1. **Opening Remarks and Meeting Agenda Overview**For opening remarks and meeting agenda overview reference Dan Collison’s 7-17-14 East Downtown Development Meeting Presentation PowerPoint document. He explained that through this task force process he would quarterback “a systemic construct that brings all the pieces together,” a quote taken from an article by Patrick Hanlon on creating vibrant civic communities published in the November 2008 issue of Urban Land Magazine. Collison stated that this group is charged with being the champions for East Downtown, to help create a vision, and shape what is and catalyze the infill. The goal is to bring everyone together for the good of the city and to bring value to them so that they’ll find reason to participate.

This work is being funded by a grant from the McKnight Foundation that brought the Minneapolis Downtown Council and East Downtown Council together into a strategic partnership that will spend the next 6 months considering how the EDC could become a sub-brand of the MDC.

To allow the audience to participate in his presentation and ask questions in real time, Dan set up <https://todaysmeet.com/eastdowntowntaskforce>, conversations from which will be synthesized and refined into a transcript for shared learning.
2. **Introductions**During introductions, audience members finished the phrase “This task force would be helpful to me if it gave me \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. Following are comments the audience elicited:

“Greater MSP invited Cresa and Perkins+Will to do a study of east downtown and to image what that development context might be going forward. It would be most helpful if it gave me a stronger sense of unity or common voice amongst all the stakeholders that are engaged in the neighborhood. I’m looking for some clarity around what collectively everybody aspires to see happening here.” ~Jim Voss, Principal, Cresa Minneapolis

“Some further connections and also general insight for our clients as they are moving into this exciting new region.” ~Jessica Mogilka, Senior Advisor, Cresa Minneapolis

“More knowledge of what’s going on in the area and to have access to all of the groups that are helping to shape the future of the district.” ~Carletta Sweet, DMNA representative on the EDC

“The toolkits to ensure the success of the yard specifically.” ~Jacob Frey, Ward 3 Council Member

“If it connects you to our $191 million ambulatory building project that Scott Wordelman from HCMC will talk a little bit more about, and helps me make the connections to get that information flowing and get you all plugged into that project.” ~Tom Hayes, Director of PR and Marketing, HCMC, and EDC board member

“I’m here to learn more about access and connectivity to others and what is possible versus what is not possible.” ~Geoff Glueckstein, SVP, JE Dunn Construction

“I’m interested because I love the city and city building and this part of the city needs building. It would be helpful for me to understand some of the parameters that are existing out there right now, some of the roadblocks or challenges to redeveloping this part of the city and how we can start integrating things that are happening in other areas of the riverfront and the university back into this sector.” ~David Motzenbecker, Design Lead Landscape Architect, Cuningham Group

“We are partnering with Ryan on the residential portion of its Downtown East project and it would be most helpful for me if it gave me a successful residential project that will attract some residents who want to live here for a long time.” ~Jennifer Gordon, SVP, The Excelsior Group

“I’m very interested in everything that’s going on in the city to help make the city a better destination for visitors and convention goers. It would be helpful for me if it gave me another piece in my toolkit that we can sell to conventions when they come to look at Minneapolis and see how great the city is.” ~Jeff Johnson, Executive Director, Minneapolis Convention Center

“If we get more clarity through all these frameworks that we are going to be talking about; to really understand where we can support the development and increase the common good of the neighborhood, where development occurs, what people need and what we’re looking for as a city.” ~Marcela Sotela Odor, aide to Ward 6 Councilmember Abdi Warsame

“We are the district energy system for downtown Minneapolis. We heat and cool most of the buildings downtown including the stadium. As many of you are making a substantial investment in heating and cooling of the stadium, this task force would help me define other properties we can serve in the area.” ~Michael Dwyer, Director, Sales and Marketing, NRG Energy Center

“My direct interest is to see how this network of folks can help us make key decisions that are going to benefit the local community, specifically, how the minority-, women- and veteran-owned businesses can play a strategic part in the development of this area.” ~Alex Tittle, Director of Equity, Minnesota Sports Facility Authority

“I’m very interested as an organization to come out of the walls and really be a proactive partner with the neighbors. This will give us an opportunity to connect with the business community and the folks who will be living in this area because long term where healthcare is headed we very much want to be partners with everyone downtown and to help the community.” ~Scott Wordelman, VP of Ambulatory Administration, HCMC

