

City of Minneapolis Report to the 2010 Minnesota Legislature Minneapolis Riverfront Corporation

Summary:

- I. Introduction: Statutory Authorization Requiring City Report to 2010 Legislature
- II. Organizational Development and Major Activities
 - A. City of Minneapolis and Minneapolis Park and Recreation Board Approve Legislation
 - B. Launching the Organization: Incorporation, Board Organization, and Recruitment
 - C. Communications and Community Engagement
 - D. Strategic Planning and Work Plan Milestones
 - E. Interim Executive Director Selection
- III. Funding Sources and Expenses to Date
- IV. Looking Forward: Work Plan for 2010 -- 2012
- V. Fundraising/Development Plan

Attachments:

- Board of Directors Composition
- List of Board of Directors and Officers
- Strategic Plan
- Summary of Sources and Uses through 2009
- 2009 – 2011 Statement of Revenues and Expenses

I. **Introduction: Statutory Authorization Requiring City Report to 2010 Legislature**

The Minneapolis Riverfront Corporation was created in 2008 to help Minneapolis achieve its riverfront vision of a healthy ecosystem, exceptional parks and trails, world-class history and culture, and vital livable communities. The Minneapolis Riverfront Corporation will provide an essential private, nonprofit role to help Minneapolis continue its riverfront revitalization efforts and implement riverfront plans.

This report describes the leadership demonstrated and steps taken to create the Minneapolis Riverfront Corporation, and highlights plans for future success revitalizing the Mississippi riverfront in Minneapolis. While meeting a statutory requirement to report to the Minnesota Legislature, the report also sets the stage for strong leadership.

The Place:

The Mississippi and its thundering falls in Minneapolis have shaped the region's history for centuries. Native Americans and early settlers traveled the river and followed ox-cart trails connecting with the Red River Valley. With the falls providing power, the City of Minneapolis was born and prospered to provide the Upper Midwest and the nation with lumber, grain and flour.

Minneapolis's riverfront now has three distinct parts. The only natural gorge on the Mississippi River defines the southern stretch, and is accessible with parkways, trails and park natural areas. Near the falls, substantial public investment in connected parks and trails and historic preservation attracted even greater private investment in residential and commercial development. The Upper River - "above the falls" – is largely industrial on the west bank, and has a mix of parkland, residential, commercial and industrial uses on the east bank.

Based on economic analysis and community engagement, several agencies completed a vision and plan for riverfront revitalization in 2000, *Above the Falls: A Master Plan for the Upper River in Minneapolis*. One of the key strategies to spark further revitalization was the creation of a nonprofit entity committed to riverfront revitalization.

The Leadership:

In 2007, an inter-agency team and Riverfront Blue Ribbon Task Force recommended changes essential for Minneapolis to continue its riverfront revitalization effectively and efficiently. During the 2008 Minnesota Legislative Session, the City of Minneapolis and the Minneapolis Park and Recreation Board supported a bill authorizing the city to create a nonprofit organization dedicated to riverfront revitalization.

The 2008 Minnesota State Legislature authorized the City of Minneapolis to create a new nonprofit corporation “to facilitate and support coordinated revitalization of the Mississippi riverfront within the city of Minneapolis,” subject to approval by the City of Minneapolis and the Minneapolis Park and Recreation Board. The statute required the City to report back to the Legislature by January 15, 2010 “on the creation and establishment of the corporation, including a description of the public and private funds and resources used to help create and establish the corporation.”

II. Organizational Development and Major Activities

During the first year of operation, the Minneapolis Riverfront Corporation had two principal priorities:

- Building and organizing the board and corporation, and
- Completing strategic planning to achieve its riverfront revitalization mission.

The strategic planning totaled about 25% of the effort, and organizational development and other activities described below totaled about 75%. Staff from the City of Minneapolis provided substantial in-kind services, and other agency staff contributed to essential organization and strategic planning.

A. City of Minneapolis and Minneapolis Park and Recreation Board Approve Legislation

On June 20, 2008, the Minneapolis City Council adopted a resolution approving the legislation authorizing creation of the Minneapolis Riverfront Corporation and appointed City representatives to the Board of Directors. The Minneapolis Park and Recreation Board also adopted a resolution approving the legislation on June 18, 2008, and administratively appointed representatives to the Board. Evidence of these local approvals was provided to the Secretary of State before the August 1, 2008, deadline.

B. Launching the Organization: Incorporation, Board Organization, and Recruitment

Articles of incorporation as a nonprofit corporation were filed and certified by the Office of the Secretary of State of Minnesota on September 10, 2008.

