Hello everyone and welcome. My name is Paul Moon and I lead you allies Curtis Infrastructure initiative. I'm glad you were able to join today's infrastructure and language exchange. These meetings serve as an opportunity to share and exchange ideas to build stronger community of practice within UL. I should note that this meeting is being recorded and will be posted on utilized knowledge Finder platform and a few quick housekeeping notes. Especially since we have so many on the line today. Please keep yourself muted unless you're speaking and feel free to have side conversations in the chat bar. Right now I have except for the the speakers have everyone video turned off, but feel free as the conversation starts going to turn your your videos on at that moment. But right now they're turned off and so that the first part of this call will have those two speakers and then so to really start. Please go ahead and introduce yourself in the chat bar, say where you're joining from and and let us know where you're coming from. I'd love to love to see who's on the line here. But the courtesy Infrastructure Initiative was launched in October 2020 through a generous donation from the estate of Jim Curtis, You Life trustee who believed that infrastructure and land use
processes shape how we live, how we work and how we move goods and services.

We aim to build a movement of which you are all participants that grows the table and creates new ones through global strategic partnerships, provides technical assistance and capacity building at the local level, then acts as a feedback loop to promote the most innovative and are effective. Best practices.

And as the United States prepares to make the largest infrastructure investment in a generation, and the opportunity exists for you lied members and key partners to identify and promote more equitable and resilient infrastructure investments that create both long term real estate and community value. This exchange is built around a lot of the ideas developed as part of a recent prioritizing effective infrastructure LED development publication that lays out five key areas. The real estate industry has the most influence. Namely, at the building, neighborhood and regional levels today, we'll be focusing mostly on the 1st area in that infrastructure. Investment must increase equity and sustainability of the US must address the legacy of past investment that is divided. Communities, physically, socially, and digitally holistic and integrated infrastructure investment requires efficient allocation of resources and must help repair systemic inequities. Simply maintaining existing infrastructure is not enough. This must be done in a more restorative way. That yields economic, social and environmental benefits. Now is the time to prioritize effective infrastructure like development that builds long term real estate and community value through a holistic and integrated approach instead of disconnected. In investments and without further comments from me,
I wanted to turn this meeting over to our two primary speakers and then after following their presentations, please join in the conversation to ask questions as well as talk about how some of the things that they were saying could be impacted within your community. The first speaker is Josh McCarty who is urban threes, chief analytics researcher. He and his firm have done amazing work and being able to visualize data. In new ways to better tell the story of the impact that infrastructure decision making has on people and municipal governments. And then he'll be joined by Keith Baker, who is the executive director for reconnect. Rondo, who is leading an effort to revitalize the African American neighborhood connected by a community land bridge. He's a pioneer in the concept of restorative development that helped to heal past harm by the construction of I-94 through Rondo in the Saint Paul neighborhood. So with that I will turn it over to Josh who is speak first. Thanks Paul, just give me a second to. Press my buttons here and confirmed that my screen is sharing. Properly. I can't see you. Can somebody give me a verbal? That looks great. Thank you. OK so I'm Josh McCarty and the work that that we do at urban 3. Looks at we try to visualize the financial outcomes of policy and and land use and transportation decisions and make it really clear for people how these things impact our city. And then when I've been thinking about this, this idea of restorative development for for awhile now preparing for this Senate keep, I keep thinking about missing teeth actually and and we have this idea of, you know, we all know what a dental bridge.
Susan, and so I think that's a great analogy for what we're talking about here. Like restorative development, restorative dentistry, we have parts of our city that are intact and there parts of cities, American cities that are they're missing for various reasons, which we'll get to. So how can we do the same thing? Create a bridge and and repair our city and I think that that's a good image for what? What a land bridge can do, or highway cap. And so this this is the focus of our talk today.

But first I'm gonna take a little step back and show you the way that I look at city. So this is Ramsey County where Saint Paul is and what we're looking at here is the total taxable value. This is the number that we are typically given when we talk about property value and one of the things you see is bigger. Things are just more valuable. So this is the big number. This is the number that we are typically given when we when we talk about property value and one of the things you see is bigger. Things are just more valuable. So really get. The the the more useful image of what is going on in our city is to look at the value per acre in the same way that we we measured the efficiency of cars in terms of their miles per gallon, not their miles per tank. This is where the MPG way of looking at cities. But it's still hard to see what the pattern is since the important things are are so small. So put it in 3D and it becomes much easier to see what the pattern is. Much easier to to understand what produces value and just to to. Give a little context what we're looking at here. These are all these these. Polygons, or you know extruded there there we see as elevation or all buildings in the county, and different kinds of development and. Basically the better designed the more dense and the more concentrated development is,
the more valuable it is per acre and more tax productive it is. And so just to sort of round out the spectrum. Here single family housing in in this area comes in and around a million and a half dollars per acre and tops out with these downtown buildings that at about $50 million per acre. And so the other thing that really stands out. In this model that these models can show us, there's also the the. Big disparities that we find in values across the city, and this is a common pattern that I see in Community after community we look at where there are parts of the city that it looks as though the values are suppressed. And and also places where where there are gaps. There's literally just gaps in the in the development fabric, and this is what happened when the Interstate was built. And so this one of the things we know if we're back to our analogy of restorative dentistry, we're back to our analogy of restorative dentistry, how did? How did cities lose teeth? Essentially in Synology, one of the ways through the process of redlining. And I I use redlining, sort of catchall for really a constellation of of of racist and race based policies that destroyed. Value in American cities, which I I'm not going to belabor. What redlining is? There's a lot of great resources out there that that that do that except to to focus on on what we can measure now in terms of the output. And so this is the this is the property in in Saint Paul according to its whole grade and and just to give a quick explanation. Federal government, through these matters, or left it up to local governments, draw these maps to to try to estimate financial risk and the way they measured risk was based on things like what was written. Here is actual actual text from the document, and we know that those outcomes include things like
concentration of poverty and segregation within our cities,
but the the part that that we see that we want to focus on is this financial outcome and
and what happens in a.
Create a community or when it was plugged into the financial system,
people can borrow money, fix up their property,
do all the things that lead to their property being well taken care of and in appreciate and value and
at least continue to be maintained.
When in redline neighborhoods where people were excluded from that system being very difficult to to get financing to do all the things that would improve property and and even buy property in and self destructive cycle can set in.
Could eventually even lead to vacancy and tax foreclosure and property,
stopping even being a tax producing asset for the city
and so at a systems level neighborhood by neighborhood,
some neighborhoods get investments, some don't.
And after decades and decades we see in effect where parts of the city are more valuable on average than other parts.
And so this is the effect today looking at different neighborhoods in Saint Paul.
Colored by their their old hope grating,
and this is by no means something that's unique to Saint Paul.
This same is true in Minneapolis.
It's true in every American city that we've seen for the most part.
And and it the effect it's it's.
It's not a perfect correlation and especially washed out over the the you know size of of its to big cities.
But there are or is a different correlation in that value that that the values are higher on average than things that were not redlined and in some cases they can be very extreme and the other the other place where where cities lose their their allegorical teeth and it's
much more direct and violent way was through practice of urban renewal. And in this case, when we look at the Interstate in this neighborhood, right in the heart of this neighborhood, we see this huge footprint of urban land that takes up.