“I’m currently working on a community project for the NCAA soccer field in Elliot Park area and recently got connected with the EDC. We have 1,100 students and 200 professors and we want to be a part of the community and to engage. I want to get to know my neighbors and help serve and be a conduit between the university and the community.” ~Chris Fleck, Development Director, North Central University

“I’m happy to say we have a reasonably long history in this part of the city and I recognize a lot of faces around the room because of that beginning with the Elliot Park Master Plan process, our relationship with the EDC and now part of the MDC and the vision they’re carrying forward and committee work. We’re here to help facilitate and coordinate this whole activity. I’m hoping to fill in the blanks so that this results in specific actions. This is really not a planning exercise, not an opportunity to have another morning meeting with coffee and donuts kind of thing, but we really want to move forward with specific strategies to do something here to spotlight that without doubt has now turned into East Downtown at long last. We have the incredible opportunity to do something amazing things right now.” ~Bruce Jacobson, Director of Landscape Architecture, Cuningham Group, and Research Fellow at University of Minnesota

“If I got information about what’s going on, and would like to see all the important planning that has been conducted is used very resourcefully as this task force emphasizes implementation rather than necessarily more planning.” ~David Fields, self employed, instructor of Urban Studies at University of Minnesota, and consultant to Minneapolis CPED

“We have represented a large part of this area for a long time and have been very active in trying to get something going. We started seeing development over by the river, worked with Elliot Park and now we’re starting to see those two areas are expanding and energizing. It would be helpful to just have and share information about the continued success of the infill in the area.” ~Patrick Sadler, policy aide to Ward 7 Council Member Lisa Goodman

“Part of my responsibilities is to represent Target in city planning and applying resources to help the community. I think it would be fun and interesting to be a part of this process.” ~Richard Varda, Senior Store Design Architect, Target Corporation

“My interest is in learning about development for this part of town and gaining some assurance that there is consideration for public realm and bigger ideas for development in the district.” ~Jonah Ritter, Architect and Senior Project Designer, AECOM

“I’m looking for the task force to help our fledgling organizational partnership be successful.” ~Steve Cramer, President and CEO, Minneapolis Downtown Council and Minneapolis Downtown Improvement District

“My interest is, to follow on what Jim Voss said, finding a unified vision but to add to that, what we can actually effect as outsiders and what we can’t effect and to focus on the stuff we can change and to quit talking about the stuff we can’t change because we spend a lot of time talking about stuff we really have no ability or very little ability to change. I would like to focus on, at least for the EDC, what we can be involved in that actually brings value and change for the better because we’ve got a lot of things to change.” ~Paul Mellblom, Principal at MSR Design, and incoming EDC president

“I hope this group would help provide diverse leadership to support reinvestment and sustainable development for the district while also respecting the fabric and history of the existing neighborhoods.” ~Lynn Regnier, Executive Director of EPNI, and EDC board member

“I’ve been thinking about this area for a very long time and I love that there are so many people interested and involved in its future success. I continue to think about the fact that this is a transit station area, and we really want to create a community around the transit station and stadium. If I can directly engage with so many of you who are here who might be new to the conversation, and have some kind of immediate group that I could glean a lot of feedback from for what the city might be doing plus I hope to bring more people from my department into this process for more expertise.” ~Beth Elliott, Principal Planner of CPED for the Downtown Sector

“Since we are in the business of transporting people, it would be helpful if this task force would keep my organization abreast of changes that are going to take place so we can plan accordingly.” ~Demetrius Bell, Metro Transit

“I like the idea of reclaiming property that is not on the tax revenues right now and is not particularly attractive, and making our pie bigger in the downtown area and generating more revenue. I’m really interested in creating something to attract businesses to the Minneapolis and Minnesota area because I think we have some really good metrics to do so.” ~Ann Marie Woessner-Collins, Managing Director, Business and Economic Incentives, Jones Lang LaSalle Americas, Inc.

