

**ADA TOWNSHIP DOWNTOWN DEVELOPMENT AUTHORITY (DDA)
BOARD OF DIRECTORS
MINUTES OF THE NOVEMBER 14, 2016 MEETING**

I. CALL TO ORDER AND ROLL CALL

The meeting was called to order at 8:00 A.M. by Chairman Bob Kullgren at the Ada Township office, 7330 Thornapple River Drive, Ada, MI.

BOARD MEMBERS PRESENT: Sarah Andro, Terry Bowersox, George Haga, Bryan Harrison, Jim Ippel, Bob Kullgren (via teleconference), Devin Norman, Walt VanderWulp, Ted Wright

BOARD MEMBERS ABSENT: None

STAFF PRESENT: Jim Ferro, Planning Director

PUBLIC PRESENT: 9

II. APPROVAL OF AGENDA

The agenda was approved by consent.

III. APPROVAL OF MINUTES OF OCTOBER 10 AND OCTOBER 17 MEETINGS

It was moved by Harrison, seconded by Bowersox, to approve the minutes of the October 10 and October 17 meetings as presented. Motion approved unanimously.

IV. STATUS OF CAPITAL CAMPAIGN FEASIBILITY STUDY

Kullgren provided an overview of the process that was used since the October 17 meeting in developing a draft case statement for a capital campaign feasibility study, and in working with Dixon Architecture to prepare a preliminary concept plan for a potential combined library/community center building that would be suitable for presentation to potential donors interviewed in the feasibility study. Kullgren noted that he and Ferro held a couple of meetings with Dixon and with Michelle Boisvenue-Fox and Lindsey Dorfman from KDL in developing the concept plan. Kullgren summarized the information that was provided to Keith Hopkins for use in developing the draft case statement.

Keith Hopkins, Hopkins Fundraising Consultants, summarized the purpose and process of conducting a campaign feasibility study. He stated the study is a set of interviews with potential donors, in which they are familiarized with the scope of the projects we are proposing, and to ascertain through questions the likelihood of major donor support in a future campaign. Hopkins summarized the information in the draft written document making the case for support. Hopkins stated about 30 people who have been identified as potential major donors will be interviewed by Hopkins. He stated the final work product will be a written report to the DDA, by the end of February, summarizing the results of the interview process, and providing his assessment regarding a reasonable target for a campaign amount that is likely to be successful. Hopkins stated the interview process will also explore who may be willing to play a role on a campaign leadership group, if a campaign is undertaken. Hopkins stated if a decision is made to undertake a campaign, there will need to be an organizational structure and process put in place to carry out the campaign.

Kullgren stated that in preparing a budget for a campaign, an assessment was made of the likely funding from Township sources that will be available, based on projected revenues, and based on projects that are already committed and funded, including the Ada Drive project and Bronson Street parking projects. The remainder would be available for the green space projects. Kullgren stated the initial cost estimates prepared by Progressive AE in the Envision Ada Plan, which has a range of low and high costs were

considered and modified, based on the proposed increase in the size of the community building from 9,000 square feet to 14,000 square feet. He stated the high end of the Progressive AE cost estimates was used to estimate total funding needed and the target size of a capital campaign.

Harrison asked if the entire available DDA funding was being committed to the two green space projects. Kullgren responded this was the case, other than the funds already committed to the Ada Drive project and Bronson Street parking project.

Wright asked for clarification on the 3 steps involved in the feasibility study.

Hopkins stated they are 1) developing the case statement and identifying interviewees; 2) conducting the interviews, and 3) developing the findings and recommendations in a written report.

Harrison asked if the overall budget takes into consideration future parking needs, whether it be a future ramp or land acquisition for parking.

Kullgren stated that based on the most recent discussions with Amway, they are no longer looking at a parking structure solution, due to the high cost per parking space. He stated the likely result would be a scaling back of the planned density and land use mix in the shopping center area, compared to the original projections. He added that we haven't assigned any funds toward future land acquisition for parking.

VanderWulp asked what the long term goal is at this point.

Kullgren stated it would likely be a surface parking solution, with development density planned to fit a surface parking supply.

Harrison asked Ferro whether the Planning Commission is equipped to anticipate parking needs as projects come before them.

Ferro stated that we don't want to deal with parking in a piecemeal fashion. He noted it has only been about 3 weeks since we learned that Amway is no longer interested in pursuing a parking structure. He stated there is a need to re-visit the square footage projections that were used in the original evaluation of parking needs contained in the parking study. The parking and demand scenario needs to be re-considered.

