

# 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](#)
  - c. If you would prefer to use the web version, please [click here](#).
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 [alsoan@downtowngr.org](mailto:alsoan@downtowngr.org) and we will be happy to accommodate you. If you have any questions or need further assistance, please email [alsoan@downtowngr.org](mailto:alsoan@downtowngr.org).

[Join Microsoft Teams Meeting](#)

# AGENDA

## DGRI BOARD OF ADVISORS



### Board Members:

Stephanie Adams • Monica App • Rick Baker • Shaun Biel • Mayor Rosalynn Bliss • Mandy Bolter • Wayman Britt • Kayem Dunn • Jorge Gonzalez • Kristian Grant • Brian Harris • Bob Herr • Nikos Monoyios • Jon Nunn • Doug Small • Eddie Tadlock • Mark Washington • Rick Winn

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May 19, 2021 3:00p

Microsoft Teams [Virtual](#) Meeting

- |  |           |        |
|--|-----------|--------|
| 1. Call to Order (3:00)  |           | Harris |
| 2. Approve Minutes from February 24, 2021 (3:01)<br>(enclosed)   | Motion    | Harris |
| 3. New Board Member Nomination (3:05)<br>(enclosed)  | Motion    | Harris |
| 4. COVID Update (3:10)<br>(enclosed)   | Info Item | Kelly  |
| 5. FY2022 Budget Presentation (3:15)<br>(enclosed)   | Info Item | Kelly  |
| 6. FY2021 Priority Updates (3:25)<br>1. River Governance<br>2. Bridge South<br>3. Retail Recovery Strategy | Info Item | Staff  |
| 7. President & CEO Report (4:00)   | Info Item | Kelly  |
| 8. Old Business  |           |        |
| 9. New Business  |           |        |
| 10. Public Comment   |           |        |
| 11. Adjournment  |           |        |



**Board of Advisors Meeting**

**February 24, 2021**

1. Call to Order – The meeting was called to order at 10:31 p.m. by Chair Brian Harris.

Attendance:

Stephanie Adams announced she is participating remotely from Byron Center, MI. Rick Baker announced he is participating remotely from Grand Rapids, MI. Shaun Biel announced he is participating remotely from Grand Rapids, MI. Wayman Britt announced he is participating remotely from Grand Rapids, MI. Kayem Dunn announced she is participating remotely from Grand Rapids, MI. Jorge Gonzalez announced he is participating remotely from Grand Rapids, MI. Kristian Grant announced she is participating remotely from Grand Rapids, MI. Brian Harris announced he is participating remotely from Grand Rapids, MI. Bob Herr announced he is participating remotely from Grand Rapids, MI. Nikos Monoyios announced he is participating remotely from Grand Rapids, MI. Doug Small announced he is participating remotely from Grand Rapids, MI.

Absent: Monica App, Mayor Rosalynn Bliss, Mandy Bolter, Jon Nunn, Eddie Tadlock, Rick Winn, and Mark Washington

Others Present: Tim Kelly (President & CEO), Amanda Sloan (Recording Secretary), Jessica Wood (Legal Counsel), Marion Bonneaux, Melvin Eledge, Sam Suarez, Kyama Kitavi, Annamarie Buller, Kim Van Driel and Andy Guy (DGRI), Connie Bohatch, Tammy Britton

2. Approve Minutes from November 23, 2020

*Motion: Ms. Dunn, supported by Mr. Small, moved to approve November 23, 2020 Meeting Minutes as presented. Motion carried unanimously.*

3. 2021 Alliance Slate Approval

Mr. Kelly stated since the inception of the DGRI Alliances, over 200 individuals have participated in this partnership-oriented outreach program. This year we have a total of 90 members, 8 new to the organization, being recommended for participation. He provided the demographic breakdown of alliance and board members across the organization as well as participation feedback. Based on survey results from 61 members, 88% were in agreement or strong agreement that time was well spent, and contributions were valued. Similarly, the vast majority of respondents indicated they were adequately informed and were clear on expectations. An area for improvement indicated was the opportunity to explore cross collaboration within alliances; we will look for those opportunities going forward as well as consider structural changes to satisfy the evolving needs of the organization.

*Motion: Ms. Adams, supported by Mr. Monoyios, moved to approve the 2021 Alliance Member Slate as presented. Motion carried unanimously.*

4. River Governance Recommendations

Mr. Guy provided a process update as DGRI over the last year has facilitated conversations to explore and advance a governance strategy for revitalizing the Grand River Corridor. He stated Kathy Blaha, helping to lead this discussion, shared best practices, and introduced recommendations shared broadly with the community in an inclusive process. With the endorsement of this board, we will continue to advance on the startup efforts and organize around the proposed strategy. The governance model determined the most appropriate and promising by the Organizational Leadership Committee is a two-pronged approach: to establish both a new non-profit entity and a Recreational Authority. The non-profit should remain flexible and evolve with the needs of the project supporting community coordination, capital planning, fundraising, and equity and inclusion organizing. On a parallel track, the establishment of a Recreational Authority serves as the foundation for regional coordination, public-private collaboration, and greater flexibility to access multiple funding sources. The Authority would strike a balance between independent governance and public accountability with respect to leadership, engagement, funding and ultimately the management of public facilities. Mr. Guy added the recommendation is to remain flexible especially in this near-term organizing work as we advance real projects. Ultimately the goal is to develop the partnerships, with proficiency and capacity, to coordinate the long-term needs of the project (to develop, manage, program, and maintain the public capital assets within the corridor). He shared that a number of committee members have agreed to continue this work and will start to develop a business plan and fundraising plan for the non-profit which DGRI will support for the next 6 – 12 months. The strategy of developing an equity framework has already begun but broadening community inclusion continues to emerge as a priority. Organizing a Corridor Connections Plan (to identify key partners, roles, capital priorities and implementation) is also work that DGRI will support most immediately with a funding request to the DDA in March. Mr. Guy noted the alignment of Federal funding priorities around infrastructure brings a sense of urgency to be positioned to take advantage of those opportunities.



Rick Baker requested clarification on what the “recreational authority” could do. Mr. Guy stated it opens access to multiple types of funding including the potential for a limited property tax millage, though that is more of a long-term consideration for this effort and would require voter approval. The strategy for a non-profit to run in parallel would provide for different fundraising mechanisms but added we would not be bound to maintain both entities unless it makes sense to do so.

*Motion: Mr. Herr, supported by Ms. Dunn, moved to endorse the Grand River Corridor Governance structure presented. Motion carried unanimously.*

5. FY2021 Priority Updates

Mr. Kelly stated Mike Berne became suddenly unavailable to provide an update on the Downtown Retail Analysis today. The board requested a standalone meeting for this presentation with a strategy discussion in April.

Mr. Kelly introduced Tammy Britton, Interim Homelessness Coordinator, and Connie Bohatch, Managing Director of Community Services with the City of GR to present a Homeless Outreach update. Ms. Bohatch stated that COVID has really exasperated the homelessness issue and required the City to take significant action. Ms. Britton shared the Homeless Outreach Team (HOT) was launched in April of 2020 in response to the pandemic with a mission to preserve health and safety and improve outcomes for homeless persons and our community. There are currently 2 teams (consisting of one fire and one police officer) providing outreach to unsheltered individuals and responding to community complaints. The Homelessness Work Group launched in October of 2020 as a function of the Emergency Operations Center (EOC). This has refined the mission of HOT, expanded it to include social workers and addiction specialists in a partnership with Network180, and will deploy an additional team for further coverage. Economic Resiliency and Recovery Investment Strategy (ERRIS) investments have supported shelter operations, expanded outreach and case management services, and rapid re-housing efforts lead by Community Rebuilders. The shelter expansion project at Purple East, in partnership with Mel Trotter Ministries and Guiding Light, averages 65 guests per night with 52 daily uses of the warming center and provides crucial shelter at times Mel Trotter is at capacity. Heartside Park clean up took place in December and the City hosted listening sessions to hear the community’s concerns and solutions surrounding the online petition to turn Heartside Park into an urban campground. The City has also implemented a cleanliness initiative and continues to engage with stakeholders to improve the environment and mitigate safety concerns.

Ms. Bohatch shared the annual city investments in housing and homelessness which are primarily supported by federal programs (appropriated by congress). This fiscal year \$4,656,183 will be used for the construction of affordable housing units, making safety repairs on existing homes, providing rent and utility assistance to prevent evictions, rapid re-housing of the homeless, and legal and fair housing services. City COVID-related investments in Housing and Homelessness so far have totaled \$5.1 million, some of that coming from the

general operating fund. She stated ERRIS is used as a framework to make investments and is primarily funded by the Community Development Block Grant (CDBG) and the Emergency Solutions Grant (ESG) provided through the CARES Act. She noted the bulk of investments today are focused on resident resiliency with \$3.3 million providing Housing Security (emergency and bridge shelter, street outreach, and rapid rehousing), Housing Support (foreclosure intervention, legal services for tenants, and eviction case management), and Housing Resiliency (aiding undocumented residents maintain housing). Ms. Bohatch shared that the county and state have also contributed significant resources to support housing and homelessness related to the pandemic. Kent County CARES Act funding of \$8.2 million will support housing and homelessness (including COVID-positive isolation) and Michigan State Housing Development Authority (MSHDA) will provide \$2.8 million for the Eviction Diversion Program as well as an expected grant of \$38.5 million in Emergency Rental Assistance. She stated those funds have not yet been released by the legislature, but we are planning for the distribution.

Mr. Baker complimented the City in handling this very complicated issue and stated the silent majority is applauding your work. He asked if Grand Rapids was a magnet for homelessness because of the high level of services we provide and does that cause concern. Ms. Bohatch responded, anecdotally, GR is viewed as a resource rich community with good response to homelessness. We do not have direct evidence at this point but trying to get a better understanding of who those are in the community seeking services. The point in time count saw a 15% increase in total number of persons experiencing homelessness and a significant increase in those experiencing chronic homelessness from 2019 to 2020. The data from 2021 has not yet been released but would suggest this will continue to increase. She added it is important to diligently make resources available county wide for the prevention of homelessness. Mr. Washington noted our intent was never to criminalize homelessness, as some media reports indicated, but to address public health and safety specifically in Heartside Park. Lansing and Kalamazoo have experienced death and dangerous fires in similar park camps. He emphasized we have been successfully able to relocate and rehouse almost 400 unsheltered individuals from that area.

Ms. Van Driel presented an update on the World of Winter Festival scheduled to wrap up next week. WOW 2021 hosted 52 events, 20 art installations, 16 grants and 109 ice sculptures (using 50,000 pounds of ice making it the largest Ice Festival in the US this year) for 60 days of total activation. Art installations included Hybycozo at Ah-Nab-Awen Park, Impulse at 555 Monroe, Tumbleweeds and Grasses at Blue Bridge, the Signing Tree at Canal Park, The Lamplighter installation at 555 Monroe, Seasonal Wonders Projection Show at Lyon Square, Ice Luminaries on the Gillett Bridge, ice sculptures throughout Downtown. Events and Programming included the Ice Breaker (live ice carving), ice games, Love on Ice, scavenger hunt (in collaboration with the GR sport club), pop up performer nights throughout downtown, tribal stories by the Chief of Grand River Bands of Ottawa Indians, Lunar New Year, Dance in the Annex, Winters A Drag, and various walking tours (Black History, 4 Miles of Murals, Valent-Ice). Some of the Seasonal Event Sponsorships produced Beam Me Up

Snowperson, Color the Skyline, Elevated Love Language, Grand Illuminations, Have A Heart, Love Works, Path of Encouragement, Sunshine Alley, Project Hope, Seasons of Love Popup Concert series, and the Slam Jam Tournament. This active festival generated 95 online articles and produced 6,700 new social media followers bringing our following to 73,000. The festival was also highlighted on NBC national news with Lester Holt! Pedestrian traffic on February 13<sup>th</sup> was the busiest day since April 2018 at Rosa Parks Circle with 9,302 pedestrians counted. The slowest day of WOW 2021 (February 7<sup>th</sup>) was twice as busy as the busiest day of December 2020. She added that this year was challenging particularly in that large events were scrapped and placemaking with social distancing become the focus but the successful return on investment is clear.

6. President & CEO Report

Mr. Kelly stated we will still facilitate a post event evaluation, but we have seen the demand and proven the concept for winter activation this year with World of Winter. Some of these installations we hope to make permanent for year-round activation including the projection mapping at Lyon Square. All fiduciary boards will be meeting in March as we focus on budgets for the new fiscal year starting in July. The DID reauthorization plan is moving forward for consideration in March. The Econ Club hosts a meeting shortly to reveal planning at Market Ave which has implications for river and corridor development. Lyon Square construction design is wrapping up; the hope is to bid this project in March with the intent to move forward with spring construction. The Bridge South planning initiative is concluding and will give us direction on the disposition of the publicly owned DASH lot sites going forward. The plan to update our Downtown Wayfinding system will soon be completed and will be a budget consideration for the next fiscal year. On February 1<sup>st</sup> GR Noir hosted a ribbon cutting for their grand opening; the DDA supported this business with a grant bringing our total of 36 minority owned businesses downtown (10 have received support from the DDA). Our goal was to see a 30% increase to which we have seen an 80% increase of minority owned business owners in the last 5 years. Lastly, Social Zone work continues as 34 businesses have received funding for winter outdoor seating installations totaling nearly \$500,000 so far. We continue to host meetings to be sure these zones are meeting the evolving needs of the business community.

7. Old/New Business

None

8. Public Comment

None

9. Adjournment

The meeting adjourned at 12:03 p.m.



DOWNTOWN  
GRAND RAPIDS INC.

## MEMORANDUM

DATE: May 19, 2021

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP  
DGRI President & CEO

**SUBJECT: Item #3 - DGRI Board Appointment**

The charge of the Downtown Grand Rapids Inc. Board of Advisors is to provide a “long-term focus on visionary, collective impact, leadership and advocacy related to Downtown Grand Rapids”. The bylaws of the Downtown Grand Rapids Inc. Board of Advisors (the Board) allows for no less than twelve and no more than 20 Advisors to serve on the Board at a given time. Currently there are 18 Advisors on the Board, which may decide to add members at any meeting.

Following discussions with the Executive Committee, it is recommended that Randy Thelen be appointed to the Board. Mr. Thelen is the President & CEO of The Right Place where he leads economic development strategy through collaboration with local, State, and national organizations and stakeholders. Prior to taking over as President & CEO, Mr. Thelen served as Senior Vice President of economic development at the Downtown Denver Partnership where he led efforts to attract investment, recruit and retain business, and advocate for housing, retail, and public policy initiatives.

Mr. Thelen’s appointment will allow for continued coordination between DGRI and The Right Place as they continue their efforts to promote economic development in Downtown and throughout the region. Further, it is expected to advance the vision for Downtown as outlined in GR Forward.

### RECOMMENDATION:

**Appoint Randy Thelen to the DGRI Board of Advisors as allowed by the DGRI bylaws and recommended by the DGRI Executive Committee.**



**DOWNTOWN**  
GRAND RAPIDS INC.

COVID-19 Reignition Report  
May 14, 2021

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## Kent County Vaccination Distribution & Administration

Kent County population is 656,955 (2019).

DeVos Place administered **+205,000** vaccines since January 25th, 2021.

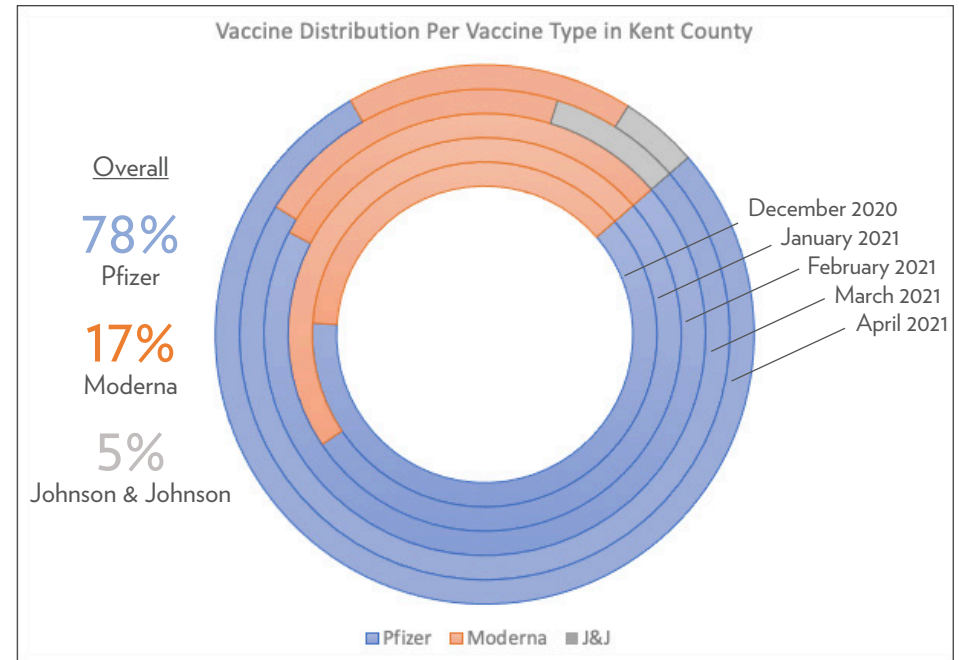
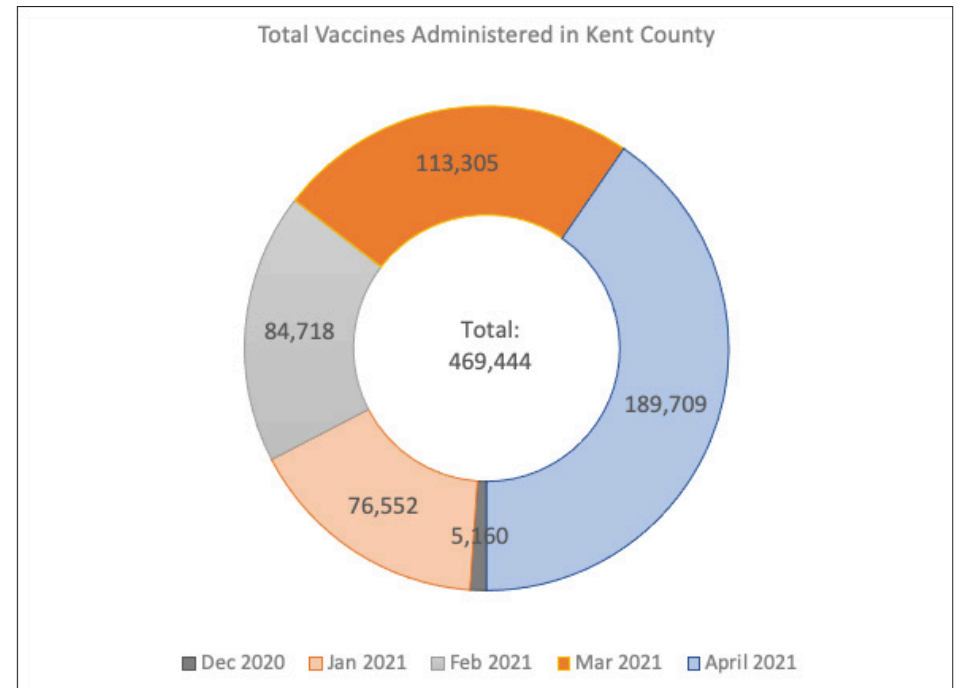
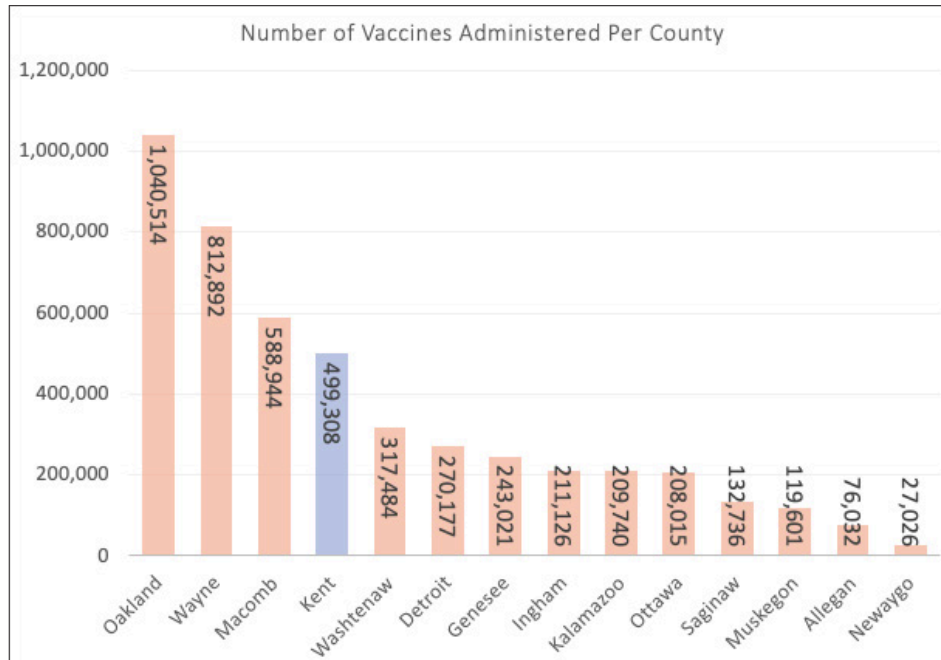
Mercy Health + St. Joe's administered **143,984 1st doses** and **114,030 2nd doses** as of April 26th, 2021.

