservation Guidelines for Heartside [City of Grand Rapids]			
Discuss changes to Historic Preservation Commissioner appointments [City of Grand Rapids]			
Create and maintain a list of historic structures [designated or not] in Downtown including their condition, use and ownership status - maintain contact with owners [DGRI / City of Grand Rapids]			
Create and maintain a list of historic preservation financing options and incentives [DGRI / City of Grand Rapids]			
Consider a purchase of development rights approach to enable denser development in exchange for salvaging structures that add character to Downtown.			
2.2 Support initiatives that improve downtown living for existing residents & attract new neighbors Downtown			
Recommendation	Timeframe	Responsibility / Partners	Source of Funds
Foster civic engagement and strengthen community ties Downtown	within 5 years	DGRI / City of Grand Rapids / Downtown property owners and institutions	--
<i>Initial Action Steps -</i>			
Support efforts to establish a Downtown residents council			
Ensure diverse representation on local boards			
Educate residents about ways to be engaged in discussions around change Downtown			
Unlock the potential of municipal data and online tools	within 5 years	City of Grand Rapids / DGRI / GRPS / The Rapid	--
<i>Initial Action Steps -</i>			
Explore a comprehensive Open Data policy			
Expand and centralize online tools			
Expand youth programming	within 10 years	City of Grand Rapids / local non-profits / GRPS / DGRI	--
<i>Initial Action Steps -</i>			
Design and organize 2-3 dedicated youth events each year - \$10,000 for marketing and organization per event			
Reinforce and promote the Mayor’s 100 Campaign - engage youth on Downtown beautification			
Increase access to fresh produce Downtown	within 5 years	Health care providers / local institutions / DGRI	--
<i>Initial Action Steps -</i>			
Work with local institutions and Downtown residents to explore the option of tapping into a CSA			
Incentivize additional farmers markets Downtown			
Explore financial incentives to attract new Downtown residents	within 5 years	DGRI	--
<i>Initial Action Steps -</i>			

Coordinate discussions with major employers to discuss options for incentive packages to encourage employees to live close to where they work

Recommendation	Timeframe	Responsibility / Partners	Source of Funds
Expand marketing efforts to promote Downtown living	1st Year	DGRI	--
Initial Action Steps -			
Develop promotional video, tours and information packages for prospective Downtown residents			
Promote zero waste infrastructure and services throughout Downtown	1st Year	DGRI/ City of Grand Rapids/ Property Owners	DGRI/ City of Grand Rapids/ Property Owners

Initial Action Steps -
Plan and implement a zero waste event Downtown

2.3 Preserve and expand housing opportunity Downtown			
Recommendation	Timeframe	Responsibility / Partners	Source of Funds
Ensure that Downtown grows affordable housing opportunities for a range of incomes	1st year	City of Grand Rapids / DGRI / local non-profits	LIHTC / foundation support / grants

Initial Action Steps -
Support preservation of low-income housing and social services - site acquisition for affordable housing development
Ensure that the supply of workforce housing meets demand - development incentives for workforce housing

Diversify types of housing available Downtown	ongoing	DGRI / Grand Rapids Alliance of Cooperative Communities / private developers	private equity / local incentives
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Initial Action Steps -
Encourage developers to pursue alternative housing models - regularly provide data on housing preferences for Downtown residents

Encourage more students to live Downtown	within 5 years	DGRI / City of Grand Rapids / local colleges and universities	--
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Initial Action Steps -
Encourage new student housing on the near Westside and along Division Avenue through the development of micro-units

Explore ways of expanding homeownership Downtown	within 5 years	DGRI / private developers / Downtown prospective residents	--
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Initial Action Steps -
Explore ways to better link homebuyers with available and potential real estate

2.4 Concentrate retail and close the retail services gap			
Recommendation	Timeframe	Responsibility / Partners	Source of Funds
Revisit zoning regulations for ground floor commercial in the Downtown area	1st year	City of Grand Rapids / DGRI / property owners	--

Initial Action Steps -
Concentrate active ground floor commercial uses on Targeted Active Commercial Corridors through height bonuses and incentives

Change zoning regulations to require ground floor retail on Targeted Retail and Entertainment Corridors			
Employ a targeted marketing strategy to attract anchor retail	within 5 years	DGRI / City of Grand Rapids	--
Initial Action Steps -			
Targeted marketing strategies to retailers suitable for Downtown			
Explore unique shopping opportunities such as a centralized location for local crafts people			
2.5 Require clean and efficient energy, green building practices, and universal design principles in projects with local subsidy			
Recommendation	Timeframe	Responsibility / Partners	Source of Funds
Manage stormwater at the micro level	within 5 years	City of Grand Rapids / DGRI / WMEAC / developers	--
Initial Action Steps -			
Conduct stormwater workshops to educate developers, property owners and residents about stormwater collection techniques			
Promote green building	within 5 years	City of Grand Rapids / DGRI / USGBC	--
Initial Action Steps -			
Educate developers and property owners about green building design - create a summary document on green building best practices			
Deconstruction policies to promote material recycling should be considered			
Embrace sustainable site design principles	within 5 years	City of Grand Rapids / DGRI / developers	--
Initial Action Steps -			
Promote the City's Low Impact Development Guidelines when complete			