When the Board of Directors first met on October 7, 2008, they approved bylaws and elected officers. The board established committees: Governance/Nominating, Community Engagement/Communications, and Fundraising. Board members volunteered for specific committee participation.

The Board established a meeting location and schedule, received a federal Employer Identification Number, opened a checking account, and secured insurance. The Board adopted a budget (see attached) and the following policies: Dual Interest Principles and Policy, Fiscal Controls, and Financial Conflicts of Interest and Discharge of Duties for Directors and Officers. The Board met regularly during 2009, and completed several strategic planning retreats.

A Nominating Sub-Committee convened, and with the assistance of a volunteer from the Blue Ribbon Task Force, recruited people to serve as directors in addition to those board members appointed by other bodies. By November of 2009, twenty-two of the twenty-four possible directors had been appointed. The Nominating Sub-Committee decided to keep the remaining two positions open until January 2010, when new board appointments for the public agency seats will be made.

The Minneapolis Riverfront Corporation Board of Directors composition meets the statutory requirements. The board has between 10 and 24 members, including at least two representatives each from the City of Minneapolis and the Minneapolis Park and Recreation Board. Membership was offered to the Mississippi Watershed Management Organization, Hennepin County, the University of Minnesota, and the National Park Service / MNRRA. More than half of the nongovernmental representatives are Minneapolis residents. None of the board members are compensated for their services.

Each director received a comprehensive board orientation manual. Biographical information is attached with a table of board appointments.

C. Communications and Community Engagement

The Minneapolis Riverfront Corporation initiated communications and community engagement in its first year. The Board of Directors:

- Hosted an informational celebration in October 2008 to announce the creation of the new organization;
- Designed and printed a full color brochure and illustrated Working Vision flyer;
- Launched a web site to provide basic information about the organization (www.mplsriverfrontcorp.org), and
- Organized a bus tour in September 2009 and a boat tour in October 2009 to familiarize board members with riverfront revitalization opportunities. The Community Engagement/Communications committee provided public notice, according to the Open Meeting Law, and many interested people joined the boat tour.

The Community Engagement/ Communications committee is developing its own work plan that contributes to the corporation's three year work plan. The committee will place special emphasis on the Upper River, North Minneapolis and Northeast Minneapolis. Web site maintenance will become more scheduled.

D. Strategic Plan (attached)

The City of Minneapolis contracted with a consultant, Bacon and Associates, to conduct strategic planning for the Minneapolis Riverfront Corporation with the Board of Directors. A Strategic Plan, attached to this report, was completed in September 2009.

The Minneapolis Riverfront Corporation has four general functions:

- Supporting and facilitating coordination among the many parties involved in riverfront revitalization, including identification of shared priorities,
- Fundraising and advocacy for identified riverfront priorities
- Communications about the importance of the River and promotion of its assets and opportunities, and
- Provision of planning and design input to guide public and private development, plus potential targeted implementation activities, such as land acquisition.

E. Interim Executive Director Selection

The Governance/Nominating committee issued a request for proposals for an interim executive director, conducted interviews, and selected Cincinnatus Inc., with Cordelia Pierson leading executive director functions and Kent Eklund leading fundraising and the search for a permanent executive director. The Cincinnatus team started in September 2009, and will complete its work by March 2010.

III. Funding Sources and Expenses

The Minneapolis Riverfront Corporation has to date relied on three sources of support: the City of Minneapolis, individual donations, and in-kind services. Before the corporation was created, the City of Minneapolis received a grant from the McKnight Foundation to complete organizational development analysis, and after its formation, allocated City funds for strategic planning benefiting the corporation. The City of Minneapolis engaged a consultant, Bacon and Associates, with that funding. The City of Minneapolis later provided the principal

start-up funding for the corporation, hosts the web site, and provided in-kind support with staff and miscellaneous costs. The Minneapolis Park and Recreation Board provides meeting space and public notice for meetings, and its headquarters reception desk is the home for the meeting journal. The Minneapolis Park and Recreation Board has committed to provide office space at no cost to the MRC for five years once staff has been hired.

The Minneapolis Riverfront Corporation has received some individual donations. More information about revenue sources is summarized in the budget included in this application.

A. Revenue

The primary funding source is the City of Minneapolis. The City Council approved \$50,000 in initial funding for the corporation.

In-kind donations from parties other than the City and Park Board since the 2008 incorporation total roughly \$3,825, not including the value yet to be established of certain donations or the value of staff in-kind support.

While the Minneapolis Park and Recreation Board offered an office space and meeting rooms, the Minneapolis Riverfront Corporation has used the meeting space but not yet the office space because Cincinnatus Inc. did not need the office space.