And it's not as though was built this way, and it's not as though this went into a undeveloped corridor. This was the heart of the city, and these were these were blacks that have been planted in Saint Paul since the 1880s at least, and before the highway was built in a thriving neighborhood. With uh homes and businesses and this is, this is what happened to it and so. With things that we want to do is is. And so yeah, we kind of zoom around to the backside of the models. We can really get a view of this. We can start to see really the the difference. Both the difference in value between different parts of the city, but also the amount of space that was that was cleaved out by I-94. So this is really looking right at the neighborhood in question, Rondo. And and you, you know, getting a view of this Canyon that was created. And sure enough, when we go and look at what was done in the past year, we could see that this was this area was was considered high risk and. And sure enough, the highway went right through the middle of it. Redlined neighborhoods were were considered the ones there. Since they're hazardous, that's you know, basically the inexpensive place to put the highway through as well as his other. I don't. I don't know the exact story is I-94, but it's a pattern that I've seen enough cities that it looks familiar to me and and one of the
things that we see two is there's.

There's definitely a difference between the outcomes and values between

different neighborhoods.

In Syria is almost double the the value per acre just to the South.

There we're looking up this South in this in this model.

And so two. The other thing that that makes me curious is is when I think about this idea of

restorative development.

Restorative infrastructure, my mind goes to the restoration.

What are we restoring and what have we lost?

And so I I, I find images like this compelling now.

Now I've taken other things out too so we can see the model a little more clearly.

Downtown is mostly still there.

It's it's just I've taken out some of the things that weren't that never had a redlining code.

They're called commercial. So it seems a little better.

But what I did is is see if you can spot what.

I my my trick here is I just go back

of the envelope.

Wanted to get a sense of what might have might have we the value of what was lost?

What? What might that value be?

And you know this is I didn't.

I didn't think this this through really in depth.

I just kind of took a quick example and one of the things I really want to show too with this is is as less the value of what's there,

but also the the the connectivity in the completeness of the city.

Then when you look at this,

if you didn't know about the Interstate this would look natural.

And but but just to put a number on just to get an idea.

You know you probably a lot of you have already had the thought.
Well, it kind of depends on what we compare to right?

If we looked at the things to the north, that Redline neighborhood and there where they have the

values are about $1.2 million an acre.

Maybe it was worth 70 billion.

But if we use these higher numbers, if we imagine what if that process of disinvestment redlining hadn't been so severe?

Maybe it would be 178 and if we use these values from over by the light rail station where there's a little more.

Or development little more intensity.

You know we're looking at at even bigger number so we really don't know which is what we really can say of this is that there was a lot of value there. That was replaced.

And with that in mind, it seems to me like this, the land bridge, which I I which Keith will, will explain a lot more in depth,

but basically finding somewhere to to reconnect the pieces. That seems very modest to me in light of what has actually been removed from this neighborhood and and if we were to quantify the missing investment.

You know, it seems it seems like a like a pretty modest way to get started doing some repair,

and so I like this image to sort of explain the concept where we see. The value per acre is on both sides of this.

The Canyon of the highway and we can at least see a bit of solid ground in between them.

And. With that, that's my prepared part and I'll hand over to Keith to expand on that and and make sure that I I I got it right from your perspective. Yeah,

absolutely thanks a lot, Joshua.

I appreciate the presentation is just mind-blowing.

The seed data visually and then the analysis economically of where benefits emerged where disinvestment ultimately was noted.

The correlation between redlining and the impacts of
In terms of disinvestment, in communities as well, so I appreciate that so much. I'm glad to be a part of this presentation here. Today, let me go ahead and share my screen. Well, I can talk a bit about the Rondo project reconnect Rondo.

I mean really, in essence what we've got situated here is the importance of trying to help Minnesota shine brighter. So it's been under a tremendous amount of larger social justice and.

Protest around a wide range of disparities and certainly we are feeling the effects of that in so many ways. 'cause Minnesota represents both the best and the worst. When we think about the mission of reconnect Rondo, it is really as Paul had mentioned upfront and what has been referenced in terms of restoration is to lead a way in which to revitalize the rondel community with a land bridge leveraging an asset that certainly has the potential of emerging.

To reconnect Rondo and to reignite what was once Rondo which was an African American Cultural enterprise district in Saint Paul.

When we can imagine a blank canvas and what the possibilities are in a blank canvas. Certainly we can see things like play space, housing, open pavilion, civic common areas to to gather. It could be really focused in on agricultural activities. Performance considerations around climate change and how climate change might be addressed.

3 little energies, etc. So there's a wide range of possibilities on a blank canvas, and we're early in that process. And to really determine what that might look like, ultimately we were really successful in putting forward information from a feasibility study at a higher level, really to take a look at if we were to move forward with the possibility of this, what would be the kind of that high level cost? And I'm going to really use the word cost,
but I'm going to turn it inside out and talk about it in terms of investment.

Oftentimes when we think about communities and neighborhoods,

we think about things as a cost as an expenditure.

It brings very very minimal return and what we really are proposing is this notion of changing the narrative.

If we invest 549 million in design and the buildings on top as well as the infrastructure itself,

then what really can be the result of that kind of investment?

We're in the pre development phase of this proposition and through a 2018 technical advisory.

A panel. Event we were able to really identify kind of this pre development cost at 6.2 million and 6.2 million to get us to the planning process to figure out what might be on this blank canvas.

What might be the considerations of impacts that we have to stay ahead of and what might be the way in which we put forward a proposition that not only really helps benefit the community of Rondo, but also be viewed really as a regional benefit? A statewide benefit. Across the board,

and so this is really some of the fundamental high level analysis that took place through our feasibility study.

What we really wanted to do is not only make a technical case,

but we also wanted to make a business case a moral case and a just case moving forward.