VanderWulp asked whether we have considered the parking needs of a library/community center.

Ferro noted there is some on-site parking provided on the concept plan for the building, and there is nearby on-street parking on Headley St. We will need to consider in the future the demand that will be created there. He stated the indoor meeting space is relatively limited in capacity, but the multi-use pavilion could host larger events that use both indoor and outdoor space, and would generate more parking demand.

VanderWulp asked whether the Spectrum facility would have its own parking for staff and visitors. Ferro stated it would, and that a major portion of that parking area hasn't been constructed yet.

Devin asked whether we were abandoning the goal of at least half of the Village parking supply being provided by public parking.

Kullgren stated his view is that based on land availability and limited resources, we are constrained in meeting that goal. He stated that the development community and prospective new businesses will be assessing the availability of parking before they make decisions to invest here.

Norman stated that the Planning Commission needs to hear the message that they need to be concerned with parking in new development.

VanderWulp asked if this attention would be given in both the old portion of the Village as well as the new. Kullgren stated we could look at putting aside a reserve for addressing future parking needs in the old part of the Village, even though we don't yet know what that solution will be.

Ferro commented we will always need to maintain a focus on the parking needs of the Village, and maintain good data on the parking supply and how it is used.

Norman stated he was surprised that there is not a line item in the proposed budget for parking, given how much time we have spent discussing it.

Kullgren stated we may have an ability in the future to adjust allocation of resources to address parking.

Harrison stated the budget shows us going all in with our financial capacity on the amenities, without having solved infrastructure challenges. He stated he isn't comfortable with that approach. He suggested the possibility of raising the total amount of funds needed to address parking.

VanderWulp stated it would be prudent to set aside land now for parking, so that it's available to develop for parking in the future if we need it, or sell it if we don't need it.

Harrison asked whether we have considered operational costs for the library/community center. He stated that has been somewhat of a surprise in Caledonia. Haga stated this was a concern of his as well.

Kullgren stated we have not addressed operational costs yet.

Ferro stated his view was that the costs of operating a library/community center should be spread Township-wide, and not borne by the DDA.

Norman questioned whether the appetite of the donor community is maxed out at \$3.5 million.

Hopkins suggested the possibility of lowering the Township funding allocation to the amenities, so that funds can be allocated to parking, and raising the fund-raising target from the philanthropic community.

Kullgren asked Ken Dixon to present the concept plan that has been developed for use in the capital campaign feasibility study.

Dixon stated the building and site layout is based largely on the previous work that was completed on the amenities plan in the past. He noted there are 50 parking spaces provided adjacent to the building. Dixon described the floor plan layout. He noted the meeting room that would be available for use outside library hours has 622 square feet, the 3-season wing that could be used for a variety of community events in addition to the Farmers' Market has 2,603 square feet. The first floor of the main building is 7,324 square feet, and the second floor is 6,156 square feet.

Wright asked who manages the use of the space. Kullgren stated that needs to be worked out, and there are many examples of joint use in the KDL system that can be looked at. Wright stated it isn't clear to him what KDL's needs are versus Township needs. Kullgren referenced a large list of potential community uses that has been prepared and used as a guide in evaluating the community's space needs.

Dixon noted there is space in the building for displays by the Ada Historical Society.

Dixon presented colored, three-dimensional renderings of the building concept.

There was discussion regarding the capability for the 622 square foot indoor meeting space to be used with a variety of seating/table configurations for different types of events, and the potential for subdividing off the 3-season space for different size events.

Note: VanderWulp left the meeting at approximately 9:00 a.m.

Wright asked how the 50-spaces of parking was arrived at as being sufficient.

Dixon responded that it was based largely on what the site has to offer in terms of capacity.

Wright asked if there is sufficient parking there. Norman commented that KDL can provide valuable input regarding parking. Wright asked how the parking needs of the Kingma's Market was determined. Ferro responded there was an analysis of projected parking demand and supply carried out for the entire planned center and shared parking area of which Kingma's is a part, including on-street parking planned in the immediate vicinity on Ada Drive and River Street.

Kullgren stated we can look at how parking needs are addressed at other KDL branches.

Wright stated he believes we need to step up our game in addressing parking needs.

Ippel asked how many parking spaces would be left for public use on a Market day, and where would library patrons park. Dixon stated there is on-street parking available in the vicinity. Ippel stated we are not considering the businesses who lost parking on every Market day during the summer, and the parking demand that radiates out to the surrounding area from the Market.

Andro noted we can't keep counting on the Community Church lot to meet our parking needs, when they are considering offering their property for development.