“This task force would be most helpful to us if it led to the strategies and unified vision and a diverse group of partners who all see that they have a role in making sure the development that is going to happen downtown is all public-realm-based efforts of building.” ~Ben Shardlow, Director of Public Realm Initiatives, Minneapolis DID

“I’m sorry for squeezing in late. I most likely won’t be the point person here, but I’m here on behalf of the company until that person is identified.” ~Laura Fitzgibbons, Senior Leasing Specialist, Sherman Associates

“We’re investing and continue to invest in the area from a corporate standpoint. I’m also proud to be involved with Valspar and their commitment to this campus. I’ve been involved in the neighborhood for over 20 years and excited about all the things that are starting to happen and want to be kept informed and connected to what’s going on here. ” ~John Campobasso, VP, Director of Marketing, Kraus-Anderson Construction, and MDC and EDC board member

1. **East Downtown District Scope + Take Away Asset Library on Jump Drive.**Collison distributed a free SanDisk jump drive and explained all the starting asset library documents it contained related to the East Downtown District that were assembled by Beth Elliott.

Elliott explained that the most recent of those documents, “East Downtown Proposed Urban Village” dated June 13, 2014 by C.H. Johnson Consulting, came about as a result of Kjersti Monson, the new Director of Long Range Planning who was interesting in creating this area as a district without having a lot of tools to pay for public realm improvements. What C.H. Johnson did was analyze other models for potentially paying for public realm improvements with private investment. Elliott cautioned that this is just a tool and a resource to pay attention to, not necessarily something CPED will adopt.

Elliott also explained that the Downtown East North Loop Master Plan document from October 2003 was really a large transit area plan in preparation of the Hiawatha [Metro Blue] LRT opening. This “dumbbell” plan covers from the transit [Target Field] station in North Loop with a spine down 5th Street to the Downtown East station and is chockfull of incredibly relevant land use and urban design information.

Collison explained that the newest marketing asset and envisioning tool is the Greater MSP-commissioned interactive pdf entitled “Downtown East District Strategic Vision.” It has enough information and freshest graphics and ideas that it could be our marketing delivery tool.

Lastly, Collison explained that the June 2013 “East Downtown Parking Lot Study” prepared for CPED by HR&A is the closest thing right now to a toolkit for resolving the parking lot problem.

Based on this asset library, it is clear that the work on the high level has been done, and the City seems to be poised and now we have to get into the soil and see what grows.
2. **Structured Listening**

Collison asked facilitators to respond to the following starter and finisher questions in terms of development of parking lots and redevelopment of underutilized lots.

*Starter question*: What opportunities and challenges does this district afford us at this moment in time regarding this frame?

*Finisher question*: What is the best way for our group to be most helpful to you in accomplishing you/your company’s goals regarding the East Downtown district framework?

1. **Policy and Governance (regulatory frame)**
Jacob Frey: This is an extraordinary opportunity to bring a lot of different interests and stakeholders around a common theme. We can be 25 different organizations going in a thousand directions or we can have one united vision and message and that is probably the most important piece to make this area. We have the U of M, the brain trust right across the river, a new immigrant population in Cedar-Riverside, Elliot Park neighborhood, a lot of empty nesters and young professionals in the Mill District, and the commercial business district in downtown. Here is the linking point and here we have the ability to bring it all together. The centerpiece I have been very focused on for this area and probably could have the most impact on is the yard. It is that gathering space, communal spot that will bring everyone together. Then he deferred to Beth to talk about the regulatory constrains.

Beth Elliot: In downtown they have been very deliberate about keeping our regulatory framework, i.e., zoning, really flexible to allow so many uses, e.g., industrial next to housing in North Loop. We want to perpetuate that funkiness that people like when they come downtown. But when they are building a new neighborhood, some of us have yearned for more guidance when it comes to how to build the public realm and how to get the type of development we want. That is what the regulatory framework is and this group needs to help us set more specific parameters for what we’re looking for. We do want to see better uses of sites than commercial surface parking lots. We do want to this area grow but as a diverse community with a lot of housing options and when the market is really good, the City doesn’t have to support development and that can be good or bad so that’s where they need.

Frey: Further regarding regulatory constraints, a couple things they are working on are (1) a tree ordinance to give developers guidelines — where, how and what type; and (2) surface parking lots guidelines — add greening, wrought iron fencing, planting a certain amount of trees. What ends up happening is either the owner sells and the land is developed or they comply and we have a beautiful parking lot. The yard is extraordinarily important and we need to find a mechanism to get eyes on the yard because a park in and of itself is not necessarily safe, and money because a park doesn’t just pay for itself and he is open to suggestions to get there.