Individual directors and staff members have contributed \$515 to date, with additional donations anticipated in the hear future.

The interim executive director is completing the Form 1023 to apply for tax-exempt status as a 501(c)(3) organization, and identifying organizations for collaboration until that status is received.

B. Expenses

Professional fees and insurance have been the principal expenses to date. Expenses are summarized in the attached Summary of Revenues and Expenses, 2009 – 2011.

IV. Looking Forward: Work Plan for 2010 – 2012

At the September meeting, the Board adopted its Strategic Plan. At its November 2009 meeting, the Board adopted a three-year work plan serving the four mission values: ecosystem health, exceptional parks and trails, world-class culture and history, and vibrant communities:

Priorities for 2010 - 2012:

- **Accelerate Riverfront Revitalization in the Upper River (*Above the Falls* Plan area)**
 - Implementation acceleration: Help shape a **coordinated implementation strategy** for the Upper River with key parties; prioritize potential gateway and connections sites with the City of Minneapolis and the Minneapolis Park and Recreation Board; and **contribute to selected priorities** that meet four mission values
 - *Above the Falls* plan review and ordinance development: Collaborate with the City of Minneapolis on **engaging community stakeholders city-wide**
 - **Assist with specific community engagement activities**
 - **Host issue forums** on specific policy topics that influence Upper River; host potential series on the future of the Mississippi in Minneapolis
 - Communications about historic values: Collaborate with the City of Minneapolis on **communications following the historic assessment** study and convene parties to decide how to use results to inform preservation and interpretation
 - Sustainability analysis of land use alternatives: **Support research** on economic and life-cycle impacts, locally and regionally, of land use alternatives (update 1999 research)

- **Increase Access to the Mississippi by Creating “Gateways” and Connecting Corridors**
 - Community Engagement and Communications to Increase Access: Create and implement a community engagement and communications strategy to **increase public awareness of existing Mississippi River access and advocate for improved access**
 - **Present riverfront revitalization vision and access ideas** to public agencies, neighborhood organizations, interest groups, other stakeholders; provide examples from other cities
 - **Help organize and support a representative citizen group** for each of the river districts
 - **Contribute to coordinated marketing and promotions strategy**, building on the efforts of the Mississippi Riverfront District promotion and coordination board and the Mississippi Riverfront District programming coordination committee;
 - evaluate “riverfront visitors guide” potential for separate districts or whole area;
 - evaluate role concerning “River Current” e-activity list

- formulate and implement a plan for web and other communications
 - Gateway/Connection Creation: Select an **access initiative for each of three river geographic areas**, identify with partners priority actions for Minneapolis Riverfront Corporation and others, focus coordination and collaboration on access achievements, and increase capacity of lead organizations to achieve access objectives through advocacy and/or fundraising.
- **Champion Riverfront Revitalization through Accountability and Coordination**
 - **Foster coordination**, including assist with / Convene Technical Advisory Committee
 - Advocate for funding requests from agencies for specific riverfront projects;
 - Advocate for projects with decision-makers after requests are submitted
 - **Identify benchmarks** for riverfront revitalization, and annual report card on status of riverfront revitalization with recognition of “river heroes” or champions
 - Healthy ecosystem: increase active stewardship, sustainable development with riverfront access, protect water quality; increase habitat for native plants and animals
 - Exceptional riverfront parks: increase public access to the riverfront, and connections along river; increase recreational activity with natural and historic assets
 - World-class history and culture: increase preservation and interpretation to provide distinct sense of place; attract people from throughout region; high quality design
 - Vital, livable community – improve quality of life and mix of land uses; increase housing, jobs, business opportunities, economic vitality
 - **Convene an annual summit** of actors in Minneapolis’s Mississippi River to **report on successes and determine shared priorities**
- **Build Capacity of the Minneapolis Riverfront Corporation**
 - Develop board capacity to influence policy and funding decisions; provide leadership
 - Increase staff capacity to one director and one FTE program or project manager
 - Complete corporation infrastructure and processes
 - Raise funds to achieve objectives

V. Fundraising/Development Plan

The corporation signed a contract with the City of Minneapolis for funding from the City to accomplish riverfront revitalization activities and launch the organization. The strategic planning consultant engaged Cincinnatus, Inc., to complete a case statement and develop fundraising tools. The Development Committee, with consultant support, is completing a fundraising plan for board approval at the December 2009 meeting. Fundraising is beginning immediately.

