

**Draft Minutes from the
East Downtown Council Board of Directors Meeting
Thursday, April 2, 2015**

Kraus-Anderson, 525 South 8th Street, 1t Floor Board Room

Present: Jeff Anderson, Jackie Barrett, John Campobasso, Daniel Gumnit, Brian Maupin, Paul Mellblom, Lynn Regnier, Kelly Stenzel, Carletta Sweet, Bert Winkel
Staff: Dan Collison, Christie Rock Hantge
Absent: Tim Briggs, Tom Hayes, Varun Kharbanda, Carl Runck, Tim Tucker

I. Call to Order

President Paul Mellblom called the meeting to order at 11:31 a.m. and thanked John Campobasso for hosting and providing the boxed lunches.

II. Consideration of Agenda

The agenda was approved as submitted and displayed on the screen with two additions indicated in red (CS/JC).

III. Consideration of Consent Agenda

The consent agenda was approved which included minutes from the March 5, 2015 board meeting; Treasurer's draft report for March 1-31, 2015; Director of East Downtown Partnership/Executive Director of East Downtown Council's report for March 1-28, 2015; and the Executive Coordinator's report for 03-01-15 to 03-31-015 (CS/BW).

IV. Presentations

- A. Comparative Land Study: Downtown Denver and Arapahoe Square.** Dan gave the "condensed" version of a slide presentation he had given to the East Downtown Development Committee Task Force small group on Tuesday, March 17th as a way of connecting the EDC board to the strategic thinking of that Task Force. The reasons for this presentation are twofold: he happened to be in Denver for a week and took the opportunity to tack on a couple days in order to meet with leadership from the Downtown Denver Partnership (DDP), Urban Land Institute Colorado (ULI Colorado), and Progressive Urban Management Associates (PUMA) the latter of which is currently under contract with the Minneapolis DID; and, more particularly, he was directed to Arapahoe Square as a comparative study because of its similarities to East Downtown.

Currently there is no map recognition of Arapahoe Square [a roughly 30-square-block rectangle in northeast downtown Denver] — all maps point out LoDo, the CBD, Curtis Park, and Ballpark. However, this was the Denver business community's way of framing an area of concern to give them a foothold on meaningful leadership. As with East Downtown, the map of AS shows it situated on the edge of the CBD with overlapping neighborhoods, light rail, and a stadium (i.e., Coors Field). Similar to Nicollet Mall, there is the 16th Street Mall that connects to a river and a major multimodal transit hub Dan believes works as a slingshot into Arapahoe Square and the stadium. This Mall, however, has a lot more open space with permanent ice skating rinks and bicycle and ride sharing systems. Yet they do struggle with homelessness issues on the Mall because it's well lit and people feel safer.

The capstone to redevelopment of downtown Denver is the public and private Central Platte Valley District Infill Project (http://www.denverinfill.com/neighborhood_pages/cpv_north.htm) that targeted high-density residential and mixed-use development, green spaces, and pedestrian land bridges to traverse, in some instances, the interstate and rail lines and to connect to surrounding communities. As part of the project, they put up envisioning signs to let the public know where they are within the proposed development.

The belle of the ball is the 50-acre, state-of-the-art, multimodal Union Station Transit Center development (<http://www.rtd-denver.com/UnionStation.shtml>) that will include restaurants, a boutique hotel, retail stores, and for the first time a rail line to the Denver International Airport (DIA). The historic terminal building itself was renovated with the voluminous Great Hall retaining its function as a gathering/waiting space with new retail shops and it serves as the centerpiece for the new transit-oriented, mixed-use development on the site's former rail yards. For more information on the USTC's transformation, visit http://www.som.com/projects/denver_union_station.

The total USTC project cost was \$519 million and was funded through numerous sources, i.e.:

- Transportation Infrastructure Finance and Innovation Act (TIFIA) loan of \$145.6 million for 26 years, to be repaid by sales tax;
- Railroad Rehabilitation and Improvement Financing (RRIF) loan of \$155.0 million;
- Federal Highway Transportation (FHWA) grant of \$45.3 million
- Federal Transit Administration (FTA) grant of \$9.5 million;
- American Recovery and Reinvestment Act (ARRA) stimulus grant of \$28.4 million;
- Homeland Security's Transit Security Grant Program (TSGP) of \$353 thousand;
- Denver's Regional Transportation District (RTD) contribution in the amount of \$65.1 million;
- Other state and local funds in the amount of \$19.9 million; and
- Land sales in the amount of \$18.4 million.