Jacobson: Looking at the agenda under this section, these are the topic areas where we need to do a much deeper dive. What we are looking to do is really engage with the experts and understand what policies and governance piece do we have; what works, what is really effective, what is really not known. We’ve had a lot of conversations with Beth just about code and when people start talking about form-based code or other kinds of codes to support the kinds of activities you want to see happen here in the ultimate outcome of the city, a lot of that is in place but a lot of people don’t know. So it becomes a point of friction and what we’re trying to overcome is to bring that stuff to light so that people aren’t just saying our city is behind the times, why don’t they adopt the codes we need. Candidly, there are some things that don’t work or could be refined, not throwing it all out and starting all over. It may end up a call to action that we have a subset of this group who are doing a much more detailed bit of work with Beth and her people so think about that and your place at the table and where your interest lie to get to those types of answers.

Woessner-Collins: My firm did a model that calculated potential tax revenue from different parcels of land. We have that in place to play around with and augment it to generate what sort of revenue scenarios. As a group we have to decide that some things could be very iconic for the area that are current laws would not support and require some legislative support.

Motzenbecker: One of the key things to this process with policy and governance and the group in general — we have three council members represented here today and a lot of private interest and as outlined in the materials on the jump drives — is to get us pointed in the same direction like the Canada geese flying north or south as opposed to going out in different directions and everyone’s awareness of that is very critical.

Collison: I want to point out that this isn’t the EDC; this is the MDC collaborating with the leadership of the EDC and what we have here in the room are representatives from the key bring together organizations. The MDC is the hub for which all these big ideas can be brought together and implemented. They are experienced in shaping bonding bills for things like Nicollet Mile and there is no reason why we can’t help lead efforts to do bigger projects.

Varda: Even though there’s been a lot of planning done in this area, a lot of it was done without envisioning the yard dropping in the middle and the development that goes around it. How that changes everything that’s been thought about is probably something we need to focus on; that space and the development blocks around it is key and there will be various kinds of districts tied into that. I want to advocate that, philosophically, having seen decades of development going on in downtown Minneapolis, housing governance needs to pull private development not push private development. When we’ve pushed to hard, things haven’t worked. We got to figure out how to induce the right things to happen in the right place.

Campobasso: That wasteland where Padilla Speer developed was because we had public policy that restricted our ability to deal with that because of the high tech corridor. We want to make sure policy is helping us move in the right direction, not hindering us and the flexibility Elliot mentioned earlier will help.

Collison: My instincts say, and Beth to your conversation, push/pull, yes the economy is roaring but the stakes are higher. Land value is higher, so if we are pulling all the pieces together, developers are still going to be scared even if there is a $400 million Ryan project.
2. **Cost and Funding (financial frame)**
Collison: We don’t really have the right voice to tee it up. If you don’t have the incentives and if the finances don’t work, nothing’s going to be built so I appreciate what the Johnson Consulting ideas were in the urban village. They talked about general fund, project-based value capture, and tourism development zone (TDZ). But we have to deal with developer to land owner perspectives; the parking lot study addressed that when it talked about gap financing. Then you have the market perspectives.

Voss: Let me ask the developers in the room, what’s the lender tolerance for projects in East Downtown; is it seen as an up and coming or as a really high risk experimental neighborhood?

Gordon: I think if you have a good project you’re going to get financing. If you haven’t signed up leases you don’t get financed.

Mellblom: We’re looking at a point in time where we still have a blank slate except for this idea of what the park will be and this enormous thing that’s going to be the stadium. When the Ryan project is done and Wells Fargo moves in it’s going to be completely different. I believe most developers tend to be risk averse and once these projects are done they’ll see the neighborhood is different and there’ll be a piling on because of perceived opportunities for development. But until the stuff starts coming out of the ground there will be some hesitancy. Thankfully, Ryan and Sherman are jumping in.