MINNEAPOLIS RIVERFRONT CORPORATION

BOARD COMPOSITION

11/12/09

10 governmental members (all appointed by entity being represented):

City of Minneapolis	3 members (two Council Members, plus Mayor or Council President)
Park Board	3 members (three Commissioners)
Mississippi Watershed Management Org.	1 member (Commissioner or Executive Director)
Nat'l Park Svce/Mississippi Nat'l River & Rec. Area	1 member (Superintendent or senior staff)
Hennepin County	1 member (Commissioner?) – invitation pending
University of Minnesota	1 member (President, direct report or senior staff)

Appointees:

Council President Barbara Johnson
 Council Member Diane Hofstede
 Council Member Paul Ostrow
 (Alt.: Council Member Don Samuels)
 President Tom Nordyke
 Commissioner Walter Dziedzic
 Commissioner Scott Vreeland
 (Alt.: Commissioner Jon Olson)
 Douglas Snyder (Alt.: Dan Kalmon)

Paul Labovitz
 (Alt.: David Wiggins)

Clint Hewitt

14 non-governmental members:

Neighborhood & community organizations & residents	3 appointed by organizations: AFCAC* rep, plus 1 from Central Riverfront and 1 from Lower Gorge 4 others appointed by board; at least one to be at-large rep
Other	1 member appointed by Minnesota Historical Society 6 members appointed by board (could be representatives of nonprofits, businesses or foundations or additional residents)

Fred Neet (Alt. Mary Jamin Maguire)
 Andrew Hauer
 Irene Jones
 Linda Mack, Minneapolis resident
 Barbara Portwood, riverfront resident
 Chuck Sullivan, Minneapolis resident
 John Pacheco, riverfront resident

John Crippen, MHS
 David Norback, RSP Architects
 Cynthia Whiteford, Trust for Public Land
 Tené Wells, Women Venture
 David Ahlers, Graco
 Mary Fogarty, Coloplast Corp.

MAXIMUM TOTAL **24 members**

Positions shown in bold print indicate members who will be appointed by other bodies. All other members will be appointed by MRC board.

* AFCAC = Above the Falls Citizens Advisory Committee

BOARD OF DIRECTORS AND OFFICERS

None of the directors or officers is compensated, although they may be reimbursed for incidental out-of-pocket costs incurred in their roles. The list of directors and biographical information follows:

Name	Title	Mailing Address	Compensation
Diane Hofstede	Co-Chair	Minneapolis City Hall 350 South Fifth Street, Room 307 Minneapolis, MN 55415	None
R. Scott Vreeland	Co-Chair	Minneapolis Park and Recreation Board 2117 West River Road North Minneapolis, MN 55411	None
John Crippen	Treasurer/ Secretary	Minnesota Historical Society 345 Kellogg Boulevard West St. Paul, MN 55102	None
David Ahlers	Director	Graco 88 – 11 th Avenue Northeast Minneapolis, MN 55413	None
Walt Dziedzic	Director	Minneapolis Park and Recreation Board 2117 West River Road North Minneapolis, MN 55411	None
Mary Fogarty	Director	Coloplast Corp. 1601 West River Road Minneapolis, MN 55411	None
Andy Hauer	Director	19 South First Street, B-1203 Minneapolis, MN 55401	None
Clint Hewitt	Director	2412 Russell Avenue South Minneapolis, MN 55405	None
Barbara Johnson	Director	Minneapolis City Hall 350 South Fifth Street, Room 307 Minneapolis, MN 55415	None
Irene Jones	Director; Communications Chair	Friends of the Mississippi River 360 North Robert Street St. Paul, MN 55101	None
Paul Labovitz	Director	National Park Service – Mississippi National River and Recreation Area 111 Kellogg Boulevard East, Suite 105 St. Paul, MN 55101	None
Linda Mack	Director	2359 Thomas Avenue South	None

		Minneapolis, MN 55405	
Fred Neet	Director	5405 Third Avenue South Minneapolis, MN 55419	None
Dave Norback	Director	RSP Architects 1220 Marshall Street NE Minneapolis, MN 55413	None
Tom Nordyke	Director	Minneapolis Park and Recreation Board 2117 West River Road North Minneapolis, MN 55411	None
Paul Ostrow	Director	Minneapolis City Hall 350 South Fifth Street, Room 307 Minneapolis, MN 55415	None
John Pacheco	Director	US Bank Foundation 800 Nicollet Mall, 21 st Floor Minneapolis, MN 55402	None
Barbara Portwood	Director	Leonard Street and Deindard 150 South Fifth Street, Suite 2300 Minneapolis, MN 55402	None
Doug Snyder	Director	Mississippi Watershed Management Organization 1224 Marshall Street Northeast Minneapolis, MN 55413	None
Chuck Sullivan	Director; Development Chair	3829 Xerxes Avenue South Minneapolis, MN 55410	None
Tene Wells	Director	1823 New York Avenue North Minneapolis, MN 55411	None
Cynthia Whiteford	Director	The Trust for Public Land 2610 University Avenue West, Suite 300 St. Paul, MN 55114	None

Biographical Information:

David Ahlers is Chief Human Resources Officer for Graco, Inc., a business located along the Minneapolis riverfront. He lives in Orono, Minnesota.