**55.6%**  
of Michigan residents fully vaccinated as of May 13th

**62%**  
of doses administered  
**79%** nation-wide  
**75%** state-wide

**44%**  
of Kent residents fully vaccinated  
**32%** nation-wide  
as of May 3rd

**41.6%**  
of Michigan residents fully vaccinated as of May 13th



## Business Openings

### 2020

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

### 2021

- ㉑ Marissa's Jewels (January)
- ㉒ Poké Poké & Boba (January 19)
- ㉓ MDRD (February 2)
- ㉔ Condado Tacos (February 4)
- ㉕ Spinful.Bike (March 9)
- ㉖ Gaby's Gourmandise Downtown Market (May 8)

**26%**

BIPOC-Owned

**39%**

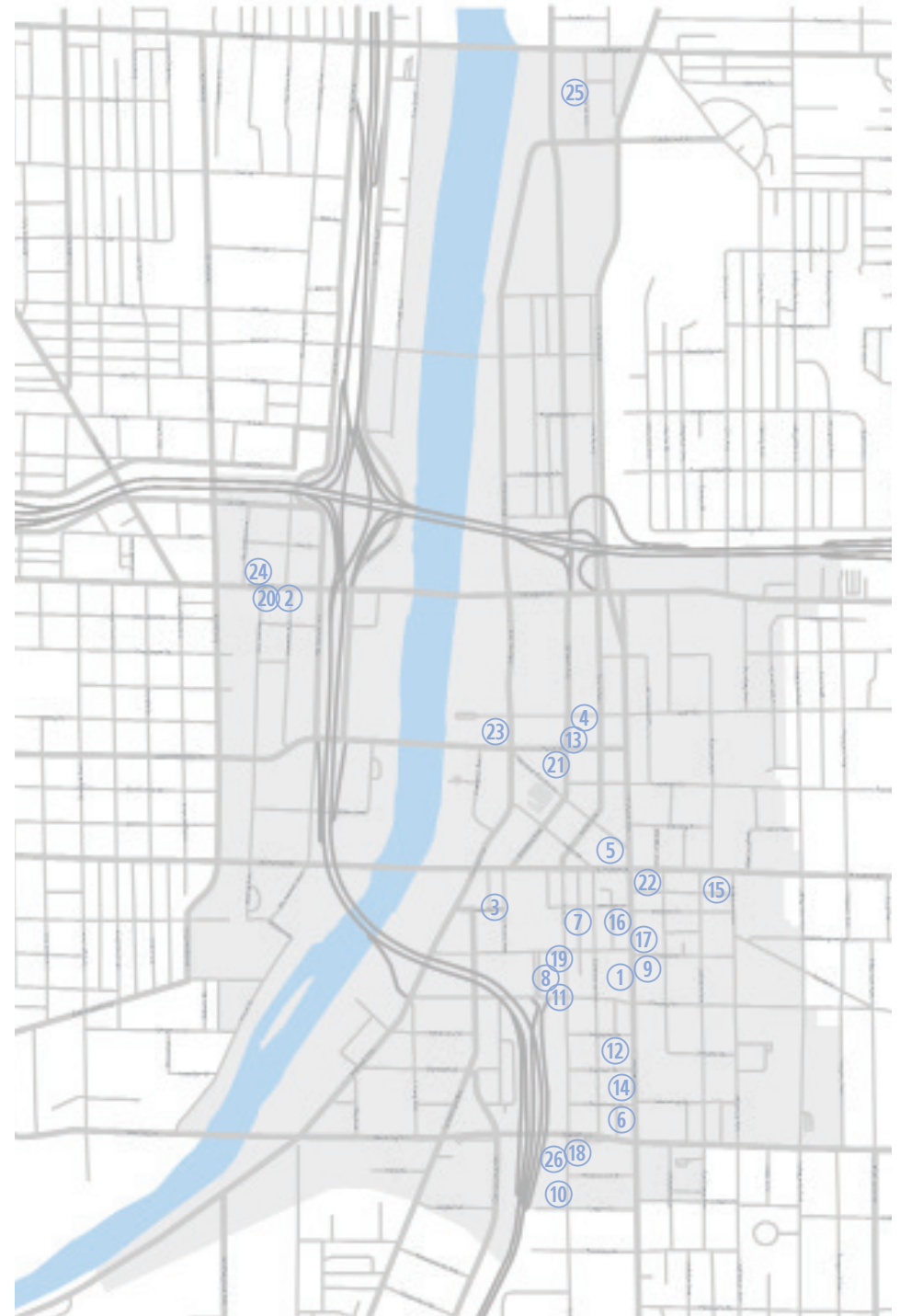
Women-Owned

**29**

businesses opened  
in the same time  
frame pre-COVID

\*received DDA Retail Incubation Grant

Source: Downtown Grand Rapids Inc.





## Business Closings

### 2020

- ① Zoey Ashwood Fine Art (May)
- ② Charley's Crab (May 15)
- ③ Grand Central Market (June 1)
- ④ The Wheelhouse (June 4)\*
- ⑤ Madcap Downtown Market (June 8)
- ⑥ UICA (June 17)\*
- ⑦ Dog Story Theatre (June 27)\*
- ⑧ Sloppy Joe's Snack Shack (July)
- ⑨ Bend Gallery (July)
- ⑩ Perrigo Printing (July 1)\*
- ⑪ Social Kitchen (July 7)
- ⑫ Gina's Boutique (August 8)
- ⑬ Sin Republic Salon (August 28)
- ⑭ GRAM Store (August 30)
- ⑮ GP Sports (Summer)
- ⑯ Craft Beer Cellar (September 26)\*
- ⑰ Bultema Group (December 14)\*
- ⑱ The Dog Pit (December 19)\*

### 2021

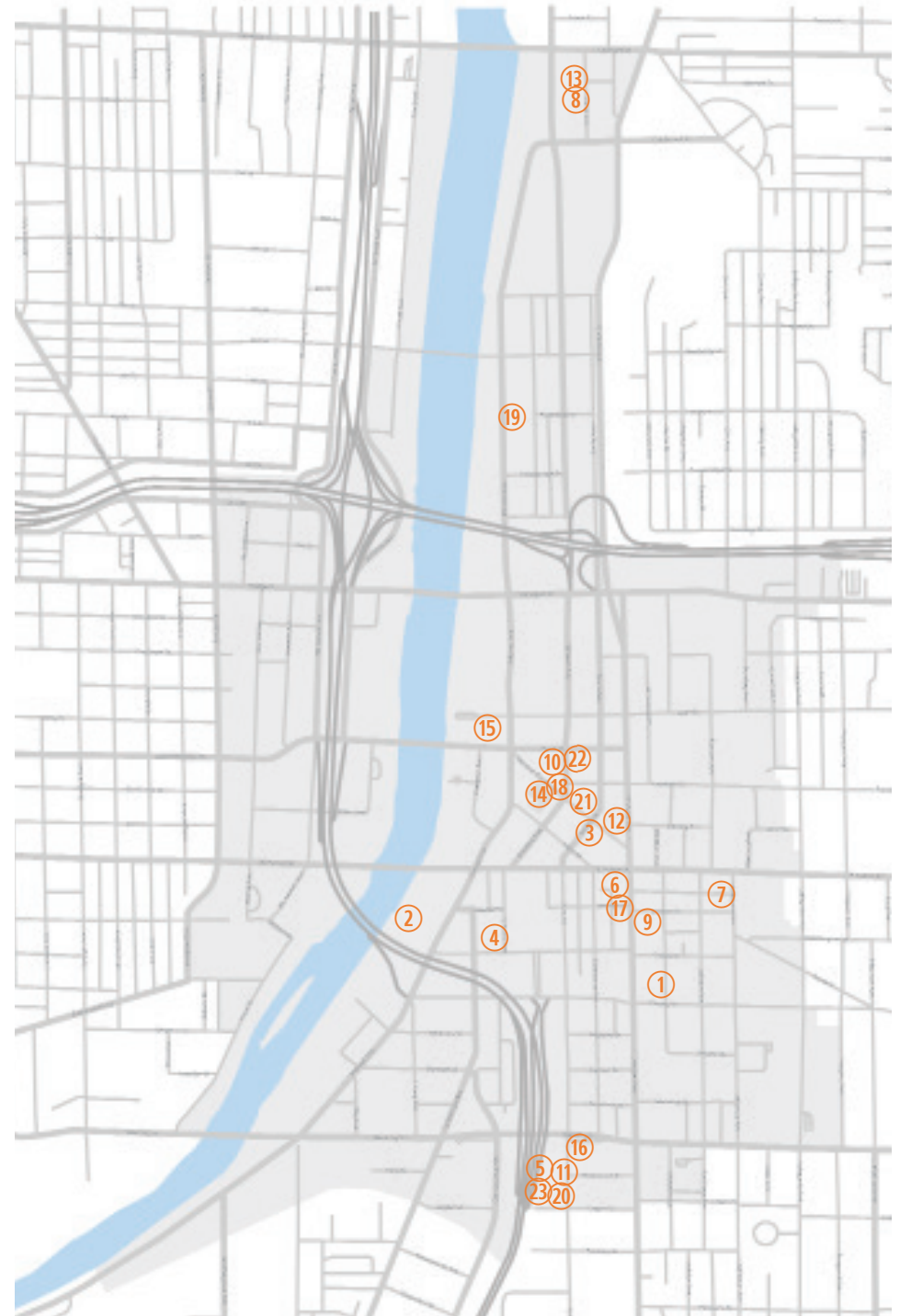
- ⑲ Big E's Sports Grill (February 18)
- ⑳ Sweetie-Licious Downtown Market (February 25)
- ㉑ Apothecary Off Main (February 28)
- ㉒ Downtown Ferris Coffee (March 14)
- ㉓ Bliss & Vinegar Downtown Market (April 25)

**16**  
businesses closed  
in the same time  
frame pre-COVID

businesses opening  
**1.13x**  
faster than closing

\*business transitioned or moved

Source: Downtown Grand Rapids Inc.





## Downtown Ground-Floor Storefront Vacancies

**340**  
ground-floor  
businesses in DT

**22%**  
current  
vacancy rate

**2.3 yr**  
average vacancy  
duration

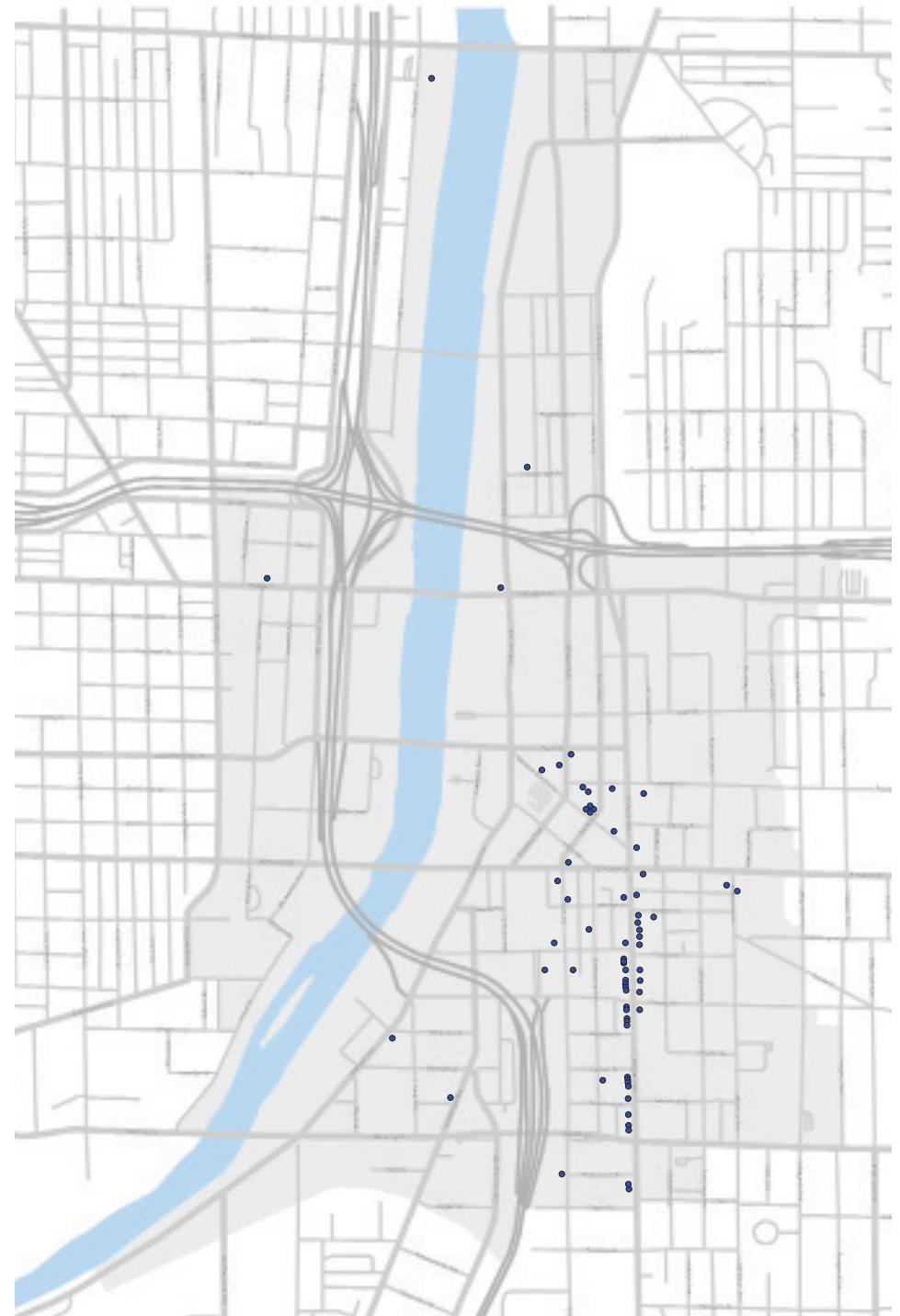
This equates to  
**406k**  
square feet of  
available space

4 new storefront businesses in the last 12 months:

- 449 Bridge St NW #1 (Condado Tacos @ Bridge St Lofts)
- 449 Bridge St NW #2 (Vacant @ Bridge St Lofts)
- 10 Ionia Ave NW #1 (Wahlburgers @ Residence Inn)
- 10 Ionia Ave NW #2 (TBA @ Residence Inn)

Anticipated new storefront businesses:

- 111 Lyon St NW development - May 2021
- 430 Monroe Ave NW development - 2022
- 446 Grandville Redevelopment - 2022
- 760 Ottawa development - 2023



## Downtown Office Space Vacancy

**1.9%**

overall **decrease** in  
vacancy rates through  
2020 and 2021

Colliers estimates

**5.7M**

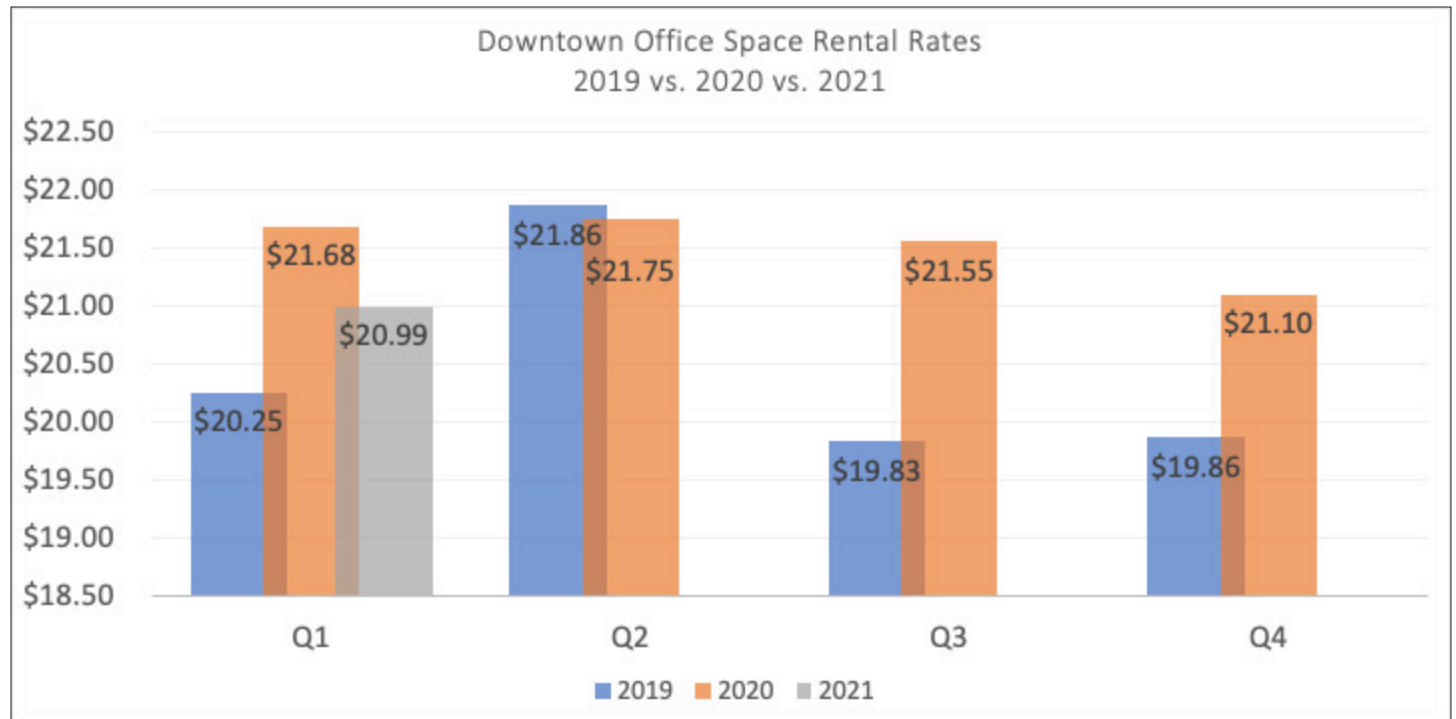
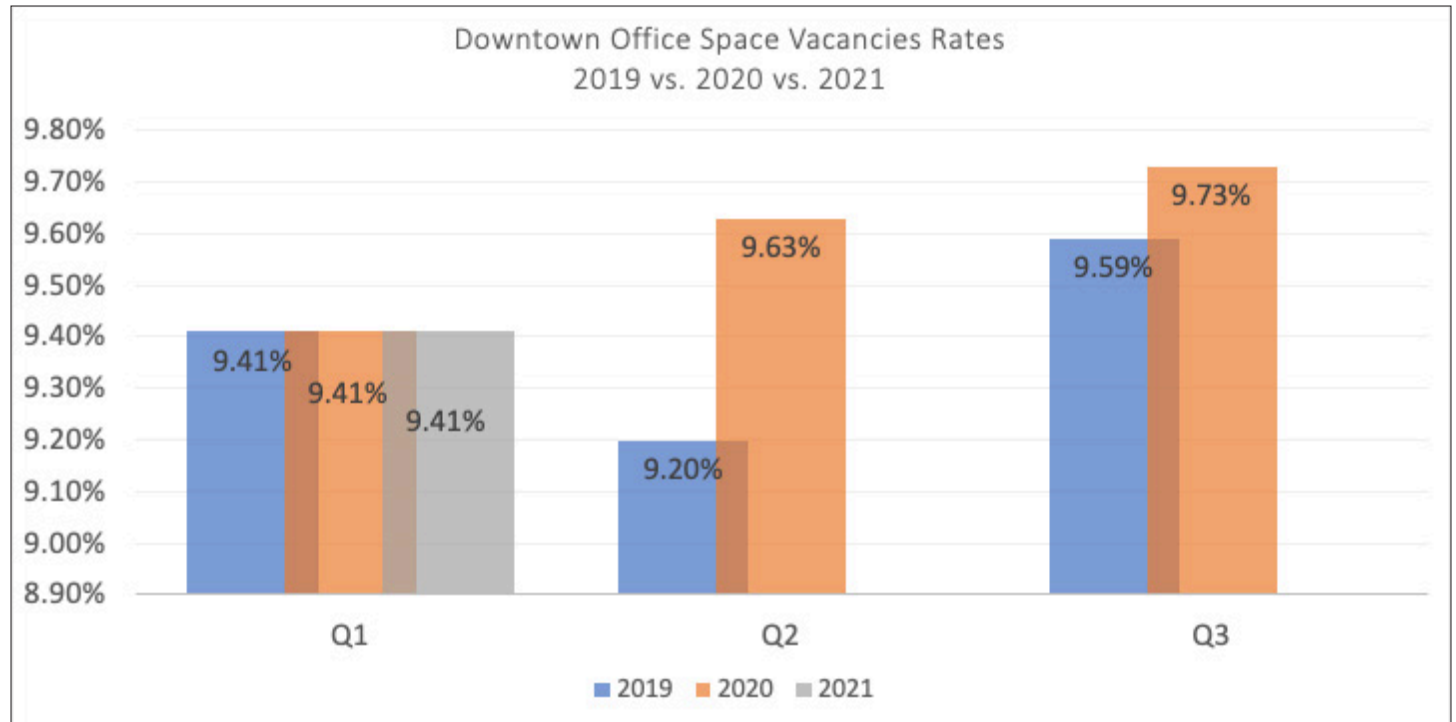
square feet of occupied  
space in Q1 2021, a

