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
10:00 AM
Virtual on Teams

1.	Call to Order (10:00)		Harris
2.	Approve August 29, 2022 Board Meetings Minutes (10:01) (Attachment #2)	Motion	Harris
3.	Confirm Record of September 15, 2022 Electronic Vote (10:03)	Motion	Harris
4.	Finance Committee Charter & Chair (10:05)	Motion	Guy
5.	Foundational Messaging & Organization Name (10:12)	Motion	Alcantar
6.	Staff Report (10:52)	Info Item	Guy
7.	Board Member Discussion (10:55)		
8.	Adjournment (11:00)		

Agenda Item #2
Board of Directors
Grand River Inc.
November 30, 2022

GRAND RIVER INC.

Board Meeting Notes
August 29, 2022, 3:00 – 4:30 PM

---

1. Call to Order – Chair Harris called the meeting to order at 3:07 PM

   Attendance

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

   Members Absent: Al Vanderberg

   Others Present: Daniel Tellalian, Rob Alcantar (Brand Robear), Andy Guy, Mark Miller, Mandy McDaniel (DGRI Staff)

2. Approve Meeting Minutes from July 27, 2022
   Motion: Member Dunn, supported by Member Moore, moved approval of the July 27, 2022 meeting minutes as presented. Motion carried unanimously.

3. Equity Framework Project Update
   Mr. Guy introduced Daniel Tellalian, overviewed the purpose of the Equity Framework project and stated several listening sessions have taken place to date – with more coming soon both virtually and in-person.

   Member Torres thanked those who have attended/participated in the listening sessions.

   Mr. Tellalian provided an update on the project schedule, previewed community feedback received to date and posed two strategic questions to the board (below). He also shared an overview of the Grand River Voices website anchoring the project. Presentation attached.

   Two questions Tellalian presented to board members:
   1. Assuming the Equity Framework product is clear, how will GRI endorse/integrate it into its mission and advocate for a more broadly endorsed equity plan across multiple networks and institutions?
   2. Is GRI ready to take on engagement assets? Will GRI committee maintain communication and feedback loop with Grand Rapidians over the life of the project?

   Member Harris asked what remaining work needs to be completed before the final deliverable.

   Tellalian replied they are wrapping up community engagement and will compose an initial draft Framework document by end of year.

   Member Moore inquired on engagement outside of the core city.

Tellallian stated the vast majority has been within the city and has been focused on South and East side.

Moore suggested broadening the scope of work. Conversations continued among members on how to establish boundaries and connecting with rural communities.

4. Approve Organizational Purpose Statement
Guy stated additional conversation with stakeholders encouraged amending the language of the Grand River Inc. purpose statement from "voices to work together..." to "voices to advocate for...".

Motion: Member Dunn, supported by Member Rydecki, *moved approval of the Organizational Purpose Statement. Motion carried unanimously.*

5. Approve Terms Agreement: Grand River Inc. and Downtown Grand Rapids Inc
Guy presented a draft of Essential Elements and Terms for a memorandum of agreement between Grand River Inc and Downtown Grand Rapids Inc.

Guy reminded members there was conversation at the July 2022 Board meeting around who specifically plays the role of fundraising. Staff addressed the matter for now by stating GRI and DGRI will play an "as needed" fundraising role in the initial terms. Staff expects roles will clarify as more is learned about the overall portfolio of Greenway-related projects and implementation efforts.

The DGRI Board of Advisors meets next month and will be presented the Terms as well.

Member Winn, supported by Member Moore, moved approval of the Terms of Agreement between Grand River Inc and Downtown Grand Rapids Inc. Motion carried unanimously.

6. Approve Greenway Project Technical Advisory Committee
Guy stated the Term of Agreement defines how DGRI and GRI initially work together. The Agreement states that GRI will establish Greenway Project Technical Advisory Committee.

The primary responsibility of the Committee is to advise the Grand River Inc Board of Directors on capital project priorities, including development of a draft Priority Plan for Action to guide the Grand River Greenway investment.

Guy presented a Charter to establish and guide the Committee. He also presented a slate of prospective candidates and a chart summarizing how those candidates' skills and experience align with the previously determined committee composition. Both the Charter and the slate were developed and recommended by Governance Committee. Guy also stated the Governance Committee recommends appointing Member Moore as a GRI representative on the Committee and Liaison back to the Board.

Member Washington stated he appreciates the slate but observed it is not a very diverse group of ethnicity. Guy stated there are 4 spots to be filled and staff will continue to explore the possibility of presenting additional qualified candidates. He also stated significant community representation has occurred over ten years of public engagement and community planning to identify prospective Greenway projects, as well as the composition of the Grand River Inc Board.

Member Winn, supported by Member Dunn, moved approval of the Greenway Project Technical Advisory Committee and the initial slate of members. Motion carried unanimously.

7. Branding Project Update
   Guy stated the Communications and Engagement Committee and community stakeholders participated in one day workshop to explore various perspectives that inform the identity for the organization.

   Rob Alcantar presented an update stating the project is currently in the discovery phase with the second workshop recently completed. Next steps include refining final Foundational Language/key messaging for the organization, and then moving into exploring potential names for the organization. Presentation attached.

   The goal is to bring a recommended name for the organization for consideration at the next Grand River Inc Board meeting.

   Once the name is solidified, Brand Robear will move into the creative process of developing visual assets for the organization ie brand mark, etc.

8. Staff Report

   Guy shared highlights from a Staff/Project Update summary. Attached.

9. Board Member Discussion

   Members requested staff include Committee minutes in future Board packets as a way to share information on the work flow across the organization.

10. Adjournment
    The meeting was adjourned at 4:29 PM.

Staff / Project Updates
August 2022

Development & Finance Committee
- Next meets September 8, 2022

Communications & Engagement Committee
- Participated in Organizational Branding Workshop #2 (August 24, 2022)
- Next meets September 16, 2022

Governance Committee
- Finalized draft Terms for Greenway partnership with DGRI, framework for Greenway Project Technical Advisory Committee and prepared committee slate (July 25, 2022)
- Next meets September 26, 2022

Grand River Inc. Projects

Equity Framework
- Advisory Board
  - Met August 18 to discuss Framework themes and content
  - Next meets Sept. 22, 2022
- Consultant visit Sept. 10-12, organizing follow up visit in October
- Upcoming Community Listening Sessions:
  - Virtual session September 8, 2022

Greenway Grant Project Organizing
- Greenway project discovery/inventory process approximately 95% complete (Kennari Consulting)
- Organizing Greenway Project Technical Advisory Committee
  - Anticipate first meeting in late Sept/early Oct
- Awaiting draft Grant Agreement from Michigan DNR
- Kent County Trails Leadership meeting, Wednesday, September 28, 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 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 in 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 end of 2022
- 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
- Finalizing request for right of way/easement to Grand Rapids Eastern Railroad
- 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

Inaugural RE(TURN) to the River event was a big success!
- Saturday, August 27, 2012

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

Stewardship Day(s) at Millennium Park
- September 8 & 21, 2022 at Millennium Park from 10:00 AM – 12:00 PM

Millennium Park Fall Cleanup
- September 10, 2022 from 10:00 AM – 12:00 PM

Chief Hazy Cloud Park Invasive Control Day
- September 10, 2022 at Chief Hazy Cloud Park from 10:00 AM – 12:00 PM

Mayor's Grand River Cleanup
- Kickoff Event, Saturday September 30 on Gillett Bridge, 9:00 AM – 2:00 PM

61st Annual Traditional POW WOW
- Saturday/Sunday, September 10 & 11 at Riverside Park

Oktoberfest GR
- Friday/Saturday, September 23 &24 at Riverside Park

GRAND RIVER, INC.