John Crippen works as Acting Director of Historic Sites and Museums for the Minnesota Historical Society and the St. Anthony Falls Heritage Board Coordinator. He lives in south Minneapolis.

Walter Dzedzic is a Minneapolis Park and Recreation Board commissioner representing District 1; the Mississippi River forms the western edge of his district, which includes all of Northeast and Southeast Minneapolis. He lives in northeast Minneapolis.

Mary Fogarty works in commercial real estate for Coloplast Corp., which recently opened new facilities on the Minneapolis riverfront. She comes to the Minneapolis Riverfront Corporation with years of real estate experience, particularly in leasing and environmental issues, and boating experience as a licensed sailboat captain.

Andrew Hauer is the appointed representative of Minneapolis neighborhoods in the Central Riverfront. He lives in downtown Minneapolis and is an Administrative Assistant with Horton, Inc.

Clint Hewitt is an Associate Professor of Landscape Architecture for the University of Minnesota. He lives in south Minneapolis.

Diane Hofstede is a Minneapolis City Council Member representing the Third Ward, which straddles the Mississippi River and includes portions of North, Northeast and Southeast Minneapolis. She lives in Northeast Minneapolis near the Mississippi River.

Barbara Johnson is president of the Minneapolis City Council and represents the Fourth Ward, with the Mississippi River forming its eastern border. She lives in North Minneapolis.

Irene Jones is the appointed representative of Minneapolis neighborhoods in the Lower Gorge and Outreach Director for Friends of the Mississippi River, a nonprofit organization. She lives in south Minneapolis.

Paul Labovitz is Superintendent of the National Park Service's Mississippi National River and Recreation Area. He lives in Fridley, Minnesota.

Linda Mack is a journalist who specializes in architecture, historic preservation and the built environment. She lives in south Minneapolis.

Fred Neet is the appointed representative of Minneapolis neighborhoods in the Upper River and a retired planner for the City of Minneapolis. He lives in south Minneapolis.

David Norback is President of RSP Architects, a business located along the Minneapolis riverfront. He lives in St. Paul, Minnesota.

Tom Nordyke is president of the Minneapolis Park and Recreation Board and serves as a commissioner-at-large. He lives in south Minneapolis.

Paul Ostrow is a Minneapolis City Council Member representing the First Ward, with the Mississippi River forming its western edge. He lives in northeast Minneapolis.

John Pacheco is an executive at US Bank Foundation, and has been involved in Mississippi River issues for many years. He lives in Minneapolis.

Barbara Portwood is an attorney with the Leonard, Street and Deinard law firm. She lives along the Mississippi River in downtown Minneapolis.

Douglas Snyder is Executive Director of the Mississippi Watershed Management Organization, a watershed organization representing much of the Mississippi River in Minneapolis. He lives in St. Paul, Minnesota.

Charles Sullivan is an architect who has been active in riverfront revitalization for decades. He lives in south Minneapolis.

R. Scott Vreeland is a Minneapolis Park and Recreation Board commissioner representing District 3, which includes the west bank of the Mississippi River near downtown and through the Lower Gorge in South Minneapolis. He lives in South Minneapolis.

Tené Wells is a social enterprise consultant, and formerly served as director of WomenVenture, a nonprofit organization. She lives in north Minneapolis.

Cynthia Whiteford is a Senior Vice President and Division Director North for Trust for Public Land, a nonprofit land conservation organization. She serves on the St. Paul Riverfront Corporation, and used to live in Minneapolis; she now lives in Afton, Minnesota.

Minneapolis
Riverfront
Corporation

Strategic Plan
2009 – 2013

Prepared by:
Bacon & Associates
September 2009

Introduction

An Idea is Born

Over four years ago, the idea to study organizational changes that could help Minneapolis continue its riverfront revitalization started to crystallize, building on the riverfront development corporation proposed in the Above the Falls Master Plan. Ultimately, the McKnight Foundation provided key funding to the City to start the process.

Research and Analysis

The grant funding resulted in the hiring of consultants Bacon and Associates, who worked with a core group of stakeholders to create a stimulating process of interviews with people throughout the community and provided a clear analysis of the problems and opportunities to be addressed.