Elliott: To give context to the parking lot study, they applied for money through the Metropolitan Council right before legislation passed for the stadium, and received it for this study thereafter. This idea of what to do with commercial parking lots and how that layer of having a commercial business on surface parking lots add complexities to a development deal, as they were doing the study, they were trying to figure out what were the financial challenges to developing on these commercial lots. They talked to a lot of people in the development community, property owners and parking lot operators and the basic nutshell is that they can’t make the numbers work. At least 6 months to a year ago, the numbers really couldn’t work unless we (1) improve revenue to a lot by creating a more amenity-rich area like a park that does not exist yet; and (2) reduce cost on development by eliminating/reducing cost of parking on pro forma. On the Ryan project the City had to help finance the shared parking structure. The Ryan project is going to do wonderful things and hopefully will be a great catalyst but it did prove two points from the parking lot financial analysis: it needed an amenity, e.g., the park; and it needed to help finance the parking. We’re hoping that the next projects don’t need the financing package and that the park will help but just the work they’ve done it’s still pretty challenging to make the numbers work for what banks will finance now.

Jacobson: Related to all that, a really great urban designer early in my career gave me this analogy and it sort of fits, it’s not an absolute but it’s kind of like a game board the district we’re looking at and that there are some pretty significant pieces are now being placed on that board. Those pieces start to build momentum, a spin of their own, a center of gravity and the close-in properties start to be very much affected by the major pieces ***but*** you can’t lose sight of the board. And that is a big part of what I think we’re talking about. What is this place, the frame for all of this; the pieces are important but there is so much else to the rest of this conversation about the fabric of this district.

Gordon: The other thing is how do you sustain that momentum because you’ve got a great project in a beautiful park and we have the goal of having more and more people living downtown and, as Beth said, we got to have the amenities for these people. If you look at that landscape, we’re not going to keep young urbanites downtown once they get married and have kids because we don’t have schools. The yard is great because it provides a park but do we have enough infrastructure for kids to play soccer and have activities downtown. In the U of M committee, one of the things that we’re very aware of is the U of M doesn’t have many places to play either. My son’s there and they go to St. Paul to play soccer. We have to look at the amenity piece in that context too because to sustain that momentum and keep people downtown, not just have it be a bookend thing when you’re young you live down here and when you’re older you come back. To have that vibrancy we got to have the infrastructure to keep people.

Cramer: There are probably some tools that are not yet in evidence that we need to work on. Another subgroup of the 2025 Plan Development Committee is focused on an old Compact Development TIF District tool that was never used at length that would allow us to invest in infrastructure here in East Downtown. And reflecting on Rich’s comment about creating a situation to push private development and referencing the Mill District study, one of the things that really helped pull the investment we’ve seen in the Mill District over there in the last 10 years or so was the investment 20-25 years ago that was hugely public — state and local — in the linear park on West River Road and that kind of investment is this part of downtown and all of downtown makes a huge difference. So maybe that’s the next big City initiative with the State, some kind of large public realm investment tax that can help leverage private investment.

Collison: Regarding parks, NCU is raising funds to build a NCAA-regulation soccer field in Elliot Park and the Park Committee needs to see everything as a group of assets. Part of the conservancy model they are talking about will not be for just the yard but may include Peavey Park, Elliot Park, and Gold Medal and would help us to see the connection points and remove the isolation of Elliot Park. The Vikings stadium will not have a back door and the 5th Street exit off of I94 will be redesigned into a walkway named Samatar Crossing [in memory of Hussein Samatar, the first Somali-American in Minnesota elected to public office] drawing the Cedar Riverside neighborhood into downtown.

Fleck: We have raised $540,000 and have a gap of $460,000 with various major donor categories for a plaque. Naming rights are available for the field with MPRB approval. Groundbreaking is supposed to begin at the end of August upon the closure of the gap.

Motzenbecker: Just along the lines of the public realm and to cost and fund an infrastructure, we have great district energy already existing in downtown. Are there ways NRG is evolving in a more sustainable direction, some of the self-financing self-funding models that could occur, and if they are going to start doing that in this district to make sure the cost models are on the table at the beginning so if you have to tear us streets you don’t have to do it twice. Put all those things in place and be thinking about sustainable way to power our buildings or regenerative ways to power our buildings and parks and public places or green infrastructure for storm water and other things would be helpful to keep on the table in the cost and funding category.