**2.6%**

**increase** since  
Q1 2020

**5.3%**

overall **increase** in  
rental rates (\$1.13)  
in 2020 and 2021



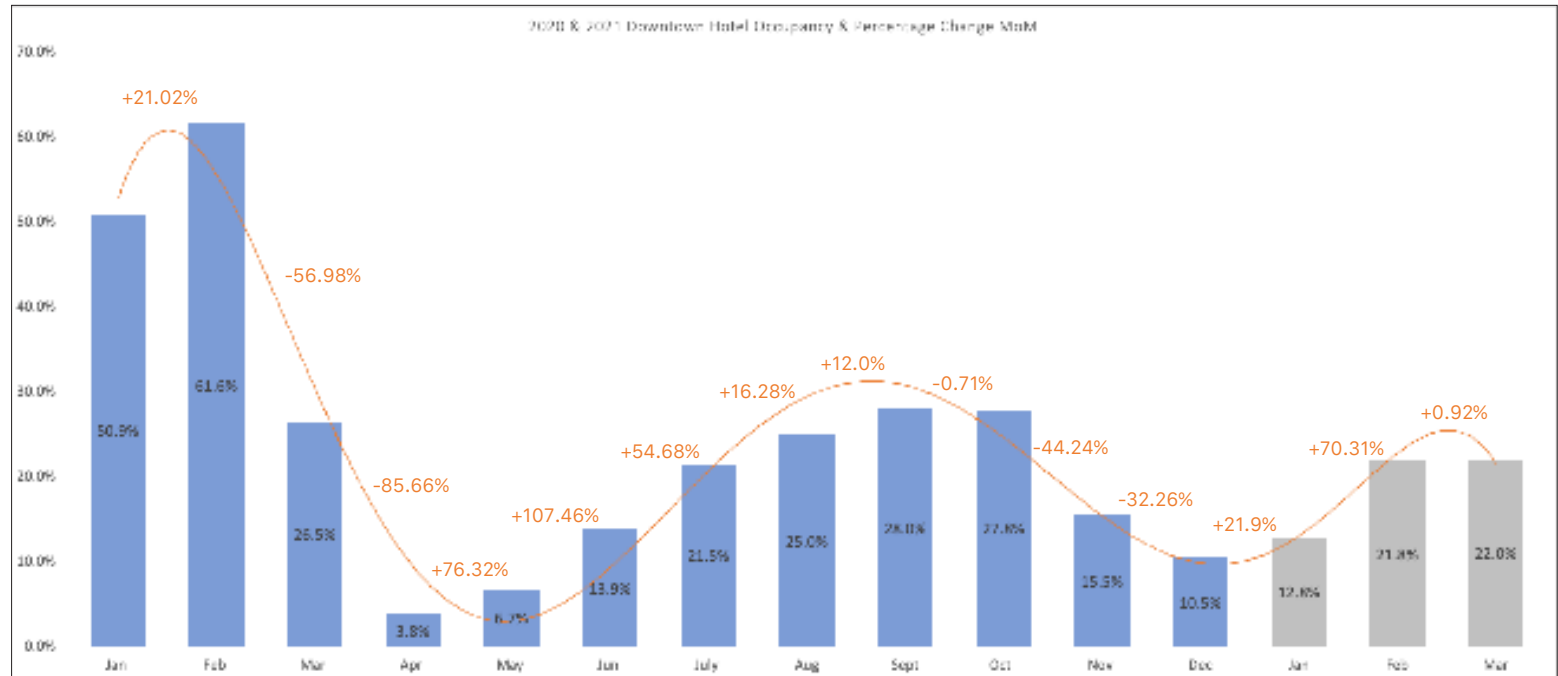
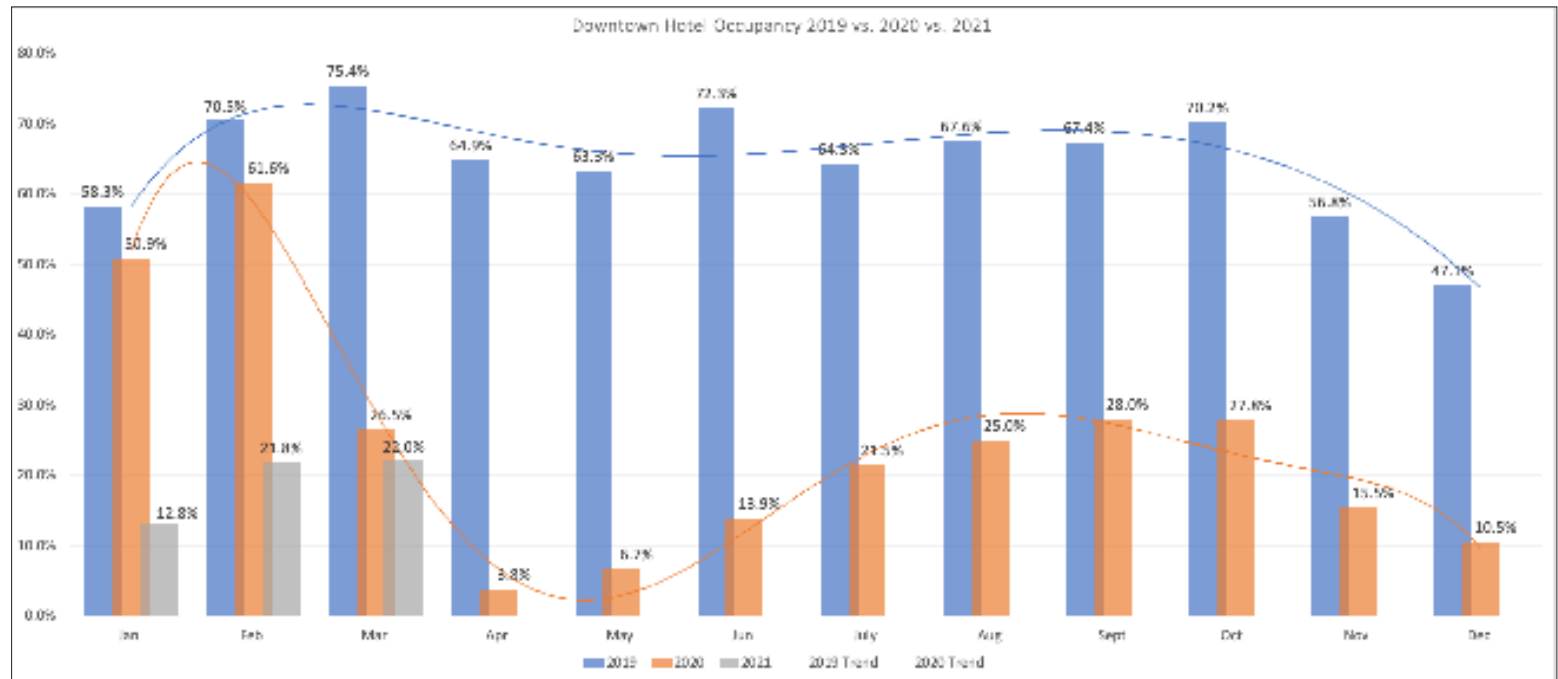
## Downtown Hotel Occupancy

**73%**  
average **decrease**  
in hotel occupancy  
during COVID

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.

Similarly, the point change between December through February 2019/2020 and 2020/2021 is comparable (3.8% and 2.3%; 10.7% and 9%)

**4.47%**  
average **increment**  
of recovery between  
May and Sept 2020



## City Employment Rates

# 5%

decrease in employment  
during COVID year over year

### 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,  
organized sports (other than professional  
sports).

December 18, 2020

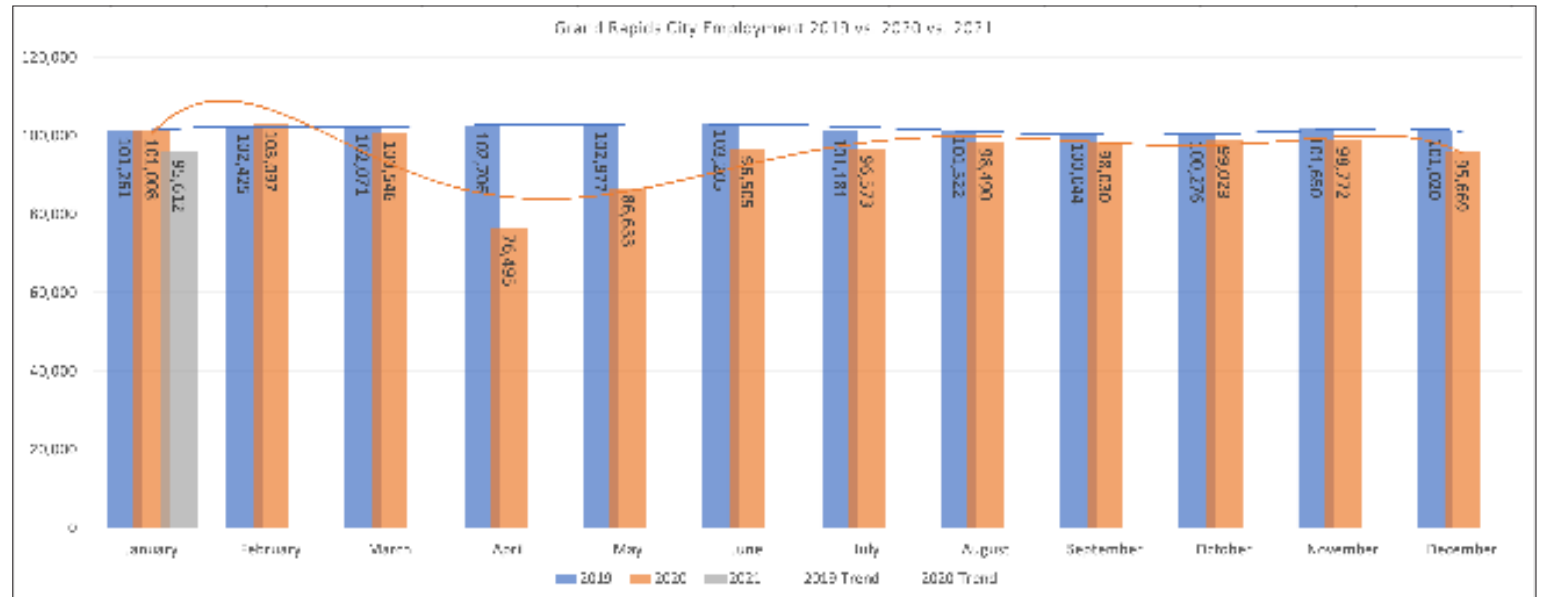
MI reopens some businesses such as  
casinos, cinemas, bowling alleys. Indoor  
dining remains closed.

February 1, 2021

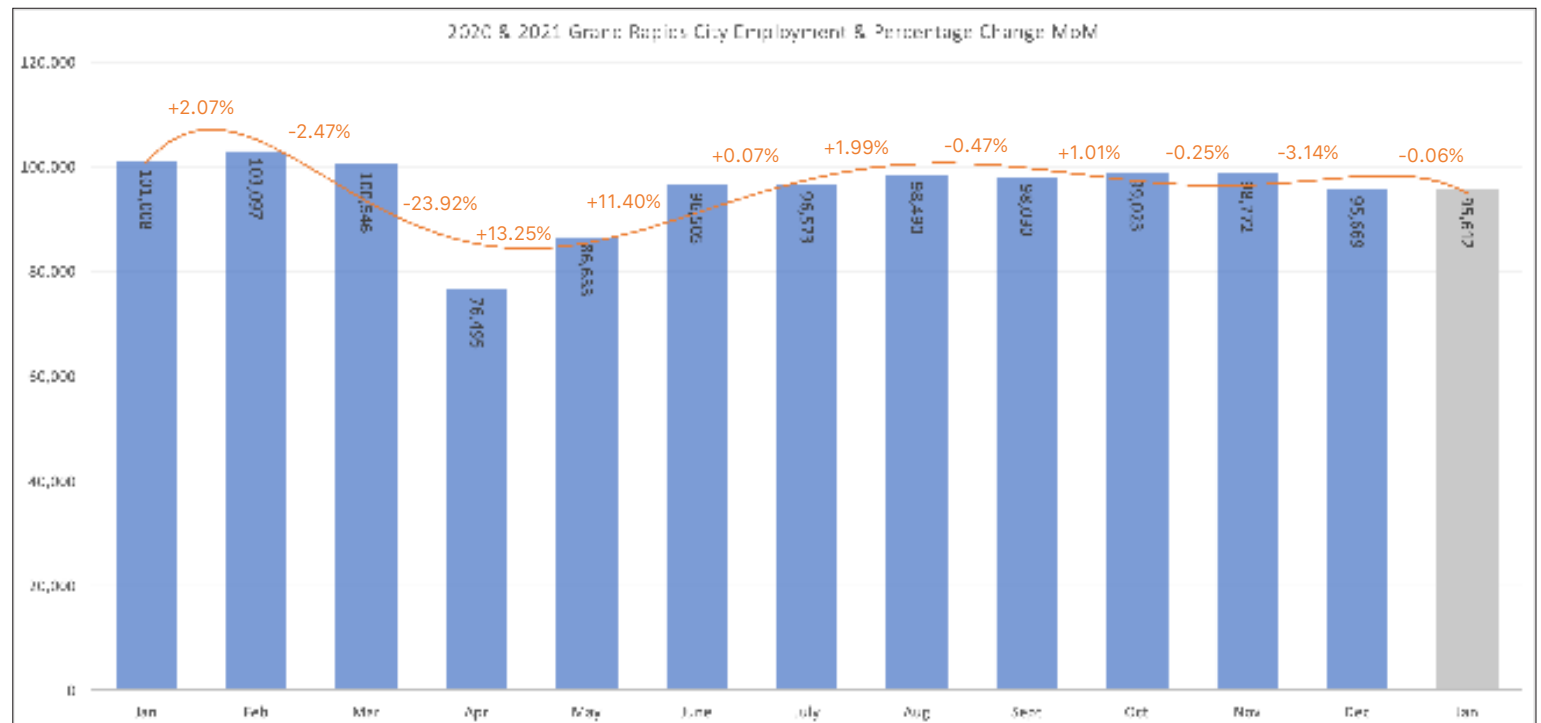
MI indoor dining reopens with capacity  
restrictions, 10 p.m. curfew, previously  
established restrictions.

March 5, 2021

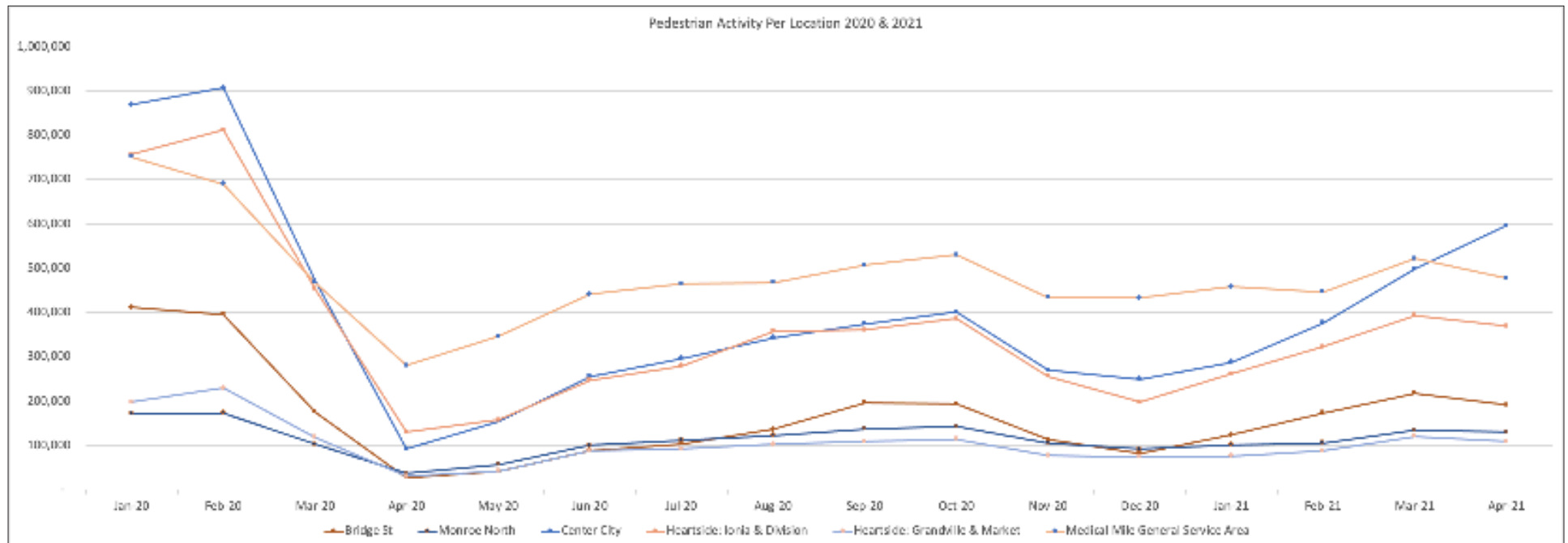
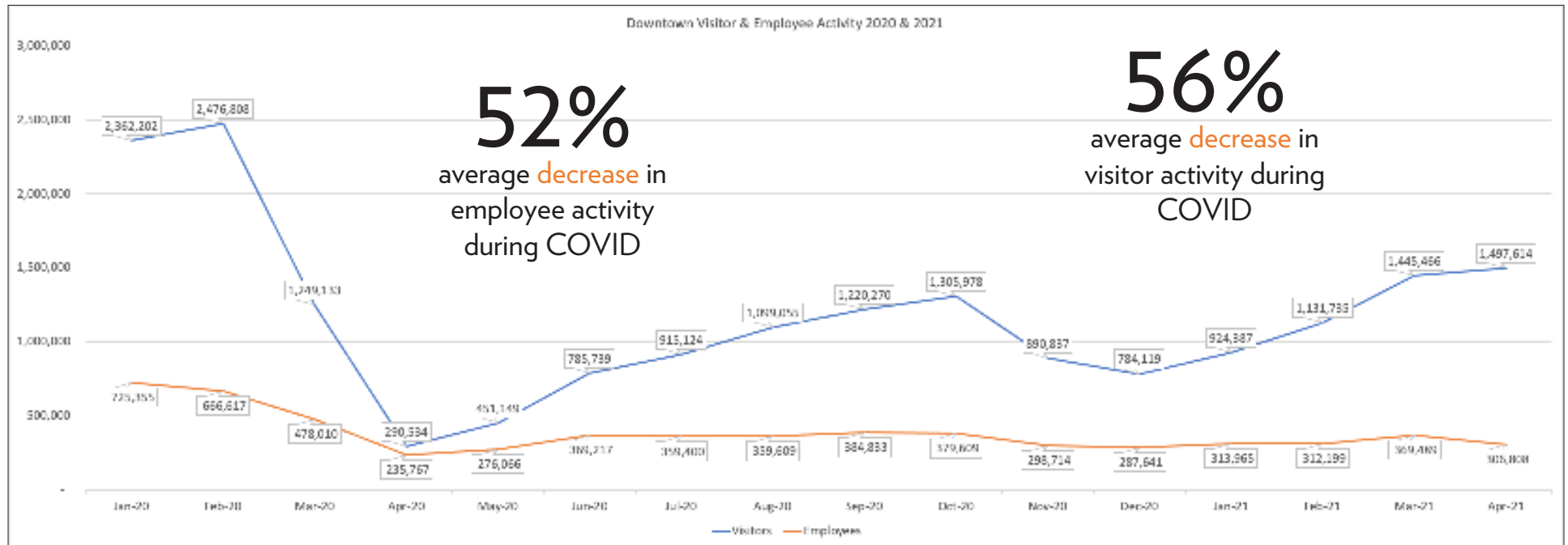
restaurants reopen to 50%, other  
business capacity augmentations



	Jan Δ	Feb Δ	March Δ	April Δ	May Δ	June Δ	July Δ	Aug Δ	Sept Δ	Oct Δ	Nov Δ	Dec Δ
2019 vs. 2020	-0.25%	0.66%	-1.49%	-25.52%	-15.87%	-6.49%	-4.55%	-2.99%	-2.01%	-1.25%	-2.83%	-5.30%
2020 vs. 2021	-5.34%	-	-	-	-	-	-	-	-	-	-	-



## Downtown Foot Traffic Tracking



Counts are Estimated Number of Visits (per month)

Source: Placer.ai  
via Downtown Grand Rapids Inc.

## Current Downtown Construction and Development

- ① GVSU - anticipated May 2021  
+160,000 square feet of office space  
+66 parking spaces
- ② GVSU/Spectrum Parking - anticipated May 2021  
+1,220 parking spaces
- ③ The Finnley Hotel - anticipated June 2021  
+5 hotel units
- ④ Amway Grand Plaza Renovation - anticipated June 2021
- ⑤ Acrisure Headquarters- anticipated Spring 2021  
+105,000 square feet of office space  
+150 market condos  
+400 jobs
- ⑥ RDV Corp. Headquarters - anticipated Spring 2021  
+100,000 square feet of office space  
+9,700 square feet of commercial retail space
- ⑦ Fifth Third Redevelopment - anticipated Summer 2021  
+100,000 square feet of office space  
+44,000 square feet of commercial space
- ⑧ MSU Innovation Park - anticipated February 2022  
+200,000 square feet of office space  
+600 parking spaces  
+450 jobs
- ⑨ Perrigo Headquarters - anticipated 2022  
+63,550 square feet of office space  
+170 jobs

**729k**  
square feet of  
office space

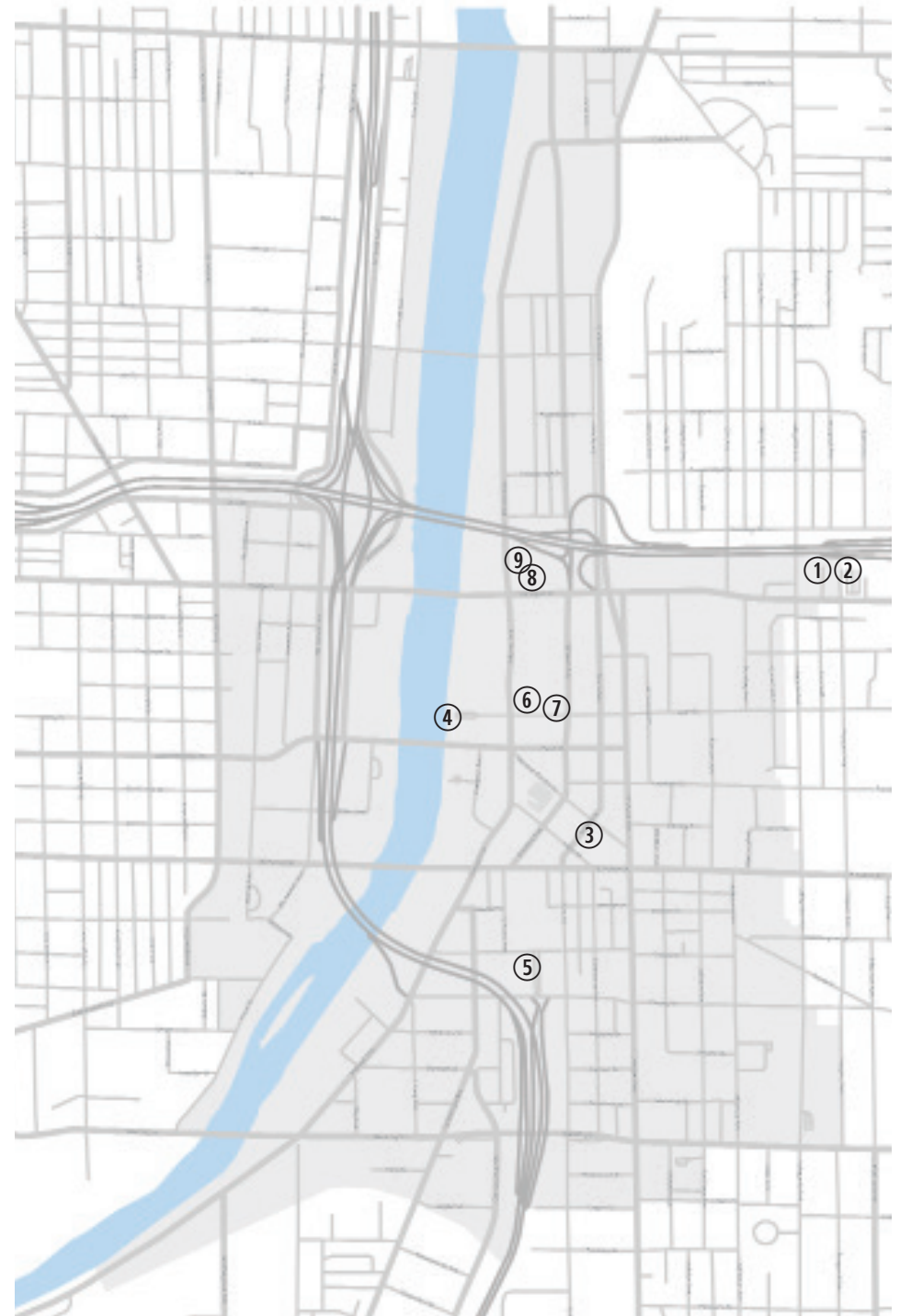
**54k**  
square feet of  
commercial space

