

**Draft Minutes from the
East Downtown Council Board of Directors Meeting
Thursday, October 1, 2015**

Valspar Applied Science and Technology Center, 1101 South 3d Street, Valentine Conference Room

Present: Jackie Barrett, Marc Berg, Tim Briggs, John Campobasso, Daniel Gumnit, Joshua Clark, Chris Fleck, Jeff Hahn, Tom Hayes, Varun Kharbanda, Brian Maupin, Lynn Regnier, Paul Mellblom, Kelly Stenzel, Carletta Sweet, Alex Tittle, Tim Tucker, Bert Winkel

Staff: Dan Collison

Absent: Carina Aleckson, Jeff Anderson, Hilary Hart, Christie Rock Hantge

Guests: Tom Jollie, PadillaCRT
Billy Langenstein and Patrick Talty, SMG Worldwide Entertainment and Convention Venue Management

I. Call to Order

President Paul Mellblom called the meeting to order at 11:35 a.m. and thanked board member Jackie Barrett for hosting and providing lunch.

Jackie then gave an update on the renovation of VAST. For Phase 2, another \$11.5 million has been invested in floors 3 through 5 of Building 4 (comprised of two adjoining buildings) that now houses the executive team and key marketing and finance personnel. In February of this year, approximately 300 people were moved here with approximately 220 remaining on one full floor of leased space in the Ameriprise Financial building at 901 3rd Avenue South. They are also looking for areas to expand their laboratories as they have exceeded the growth in jobs anticipated in Phase 1 when they first built the laboratories several years ago, i.e., from 80 to 190 and that continues to grow.

Jackie then advised that they are hoping to refresh the mural facing the stadium and add signage on its exterior. She then passed around the initial rendering and surmised they don't need a permit to repaint but will talk to the City to confirm and with neighbors to receive input. Once the mural design is more formulated, she'll return to the EDC seeking a letter of support for it and the signage.

II. Consideration of Agenda

The agenda was approved as submitted (CS/VK).

III. Consideration of Consent Agenda

The consent agenda was approved which included minutes from the September 3, 2015 board meeting; Treasurer's report for August 1-31, 2015; Director of East Downtown Partnership / Executive Director of East Downtown Council's report for August 30-September 26, 2015; and Executive Coordinator's report for 09-01-15 to 09-30-015 (CS/VK).

IV. Presentations

A. Stadium Transportation Management Plan. Patrick Talty introduced himself and advised he is the General Manager for SMG's Stadium and Arena Division headquartered out of New Orleans under the leadership of Doug Thornton who led the Louisiana Superdome through its reconstruction and rebirth following Hurricane Katrina. Talty noted he was hired by the Minnesota Sports Facilities Authority to manage the new stadium (<http://www.msfa.com/content/PRESS%20RELEASES/Talty%20announcement.pdf>) and then he gave a brief overview of SMG (<http://smgworld.com/>).

Founded in 1977, SMG employs 6,000 full-time and 46,000 part-time employees in eight countries, 32% of which are under union contract. Fifty of their facilities operate CBA's (collective bargaining agreements), and SMG works hard with unions and organized labor to foster a cohesive partnership to deliver what the community wants. Their workforce will look like the community, and Tittle's leadership with MSFA has done a great job in hitting their goals with construction. SMG will continue to foster that to make sure the workforce, not only on the union side but on the management and

nonunion side, reflects the community overall.

SMG books 28,000 live performances each year and hosts over 50 million guests annually. Ninety-two percent of their domestic clients are city, state, county and universities so they understand the nuances of public entities and as a result they have a 94% renewal rate. Currently, they have 243 facilities worldwide that include eight stadiums (five of which are NFL), 69 arenas, 66 performance art theaters, convention centers, recreational and equestrian centers all of which allows them to share best practices, resources, and have consistent operations. In the last 10 years, they have transitioned 23 facilities and opened 20 new ones. Other venue management companies are copying them because they have been successful in delivering what needs to be done to open a facility. Talty believes the crown jewel of their NFL stadiums is the U.S. Bank stadium, but all of the others have hosted Super Bowls and a lot of other events (e.g., concerts, home shows, monster trucks, weddings) and their staff have the experience to book and manage such events.

Billy Langenstein, Director of Event Services at U.S. Bank Stadium, then described their STMP, the art and science of managing ingress to and egress from the stadium by every mode of transportation (e.g., Metro Transit, taxi, food trucks, bikes, parking). Their plans are not 100% solidified, but they are working on a massive map that will show the different areas that will be impacted by people arriving and departing in order to communicate it with the City, guests, season ticket holders, and the community.

Since this is a huge undertaking with a lot of stakeholders involved, they have hired Parsons Brinckerhoff (<https://www.pbworld.com/>) who have a lot of experience in staging people to and from large events in an urban environment, e.g., they designed and built the entire transportation plan for AT&T Stadium, home of the Dallas Cowboys, and are currently working on the Mercedes-Benz Stadium, home of the Atlanta Falcons. Some of the analysis undertaken includes: an Environmental Impact Study, how the City and stadium operate on both business days/non-business days and game days/non-game days, evaluating parking supply and demand, traffic flow during peak and non-peak hours, staffing, equipment, zip code analysis of where people are traveling from, light rail capacity.