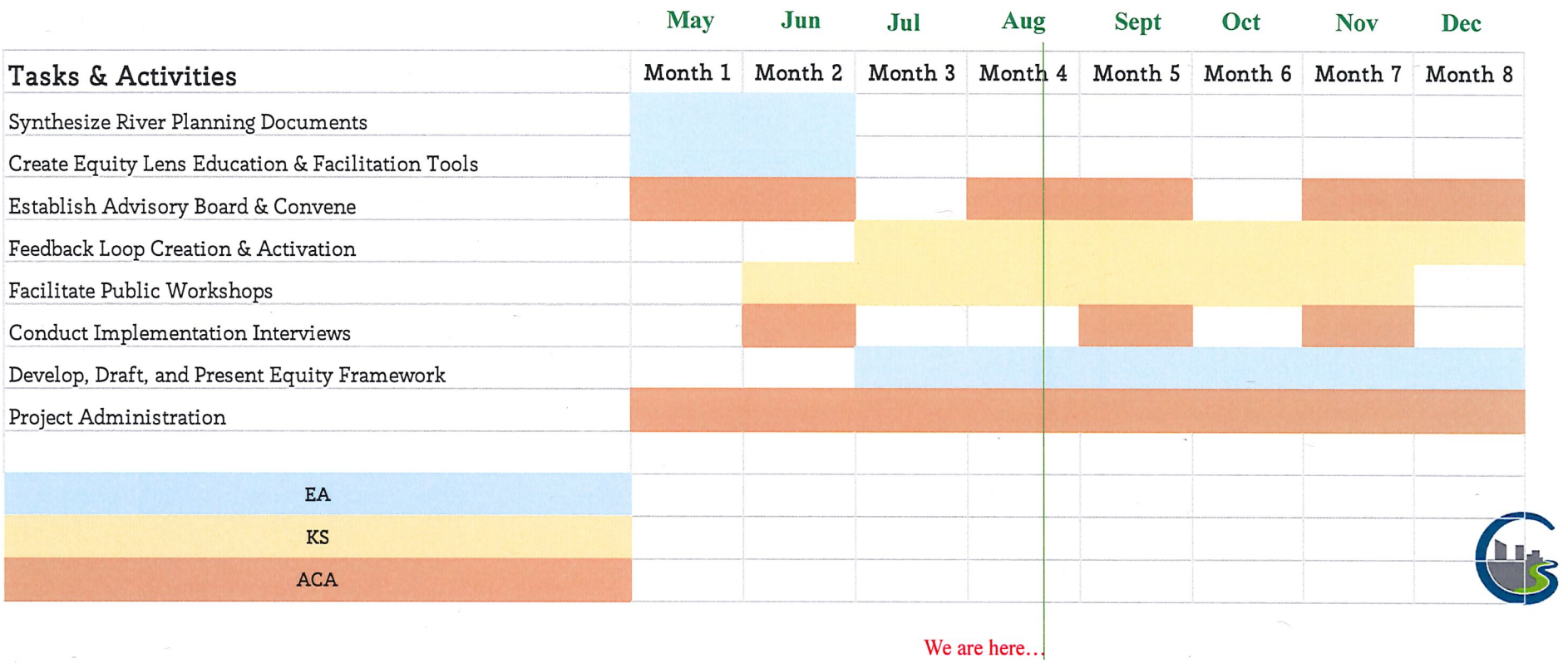
EQUITY FRAMEWORK

COMMUNICATION & ENGAGEMENT COMMITTEE - AUGUST UPDATE

Grand River Voices

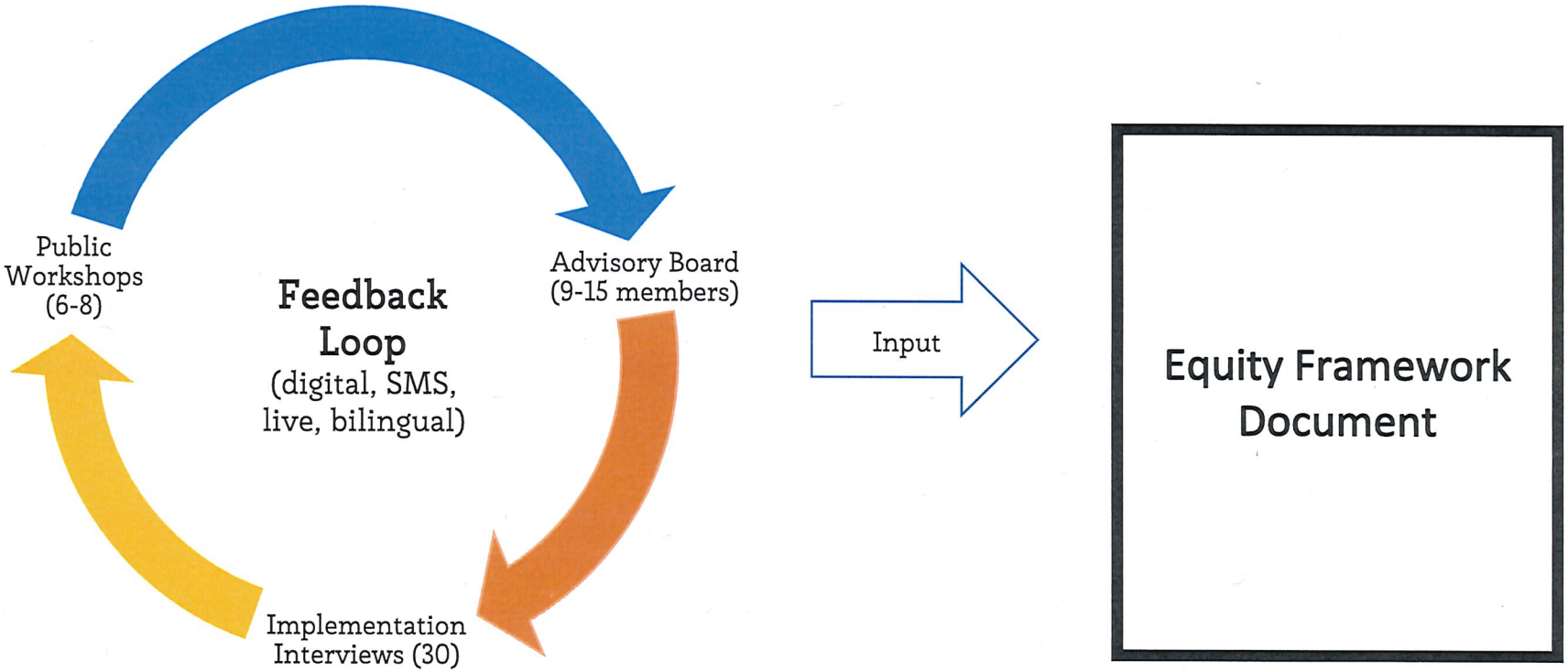
EQUITY FRAMEWORK SCHEDULE

PROJECT ON SCHEDULE, WRAPPING UP IN Q4



REVIEW: COMMUNITY ENGAGEMENT & FEEDBACK LOOP

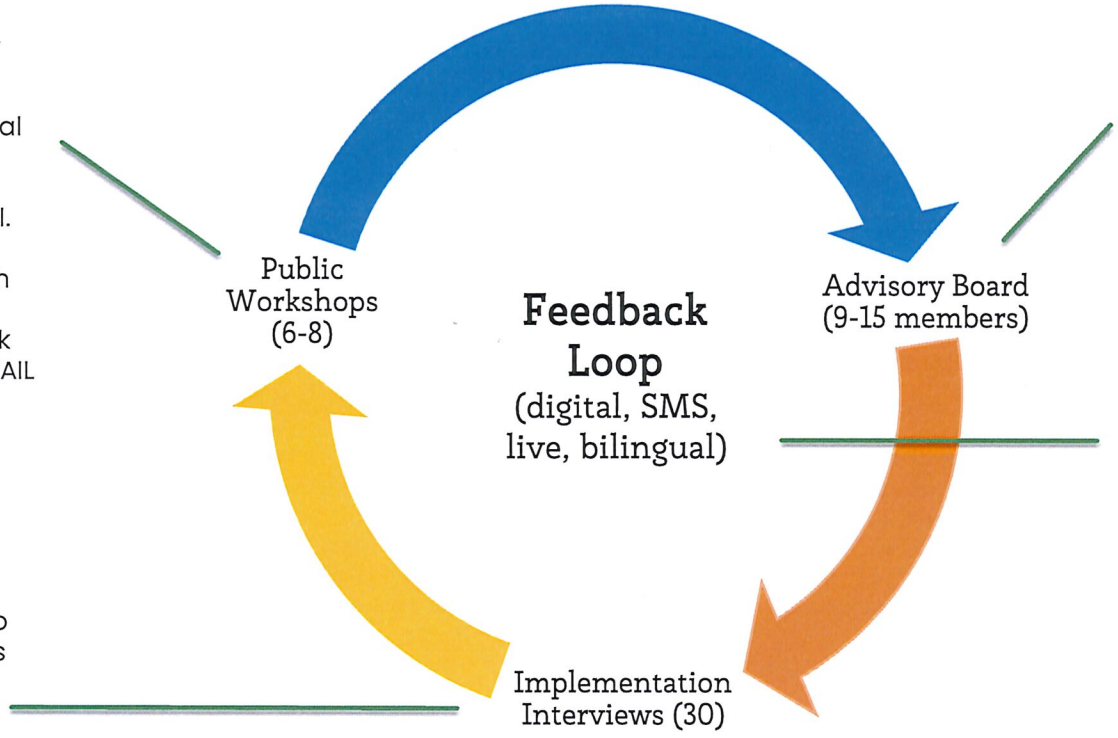
AN INCLUSIVE & AUTHENTIC PROCESS



REVIEW: COMMUNITY ENGAGEMENT & FEEDBACK LOOP

AN INCLUSIVE & AUTHENTIC PROCESS

Three completed, four more pending. Two Spanish language, five in English with bilingual staffing. Videography in "StoryCorps" model. Planning specific additional outreach to Asian language segments; all-Black convening; and GVAIL powwow.



15-member board selected, **three meetings convened;** three more meetings scheduled thru November. SAB has also completed a Listening Session Focus Group.

Public events tabling (4 of 5 done)
GRV Website, Bilingual (1,000+ visitors)
Facebook Page (670+ followers, 9,000+ impressions)
SMS Text Thread (160 members)
Email Bulletin (195 recipients)
Street Posters w/ QR (7 languages)

15 completed, 15 to 25 more interviews pending

REVIEW: COMMUNITY ENGAGEMENT & FEEDBACK LOOP

AN INCLUSIVE & AUTHENTIC PROCESS







INPUT: BUILDING OFF PAST COMMUNITY INPUT