Just want to talk about the economic opportunity from the feasibility study that really kind of pushed forward looking at 576 potential new housing units a generation of 1800 jobs.

Non profit and retail space totaling about 140,000 square feet.

Revenue to the city of about 4.2 million annually and growth overall to the area.

So we know that this investment can bring the kinds of returns and benefits to communities that that we know were not present when redlining and disinvestment took place,

and particularly when the freeway itself moved forward.

I want to really emphasize that what reconnect Rhonda was doing is really setting the conditions.
To leverage potentially newly created land again to reignite an
African American cultural enterprise district that was once Rondo but
really specifically to serve as a catalyst.
To community and regional prosperity. We have a structure in place that we’ve been using.
As we move forward. Really understanding the ecosystem of those
that need to lean in in order to have this
come about.
Let's talk about the story of redlining.
So, through redlining and covenants.
There was a decision that this was the only place
geographically in blue that African Americans could live.
There was a northern route being considered as well as the route that was considered Saint Anthony or Rondo,
but there was an intentional decision to take the freeway through rondo,
even though there would have been far less impact,
if any, to the northern route,
which was called the Pierce Butler route.
Rhonda was a growing middle class community and in the 50s before the freeway came through,
50% of the African American population.
The living in Rondo reside or in Saint Paul,
resided right in the Rondo area,
but again, as mentioned, urban renewal was also an important
factor in decision making,
along with the Highway Department's decision to take the freeway completely through.
But let's talk about the implications.
We did a past prosperity study that really looked at
quantifying the last,
doing the analysis of what that loss might look like,
and if we think about and see the population decline,
you can say a 61%
population declined. Took place between 1950 and 1980.
Since the 50s it lost more than half of its population.
Home home ownership also was cut in half.
We lost 48% of home ownership in the area. I mean, that's a pretty devastating slide and gap and gutting of a community. Overall, not only it's social, it's economic, it's spiritual foundation. All of the fabric that makes a community thrive and move forward.

But let's take another look. And where the missed opportunity is when we think about the trends at the very top dotted line in blue. That's the national US change. When we think about the Gray, the Gray represents the growth or the change of homeownership in the city of Saint Paul. But within Rondo you can see this incredible dip that's happened ultimately and after the freeway was constructed and destroyed, the heart of certainly Rondo. Many homeowners moved away, some moved to Saint Paul, but it's scattered. The Rondo community across the board had Ronald followed the same trajectory. Of home ownership, it would have lost far fewer, but I think it's also important to take a look at quantifying it in this way, 700 homes, 300 businesses between 1950 and 1969 were lost. Intergenerational wealth loss of $135 million, and I just really want to emphasize we did a comparison of homes so both homes that we track were passed on to children after the original owners. The death. Of the owners in the mid 80s. In both cases the children sold the homes gained a full value of 50,000, so that's how we calculate 50,000 * 700 homes gives us a 35 million of intergenerational wealth loss. Never realized. Ultimately when the housing was taken place and again we're using the snapshot of 1980 because that was where the most significant effects of the freeway were most
noted. But I also want to Model this idea of trajectory in Saint Paul.
If those homes had never been taken, what would be their value today?

And that value has been calculated at 157 million million.
This is unrealized equity for homes that would have been owned by likely descendants.
Although we can't predict that likely have been owned and would have been transferred to.

Certainly descendants at that particular point in time. But I also want to note.

Test if we take the average median income. Looking at the census track that you see here below, you see in pink the census tract to the north. When you compare the average median income of the metropolitan area 2. Rondo, there is a $270 million gap that's just looking at the southern tract or the northern track.

When you add the southern track in terms of again comparing the average median income in the metropolitan area, Torando in total, using all six of these census tract, it increases by another 100,000,000.

That's $370 million. Turning gap when compared to the metropolitan area. I want to emphasize this and this is certainly no criticism, but it's just observation. When you compare that earning annual gap, it is equal to the earning compensation for the top 50 CEOs in the state of Minnesota. That's really a powerful statement when we talk about how a community has really lagged.

But when we compare where wealth exists, it certainly is absent in the community of Rhonda. I want to also highlight the Rondo scorecard and again this is really the impact of the freeway when it's all said and down and urban renewal.

So if we think about these five categories. Where we might measure? Equity,
oftentimes we think about equity simply in a transaction of increased housing value. Or increase the value of a business. But when we think about the Rondo scorecard, there are other things that are important to measure as well in the past prosperity study elevated this self actualization esteem, love and belonging. Safety needs physiological needs.

So really by every measure. Rondo currently is net negative. It's not even at par. So the building of equity is what restorative development is about. How do we move forward to build equity by every measure possible?

When we think about moving ourselves forward, there are a couple of things that are critical for us to keep in mind and progressing forward. With this, we need to as reconnect. Rondo being that we've got this windfall of 6.2 million, it's really about now. How do we do our planning?

We establishing our internal team, our technical team as we're moving forward. We're looking at our master planning process, really keeping in mind that we've got to have a unique financing model in place that is able to return benefit back to the community. The other piece of the equation is certainly there are people all along the continuum that have different understandings of where we are in the process and what implications are potential for folks within the neighborhood confirming partnerships being important with the jurisdictions as well as those community based organizations as well, I want to share with you just one other piece that I think is important. We call our effort as an effort to be a force field of protection. In order to create a prosperity zone, we're booked in and in some unique ways.
We've got development that's happening near the capital, which is called the Sears development.

We've got development happening in midway on Snelling, which is to the West of the Rondo community, so we are booked end by traditional thinking around development.

What we have is the central light rail corridor. Also that came through that also, as is noted, has created incredible pressure and limited affordability.

In fact, it's really in fact created increase in property taxes, less availability of housing, being affordable, etc. But what this really illustrates is the historic footprint of Rondo Rice Street near the capital Lexington Ave to the West, and what we intend to do.

Is to define a force field of protection area where we can put in place the kinds of things that are important and when we think about restorative development, we think about a circular economy.

We think about regenerative urbanism.

We think about New City or smart city technologies.

We want to see this.

Project out benefits out into the 50 years from today, 75 years from today. And how does that go about returning back to the community?

I just want to close by illustrating one thing.

When we think about public private investment, that's an easy thing for us to get our head around.

And when we do analysis around those kinds of things, it's pretty powerful. So in this instance, U.S. bank Stadium, the state invested 348,000,000.

But I'm not sure that we're able to measure how that benefited Rondo directly.

We could probably passively articulate it, but we can't directly articulate it at this particular point in time.

I also use Target Field as an example.

We invested as a state 550 million in this public private venture.
Ninety million was for infrastructure investments.

