

AGENDA

GOAL 1 ALLIANCE



Board Members:

Drake Harper • Eddie Tadlock • Elyse Mathos • Issac Degraaf • Janet Korn • Joe Elliot • Laura Cleypool • Lindsey Gadbois • Maleah Beatty • Mark Roys • Matt Chapman • Nolan Miller • Rachel Hood • Rob Hyde • Sergio Cira-Reyes • Ted Lott • Tom Hoving • Traci Montgomery • Tyler Kanczuzewski

June 24, 2019

3:00- 4:30 PM

29 Pearl Street, NW Suite #1

1. Call to Order
2. Approve Minutes –February 25, 2019
3. FY20 Projects Approved – Full Budget Emailed (May 2019)
4. Review RFQ Responses to River Governance & Funding Analysis
5. Alliance Member Discussion
6. Public Comment
7. Adjournment

2019 Meeting Schedule

Last Monday Bi-Monthly from 3 pm to 4:30 pm

~~February 25~~

~~April 29~~

June 24

August 26

October 28

December 30





Goal 1 Alliance

February 25, 2019

1. Call to order: Eddie Tadlock called the meeting to order at 3:08pm.

Members Present: Ted Lott, Rachel Hood, Matt Chapman, Nolan Miller, Janet Korn, Eddie Tadlock, Traci Montgomery, Sergio Cira-Reyes, Drake Harper, Lindsey Gadbois, Mark Roys, Elyse Mathos, Isaac Degraaf, Maleah Beatty, and Tyler Kanczuzewski.

Members Absent: Joe Elliot, Rob Hyde, Laura Cleypool and Tom Hoving.

Others Present: Mark Miller, Stephanie Wong, Sam Suarez and Amanda Sloan (DGRI Staff)

2. Approval of Minutes- October 24, 2018

Motion: Janet Korn, supported by Mark Roys, moved to approve October 2018 minutes as presented. Motion carried unanimously.

3. River Design Guidelines Review and Discussion

Mr. Chapman presented "The Living Grand Current Report" which highlights expanded vision for recreation and restoration of the Grand River. The 2002 Grand Rapids Master Plan, Grand Rapids Whitewater, Parks & Rec Strategic Master Plan, Green Grand Rapids, and GR Forward Master Plan collaboratively become the River for All. Project goals include restoring the rapids, improving habitat and water quality, and creating economic opportunities. Social and environmental benefits include community connection to nature within the city, providing educational and recreational opportunities, and inspiring stewardship. New economic impact is currently estimated at \$15-19 million per year from expanded recreational use and could potentially support 80-96 jobs. Cultural and spiritual use of the river is also expected to increase with improved access. The river historically has been used by 3 groups of

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Anishinabek (Odawa, Ojibwe, and Potawatomi tribes) for gathering, trade, and ceremony. Educational opportunities are also expected to increase with Summer Science and Leadership Programs providing a hands-on learning environment for a diverse group of HS juniors and seniors throughout Kent County. Phase I of construction (from I196 to Fulton St) will remove 4 small dams and import boulders to improve habitat and enhance recreational opportunities. Phase II will include the construction of an Adjustable Hydraulic Structure (AHS) for sea lamprey control, fish passage, recreation, and public safety/flood control. Great Lakes Fishery Commission is now contracting with the US Army Corps of Engineers to build this nearly \$20 million (federally funded) structure. Ms. Montgomery asked if there would be a city entity or private governance set up. Mr. Chapman state there is a Management Advisory Committee with multiple work groups to ensure service is always maintained. The third and final phase will be the removal of the Sixth Street Dam and restructuring of the river channel to I196 to provide increased habitat and improved fish passage. After the finalization of engineering and permitting in 2019, as well as mussel relocation & coffer dam construction in 2020, it is expected that Phase I will start in 2020 and be completed in 2022. Phase II will then start. It is anticipated to take 2 years and at that completion, Phase III will commence. The entire project is estimated to be finished by 2026. Funding for this project is still underway with approximately 74% already committed. Private resources will make up 44% of the total project (\$19.7 million) while Federal (34%) and State and Local Government (22%) make up the remaining \$25 million in funding commitments needed.

Nearly 1,700 citizens were engaged in community discussion on conceptual designs for opportunity sites and river trail design guidelines. With the formal process complete, partners are now using the River for All model to drive discussions on long-term governance and organizational models, youth programming, diversity, equity and inclusion, as well as workforce and economic development. While exploring long-term governance and organizational models, The Bronx River Alliance warned, "Don't wait until construction is complete to start these community conversations."