SYNTHESIZING WHAT'S BEEN SAID BEFORE, EXPANDING AND PRIORITIZING



River Access



Equitable Economic Development



Environmental Health and Resilience



Thriving River Corridor

EMERGING TRENDS IN FEEDBACK

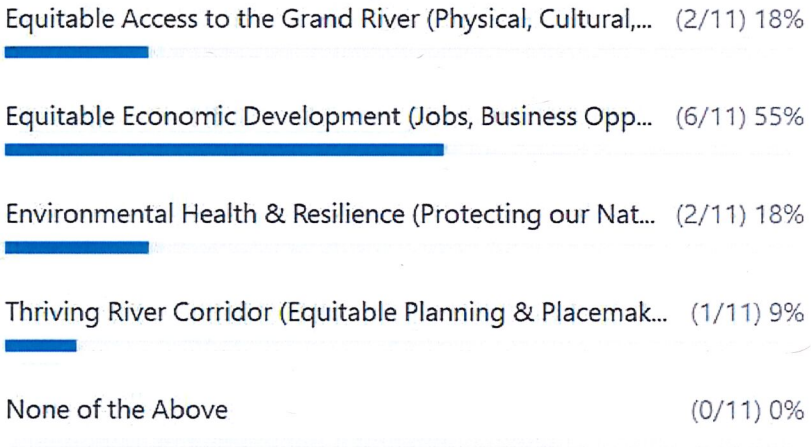
AN INCLUSIVE & AUTHENTIC PROCESS

Where does your Heart Lie?

Poll | 2 questions | 11 of 15 (73%) participated

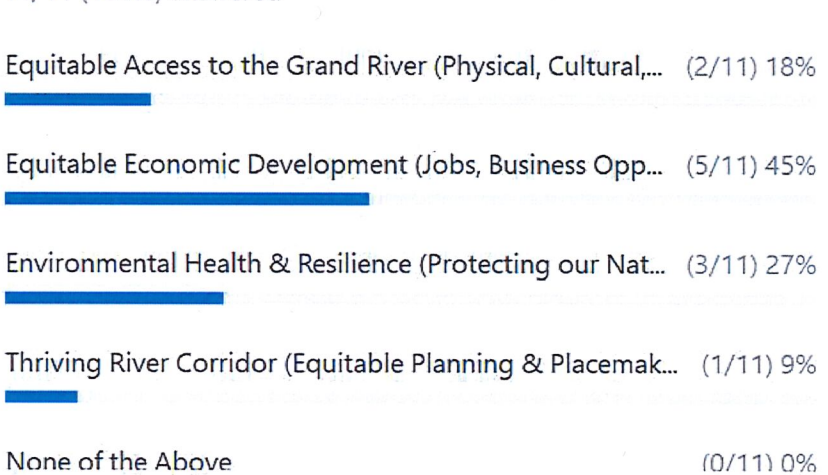
1. My Most Important River Equity Issue is... (Single Choice) *

11/11 (100%) answered



2. My Second Most Important River Equity Issue is... (Single Choice) *

11/11 (100%) answered



Input on River Access

Past Documented Input: *Improved Physical Connections, Improved Transit Access, Cultural Access, Diverse Recreation & Programming, Tribal Spaces*

Examples of Something Specific We've Heard:

- *I'm in a wheelchair, and would like a part of the riverfront to be safe for me to get to the river's edge, or even in the water.*
- *I'd like to see concerts, festivals, and events that will draw Black and Brown folks from farther away to the river.*
- *There needs to be a safe river bikepath from the Southside to Downtown, and a cheap or free bus, so that residents (especially youth) can come to the river without a lot of money.*