Harrison stated we may need to go back and re-consider the parking structure solution.

Harrison asked what would be shown to feasibility study interviewees for the riverfront property. Ferro stated it would be the same plan that was developed a year ago.

Kullgren asked KDL representatives to comment on their perspective regarding the project.

Michelle Boisvenue-Fox, Director of Innovation and User Experience at KDL, stated if Ada pursues a KDL branch, it would be the 5th branch project she has worked on. She stated they have provided input regarding the space layout and allocation to various functions. She stated they are excited about the 3-season space and the opportunity it presents for some library special events, such as a petting zoo or other events that would be challenging for indoor space. She stated that many of their events are in fact community events. She stated they work with many community entities, including local DDA's and historical groups. She stated they wouldn't schedule special events on Farmers' Market days. Their desire is to work with the local community.

Boisvenue-Fox pointed out that library patrons in East Grand Rapids park well beyond the library parking lot, to include on-street parking and as far as the Middle School. She pointed out that both Cascade and Kentwood use millage revenues to pay for operating costs. She also stated that a Farmers' Market is held at the Grandville branch in the adjacent parking lot, and the library brings programming outdoors to the Market. She stated she does not see parking as a show-stopper for this project.

V. DDA FINANCIAL REPORT-10/31/16

Ferro summarized the monthly financial activity in the DDA fund.

VI. STATUS OF CONSTRUCTION PROJECTS

a. Bronson Street Public Parking

Steve Groenenboom, Moore & Bruggink, reported on the history of interaction with railroad representatives regarding the Bronson Street parking project. He stated it has been a frustrating process working with them to get their approval finalized.

Ippel commented that we need to be more realistic about timeframes when we undertake these types of projects.

b. Ada Drive Re-Construction

Groenenboom reported that the fall portion of the Ada Drive project is completed, including the temporary access to the shopping center off Headley Street and the temporary parking.

Groenenboom reported on the status of agreements with Chase Bank, 5/3 Bank and Devin Norman for temporary access arrangements and approvals needed for the Ada Drive project. He stated we are close to an agreement with Chase Bank, with Township legal counsel interacting with Chase in-house attorneys.

Groenenboom also reported that Devin Norman has agreed to allow his access to be obtained through the 5/3 Bank property, with additional parking to compensate for parking lost being added through a license agreement on adjacent Amway-owned property.

Groenenboom also reported on a meeting held with the contractor regarding an alternative construction phasing that would close the street in its entirety and complete the project in one phase in a shorter period of time. He stated that the Township and its engineers were not convinced this would be a viable approach.

Groenenboom stated we have included in the Ada Drive budget funding to place overhead utilities underground along the new Ada Drive, with guidance from bond counsel.

VII. REVIEW OF BIDS FOR VILLAGE SIDEWALK SNOW REMOVAL

Ferro stated that when we initially advertised for bids, only one bid was received, despite phone calls to selected contractors to let them know about the project. Ferro stated the bid deadline was extended, and a second bid was received, including a re-submittal from the initial bidder.

Ferro stated that bids were solicited for both “pay-as-you go” and full-season quotes. He stated that the low bid that was received did not produce any cost savings for a season-long contract. Therefore, he recommended that the low bid from Woods Landscaping for “pay-as-you-go” service be accepted.

Wright asked if we were comfortable with Woods ability to do the job. Haga commented that is one reason for this being a one-year contract, since it is a new experience for us.

Haga noted there would be some additional costs for deicer application and occasional removal of the snow windrow along curbs, that he would estimate being \$2,000 or more.

It was moved by Norman, seconded by Harrison, to approve the selection of Woods Landscaping, Inc. to provide sidewalk snow removal services on a “cost per push” basis as set forth in their bid for the 2016-17 season.

Motion passed unanimously.

VIII. PUBLIC AND BUSINESS COMMUNICATIONS / PROJECT MANAGEMENT NEEDS

Kullgren stated that based on previous discussions, we recognize there have been some communications short-comings, and we are taking steps to improve.

Haga stated the suggestion has been made to engage the services of an outside consultant to address communications needs regarding the Envision Ada project. Ferro reported that temporary shopping center identification signs are being planned at the two remaining entries to the shopping center off Ada Drive and Headley Street. Haga mentioned that the ABA is planning on installing some temporary signs as part of an overall marketing campaign during the construction process.

Kullgren stated we need to recognize that we aren't doing a good job of communicating, and find in short order the people who can help us be more effective.

Andro stated there is a need for a person who is thinking of more than just communications, and who is taking an overall view of parking needs before development occurs, not afterward.

