

MIAMI RIVER COMMISSION

Miami River Greenway Planning Retreat

January 20, 2006
MIAMI, FLORIDA

Report of Proceedings

WELCOME AND INTRODUCTIONS

Chair of the Miami River Commission (MRC), Irela Bague, welcomed everyone and thanked the partners in this process: the City of Miami, Miami-Dade County, and the Trust for Public Land.

Ms. Bague spoke about the tour the week before at Ft. Lauderdale's Riverwalk during which members and guests had lunch, met the Mayor of Ft. Lauderdale, took a Boat tour and walked, and spoke about the Riverwalk's impacts and challenges. She mentioned that the Ft. Lauderdale Riverwalk is much smaller than Miami's, and its greenway is primarily owned by the public, whereas in Miami the greenway is primarily privately owned.

Ms. Bague expressed her desire for a clear discussion and good conversation with everyone present on the four main goal areas (security, funding, special events and maintenance) in order to ensure a future thriving riverwalk. She reminded everyone that the Commission serves in an advisory capacity to City of Miami.

She once again expressed her appreciation for everyone taking time out of their day to assist with this important effort.

All present then gave self introductions.

The meeting was then turned over to the Facilitator, Janice M. Fleischer.

AGENDA REVIEW, MEETING GUIDELINES

Janice Fleischer, J.D., Principal of FLASH Resolutions, introduced herself and explained she would be facilitating the meeting. Ms. Fleischer reviewed the Agenda for the day (Exhibit A), the responsibilities of a facilitator (Exhibit B), the responsibilities of meeting participants (Exhibit C), and the Guidelines for the day's discussion (Exhibit D). Ms. Fleischer indicated that the Chair and Managing Director of the MRC wanted as open a meeting as possible, therefore, all attendees were to participate fully, whether or not they were a member of the Board.

NEED FOR MIAMI RIVER GREENWAY GOVERNANCE STRUCTURE

In order to set the stage for the work of the day, Managing Director of the MRC, Brett Bibeau, gave a powerpoint presentation consisting of an overview of the history of the greenway, some comparisons to other greenways, an acknowledgement of the challenges and opportunities inherent in the development of the Miami River Greenway and the need for a governance

structure. (Exhibit E). Mr. Bibeau introduced Ernie Marin, Ph.D., MRC Board member and Chair of the Greenways Committee.

Mr. Bibeau's presentation was followed by a powerpoint presentation given by Ashley Chase, Assistant Managing Director of the MRC, on several governance models: the trust model, the non-profit model, the Business Improvement District (BID) model, and the Tax Increment Financing (TIF) model. (Exhibit F).

The remainder of the day was spent generating issues around the development of the Greenway, writing Goal Statements, developing Objectives and creating Action Steps. Comments were taken after each step and all work product and comments were captured by the facilitator in notes. What follows is a description of each stage of exercises. Following the description of all exercises are the results of the day's work.

ISSUE GENERATION EXERCISE

To begin the day's exercises, Ms. Fleischer directed participants to the "Definitions" page in their packet for a definition of an "issue" (Exhibit G). She pointed to the large flipchart sheets with the name of eight items they were being asked to think about specifically:

- A. Maintenance
- B. Security
- C. Special Events
- D. Funding
- E. Trust Model
- F. Non-profit Model
- G. TIF (Tax Increment Finance)
- H. BID (Business Improvement District)

Participants were given 3x3 post it notes and asked to write down all issues they could think of related to each item; one idea per post it . Participants were encouraged to write as many ideas as possible. As the participants wrote down their ideas, the facilitator collected them and posted them on the Board indicated by the participant with a letter corresponding to the letter of the item (i.e. A=maintenance, B=security, etc.)

When all post its had been collected, the group took a short break.

Upon returning from break, Ms. Fleischer led the group in an open discussion of each area. Notes were taken on the comments.

DEVELOPING OBJECTIVES: SMALL GROUP DESIGNATIONS AND INSTRUCTIONS

Ms. Fleischer once again directed participants to the Definitions page for a definition of an "objective". The group was divided into small groups and given instructions on developing Objectives, giving their area a Goal Statement (Exhibit H).