Input on Economic Development

Past Documented Input: *Construction spending to local and minority-owned firms and workers, small business opportunities and equitable living-wage job creation as part of river project, use river to diversify GR's business ownership population*

Examples of Something Specific We've Heard:

- *We need programs and partners to invest in preparing people and companies of color to bid or subcontract on river projects. We need to start now and subsidize our workforce to be ready to work in river construction. The City/County/DGRI need to direct bidders to say how they will contract with these underrepresented groups.*
- *The mix of businesses supporting the river experience should be diverse. We should incubate and capitalize entrepreneurs now to be ready to capture business when the river is an attraction.*
- *Streamline and broaden the City's vendor approval process.*

Input on Environmental Health & Resilience

Past Documented Input: *Protect native habitat and vegetation, increase tree canopy, improve water quality, develop flood resiliency*

Examples of Something Specific We've Heard:

- *We should plant wild rice and other native vegetation – where can land be set aside? Can the land and its stewardship be transferred to indigenous peoples?*
- *We shouldn't build to the river's edge. Let's preserve the natural aesthetic and have parks, trails, and natural berms as flood protection.*
- *The river should be upgraded with climate change in mind, demonstrating renewable energy and green building standards.*

Input on River Corridor Development

Past Documented Input: *Create a local nonprofit to manage the riverfront and be accountable to river equity agenda; increase access to nature, recreation, outdoor activity with focus on inclusion; build new affordable housing and inclusive commercial spaces that prevent displacement*

Examples of Something Specific We've Heard:

- *Downtown interests should not control the river. A diverse nonprofit must make its mission to ensure everyone benefits from the river project, especially those outside downtown.*
- *Land in public ownership should be held for affordable housing or put in a community land trust.*
- *Spaces along the river should be affordable for small businesses, not just expensive restaurants.*

LEAVING THIS COMMITTEE WITH TWO QUESTIONS

How should the Committee bring an update to the full board to build greater awareness and support of the Equity Framework?

When the Equity Framework engagement ends this year, what engagement strategy will this Committee implement to maintain communication and a feedback loop with Grand Rapidians?



Workshop 1

Summary of Findings

Interviews and Workshop Session

Brand Robear, LLC

studio@brandrobear.com

Prepared for:

Andy Guy

DGRI

Workshop 1	Finding Summary
13/07/2022	**13/08/2022**

Table of Contents

Introduction	03
In-Person Interviews	04
Mapping Co-Creators	08
Co-Creator Personas	14
Words to Use + Words to Avoid	22
Shaping Our Story	26

Thank You Workshop Attendees

Kim VanDriel
Steve Faber
David Green
Valerie Wahna
Andy Guy
Sergio Cira Reyes
Ron Yob
Linda MacDonald
Brian Harris
Adnoris "Bo" Torres

Introduction

Studio Brand Robear is pleased to present initial findings from part one of our discovery process.

That process included two main components: individual interviews with community members and an on-site discovery workshop with stakeholders of the new non-profit. Part one of the discovery process was aimed at understanding the potential co-creators and audiences who will engage with the new non-profit's work, as well as how the new non-profit's impact will align with their desires and goals.

The initial findings shared here also reflect Studio Brand Robear's analysis of extensive background documentation provided by DGRI. Where relevant, we have illuminated connections between that background documentation and our original research.

We encourage feedback into this document, to ensure that our documentation is complete and correct, and our analysis is thorough and meaningful. Please feel free to contact any member of our team with questions and comments.



In-Person Interviews

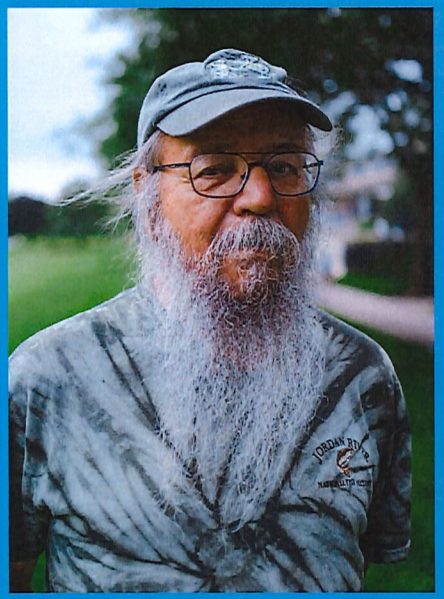
Approach

Prior to the discovery workshop, Studio Brand Robear collaborated with DGRI to identify community members whose perspective would be foundational to the brand-development process. We met each individual near the river and posed a series of questions aimed at capturing their unique perspective, stories, and insight on the river revitalization project. From those conversations, we identified the following four themes.

Interview Themes

- Continued Acknowledgment of Indigenous People and History
- Growing Community Interest
- Balance of Development and Community Space
- Catalyst for the Future

Ron Yob



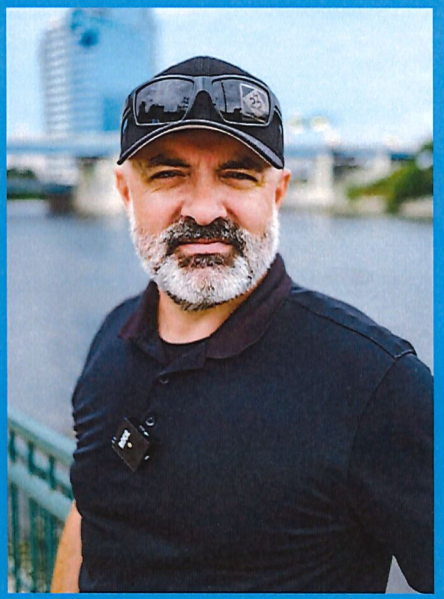
Kayem Dunn



Chris Muller



Andy Guy



Continued Acknowledgment of Indigenous People and History

"I want to see continued acknowledgement that there is a group of people that actually tracks to here that are actually **Grand River people, alive and well"** — Rob Yob

"The river contained **everything you need** to exist and exist in a good life" — Rob Yob

"And it's done a lot of things for and with the community when you think about it. So all the way back to it being a spot where the **Native Americans settled"** — Kayem Dunn

"United States **government has not recognized** them (Grand River Bands) yet as a federal tribe... It's really highly, highly disappointing... They've had an application in for designation now 20 years, maybe" — Andy Guy

"We've unearthed a lot of the info surrounding the river, back to the Native **Americans and the history** of it, the spirituality of it" — Chris Muller

Growing Community Interest

"For quite a long time, people have been saying, **"The river, we've got to stop turning our backs on the river." That's the wave I see happening now.** Something real happening out of that sentiment...There's a lot of complexity – how can we simplify it?" — Kayem Dunn

"Sometimes it's frustrating because I'm obviously in the weeds on the project, but it's cool because ultimately what is going to happen is we're a city with a river, but we're not a river city. And so I mean, **we'll continue to embrace the fact that this thing out here could be the focal point** as opposed to the kind of forgotten stepchild kind of thing" — Chris Muller

"It will require significant **investment and collaboration**, but we'll get there" — Andy Guy

Balance of Development and Community Space

"There would be villages along the river... **It brings in different living creatures, whether it be insects or fish or different kinds of turtles or mammals or vegetation or plants, medicines.** It's different by the rapids." — Rob Yob

"Won't end up with a whole bunch of high-rise, expensive condominiums along the river. I want it to be open, a place for people to come and gather. **I want people to enjoy this area in the public space."** — Kayem Dunn