**150**  
residential units

**5**  
hotel rooms

**1,886**  
parking spaces

**1,020**  
new jobs





## On- and Off-Street Parking

**18%**

average **decrease** in  
off-street occupancy  
during COVID

**5%**

average **decrease** in  
on-street occupancy  
during COVID, but

**22%**

average **decrease** in  
on-street occupancy  
from 2019 to 2020

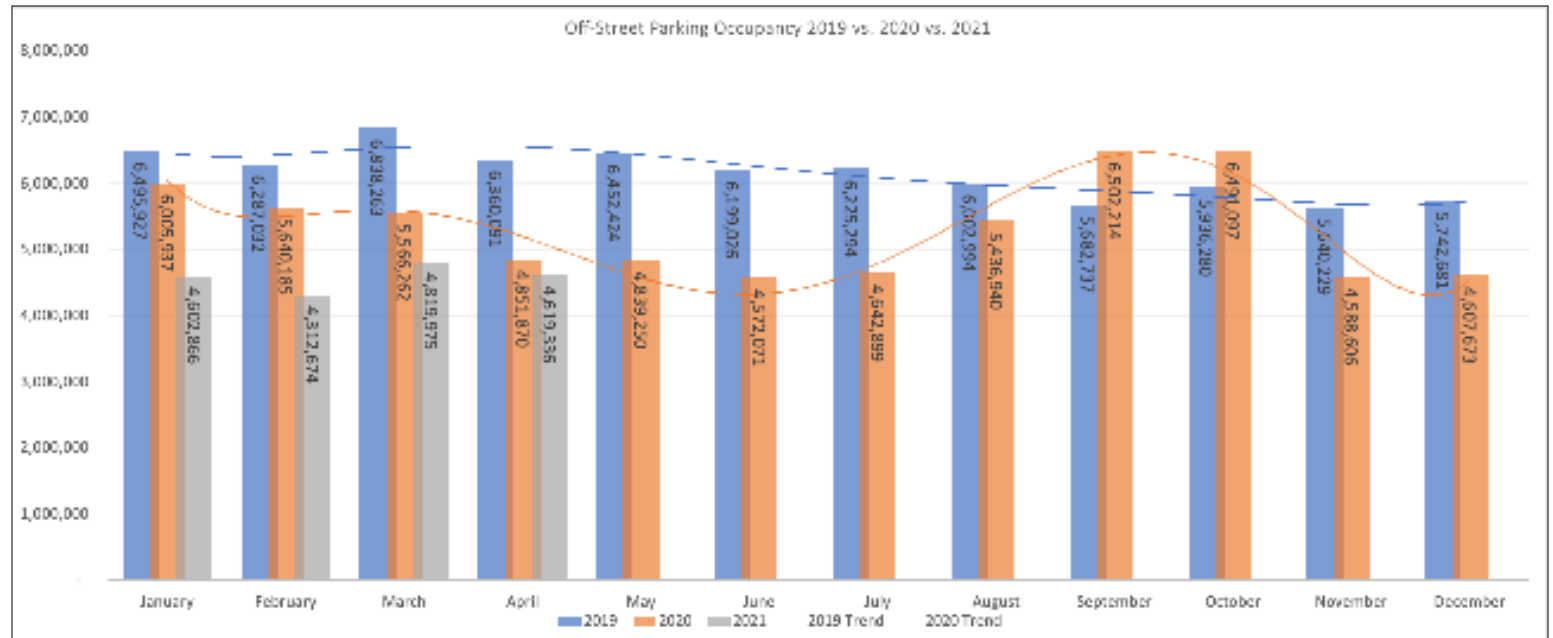
There have been

**101k**

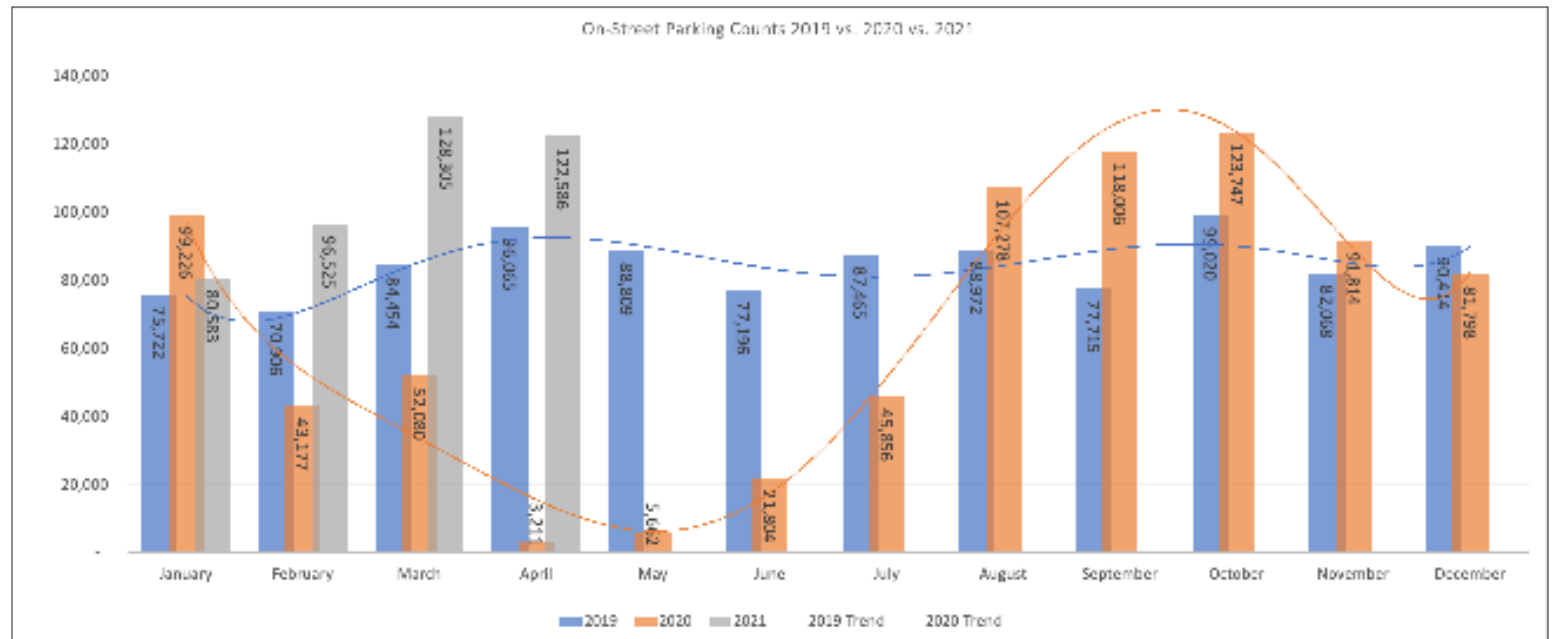
**more** on-street  
parking instances  
in Jan-April  
2021 than in  
Jan-April 2019

March 24th, 2020 - July 6th 2020:  
meter enforcement was suspended.

Source: MobileGR



	Jan Δ	Feb Δ	March Δ	April Δ	May Δ	June Δ	July Δ	Aug Δ	Sept Δ	Oct Δ	Nov Δ	Dec Δ
2019 vs. 2020	-7.54%	-10.29%	-18.60%	-23.71%	-25.00%	-26.25%	-25.42%	-9.43%	14.42%	9.35%	-18.65%	-19.76%
2020 vs. 2021	-23.36%	-23.54%	-13.41%	-4.79%	-	-	-	-	-	-	-	-



	Jan Δ	Feb Δ	March Δ	April Δ	May Δ	June Δ	July Δ	Aug Δ	Sept Δ	Oct Δ	Nov Δ	Dec Δ
2019 vs. 2020	31.04%	-39.11%	-38.33%	-96.66%	-93.62%	-71.76%	-47.57%	20.58%	51.84%	24.97%	11.88%	-9.53%
2020 vs. 2021	-18.79%	123.56%	96.31%	146.36%	3717.69%	-	-	-	-	-	-	-

## DASH Ridership

**68%**  
average **decrease**  
in ridership  
during COVID

### Timeline of DASH Schedule Changes

March 26th, 2020:

DASH West changed to 15-minute frequency;

DASH North changed to 20-minute frequency;

Hours changed to 7am-7pm, Mon-Fri

April 10th, 2020:

Services were temporarily suspended

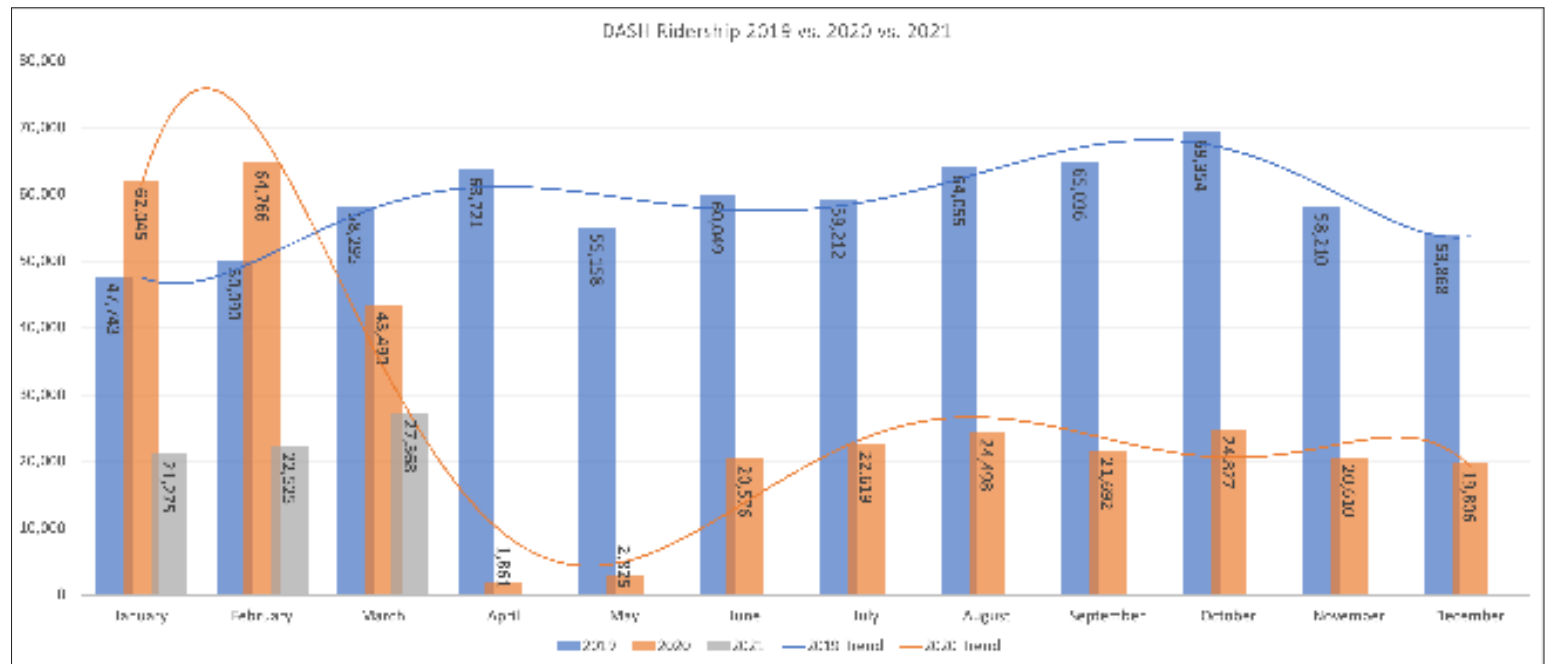
May 26th, 2020:

Number of vehicles was reduced;

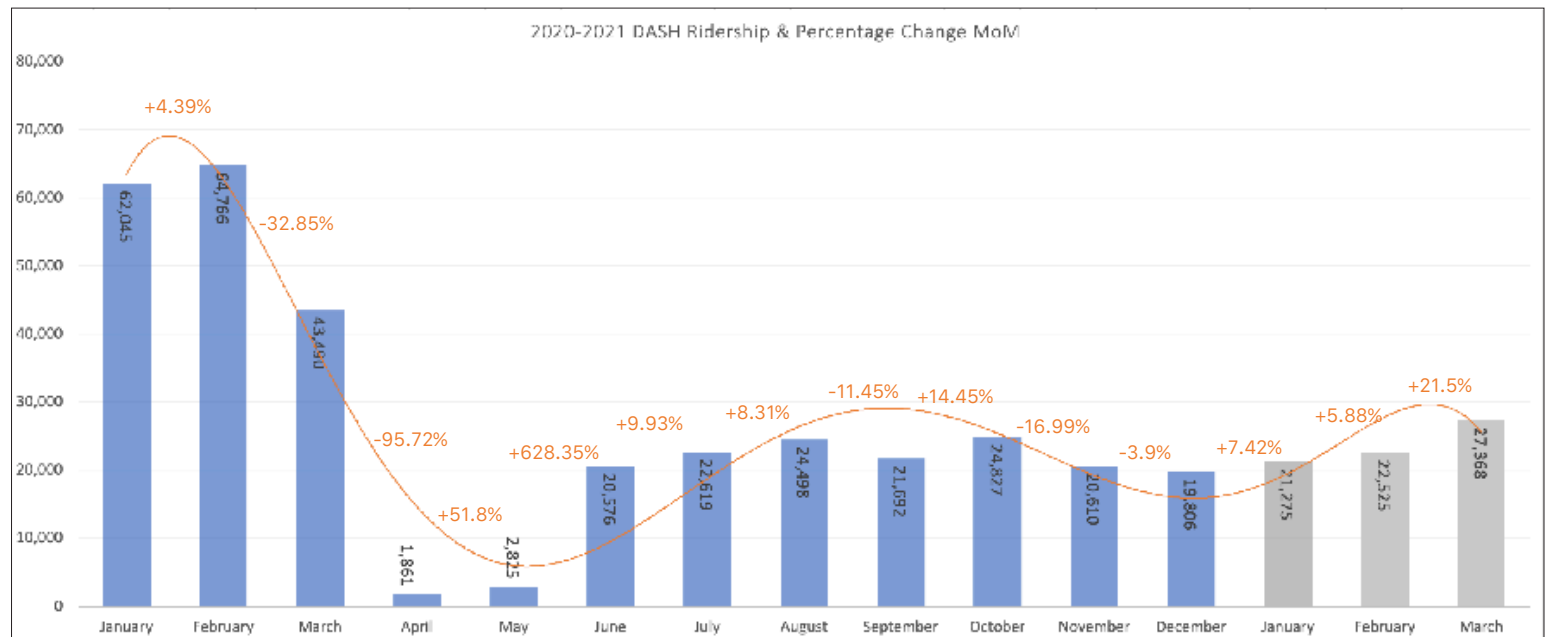
Hours changed to 6am-10 pm, Mon-Sat

May 10th, 2021:

Hours changed to 7am-8:30pm, Mon-Fri



	Jan Δ	Feb Δ	March Δ	April Δ	May Δ	June Δ	July Δ	Aug Δ	Sept Δ	Oct Δ	Nov Δ	Dec Δ
2019 vs. 2020	29.96%	29.30%	-25.40%	-97.08%	-94.88%	-65.73%	-61.80%	-61.75%	-66.65%	-64.20%	-64.59%	-63.23%
2020 vs. 2021	-65.71%	-65.22%	-37.07%	-	-	-	-	-	-	-	-	-





## Gerald R. Ford International Airport Activity

# 59%

average **decrease** in  
passenger activity  
during COVID

# 2%

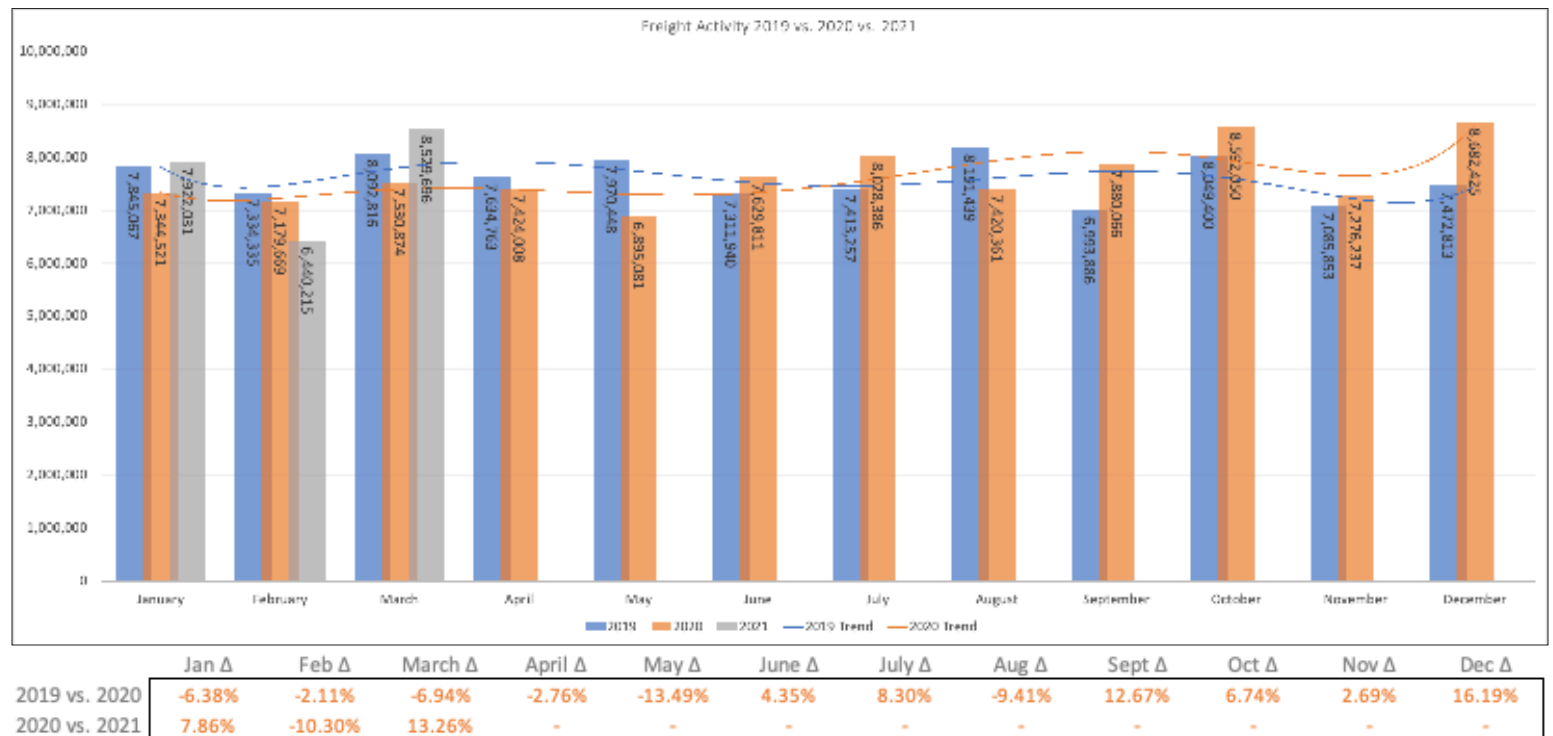
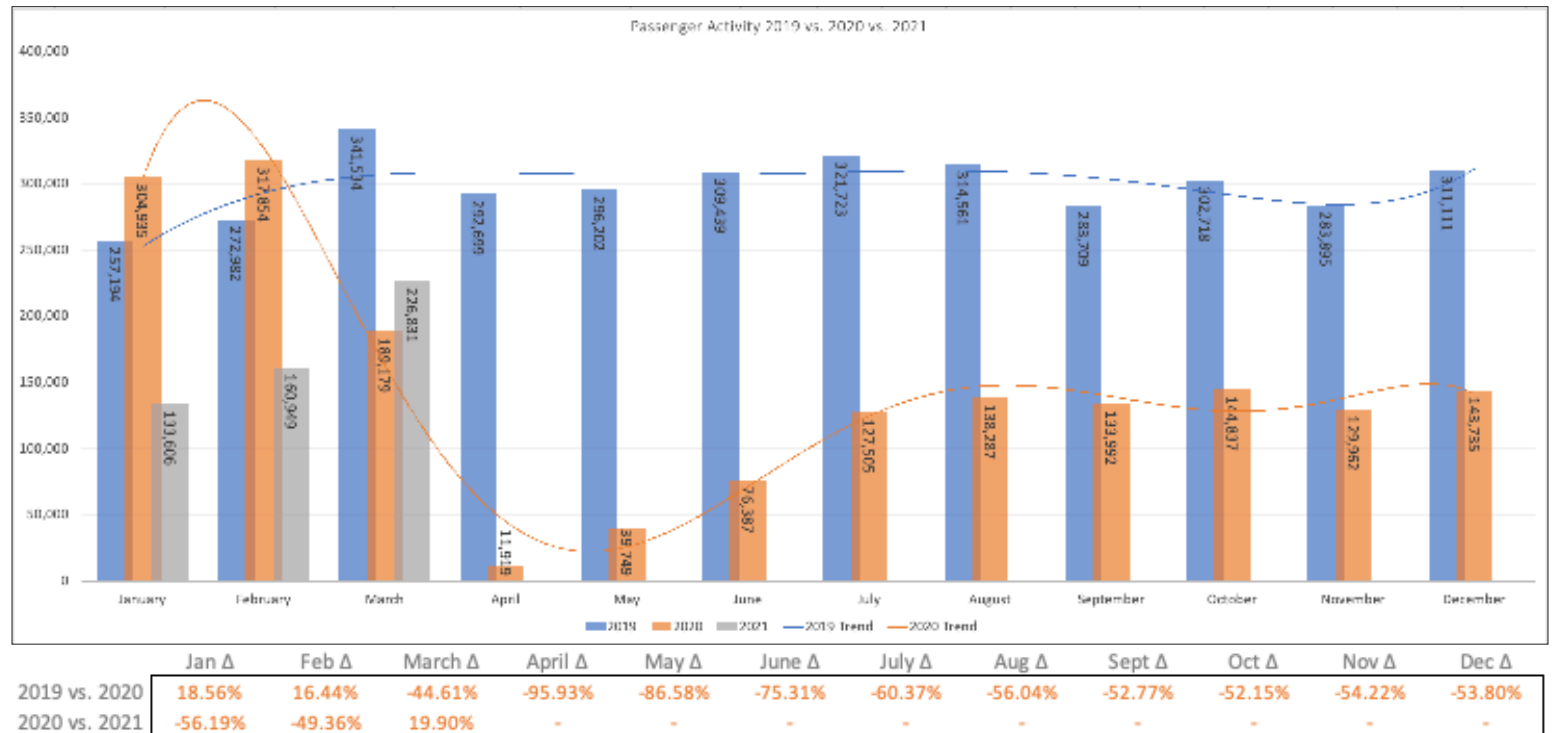
average **increase**  
in freight activity  
during COVID

# 41%

**decrease** in  
passenger activity in  
February-March 2020

# 94%

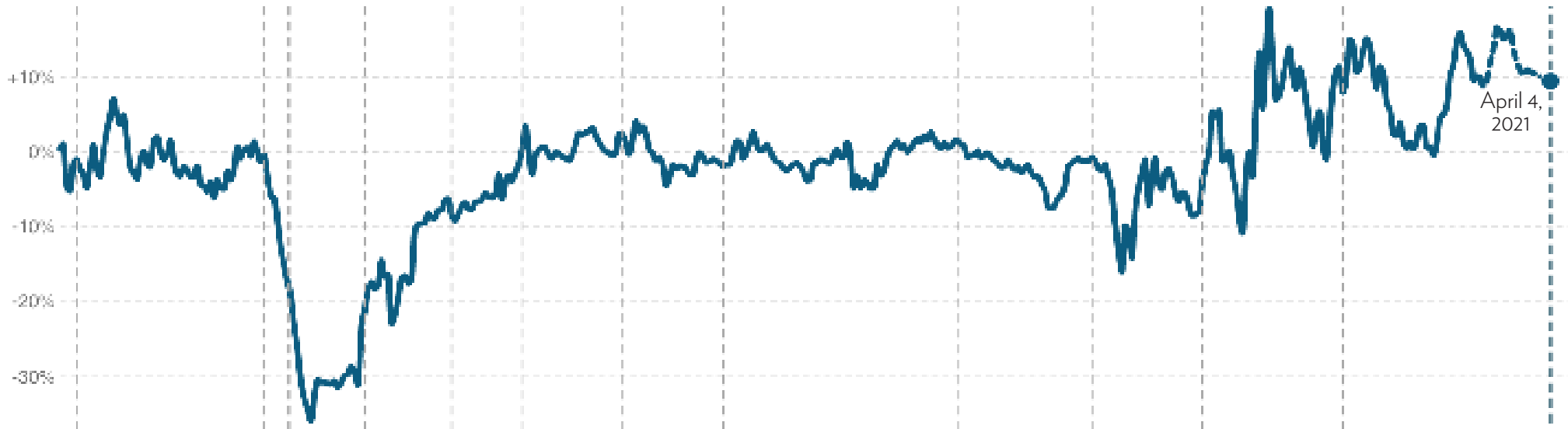
**decrease** in  
passenger activity in  
March-April 2020.