Debate and Consensus

Private citizens, public officials, neighborhood representatives and staff from relevant organizations joined in task forces and committees for a year and half to explore organizational options, debate the merits of a new organization and discuss how it might function. As part of this, immediate steps were taken to coordinate and push forward ongoing work for the river. At the same time, sticky details of a new entity were worked out and hope for the future was maintained. By December of 2007, there was consensus agreement to seek approval from the state legislature.

An Organization is Born

With amazing speed given the complex work, the issue was put on the City's and Park Board's legislative agendas and the Minneapolis legislative delegation ushered the idea through the legislative process. With that approval granted and then approved by the City and Park Board, work proceeded apace to define and refine plans for board membership, by-laws and a myriad of other details and to recruit board members.

The Minneapolis Riverfront Corporation has four general functions:

- Supporting and facilitating coordination among the many parties involved in riverfront revitalization, including identification of shared priorities,
- Fundraising and advocacy for identified riverfront priorities
- Communications about the importance of the River and promotion of its assets and opportunities, and
- Provision of planning and design input to guide public and private development, plus potential targeted implementation activities, such as land acquisition.

Since the approval of the legislative authority, significant progress has been made to establish the new nonprofit corporation and get it operational. The newly named Minneapolis Riverfront Corporation has been incorporated as a nonprofit corporation. Bylaws have been approved, initial officers have been elected, board recruitment/appointment is almost completed and other organizational matters are in process.

The Minneapolis Riverfront Corporation is led by a public/private board and eventually will have a small staff. The nonprofit corporation may exercise any of the powers authorized by law, including the acquisition and disposition of real estate.

The Riverfront Working Vision

While the MRC has its own mission/vision, the nonprofit exists to meet the “Riverfront Working Vision.” The Working Vision is a vision that, when fully realized, will assure the Mississippi River will truly be the “jewel” of Minneapolis.

Minneapolis’ Riverfront Revitalization Working Vision

Minneapolis treasures the Mississippi River as one of its premier assets and the reason Minneapolis exists. Leadership and resources are committed to assuring that both people and nature benefit from a healthy ecosystem, exceptional riverfront parks, world-class history and culture and a vital, livable community.

A healthy ecosystem

Minneapolitans are active stewards of the Mississippi River, treasuring it as a special, world-class resource. Humans and the built environment coexist harmoniously with the natural environment. Development uses sustainable approaches, accommodates river access and protects water quality. When the Mississippi River leaves Minneapolis, the water quality is as good as or better than it was when it entered the city. And, the river corridor provides a successful habitat for native plants and animals.

Exceptional riverfront parks

The river is lined with publicly accessible open spaces that feature the river and offer people recreation and places to enrich their spirits by connecting with nature. These open spaces are connected along the river and into the rest of the city by parkways, trails and greenways, so that all of Minneapolis feels like a river city. Appropriately located recreational features (including some that use the river itself for recreation) take advantage of natural and historic resources and provide a variety of activities for people of all ages and abilities.

World-class history and culture

Preservation and interpretation protect and build upon the authentic history and natural resources of the river, providing a distinctive sense of place. A variety of historical, cultural and educational features and programs attract people to the riverfront for unique and memorable experiences. These programs also reach out into all of Minneapolis to help residents understand how the river and the city have shaped each other. High quality design by both the public sector and private developers complements the significance of the river and, where appropriate, provides signature design that is an attraction itself.

A vital, livable community

Minneapolis' status as a renowned river city adds to the quality of life that attracts residents, businesses, employees and investors. The riverfront and riverway offer a thoughtful mixture of land and water uses that meet today's and tomorrow's needs and provide great places to live, work, play, learn and do business. Continued riverfront revitalization brings more housing, jobs, taxes, business opportunities and economic vitality to the city without jeopardizing the natural environment. Riverfront land uses benefit from proximity to the river, while also providing a benefit to the river corridor.

Minneapolis Corporation Mission/Vision

MISSION/VISION

The Minneapolis Riverfront Corporation (MRC) will be a champion of the Mississippi River, which has been the lifeblood of our city. The MRC's mission is to convene, coordinate, and communicate with public and private partners to achieve a shared vision for a revitalized riverfront where we have a healthy ecosystem, exceptional riverfront parks, world-class history, culture and design, and a vital, livable community.

Key Goals

Following are the key long-term goals established by the MRC Board. The longest term goals look out eight to ten years while the shortest term goals instruct the organization as to its need to build the organization. These goals are developed at a strategic level. Detailed work plans will be developed in the fall of 2009.

Long-term (8-10 years out)

1. Support to/holder of the Riverfront Working Vision

The MRC has successfully promoted all elements of Minneapolis' Riverfront Vision including: "both people and nature benefit from a) a healthy ecosystem b) exceptional riverfront parks c) world-class history and culture and d) a vital, livable community."