The small groups worked through lunch to develop their objectives.

At the conclusion of the Objectives Exercise, each small group gave a short report of the work they had done, and the full group was given an opportunity to react. Notes were taken by the facilitator of all comments made.

SMALL GROUP WORK- ACTION STEPS (INCLUDES BREAK)

Building upon the work they had done earlier with goals and objectives, and considering the input they received during plenary discussion, the small groups reconvened to write action steps for each of their Objectives.

Once again at the end of the exercise, each small group gave a short report and the full group was given an opportunity to comment.

RESULTS OF THE WORK DONE DURING ALL EXERCISES

General comment regarding the development of this Plan: Add "the Working River" to all references to the River in the document.

MAINTENANCE

RESTATED AS A GOAL: *Provide a clean greenway/riverwalk for the public, while maintaining amenities.*

Issues:

Generated by the Board:

- How to include new landscaping?
- How to manage/oversee.
- City needs to provide assurance that developers will transfer riverwalk public access
- Outsource versus hiring staff to do maintenance
- How to enforce maintenance of private property?
- Will City maintain a privately owned parcel?
- Who will collect the trash?
- Who will tend the landscaping?

Generated by Observers:

- Can maintenance be performed by neighborhood districts?
- Add to the City's public works and solid waste department's maintenance schedules.
- Debris and trash removal
- Develop or strengthen code enforcement regulations for those who are businesses on the river.
- Request new development to agree to a covenant (perpetual maintenance)
- Environmental education activities for elementary and secondary schools (help maintenance)
- Require contractor to warrant and maintain landscapes for one year after installation
- Use of bio-retention to collect rain water and use for irrigation of public parks along the river
- Government cannot provide maintenance levels needed to create a world class greenway system
- Use of irrigation to reduce desiccation of plants after installation
- Public private partnership
- Public awareness in maintaining a clean environment
- Litter removal
- Replacement of landscaping and trees
- Who has authority to demand maintenance upgrades?
- Lots of initial cleanup

- Landscaping, mowing, tree trimming, etc.
- Replace special installed items quickly: stockpile?
- Pressure cleaning
- Varying public jurisdictions
- Developers to maintain riverwalk: covenant

MAINTENANCE: Open discussion following issue generation:

1. Who is maintenance/security for?
 - a. Private owners
 - b. Residence of property
 - c. The property itself
 - d. Visitors to the area
2. Possible division of the walk to take into account the different nature of areas of the river (residential, commercial, working) and special events to target these
3. A more sustainable approach is needed: bio-retention (rainwater) may be more cost effective
4. Have an actual maintenance agreement to make responsible for a certain number of years, the first year is very critical
5. Most of riverwalk is privately owned; what happens when developer leaves the property?
6. Noise control if part is next to condos, residences
7. Recording covenants that run with the land
8. Use local examples like Bayfront Park: maintenance and security
9. Look to models outside the country; private entity gets tax deduction for volunteering to maintain landscaping and this gives visibility to the private entity; like an "adopt a highway" program
10. Establish maintenance standards in the code
11. How to accommodate "walk through" visitors; the condo "jade" is totally accessible
12. Entire greenway should be under one ownership; make maintenance easier

OBJECTIVES FOR MAINTENANCE:

This group stated 5 considerations/areas where funding impacts:

- a. jurisdiction
 - maintenance entity
 - enforcement entity
- b. funding
- c. liability
 - risk management
- d. public education
 - environmental issues
 - cleanliness/appearance
- e. operations and management

Objective #1: Assign an entity to perform regular: 1. debris and trash removal; 2. landscaping, 3. pressure cleaning, graffiti removal; 4. sidewalk/paver repair: and 5. risk management

Action steps:

- a. Greenway: solid waste; city appropriates funds for public-right-of-way
- b. Riverwalk: have entity (City or other organization or developer) issue an RFP to perform solid waste and pressure cleaning
- c. Greenway and Riverwalk: pressure cleaning; City or some other entity issues RFP for graffiti cleaning

- d. Habitat for Humanity conduct volunteer projects
- e. City or MRC (or other entity) issue RFP for sidewalk/paver repair
- f. City liability; agreement with developer and City, ask City attorney?