The above developments have allowed the areas surrounding AS to become more pedestrian friendly but the challenge is to bring that type of development into AS, whereas East Downtown has a better chance because transit is more centralized in the district although it sits at the edge of the CBD. Dan then displayed images from the Coors Field stadium looking towards Denver's CBD with skyscrapers, dropping down to parking ramps and surface parking lots, wide streets acting more as highways than pedestrian- and bike-friendly connectors. That unevenness AS is trying to work on mirrors what East Downtown is trying to accomplish.

Dan then listed the various organizations collaborating to catalyze development in AS:

- Downtown Denver Partnership, Inc. (<http://www.downtowndenver.com/>) which is similar to the Minneapolis Downtown Council;
- Downtown Denver Business Improvement District (<http://www.downtowndenver.com/category/about-the-bid>) which is similar to the Minneapolis Downtown Improvement District;
- Denver Urban Renewal Authority (<http://www.renewdenver.org/>) provides financial assistance to support urban renewal activities through housing and redevelopment programs and oversees Tax Increment Financing (TIF) activities;
- Progressive Urban Management Associates (<http://www.pumaworldhq.com/>) provides management, marketing and financial services to advance downtown and community development;
- Collegial think tanks equivalent to the College of Design at the University of Minnesota, e.g.: DenverUrbanism (<http://denverurbanism.com/about>); and
- The City and County's Downtown Denver Area Plan (<http://www.downtowndenver.com/initiatives-planning/downtown-area-plan>) that functions similarly to the MDC's 2025 Plan.

Dan explained that the Arapahoe Square Property Owners conducted planning meetings with elected officials and stakeholders to develop its strategy within the overall Denver Area Plan. The challenges the AS area faces include: highly visible concentration of social services; significant underutilization of large areas relative to zoning and location; lack of amenities in public realm; perceived barriers on Broadway and Park; and few positive identity elements.

Recommendations made as a result of these planning meetings included: redevelopment of AS as a cutting-edge, densely populated, mixed-use area that provides a range of housing types and a center for innovative businesses; restore neighborhood character by restoring landscaped tree lawns and converting one-way streets to two-way; improve Broadway and Park streetscapes into grand boulevards; revise land use regulations; and provide amenities.

Dan showed images he took of progress-to-date that included historic preservation of existing properties, and residential infill with some retail that suffers due to, he surmises, the seasonality of the baseball games. Work to be done includes softening hard edges against tall towers, eliminating barriers between people and parks, improving tree pits and tree species that can survive in an urban environment, and redesigning the transitions into downtown.

After discovering similar comparisons to the East Downtown, Dan developed the following observations:

- Coordinate development partners and move in the same direction;
- Push private-public partnerships;
- Establish a hierarchy of emphasis that everyone can agree upon;

- Do not let stadium define the district;
- Clearly define how district fits into the whole;
- Envision³; and
- Accept the necessity of a long-term vision and changing work plan.

Matters for the EDC to consider going forward include:

- Who are our willing collaborators?
- How do we get everyone moving in the same direction?
- What is possible over the next 10-25 years?

B. *New McKnight Foundation Grant Proposal.* Dan explained that unlike the first McKnight grant where the MDC and EDC applied for it jointly, for this new 24-month Regions and Community grant the MDC would be applying for it solely. Because it will largely be focused on expanding implementation of key 2025 Intersections Plan land development strategies for the East Downtown District and executing a district branding initiative into a holistic business and residential recruitment strategy, it seemed appropriate that the MDC apply for it. Some of that language can also be found in the CPED Great Streets Business District Support grant the EDC is pursuing and each grant builds upon the other.

Dan and Paul are working on the CPED grant and it will be part of developing the EDC's 2016 budget. If the second McKnight grant is secured, Dan's arrangement will likely transition into a 2-year contract if both the EDC and MDC are amenable. Under both grants, the MDC and EDC will be refining the strategy for development engagement and completing district branding. Related to the latter work with PadillaCRT, the EDC is currently in Phase 1, building a sense of brand essence within the framework. Phase 2 will be to develop a playbook of what needs to take place, and then will likely move into a three-phase relationship with PadillaCRT.

