Webinar

Envisioning the Opportunity of Freeway Caps and Stitches: Atlanta, Austin, and Saint Paul
Date: September 16, 2020

00:00:15 --> 00:00:18: Hi, thank you for joining and welcome today’s webinar on implementing freeway capping projects as well as thank you for your participation in United for Infrastructure.

00:00:25 --> 00:00:28: 2020 Awita champion America’s infrastructure.

00:00:28 --> 00:00:33: My name is Paul Angelone and I am the director.

00:00:38 --> 00:00:39: For the newly established Curtis Infrastructure Initiative at the Urban

00:00:39 --> 00:00:42: Land Institute,

00:00:42 --> 00:00:48: and thanks to a generous gift from Jim Curtis,

00:00:48 --> 00:00:53: the Curtis Infrastructure Initiative enables ULI to identify.

00:00:53 --> 00:00:57: And promote infrastructure solutions that make cities more resilient as well as enhance long-term community value.

00:01:01 --> 00:01:04: As an organization, we define the infrastructure fairly broadly,

00:01:04 --> 00:01:07: including transportation, critical utilities, communications,

00:01:07 --> 00:01:10: and social infrastructure.

00:01:10 --> 00:01:12: We believe that infrastructure is what connects us,

00:01:12 --> 00:01:15: what allows us to create,

00:01:15 --> 00:01:19: place and provide opportunities for future generations.

00:01:19 --> 00:01:22: You cannot meet ULI’s mission to create sustaining thriving and equitable communities without smart infrastructure investments.

00:01:22 --> 00:01:26: Founded in 1936, the Urban Land Institute is an organization

00:01:26 --> 00:01:28: focused on the responsible use of land.

00:01:28 --> 00:01:31: With more than 45 thousand members worldwide.

00:01:31 --> 00:01:33: In this moment of time,

00:01:33 --> 00:01:37: we’re facing multiple crises is beyond just crumbling infrastructure,
including how to recover from the global pandemic,
addressing racial injustice, and systematic racism,
of which you'll, I has played a role in creating
and mitigating and adapting to climate change in today's
discussion
of three significant highway reconstruction projects.
That all are grappling with these very challenges.
In addition to how we create effective public private
partnerships
that leverage innovative and traditional finance approaches is
exactly the
types of conversation of why the Curtis Infrastructure
Initiative was
founded. To learn more about the initiative,
visit our Web page at ULI.
ul.org/infrastructure. And with that,
I'd like to introduce you to the moderator for today's
discussion.
Michael Banner, Michael.
Good morning, Paul. How are you good?
Good to hear from you.
Michael Banner is president and CEO of Los Angeles LDC.
He's an experienced financial professional with a 30 year
track
record of success in Community development,
finance, and advisory services. He is also served as a
chair for many ULI Advisory Services panels,
which help address the complex language challenges in
communities around
the globe,
as well as working on his own capping effort related
to the California High Speed Rail.
Project and with that I'll turn it over to you.
Hello everyone, it's actually very interesting for me to
moderate
today's panel session.
Little tidbit is that I serve as a trustee.
With Jim Curtis for a number of years.
And then he actually turned out to be my landlord
a little later on.
And you actually cannot see in the background behind me
that my office was in the central business district and
Jim's firm bought the building that I had been in for like 15 years. So you never know how things turn out.

In terms of working on my own kind of capping exercise, I think one of the things that.

Because at work I do, even in the graphic behind me, this site happened to have been a industrial site which had been entitled for 400,000 square feet of industrial distribution buildings and it's in an older section of Los Angeles.

This is actually the very North End of our Chinatown community,

decided that they did not want 4000 square feet by right development.

There an raise money. Acquired the land an now it is a State Park so this is a real real world example of what somebody other panel is.

Well, I think talk about in terms of how do you create value for communities.

You know, unfortunately, we're in a time frame where the. Killing moves of George for way as an example,

and our ongoing COVID-19 pandemic has renewed the concern over legacies in land use and development.

Also, I think it has highlighted in terms of the economic issues that we're facing today that there's a lot of discussion about infrastructure and how that might be a solution to the kind of economic malaise that is impacting the nation and how.

Ever we've seen where infrastructure, especially in terms of freeways,

have bisected communities and change the trajectory of those communities greatly,

and so we'll talk about that a little more today.

I think one of the first things for those of you who are like myself are not, you know, kind of infrastructure,

transportation mavens that understanding what a cap is.
You know an A stitch will hopefully be two things that you come away with today.