Objective #2: Code enforce by putting legislation in place to require all entities along the waterfront to designate it as a public right of way.

Action steps:

- a. consult with City Attorney to create uniformity
- b. establish maintenance standards (by City, MRC, other entity)

Objective #3: Entity in charge would encourage community clean up initiatives and efforts to increase public awareness of maintaining, beautifying, and preserving the greenway.

Action steps:

- a. MRC marketing; Habitat for Humanity, City communications dept.

Group comments after small group report on Objectives:

1. Maintenance standards are needed on both the greenway and the riverwalk.

SECURITY

RESTATED AS A GOAL: *To provide the necessary security for the public to feel and be safe and secure on the Greenway.*

Issues:

Generated by Board:

- Who will address homelessness?
- Who will keep the street people from living on it?
- Who keeps obstructions out of the way of pedestrians?
- Parking is already blocking the path.
- Need to hire/seek experts advice; Fran Bohnsack has experience with this (MRMG)
- This should be a #1 priority.
- How to coordinate?
- Private or public?
- Crime watch with city police.
- Condo association will provide for security
- Closed circuit cameras needed
- Waiver of liability?
- How to fund (public/private)
- Need street lighting.

Generated by observers:

- Adequate night lighting
- Use of a comprehensive lighting system along river at night to enhance security.
- Street lighting
- Light as a part of the designing
- Public restrooms become homeless facilities
- Wakenhut? Community task force? 24/7 surveillance.
- Can a security task force be created?
- Utilize FDOT and homeland security; camera systems
- Park rangers funded by City
- Encourage river front commercial/retail activity along river to foster a sense of security

- When we promote an active life by the riverside, security comes by itself.
- How would a party coordinate efforts between police and private security?
- Radio communication between private condo security guards and police department
- Consider the installation of TV cameras at strategic locations along the riverwalk; develop cost estimates; identify potential funding sources
- Public safety issues: individual safety; auto safety; utilizing local police department and neighborhood watch participation
- Defensible space; reducing one's sense of vulnerability along the river
- Defensible space; elevating one's sense of security along a riverwalk
- Defensible space: reducing amount of underutilized or vacant land encouraging loitering
- Bicycle police patrols
- Marine patrol
- Impacts on local neighborhoods
- Security must extend beyond the immediate shore line
- This is costly; should it be public/private shared?
- Should security be 24 hours? Private or publicly funded?
- Police on bikes; neighborhood crime watch.

SECURITY: Open discussion following issue generation:

1. Activity is the key to security
2. What is the current state of security by the city now along the Miami River?
3. At what point does this become excessive security and maintenance and then tax payers should not bear the burden.
4. Is greenway to be accessible by water?
 - a. Accessibility by water has its own maintenance and security problems.
5. Homeland security is an issue
 - a. 24/7 video cameras and marine patrols
 - b. All bridges have dot cameras
 - c. These could be monitored
6. Video camera system could be of great assistance
7. Officers on bicycles
8. Defensible space design: planning tool; for vacant/underutilized land; deals with vagrant activity
9. The safety of the walk: keep bikes separate from pedestrians
10. Who is liable?

OBJECTIVES: See **Exhibit I**.

Action Steps for CRIME Objective:

What should be done?	By Whom?	Target Date
New Police Substation	City/Chief Timoney	2 years
City and County Police on bikes/Pilot Project on North Shore	City and County Police	1 year pilot
	Net Resource office	5 years river wide
Continue marine patrol and notify of Greenway Security issues in addition to terrorism	Dept and MRC and MRMG	6 months

Create park rangers and ambassadors Create a study for needs of pilot area	City and County parks and police depts.	Study- 1 year Pilot- 1 year
Citizens on patrol Neighborhood Crime Watch	Spring Garden NET Durham Park East Little Havana	1 year
Use existing Homeland Security and FDOT cameras	City needs to accept system City meet with FDOT	ASAP

Action Steps for SAFETY Objective:

What should be done?	By Whom?	Target Date
Avoid obstructions; obtain all construction document conditions; identify entity to enforce clear path, no cars, tables, etc.	City	Less than 1 year
Tow and ticket illegal parking on pedestrian path	Dept. of on street parking and tow truck companies	Upon completion of above step
Safety curb: 1.5 feet wide by 6 inches tall	Riverwalk developers	
Question: who will enforce public sector sections?		
Provide ample and bright decorative lighting	City and County	

Action Steps for HOMELESS Objective:

What should be done?	By Whom?	Target Date
Work with Homeless Assistance Center	Homeless Assistance Center	1 year
Outreach; meet with Homeless Assistance Center representatives	Bradley Simon	
Meet with Homeless Assistance Program		
Meet with Camilus House		
Create trespassing ordinance		

Action Steps for COORDINATION Objective:

What should be done?	By Whom?	Target Date
Create a security and safety task force with representatives from City Police and County Police and Citizens on Patrol	City and County Police	1 year

Group comments after small group report on Objectives:

1. What is the definition of “trespassing”, how do you distinguish who is and who isn’t?
2. Legal authority/ordinance is used.
3. Issue of equality/discrimination
4. Involve homeless foundations
5. Hours of access help to determine trespassing and loitering

FUNDING

RESTATED AS A GOAL: [To secure] *Dedicated funding to complete construction, operations and maintenance of greenway/riverwalk.*

ISSUES:

Generated by Board:

- Who benefits from expenditures of taxpayers money?
- Condo associations to provide for maintenance.
- How to get property owners to contribute money?
- Dedicated funding source very important. Failure equals money to build, but no money to maintain.
- City to designate entity to manage.
- How to deal with stakeholders who don’t want to participate.
- Funding from all of population or just stakeholders?
- Could become part of a Parks District with its own operating levy (tax).
- Needs new source of revenue.

Generated by Observers:

- Privately or publicly funded?
- Identify maintenance responsibilities, costs per year.
- Association fees for owners on riverwalk should be included in their fees.
- Create re-occurring funding source, i.e. BID, TIF, Trust
- Grants? Should city/county apply for them or simply assist other organization?
- Apply for FIND (Florida Inland Navigational District) Grant
- From city budget (new impact fee)
- Generate good revenue to attract private sector investment
- Parks Trust
- Equitable and fair
- Coordination of public and private partnership funders
- Identify grant opportunities to implement special events, security and maintenance of the greenways
- Identify responsibilities for grant writing
- To involve investors adjacent to river with the greenway, as conditions for their projects
- What amount is needed to provide above par maintenance levels.

- Government will perceive a “loss” if they dedicate money for greenway governance.
- Use of a passport system for funding of heritage tours along the river

FUNDING: Open discussion following issue generation:

1. What is the existing funding?
2. No dedicated source of funds.
3. Right now funding is project specific.
4. Annie Casey foundation is a major funder of urban forestry and public right of way (row) up to approx. 50%.
5. Find additional opportunities for grants, foundations and private funding.
6. Should the funding be tied to the benefit received?
7. Implicit in getting greenway was a promise to businesses that it would not cost them money.
8. How much of the greenway is public row? Need to figure out how to handle the public row portions.
9. Capital costs: need to focus on these in addition to maintenance and security; the funds are different.
 - a. Try pilot projects to demonstrate how to handle different aspects of the river:
 - i. Jose Marti Park to 5th Street
 - ii. Miami One to City of Miami Administration Building
 - iii. NW 11th to 17th Street

OBJECTIVES:

Objective #1:

A. Develop a Comprehensive Business Plan

Phase I: conceptual- 6 months

Phase II: 18 months

SCOPE: Design, construction, operations and PR

Operations includes: maintenance, security, and marketing

B. Complete Construction

Determine cost to complete construction as per Miami River Greenway Action Plan; TPL to coordinate with City and Partners.