For the McKnight Foundation Regions and Community grant, applicants must demonstrate market orientation and scalability of their proposed programs. Dan worked with Steve Cramer to develop the following:

Market Orientation

- Leverage the current market push for multi-family housing into East Downtown such that an array of new housing projects, from affordable to market rate, are recruited and directed toward unused land.
- Identify all affordable and workforce housing inventory in East Downtown, target specific land parcels as priority sites, and advocate actual projects with housing developers using the existing financial toolkits available for transit oriented and affordable housing projects through the City of Minneapolis, Hennepin County, and the State of Minnesota.
- Leverage a new market study being commissioned by the City of Minneapolis (due in the middle of 2015) into multiple learning experiences for landowners and the development community.
- Work with business, civic and residential stakeholders to clearly define and bring forward a new district brand that reflects a holistic urban mosaic and markets the district to Minnesota and beyond (through new website platforms, a new family of brand images, and place making visual collateral).

Scalability

- Develop and implement a plan for expanding the Downtown Improvement District (DID) deeper into the East Downtown.
- Benchmark successful projects (affordable, mixed-use, commercial, etc.) as blueprints for additional projects in the district on under-developed land parcels.
- Bring together key corporate landowners (e.g. Kraus Anderson, Thrivent Financial, Wells Fargo, and HCMC) to complete a market based land study that would emphasize a new collaborative and diversity focused residential corridor along Portland Avenue between the riverfront to the Grant Park condominium.
- Collaborate with GreaterMSP and Meet Minneapolis to ensure that the unfolding market driven story of the East Downtown District is leveraged into recruitment tools for new businesses and mixed-use

development.

Dan explained that he will be conducting an initial inquiry by April 15th, and will be meeting with the EPNI and DMNA boards who want to be fully engaged in the process to help them understand how district branding and the land development strategies will play into the neighborhoods.

V. Action Items

- **Consideration of 2015-2016 Board Candidates.** Paul first read the names of the proposed new board members that the Board Development Committee put forth (reference his March 18th email with attached resumes): Carina Aleckson, Marc Berg, Joshua Clark, Chris Fleck, Jeff Hahn, Hilary Hart, and Alex Tittle.

Then he read the names of the board members who are reengaging: Jeff Anderson, Jackie Barrett, Tim Briggs, John Campobasso, Daniel Gumnit, Tom Hayes, Varun Kharbanda, Brian Maupin, Paul Mellblom, Lynn Regnier, Kelly Stenzel, Carletta Sweet, Tim Tucker, and Bert Winkel. Thereafter, the proposed slate of board candidates was approved as submitted (CS/DG).

Paul thanked board members for their willingness to serve another term and for the stewardship of staff members Dan and Christie. He'll follow up with the new board members to inform them of the vote.

At the May 2015 board meeting, officers will be elected. The BDC has put forth the following: Paul Mellblom as president; Carletta Sweet as vice president and secretary; and Tim Briggs as treasurer. Paul noted that Brian Maupin who has served as the treasurer for 7 years was ready to move to another role within the organization. Under the board's new Charter, in addition to the above officers, two at large members are to be elected to the Executive Committee. At this time the BDC has only put forth Daniel Gumnit but if anyone else is interested they should feel free to nominate themselves.

Also at the May 2015 board meeting, lots will be drawn for the 1-, 2- and 3-year terms so that in each year 7 of the 21 candidates would be up for reelection. Members can serve up to two consecutive terms. If anyone prefers to have a 1-year term, let Carletta know in advance of that meeting because he will be out of the country.

- **Consideration of Expenditure for 14th Annual InterCity Leadership Visit.** Dan advised that the Minneapolis Chamber of Commerce sponsors InterCity Leadership Visits (<http://www.minneapolischamber.org/pages/InterCityLeadershipVisit>) to regionally equivalent cities across the nation and he was urged to attend the upcoming one in October 2015 to connect with Minneapolis City leaders while studying how district and neighborhoods interact with the larger questions of business growth in the urban core. Dan then displayed the EDC Bank Account Totals/Cash Reserves for the past 6 months from which the proposed expenditure of \$1,247.50 would be drawn. He also explained the Budget which he believes is performing better than expected due to receipt of great membership fees.

Jeff who has attended several of these events highly recommended that Dan attend. Paul agreed and noted that the currency the EDC trades best in is access to people and being out there in the world. Thereafter, the expenditure of \$1,247.50 (i.e., half of the total that the MDC-DID is committing for Dan to attend this event) was approved (CS/LR). Dan noted that going forward he will begin to include line items like this in the budget. He's on a waiting list and if he does not clear the list there will obviously be no expenditure.