"The river is **for everyone"** — Chris Muller

Catalyst for the Future

"So that starts to make Grand Rapids the hub in this outdoor recreational system with a lot of stuff happening here in the channel, but also the gateway. So you can start to **see the future tourism** pushes and stuff like that. So anyway, what I want to say was the organization is really starting to think about how to **maximize the urban opportunities here, but there's obviously a bigger picture here in 20, 30 years."** — Andy Guy

"At one time, they said the rapids area, due to the conditions of the grounds, was the largest sturgeon-spawning grounds in the Great Lakes. **But when they put the dam, that stopped the migration of the sturgeon. So when they open it up, they'll come again."**— Ron Yob

"I think it'll be a **huge catalyst for talent retention. It's going to be a better place to live** because of it. Bring back namesake, bring back spiritual aspects for the Native Americans. I think it'll bring back the divide that split the city in half between east side and west side. All these things feed into this **becoming a knitting of the two sides and having it be an awesome kind of convener of the city**, as opposed to a divider." — Chris Muller

"I would love to see people here, walking up and down the riverfront. Even though we don't have the density that NYC has, we're moving in that direction. **It's going to happen in time and we need a place for people to be outside next to the river."** — Kayem Dunn

Who's At the Table?

Mapping Co-Creators

Approach

As the first discovery workshop exercise, Studio Brand Robear led participants in the process of identifying potential co-creators for the river revitalization project. The purpose of this exercise was to generate a map of potential audiences who would require consistent communications with the new non-profit, as well as potential partners in the revitalization effort.



Overview

Below is a list of organizations or community members that were brought up most frequently across the five sectors:

1. **Experience GR**
   Indigenous Community
   Latino/a/x

2. **Event Planner, Promoters**
   Black Community
   Disability

3. **Unhoused**
   City Office of Special Events

Potential Co-Creators

Creative

- Kendall College of Art
- City Kids and Secular Programs
- K-12 Art Schools
- Black Artist
- Indigenous Artist
- LatinX Artists
- Different Mediums Art
- Latin American Indigenous Nations
- Asian and Pacific Islander Foundation
- Black Impact Collaborative
- Lions & Rabbits
- Festivals
- International Architects & Landscapers
- Power to the People 501-C3
- Collaboration
- Anishanabe Circle
- Civic Theater
- Diatribe
- Booking Agents
- Leagues
- Event Planners & Organizers

Community

- Row Team
- Youth (PreK - High school)
- Indigenous Community
- Activities Hobbyist
- Dog Walkers
- Boat Racers (Global Community)
- Birders
- Skaters
- Latino/a Outdoors
- Runners
- Soccer/Sport (Turf)
- Bladers
- Kayakers
- Fishing
- Adjacent Neighbors/ Neighborhoods
- Unhoused
- Fitness
- Cyclist
- LatinX GR
- Hikers
- White Water Craft
- River as a source of Food (invative species)
- Canoe
- Tubers
- Surfers
- Environmental Community
- Black Community
- Higher Education Students
- Geographically Distant
- Latino Community Coalition
- Disabled Community
- Riverboat Paddle Boat People

Business

- Restaurants
- Recreation businesses
- Retail
- Chamber of Commerce
- Land Developers
- Hotel/Heads&Beds
- Event Organizers
- Experience GR
- The Right Place
- Grand Rapids-Kent County Convention/ Arena Authority

Social & Civic

- Continuum of Care (Unhoused)
- Indigenous Community
- City Government
- Trans-mobility
- County Government
- Federal/International Government
- Latino Community Coalition
- Higher Education
- State Government
- Economic Groups
- Environmental Governance & Justice
- Accessibility Advocate
- Event Organizers & Promoters
- Experience GR
- Medical Community
- Legacy Social Justice Organizations
- Philanthropy
- Art Community
- Mexican Heritage Association of West Michigan
- Special Events
- Friends of GR Parks
- City Office of Special Events

Education

- Grand Rapids Public Schools (GRPS)
- Museum School
- Blandford
- Center for Economicology
- Zoo School
- Grand River Bands of Ottawa Indians
- Outdoor Afro
- Latino Outdoors
- Rowing Association
- Lions & Rabbits - Storm Drains
- Friends of GR Parks
- Entrepreneurship Spring GR
- Grand Rapids Small
- Business Development Center (GR SBDC)
- Disability Advocates of Kent County (DAKC)
- Artist Creating Together (ACT)
- Fitness Peeps
- Paddle Yoga
- Grand Valley State University
- Creative - Goodwill Avenue for the Arts
- Michigan Department of Natural Resources
- Frederik Meijer Gardens
- Grand Rapids Public Library
- Segway Tours
- YMCA - Water Safety
- Kendall
- Global Water Fest
- Grand Rapids Public Museum
- Higher Education
- GR Running Tours
- New City Neighbors
- City Parks & Recreation Dept.
- Grand Rapids Community College
- Literacy Center of West Michigan
- STEM Greenhouse
- GR Whitewater
- Stream Water
- Quality Gauge
- Lower Grand River Organization of Watersheds
- West Michigan Environmental Action Council
- PreK
- City Archives
- Plaster Creek Stewards
- News Meteorologists
- Experience GR
- Daycare

Co-Creators and Audience Personas

In addition to the mapping completed in the workshop, Studio Brand Robear cross-analyzed the identified co-creators against the audience personas developed by Mixto Communications, a firm engaged by the river revitalization partners in 2019 to inform River for All communications. This analysis provides an additional opportunity to link potential communications audiences (as defined by Mixto) with potential collaborators (identified by workshop participants).

Outdoor Enthusiasts

Experience GR
Recreation Businesses
Latino outdoors
Outdoor afro
Rowing Association
Grand River Band of Ottawa Indians
Grand Rapids Rowing Club Boathouse
Friends of GR Parks - Paddling
Paddle Yoga
Fitness Peeps
GR WhiteWater
GR Running Tours
Segway Tours
Latino Community Coalition
Fish Swimmers
Dog Walkers
Birders
Skaters
Runners
Bladers
Fishing
Fitness
Cyclist
Hikers
Kayakers
Canoe
Tubers
Surfers
Soccer/sports
Riverboat Paddle, Boat people
Leagues

Business & Industry

The Right Place
Chamber of Commerce
Recreation Businesses
Hotel Industry
Retail
Restaurants
Land Developers
Economicate - economic Club
Spring GR - Entrepreneurship education
City of Special Events
Grand Rapids Small Business development Center
Experience GR
Philanthropy
Event Organizers & Promoters
Booking agents
Civic Theater
International Architects & Landscapes

Community Based Organizations & Leadership

Grand Rapids Public Schools
Museum School
Grand Rapids Public Library
Grand Rapids Community College
STEM greenhouse
City Parks Department - Rec. Classes
Daycare
PreK
YMCA - Water Safety
New City Neighbors
Grand River Bands of Ottawa Indians
Artist Creating Together
Disability Advocates of Kent County
Kendall College of Art and Design of Ferris State University
Higher Education
Trans-mobility
Art Community
Medical Community
Legacy Social Justice organizations
Continuum of Care - Unhoused
City Government
State Government
Federal Government
Park Foundation
City of Special Events, Parks, Equity & Inclusion
Activities Hobbyist
Black Community
Diatribe
Power to the People 501-c3
Anishanabe Circle
Asian & Pacific Islander Foundation
City Kids & Secular Programs
Literacy Center of West Michigan
Latino Community Coalition

Environmental Conservationist

Blandford Nature Center
Department of Natural Resources - Fishing Education
Plaster Creek Stewards
- Calvin University
Lower Grand River Organization of Watersheds
West Michigan
Environmental Action Council (rain barrels)
Friends of GR Parks
GR Whitewater
Stream Water Quality Gauge
Lions & Rabbits (L&R)

Entertainment Seekers

Experience GR
County Convention/ Arena Authority (C.A.A)
Retail
Restaurants
Creative-Goodwill Ave. for the arts
Frederik Meijer Gardens & Sculpture Park
Grand Rapids Public Museum
GR Running Tours
Segway Tours
Foodies
Boat Races (Global Community)
Civic Theater
Festivals
Event organizers

Who's At the Table?