Action Steps:

PHASE I

- | | |
|--|------------|
| a. confirm consultant client | 1 month |
| b. establish consultant budget | 1 month |
| c. complete scope of survey RFP | 1 month |
| d. procure consultant services | 2 months |
| e. select/award consultant contract | 2 months |
| f. commence consultant contract | 3 months |
| g. consultant 50% complete | 4-5 months |
| h. consultant/client review | |
| i. consultant 100% complete (draft report) | 6-7 months |
| j. client review | 8 months |
| k. workshop #2 | 8 months |
| l. complete final report | 9 months |

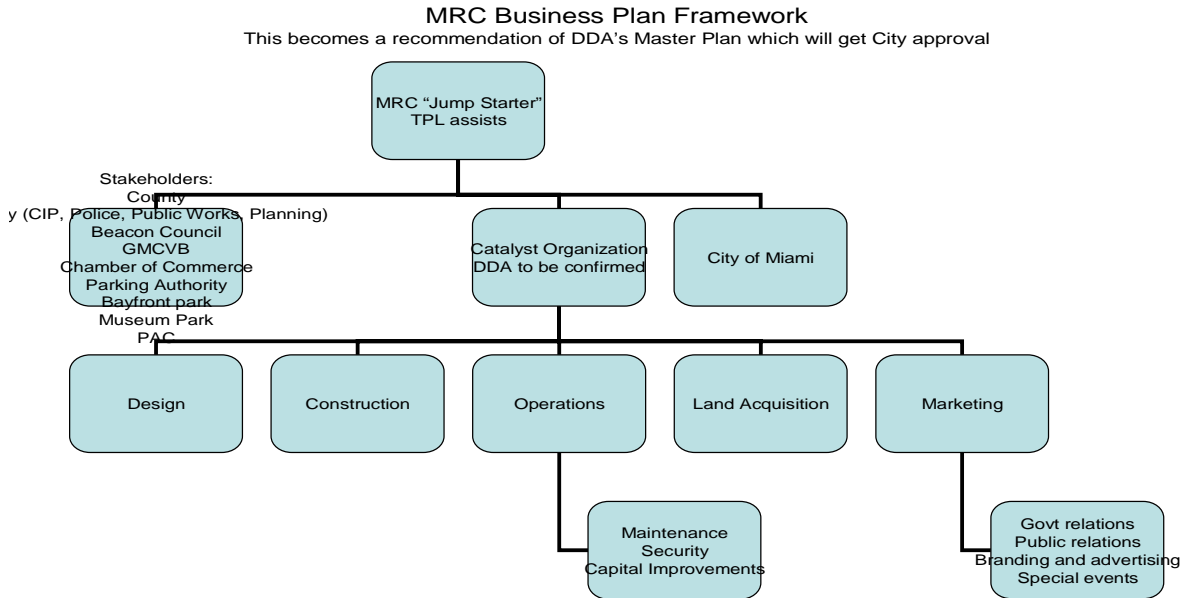
Objective #2:

A. Operations and Maintenance

Create Pilot Project from Miami One to City Administration Building (6 months); DDA to coordinate with City and Partners.

Group comments after small group report on Objectives:

1. Construction, include construction clean up (also an environmental issue)
2. Land development and preparation
3. Permitting, etc.
4. Dedication and acquisition



SPECIAL EVENTS

RESTATED AS A GOAL: *Should provide a continuous variety of activities throughout the year that offer the opportunity to raise community awareness and appreciation for historic, ecological and cultural importance of the River and its connecting neighborhoods.*

Issues:

Grouped into the following;

Transportation:

- How to take care of crowds parking (Board)
- Incorporate public transportation (Observer)

Management:

By Board:

- What organization will plan and implement events
- Partner with visitor and convention bureau
- Who will secure sponsorship for events
- How to (or should we) charge for events
- How to handle: hire special events coordinator or committee volunteer

By Observers:

- How will all stakeholders in river economy be included in these events?
- Who coordinates calendars?
- Permits to be obtained by the City of Miami
- Gain cooperation of all river tenants
- How to market greenway?
- Should one organization promote special events, or should solely the City?
- Hold meetings with developers and owners of condominiums along the river to insure that their participation for open area forums open to the public are agreed upon

Activities:

By Board

- Make sure to be very inclusive of local community downtown crowd's idea of fun, ditto from Little Havana, Allapatah, Overtown
- Parades, canoe races, art exhibits
- Boat parades