2. A fully promoted Minneapolis Riverfront

Minneapolis is viewed as a “city of waters” and the significance of the river is understood and appreciated by all.

3. A strong and sustainable source of resources

The MRC has the resources to accomplish all elements of its vision and mission.

Mid-term (4-7 years out)

1. Coordinated plans

The MRC is a valued resource in supporting the coordination of public and private sector riverfront plans.

2. Sufficient financial support

The MRC has established a variety of resource streams that both support the MRC infrastructure and its ability to fund prioritized strategies.

3. Productive community impact

The MRC has successfully incorporated productive community input into plans, projects, and proposals.

4. Enhanced awareness

MRC has successfully engaged all riverfront public and private entities in embracing and supporting the shared vision for the river.

Short - term (1-3 years out)

- 1. MRC infrastructure is established – staff, governance, systems, processes**
- 2. Funds are secured to assure MRC’s infrastructure is in place**
- 3. Public support for riverfront revitalization is strengthened; marketing and promotion plan is established and in implementation**
- 4. All entities embrace the shared vision for the river**
- 5. Community engagement plan is established and fully incorporated into MRC processes**
- 6. MRC is starting to provide input on plans and projects**
- 7. The work of coordination has begun.**

Three sub-committees are currently in place to support both the functioning of the Board and to take specific assignments from the plan. Following are the three committees and their initial goals (e.g., within one year):

1. Governance/Nominating

- a. Focus is on short-term goal #1,
- b. The Nominating and Hiring committees are sub-committees of this group. The Nominating committee has continued its work of attracting effective and committed board members. The Hiring committee has designed and completed the search for an Interim Executive Director. Cincinnatus has been retained to provide the MRC with the Interim E.D. role, to develop a compelling case statement and initial fund development plan, and to assist the MRC in attaining a permanent executive director.

2. Fundraising/Development

- a. Focus is on short-term goal #2.
- b. The Finance/Development committee will work closely with Cincinnatus in the development of an initial fund development plan.

3. Community Engagement/Communications

- a. Focus is on short-term goals #3-#7.
- b. The Engagement/Communication committee has spearheaded efforts to help inform the MRC Board of current riverfront issues. They have organized land and boat tours wherein board and staff will learn about opportunities and challenges.

Development of the MRC Work Plan

The MRC Strategic Plan establishes three clusters of goals that set a framework for the organization. However, like all strategic plans, it lacks the details that will create further focus and priority.

The MRC Board will commence the development of its Work Plan in the fall of 2009. This will occur after all board members are brought to a common understanding of the status of all opportunities on the riverfront. The group will participate in a series of land and water tours where they will collectively learn about issues.

Once completed, the MRC Work Plan will be a detailed, task-oriented plan that will continue to further drive the work of the organization and assist in refining focus and priorities.

Short-Term Wins

In addition to the work stated above, the MRC will also be very “opportunistic” and seize the moment to successfully take on projects or issues as they emerge and present themselves.

Board membership

As specified in the authorizing legislation, the board of directors will consist of up to 24 people and will include governmental representatives, neighborhood representatives, riverfront and at-large residents, and other stakeholders. Some of the board members are being appointed by other bodies (e.g., governmental entities and neighborhood organizations) and other board members will be appointed by the board itself.

MINNEAPOLIS RIVERFRONT CORPORATION

Summary of Sources and Uses Since Incorporation

11/24/2009

(Includes anticipated expenditures through first quarter of 2010)

	Direct Expenditure - City of Minneapolis	City Grant to Minneapolis Riverfront Corporation	Minneapolis Park and Recreation Board	Other	Total
SOURCES -- Cash					
Start-up grant		\$50,000			\$50,000
Indiv. donations				\$515	\$515
Sub-Total -- Cash	\$0	\$50,000	\$0	\$515	\$50,515
SOURCES -- In-Kind *					
Consulting, other support	\$33,566				\$33,566
Meeting space			\$554		\$554
Other in-kind**				\$3,825	\$3,825
Sub-Total -- In-kind	\$33,566	\$0	\$554	\$3,825	\$37,945
TOTAL SOURCES	\$33,566	\$50,000	\$554	\$4,340	\$88,460
* Does not include in-kind staff support					
**Some in-kind support not yet included					
USES					
Expended and anticipated					
Bacon & Associates	\$30,600				\$30,600
Web site design	\$1,000				\$1,000
MAP for Nonprofits	\$700				\$700
501(c)(3) filing fee	\$750				\$750
Printing, office supplies	\$516				\$516
Meeting space			\$554		\$554
Cincinnatus		\$46,200			\$46,200
Insurance		\$1,165			\$1,165
Bookkeeping (est.)		\$1,000			\$1,000
October 2008 event				\$2,500	\$2,500
Retreat refreshments				\$750	\$750
Display system				\$50	\$50
Brochure design, printing			TBD		TBD
Bus tour (in kind)				\$525	\$525
Boat tour (in kind)			TBD		TBD
Office, printing, etc.		\$1,050			\$1,050
Check printing				\$15	\$15
Contingency (est.)		\$585		\$500	\$1,085
TOTAL USES	\$33,566	\$50,000	\$554	\$4,340	\$88,460