Co-Creator Personas

Approach

After mapping the constellation of co-creators who may be impacted by the riverfront revitalization, workshop participants spent time considering broad categories of stakeholders and how their interests might intersect with those of the new non-profit. Those categories included Business + Industry, Education, Social + Civic Groups, Community Members, and Creatives. Additionally, some participant teams broke down those broad categories into sub-groups.

When considering each category of stakeholders, workshop participants were asked to share their knowledge of those stakeholders' Goals and Objectives, Desires and Wants, Skills and Expertise, Problems and Challenges, and the Impact of the new non-profit on that group.

Two of those considerations are most important to the development of the new non-profit's brand: Goals and Objectives, and Impact. In other words, what each stakeholder group hopes to accomplish and how the new-nonprofit can help them achieve it will be vital to the development of foundational messaging, including a unique value proposition, one-minute message or elevator pitch, and organizational name and tagline.



Who's at the table? Co-creators Personas

Findings

Considering the goals and potential impact identified for each of the stakeholder groups, several intersectional themes emerged. These overarching themes are derived from the detailed stakeholder considerations included below them. Many of the themes reflected here align with the goals and objectives outlined in the new non-profit's recently created business plan.

Foster vitality for the riverfront and the region

Act as advocates for, and stewards of, the river and community interests

Serve the greater good

Protect and grow culture

Co-Creators Personas

Foster vitality for the riverfront and the region

Aligns with business plan goal:
"Develop a Project Management and Investment Plan"

Support economic development

Bring new resources to the community

Facilitate new job and career opportunities

Create a destination for residents and visitors that supports civic pride, tourism, and business growth

Act as stewards of the river and community's interests

Aligns with business plan goal:
"Develop a plan to establish long-term stewardship for the river's assets, e.g., a Recreational Authority"

Influence planning, implementation, programming, and more

Serve as a fiduciary agent for new philanthropy and public investment

Act as an incubator and developer for business and community development

Serve the greater good

Aligns with business plan goal:
"Create and facilitate a river network to collectively implement the river vision"

Create connections and bring people together

Facilitate a unified voice around the community's vision

Represent the public's interests with intentionality and authenticity

Protect and grow culture

Aligns with business plan goal:
"Build community awareness of the river vision to engage stakeholders in implementing the vision"

Foster a feeling of home and belonging for all who engage with the river

Represent and preserve culture, from historical to present-day

Facilitate opportunities for self-expression and creativity

Promote an awareness of and appreciation for the arts

Inspire new river-centered learning and activities

Shape and beautify the city

Potential Co-Creators

Detailed Documentation

Below is the complete capture of the exercise results for each sector and from each team.

Social & Civic Sector

Goals & Objectives:	Skills & Expertise:	Problems & Challenges:	Impact:
Serving public interest	They bring regulatory and legal expertise to navigate laws Access to funding Unique problem-solving Lived experience	Competing priorities Perception and trust Funding Conflicting interests	Positive or negative Positive: Serve as an operational entity It could be a fiduciary when it comes to responsibility with RFP etc. It could become a unifying voice Incubator and developer in both business and community-building aspect Negative: One more group to talk to larger entities

Community Groups & Members

Sub-Group: Outdoor & Lifestyle Community			
Goals & Objectives:	**Skills & Expertise:**	**Problems & Challenges:**	**Impact:**
Fitness and health Access Generational project Consistency / know what they're going to get Sustain and maintain Durability	Passion for project Vitality	Many groups form their own vision. How do we help them with opportunities to tie in and coordinate together?	Influence decisions Avoid certain stakeholders wanting to "blow up" or fight plans

Sub-Group: Youth			
Goals & Objectives:	**Skills & Expertise:**	**Problems & Challenges:**	**Impact:**
Be around peer groups in space Troublemakers (skaters/ surfers) – independent but controlled	They are mindful of climate change Open to ideas and possibilities Energy, time and apart of institutions for them	Safety / re-imagining security Make sure there's not issues Money-less / need FREE opportunities	Creating a destination

Sub-Group: Global Community			
Goals & Objectives:	**Skills & Expertise:**	**Problems & Challenges:**	**Impact:**
Feel at home / belonging Groups that represent the community want to call it their own Be thoughtful when it comes to language and tech	Unique people not sure - we welcome it	Not feeling acknowledged Safety might be a challenge / translate accessibility	Depth by shifting perceptions around natural environment Implement intentionality with authenticity

Potential Co-Creators

Education Sector

Goals & Objectives:	Skills & Expertise:	Problems & Challenges:	Impact:
Nurture young minds Funding Teaching Connections to keep kids safe Inspire activity	Ability to connect to kids and understanding the river to teach it The circle of life – kids learn from teacher and teach parents	Funding Games Holding attention	Field trips Outdoor classrooms Teacher content Relevant issues Mental and physical health Water school boat!!!
Desires & Wants:			
Learn and educate attainment Become good citizens			

Business & Industry

Goals & Objectives:	Skills & Expertise:	Problems & Challenges:	Impact:
It all comes down to money Economic vitality: visitors, pedestrians, talent attraction and retention Sustainability Utility, security and safety Multiple brochures for the audiences Figure out who the audience is / canvassing	Resources: individual and collaborative Expertise in their own sector	Achieving access Not being the boss "gatekeeper"	Networking and making connections Advocating for reasonable regulations and policies Finding money and creating awareness Opportunity for the land

Creative Sector

Sub-Group: Artists			
Goals & Objectives:	**Skills & Expertise:**	**Problems & Challenges:**	**Impact:**
Express themselves Make a living Promote the arts	Talents and experience with collaboration	Access issues / how to collaborate Acceptance for artists	A resource as a business owner!