The STMP is important because this area has changed so drastically in the past couple years and this allows the opportunity to learn from previous mistakes and challenges of the Metrodome and to retrain guests on how to enter the City with a better plan in place. Most importantly, is the impact road closures, staffing and signage has an impact on the community because there are residents who have lived here for 40 to 70 years and watched the area evolve from the Metrodome to the U.S. Bank Stadium. For more information about the plan and process, reference the U.S. Bank presentation of this same date.

- B. *PadillaCRT District Branding.*** While Jollie distributed his EDC Branding Update PowerPoint presentation dated October 1, 2015, Dan noted this represents the end of the Phase 1 with more feedback and listening coming in the next month. PadillaCRT's generous pro bono work is coming to a climax next year and will gear up for another phase in 2016 based on a green light to apply for another \$25,000 in pro bono work.

Jollie then summarized the situation in East Downtown, i.e., it is a real dynamic place and the EDC, while there is no master plan and one person in charge, has taken the reigns to provide some direction and advocacy for this emerging district neighborhood and PadillaCRT is its partner through the branding effort.

The goal for Phase 1 was to help develop a framework by coalescing and bringing ideas from the different audiences together to build consensus.

The process followed through this phase included listening sessions from the various stakeholder groups to understand vision, opportunities, and challenges out of which a vision statement was

developed:

"In five to ten years, East Downtown will be a vibrant and distinctive urban neighborhood where people live, work and play. The park is a safe and friendly focal point, with a lot of activity during the day and in the evening. The neighborhood is family-friendly and diverse in population. While it is a destination within the city, it is also a walkable, street-level connector to the core of Downtown, Elliot Park, Mill District and the Mississippi River."

Jollie then reviewed the various challenges, e.g., how to bring this very diverse community together under a particular brand, how to avoid having the stadium and stadium event dominate because there's so much more here.

Jollie then explained the brand workshop that was conducted Phase 2: 40 key stakeholders involved; examined similar urban developments; conducted small group branding exercises to boil down messages to build a brand around. The outcome of the workshop is the brand purpose and brand pillars.

The recommended brand purpose is "East Downtown: A Vibrant Community" and the brand pillars are "Vibrant. Eclectic. Connected." This isn't going to be a quiet neighborhood. Things are happening here, i.e., the park, stadium, event center, people going to and coming from work and other activities.

There is also a need for some type of brand structure under which to operate; it was proposed that East Downtown, in some form, encompasses the three neighborhoods.

Next steps include: developing a brand name and getting feedback (e.g., East Downtown or Downtown East); developing brand language; developing visual identity; and creating integration and application plan.

What often happens with cities, neighborhoods and districts, there is no thought given to a brand name and whatever happens is what is adopted. Sometimes there is a conscientious effort given to a brand name and sometimes it sticks and sometimes it doesn't. One of the discussion points will be what do we want to be, what do we want it to look like, and do we have the funds and means to make it mean something and stick. Jollie referenced the University of Minnesota's effort to create a new brand standard 15 years ago as an example of how branding can be sticky with organizations. It spent lots of money and couldn't agree on implementation and then the brand developer just floated it out and everyone adopted it. If no one puts a stake in the ground and say here's what we want to be, it will just fall to whoever makes the most of something.

Dan advised they will be bridging resources to move forward, i.e., a McKnight Foundation grant he was awarded with the help of the Minneapolis Downtown Council; invitation from CPED to reapply for another \$25,000 grant; and another pro bono grant from PadillaCRT next year. With those three funding pieces, they hopefully will be able to move to the next phase of creating the brand family, marketing plan, and implementation with the goal of being active and in place by Super Bowl.

- C. ***Minneapolis Working Families Agenda.*** Paul summarized the 2-page September 4, 2015 Earned Sick Time and Fair Scheduling draft proposals formulated by the City Council. They are modeled after laws enacted in San Francisco and in process of being enacted in Seattle. Then he summarized what had transpired at the meeting he and Dan attended at which the Minneapolis Regional Chamber of Commerce and the MDC led the discussion with several retail and restaurant associations. Two direct comments were "these are needless over reach" and "the scheduling issue is ludicrous." There was a lot of venom in the room; however, they felt the Mayor might be willing to work with the business community over this. The takeaway is this is still very fluid; no real language has been drafted so there's nothing hard to push back at but all people in the room were frightened by these two pending ideas.

They are asking for people to become involved and contact your City Council Member for where your business is located before October 16, 2015, and as a follow up to contact the Workforce Fairness Coalition (<http://www.minneapolischamber.org/pages/WorkforceFairnessCoalition>).

Dan noted that part of why there was anxiety in the room at that meeting was because there was no pre-engagement with the business community to talk about these substantive issues and their impact; it was just presented in August with a deadline of October 16th to provide comment with a hearing in November and vote in December. The Workforce Fairness Coalition is the group that the Chamber and MDC is directing businesses to for content and information.

Lively discussion ensued, during which Carletta raised the question as to whether guidelines have been established for when the EDC would take a stand on issues. Further, Marc expressed the need to have more facts about the issues, where risks lie and opportunities to abuse, what employers can live with and what are the alternatives. Thereafter, the board agreed to distribute the related materials with an accompanying cover letter to the EDC membership to apprise them of the situation, asking them to provide input by the October 16th deadline, and to consider becoming part of the Workforce Fairness Coalition.

V. Adjournment

There being no more time for further business, the meeting adjourned at 1:16 p.m. (CS/TB).