With continued community and workforce engagement, The City of Grand Rapids and GRWW are developing a plan to provide transparency to businesses and residents on river related employment opportunities.

Mr. Chapman presented conceptual renderings of five Opportunity Sites along the river corridor; North Monroe, Water Department Storage Yard with a canopy trail, Coldbrook Decommissioned Water Pumping Station, Fish Ladder Site, and Grand Rapids Public Museum. Mr. Harper asked if there would be a beach at the North Monroe site. Mr. Chapman stated the area will be designed to flood as water levels rise. Mr. Cira-Reyes asked if there would be volleyball courts as pictured in the rendering. Mr. Chapman stated this has not

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yet been decided and funding will need to be determined before specific amenities are confirmed. Ms. Wong stated David with Grand Rapids White Water will come back to present more on the finalized river design guidelines to this group in a future meeting.

4. FY20 Project Line Items – Governance Structure Planning

Ms. Wong stated budgeting is a several month process and we need to start discussing our goals for the FY2020 term that starts July 1st of this year. A list of Goal 1 Alliance FY20 Projects was provided. This included River Trail/Pedestrian Safety Improvements, River Trail Design Guideline + Opportunity Sites, River Trail Identity, Lyons Edge + Plaza Design, Ah-Nab-Awen Park Master Plan, and River Governance. Andy Guy provided an update on our current Governance Structure Plan. He stated we need to position ourselves to manage our assets; for every investment there must be consideration for the types of resources and partnerships we need to maintain them. Therefore, we are in the process of determining what a governance model looks like. We did, and will continue to, consult with various outside organizations such as the Bronx River Alliance and Calvin Gladney (Rose Center) on best practices and how to change our development to promote equity. At this time we are drafting a request for qualifications (RFQ) to discuss governance models and the exploration of funding for sustainable enterprises. These items are a bit of an investment and something that needs to be discussed while budgeting. Mr. Lott asked if a consultant is hired in June how long will they be onboard. Mr. Guy estimated through the end of the year. Mr. Lott then asked who would own the contract for the consultant. Mr. Guy stated likely the DDA in partnership with the City of Grand Rapids. He stated it is becoming increasingly evident that the DDA is not interested in making investments without a clear path of governance for their projects. Ms. Gadbois asked how far can we go with this governance and could it extend to outside of downtown. Mr. Guy stated this would be open for discussion and is a question of resources and focus. We have had conversation and collaboration with Ottawa County in regards to extending and connecting our trail systems. Ms. Wong stated we want to use this body as a sounding board to determine what types of conversation we should be organizing. In the RFQ we need to be asking the right questions in order to get the right answers. As such, we will be forming a committee to participate in this process. Eddie Tadlock stated it is important to have timeline markers on projects. Rachel Hood stated the process should include analysis across the country to make an organization that meets GR specific needs and represents a broad spectrum of groups.

5. Lyons Edge + Square Update

Lyons Upland Site construction will start this year in conjunction with The Amway Grand Plaza updating project. Plaza space construction will follow as funds are established. Ms. Gadbois stated these plans started so long ago. She asked if they would align with newly

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adopted river design guidelines. Ms. Wong stated these conversations have been ongoing and do, in fact, align with the River Design Guidelines. Mr. Harper asked if the steps will be taken out of Lyon's Square. Ms. Wong stated yes, though the walkway will be fully connected on both ends to the River Trail and wrap around green space. Maleah Beatty asked if construction plans have already been completed. Ms. Wong stated for the Upland Site, yes, though the plaza plans are still in development. Sergio Cira-Reyes asked if the entrance to DeVos Place will be accessible during construction and if eventually this could be a site for a Farmer's Market. Ted Lott replied it will have limited access and yes, it could be. Though all the service entrances to the neighboring buildings are off this space; think of this as more of a city street we are converting to a plaza. Mr. Kanczuzewski asked what the current tree canopy downtown is. Ms. Wong stated it is currently at 6% and the goal we are working toward is 10% downtown.

6. GR Forward Orientation

DGRI will be hosting a GR Forward Orientation in the near future. All new Alliance and Board Members are strongly encouraged to attend as well as any current members that would like a refresher. You will be notified of the date as soon as it is scheduled.