## Michigan Consumer Spending

### Percent Change in All Consumer Spending\*

In **Michigan**, as of **April 04 2021**, total spending by all consumers **increased** by **9.4%** 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 18, 2020** - first COVID vaccine administered in Kent County

**December 29, 2020** - second round of stimulus payments begins

**February 1, 2021** - Indoor dining reopens with limited capacity, curfew, and other requirements

**March 5, 2021** - restaurants reopen to 50%, other business capacity augmentations

**March 31, 2021** - all population groups eligible for the COVID vaccine in MI

#### Anticipated Reopening Structure

55% of Michiganders (4,453,304 residents), plus two weeks

Allows in-person work for all sectors of business.

60% of Michiganders (4,858,150 residents), plus two weeks

Increases indoor capacity at sports stadiums to 25%.

Increases indoor capacity at conference centers/banquet halls/funeral homes to 25%.

Increases capacity at exercise facilities and gyms to 50%.

Lifts the curfew on restaurants and bars.

65% of Michiganders (5,262,996 residents), plus two weeks

Lifts all indoor % capacity limits, requiring only social distancing between parties.

Further relaxes limits on residential social gatherings.



DOWNTOWN  
GRAND RAPIDS INC.

## MEMORANDUM

DATE: May 19, 2021

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP  
DGRI President & CEO

**SUBJECT: DDA and MNTIFA FY22 Budgets**

On April 14, 2021, the DDA and MNTIFA Boards recommended their FY2022 budgets to the Grand Rapids City Commission to request fund appropriation for the fiscal year beginning July 1, 2021. The budgets were presented and unanimously approved by the City Commission on May 11 (attached). The Downtown Improvement District budget for FY22 will be considered as part of the DID Plan approval on Tuesday, June 1.

Additional information, including a summary of the budget process and the priorities included in the FY2022 budgets for both the DDA and TIFA are attached for your information.

# MEMORANDUM

DOWNTOWN  
DEVELOPMENT  
AUTHORITY



DATE: April 9, 2021

TO: Downtown Development Authority

FROM: Tim Kelly, AICP  
Executive Director

SUBJECT: FY2022 Budget and Priority Plan

Agenda Item #09  
April 14, 2021  
DDA Meeting

Each year the Downtown Development Authority (DDA) recommends and adopts a one-year budget and five-year priority plan to reflect the priorities for Downtown investment. With the approval of GR Forward in December 2015 as an amendment to the City's Master Plan, the DDA and DGRI have clearly defined objectives and the proposed budgets are built to reflect and implement the community priorities for Downtown. For fiscal year 2022 (FY22), the DDA budgets, which include the local tax increment fund (LTI), non-tax increment fund (NTI), and school tax increment (STI) consist of both new projects from GR Forward and carry forward priorities that span multiple fiscal years.

Among the requests for FY22 are funding to further implement the recommendations from recently completed planning initiatives. Those include the Grand River Governance organizing initiative, the Heartside Quality of Life Implementation Plan, the Disability Advocates of Kent County and Common Notice Report, and the Downtown Streetspace Guidelines. In addition, funding is also recommended to complete and initiate major capital improvements to Downtown public spaces, including Ecliptic at Rosa Parks Circle and Lyon Square.

Carry-forward priorities from previous years include completing Grand River edge infrastructure improvements, implementation of pedestrian and bike infrastructure, continued funding to support retail business attraction, and building on the tremendous success of the World of Winter.

Lastly, as the COVID-19 pandemic continues to create uncertainty, the unspent portion of the \$1,000,000 that was allocated in FY21 (estimated at \$100,000 as of March 31) will be carried forward into FY22 to continue to provide flexible funding for the ongoing community-wide recovery effort.

When examined by GR Forward goal the breakdown from the LTI and NTI budgets is as follows:



- Goal 1 (Restore the River as the Draw): \$4,595,000
- Goal 2 (Create a True Downtown Neighborhood Home to a Diverse Population): \$1,665,000
- Goal 3 (21<sup>st</sup> Century Mobility Strategy): \$2,270,000
- Goal 4 (Ensure Job Opportunities and Ensure Vitality of the Local Economy) \$535,000
- Goal 5 (Reinvest in Public Space, Culture and Inclusive Programming): \$3,795,000

As in previous years, the Downtown Grand Rapids Inc. Alliances played an important role in developing the budget. Beginning in January 2021, staff began soliciting input from the five goal Alliances charged with advising on projects and priorities. This 3-month, iterative process culminated in all five Alliances tendering recommendations to the three fiduciary Boards of DGRI (DDA, DID, and MNTIFA) regarding their ambitions for the coming fiscal year. The attached budget narrative provides additional detail on the various priorities that emerged during that process.

Following a recommendation from the DDA Board, DGRI staff will present the recommended DDA FY22 budgets to the City Commission requesting bottom-line appropriation. After receiving City Commission appropriation, the Board will adopt their final annual budget and priority plan at the next scheduled meeting.

**Recommendation: Recommend the FY2022 DDA Budget Summary to the Grand Rapids City Commission and request fund appropriation.**

# MEMORANDUM

MONROE  
NORTH  
TIFA



## TIFA

DATE: April 9, 2021

TO: Monroe North TIFA

FROM: Tim Kelly, AICP  
DGRI President & CEO

SUBJECT: Proposed FY22 Budget and Priority Plan

Agenda Item #06  
April 14, 2021  
MNTIFA Meeting

Each year the Monroe North Tax Increment Finance Authority (MNTIFA) recommends and adopts a one-year budget and five-year priority plan to reflect the priorities for investment in the Monroe North neighborhood. With GR Forward now an approved amendment to the City's Master Plan, DGRI has clearly defined objectives and continues to work diligently to ensure its budgets reflect the plan's recommendations.

The FY2021 budget and priority plan consists primarily of carry forward priorities that span multiple fiscal years. Among them is funding to further recommendations from the River Governance planning initiative, pedestrian and mobility infrastructure improvements, and further improvements to Canal Street Park to implement the River For All Guidelines. When examined by GR Forward goal the breakdown for FY22 is as follows:

- Goal 1 (Restore the River as the Draw): \$165,000
- Goal 2 (Create a True Downtown Neighborhood Home to a Diverse Population): \$60,000
- Goal 3 (21<sup>st</sup> Century Mobility Strategy): \$230,000
- Goal 5 (Reinvest in Public Space, Culture and Inclusive Programming): \$170,000

As in previous years, the Downtown Grand Rapids Inc. Alliances played an important role in developing the budget. Beginning in January 2021, staff began soliciting input from the five goal Alliances charged with advising on projects and priorities. This 3-month, iterative process culminated in all five Alliances tendering recommendations to the three fiduciary Boards of DGRI (DDA, DID, and MNTIFA) regarding their ambitions for the coming fiscal year. The attached budget narrative provides additional detail on the various priorities that emerged during that process.

Following a recommendation from the TIFA Board, DGRI staff will present the recommended MNTIFA FY22 budgets to the City Commission requesting bottom-line appropriation. After receiving City Commission appropriation, the Board will adopt their final annual budget and priority plans at the next scheduled meeting.



Recommendation: Recommend the FY2022 Budget Summary to the Grand Rapids City Commission and request fund appropriation.





# DDA and MNTIFA FY22 Budget Recommendation

City of Grand Rapids Committee of the Whole  
Tuesday May 11, 2021



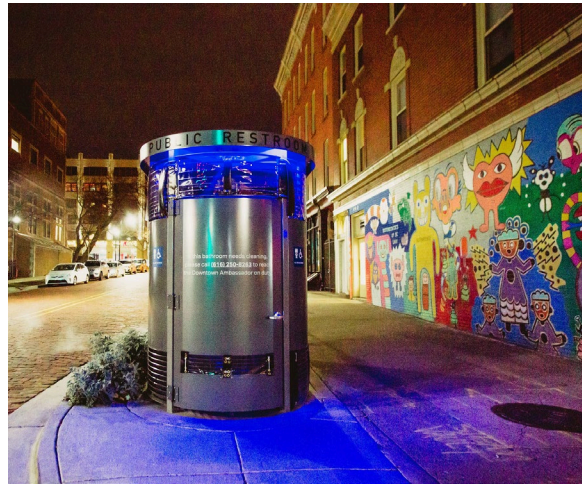


# Downtown FY21 Project Highlights

- Public Space Activation and Infrastructure
  - DOWNTOWN SKATE PARK!
- Development Reimbursements
- New Downtown Public Restroom



Van Andel Arena Plaza



Heartside Public Restroom



Skate Park

# Downtown FY21 Project Highlights

- 6 Retail Innovation Grants
- 30 New Public Murals and Art Installations
- 23 Downtown Enhancement Grants



GR Noir Ribbon Cutting



DOWNTOWN  
GRAND RAPIDS INC.



Ethel B. Coe Mural @ 20 Monroe by Artist Esan Sommersell

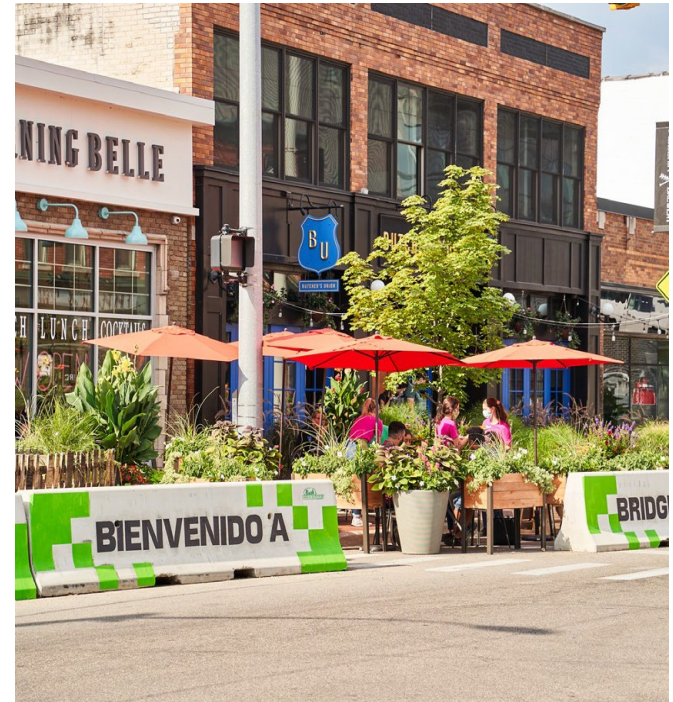


# Downtown FY21 Project Highlights

- 1+ Acre (48,566 sq ft.) of Downtown Social Zones
  - 244 tables
  - 817 chairs
  - 148 hours of Pop Up Performers
- 35 Winter Ready Grants
- World of Winter
  - 52 Events over 60 Days from January - March



Hybycozo Art Installation at Ah-Nab-Awen Park

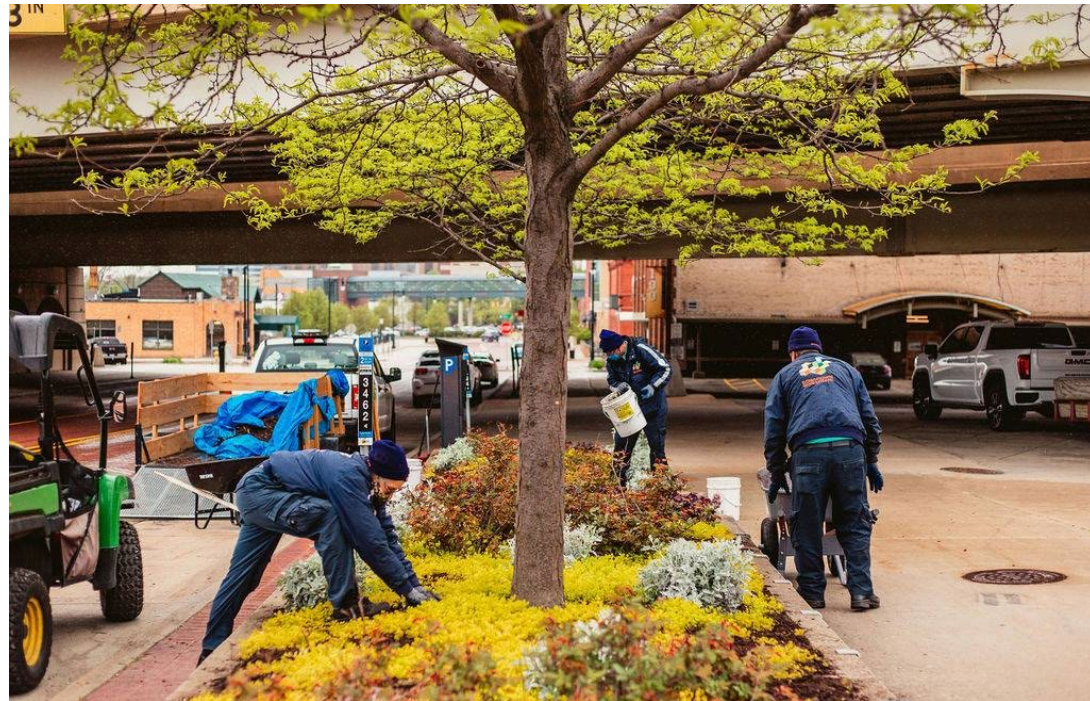


Bridge Street Social Zone



# Downtown FY21 Project Highlights

- Recycled 131,250 cigarette butts
- Removed 365,275 lbs of trash
- Removed 2,276 incidents of graffiti
- Planted thousands of plants/flowers
- Pulled 131,625 weeds
- Watered planters 11,668 times



Downtown Ambassadors Completing Spring Planting



Downtown Ambassador Cleaning on Ionia Ave



# Coming Soon

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- 729,000 square feet of office space
- 54,000 square feet of commercial space
- 1,886 parking spaces
- 820 jobs



RDV Corporation Headquarters



Accrisure Headquarters



**DOWNTOWN**  
GRAND RAPIDS INC.

# **FORWARD** DOWNTOWN & RIVER ACTION PLAN >>

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## WORKING VISION / GOALS:

Downtown Grand Rapids is the region's downtown and the civic heart of West Michigan. Together with the Grand River, these assets will provide a singular experience and strengthen the City's identity as progressive, healthy and vibrant. GR Forward envisions a future where strategic action will promote job growth, stimulate private investment and provide a city center welcoming to *all* downtown residents, nearby neighbors and visitors. A reinvigorated Downtown and Grand River must be authentic to Grand Rapids and attainable by developing strategies unique to the needs of Grand Rapidsians. To accomplish this, we will:

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### GOAL 1

Restore the River as *the* Draw &  
Create a Connected and Equitable  
River Corridor.

### GOAL 2

Create a True Downtown  
Neighborhood as Home to a Diverse  
Population.

### GOAL 3

Implement a 21st Century  
Mobility Strategy.

### GOAL 4

Expand Job Opportunities &  
Ensure Continued Vitality  
of the Local Economy.

### GOAL 5

Reinvest in Public Space, Culture  
& Inclusive Programming.

### GOAL 6

Retain and Attract Families,  
Talent, and Job Providers with  
High Quality Public Schools 7

# DGRI FY22 Budget Schedule

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## Alliance/Public Engagement

- January – March
  - Focus areas and project prioritization
  - Cost estimation
  - Budget recommendation

## Fiduciary Boards

- March 25
  - DID Board consider Final Plan recommendation to City Commission
    - Public Hearing May 11
- April 14
  - DDA and MNTIFA consider recommendation to City Commission
- May 11
  - City Commission considers recommended budgets for authorization

# Proposed FY22 DDA & TIFA Project Expenditures

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## Highlights:

- \$22,496,519 Total Budgeted Expenditures
  - \$13,510,000 Total Project Expenditures
- 97 Programs, Projects & Initiatives
- 100% of discretionary expenditures are related to the implementation GR Forward

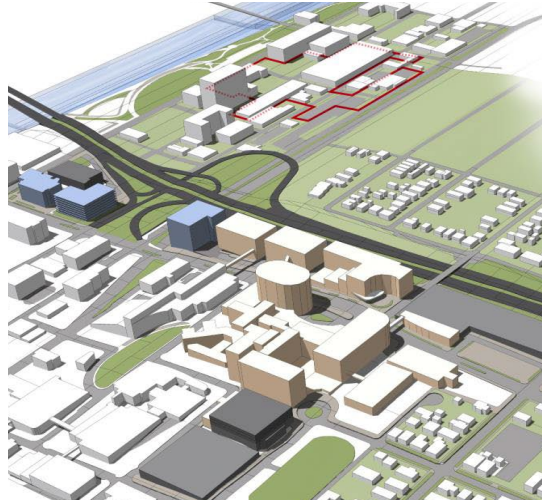


# FY22 Themes: Enhanced Public Spaces

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Lyon Square Rendering



North Monroe / Med Mile Links



VAA Alley

# FY22 Themes:

## Welcoming and Inclusive Neighborhood

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Mel Styles Grand Opening



Windows GR Mural

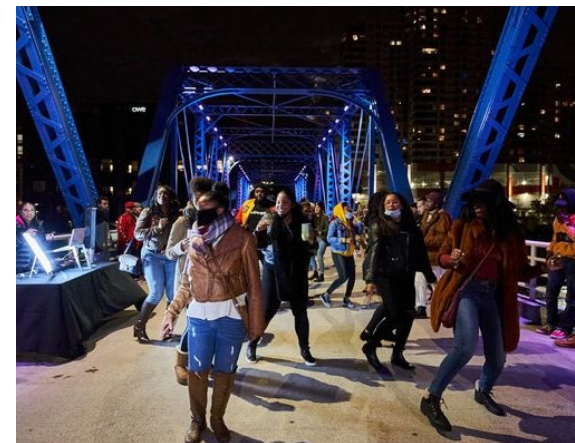


DAKC Accessibility Charette



# FY22 Themes:

## Activation With Event Production and Support



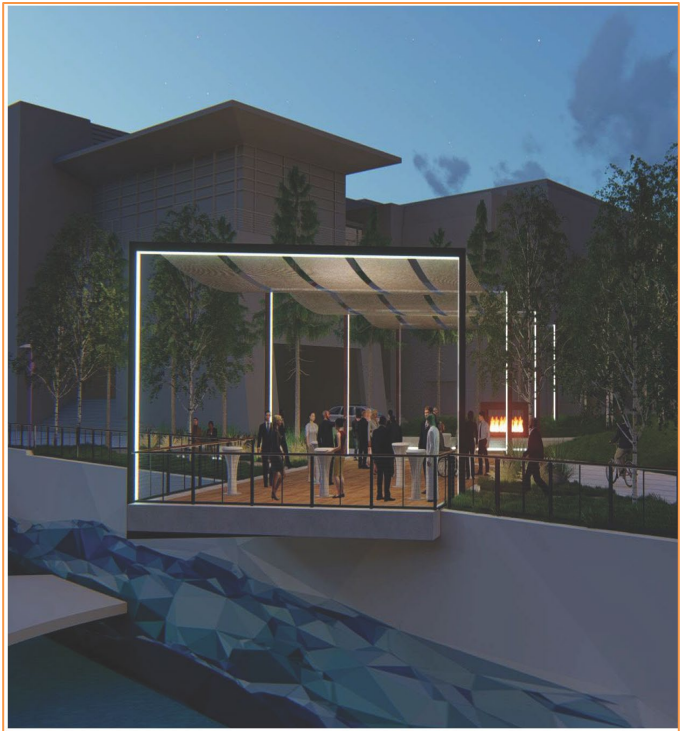


# DDA FY22 Expenditure Highlights

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Residence Inn



Lyon Square



DeVos Place

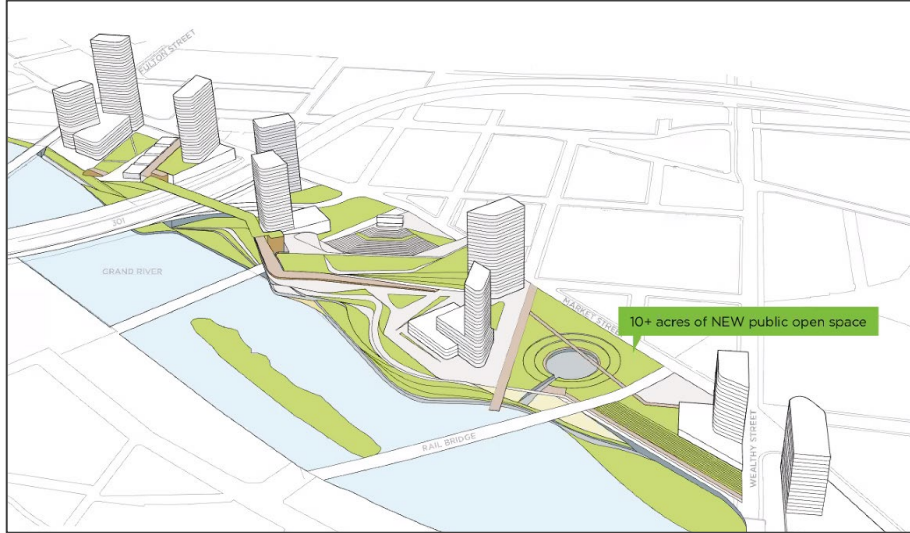
# DDA FY22 Debt Tax Expenditures

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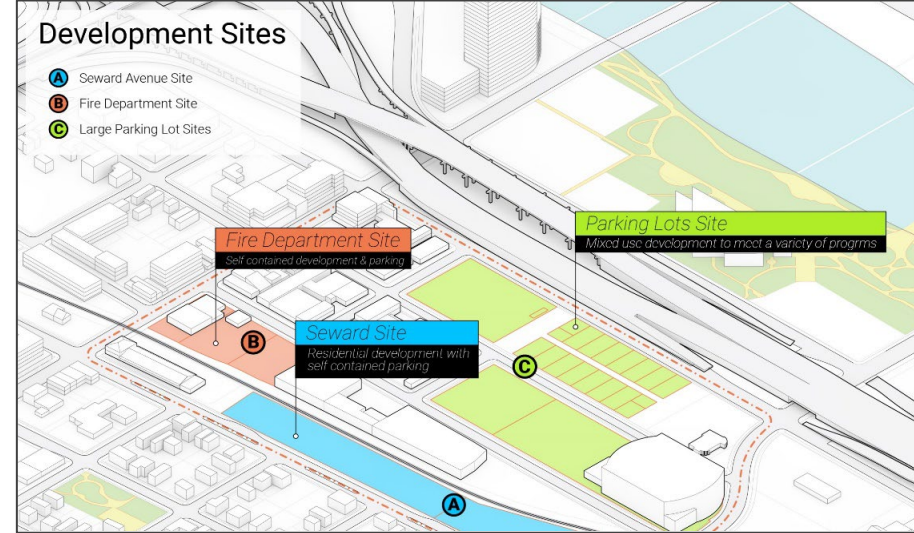
- FY22 Van Andel Arena Debt Service Payment: \$6,814,500
  - FINAL PAYMENT
- Capture to be Returned to State, GRPS, and KISD: \$4,773,716
- DDA Investment in VAA since 1995: \$139,090,896



# FY22 Opportunities



Market Corridor Redevelopment



West DASH Lot Development



# THANK YOU!!



DOWNTOWN  
GRAND RAPIDS INC.



