

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

November 30, 2022

3:00 PM

29 Pearl Street NW (DGRI Offices)

- | | | |
|--|-----------|-----------|
| 1. Call to Order (3:00) | | Harris |
| 2. Approve July 27, 2022 Board Meetings Minutes (3:01)
(Attachment #2) | Motion | Harris |
| 3. Equity Framework Project Update (3:05) | Info Item | Tellalian |
| 4. Approve Organizational Purpose Statement (3:25)
(Attachment #3) | Motion | Guy |
| 5. Approve Terms of Agreement: Grand River Inc. & Downtown GR Inc. (3:35)
(Attachment #4) | Motion | Guy |
| 6. Approve Greenway Project Technical Advisory Committee (3:45)
(Attachment #5) | Motion | Guy |
| 7. Organizational Branding Project Update (4:05) | Info Item | Alcantar |
| 8. Staff Report (4:20) | Info Item | Guy |
| 9. Board Member Discussion (4:25) | | |
| 10. Adjournment (4:30) | | |

GRAND RIVER INC.

Board Meeting Notes

July 27, 2022, 3:00 – 4:30 PM

Attachment #2

Grand River Inc.

August 29, 2022

1. Call to Order – Chair Harris called the meeting to order at 3:00PM

Attendance

Members Present: Brian Harris, Bo Torres, Linda MacDonald, Traci Montgomery, Al Vanderberg, Kayem Dunn, Mark Washington, Megan Rydecki, Ron Yob, Sam Moore, Chris Muller

Members Absent: Tom Welch

Others Present: Andy Guy, Mark Miller, DGRI

2. Approve Meeting Minutes from June 8, 2022

Motion: Ms. Rydecki, supported by Ms. Dunn, moved approval of the June 8, 2022 meeting minutes as presented. Motion carried unanimously.

3. DRAFT Terms of Agreement: Grand River Inc. & Downtown GR Inc.

Mr. Guy provided an overview of the draft terms sheet.

He also presented a proposed schedule for consideration and approval:

- July 25 – Governance Committee reviews draft terms
- July 27 – GRI Board of Directors reviews draft terms
- Aug 3 – DGRI Executive Committee reviews draft terms
- Aug 22 – GRI Governance Committee reviews final draft
- Sept 7 – DGRI Executive Committee review draft
- Late Aug/Early Sept – GRI board considers final draft
- Sept 21 – DGRI Board of Advisors considers final draft

Manager Washington observed the draft terms state that GRI commits to engage staff or contract assistance to support this work and highlighted the importance of moving to identify the dedicated staff capacity.

Mr. Guy stated the Development & Finance Committee is working up a preliminary 3-year budget that anticipates funding for staff support.

Mr. Washington encouraged consideration of staff support specifically dedicated to fund development.

Mr. Winn observed the draft terms state DGRI will play a role in raising additional funding for capital projects but the terms do not clearly detail a similar role for Grand River Inc. Mr. Winn stated determining how the organizations work together to support the fundraising needs, and where that responsibility ultimately sits, is important to more clearly define moving forward.

Mr. Harris stated that we continue to learn what fundraising specifically means on Greenway project-by-project basis. And that one role Grand River Inc might play is identifying priority projects and serving as “matchmaker” for those projects and funders.

Mr. Winn asked if the proposed Greenway Project Advisory Committee would play a fundraising role.

Ms. Montgomery stated that, as currently proposed, the advisory committee does not include a fundraising responsibility.

Administrator Vanderberg emphasized that fundraising will happen in a variety of different ways, and ultimately is an ‘all hands on deck’ effort. He stated what’s needed is a more structured approach to ensure fundraising happens in a coordinated and effective manner.

Mr. Guy stated each Greenway-related project is different and unique case. The Greenway project discovery process currently underway will help inform future fundraising needs as well as potential structure and responsibility.

Mr. Harris recommended clearly identifying “fundraising” as role of Grand River Inc.

Ms. Rydecki observed that the draft terms currently qualify the DGRI fundraising role as “as needed.” She encouraged maintaining flexibility in the language so the terms/agreement can accommodate an adaptive approach as we learn more about projects.

Mr. Winn inquired if the term of the agreement might be better extended from January 2025 to January 2026 to keep consistent with the timeline of the Greenway grant deadlines.

General agreement to keep a 2025 deadline to communicate the sense of urgency for action.

Mr. Muller encouraged advancing on the proposed Authority sooner rather than later to further support fundraising and stewardship goals.

Mr. Harris agreed.

Ms. Montgomery observed the draft terms, and the proposed Agreement, focus specifically on the Greenway grant and organizing. She asked if we possibly need other agreements to acknowledge other organizational work underway, such as the Equity Framework process.

Mr. Guy stated potential future agreements that formally define partnerships around priority areas of work could serve to build the credibility of and confidence in effort underway.

4. Greenway Project Technical Advisory Committee

Mr. Guy overviewed the draft framework for a proposed Greenway Project Technical Advisory Committee.

He stated the work will be supported by Kennari Consulting, Guidehouse consulting and a proposed Project Manager hire.

Mr. Vanderberg encouraged revising the Purpose statement to expressly state the goal of “integrating” Greenway-related community plans into a common plan for action.