So what we're requesting here is not new in terms of infrastructure investment into.

A proposition, but we are requesting that this kind of investment happened within communities and neighborhoods in a way that is much more effective,

and we can measure direct benefit from that investment,

which I don't believe that we can do on either of these propositions today,

so it's not again a criticism,

but it's about a shift of a narrative of what we mean by investment in neighborhoods and communities and what we believe.

Ultimately, those returns can bring about.

So I'm going to stop here.

And possibly have a little bit of a dialogue with Josh.

I find what it is that you've laid out there to be most intriguing and fascinating,

and I think it's really an illustration of the effects of redlining.

What is the most striking thing from your perspective?

OK, now given a foundation understanding of how we kind of see this vision as we do see public, private philanthropic people. As the model the financing model that we think is important so that direct return goes to community to a large extent.

So I'm curious about your thoughts.

Sure,

well I feel very complimentary to to everything that that you just said because when I when I when I've created these models and not just me when we've created these and and seen these patterns and it's to me,

it's very stark. Seeing in the image.

The difference is you'll see sometimes exact same houses.

Two streets apart with radically different values and and everything that goes with that and the condition.

So to me. Well I see all of this what

I've been seeing for a long time is is the
tremendous opportunity of of upside and and basically as you said when we look at what happened through redlining is a lack of investment at at. At the very least, along with other things. I see it as as. We haven't been putting fuel on the fire and the in some places the fires come very close to burning out but and and a lot of neighborhoods like Rondo, the embers are still very much there, and if we would but give the fire a little oxygen. It would take off, and when I say fire here, the analogy being market values and development and I think 2 of this. This idea of the force field of protection is really important because we've also created a situation in which. The values have have gone, but also people are in danger of being locked out of the changing values, so there's there's a real opportunity both, I think. What you said about measuring the economic impacts of of the big public investments may make, I think that's a really important point. Because I see this all the time, that the arguments that get made for a lot of high dollar investments are really emotional. We just don't want to call it that. Especially things like stadiums you know people can get really. You know it, it can mean something to to culture of a place, but in terms of like justifying it as an investment. It's it's indirect, whereas it's these things that affect real estate directly. Well, you know we we have performance for that. That's predictable. That that makes me feel more. Confident as financially if I were an investor, that makes me say OK, yeah I can follow the the points there. I know that's going to. I know how that's going to pay off in part
because it's real estate based not based on sales tax or income tax, or or something that's. You know, hard to track spatially where it's going to go right, right? You know, one of the things that we think is important before any development happens is determine who the primary, secondary, and true shared beneficiaries. Well, if we know that up front, then we know exactly how to approach how the translation or where the translation of benefit is going to be right up front, right and to me when we think about the potential of this land bridge, the development on top, we say OK, the Community's got to be the primary beneficiary. Although we recognize that private investment is also an important part of this equation, we need to establish what those protocols in those frameworks ought to be. One of the things I also want to know. You know this is a project that has a lot of layers to it, because we're dealing and working with as partners. The City of Saint Paul. Ramsey County the Met Council. The MPL, as well as the Department of Transportation all having different functional roles right in in how they look at the systems, processes, tools, and resources that are available to communities. But I really want to emphasize the intersection around policies, so you've got your comp the comp plan? For the county, it's got a economic competitiveness plan. We've got the Met Council that's responsible for long range planning in terms of cities and so on and so forth. But what's really challenging is the actualization of those policies.
in the interest more directly to communities,
it's one thing to lay policies out.
It's another thing to be able to actualize them,
and we think that we can pull the drawstring around
each of these plans and reports and be able to
pull forward.
What we know can be benefits directly to communities and
and it,
and it becomes something that that we're most passionate about.
I do want to note this.
The City of Saint Paul is doing,
really. A very important thing,
and right now they're taking a look at the city
wide anti displacement framework or a citywide anti displacement framework.
But more specifically, really looking at exploration of inclusionary zoning.
And that's something that currently doesn't exist within the city,
but along with that, reconnect Rondo with the geographic area
specifically has been awarded Livable Communities Grant,
and that Little Communities Grant is going to be so helpful because it's really establishing what we call anti displacement
framework but also a restorative overlay district that helps us to leverage that overall umbrella force field of protection and
prosperity.
Conan the guy had three or four component parts because of the loss generationally that we certainly have identified and
recognized one of the things that we want to make
sure is that there is some framework right of return.
As I mentioned a little bit earlier,
a number of Rhonda Lights moved out of Minnesota.
Now we don't know whether or not Minnesotans or Rhonda lights want to move back or even descendants right,
but we want to create a framework that allows for that to happen.
The second piece of it is really around creating a Community reinvestment fund.
And that would allow them the development of research,
into the neighborhood to offset increased property taxes. Just wanted illustration. The third thing is really around creating this investment trust, and that's that 4P model that I highlight a little bit earlier because there is a question out here. So we create new land. What? What is the controlling mechanism of that? We know that air rides as a subject that we've had conversations around. So who controls the air rides? How does that translate into development, and how does it all benefit more directly the Community and the 4th and final thing is really looking at anti displacement tools. You know not only residential base, but commercial base, just to make sure that we're able to support. At a maximum level. Business incubation business development as well as benefits to residents so you know it it. It becomes very, very critical for us to to make sure that we're forward thinking we're so far in advance. We believe we can influence so much of what's going on, even though we're just simply one segment of the entire corridor. Rethinking 994. We believe we also have a responsibility to work and coordinate with MINDAT as it's looking at the entirety of the corridor. To ensure that we're helping to. Provide input and to advise and to influence what happens throughout the corridor as well. Paul, you're on mute. Oh yes, this is been really a great conversation and thank you so much Keith and and and Josh for illustrating some of these. These these concepts and ideas and I really wanted to invite other folks on their call to join in the conversation. Either talk specifically about this project or if there are,
You know things within your own community.

You've seen that this could apply to.

Or or challenges that you're talking about and using this group as an opportunity to talk about those areas so.

So please join in on this conversation.

Let's see here.

I find myself I keep thinking about the landbridge in terms of.

But a transit stop or a park and in a transit oriented development and and sort of the you you put one of those things in.

It's a it's amenity, but also very practical.

1 to the way people live and are able to live.

In higher density and then the the.

The the value that spills out around it from the demand to be around it.

And then sort of the foreknowledge that that such a thing would be coming,

what you can do to prepare for that and sort

of get the ground ready,

and, you know, build the forcefield.

I think you're absolutely right.