Sub-Group: Education			
Goals & Objectives:	**Skills & Expertise:**	**Problems & Challenges:**	**Impact:**
Promote enrollment	Knowledge and access	Logistics to bring students	

Sub-Group: Venues			
Goals & Objectives:	**Skills & Expertise:**	**Problems & Challenges:**	**Impact:**
	Up on the latest trends Offers venues	Programming	

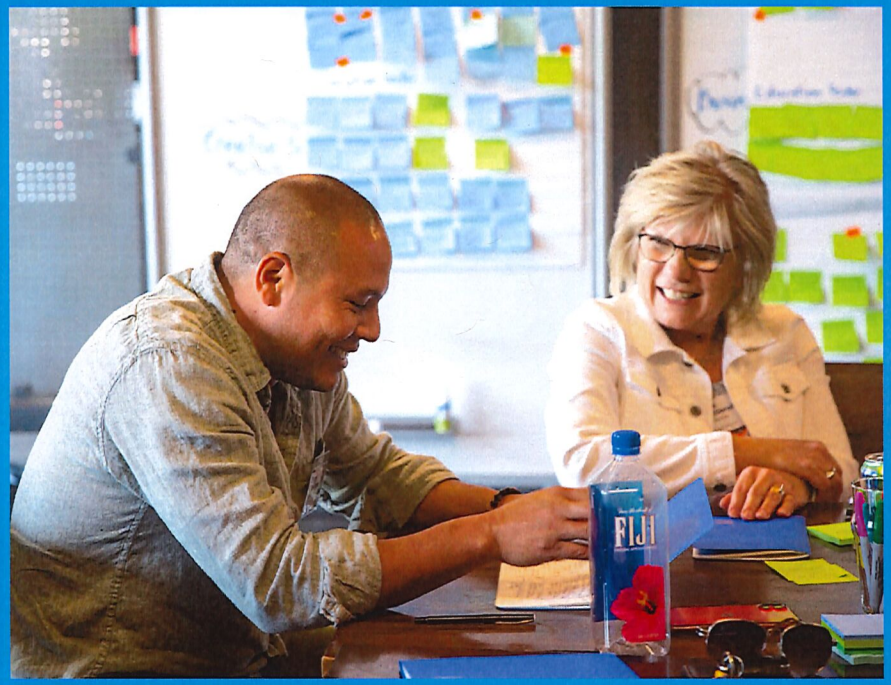
Sub-Group: Architects			
Goals & Objectives:	**Skills & Expertise:**	**Problems & Challenges:**	**Impact:**
Shape city Beautify	Bring vision and experience with execution	Funding and competitiveness	

Sub-Group: Cultural Agencies			
Goals & Objectives:	**Skills & Expertise:**	**Problems & Challenges:**	**Impact:**
Preserve culture Represent each other	Brings people together	Funding	

Words to Use + Avoid

Approach

In this exercise, called "Red Light / Green Light," workshop participants were invited to identify words and phrases related to the river and its revitalization. Specifically, they were asked to name words that have positive associations and words that have negative connotations. The graphics below reflect the words that were cataloged as well as how frequently they were mentioned.



Findings

As one can see, more frequently mentioned words with positive associations include Stewardship, Greenway, and Clean. Words to avoid include Downtown, Grand Rapids, Inc., Authority, and Dirty.

Additionally, we can draw connections between words that were only mentioned once but comprise subsets that share a common theme. For example, words and phrases that were identified as having negative connotations such as "development," "economic development," "economic resource," "corporation," and "public/private partnership" suggest a **hesitancy to link development of the water or riverfront area to business interests.**

Also, words and phrases such as "shared," "for all," "community resource" "community," "this land is our land," "collaborative," "partnership," and "collective" indicate a **desire for the redevelopment to be planned and implemented with all stakeholders and for the benefit of all citizens.**

Finally, and as one may have expected, there were many **(five) mentions of various words and phrases including the word "river"** while, conversely, one participant suggested that the word should be avoided when creating options for naming.

- **Stewardship**
- **Greenway**
- **Clean**

- **Downtown**
- **Grand Rapids**
- **Inc.**
- **Authority**

Words to Use



Words to Avoid



Shaping Our Story

Approach

For the final exercise in the Discovery Workshop, participants were invited to craft a story that would illustrate the impact that the new non-profit could have. They were invited to use words, color, imagery, or oral storytelling. They were guided to shape a story that included a protagonist, a conflict or challenge, a "hero" or helper who assists the protagonist, and a happy ending. This exercise was aimed at illuminating both the pragmatic and profound positive effects of the new non-profit's work in the community.

Each of those stories is included in its original form, as written by workshop participants. In addition, one can derive an overarching theme that unites many if not all the individual narratives.



Shape Our Story

Ron Yob, Chairman of the Grand River Bands of Ottawa Indians, shared an idea that beautifully captures this overarching theme:

"The river contained everything you need to exist and exist in a good life."

In other words, residents and visitors come to the river carrying many hopes and dreams. Because a critical part of this new non-profit's work is to create and facilitate a river network to collectively implement the river vision, that work can be understood as supporting as many individuals and groups as possible to realize their dreams for the river and for themselves, for the benefit of the greater good.

Story Submissions

1

There is a student who sees the world on fire, despair, and struggle. The river is their respite, their way of coping. They fish to bring food home, and so they can get away.

2

They are engaged in sustainable projects. They work for the water-based energy producer. The river has always been there and, thanks to students, they will be successful.

3

Main character: Kid from the neighborhood

The challenge: Kid doesn't know how to swim

Helper: Accessible swim education program designed by a group of educators, facilitated by GRI.

Ending: After participating in program, kid feels safe on a river beach and is excited to go there. Zero youth drownings.

4

Arts and event organizers get programming into the river. Finding location and getting government approvals, help with insurance coverage, safety, and security. Art and event happen!

5

Kristen Zuller is a Black female artist here in Grand Rapids. Kristen has had enough business to make some extra income but not enough to make a living doing what she loves. Kristen found out about GRI looking for artists from diverse backgrounds for ongoing projects around the river. Kristen signs up to become an artist on their list and gets enough work to leave her job.

6

The city of Grand Rapids has an underutilized natural resource – which happens to be its namesake – and is trying to find ways to grow and develop it in ways that serve the whole community.

As Grand Rapids is a rapidly growing and developing community with myriad challenges related to public safety, built environment, education, economic development, and basic public services, they have limited time and resources to devote to developing, managing, and exploiting the waterway and surrounding area.

This group comes in and offers to take responsibility for the waterway and serve as a collaborating partner to handle both the day-to-day management but also the strategic planning around the river's future.

7

Struggling artist applies for art installation on river. GRI accepts proposal and funds project. Visibility of art creates more commissions for artist. They are able to achieve creative success and financial viability.

8

Dale Chihuly is commissioned for a permanent blown glass piece on riverfront which is installed. A 17-year-old artist is inspired and pursues education in art, including glass work. The now-30-year-old has a thriving career.



Thank You

Agenda Item #4
Board of Directors
Grand River Inc.
November 30, 2022

DATE: November 22, 2022
TO: Grand River Inc. Board of Directors
FROM: Andy Guy
SUBJECT: **Finance Committee Charter**

The Board established Grand River Inc.'s "Development & Finance Committee" in December 2021. Since that time, several important advancements compelled discussion among the Governance Committee about the Development & Finance Committee's membership and role.

These advancements include:

- Establishment of the organization's leadership structure, including importantly the appointment of a Board Treasurer in March 2022;
- Securing a major grant in March 2022 to develop the Grand River Greenway; and
- Undertaking a Greenway project discovery process to better understand, among other things, overall fundraising progress, need and players.

In light of these recent developments, the Governance Committee, together with the Development & Finance Committee, revisited the initial nature and membership of the Development & Finance Committee.

In an effort to ensure good governance, and that Board capacity and practice aligns with the organization's mission, purpose and business plan, the Governance Committee presents three recommendations for Board consideration:

1. Establish a Finance Committee. A final draft charter to create and guide the Committee is presented below.
2. Recast the 'Development & Finance Committee' as the Development Committee with a purpose more clearly focused on overseeing the organization's overall fundraising and revenue generation. The Committee is currently developing a new charter for future Board consideration.
3. Appoint Treasurer Lind MacDonald to serve as chair of the Finance Committee.