Maybe well known as the Klyde Warren Park, which is in the Rogers Freeway in Houston, I believe.

And don't quote me on that, but that's an example of a freeway bisecting a neighborhood, and now, after urban renewal, what do we do to try to reconnect these communities?

Stitch has been described as an enhanced crossing over a wider way that often includes widening of sidewalks. Put in bike lanes, creating serious seating areas and related open space cap at the Union Station in Columbus, OH is an example of a stitch and we actually have a discussion going on here in Los Angeles about putting a cap over the freeway in Hollywood. Which takes time so.

In this example, our panelists will give you background information on the projects they are working on in Atlanta, Austin and Saint Pauls. These particular projects have all been involved in a UI advisory Services panel, which started for one of them in 2018 and the last one was done and 2020 and we will hopefully update you on how these projects are moving forward today.

So I've got three panelists. The first I would like to introduce will be Keith Baker, who is a Managing Director. Um?

In the very high profile state of Minnesota today, we just taking on new meaning and also I think will provide you with some. Insights into how? Maybe what we see happening in in Saint Paul and Minneapolis today. The underpinnings were started decades ago. So with that, why don't I turn it over to? Call and let him walk you through his presentation. Well thanks a lot Michael.
Appreciate the introduction in the context established.

As reconnect rando being a participant for this UI discussion, it's web and R. Couple of things that are clinically important for us to.

Understand is really what is it that reconnect? Rondo is attempting to do and ensure just reconnecting for equity purposes itself.

So reconnect Rondo is really spearheading an effort and public key pieces that I think are important for us to keep in mind in here is that we see it as an equitable development movement.

Considering all that's going on not only in the Twin Cities or in the state of Minnesota, but across the country as a whole, we really see ourselves as bringing forward Minnesota's first African American cultural Enterprise District, which really means a wide range of types of activity.

Activities, but more specifically, connecting that to what we define to be a community land bridge.

But when we think about Minnesota, Minnesota is this incredible state. I've lived here all my life for the most part or farther northern Minnesota, as well as here in the Twin Cities, etc. It has so many amenities and being ranked kind of second across the country and affordability at economy education and health.

Quality of life. Safety. I don't understand why anybody wouldn't want to be here in Minnesota, certainly because of all of the amenities and incredible benefits that are associated with.

But when we go to the next slide, one of the things that I think is important for us to kind of think about is we're also the worst state in a wide range of categories and. Topics Minnesota ranks fourth. If you can imagine that,
in contrast, as the worst place for African Americans specifically.
And when we think about not only the killing of George Floyd,
but we have the killing of Philando Castille,
Jamar Clark, we have in essence Minnesota have become the
epicenter if you will of racial injustice.
Just consider 25% of black families versus 76%
of white families actually own their own home.
With this in mind, I want to give you some
historical context if you will.
So the picture really depicts clearly the path of the
Interstate by 94.
85% of the cities meaning the city of Saint Paul's
African American population really lived right there in Rondo.
In fact, a number of the churches began to organize
to find a specific way in which to bring community
together.
And if you can also imagine it was an emerging
middle class environment,
certainly where the doctor lived with other folks that perhaps
were janitors.
So in the destruction. If you can imagine the path
of 700.
African American own homes were destroyed.
And over 300 businesses equally were destroyed as this thing
kind of plowed through.
So think about the market value of homes today and
if we think about that market value of homes today
and one of the things that comes to mind is
what would have been the value add in terms of
people's pocketbooks.
If they had still were able to hold on to
those homes,
and you can see an ownership equity gap of you
know 270 million dollars based on today's market.
Also, one thing to keep in mind,
we've just recently completed a pass pass prosperity study.
That also brought about clear evidence in a quantitative way
about $90,000,000 of intergenerational wealth loss in terms of family members,
being able to actually be the beneficiaries of equity as a result of the freeway.
The next slide really should also.
Put Contacts in terms of location,
so clearly we have the city of Saint Paul and the star there representing the land bridge.
But if we take a little bit of a closer look,
one of the things that certainly is going to become even more evident is where the land bridge really rest.
So the outline of what you see in front of you is really the historic footprint of Rondo.
Near the capital along Rice Street all the way to Lexington Ave.
But if we focus in on the land bridge location it is a small small location that we see.
Between Dale and Lexington or in Essence Grotto and Chadsworth.
Kind of moving forward and looking at kind of scale and scope of this proposition.
It it it begins to.
Force us to think through,
you know really what is our vision?
What is restoration? And if we're thinking that our direction is the first African American cultural enterprise district in Minnesota connected by land Bridge,
what does it bring about?
Certainly, economic development, equity development, opportunity. Get addressed as that has the potential to address housing affordability.
Open space. The key thing I think, as we take a look at Community leadership and I think it's critical because this is a community driven proposition.
Who is the historical impacted community which was African Americans?
Not solely but principally and so.
Community leadership becomes very, very important because the basis of the movement has to emerge from African Americans, certainly to the benefit of the broader community as a whole. It also is an opportunity for us to take a look at establishing a global model. Certainly a state model, a national model. But again, when we think about registration, when we think about regenerative communities when we think about equitable development, what might that look like? And we think that we have all of the elements, the expertise, the partners to kind of bring that about, but it's not without certain challenges. But let's take a look at scale. In our vision we see about 3200 linear square feet. And I kind of when you looked at the previous slide that showed the the location we're really talking about a capital cost that's associated with 32 linear feet, which may be about 15 to 21 acres somewhere in between that there's extraordinary capital costs that are associated with that on the high side of just under a half a billion. But when we think about the impact, and while these are kind of the market economic analysis, we certainly are talking about the replacement of almost the 700 homes that were originally kind of laid out there to 567. These are new homes with about 1000 plus new residents or residents wanting to live on this type of structure. Certainly there are benefits in terms of increase in property tax. There's benefits in terms of the increase related to construction jobs. And permanent jobs, and this all includes retail. Certainly in this and ties to commercial space as well. Next, slide ball. So now in final I just want to kind of.
Put out there a little bit of the partners there are.