By Observers

- Environmental education activities for schools (to learn about river and work on preserving it)
- Promote periodic activities (like cultural Friday's at Calle 8) and inform all the medias
- Amphitheater Aloha River for periodic concerts
- Get schools involved for tours of river focusing on ecology and wildlife
- Regular monthly events
- New water events; e.g. water races, water skiing, educational programs for school kids
- Develop a list of special events including types, locations, time of year, cost, audience, etc.
- The Scottish Rite Temple should be location for public events
- Increase police during special events
- Involve tourism community
- Local concerts in parks plant a tree event

Other:

By Board

- Where?

By Observers:

- Provisions for the handicap
- Adequate canopy (trees or constructed) to shield from rain, sun, etc.
- Expanding the City's cultural awareness to include all surrounding areas in order to bring communities together to promote different ongoing events
- Need to expand cultural interest for those residing in the immediate and surrounding areas utilizing media, sources and attracting vendors to make it work
- Increase advertising
- Friendly and professional

SPECIAL EVENTS: Open discussion following issue generation

1. Budgets are real issue; funding source is needed
2. environmental awareness by school kids, helps with maintenance and special events

3. nature centers are great attractions for kids/others; (look at parks and planning in D.C.)
4. Historical tours/ecological tours include concentrating on kids
5. Urban Design Center
6. Research in ecotourism re: Lummus Park
7. be pro active with Scottish Rite Temple, use it, historic neighborhood
8. Working River Events:
 - River Day
 - Need to get events further West
 - Use Boats
 - Maritime Day
9. What is the purpose of special events:
 - Recreation
 - Education
 - Awareness
 - Gain revenue

So, think about who gets the money and how it is used.

OBJECTIVES:

Objective #1: Create a series of programs through out the calendar year to promote cultural awareness.

Action Steps: Who: Designate a Community Committee/effort between Community and Committees and Coordinator

- a. appoint a special events coordinator
- b. identify objectives
- c. identify themes
- d. identify audience
- e. synchronize special events calendar with existing county events calendar
- f. create calendar
- g. define locations

Objective #2: Promote, using media and community partners to advertise special events.

Action steps:

- a. identify appropriate media sources for events
- b. WEB, print, schools, CVB, Hotels
- c. Libraries, radio, PSA, Banners, metro transportation
- d. Community promotion to target groups
- e. Boat
- f. Develop cross promotional strategy with partner

Objective #3: Identify funding sources and create a budget (see Funding commission)

Will depend on size and type of event

Objective #4: Develop management Plan

Security
Staff (events)
Traffic issues- auto and river
Environmental issues

Action steps:

- a. create time line
- b. size of crowd
- c. determine area of event location

- d. determine public safety requirements: police, fire, EMT, etc.
- e. estimate staff require vendors, clean up, etc.

Objective #5: Seek to balance individual interests of all concerned parties: public, private, neighborhood, etc.

Action Steps:

- a. Work closely with all partners that have an active role and desire to participate via email: flyers, telephone, networking
- b. Working and open house meetings with communities
- c. Working at schools
- d. Public conferences and research on people's opinions

Group comments after reports on Objectives:

1. Add "the working River" to all references in the document.

TIF (TAX INCREMENT FINANCING)

Board comments:

- Very little political will to start another TIF in City of Miami
- Would the city consider a TIF? What about property owners?
- Not politically feasible now.
- How to overcome political obstacles?
- It's too late to capture most of the boom.
- Taxes are hard to sell and they are controversial.

Observer comments:

- Who will administer the TIF?
- How to create support from people in the district who don't want to be taxed.
- Will this be an incentive or a detraction for business owners?
- Will amount collected be sufficient for needs of River walk (i.e. maintenance, security, special events, etc.)
- Could a retroactive date be set to capture development in any stage of the process?
- Board members must have a real interest in the development of the River (good vibes)
- Use TIF to encourage greenway and infill activity along river in public space
- Governments will perceive a "loss" if they carve out funding for greenway governance.
- Should the MRC fold into a TIF model, if approved by the City?