Final Draft Charter language establishing the purpose, composition, role and responsibilities of a Finance Committee:

Purpose
The Finance Committee ("Committee"), a committee of the Board of Directors ("Board") of Grand River, Inc. ("GRI"), shall assist the Board in carrying out its responsibilities as they relate to:

1. Reviewing and/or overseeing the financial affairs of GRI; and
2. Reviewing and evaluating the qualifications, independence and performance of the external auditors and the annual independent audit of GRI's financial statements.

The Committee contributes to the integrity and effectiveness of these processes through its oversight function on behalf of the Board.

The Committee shall establish and maintain lines of communication between the Board and GRI's external auditors and financial management personnel. In carrying out its mission, the Committee shall have discretion to initiate such investigations as it shall deem necessary and is authorized to direct and/or engage outside auditors, legal counsel or other consultants as deemed necessary by the Committee.

Authority

The Committee derives its authority by resolution of the full Board.

Composition and Function

The Board shall appoint the Chairperson and members of the Committee annually. The Committee shall consist of at least three members and all members of the Committee shall be financially literate.

The Board may designate non-Board members to serve on the Committee but those members shall serve as non-voting members.

The members shall be free of any relationship that, in the opinion of the Board, would interfere with the exercise of independent judgment as a member of the Committee.

In selecting the members of the Committee, the Board shall demonstrate best efforts to appoint members of the Committee who are deemed to be sufficiently independent of GRI such that they are free of any conflicts of interest which would be deemed by the Board to adversely affect the individual's ability to act in the best interest of GRI with regard to matters coming before the Committee.

The Committee may recommend an Investment Subcommittee to develop policies governing investments, approve selection of independent investment advisers and managers, review their reports, and report to the Board no less than annually on investment and benefit plan performance.

The Committee may also ~~choose to~~ recommend a separate Audit Committee to manage all matters related to the annual audit and tax filings.

Meetings

Regular meetings of the Committee shall be held with a minimum of four (4) sessions per year.

Special meetings of the Committee, for any purpose, may be held when called by the Chairperson of the Committee by written request of any two members of the Committee.

The agenda for meetings shall be a collaborative effort of the Committee Chairperson and the finance staff of GRI.

Responsibilities

The Committee shall:

- Review and recommend to the Board the annual operating budget and annual capital budget;
- Review and recommend to the Board a long-range financial plan;
- Review and recommend to the Board capital expenditures and unbudgeted operating expenditures that exceed management's spending authority;
- Review the financial aspects of major proposed transactions, new programs, and services, as well as proposals to discontinue programs or services;
- Review and recommend to the Board the incurrence of indebtedness; and

- Monitor the ongoing financial performance of the organization against approved budgets, long term trends, and industry benchmarks.

General
The Committee shall:

- Confer, at least annually, privately and separately (without GRI management present) with the external auditors to discuss the adequacy of GRI's financial reporting and internal controls; significant risks or exposures facing GRI and steps management has taken to minimize such risks; and such other matters as determined by the Committee;
- Make recommendations to the Board with respect to matters brought to the Committee's attention by the external auditors or otherwise arising in the course of the performance of the Committee's duties;
- Review this Charter periodically, reassessing the adequacy of this Charter, and recommend to the Board any proposed changes that should be made as a result of new laws or regulations, industry standards and/or best practices; and
- Report promptly to the Board its deliberations, decisions and recommendations.

Agenda Item #5
Board of Directors
Grand River Inc.
November 30, 2022

10
26

Foundational Messaging

Presented to
GRI

Discovery Process Highlights

Studio Brand Robear engaged DGRI and its stakeholders in a three-part discovery process including an extensive background-documentation review and two interactive discovery workshops. The findings highlighted herein reflect those that are most directly tied to foundational messaging.

Project vs. role

We must differentiate between the riverfront project and our role in bringing it to life

Our differentiator

Equity is our core commitment, and it's what distinguishes this effort from private development and many prior public investments

Stakeholder impact

Our stakeholders are counting on us to make them feel welcomed, valued, connected, and informed

Development expertise

Our community will bring forth the ideas and passion; they need us to provide the expertise to make it happen

Connected

We can provide value by finding the connection points between the constellation of people, ideas, and resources involved in the riverfront's revitalization

Favored terminology varies

River, river corridor, riverfront, greenway

Clear messaging

Our stakeholders have expressed a desire for branding and messaging that clearly conveys our vision, mission, and role

Brand Personality

Imagine our brand as a person. What personality traits would we use to define him or her? Our brand personality captures the most distinctive characteristics of our organization. These descriptors are internally focused branding considerations that should be used to evaluate all future brand communications and engagement. They are the traits for which we strive to be known.

Wise

Thoughtful, knowledgeable, experienced, sustainable

Courageous

Visionary, optimistic, risk-taking

Inclusive

Welcoming, diverse, equitable, respectful, humble, non-hierarchical

Trustworthy

Principled, honest, unwavering

Brand Value Proposition

The brand value proposition reflects the unique value our stakeholders derive from engaging with us.
Not intended as a public message, it's an internal guide for what our stakeholders should expect to experience in their interactions with us.

When I partner with {Organization Name}, I feel inspired because I know that the efforts to revitalize the river corridor will be aligned and we will accomplish more by working together.

Brand Positioning

The brand positioning statement captures what is unique to us and our work relative to others in our field. This internal statement represents the core ideas for which we seek to be known.

{Organization Name} provides a central point of connection between plans to revitalize our river corridor, and the people and resources to get it done.

Brand Promise

A distillation of the other elements, the brand promise is the heart of what's most important about us and our work. It can be used as a shorthand way to talk about our brand internally, and should be used to measure how well various organizational activities and communications are aligned with our brand.

Align and Activate

This brand promise speaks directly to our role in the river corridor revitalization.

One-Minute Message

Also known as the *"elevator pitch,"* the externally facing One-Minute Message introduces us to the world. Rather than include everything there is to know about us, our One-Minute Message gives a quick introduction to who we are, what we believe, and why we are needed. It is the standard spoken and written way in which we introduce the organization. Every time.

{Organization Name} leads a collective effort to create a vibrant Grand River corridor.

With equity as a driving force, we connect the people, plans, and resources needed to shape a riverfront that is alive with community, culture, and creativity.

Key Messages

When someone asks us what our organization does, we start with our simple One-Minute Message. If they want to know more, we'll help them understand why there is a need for us and our work.
We'll add on to build their comprehension.

Reimagining our river

Collectively, we envision a vibrant greenway that connects our city to its namesake and is a source of enjoyment and opportunity for all.

Advocating for our shared interests

With equity as our core commitment, we ensure efforts to revitalize the river corridor are focused on the public good.

One place for many plans and resources

We serve as connectors and advocates for the people and plans to develop, activate, and steward a thriving river corridor.

Expertise to bring ideas to fruition

Our professional staff and committed volunteers support our community in realizing their vision for the riverfront.

Amplifying the voices of our community

The vitality of our river and our community depends on all of us. All stakeholders are welcome as co-creators in its restoration, and are connected, informed, and supported in their individual and collective efforts.

Soundbites

These soundbites are words and short phrases that capture some of the key themes of our messages in a punchy, easy to memorize format.

Our river, reimagined

Equity at our core

Focused on the public good

Community, culture, and creativity

Thank You