7. Alliance Member Discussion

Mr. Harper thanked Mr. Guy for providing a detailed excel spreadsheet of the many river organizations that have been, and will be, consulted in the Governance Structure Planning. It is helpful to understand the different workgroup attributes.

8. Next Meeting- April 29, 2019

Ms. Wong stated a meeting may be scheduled for March to specifically discuss budget for FY2020.

9. Public Comment:

None

10. Adjournment:

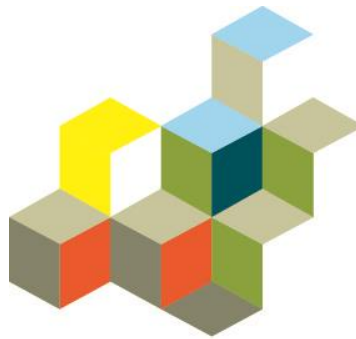
Mr. Tadlock adjourned the meeting at 4:20 pm

Minutes taken by:

Amanda Sloan

Administrative Assistant

Downtown Grand Rapids Inc.



DOWNTOWN
GRAND RAPIDS INC.

Request for Qualifications

Governance and Funding Options Analysis
Grand River Corridor Revitalization Initiative
Grand Rapids, MI

Deadline:

Downtown Grand Rapids Inc. will receive proposals until June 10, 2019

Deliver to:

Downtown Grand Rapids Inc.
Attention: Andy Guy
aguy@downtowngr.org
29 Pearl Street NW
Suite 1,
Grand Rapids, MI 49503

Downtown Grand Rapids Inc. (DGRI) invites all interested parties to submit their qualifications to help evaluate and recommend a long-term governance structure and funding strategy for developing, managing and sustaining the public assets associated with the future revitalized Grand River corridor, a collaboration between the [City of Grand Rapids](#), DGRI, [Grand Rapids Whitewater](#) (GRWW), [Kent County](#), local philanthropists, the state and federal government and numerous other community partners.

Opportunity Overview

The full vision for a revitalized run of the Grand River thru Downtown Grand Rapids, Michigan involves intimately intertwined restorative initiatives along the *waterway* and the *waterfront*:

- **Waterway.** The removal of obsolete low-head dams through the urban core to – among other far-reaching social, economic and environmental benefits – put the rapids back in the City of Grand Rapids. This \$45 million catalyst project recently entered the formal government permitting process, currently stands at 71 percent funded and will “break ground” in 2020 on a multi-year construction effort.

The project, spearheaded by the nonprofit Grand Rapids Whitewater, is a designated member of the Urban Waters Federal Partnership. The cultural significance of restoring the whitewater rapids cannot be overstated. The project literally restores the namesake of the City and with it the icon of the community’s natural heritage. The project also will transform the river channel from a divider of east and west into a central gathering place for the community.

- **Waterfront.** Transforming the east and west riverbanks into an approximately 9-mile multi-use trail and network of public amenities that loop around Downtown and link two major regional park assets – the City’s Riverside Park to the north and the County’s Millennium Park to the south.

While the full build-out of the trail and new public spaces will follow the work in the waterway, the project partners have already begun to advance on strategic improvements at the water’s edge. This includes substantial investment in community-based planning processes, the demonstration of new nature-based flood management measures, pop up community events to begin changing the community’s relationship with the river and the acquisition of waterfront property to facilitate key trail connections. The project partners also will begin major renovation of a central waterfront space – Lyon Square – in 2019 and have completed conceptual redevelopment plans for six other riverfront “opportunity sites.” Ultimately the community envisions developing some two dozen riverfront opportunity sites in the urban core.

The specific scope and schedule for these subsequent improvements remains in development but the total public and private investment is anticipated to leverage hundreds of millions of dollars and occur over the next decade.

Grand Rapidsians envision this restored and revitalized run of the Grand River (the Project) as a signature public amenity in a class with such ambitious civic projects as The High Line in New York City, Atlanta’s BeltLine and the waterfront revitalization initiatives underway in Toronto, Chicago and Detroit.

Put simply, this transformative Project offers enormous potential to serve the needs and desires of various local stakeholders, constituents and communities – particularly underinvested neighborhoods and those affected by generations of racial and ethnic segregation, unequal growth and poverty.

The Project promises to help drive the region’s next generation of growth and prosperity. With this RFQ, the Project partners seek consultant services to support the essential work of defining a community-based

organizational structure – with a sustainable funding and revenue strategy – to see the vision fulfilled and the benefits enjoyed by all.