MINNEAPOLIS RIVERFRONT CORPORATION
2009-2011 STATEMENT OF REVENUES AND EXPENSES

Approved 11/10/09

REVENUES	2009*	2010, Q1	Rest of 2010	2011	Total
Gifts grants and contributions					
City of Minneapolis start-up funding	\$37,500	\$12,500	\$0	\$0	\$50,000
Foundation(s)	\$0	\$0	\$75,000	\$125,000	\$200,000
Corporations	\$0	\$0	\$10,000	\$15,000	\$25,000
Individuals	\$1,000	\$0	\$5,000	\$8,000	\$14,000
Membership fees	\$0	\$0	\$1,000	\$3,000	\$4,000
Gross investment income	\$0	\$0	\$0	\$105	\$105
Net unrelated business income					
Fundraising events (net)	\$0	\$0	\$4,000	\$8,424	\$12,424
Value of service/facilities donated by gov't					
City of Minneapolis	\$1,475	\$0	\$0	\$0	\$1,475
MPRB office space and office furniture	\$369	\$185	\$3,042	\$4,178	\$7,775
Other rev./donations (e.g., computer, phone)	\$0	\$0	\$3,500	\$0	\$3,500
Sub-total	\$40,344	\$12,685	\$101,542	\$163,707	\$318,279
Gross receipts from merch., svces.	\$0	\$0	\$0	\$3,000	\$3,000
Sub-total	\$40,344	\$12,685	\$101,542	\$166,707	\$321,279
Net capital gain or loss	\$0	\$0	\$0	\$0	\$0
Unusual grants	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$40,344	\$12,685	\$101,542	\$166,707	\$321,279
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EXPENSES	2009*	2010, Q1	Rest of 2010	2011	Total
Fundraising expenses	\$0	\$0	\$585	\$7,900	\$8,485
Grants, etc. paid out	\$0	\$0	\$0	\$0	\$0
Disbursements for benefit of members	\$0	\$0	\$0	\$0	\$0
Compensation of directors, etc.	\$0	\$0	\$0	\$0	\$0
Other salaries and wages					
Executive director salary; full-time	\$0	\$0	\$67,500	\$92,700	\$160,200
Administrative assistant salary; half-time	\$0	\$0	\$0	\$20,000	\$20,000
Benefits (30% of salaries)	\$0	\$0	\$20,250	\$33,810	\$54,060
Interest expense	\$0	\$0	\$0	\$0	\$0
Occupancy					
Meeting space and office rental**	\$369	\$185	\$3,042	\$4,178	\$7,775
Telephone and internet service (guess)	\$0	\$0	\$900	\$1,233	\$2,133
Insurance (guess)	\$1,165	\$0	\$1,200	\$1,236	\$3,601
Depreciation and depletion	\$0	\$0	\$0	\$0	\$0
Professional fees					
Independent contractor support services	\$34,200	\$12,000	\$0	\$0	\$46,200
MAP services, 501(c)3 and other fees	\$1,475	\$0	\$50	\$50	\$1,575
Accounting services (guess)	\$1,000	\$500	\$1,545	\$2,106	\$5,151
Legal services (guess)	\$0	\$0	\$1,545	\$1,236	\$2,781
Other					
Office supplies (guess)	\$250	\$0	\$515	\$530	\$1,295
Office furniture, computer, phone (guess)	\$0	\$0	\$3,500	\$0	\$3,500
Printing, binding, misc.	\$800	\$0	\$565	\$1,016	\$2,381
TOTAL EXPENSES	\$39,259	\$12,685	\$101,197	\$165,996	\$319,137

* Assumes start of operations in mid-2009; donated computer and phone system; E.D. hired 4/2010; 3% inflation per year in expenses

** Assumes 6 mos. meeting room space, \$16/sq. ft.; Board room six times; smaller room 12 times, pro-rated 260 day business year
Second year: assumes meeting space only in Q1, then addition of office space, 200 sq. feet at \$16/sq ft. for 9 months