VI. Updates

- **Downtown Minneapolis Neighborhood Association.** Carletta referenced her update included in the board package.
- **Elliot Park Neighborhood, Inc.** Lynn noted that no update for EPNI was provided this month.
- **Great Streets Business District Support Grant.** Dan advised he'll know this month if the grant is approved. The EDC is competing with many other business associations for it and he and Christie have worked hard to

perform due diligence to secure this grant.

- **Minneapolis Downtown Council.** Dan highlighted the following:
 - *Saint Paul Riverfront Corporation's 4th Annual Placemaking Residency.* Dan showed a 3-minute video and distributed a 3-page news release on this weeklong event to "move the Twin Cities to better health" (<http://www.riverfrontcorporation.com/placemaking-residency/>). During the week of May 11-15, individuals, organizations, and institutions throughout the Greater Minneapolis Saint Paul region will explore the intersection between urban design and population health with the aid of internationally renowned experts, Dr. Richard Jackson, Dr. Anthony Iton, and Gehl Studio.

Not currently included on the schedule is the Wednesday, May 13th as the Portland Avenue day that Dan and Ben Shardlow from the Minneapolis DID won. It will include a walking and biking tour from the riverfront to Franklin and Portland Avenues, what they're pitching as a residential corridor à la the Elliot Park Master Plan and Carl Runck's proposal, to show off what exists and what the area can become. They'll be reaching out to Paul because MS&R helped Aeon on the Franklin and Portland Avenues developments, to Kelly for Thrivent as well as other landowners to host stopping points along the route, MPRB to talk about Water Works, Ryan Companies, and the Downtown East Commons. What is important is, besides inviting business stakeholders, to also invite the residential community to be part of the public events. Then Dan encouraged employers to engage their employees at or near their slice of the route to help them understand how they fit into the built environment. More details to follow.

Paul briefly recalled his experiences at these Annual Placemaking Residencies that culminate with the Great River Gatherings, a nice dinner with guest speakers and St. Paul as well as Minneapolis movers and shakers. For the past couple years they tied the GRG into a week of preceding events that are fascinating and enlightening. Last year at the GRG, Gil Penalosa introduced the 8-80 cities concept to inspire the creation of cities that are easily accessible, safe and enjoyable for all. Paul encouraged board members who are interested in this type of stuff to sign up as the SPRC is trying to move this whole endeavor into being something much more relevant to the community rather than merely a fundraiser and he's excited that the EDC will be part of it.

- *Minneapolis Downtown Improvement District.* They continue to go through a deep assessment as to its expansion into East Downtown that will lead to more landowner and business interests down the road. Dan will do a more substantial presentation when developments become more concrete.

VII. Committee Reports

- **Board Development.** Paul advised that this committee has accomplished its tasks for the past year and will reconvene after the May 2015 board meeting.
- **Business Forum.** While distributing a draft of the 2015-2016 season, Dan reported the following:
 - *May 21, 2015.* Topic: *Hennepin County Medical Center New Clinic Update.* Location TBD.
 - *June 18, 2015.* Topics: *CPED Long Range Plan* by Kjersti Munson, and *Downtown East Commons* by Peter Brown. Location TBD.

There will be no forums held in the months of July and August 2015. Dan then reported on the draft 2015-2016 season. It is a broad menu that engages three City Council Members, leaders from the fine arts community, Metro Transit, MSFA, MDC/DID, Ryan Companies, workforce equity, etc. The schedule is subject to timing, availability of speakers, and new ideas arising in between.

- **Membership, Marketing and Communication.** Dan reiterated that the district branding work with PadillaCRT is what they are focusing on and then he gave a status update on the current membership. There are 17 new members, 46 renewed, 13 un-renewed for a total of 63 members, the same as in the past 2 years. There will come a time during the summer when they will divvy up the list so that board members can reach out to those non-engaged potential members.

- **Strategy.** Paul advised that this committee accomplished its work and developed goals to work from when it next convenes as the Executive Committee.

VIII. Old / New / Other Business

Paul reminded the board that the annual meeting will be held on Thursday, April 16th, 11:30 a.m. to 1:00 p.m. at the Normandy Inn. He, Dan, Christie and Steve Cramer will give a presentation on the EDC's growth and vision followed by a comedy sketch by The Theater for Public Policy. The new board will also be elected.

In closing, Paul commented that it has been a great year and believes next year will be even better as the EDC will be more relevant to everything that's going on. He looks forward to working with us all and hopes it's reciprocal.

Lastly, Daniel thanked Paul for his leadership this past year.

IX. Adjournment

The meeting adjourned at 12:32 p.m. (CS/DG).