In fact, when I when I reflect on the 2018 technical advisory or Advisory Services Panel recommendations,

I mean one of the things was to really look at.

You know how how transit and creating a transit hub,

potentially you know in in around Victoria and Victor Victoria is really kind of the center point.

Between both East heading East and West,

as we think through this structure,

I think you know. About 10 minute walk,

15 Minute Walk also becomes something that's important to integrate into what we're doing.

One of the one of the pieces that I think is most important is when we take a look at traffic analysis of what travels across the freeway,

and then the utilization of the freeway itself.

Part of what brought rise to rethinking I-94 and doing things a little bit differently was those traffic patterns.
That said, usually, people within this geographic area use 94 as Main St. And if that's the case, then there's a less of a need if you will. Uh or more of a need for mobility equity to be a part of the attention here. Uh, and it being a concentrated hub, but it brings also about if we're thinking about circular economy. We're thinking about building up various types of community business expressions or arts expressions, etc. Becomes a real easy way in which people can have access to those things without having to jump on cars or in cars and utilize kind of public transit systems. And one thing also Keith and and Josh. That is pretty amazing about this project is Keith you brought it up and at 4P model philanthropic public private the most important key in the Rondo Land Bridge development process is the people and a lot of you guys. I mean I'm not the sharpest knife in the drawer and all you guys are in planners, you guys you. We talk about infrastructure and things like that, but the actual people in Rondo they're just trying to. Get those kids to school. They're trying to, you know, make a living. They're trying to weather a pandemic and then you have this massive infrastructure project that you know they don't know how that actually benefits them. And I think that when we talk about planning and infrastructure, when you put people first, I think it makes all the difference. For instance, when Keith showed that that force field protection and those different actors in the ecosystem. It's just not the city. It's not just the Met Council. It's just not the county.
It's not just men.

It's not just the state,

it's actual community. Organizations that are actually the developers of this massive infrastructure project.

I mean, we're reconnect. Rondo is working with high school students, college students in the Rondo neighborhood to figure out how to acknowledge them so that they understand this. This process and this this thing. These these words and these policies. That are directly going to affect their lives to help them find out how this history is actually going to affect them, and then how to message that to other young people, which I think is really critically important that when you go into your work and your neighborhoods and you and you think about the billion dollars that are reconnecting communities, right, putting the people at 1st and and not just not just giving lip service to their involvement but actually having them. A part of the planning process and the ownership and the management of the project. That's, I think the special sauce that shouldn't be missed when when you're looking at the Randall Bridge project. You know one of the things I mean there are. There are examples. I mean Clyde. I often use klyde Warren Bridge just as a a great illustration and I think also Union Union depot and in Columbus. But I want to go with Clyde Warren just for a moment. You know what Klyde Warren held illustrate in its 5.2 acres?

Is that a mechanism could be created financially to deal with the maintenance of the surface of the structure that was built and and provide programming and other kinds of activities. It has an open amphitheater, certainly on it. It has equally a restaurant that's on it,
or children themselves. But at an incredible Commons area for
public and community celebrations and expressions.
While our project is 4 times that size.
There are examples of how maintenance happens and how
relationships between the dot and the structure which it already is
responsible for in terms of infrastructure,
maintenance, etc. And yes, some of those costs will in
fact be a factor needing to be considered at a
deeper level,
but I think it's really about the analysis of how
do we generate or how do we do the analysis
of the revenue that can be generated,
but a top and how does that translate?
And then into long term maintenance,
not only of the surface but the structure itself and
the added value of programs and services for the community.
Because Clyde Warren Bridge raises $100 million annually,
OK, just for programs and the maintenance on top only
for that.
OK, but it's not a neighborhood.
OK, and it doesn't have the kinds of things that
we have with them.
Rondo if we can imagine the same proposition again under
the public,
private, philanthropic and people. Model then what?
We have the potential of doing,
I think, is raising three times that on an annual
basis to handle them the the maintenance on top and
certainly working closely with the department,
transportation and others to to provide the necessary
response to
those activities that need to be responded to.
If I'm, you know, uh,
reading what I'm interpreting what I read on on the
website correctly.
Rondo Bridge will will potentially have some some revenue
producing
development on it.
Right?
You've got it right. Go ahead and see I'll let
you go ahead and address that.
Yeah, and I think that this is something that is going to just kind of knock people's socks off.

Is the fact is that that your three port and past prosperity study actually quantified the loss. The ability to quantify the loss of a neighborhood is kind of revolutionary, but the thing that was, I think somebody made it a comments in the chat, is that not only was there a loss of income, but there's just a lot that scale of.

Inequities is one of the most mind-blowing slides I've ever actually seen. The thing about the Rondo project is a lot of you know times you could think well dwell in the past. But how do you move to the future? The fact that this is an economic catalyst for the rest of not only the city, not only the neighborhood, but the metro and the state and the best case example of how you build infrastructure that actually brings about.

Knock on benefits like economic gain. This is exactly what this this process is so special because there's going to be economic gain not only from the the the things you master, plan on the infrastructure of the bridge itself, not only in that force field, but there's going to be economic gains.

But those economic gains at the beginning are being or are being positioned, that the Community benefits. That's why this trust or this entity that not only. It holds the air rights not only manages the development of the bridge not only manages the operations of the bridge like like Warner, but the fact that the people are at the beginning of that that they can see themselves in the fact they can see themselves in the future of the infrastructure project. I think that is really going to be the basis for this bridge to succeed. For all of the people,
because those two examples of investments in stadiums are billion
dollar investments.
2 private billionaires. This is an investment of state of
Minnesota into the the community that's going to have benefit
to the Community and it's embedded in the development of
the project. I think that's really
let me just tag on on this as well.
Part of our LCD. A grant livable communities Grant is
intended to really do the economic analysis.
What what would need to be generated?
And and and what does that look like in terms
of benefit?
We don't know what's going to be on top of
this land bridge.
We just got a high level feasibility study right now,
so there's a bit of work yet to be done,
but we've got to do that economic analysis so that
we're realistic about what we're looking at and how that
actually translates into community benefit.
But that is the intention.
The intention is for the development.
So just imagine the community as the master planner.
The community as the master developer.
I raised the question before who's the primary secondary to
Sherry beneficiary?
The Community must be the primary beneficiary and if they
are the developers.
And if we look at how developers traditionally operate and
how they are,
the traditional primary beneficiaries, we use the same output in
the model that we're talking about.
Putting the community as the developer,
reaping the returns that are important and then taking those
returns and investing those returns into the community in a
way that brings about prosperity.
But I want to also mention one other thing.
When we think about people.
Oftentimes we don't think effectively enough about scalable change and
scalable way in which wealth can be built in a
geographic area.
If in fact the community is the master developer, the question in my mind is how do? Regular folks in the neighborhood invest in their neighborhood and reap return back as a result of that. Now that's a whole different way of thinking about if the community is an investor and also is the master developer, if you will. OK, then we keep the resources fundamentally intact and we ensure that those resources are used not only to build wealth, but to return and mitigate negative implications. Again, we've got bookend. We've got serious development happening near the capital. We've got the development in Midway. I believe that there also is a tie in. And an influence that are forced field of protection in the model we're creating around our four P can also incentivize participation from those private development frameworks into a community so that there's a wider level of prosperity that can take place. Yeah, and one of the smart things that the city of Saint Paul met. Council and Ramsey County is doing is that they're ensuring from the beginning. In the ideation stage that there is not the secondary displacement of people that were first displaced in Rondo. Again because gentrification. You know, it's no good to have these developments and this infrastructure that's quoted for the community and then you box out the community once it's built. And so the the the the grant from Med council, what the city is doing. The Saint Paul is very, very smart and intentional. And the fact that, these that these entities, along with Mndot and other entities you know, government or entities, are seeing that what if we actually had a scenario where community LED development actually
and we made sure that that benefit is stays in Community and doesn't and doesn't displace that same community?