Dwyer: We’ve had steam in Downtown East since the stadium was built and served the Star Tribune buildings prior to their demolition. We’re going to be extending chilled water for the new stadium that will be coming down either 6th or 8th Street. We’re still trying to figure out where the development will be that work’s best to connect to and like you, sustainable is a big issue for us in trying to figure out ways that we could best leverage energy-efficient equipment designs.

Gordon: Back to Jim’s comment about lending, it’s more dependent on the asset type right now than anything else. There’s definitely momentum among the industry and different properties that have already been snapped up in addition to the Ryan thing I think is lending some credibility to that and lending standards have just lightened up and I think that’s okay. One more thing, we keep saying connections and I was part of the marketing task force for the 2025 Plan and the thing that kept coming up was pulling us closer to the U and the Mill District and that is really essential, looking at it in terms of all of those other areas around how do we connect them and how do we be part of that. 222 Hennepin was a really good example, it was literally in the middle of the CBD, North Loop, and the river and a great example of success when you get something in the middle of all that but yet you pull all of that together and it really works.
3. **Planning and Design (physical frame)**

Jacobsen: Going back to Rich Varda, I think this is a fun and engaging process. I think we need to make it really compelling. This is the group, this is our charge but we want to make sure that it’s a powerful invitation to come back and have this conversation. Joined with that is we’ve been given permission to do this, not that a lot of us needed permission because it’s what we do a lot, but thank you Steve and Dan for your leadership. Look around. This is our team and this is what we’ve been charged to do and we need to come up with something exceptional. So let’s get into it and really make something happen. Related to that, it’s hard to stay on topic and these meetings will continue to feel somewhat jumbly at times, and I think that’s a good thing, because each of these topic areas are so integrated with everything else. When you think about how cities are built, how they are layered one topic on top of another, it’s all inseparable so that’s good, let’s keep talking about it that way. I have a couple quick questions. What is the perception, signature and identity of this district today? I’ve got guests coming in from New York and I’m going to send them down to Downtown East. Joined with that, what are the coolest places you’ve ever visited or raised or lived or what are the memorable experiences you’ve had in your life? The gap we’re looking at is the difference between those questions.

Odor: I’m originally from Costa Rica so we get a lot of visitors from warmer climates and they have an image of the U.S., which is New York and Chicago and all the things they see in the movies. We always end up at the Mill City Farmers Market, have something to eat around the area and go to the Guthrie because it’s all there. We walk across the Stone Arch Bridge and see the river so it’s a package.

Jacobsen: So there are a lot of things that come into play here. We’ve had some conversations and talking about the family city, the green city and the active city and all the key words about connectedness. Many of us in this room knew that sooner or later the spotlight would come to East Downtown; it was inevitable and here it is and that is very exciting. When we have more time to talk about the assets and opportunities that come out of all this planning and what that adds up to be. No single thing like Vikings or Ryan or anything else is going to do everything we need to have it do. Those are important but it’s all these other things that add up to make a great place. One of the things we’ve been talking about is full life neighborhoods and everything that means. We’re talking a lot about market identify and brand, but the key and underpinning of this related public realm is PLACE. Place is driving so much of the conversation today; it’s been described as life (not just human life), place, building. Kind of biomimicry in a way as successful sustainable systems. That resonates in terms of how we build really great places for people. So there’s an environmental responsibility, a sustainability benchmark that we want to set and raise that bar as high as we can. What underpins all of it is a sense of meaning. There’s a great history here and how we create this public realm framework that underpins all this and the development pieces together and the layers that go with that. There are some things that are not easily mapped but also have a strong place at the table. Issues related to justice and equity, reaching out and making sure this is a place for everyone. Health and wellness is very high on the charge and is informant of what we do related to public realm and other systems. It’s great to talk about energy and its place at the table; it’s a huge topic today. Urban agriculture and all the other components that come into local foods. Life without a car; it’s really a big TOD. We’ve got some of the best access to all modes of transit and movement right here. If we can’t leverage that into being something exceptional we’re really missing the boat.

