

AGENDA

GRAND RIVER INC. Board of Directors

Members:

Brian Harris (Chair) • Adnoris “Bo” Torres (Vice-Chair) • Linda MacDonald (Treasurer) • Traci Montgomery (Secretary) • Kayem Dunn • Sam Moore • Chris Muller • Megan Rydecki • Al Vanderberg • Mark Washington • Tom Welch • Rick Winn • Ron Yob

July 27, 2022

3:00 PM

29 Pearl Street NW (DGRI Offices)

- | | | |
|--|------------|--------|
| 1. Call to Order (3:00) | | Harris |
| 2. Approve Minutes from June 8, 2022 (3:01)
(Attachment #2) | Motion | Harris |
| 3. DRAFT Terms of Agreement: Grand River Inc. & Downtown GR Inc. (3:05)
(Attachment #3) | Info Item | Guy |
| 4. Greenway Project Technical Advisory Committee (3:25)
(Attachment #4) | Info Item | Guy |
| 5. Coordinating Committee (3:45) | Discussion | Harris |
| 6. Staff Report (4:05) | Info Item | Guy |
| 7. Board Member Discussion (4:15) | | |
| 8. Adjournment (4:30) | | |

GRAND RIVER INC.

GRI, Inc.

June 8, 2022, 3:00 – 5:00 PM

Board Meeting Notes

Agenda Item #2
Grand River Inc Board
July 27, 2022

Board Members Attending

Brian Harris

Bo Torres

Linda MacDonald (remote)

Traci Montgomery

Al Vanderberg

Kayem Dunn

Mark Washington

Megan Rydecki

Ron Yob

Sam Moore – appointed during meeting

Chris Muller – appointed during meeting

Absent: Tom Welch

Also

Andy Guy, DGRI

Tim Kelly, DGRI

Kathy Blaha, Kathy Blaha Consulting

Jessica Wood, Dickinson Wright (for DGRI/GRI)

Daniel Tellalian, Angel City Advisors

Candy Isabel, Khamai Strategies (remote)

Josh Spencer, Kennari Consulting

-
- A. May Meeting Minutes - APPROVED
 - B. New Board Member Nominations - APPROVED for Appointment
 - a. Sam Moore, Executive Director, Kent County Parks Foundation – approved for three-year term
 - b. Chris Muller, Founder and President of M Retail Solutions and co-founder, Grand Rapids Whitewater – approved for three-year term
 - C. Not on the agenda but Brian gave an update on the GRI meeting with local funders. Brian as well as Megan, Andy and Kathy attended. Key points from funders included:
 - a. A request to see full capital/operating budget for the next 3-4 years to meet/leverage requirements of state grant with specific project priorities
 - b. A request to see what contributions are being made by the city and county; the funders see themselves as filling the gap.
 - c. A recommendation that any proposals wrap the operating needs into a capital request as means to spending the capital dollars
 - d. An understanding of the need/value for a regional recreation authority for long term stewardship

GRAND RIVER INC.

- e. The board suggested that the Development Committee review and make recommendations regarding next steps with funders
- D. Business Plan discussion
 - a. Kathy Blaha reviewed the business plan and next steps.
 - b. A motion was made by Kayem to approve with the addition of clarity around advocacy – inserting the word into goals or purpose
 - c. Rick seconded and the board approved unanimously as a living document
 - d. Next steps include work by the Governance Committee on staffing and performance metrics; also, work by the Development Committee on budget.
- E. Grand River Greenway
 - a. Andy shared a slide show (attached) to update on progress with state funding
 - b. On behalf of the Downtown Grand Rapids Inc Board of Advisors, Andy and Tim Kelly offered an invitation to GRI to lead organization of the Grand River Greenway project prioritization and implementation process, potentially by first establishing a project advisory body.
 - c. Discussion ensued regarding what GRI would need to do, including:
 - i. Hiring staff and/or consultants to develop a process for decision-making;
 - ii. The need for criteria for allocating the funds
 - iii. How such a committee would play into the creation of a river network
 - iv. How DGRI, GRI and the city and county decision-making processes would coordinate
 - d. Kayem moved, and Bo seconded, with a motion to proceed in negotiating an agreement between GRI and DGRI with Andy and Tim taking the lead on a first draft and outline for the advisory role.
- F. Equity Framework
 - a. Daniel Tellalian presented an outline of how Angel City Advisors will work with DGRI/GRI to develop an equity plan for GRI. An earlier more detailed presentation was made to the Communications and Community Engagement Committee. The Committee voted to support DGRI's hiring of the team.
 - b. A new website has been set up for the process: grandrivervoices.org
 - c. The project's timing is expected to be about eight months
 - d. A community-based project advisory team has been set up
 - e. The summer will be spent asking the community what they think about the river project and sharing draft documents about GRI's mission and purpose
 - f. In the fall, the project team will check in again with GRI and DGRI to share findings and a draft equity framework document
 - g. A final document will be prepared by year-end with expectations that GRI will:
 - i. Consider adoption of the plan and integrate it into its business plan and its daily work
 - ii. Advocate adoption of the plan among river network partners
 - iii. Determine a way to report regularly on progress being made
 - h. Questions raised included:
 - i. How the equity advisory team will coordinate or feed into the proposed DGRI/GRI advisory team around project investments
 - ii. Would the equity plan be extended to apply to County efforts not just the City? If the City and County leadership agree – and all noted the importance of labeling and

GRAND RIVER INC.

messaging to be inclusive regionally; the equity project advisory committee includes County representatives.