Haga stated one person whose name has been suggested to serve in this role is Eileen McNeil at Seyferth Associates.

Norman asked whether we have a deadline for addressing this. He stated that DDA leadership should not be stating that it is the business' responsibility to find information on social media.

Kullgren stated his desire is to have a solution identified prior to our next Board meeting.

Andro stated that Seyferth has done a poor job of making the community events they have been in charge of fair to the community, and she believes we need to open up the process to other candidates. She stated she has reached out to probably 4 very qualified people that she has resumes for.

Wright and Bowersox agreed we need to look at multiple candidates. Wright suggested we should offer people the opportunity to choose the type of information they want to receive and the method used to receive it.

Haga stated that with respect to project management needs other than communications, he believes the Planning Director is in the best position to fill that role, by shifting the majority of his planning director duties on to other staff.

Wright stated we have a big parking problem, and there is no solution in sight. He suggested we need someone who is going to make parking number one.

Haga stated that the overall project management needs encompass many things in addition to parking.

Ippel stated he feels strongly that Ferro could be a good Project Manager, but as long as he is still Planning Director, it creates a conflict. Norman stated the Project Manager needs to be an advocate for the project.

Andro stated we shouldn't limit ourselves to one solution.

Kullgren stated that bringing in a new person in this role would require a lot of offloading of background history and information from Jim to this person that would take considerable time.

Andro stated she has had several conversations with Ippel regarding parking, and they agree there is a parking problem in Ada. She doesn't see how we can take on as Project Manager a person who doesn't share that view.

Norman stated he shares the concern about bringing a new person up-to-speed. Norman stated that if Ferro was solely Project Manager, he would be serving at the DDA's pleasure, rather than serving multiple masters.

Ferro stated he believes 15% of his time is allocated to the DDA budget currently. He stated Ippel's concern with the current dual role of his position is worth consideration.

In discussion, there was concurrence that a position description needs to be prepared addressing both project management and communications needs.

A subcommittee of Andro, Bowersox, Haga and Norman was appointed to prepare a position description encompassing both project management and communications responsibilities.

Harrison stated we should all consider whether there is a person out there who has all of the right skills that we need in a project management role that we can recruit, someone along the lines of Jon Nunn at Grand Action. He also suggested looking at the organizational structure at Downtown Grand Rapids, Inc. He also stated we should look at a position that is 100% allocated to the DDA.

IX. BOARD MEMBER/STAFF COMMENT

Ippel stated he has concerns that we are moving in the direction of overbuilding on the Headley Street site in attempting to place a library there, and that this is feeling like a done deal. He stated before we move ahead with the feasibility study, we should consider whether this is the right place, with sufficient parking. Andro and Wright concurred with this view, emphasizing that we need an overall solution to the parking problem before committing to a library. Wright stated we should not commit to a \$3.5 million fund-raising campaign without addressing parking.

Ferro pointed out we haven't made any commitments to a campaign yet. He stated that we shouldn't forget that one of the findings of the 2006 Charrette was that the Village lacks civic space and facilities for civic functions. He stated that there is a need for civic facilities that bring people to the Village and make it a center of community activity.

Wright stated this should not be at the expense of bumper-to-bumper traffic circling the Village.

Ferro also stated a library facility and community space shouldn't be looked at a different functions. He pointed out that KDL provides lots of programming for the people in the community.

Haga stated he can agree with most of what has been said. However, he believes we should move forward with the consulting contract.

Wright stated he supports that, but we need to make sure that as part of the case, we clearly define the parking problem that we have here.

Norman asked about the status of the traffic study that is being done by the Road Commission. Haga stated we have not heard from them yet.

Norman commented that shrubbery at the corner of the Kniff property is a traffic visibility issue.

Andro asked if the parking study consultant could be retained to update the study to take into consideration the lack of a parking structure. Ferro stated that could be done.

Andro stated she would like to have information on how the Planning Commission determines parking needs. She stated she is hearing that there is not sufficient parking at the Ada West Commercial Center. Ferro stated he could do that.

X. PUBLIC COMMENT

Rick Schuknecht, 8305 Bolt Dr. SE, commented when he drives southbound on Thornapple River Dr. at the Ada Hardware corner, it is very difficult to see traffic on Ada Drive.

Haga stated we are working on a plan to improve the intersection and the sight distance for drivers. He stated it is about a \$300,000 fix.

XI. ADJOURNMENT

Norman moved to adjourn the meeting at 10:40. Seconded by Bowersox.

Motion carried.

Respectfully submitted:

Devin Norman, Secretary/Treasurer