There are a lot of partners associated with this and I consider us a small nonprofit trying to do big things and that requires some big partnerships, certainly with philanthropy. With the investment community government and when we break that down, we're talking about locally men dot we're talking Minnesota Department transportation.

We're talking about the city of Saint Paul, Ramsey County, the Metropolitan Council, which is our MPO, but it also extends beyond to the Governors Office. The legislature, in terms of that government pool, but certainly community based organizations become vital. If this is a community driven proposition, a community land bridge, and we can only imagine what that really means in terms of partnership.

The historical context is so important and historical information is important to the extent that we know that the Historical Society is very, very critical for us at WHS. Certainly is a player in this. It's an Interstate along with men Dot, and we believe that the press because the press is certainly an influencer in this proposition as a whole.

But let me just conclude there there certainly, I'm sure, are questions that will rise, but I'd like to take this opportunity to introduce, you know, Jennifer, Jennifer Ball, who's the Vice President of Planning and economic Development for Central Atlanta, progress as the next speaker.

Thank you Keith and I am pulling up the slides now. Appreciate the introduction and Keith had the benefit of going
first.

So you're going to start to see some common threads and simonaire similarities among all of our projects, which is why it's so exciting to partner with you alive.

An opportunity like this one.

So here in Atlanta are we have we refer to our project as these stitch? It is located in the central business district of Atlanta. The Orange dot there in the center. The core of downtown to the South are the neighbors to the North in Midtown, and this slide does a great job of really orienting it into the broader context of the City of Atlanta and many of the destinations in places in the neighborhoods that we see. This stitch district, creating the opportunity to reconnect a little bit differently from the situation in Saint Paul.

The immediately surrounding land uses or products mixed uses predominantly higher density, commercial and multifamily residential in less single family residential this is sort of getting to the crux of the matter and and sort of the money shot if you will. This is the segment of what we affectionately call the Downtown connector, which is Interstate 75 and 85 where they joined together to traverse the center of our city. And the existing land uses adjacent to those areas, and some pretty significant bridges and a lot of concrete which is really impacted.