G. Board Administration

- a. Andy offered that a Doodle poll would be taken to schedule the July meeting
- b. Andy reminded Board members to complete their conflict-of-interest statements
 - i. The Board requested that Andy send an email if they have not completed.
- c. A branding contractor has been hired and is working on a brand for GRI, including a possible name change. Andy expects delivery of a preliminary recommendation by the end of the summer.
- d. Kayem moved and Rick seconded approval of the final draft of board member responsibilities memo drafted by the Governance Committee.
- e. A reminder from Brian that given the many actions discussed today, the work of both the Governance and Development Committees in drafting budgets and staffing plans is important to act quickly on; both committees to provide drafts for the July board meeting.

H. The meeting was adjourned at 5:00 PM.

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

Agenda Item #3
Grand River Inc. Board
July 27, 2022

I. Purpose

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

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

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

II. Background

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

III. General Role of Each Party

DGRI

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

GRI

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

Greenway Project Technical Advisory Committee

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

- Reports to GRI and provides regular updates to DGRI.

IV. Communications, External and Internal

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

V. Cooperation, Collaboration and Community Connections

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

VI. Term of Agreement

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

VII. Anticipating Evolving Roles and Responsibilities

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

VIII. Dispute Resolution and Exit Strategy

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

Framework for Greenway Project Technical Advisory Committee Grand River Inc.

Purpose

The primary responsibility of the Greenway Project Technical Advisory Committee is to advise the Grand River Inc (GRI) Board of Directors on capital project priorities. The Committee's initial primary charge is to develop a *Priority Plan for Action* to guide Grand River Greenway investment in Grand Rapids and Kent County. A key goal of the *Priority Plan for Action* is to leverage the \$55 million state Grand River Greenway appropriation to accelerate transformational projects that drive implementation of the community's vision for a revitalized Grand River corridor. More specifically, the Committee will:

- Oversee local project discovery and inventory.
- Develop a method for evaluating capital project priorities.
- Determine Greenway grant funding award criteria.
- Provide recommendations for funding allocations to GRI Board.

The Committee will not have a fundraising role or duties. The Committee's principal role is to understand the community's dynamic portfolio of Greenway-related projects, thoughtfully evaluate prospective projects' alignment with community goals, assess readiness for funding and recommend priority projects.

Recruitment Strategy

- 9-15 members.
- Seeking advisors with strong familiarity of broader Grand River corridor revitalization vision and related project priorities (ie GR Fwd, River for All, Grand Rapids Whitewater, Kent County Parks & Trails Master Plan, Ottawa Co. Grand River Greenway).
- Keep aware/mindful of conflicts of interest (real/perceived) while understanding project coordination/collaboration at multiple levels (design, fundraising, permitting, etc) keys success.
- The Committee should have no dominant interest group.
- Balance geographic / local government representation.
- The Committee should be comprised of roughly equal numbers of Resource Allocators (Public Agencies, Philanthropy, etc) and Resource Users (Nonprofits, residents, businesses, river users, etc).

Member Expertise / Composition

- Capital deployment.
- Project planning and management, particularly civic works/infrastructure.
- Economic development, real estate, specialized development projects.
- Urban planning & design.
- Philanthropic grant review, evaluation, grantmaking and partnerships.
- Health and recreation.

Member Responsibilities

- Fealty to Greenway vision.
- Best efforts to attend scheduled meetings and read advance supporting materials.
- Review and understand Greenway grant investment constraints (Federal ARPA intent and rules, state Statutory language, etc).
- Review, understand and contemplate detailed list of prospective Greenway project(s) information.
- Provide current knowledge, critical thinking and analysis to evaluate project readiness and sequencing.
- Provide input on project priority/funding recommendations.

- Discuss and make project priority recommendations to Grand River Inc Board.

Committee Mechanics

- The Committee will include a GRI Board liaison.
- The Committee may appoint a chair and determine its deliberative/decision-making model.
- The Committee will meet regularly to accomplish its purpose. Staff anticipates monthly 90-min meetings to start.
- Members will serve 1-year renewable terms.
- The Committee may recommend, and the GRI Board may add, members over time.
- The Committee may establish subcommittees to work on different issues or special projects as needed.
- The Committee will keep notes that accurately reflect the substance of meeting discussions.
- The Committee will regularly report back to the GRI Board, through the Committee Chair and/or Board liaison, key progress points of information.