## MEMORANDUM

DATE: May 19, 2021

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP  
DGRI President & CEO

**SUBJECT: Item #6 – FY21 Priority Project Updates**

At the September 21, 2020 meeting the Board of Advisors approved the FY21 Performance Management Objectives, including the key projects and advocacy agenda. Those items are included below for reference.

For the May 19 meeting, staff will be on hand to provide updates on three of the key projects, including:

1. River Governance
2. Bridge South Planning Initiative
3. Retail Recovery Strategy

Additional information is included in your packet for review in advance of the meeting. Time will be provided for questions and answers for each topic during our discussion.

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The key projects for FY2021 are as follows:

1. Complete review of GR Forward accomplishments and identify any necessary strategy adjustments to inform policy changes (zoning, housing goal, etc.).
2. Implement recommendations from River Governance process, including an Equity Framework, Connecting Plan and infrastructure improvement project(s).
3. Complete Economics of Place Assessment to inform development strategies and work with community partners to utilize findings to inform land use policies.
4. Complete Bridge South planning initiative for DASH lots 7/8/9 to guide future land use decisions of those publicly owned assets.
5. Complete Phase 2 of the Inclusive Design Initiative with Disability Advocates of Kent County and Common Notice to advance strategies and policies that create a universally accessible Downtown.
6. Complete Downtown Wayfinding re-design process and initiate implementation of new system.
7. Complete Downtown retail market analysis and strategic plan.
8. Deploy winter activation strategies, including social zones and World of Winter.



9. Finalize design and initiate construction of public space improvement projects, including Ecliptic at Rosa Parks Circle and Lyon Square.
10. Formalize “Refreshment Area” hospitality/economic development tool

### **I. Leadership and Advocacy Agenda**

Lastly, DGRI is uniquely positioned to harness the power of partnerships to achieve community goals and inspire a best-in-class approach to city building. Accomplishing specific, targeted advocacy endeavors will expand on the organization’s credibility as a can-and-will do agent for change and progress. For FY2020, ten key policy and advocacy items at the local, state, and federal level were selected that will help further the goals for Downtown and the entire community. Those recommended priorities are as follows:

#### Local Advocacy Objectives:

1. Advance business support policies to aid in the recovery of the COVID 19 pandemic, including continued improvements to social zones and other Downtown public spaces
2. Provide resources and participate in the development of a comprehensive plan to address homelessness and quality of life issues in Downtown.
3. Pursue land acquisition and disposition opportunities to advance community goals.
4. Develop and implement winter activation strategies, including World of Winter.
5. Create joint marketing plan with partners to attract visitors to Downtown.
6. Complete the FY22 DID reauthorization process.
7. Advance projects and initiatives that improve the status of community relations within Grand Rapids, particularly those that involve social and racial equity.
8. Establish Grand River Governance entity in collaboration with the City and County.
9. Pursue short-term strategy to re-open and maintain River walk.
10. Participate in the update to the City of Grand Rapids Master Plan.

#### State/Federal Level Advocacy Objectives:

1. Advance recovery legislation and seek additional resources as needed.
2. Monitor TIF legislation discussions in legislature.
3. As needed, develop collaborative strategies to effectively inform appropriate state officials about Grand Rapids’ urban policy / investment priorities.
4. Identify and monitor opportunistic funding in a future COVID-19 stimulus package specifically related to infrastructure, parks, trails/transportation, resiliency and sustainability.



# BRIDGE SOUTH

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DEVELOPMENT SCENARIOS

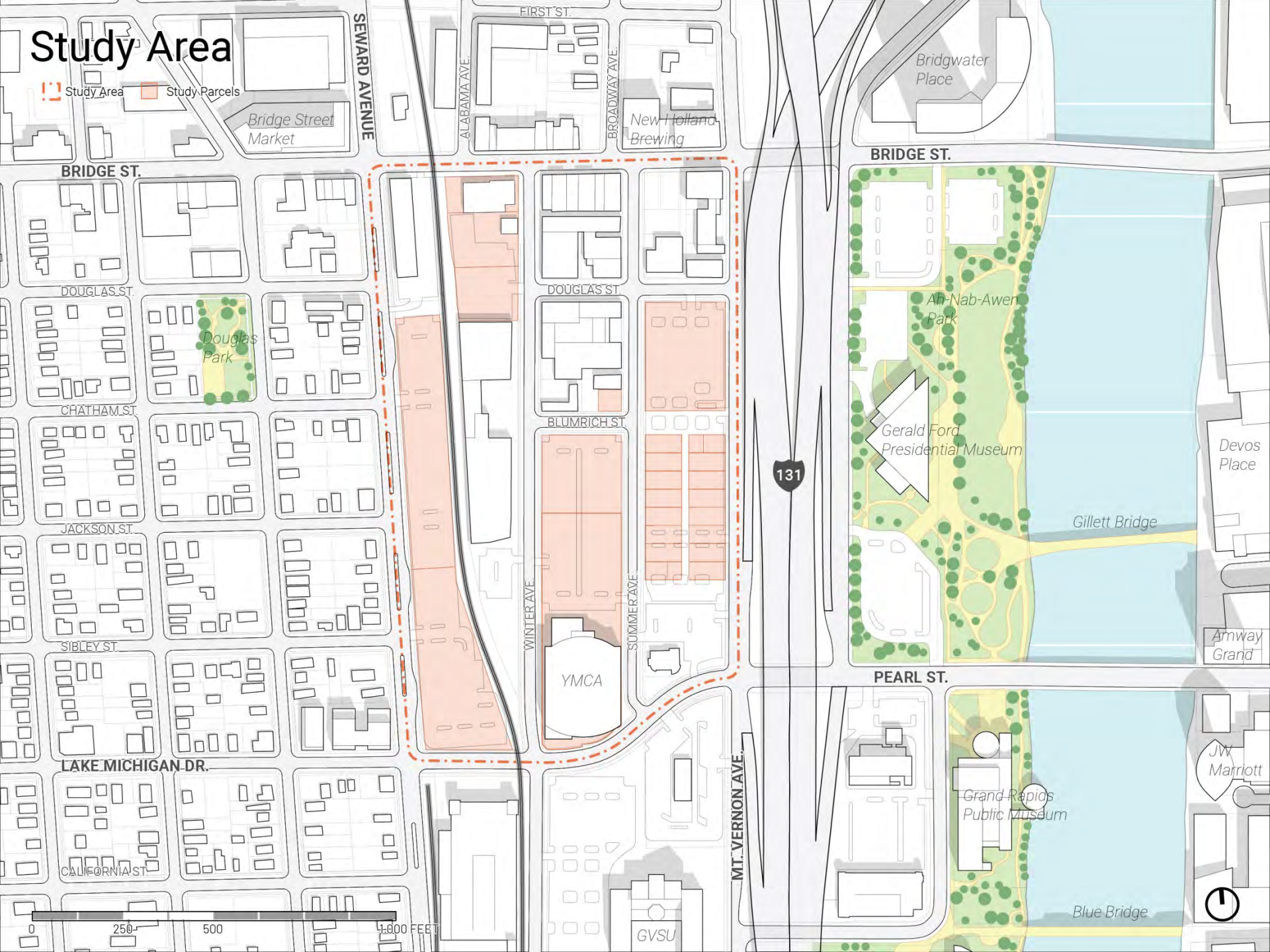






# Study Area

 Study Area  Study Parcels



# GR FORWARD STRATEGY

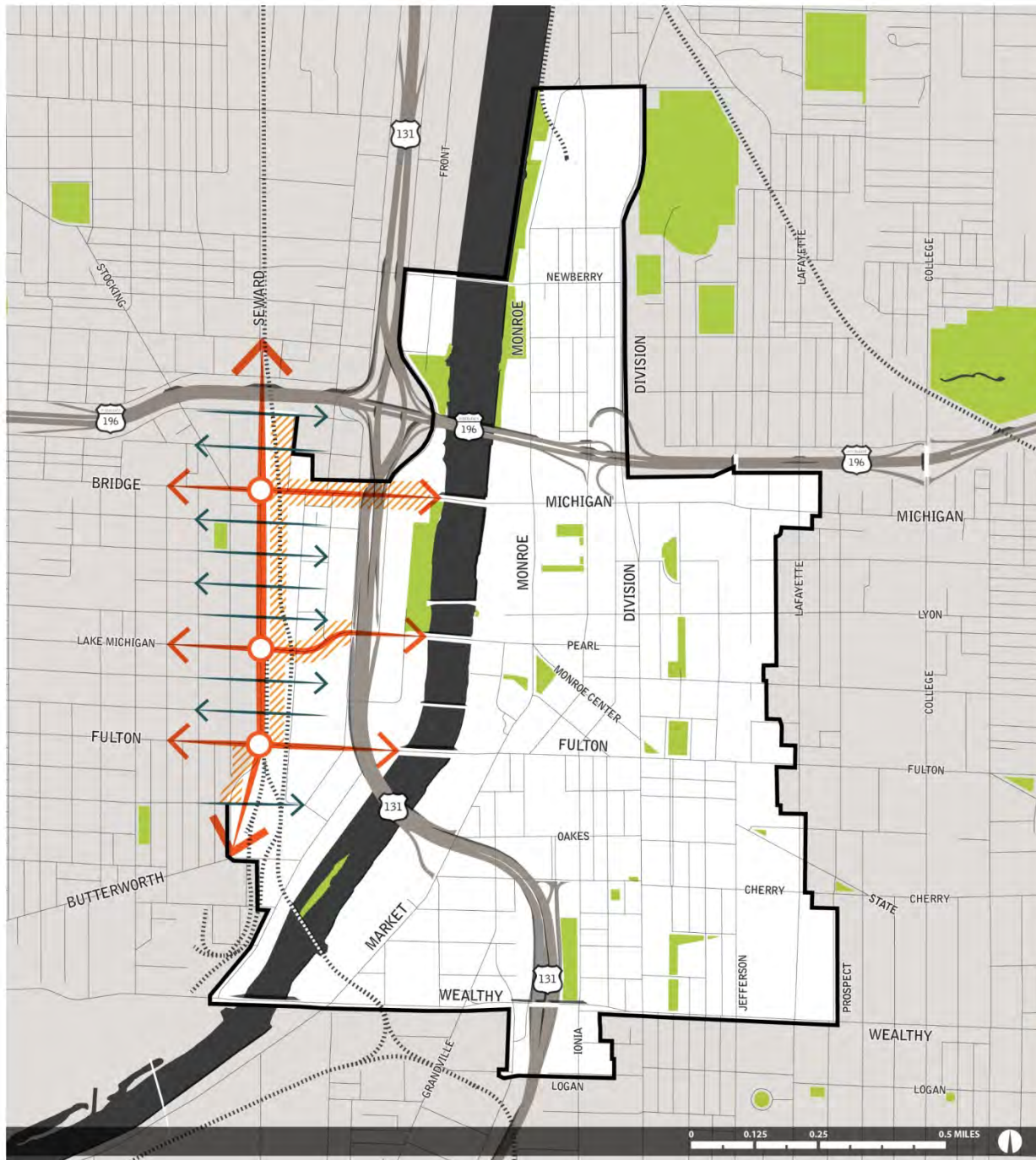
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CITY OF GRAND RAPIDS



## BRING IN THE WEST SIDE

INFILL DEVELOPMENT ALONG THE EAST SIDE OF SEWARD AVE. AS WELL AS BRIDGE, LAKE MICHIGAN, AND FULTON STREETS WILL BETTER CONNECT THE WEST SIDE TO THE RIVER AND DOWNTOWN.



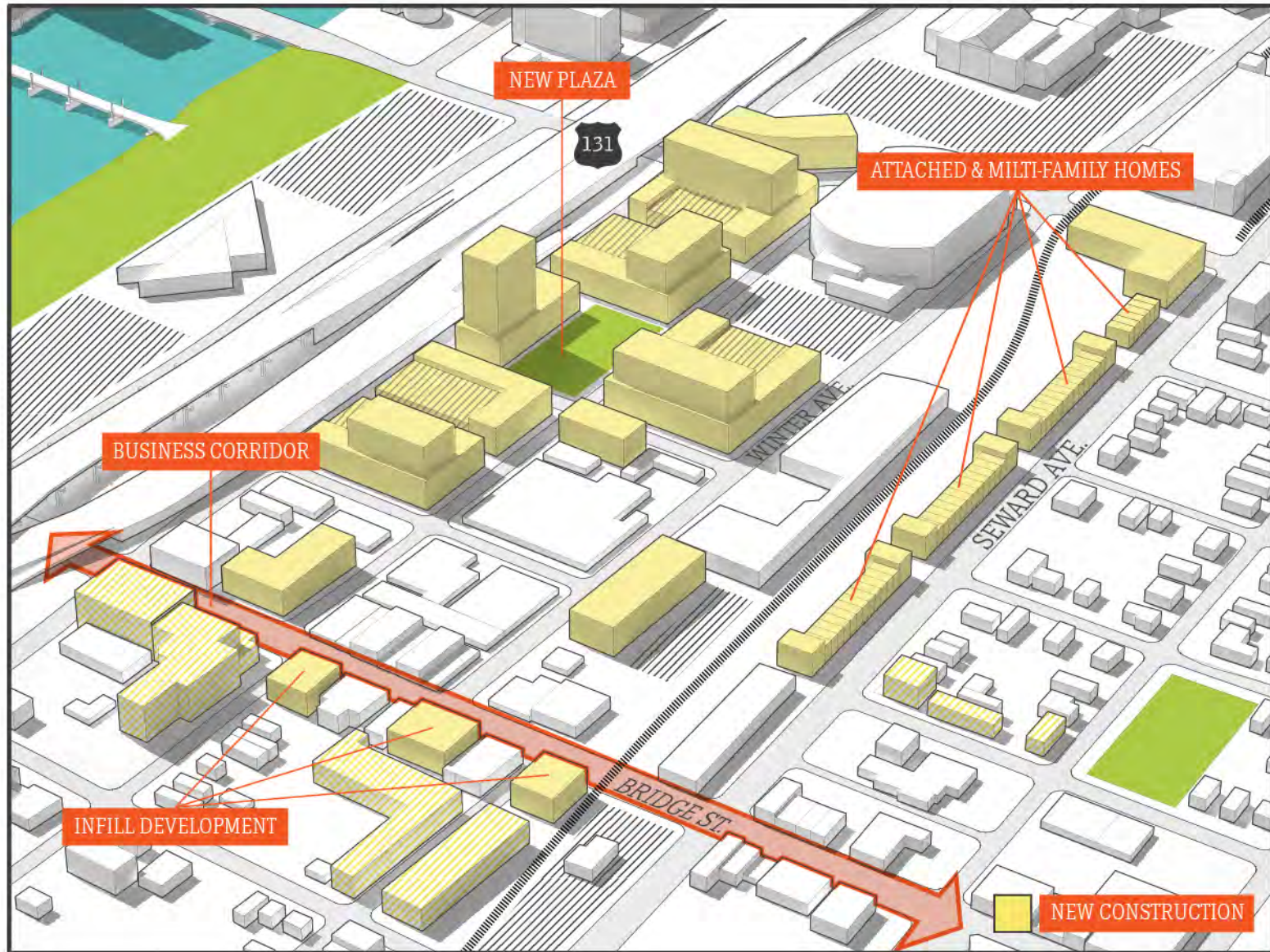
↔ MAJOR CONNECTION

→ SECONDARY CONNECTION

▨ DEVELOPMENT OPPORTUNITY



# Proposed West Side



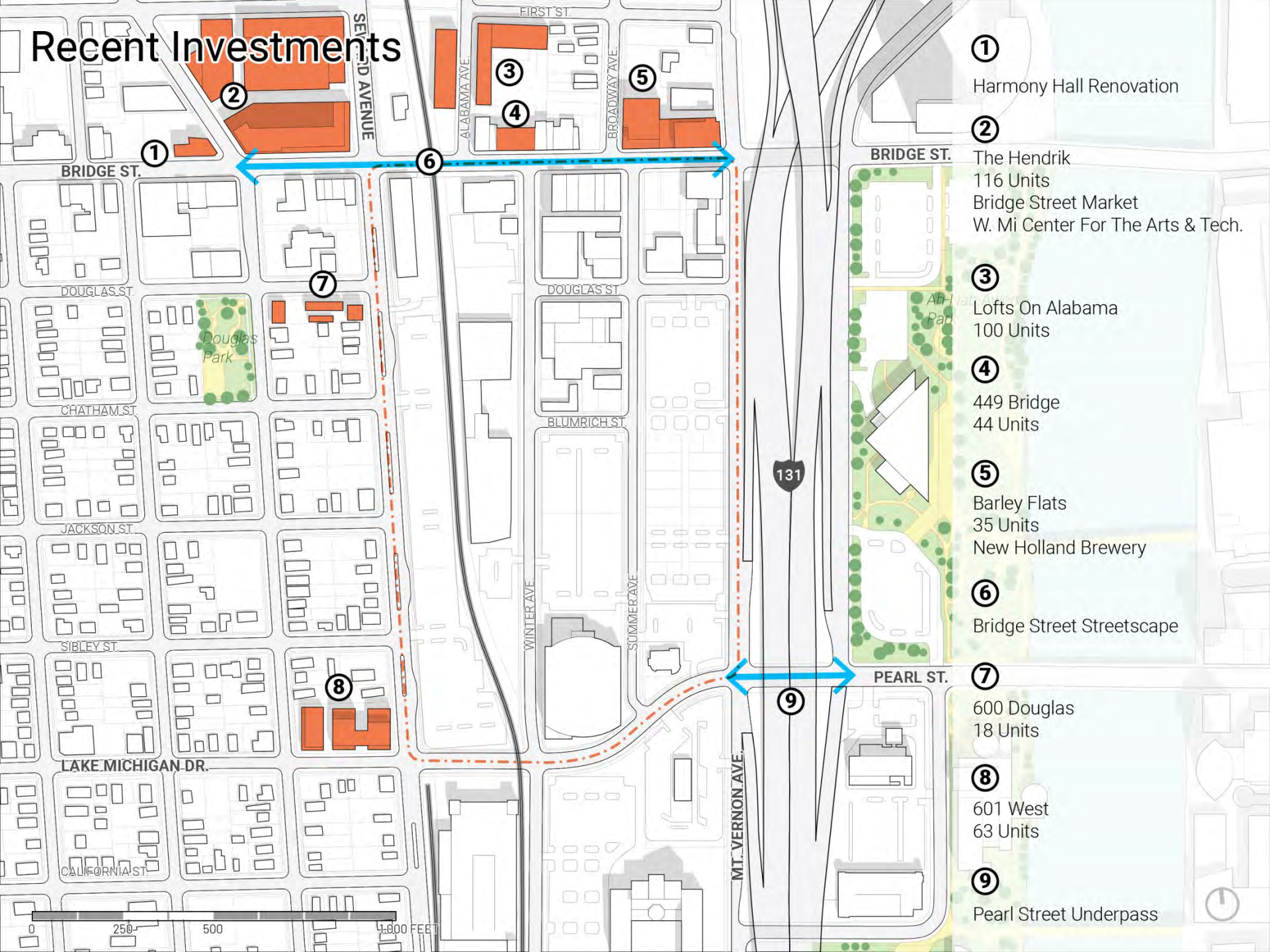


# SITE TODAY

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CITY OF GRAND RAPIDS

# Recent Investments



# DEVELOPMENT SCENARIOS

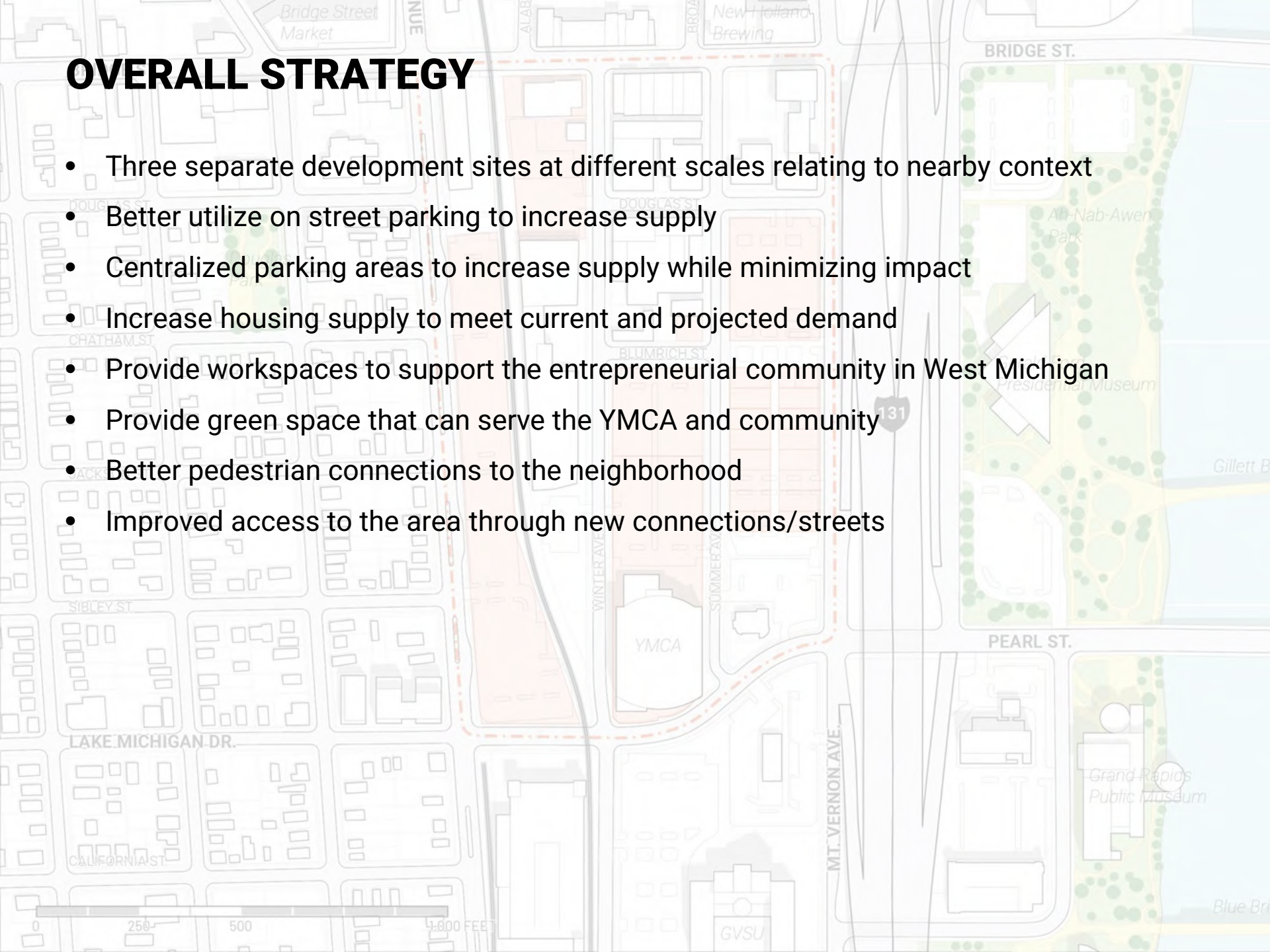
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CITY OF GRAND RAPIDS