Collison: The more equitable you make a space, the more partners you’ll need to pull it off financially. This is part of the complicated scenario that we deal with and why the front edge of this is more high-end market rate housing that’s all needed and important. But as we work on infill, like Jacob Frey was giving Lisa Goodman the node for the new development on the parking lot behind RiverWest that will include affordable and senior housing was kind of the first one in this wave that seemed to be addressing multiple ages and incomes in a way that’s really important. But it sounded like there was a lot of work from CM Goodman’s office that went into this and then Jacob was kind of able to access the wind so to speak. That kind of stuff, the more expensive but critically important aspects of the public realm will require all of us coming together, even regional and national probably to pull stuff off.

Jacobsen: I want to highlight the “DEEP: The Opportunity,” it’s a quick read and there’s an “Imperative” piece that goes with it (<http://elliotparkneighborhood.org/community-planning/>). This is not just an economic development opportunity here, but the sustainability piece, the notion that we can transcend just simple economic development kinds of strategies and place that into a different kind of frame is really what will set this district apart and we’ve described it in this document in terms of regional competitiveness and in that regard it gets into the market identity and branding and to really know the audience we’re trying to attract.
4. **Projects and Critical Path (implementation frame)**Collison: For time sake, I’m not going to spend any time on projects and critical path because we’ve actually seen projects emerge and will be tracking each, i.e.:
* Retail
* Residential
* Commercial
* Hospitality
* Parks
* Green infrastructure and riverfront
* Transit
* DID/crime and safety
* Equity and accessibility
* Placemaking and programming

An interesting component in the Johnson study was looking at DID and providing some ideation to how their metrics can go forward. Dan commented that we need DID doing programming and creating a really safe environment.

Cramer: The strategic planning effort for next year is to look at the DID after the first 5 years.

Collison: I’ve been working with Tittle on understanding how construction labor fits into equity and accessibility because the First Covenant block site is of high interest to developers and the National Association of Minority Contractors leases space from FC to be near all that is unfolding in the area. As they studied how labor works, I’ve begun to have my imagination populated and pondered how does the building of all these things actually address and plug into, this is Mayor Hodges’ initiative, helping the whole city become a more vibrant, economic and equitable city. The construction trade is a powerful force right now and has such a high demand. There’s 4% unemployment, can you possibly find enough workers to build all this stuff. We have an incredible moment to understand this pipeline of how the workforce can be influenced by the money that comes in to actually build these things which help all of our communities, not just Downtown East, but all of Minneapolis in particular get stronger because we’re building things in ways, not just to get them done, but in the right way.

Tittle: Just as a caveat, this equity and accessibility piece plays off each of the other pieces. As we talk about DID and hospitality, if you give somebody an opportunity to go to work, it keeps them off the street and from fatalities. One thing I have learned in my work with civil rights and human rights in the Minnesota, if you give people opportunities to play a significant part in the development of anything, the more inclined they are not to destroy. If you get them engaged early on involved in the construction and design, because we have very capable architects and engineers right here off of Washington Avenue, it will really make a positive economic impact on the community and I can probably help us find inroads into making that happening.

1. **Narrative and Recruitment (marketing frame)**Collison: As we develop a narrative we really want to deal with recruitment because again there’s a lot of acreage here and if you can attract these momentum changing entities to build you can really change the framework of some of the more troubled pieces.

Voss: At the Greater MSP invitation that we work with Perkins+Will, so they deserve some credit here too, was really trying to image a story that could be told. As we listened to this conversation today about what is the place, what is the identity, my hope is that this group, as I said at the outset, could start to establish some sort of common voice from what is the story we’ll tell. Marketing is storytelling so if we’re going to recruit well we’re going to tell a story that is engaging, alluring, and magnetic and somehow says I want to be part of that experience. But if we can’t tell the same story, we’ll really confuse our audiences. If we’re going to wrestle with this as a group, look around the room and say who’s overrepresented and underrepresented as we develop this story; who’s not at the table and who’s voices do we hear too loudly so that we get a balanced voice as we start to develop that consistent story. The second question is who is the audience? Target tells a totally different story to their customer audience than does Saks Fifth Avenue. There might be one story we’re telling the development community and another story we’re telling the tourist community so the Convention Center might have a different interest than Sherman Associates. There are two parts of the marketing conversation: what’s the consistent story and who is the audience and there may be slightly different constituencies as we start to develop those two conservations but I think those are really important for us. Greater MSP invited us to answer a specific question. In August of last summer they said in about 6 weeks we’re going to London, follow the Vikings, and we’re going to tell the Minneapolis story to an international development and investment community that doesn’t know Minneapolis. Give us a tool to excite them about what lies ahead for Downtown East. That was our challenge and the story we were invited to tell. That might not always be the audience or the story, but the tool we helped create was around that magnetic invitation to people who didn’t know Downtown East at all. I invite you to give thought to who’s not here, who should be here, who’s heard too loudly and who are the audiences we want to tell the story to; those are the marketing questions.

