

Grand River: Partnership Case Studies													
	AGE	STAFF	ROLE	MISSION	BUDGET			BOARD	PLANNING	ENGAGEMENT	DEI	DECISION-MAKING	NOTES ON EVOLUTION
					Operating	Capital	Sources						
Memphis River Parks Partnership	RDC formed in 2000; re-start in 2017 as MRPP	35	(2018) 13-year management agreement w/10 year extension to manage 250 acres of riverfront; level of city funding set by city council each year (\$3M).	Memphis River Parks Partnership works with and for the people of Memphis to trigger the transformative power of our river. The partnership works to create a connected, catalytic and fun riverfront for all.	\$4M +/-; formerly reliant only on city allocation; diversifying budget with philanthropy, earned income.	\$70M to fund 2017 plan; 60 percent public to 40 percent private	Capital sources: Kresge, JPB; \$10M in sales tax from Tourist Dev. Zone (TDZ); \$10M state funds; \$5M fed transportation; \$750K from Hyde for RiverLine, downtown trail	32 Members	Civic Commons Plan (Rockefeller \$5M); Fourth Bluff Project (\$100K in grants for activation prototypes); 2017 Memphis Riverfront Plan (Kresge & Hyde). Part of ambitious Gateway redevelopment plan.	Hyde Fellow in Community Engagement; 50 Riverfront Ambassadors responsible for advocating, developing more support, representing the riverfront at community events, and organizing events to raise funds. Public Engagement Center on river.	Equity framework with principles, guidelines and action plan focused on: staffing; contractor development; community engagement around design of each public space; connecting neighborhoods; free programming.	Memphis Riverfront Concept Steering Committee - the city's internal design review committee that monitors design and construction of the park.	Name change from RDC; quick start on capital funding thanks to national funders, including the Kresge Foundation and the JPB Foundation. Re-thought pricing & relationships. Expanded Memphis' Downtown Tourism Development Zone to encompass the Riverfront and Mud Island Park. 2017 Plan is a "collection of small moves joined into one."
Detroit Riverfront Conservancy	Formed in 2003	18	DRFC has full responsibility for the riverfront corridor through easements with private landowners; MOUs with City on city-owned park property for programs, events, O&M.	DRFC is responsible for the establishment, improvement, operation, maintenance, security, programming and expansion of the Detroit RiverWalk and associated green spaces. Through its public/private partnerships, the DRFC will support the development of the riverfront district and facilitate community access to the waterfront.	\$10M +/-	>\$160M	Michigan DOT, Erb Family Foundation, Fifth Third Bank, FORD/UAW, City of Detroit, Hudson Webber, Knight & Kresge Foundations, Detroit Metro Convention & Visitors Bureau	46 Members; 8 committees with 60 non-board members	Plan to develop 5.5 miles of riverfront including both the river walk and other developments near the riverfront even when they were not responsible - simultaneously managing riverfront project while assuring the right economic development strategy.	By-laws instruct board to ensure broad representation in the planning process; 380 volunteer corps. Activated the site as soon as possible because to beta-test different uses. 2013 Econ Impact study - \$1B of reinvestment. Used community-based design advisory teams for each park and trail element.	8 Board committees - each with multiple sub-committees and board membership gives places to over 100 volunteers to support riverfront planning and implementation	DRFC has easements over private lands and agreement with City on city-parkland. They, with active engagement of city make most decisions on O&M.	Once the Conservancy was formed in 2003, members created a board with representatives from the committees mirroring those of mayoral task force earlier. Participants signed up to be on a committee, providing resources and expertise to foster the core development of the DRFC. To balance the work done in committees, the DRFC also hosts a variety of public outreach meetings.
Waterloo Greenway Conservancy Austin	Formed in 2011	18; likely 30 by year's end	JDA with City guiding construction, operations. WGC leading both. Will be primary manager of greenway and associated parks. Contracted with BID to help with O&M in new park; contracting with GM to run 5000-person amphitheater.	Waterloo Greenway Conservancy creates and maintains an extraordinary urban park system and a restored Waller Creek, in partnership with the City of Austin, for the benefit of all. The Conservancy renews the natural environment, promotes play, health and wellness, economic vitality and mobility, and engages the community through outreach, education, cultural events, and the arts.	\$7M annual budget; \$4M from TIRZ, \$2M fundraised; \$500K events. Started in 2011 with \$600K.	\$250M to fund master plan. City providing \$150M of capital.	\$100M private; city funds through bond funding, the Waller Creek TIRZ. \$1M foundation gift for art on the creek. 2017 \$15M gift from Moody Foundation for amphitheater. \$42M from state.	28 Members; committee structure deep, with focus on engagement, programs as well as construction mgmt.	Framework Plan in 2015. Conceptual design for Waterloo Park followed; 2017 Master Plan. Involvement in planning outside their boundaries including policy issues around housing, transit.	Park by park engagement with intense series of meetings ("conversations") around design for each space. 365 programming; roadshow; intense communication protocol.	DEI strategy runs through board, staff, program goals. Clear metrics. 26-member community engagement committee focused on equity in programs, services and outreach.	2014 150-page JDA enables true P3; put the WGC as lead for design, project management. City and WGC constant communication. Will need updating for park O&M.	WGC built on 2010 downtown plan - economic driver. Began programming on the river early. 2012 inaugural annual benefit concert. 2013 inaugural community picnic. 2014 Creek light show. Events allowed them to interact with community and get feedback about what works. Helped build trust.
Building Bridges Across the River, 11th Street Bridge Park, D.C.	1997; re-launched in 2011 with bridge park project	36 total. For 2 yrs, 1 staffer dedicated to bridge park; evolved to 6 over 7 years.	11th Street Bridge Park found a home with BBAR - arts/recreation group that brings together community. It has been the primary community voice during design process, focused on making the bridge park a driver of inclusive development.	BBAR provides residents East of the Anacostia River access to the best-in-class facilities, programs and partnerships in arts and culture, economic opportunity, education, recreation, health and well-being.	Raised \$57M for equitable development strategies; allowed more staff and more community engagement.	DC-DOT has committed \$38M; BBAR pledged to raise \$36M for estimated cost of \$74M	DC Office of Planning for master plan. Also, many national funders: JPB Foundation, Kresge Foundation, TD Bank, JP Morgan, ArtPlace America, the Educational Foundation of America, and the Citi Foundation.	20 Board members with a 24-member Advisory Committee	2015/18 Equitable Development Plan: 4 key goals: housing, workforce development, small business incubation, arts & culture. Embed equitable develop. into design and implementation plans. Advisory team of local experts guides implementation.	200+ community meetings to gauge interest in new park. Attracted funders through activation including two annual festivals, art installations. Multiple issues allows funders to support variety of initiatives. BBAR looks for ways to link its strategies to broader housing & econ. dev. efforts by City of D.C.	LISC, Community Land Trust and other partners focused on impact of project before it is built, e.g., housing, medical care, tenant advocacy, early childhood education, tenant support, food deserts, arts & culture.	Since the park has yet to be created, BBAR has focused on its equitable dev. strategy working in partnership with D.C., funders, neighborhood nonprofits, etc. as a network, adjusting strategies to meet their 4 goals.	BBAR partnered with LISC who brought \$50M to the table in the form of loans, grants, tax credit equity, TA; CRA requirements brought banks to the table. Leveraged their foundation support to be flexible for opportunities during the life of the grant. Held community empowerment workshops to strengthen advocacy skills of neighborhood organizations. Updated plans have grown the park's impact zone from 1-mile out to include more n'borhoods beyond.