I think that that's a key thing you want to remember when you're doing this in in your cities, which you probably you already are.

Yes, and. Azam and Keith has mentioned you know there is a role for the private sector and there has to be a role for the private sector in all of this.

It's not only the benefit that comes back to the community, but as a partnership with the private sector that can help make that happen and supporting the wealth creation within Rondo is only going to help. Saint Paul it's only going to help Minneapolis. It's only going to help the region and so gaining support and all of that from you. Align membership. It's going to be a great way to help make this happen. One of the things I put the slide up around the four P model visually and then junk to boast between the private development you know you like, Curtis Infrastructure Grant was awarded to.

Our partnership in designing this model and we should shortly be coming out with recommendations from a process that included the Community.

To mind ideas and to innovate ways in which direct benefit happens.

And so it really is a multi faceted finding financing approach, really focused in on restorative development.

Community ownership as benefits. And keep in mind our
development modeling that is part of our next phase along
with the anti displacement and overlay district work is aimed
at creating a circular economy.
A framework and principles or a model that is focused
in on regenerative urbanism and then looking into the future
Smart city technology and we believe.
That we can generate jobs just thinking about the land
bridge could be some light industrial around ensuring there's
no
waste or responding to climate change issues.
Responding to those things that are around renewable
energy or
green economy being one fundamental foundation.
But we also can imagine an arts economy.
We can imagine an economy that's really around technology
as
a technology hub.
'cause one thing that we see is we're all hearing
about.
Broadband and so. How do we leverage infrastructure
investment beyond
just transportation and the structure?
But how do we also look at?
Housing and Urban development? Or how do we also look
at resources around economic development in a broader
sense,
how do we look at broadband?
How do we look like look at climate change infrastructure
investment as well so it goes beyond just transportation
fundamentally,
but it really ties in a wide range of these
other pieces.
Yeah, and just that slide Keith.
One of the things that was unique about watching how
you a lie of Minnesota and this Curtis Infrastructure Grant
played out is that there are months.
Long sessions and workshops where you had every one of
the peas,
the private, philanthropic, public and people,
residents of community, young residents of Rondo,
elders that got displaced in Rondo coming together and
workshops
breakout groups that you ensured this kind of robust
of saying hey,

how do we finance it?

What do we do? That kind of direct input was an amazing.

Just watching just watching the groups.

I'm I was part of a group that had a former mayor,

had a resident, had a person from men dot had investors from Silicon Valley,

had a bank in this cohort and we were going around and talking.

So like Catherine just talked about is there is absolutely a role for private and and philantropic to take part of what people and government are doing.

And it's one of those cases where I think the private and philanthropic.

I'm just doing you guys are all you Members in this report that you all I'm in Minnesota is going to produce.

It's you're going to see how these things.

How all these desperate people actually work together for something that is happening in real time that has direct applicability to communities all across the country.

Josh, I have a question for you.

You know? I mean, as you now dive deep and really get a firmer hand on this incredibly large proposition.

You know, I think about the data that you presented and the importance of that data that you presented is.

Is there a way to take the data dive deeper once we have a sense?

Of our analysis, economic analysis and what we think might be on this.

This lid and project that forward.

Oh absolutely, absolutely. I I.

I considered I considered showing something like that myself, but I ultimately decided it'd be premature because I needed to learn more about.

About you know the whole story,

but there is is for doing that and and also looking at at all of Rondo and figuring out you
know what the effects will be. As you said, is it as it acts as a catalyst to me. I said keep thinking about. You know, if we when we do these visioning processes and planning we look at. You know what was our place going to be like in say, 50 years and if we? If we can, imagine a rando that is the one that that. The people of Rondeaux want to exist and. You know the the story we hear all the time. The very common story is developers come into a neighborhood like Rondo, a redline neighborhood and and once government is caught back up and starts providing good services again or something good happens, things get sort of snatched up and it yeah, and it's just common story available or there's a fight you know we don't want this development because it's going to hurt us again when we flip the script and the developer is Rondo is from Rondo is parts plugged in. And it's already gone through this process like what you've been talking about of the actual people as stakeholders saying figuring out this is what we want, and then figuring out how do we get there? Well, it seems like that deflates a lot of the fight when one people are going to benefit from this. I'm not going to fight this, it's we're. We're like the ones who are going to make money here or get nice things and also have already articulated that this is what we want to see happen so. I see it too is is. A real a real benefit in in getting basically getting the buildings that cities need in the development. Cities. Need help gathering that happen faster and without this this really sort of unfortunate fight and I think that fight comes down to what you're what we're trying to
say is that money coming out of of communities?

But yeah, there's there's tremendous amount in the data, and I think that's more answer you probably were asking for.

now. Now, now, right on the money.

'I'm anxious to circle back because I think it is going to be important,' you know? To ensure that.

The project is viewed as not simply addressing the immediate needs of rondel, though that is the aim.

But it's really about broader connection and prosperity across the board in the city and the region.

You know, when we think about a circular economy, just as an illustration, we can't say that Rondo, in it of itself on this platform.

If you will can address all needs within a community.

But we can say if we're intentional about connecting the economy of downtown.

To the Rondo lid? What's going on on Grand Ave to the Rondo lid?