Mr. Harris inquired about the potential schedule or any key milestones for the proposed Committee’s initial work.

Mr. Guy stated the goal is to get the Committee formed and hold a kickoff meeting by end of September 2022. He also stated the goal is to have a draft Priority Plan for Action by Q1 of 2023.

Mr. Harris asked if the purpose necessitates formally establishing a Committee of the Board versus, for example, simply establishing a group of staff from partner organizations.

Ms. Dunn encouraged establishing a Committee of the Board, with Board approval and delegated responsibility to carry out its purpose.

Mr. Harris inquired how the full Board might keep informed of the Committee’s work.

Mr. Guy suggested process updates could come to the Board through various communication channels. The proposed Committee framework also suggests appointing a Grand River Inc Board member to serve on the Committee and serve as liaison to the full Board.

Ms. Montgomery inquired about the expected meeting cadence for the proposed Committee. The framework suggests monthly meetings to start.

Mr. Guy invited Board members to review the proposed Committee attributes and bring forward any ideas for prospective candidates.

Ms. Montgomery encouraged inclusion of an equity/community impact perspective.

Mr. Winn encouraged the Committee to help identify a requirement or criteria for individual project sustainability, ie potentially a budget for long-term maintenance costs.

5. Coordinating Committee

Mr. Harris opened the discussion with the observation that Grand River Inc has a growing body of work, led by a number of committees and consultants, but we lack a formal mechanism – outside of regular Board meetings – to promote coordination across those efforts.

Mr. Harris stated that Grand River Inc remains in start up phase, and its perhaps a bit premature to establish an Executive Committee.

Mr. Harris suggested formation of a Coordinating Committee, potentially the Chairs of existing Committees, to support coordination and information exchange.

Mr. Moore inquired if staff keeps minutes of Committee meetings, and whether those notes could be shared out to help keep the broader Board aware of effort underway and updates.

Ms. Dunn stated Committee meeting minutes are kept, as required by the bylaws. The practice has been to share those out in full Board meeting packets, as timing and approval of the minutes allows.

Mr. Moore inquired if those minutes could be shared out more immediately in the wake of a particular Committee meeting.

Ms. Montgomery suggested the full Board could receive Committee reports more consistently at Board meetings.

Administrator Vanderberg inquired if there was a technological solution (drop box, share point, google, etc) to make organizational info more readily available.

Ms. Montgomery stated, as Secretary, one of her goals is to develop a recommendation for organizing and maintaining Board materials for reference.

Mr. Washington acknowledged the importance of good communication and coordination during the organizational startup phase.

Mr. Harris suggest the effort would be an ad hoc, short-term way for intentional two-way communication among Committee leaders to help “put the synapses together and see if we spark.”

Ms. Dunn suggested the Board Chair could call an informal meeting of Chairs to assess the value of meeting.

Ms. Montgomery reiterated value of Committee reports at full Board meetings.

6. Staff Report

Andy Guy reviewed a written staff report. (Attached)

7. Board Member Discussion

Ms. Dunn encouraged Board Members to sign the Conflict of Interest Statement at their tables.

Mr. Torres reported the initial community Listening Sessions for the Equity Framework process have been very well attended and participants are bringing a range of priorities and ideas. He thanked Administrator Vanderberg for attending the session at LINC UP.

8. Adjournment

The meeting was adjourned at 4:21 PM.

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

MEMORANDUM

TO: Grand River Inc. Board of Directors

FROM: Andy Guy

RE: Organizational Purpose Statement Revised

DATE: August 22, 2022

The following revised organizational Purpose Statement is presented pursuant to recent conversations by the Board of Directors and the Communications and Community Engagement Committee, which recommends the language for Board consideration.

Amended GRI Purpose Statement

Grand River Inc's purpose is to unite community voices ~~to work together~~ to advocate for enhancing the river's ecological, economic and social benefits, ensuring its legacy as the core of the city and region's enjoyment and prosperity.

Additional Organizational Statements Previously Adopted

Mission

Working to create a world-class *River for All*, by developing, activating and stewarding the Grand River as a place that enriches our community well-being.

Vision

The Grand River is one of the nation's most exceptional urban rivers, thriving as a healthy, natural resource and welcoming all as a cultural destination for enjoyment and opportunity.

Intended Impact

- Increased and safer access to the Grand River for the community
- Creation of new public and private assets in the corridor (parks, trails, housing, etc)
- Recreational and educational programs that enhance experience for residents and visitors alike
- Increased economic opportunity and impact
- Sustainably maintained public spaces

Values

- Diversity, Equity and Inclusion
- Passion and Innovation
- *Collaboration and Connection*
- Commitment, Trust and Accountability
- Balance

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

Attachment #4

Grand River Inc.

August 29, 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-driven 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.
- Deliver equitable opportunity for all.
- 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, identifying opportunities for integration of key relevant community plans and projects, 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.

III. General Role of Each Party

Both partners agree to perform their partnership responsibilities and decision-making guided by equity, accountability and transparency.

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 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 the City of Grand Rapids, Kent County, DGRI 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.
- 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 openly and transparently.
- 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.