# OVERALL STRATEGY

- Three separate development sites at different scales relating to nearby context
- Better utilize on street parking to increase supply
- Centralized parking areas to increase supply while minimizing impact
- Increase housing supply to meet current and projected demand
- Provide workspaces to support the entrepreneurial community in West Michigan
- Provide green space that can serve the YMCA and community
- Better pedestrian connections to the neighborhood
- Improved access to the area through new connections/streets





# SCENARIO 1

## Centralized Parking

*Parking centralized in one location and shared within the sub-district*

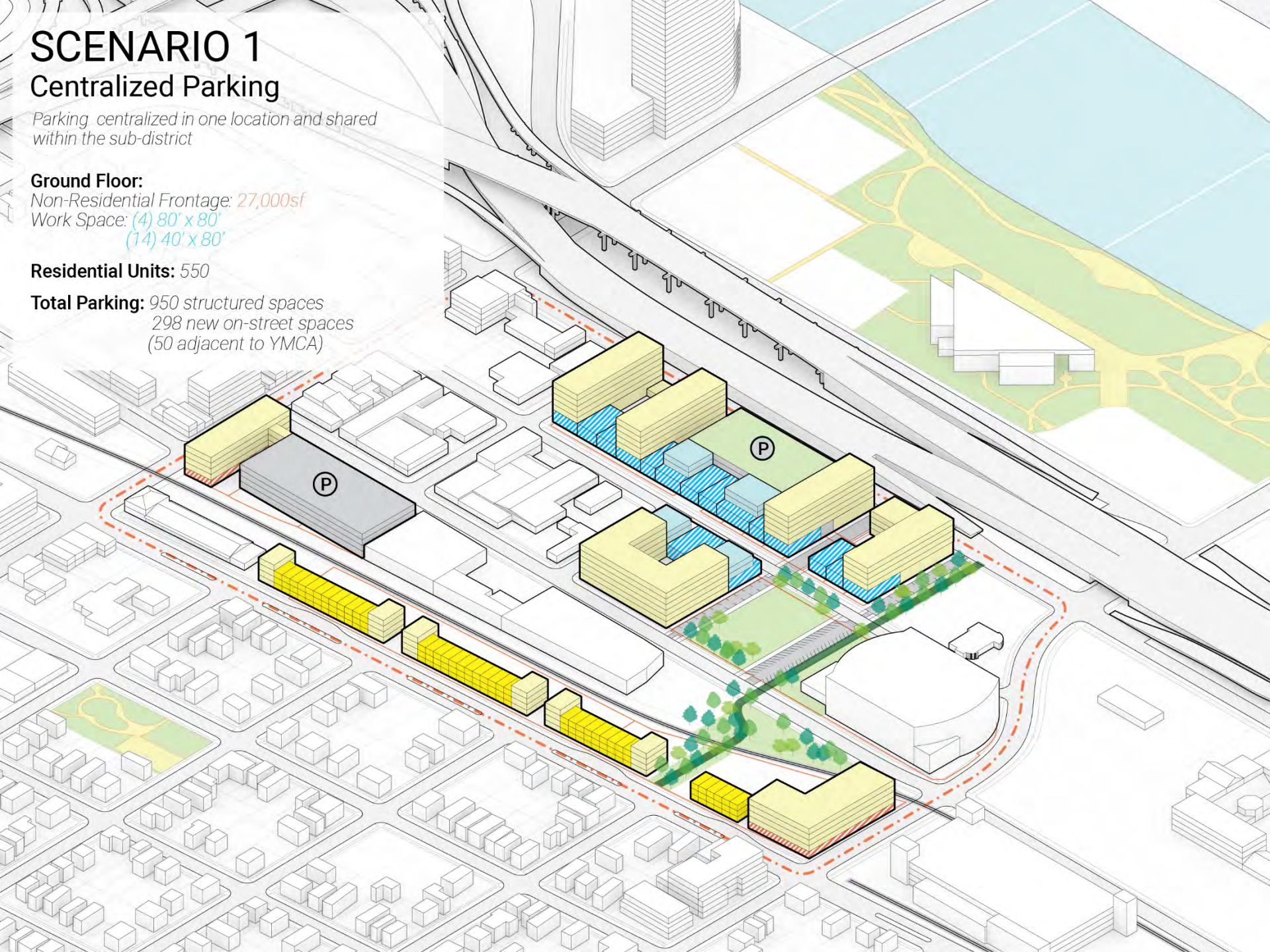
### Ground Floor:

Non-Residential Frontage: 27,000sf

Work Space: (4) 80' x 80'  
(14) 40' x 80'

Residential Units: 550

Total Parking: 950 structured spaces  
298 new on-street spaces  
(50 adjacent to YMCA)





# SCENARIO 1

## Centralized Parking

Parking centralized in one location and shared within the sub-district

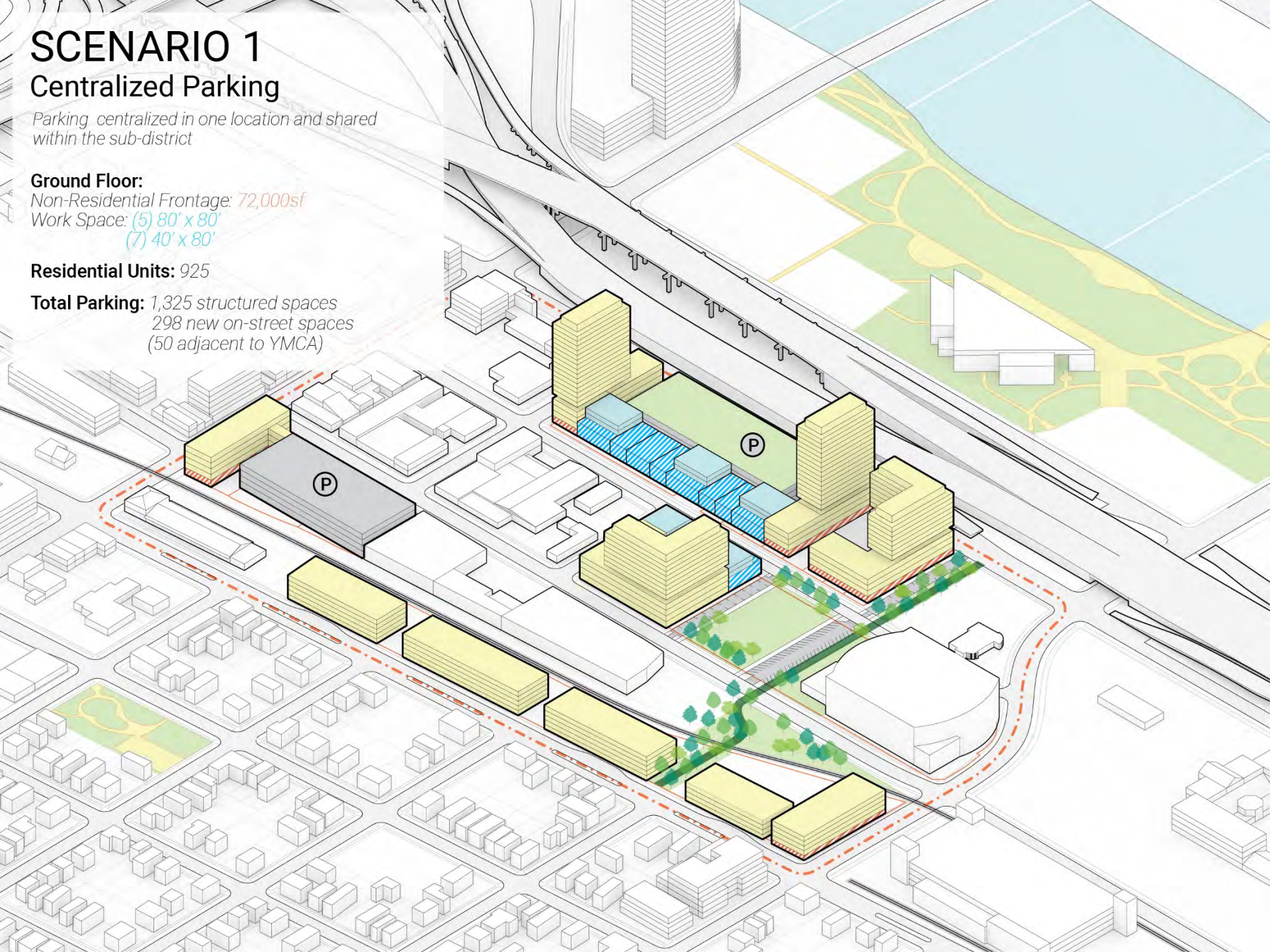
### Ground Floor:

Non-Residential Frontage: 72,000sf

Work Space: (5) 80' x 80'  
(7) 40' x 80'

Residential Units: 925

Total Parking: 1,325 structured spaces  
298 new on-street spaces  
(50 adjacent to YMCA)





# SCENARIO 1

## Centralized Parking

Parking centralized in one location and shared within the sub-district

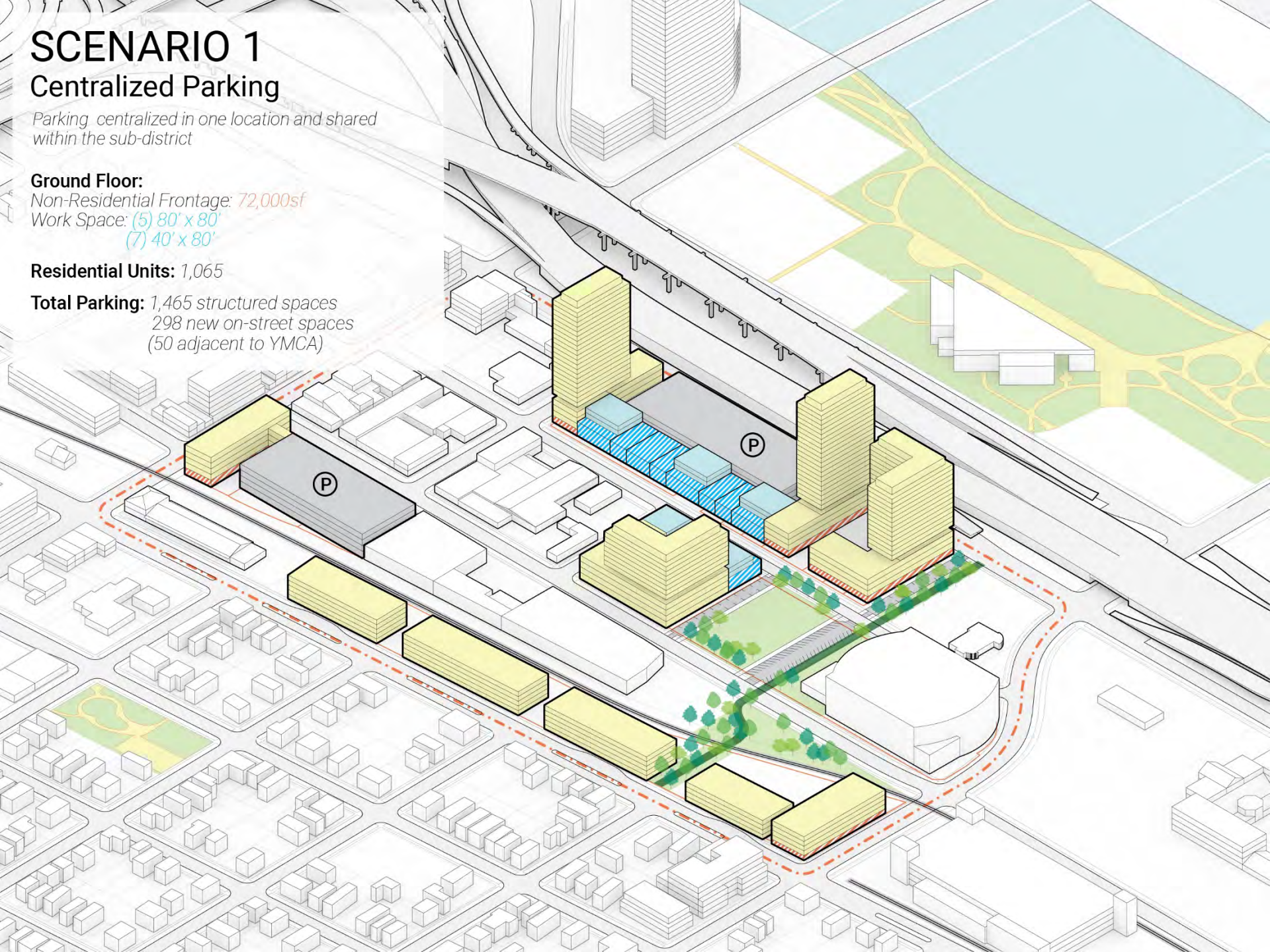
### Ground Floor:

Non-Residential Frontage: 72,000sf

Work Space: (5) 80' x 80'  
(7) 40' x 80'

Residential Units: 1,065

Total Parking: 1,465 structured spaces  
298 new on-street spaces  
(50 adjacent to YMCA)





# CONSIDERATIONS

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CITY OF GRAND RAPIDS

# HOUSING NEEDS ASSESSMENT

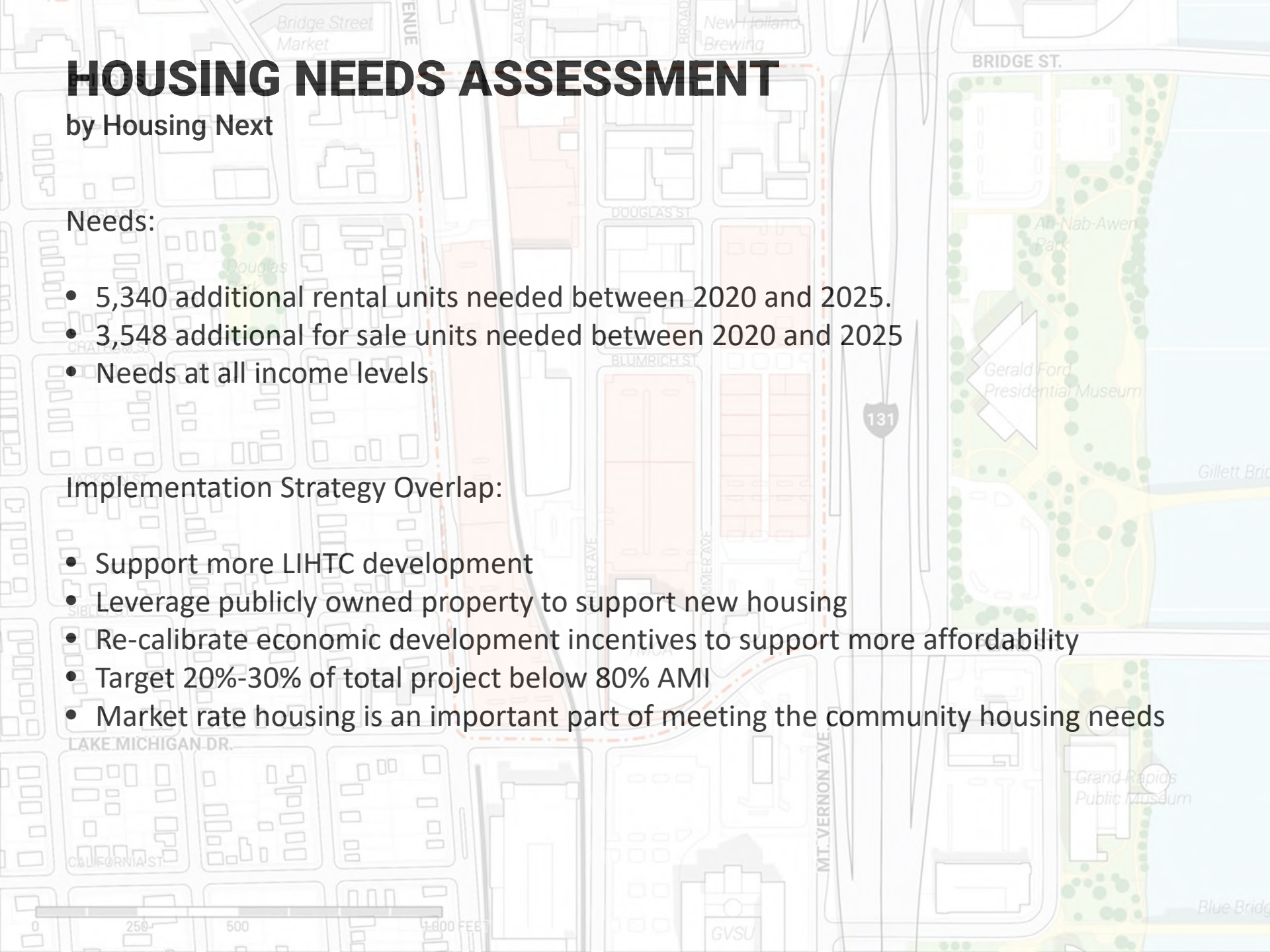
by Housing Next

## Needs:

- 5,340 additional rental units needed between 2020 and 2025.
- 3,548 additional for sale units needed between 2020 and 2025
- Needs at all income levels

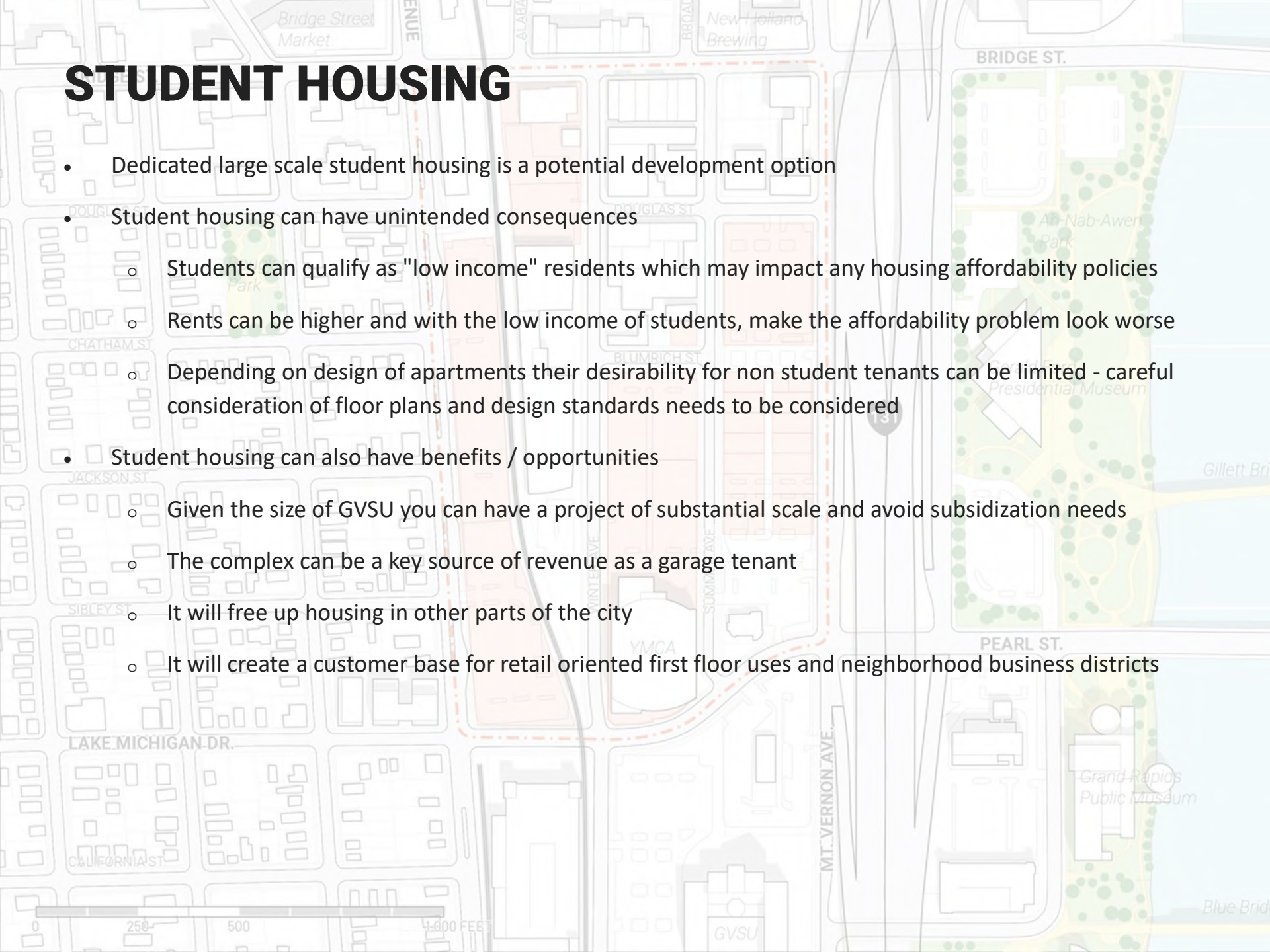
## Implementation Strategy Overlap:

- Support more LIHTC development
- Leverage publicly owned property to support new housing
- Re-calibrate economic development incentives to support more affordability
- Target 20%-30% of total project below 80% AMI
- Market rate housing is an important part of meeting the community housing needs



# STUDENT HOUSING

- Dedicated large scale student housing is a potential development option
- Student housing can have unintended consequences
  - Students can qualify as "low income" residents which may impact any housing affordability policies
  - Rents can be higher and with the low income of students, make the affordability problem look worse
  - Depending on design of apartments their desirability for non student tenants can be limited - careful consideration of floor plans and design standards needs to be considered
- Student housing can also have benefits / opportunities
  - Given the size of GVSU you can have a project of substantial scale and avoid subsidization needs
  - The complex can be a key source of revenue as a garage tenant
  - It will free up housing in other parts of the city
  - It will create a customer base for retail oriented first floor uses and neighborhood business districts