What's going on on university to the Rondo lid?

What's going on? As far as I'd go so far as to say north Minneapolis?

And how that connects to the rondel lid or what's going on in Duluth?

And how that connects? We've got to be very, very intentional about looking at this much larger than just this small geographic area.

Here we go. Since you're mentioning these things, I figured I might as well pull the picture up.

You can really yeah. And and you know, in a lot of ways with love about these models is being able to visually and sort of the quote real quickly see these pictures.

But yeah, you could almost see like a crowd queuing out of value on the the north side, just waiting to spill over into the South side, which could be disruptive. Or it could.

Make make people a lot of money.
It could be the investment that has been lacking here.

And the other thing that occurred to me is we do a lot of this work, gets its emerging idea of public asset.

Analysis and and public wealth management.

Basic basically ideas is that if you seal the Gray in this model right, the grey stuff is nontaxable.

Outer That's government owned and white is not even parcelled.

It's just. It's not even property like the road.

The highway. We're basically you're creating land where it did exist and then stopped existing.

And we're going to make it exist again.

But what I'm wondering about is other public assets to weather, weather, you know, within rondel the land that so the middle school I see is right next to the land bridge, things like that where there's space available.

And and opportunities to pair development with existing public land again is is land.

It's like on the table.

Underutilized could be made to work better for the community.

I I will say, you know Josh.

Well we did. To have some conversations when we were part of the Nordic Cities Solutions dialogue and what we wanted to do is do an analysis of existing property that's owned by whom etc.

Identifying public land versus privately held land as well and one of the things that surfaced out of there.

And I think that the city is supportive of it as well as the county and others 'cause we really got to do a more detailed analysis because site control matters. You know speculation and managing speculation matters right?

And so being able to figure out the use of public land publicly owned property is going to be important in this equation across the board, because that's also how you figure out how investment
happens.

But it's also how you mitigate disproportionate increase and impact of development on the Community itself, so Maxfield school used is this is. For example, so I just finished communicating with members of the administration because I think fundamentally not only Maxfield school, but the space that's used where the space next to it has got to be integrated into our planning process. I don't think that's unique to Maxfield, because I think there are other parcels that are important for us to consider, but that's that's very, very critical. One other thing that we have kind of point center of the land bridge itself is Victoria, and we talked about Victoria. But Xcel Energy's got a lot in a spot. There, and we're looking at net zero development, just as an illustration, putting a multi use a family resident, their residents there or development, but what we're intending to do with that is to say OK, if we were to design A net 0. Proposition or property? Then how does that translate into what might be designed for the land bridge itself? And how do we scale it? OK, not only ownership scale it, but also in terms of the energy saving the energy benefit. And so we want to really move forward and make sure that that development project happens so that we have some illustration of how that might translate. And we could use very much the partnership with Maxfield school to do something similar. So again, we're we're in early stages. I think sometimes and I do want to make this emphasis. As we're all talking about development, and as this idea of the land bridge comes in,
we've got to be real about community anxieties.

Very because communities understand things on a continuum to nothing.

Do too much well, there's never too much.

Wrong kind of too much,

right, right? But but but to make sure that community

is really feel ownership in this and when something like

this emerges immediately,

people default to oh, it's already done.

It's going to be done to us because that's kind

of the mode of operation for us.

We say no, we're at the early stages and quite

frankly,

the Community has to get through.

A healing process. Has to get through a trust building

process.

And then ultimately has to get into a possibility thinking,

and it's hard for communities to get into possibility thinking

because they've been stuck in a circumstance for so long

and there's so much pain body associated with it.

It's hard to make that shift,

so reconnect. Rondo being a community based organization,

this project being driven by the community has a lot

of work in building our partnerships,

and part of that map that I shared a little

bit earlier is the identification of a wide range of

nonprofit.

Organizations or others that are tide in under this umbrella

called the Rondo Roundtable and that is a representation of

African American organizations and others that have been responding to

community for quite some time.

Yeah, and one thing one thing two with Josh.

This map when you look at it you see the

left side,

the South side of the I-94.

The property values are up.

This bridge can be a catalyst for economic growth and

the the right side of the map is the

north side of the I-94 freeway where.

You know the property values are low.