Varda: A small suggestion, when we moved into our headquarters on Nicollet Mall, we brought 6,000 people to that block and if you watched over the next few years how that drove development, we can calculate we drive about 12,000 hotel rooms per year in vendor visits, we can give you the age and income demographics of our employees, so Wells Fargo is going to bring about the same number and they can provide that information and you can use the analogy of what Target did to that corner of downtown. It’s going to happen here.

Voss: One of the people on our prospective participant list that isn’t in the room is Wells Fargo. I look at the list of people who are and aren’t here and it occurs to me that the U of M, NCU and Augsburg, we’ve got these educational institutions, we talk about the connections, and even though they’re not physically in East Downtown, they’re big influencers and we ought to make sure those voices are represented because not only are they land users in the areas, they are sources of future labor to all of downtown. They are graduating students we all want to hire so how do we create an environment where their students are excited to stay, not excited to leave. Dan, you mentioned having lunch with Brenda over at Spoonriver, there are some commercial partners who are active in East Downtown that are already successful. Who are the synergistic partners that they would aspire to see at the table. We need them at the table to help us figure that out. I can see some people that we want to be engaging that aren’t here yet.

Jacobsen: Dan, you started off with the Hanlon quote and there’s a lot of depth behind that thought, so I’m wondering if there’s reach out, including some of the participants in this room, one of the deeper dive spot how we look at branding and market identity, the specific piece of what we’re all describing, how we get our arms around that.

Collison: A systemic construct, and it feels like that is the charge of this group. I’m a systems thinker and we need to be processing as a system, not to create another master plan, but to create a structure that has the kind of influence that all of you find value in, but then when people approach it, well go to that group because the MDC is providing that information that you’re going to need to know to build. We have the Target narrative and Wells Faro narrative from the corporate lens and we have narratives from the art institutions. We also have the affordable housing piece and we may be should have Aeon and PSP at the table helping us as well as the university piece.

1. **Preview of August 21, 2014, 7:30 a.m. Meeting at Padilla CRT**Collison: I was able to meet with Lynn Casey and they may be able to do some work with us on district branding but it’s still a question. It can’t be banners on the street or wrap receptacles; this has to be something deeper and more meaningful. It’s more of a behind the scenes, systemic meaningful pieces that become the strength of whatever takes place. We’re going to ask the question “What does it take to develop a district?” Again, this isn’t like a product brand conversation but something deeper. I’m working with the Cuningham Group, my official professional partner to help me frame this and will help us to make sure that’s a really healthy conversation. To undergird and to your point, I got another Patrick Hanlon quote taken from the same article: “Vibrant communities have a brand narrative that is a compilation of origin, creed, icons, rituals, lexicon, nonbelievers and leaders, these are the strands of a community’s culture.” He’s not saying that through a theological lens; he’s saying that through an existential built realm lens.

Jacobsen: For those interested, [Patrick Hanlon] wrote a book called Primal Branding; it’s an easy read and pretty interesting so if you’re compelled to go deeper that’s a good read.
<https://www.youtube.com/watch?v=DDjvWdK9J9Q>

Collison: [Hanlon quote continued]“Woven together, they create a fabric of human community and society. Cities with a rich cultural heritage relish all seven of these elements.” “I lived in Rome where I was surrounded by history. The Coliseum, the Trevi Fountain, the Spanish Steps — I took it all for granted. Now I miss it.” Says Roberta Ronsivalle, managing director at Mucca Design in New York City.” So I think our leading question is going to be if one moves away from East Downtown Minneapolis, what is it that they say they’re going to miss and shouldn’t have taken it for granted.

That’s it for now. Thank you for coming.