The experience of living or working on close to the infrastructure and the experience, whether it's the noise, smells, and really frankly, the just the elimination of a lot of historic fabric of buildings. That used to be in this location. The stitch vision is this to the to the right, which is the opportunity to reconnect over this existing
sunken

00:19:40 --> 00:19:41: segment of Interstate.
00:19:41 --> 00:19:46: We connect the street grids on the block structure that existed previously.
00:19:47 --> 00:19:52: Take advantage of those new development sites as well as create 14 acres of new parks,
00:19:52 --> 00:19:59: green space and open spaces to support that new investment.
00:19:59 --> 00:20:03: One of the things that's very telling for those of us here when we know this slide under this area,
00:20:03 --> 00:20:06: well, is that the the idea that the property values and the value of the buildings and investment in this here is significantly lower in with its proximity to the connector, then two other properties just 3/4 of a mile away.
00:20:22 --> 00:20:23: So for us that is a prime motivator.
00:20:23 --> 00:20:26: So another view of sort of the same shot this we did this drone footage on Sunday.
00:20:26 --> 00:20:29: Usually there's about 350,000. Cars a day traversing these, you know, depending on how you count on 11:50 lanes,
00:20:32 --> 00:20:36: and the notion is that you would create a cap structure over that existing infrastructure and then create these new spaces.
00:20:47 --> 00:20:48: This screenshot is from a video if you'd really like to see the entire thing,
00:20:52 --> 00:20:53: I invite you to check out Atlanta downtown so YouTube and you can see the animation of how all of these segments fit together.
00:21:02 --> 00:21:04: So not unlike the story that Keith.
00:21:04 --> 00:21:08: Shared we joke a little bit here that we call this freeway a connector because it really was a disconnecter from its construction in the 1960s.
00:21:12 --> 00:21:15: The aerial photography that you see there is from the 40s.
00:21:19 --> 00:21:23: It really did disconnect portions of our our city.
00:21:23 --> 00:21:27: Peachtree Street is a main North South thoroughfare here in Atlanta.
00:21:27 --> 00:21:31: This bisected it at a very oblique angle and is really divided.
It not just with the infrastructure itself. But also with the proximity and really coordination with the urban renewal policies that the city and frankly our organization were involved with it that time. So we're really inspired by the idea that we can reconnect this portion of our city in many ways, both physically, emotionally and socially as well. So you why am I telling about this? We're a private. Nonprofit community development Organization really comprised of the business community and particularly the downtown property owners who really take on visioning, planning an investment in our core with a mission to protect downtowns, economic vibrancy and quality of life. So what are we thinking about that is going to continue to grow and evolve the core of our city, not just as a great neighborhood? But as an anchor for the city or region and in the entire state of Georgia. So this is what we do, and approximately 5 years ago really took a very serious look at creating a vision for a type of capping. An idea about reconnecting this portion of our city that had been around for quite some time, maybe not at this scale. Maybe not at this extent, but in a very serious way understanding the feasibility and all the. The complexities of the IFS, if we could make this happen, what would it look like? And you know, for us, I showed you the rendering of the after vision. But really, for us it's an opportunity to think about how we reconnect this area with new development opportunity. And that vision is sure to change from the exact
numbers that we put together five years ago. Whether it's the economy and demand for real estate in different kinds of products will ebb and flow, but you know, generally speaking, this. As this particular iteration of a plan was generally with is, you know could be thousands of hotel rooms, thousands of residential units, office space retail are really extension of the existing mixed use fabric that exist there today, as well as the creation of more jobs and to some extent the question is, is why here why this location? I didn't, I should have pointed out earlier that this location. Exists over top of our the connector freeway. One of the most underutilized heavy rail stations in our local Marta rail system. So we have a tremendous opportunity to Oriente this new investment around transit, enhancing ridership and really embracing a station that is not living up to the investment that was made in it years ago for us here in Atlanta. Like many of the cities you'll hear about it and probably yours as well. Are really struggling with how we provide affordable, attainable housing so that the city can continue to grow economically but have housing opportunities for everyone. This the stitch location actually itself includes some existing critical, affordable and supportive housing developments that already exist in our downtown. But opportunities for many more, including a pretty significant redevelopment site. At our former Civic Center, as well as some sites connected to other nonprofit organizations who share a mission to provide that affordable housing. Parks parks themselves, City of Atlanta, is under parked here in downtown.
We have the benefit of some large parks, but not particularly in this part of the city. When we were able to in our partnership with you all, I look more closely at the Trust for Public Lands. 10 Minute Walk campaign and the opportunity that we think that really meaningful, well programmed parks really do drive investment in value in real estate so. So alluded to the impact and we had some good examples of other projects that have already realized this type of real estate. An economic value around them. We've done a pretty detailed analysis of 1/2 mile buffer around the site. It's about 90 acres of land, 33 parcels and looked at a conservative buildout scenario to understand what that would do for property tax benefit as well as other physical benefits as well. And clearly we think there is an economic opportunity impact in an mandate to take advantage of converting this type of infrastructure and is something that creates more value. Of course it's not free it it costs money. It's the cost benefit ratio. Similarly, we've done really detailed cost estimating for the project. The segments when you were looking at that large aerial view really break themselves down very nicely between some existing bridges to how we might face the project. So similar in line with the Rondo project, you know all in the entire vision is over 450 million dollars. We have done some work to focus on a potential phase. One project that is more manageable in the short term. This are immediately adjacent to that Civic Center Marta Rail station.
Ann and I feel like I could have just used key slide for this one. We have the exact same range of particularly institutional partners in our State Department of Transportation, Federal Highway, local governments, as well as the adjacent property owners and champions and and really the whole constellation of folks that not only must be involved, but will be essential for our success. We are ourselves really in the midst. Of beginning a much more detailed public engagement, not unlike the preview of the next presentation that you're going to see. But we've done a lot of homework in background to make sure that frankly, as we move the project forward that we build shared goals and just the questions that keep posed about equity in benefit. Who does that accrue to and wonder their desires? Project Advance, so this is clearly one of the more complex and detailed portions of how we advance the project in real collaboration. So our organization, CIP, and the Downtown Improvement District have been working on the past few years to really take this vision idea into a much more detailed implementation strategy which was delivered late last year, and we're now putting each of those recommendations into place so that we can push everything forward. When we began the adventure, I think the question was, is this feasible, and I think we've proven to ourselves. Yes, absolutely is with the right people at the table. The right consensus goals in mind as well as really the political will and commitment to the kinds of neighborhoods and places that we want to build into the future.
And so that's what we're up to is trying to make it happen. And so you can learn more about the project on line. And as I mentioned that YouTube video, it's 2 minutes. It probably doesn't much more specific job than I just did with that.