BID (BUSINESS IMPROVEMENT DISTRICT)

Board comments:

- How to get property owners to contribute
- How to get everyone to participate
- BIDs work in NYC, etc., but hard to organize with our mix of shipping, condos, industrial, public and other land uses.

- Possibility to create an informational kiosk?
- Businesses should not be solely responsible for funding.

Observer comments:

- Property owners in the “district” may feel they are carrying a load that “all” should contribute to
- Downtown Development Authority (DDA) can operate on the DDA area
- How to win over reluctant participants in BID
- Can MRC state legislation be amended to operate as BID?
- How would assessment be determined? Just square feet? What about water taxi business which may generate a lot of income but own very little square footage on land?
- How would condos be assessed? Does association pay fee, which is passed along to residents?
- Should the MRC fold into a BID model, if approved by the City?
- How to obtain support of BID from private owners when property taxes continue to increase.

NON PROFIT

Board comments:

- This area is plagued by poorly functioning non-profits. City-County hybrid is the most likely operator.
- Would Miami River fund, Inc. work?
- Need a new non-profit.
- Co manager approach could have an elected official on Board to provide a city prospective.
- MRC can be considered managing entity with an MOU from the City.
- Can the MRC morph into this?
- Could City serve as sole manager of greenway?

Observer comments:

- How to ensure that non-profit body works seamlessly with government; public-private partnership.
- Where do start funds come from?
- MRC’s non-profit currently plays on assistance provider and catalyst role. Does MRC board desire to increase co-managers and sole manager roles?
- Do we want to be dependent (for funding) on uncertain funding sources/amounts each year?
- A new not for profit will compete for funds with other not for profits.
- A non profit would need protection from liabilities associated with the greenway, since they would not actually own it.
- Riverwalk Trust should have tax-free charitable attributes.
- Appeal to various volunteer civic groups: Kiwanis, etc.
- Establish Miami River Historical Society.

TRUST

Board member comments:

- Bayfront Trust an outstanding example, however it has built in revenue generators, in amphitheater and boat dock.
- The most likely to be politically feasible.
- Can the Bayfront Trust be expanded to include Riverwalk?
- Needs political will- a champion.

Observer comments:

- The trust model cannot apply in the county.
- Problem: subject to City Commission approval.
- Concern with government's ability to shut it down and take over its duties if and when they choose to
- Should the MRC fold into a trust model, if approved by the City?
- Does the Trust incorporate community/stakeholder desires?
- It should report to MRC.

NOT IN ANY PARTICULAR CATEGORY

Board member comments:

- Will the greenway be open 24/7?
- Who does the MRC represent?
- How does each decision of MRC benefit "everybody" first?
- Working group governance
- Who will ensure that greenway is publicly accessible?
- Why would tourists come?
- Who will address homelessness?
- How to protect existing interests from potential impacts? (marine, neighborhood)
- Miami River Historical Museum
- Water taxis
- We need more boat slips/marinas
- Will MRC serve as manager of greenways?
- Wheelchair / ADA access: you must exceed requirements

Observer comments:

- Study the advantages and disadvantages of different models and select the one that has the greatest potential.
- Parking: construction and availability of parking for the public
- Parking: affordable/free parking for the public
- Transportation: availability of and adequacy of transporting the public
- Touristic evaluation of the river and its strengths and weaknesses could be a source for its improvements.
- Historic and archeological points should and could be an interesting path on the greenway evolution.
- Connect to cultural neighborhoods
- Design Guidelines for appearance of riverwalk.

NEXT STEPS

Prior to adjourning the meeting, the facilitator asked if anyone had any ideas for "next steps" in this process. The following comments were received:

- Distribute this Report to all who attended (and others)
- Have committees on MRC review this report
- What steps in what order to be taken
- Ultimate approval by MRC to incorporate into work program
- Follow up with the DDA quickly
- Additional issue: continuous walkway; how do we do this when private owners are along the river (affects walkway and greenway); get restriction into condo documents and homeowner association documents

EVALUATIONS/ADJOURN

Ms. Bague thanked everyone for attending and providing so much valuable input. Participants were asked to complete their Evaluations for the day and the meeting was adjourned.