Timeline

- The Committee will stand until January 2025, at which point the GRI Board will revisit purpose and outcomes

Support Team

This Committee will be supported by a team of professionals with highly relevant experience in key areas of knowledge and expertise. These assets will include:

- GRI Project Manager, to be hired
- Planning services, as needed
- Facilitation services, as needed
- Kennari Consulting
 - Josh Spencer (Committee facilitation, project discovery, fundraising strategy and partnerships, drafting grant proposals)
- Guidehouse
 - David Sernick & Matt Davis (ARPA rules, investment strategy and case development, financial reporting & compliance)
- Downtown Grand Rapids Inc.
 - Andy Guy (Government and partner relations, institutional knowledge, strategy, communications)

Staff / Project Updates July 2022

Development & Finance Committee

- Discussed preliminary 3-year budget & staffing strategy (July 14, 2022)
- Next meets August 11, 2022

Communications & Engagement Committee

- Hosted Organizational Branding Workshop (July 13, 2022)
- Next meets August 19, 2022

Governance Committee

- Discussed draft Terms for Greenway partnership with DGRI, framework for Greenway Project Technical Advisory Committee and overall organizational Committee structure (July 25, 2022)
- Next meets August 22, 2022

Projects

Equity Framework

- Approximately 50-60 people attended first Community Listening Session at LINC UP (July 14, 2022)
- Advisory group met July 21, 2022 to discuss model Equity Framework documents, a vision statement & key priority areas of focus
 - Next meets August 18, 2022
- Upcoming Community Listening Sessions:
 - El Centro Hispano (in Spanish) August 10, 2022
 - Virtual session September 8, 2022

Greenway Grant Project Organizing

- Greenway project discovery/inventory process approximately 80% complete (Kennari Consulting)
- Engaged Guidehouse firm to support prospective project evaluation, state grant reporting, compliance
- Developing start-up process for proposed Greenway Project Technical Advisory Committee
- Start Project Agreement talks with Michigan DNR August 4, 2022

Key River-Related Project Updates

Restore the Whitewater Rapids in the Grand River

- Lead: Grand Rapids Whitewater in partnership with the City of Grand Rapids
- Revised state (EGLE) permit application submitted July 22, 2022

Lyon Square Opportunity Site

- Lead: Downtown Grand Rapids Inc in partnership with the City of Grand Rapids, Convention/Arena Authority and Amway Grand Plaza Hotel
- Revised state (EGLE) permit application submitted to EGLE July 26, 2022

Grand Rapids Public Museum Opportunity Site (river edge, trail and greenspace enhancements)

- Lead: GR Public Museum in partnership with City of Grand Rapids
- Revised state (EGLE) permit application submitted by early August 2022
- Secured \$11M appropriation in state budget

Amphitheater (201 Market Opportunity Site)

- Lead: Convention/Arena Authority in partnership w/ Grand Action, City of Grand Rapids, DGRI
- CAA holds option on property, anticipated to close by 2022 year end
- Secured \$30M appropriation in state budget

Leonard-to-Ann River Edge Trail Connection

- Lead: City of Grand Rapids with fundraising support from West MI Trails & Greenway Coalition
- State (EGLE) permit application expected to be submitted by end August 2022

Sixth Street/Canal Park Opportunity Sites

- Lead: City of Grand Rapids
- Finalizing new Parks Master Plan and preparing Construction Documents

Ah-Nab-Awen Park Opportunity Site

- Lead: City of Grand Rapids
- Reviewing Master Plan with Indigenous Community and preparing Construction Documents

Event/Activation Highlights

Family Paddle Nights

- Friday July 29, August 26 in Riverside Park from 5:00 – 9:00 PM

Global Water Fest Grand Rapids

- Saturday July 30, Canal Park, 8:00 AM – 8:00 PM

Rock Hard 7's Tournament (GR Rugby)

- Saturday July 30, Canal Park, 8:00 AM – 8:00 PM

Stewardship Day(s) at Millennium Park

- Wednesday August 3 & 10 at Millennium Park from 10:00 AM – 12:00 PM

Friday Night Live

- Friday August 5 & 19, Canal Park, 6:30 – 10:30 PM

Jet-Pack Flight Suit Demonstration (Advance Manufacturing Expo)

- Thursday August 11 around Gillett Bridge at 4:00PM

Lower Grand History Walking Tour

- Sunday August 28 starting at the Baw-wa-ting Historical Marker, 6:00 – 7:30 PM

Middle Grand History Walking Tour

- Monday August 29 starting on the Blue Bridge, 6:00 – 7:30 PM

Upper Grand River History Walking Tour

- Tuesday August 30 starting at 555 Monroe Avenue, 6:00 – 7:30 PM