# HOUSING MODEL

Model 01:

## IMPACT OF AFFORDABLE HOUSING

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### INPUTS (Variables)

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#### 100% MARKET RATE REVENUE

- rent per sqft
- development cost
- stories
- units
- sqft per unit

#### MIXED INCOME REVENUE

- rent per sqft (market & affordable)
- development cost
- stories
- units
- sqft per unit
- market rate vs. affordable breakdown

EQUATION:

Market Rate Revenue - Mixed Income Revenue

=

### OUTPUTS

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REVENUE GAP BETWEEN MARKET  
RATE AND MIXED INCOME DEVELOPMENTS

Model 02:

## INCOME TAX GENERATION

---

### INPUTS (Variables)

---

- unit count by rent level
- income tax rate
- percent who are new residents

EQUATION:

(Total Income By Unit X Income Tax Rate)  
X % New Residents

=

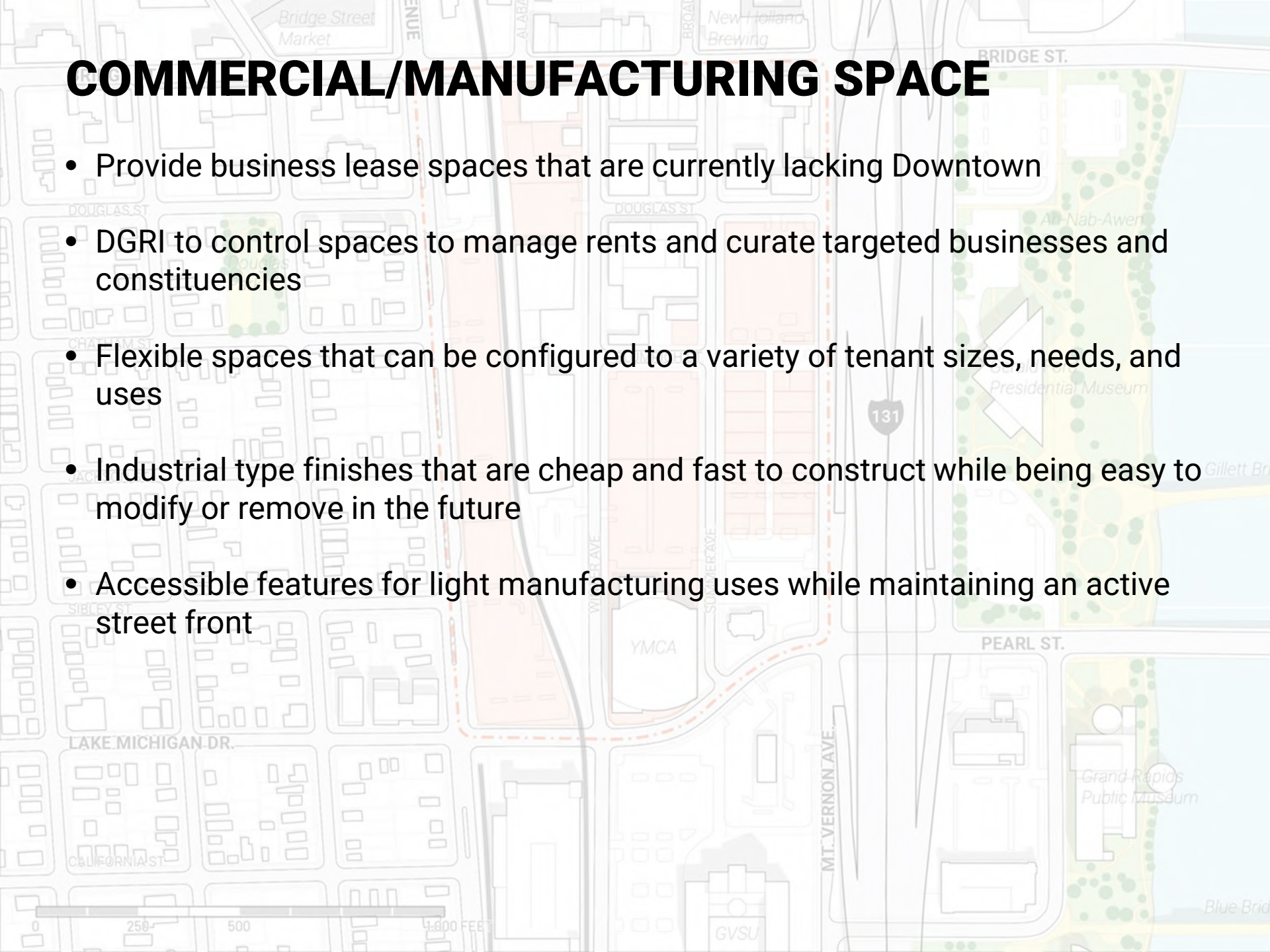
### OUTPUTS

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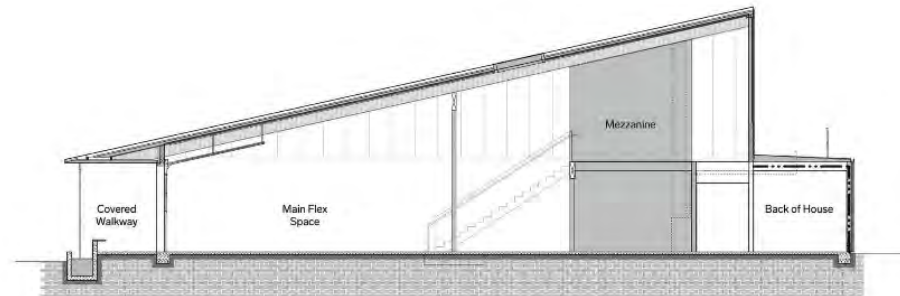
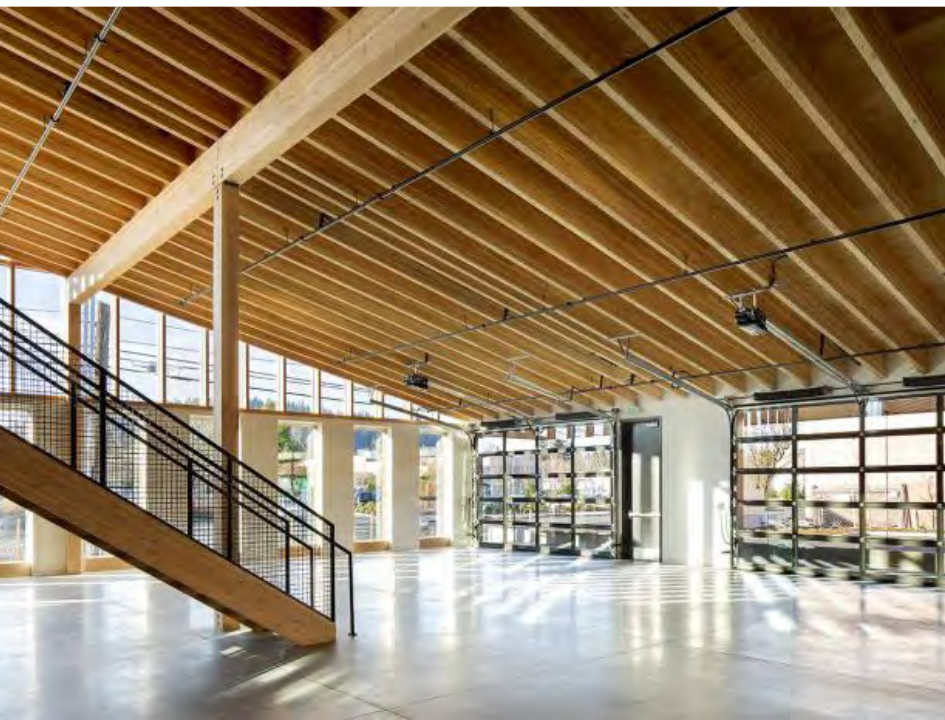
ADDITIONAL NEW INCOME TAXES

# COMMERCIAL/MANUFACTURING SPACE

- Provide business lease spaces that are currently lacking Downtown
- DGRI to control spaces to manage rents and curate targeted businesses and constituencies
- Flexible spaces that can be configured to a variety of tenant sizes, needs, and uses
- Industrial type finishes that are cheap and fast to construct while being easy to modify or remove in the future
- Accessible features for light manufacturing uses while maintaining an active street front







LEVER Architecture, Portland Oregon



Sun Valley Industrial Park,  
4809 Vesta Farley, Fort Worth  
TX





Elmhurst Innovation Center,  
Pittsburgh PA



# TRANSPORTATION CONCERNS/NEXT STEPS

- Adding on-street parking will serve local destinations, slow traffic, and create consistency. Road widening may need to occur to accommodate on street parking in some circumstances
- DASH routes may need alterations to align with new development patterns
- Phasing of surface parking redevelopment will be critical for project success
- Access into site is difficult so it will be important to consider neighborhood traffic patterns and access as the site is developed
- Coordination required with rail operator in order to provide appropriate pedestrian connection



## SEWARD

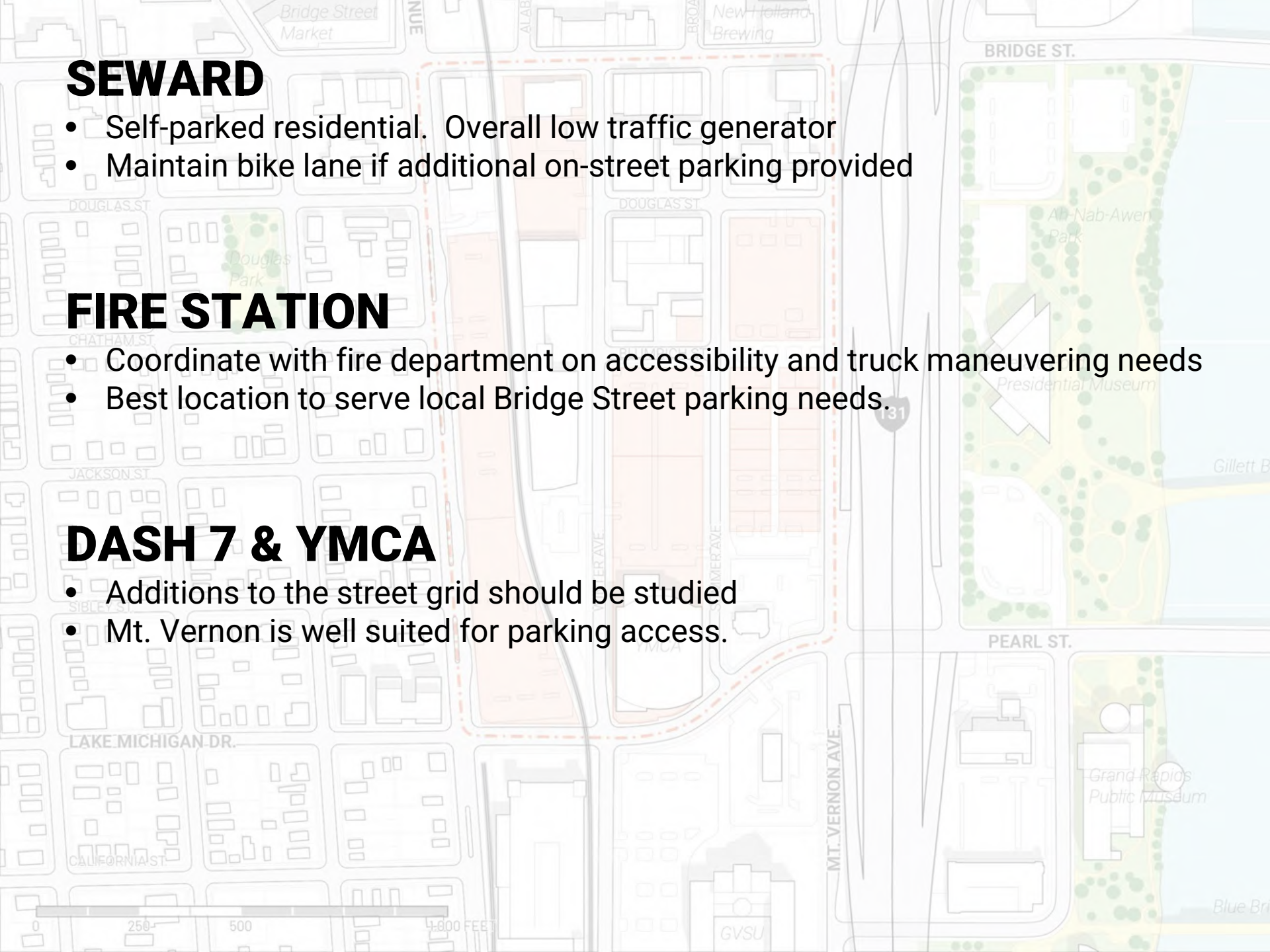
- Self-parked residential. Overall low traffic generator
- Maintain bike lane if additional on-street parking provided

## FIRE STATION

- Coordinate with fire department on accessibility and truck maneuvering needs
- Best location to serve local Bridge Street parking needs.

## DASH 7 & YMCA

- Additions to the street grid should be studied
- Mt. Vernon is well suited for parking access.





# Downtown Grand Rapids

## Retail Analysis and Strategy Findings and Recommendations



A Retail Real Estate Consulting Firm

**DGRI / DDA Meeting**  
May 7, 2021

**Mike Berne**  
MJB Consulting



# Where We Are...

- *Relatively* limited damage
  - 24 openings / 21 closures amidst COVID (Mar '20 to Apr '21)
- Brightening prospects
  - ... once current surge ebbs
- **Tools and tactics for recovery**
  - Focusing energies and resources



# Soft Goods Shopping

- Retail today as an amenity...
  - To attract residents, workers, visitors, conventions, etc.
- ... but demands co-tenancy and clustering
  - Formidable competition nearby
- Concede or commit?
  - If the latter, where?



# Soft Goods Shopping

Sub-District	Why Yes	Why No
Monroe Center / Ottawa Ave	Historic shopping street; centrality to visitor/office traffic; "book-end" potential	Past struggles; lower visibility
Bridge Street	Market momentum; destination-local traffic; supermarket anchor; Whitewater synergies	Past struggles; off-center location; limited retail inventory rents driven by F&B;
Arena District / Arena South / Downtown Market	Market momentum; destination-local traffic; Downtown Market anchor	Entertainment/F&B focus; Heartside Park / connectivity challenges
Division Avenue	Past incubator function; available spaces / lower rents; below-the-radar appeal	Anti-social behavior; negative perceptions
None	Weak co-tenancy; nearby competition	Aspirational bruising; removed from visitor traffic; connectivity challenges



# Committing to a Cluster

- "Targeted Cluster Location" designation
  - Subset of "Targeted Commercial Corridors"
    - Not just about pedestrian activation
- Definition of what constitutes "retail"
  - Working with City on permitted and special uses



# Committing to a Cluster

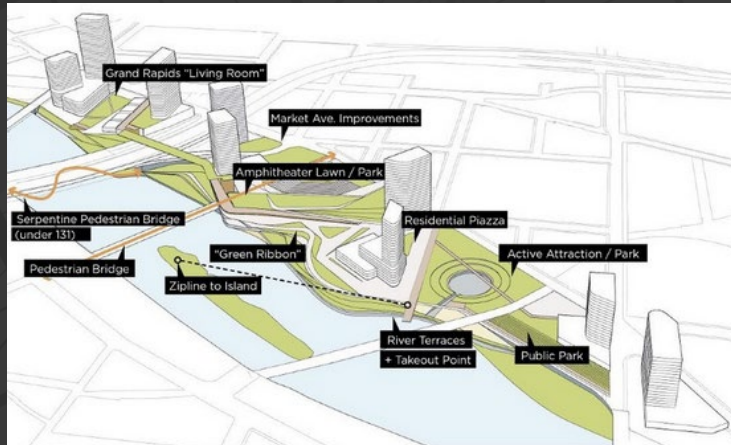
- Understanding specific soft goods niche
  - Leveraging underserved psychographic
    - Maximizing potential synergies



**Placer.ai**



# Committing to a Cluster



- Reinforcing with retail incentives
  - Only for (niche-specific) shops -- *not* services or F&B
  - Only for catalytic concepts / formats / operators
  - Only in "but-for" circumstances
- Pushing back on continued retail sprawl
  - At least in soft goods categories...



# Committing to a Cluster

- Other critical investments if...
  - Monroe Center
    - Place-making at Monument Park (as book-end anchor)
    - Reimagining of right-of-way (as public space)
  - Bridge Street
    - Creation of 2<sup>nd</sup>-tier retail space in Bridge South
      - Incentivized by density bonuses
    - Marketing -- visitor traffic
  - Near neighborhoods
    - Marketing – visitor traffic
    - Expansion of DASH (eastward), at peak times

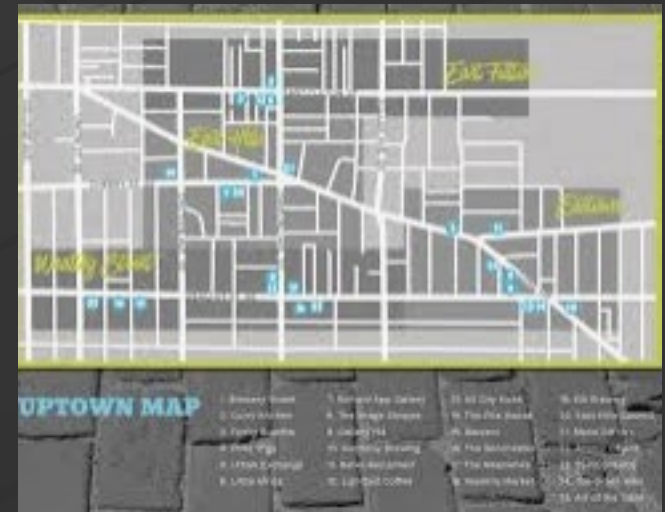
# Committing to a Cluster



- Case study: Downtown Holland
  - Driven initially by one investor with patient capital
    - Retail as amenity (for other uses)
  - Aimed for three solid blocks of retail
    - Focus on soft goods
  - Guided by a particular tenant mix
    - Not just the low-hanging fruit
  - 40-50% increase in average retail rents since 2010

# Committing to a Cluster

- Words of caution
  - Downtown Grand Rapids is *not* Downtown Holland
    - Starting from weak co-tenancy
    - Facing formidable competition nearby
  - Little to no soft goods interest (even prior to COVID)
  - Category in a period of transition





# Recruitment Function (with or without clustering)


**DOWNTOWN BERKELEY**

Have you been to Downtown Berkeley lately?  
downtownberkeley.com

### Downtown Berkeley Did You Know?


- Very well-educated/well-off trade area
  - Stronger demos than DT Palo Alto, DT Walnut Creek
- 17<sup>th</sup>-densest city in the U.S.
  - Denser than Washington, D.C., Seattle and Oakland
- 1.35 million theater and cinema patrons
  - Two venues with more annual visitors than Oakland's Fox
- 2<sup>nd</sup>-busiest BART station outside San Francisco
  - Higher ridership than 16<sup>th</sup> St / Mission
- Heavy foot traffic day and night

RETAIL RECRUITMENT BROCHURE YOU **R** HERE



**DOWNTOWN RALEIGH**

GROWING  
EMERGING  
CREATING



- District-wide marketing collateral
  - Local and regional road-showing
- Sourcing and vetting of prospects
  - Training of in-house prospector

# Recruitment Function

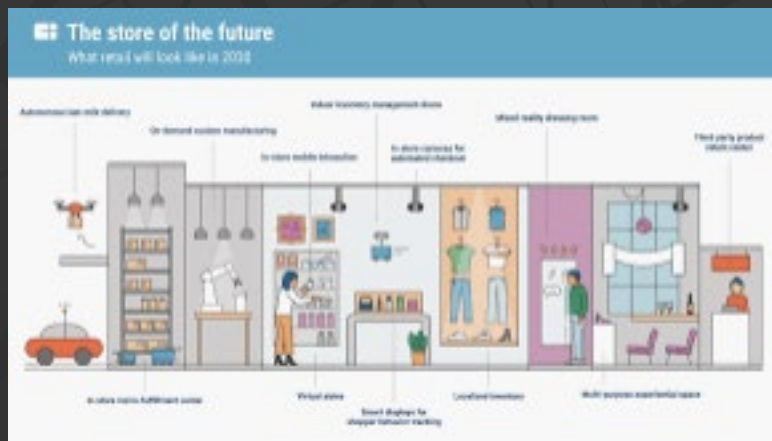
## (with or without clustering)

- Example: expansion-minded chain-lets
  - From other regions of the country
- First step: stakeholder buy-in
  - Free, pre-qualified leads to landlords and brokers



# Retail Advocacy

- Working with the City / Planning to stay current
  - Land use / zoning flexibility to accommodate industry evolution
    - Wholesaling
    - Warehousing (online fulfillment)
    - Ghost kitchens
    - Curbside pickup





# Small Business Creation

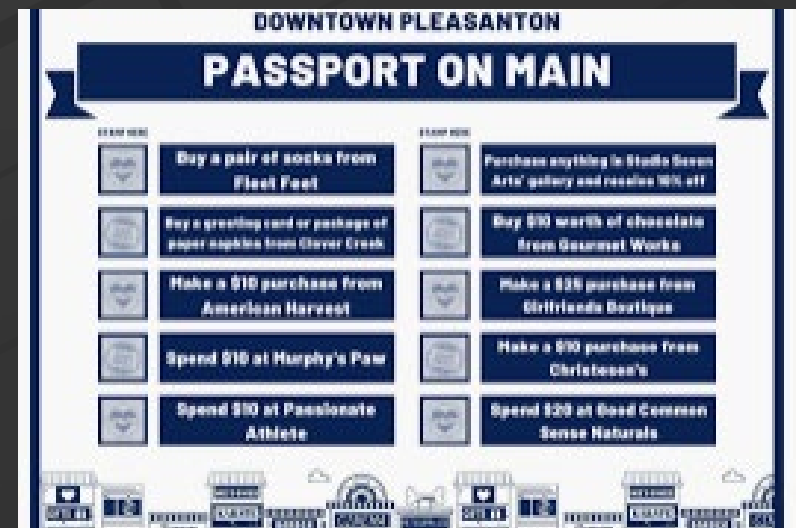
## Additional Real Estate Initiatives



- Public spaces as platforms for entrepreneurialism
- Division Ave as incubator / feeder
  - Relocation of social-service agencies nearby
  - Marketing – city / metro-wide trade
  - Cap on rent subsidy (retail incentive)

# Near-Term Recovery

- Bringing people back to Downtown
  - Permanent "Social Zones" (to the extent possible)
  - Double-down(s) on loyal customers as VIP's
  - "Downtown GR Passport" promotion



# Near-Term Recovery

- Bringing people back to Downtown
  - Buzz-generating public art installations
  - (Vaguely) guilt-inducing marketing campaigns
  - "Welcome Back"/ "Businesses Open" signage





# Contact Info

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