There is absolutely an economic benefit.
The thing that that prosperous, prosperity studies really emphasize is that inequities. It's just not that you get a higher wage, but imagine what the economic benefits are if the if the citizens of Saint Paul are happier, they're healthier, they're more green space there, emotionally secure. They're going through a pandemic. And what this does is, you know, with what the city of Saint Paul and with the Met Council is doing is ensuring that there are other ways to quantify economic development. It's the economic development of the individual residents and families. Is it's just more complex than how much money a person has. And so these are the kinds of things that these studies are actually taking into account at the beginning. And that's why with the ULI. Process of this Curtis Infrastructure grant and the four P modeling that is at the basis of this is how do we have developed not just smart cities and advanced technology cities, but just like healthy communities? And and you know. And I think it's probably really important to say to where I usually am using this work. We're usually having conversation with local government, cities and counties, and where this where they feel this most directly is in the loss of revenue. And this is a real problem for cities. And they don't always. It always doesn't show up that way because when property values go down significantly, maybe by half, that's half the tax bill that's gone and over a long span of time, so. Saint Paul has missed out on maybe hundreds of millions of dollars of tax revenue that by bolstering basically reinvesting in communities, bolstering values back up. It's also also has a direct financial benefit to the city. You know absolutely. You know one of the things I just really hit on this as well in terms of
some of the comments that I've seen.
Kind of roll in, and the most recent one from
Mariela,
Mariela or Morella. Sorry about this,
but I, I think the points being made are so
so important. I just want to share with you all
so you know what we want to do when we
talk about community engagement and elevating.
The leadership capability of the community,
because, again, we're talking about systems,
processes, tools, and resources that most of us on this
call understand,
right. But oftentimes communities are in a survival mode on
a regular daily basis to ask them to be experts
or to understand.
Not that there's not capability.
Let's distinguish that, but that I'm OK to understand how
these things function.
I spent 18 years with the Department of Transportation.
I know jurisdictional relationships as it relates to something like
so it's easy for me and we've got to be
representatives of the community to make sure that we're clear,
but I want to share with you one bit of
technology tool because the lowest common denominator is the phone,
the ability to use the phone OK in terms of
community input,
and part of what, HGA,
and I, I see my my good friend Nick,
who was really instrumental in this partnership with us.
I just think this is.
Probably one of the most fascinating tools that have been
developed because we believe very fundamentally in the aggregation of
of voice.
Excuse me, hang on. Just a second,
the ability to hang on just a moment.
Technology there. I go trying to do something big and
not quite ready for it,
but I do. I want to emphasize this piece
in particular.
Hang on. Sorry about the informality of this.
Uhm? But it's it's a,
it's a slide in particular that I think is is
helpful.
There you go. Because we want people in their homes
at the schools,
at the community centers. We're still not seeing it.
Son of a gun. Thank you.
We want people at the the the.
Earliest point possible.
There you go, we got it.
To to be able to imagine again,
I talk about possibility thinking.
HJ was so instrumental in working with us as we
think about how do you aggregate voices?
How does community input actually happen and can they do
it at their house?
Can they do it in a classroom or mine as
a part of curriculum?
Can it happen with the family around the Internet?
Can it happen? Walking to the commemorative Plaza?
Getting a QR code and designing what,
what? What might be a particular idea in terms of
contribution?
So there's a wide range in which this can happen,
and I'm seeing that it's it's stuck at this particular
point.
I think it has more to do with my Internet
speed than it does the actual technology,
but just now that we believe very fundamentally that we
may not get complete agreement in a Community.
But whatever the input is,
it's going to point us in a direction that really
responds to the community and the broader sense.
And I also want to just recognize if I might,
my partner in crime of the past,
Rodney. Cream pie in Rodney was instrumental in the 2018.
Advisory services panel. I know Rodney this is probably the
first time you've you've seen our effort from the time
back in 2018.
I'd be curious about your thoughts.
Oh yes, no very good to see you Keith, Keith and I go way way back. I think we were in leadership Minneapolis together. That's probably where we originally met and so we, we've been knowing each other for a while. We got a number of friends and associates on here, but part of that team was Alana. I know she's got her picture up, but show yourself, Alana. Oh, wow. Alright Yes, that's great. That's great good to see you and Paul hooked us all up under the leadership of Lanier Richardson, who led that panel for us, so we're just excited that all of this is happening. We got some other ULI folks that I know real well on this green. Tyrone so Todd you got to show yourself. You gotta come off of the little. Come on, show yourself. Yeah, well, Tyrone. But there there are number of folks in Alana. Do we have other Members that are where on our team on this screen somewhere? Or if you if you were show yourselves, but this is impressive for all of us to see that it continued to have life. People were very focused on it and art continue to be focused on it. It was real for me because personal I I went to the University of Minnesota and lived at 1247 Saint Anthony, which is right on the edge of the Rondo community. Many of my friends also lived in the Rondo community, so it's a lot of history. There's a lot of celebrations that
occur with
Rondo days. And remember Rondo days and so on,
so it's just a just great and and Keith,
we're just glad that you're keeping all the energy going
with all the Minnesota folks and you alive Minnesota,
keeping everything moving forward so this is exciting.
Thanks, Rodney. Appreciate you being apart and as well as
Alana.
Go ahead, Paul. I think Nick had
something to say. I was just the best.
What I had
is tire Tyrone
appeared. He's doing a lot of things in Atlanta and
other how much Chicago native happened to one of the
transplants to Minnesota,
but Tyrone's also in Atlanta and he's in Atlanta doing
a lot of great things,
but a lot of might have comments too.
Again, based on our
indeed, our work.
Very similar to you
guys. I keep on Georgia presentation
I just sent you a link.
On a project in Atlanta called
the stitch that just received raised
planning grants. So think of us as a resource as
you go through your process.
Also, indeed, indeed, I keep my eye on what you
all got going on down there as well,
so I appreciate you letting me know there's so much
opportunity.
Tremendous opportunity. I think there's a cohort here without
question.
I know we've done some meetings together and some
presentations
together,
but I'm looking forward to continuing that cohort.
As well, I know Nick you had a comment you
wanna make,
and maybe Alana wants to come.
One was ready, but what we we should do a
lot at first,
then she's ready to
then she's ready to

I wasn't planning to say anything, so I'll keep it short.

Just really excited to be here and also really appreciating
all the comments and resources people are putting in the chat.

I've worked on a number of projects similar to this one in the years.

Since you all I was in was working on the Rondo project and this one is the one that gives continues to give me the most hope because there is such progress that's being made.

I've been working on one right now slightly related in one and actually see positive change happening in the community,

rallying round and really having black leadership and equity centered in the whole process from coming from the community and also coming from the city and the agency side.

So thank you for the work that you're continuing to do.

That was really sweet. Thank you.

Is this an OK moment for me too? I'm way in and did indeed.

Alright. So Keith, I want to thank you for something and I'm going to pantomime wearing two hats, OK? Because the other folks in this call may not know that.

I'm one of the founders of you align Minnesota.

We did this largely at the behest of Bob Engstrom, who some of you may know as a life trustee.

emiruus,

and the person who came up with the idea of district councils in the 1st place,

and there wasn't one such organization in Bob's own hometown.

So back when my hair was brown.
We launched you a line, Minnesota. And hearing all of you dear ulip people. I just have to do one of these. Makes me so proud. Of being a ULI member. But I wanna say I'm also a member of the Friends of Rondo and that's I just made that up. But because it's been such a pleasure for all these years to be supporting this great cause and Keith, you and what you've done with the many people around you, it's been really good for you a lie too. It's helping us think differently. It's helping bring value to our members and. I'm officially retired now from HGA, although I still have many friends there and value the firm. So this is one of the most important things I do and you know some of you may know that retirement can be very busy. And this is the most meaningful. High purpose aspirational, beautiful thing I've ever worked on. So I know it sounds corny as we get towards the end for everybody to thank everybody else, but by golly this is creating a legacy. This is writing the wrong. This is the best thing we've ever done and I say from the bottom of my heart. Thank you all. Thank you, thanks Nick. Appreciate that so much. I feel like we ought to hear the the the whole Western and everyone get on their horse and and Mosey on down the road. Well, well, one of the things I learned from Linear Richardson from that panel was that when there's a really, really good comment, that's when you end the call. That's when you end the meeting and. I want to say thank you so much everyone for joining this conversation. Our next one is going to be June 16th. It's going to be around transportation and mobility.
I'll send you out. Information about it.

Would love for you to join and.

You know we're going to carry continue this conversation really help them build connection,

build opportunity to really build a movement around infrastructure.

And really, how we leverage a lot of this funding,

that's coming to make sure that we're doing projects that really help build better communities like what's happening in Rondo.

And thank you so much to our speakers, Keith. Thank you so much to Josh and thank you so much to everybody for joining and and bearing with us for this conversation.

So thank you so much and have a wonderful day.