Background Information and Coordination with Other Initiatives

The community has worked for several years on various aspects of this multi-faceted and complex Project. This section includes relevant background on the extensive planning, design, financial projections and other work done to date that's useful to inform this governance and funding study.

Direct River-Related Assets

- [River for All](#), 2018
 - Includes Asset Management Plan with Operating Models & Management Strategies
- [City of Grand Rapids Parks & Recreation Master Plan](#), 2017
 - Includes Funding Strategies Appendix
- [GR Forward](#), 2015
 - Includes [Organizational Models Work Group Report & Recommendations](#)
- [Grand Rapids Whitewater Plan for River Restoration](#)
- [Grand Rapids Whitewater Economic Impact Analysis](#), 2014
- [Green Grand Rapids](#), 2012

Other Community Tools & Plans

- [North Quarter TIF & Development Plan](#), 2019
- [Grand Rapids Destination Assets Study](#), 2017
- [Rose Center Fellowship Report](#), 2017
- [Grandville Avenue Area Specific Plan](#), 2017
- [Southtown TIF & Development Plan](#), 2016
- [Grand Rapids Downtown Development Authority Development and TIF Plan](#), 2016
- [Michigan Street Plan](#), 2015
- [Report of the Downtown Improvement District Board](#), 2015
- [Westside TIF & Development Plan](#), 2014
- [Westside Area Specific Plan](#), 2014
- [John Ball Area Neighbors/South West Area Neighbors Area Specific Plan](#), 2012
- [Belknap Lookout Area Specific Plan](#), 2010
- [Monroe North Business District Plan](#), 2010
- [North Monroe Tax Increment Finance Plan](#), 2008
- South Division Corridor Plan, in process

Scope of Work

While the City and GRWW non-profit organization capably spearhead the catalytic work of restoring the waterway, the Project partners now aspire to define the long-term governance and management strategy best suited to advance a fully restored and revitalized Grand River corridor as a premier community asset.

The principal focus of this scope of work is to understand the local context, research best practices, evaluate options and recommend a governing framework that fits Grand Rapids' ambition.

Organizing to implement any successful recommendation(s) will be the focus of subsequent phases of work.

With this Request for Qualifications, DGRI and the project partners seek a qualified consultant or consultant partnerships to undertake a governance and funding study that includes the following:

- Review, affirm and, if necessary, refine the proposed organizational functions and tasks. (See Background above)
- Identify and assess existing local organizational and funding capacities.
- Identify and review relevant exemplary organizational models and possibilities.
- Evaluate the potential for advantageous partnerships.
- Assess and estimate the economic impacts of revitalizing the waterfront.
- Evaluate sustainable and diverse funding streams to support capital planning, operations, programming, maintenance, management and other organizational functions that may be identified.
- Determine options and provide recommendations.

DGRI serves as the lead project manager and – along with key partners - a co-convenor and facilitator of the requisite local conversations.

This scope of work represents the Project partners’ best assessment of the work required to accomplish the objectives of this project. The partners are open to alternative ideas and approaches that may deviate from this scope to better meet project objectives.

Robust and meaningful community engagement is vital to inform and build confidence in this process. To that end, DGRI will work with the successful candidate – and likely additional local assets – to define an effective public outreach and inclusion program. While ideas about and experience with community engagement are welcome in responses to this RFQ, they are not required.

Key Deliverables

The successful candidate is expected provide the following deliverables:

- Memo presenting a thorough analysis of governance options and rationale for a preferred alternative to realize the vision for a restored, revitalized and high-performing Grand River corridor.
- Memo detailing a proposed multi-year capital plan to implement the community’s River for All vision.
- Memo detailing a proposed funding plan to build, manage and maintain the new riverfront amenity.
- Memo assessing the estimated economic benefits of building the riverfront amenity.

Consultant Selection

Submission to this request should be no longer than 10 pages. DGRI and partners will evaluate responses to this opportunity based on the following criteria:

- Thoroughness, quality and conciseness of the submittal.
- Project understanding and approach for achieving the stated objectives.
- Related Project experience and demonstration of tangible results.
- Proven understanding of 21st century city building concerns, fundamentals and opportunities.

Project Schedule

- May 13, 2019 – RFQ Issued
- June 10, 2019 – Qualifications Due
- June 28, 2019 – Notice of Award
- July 15, 2109 – Commence Project
- December 20, 2019 – Submit Key Deliverables