I will wrap it up and turn it over to my fellow Downtowner colleague Christenberry.

Excuse me. Melissa Berry with downtown Austin who was going to tell you about a project that she's working on in downtown Austin, thanks. Thanks, Jennifer.

So yes, my name is Melissa Berry and I'm with the downtown Austin Alliance, similar to Jennifer's organization. We're an organization that's funded by property owners with the focus of improving downtown Austin.

Vitality the the location of the project location text saw RRDOT is looking at reconstructing all of I-35 through Austin so you know, we sort of had the opportunity thrown upon us an I would say we're the newest in this endeavor in this group that you're hearing from today.

And really, you know the opportunity presented itself and you know our organization has always been very interested in. Improving I35 and the opportunity around that.

This was an opportunity when we when we first heard from textile that this project was going to move forward that we thought just you know, there was nobody else who was looking at how are we going to convene the community around a discussion for what we want to get out of this effort.

It's about a 2 two and a half mile section of I-35 that we're looking at three central Austin and you know we got involved really last year when we started learning that the project was going to be funded by the Texas Transportation Commission.
So you know, the. Currently the Our Texas, Texas Department of Transportation is beginning the conceptual design and the environmental review process. We'll be kicking that off this fall. Knowing that text that would be making these improvements to the corridor we really wanted to leverage that investment to get some community defined outcomes. OK, so this gives you a really good sense. I think of what the corridor is like and you know Jennifer spoke to the nature of their area in Atlanta being much more like it looks on the western side of the I-35 corridor in downtown, and Keith spoke more to the element of residential. And that's really what the eastern side of our corridor looks like. So East Austin is really this very tight knit. Group of neighborhoods. Whereas the downtown is really, you know, that's that's our densest area, the city. It's our central business district. It has the capital just to the North of the University of Texas. And you know, both sides of the corridor are very different, and that is one of the I think one of the most challenging things about this effort is really that you know that there are so many different stakeholders that need to be represented along this corridor, and. It's also a really great opportunity, and the next slide will show you, you know it can't talk about I-35 without talking about the history that we are working from with I-35. The 1928 plan is the slide on the left and the image on the left. This is the plan and that our city was our first attempt to codifies segregation. The plan, explicitly called for a quote Nigo district and then went on to do not deny services to people of color who were living outside of the district and that followed with what you see on the right is
a redlining map.

Showing that eastern portion of of the area of the free the area East of the freeway in red as a declining district or hazardous district,

you know all of our policies that followed really just continue to reinforce that segregation and remove the opportunities for upward mobility for Austins people of color.

And this is the legacy that we live with.

So you know, I think Michael spoke early about the legacy.

This is the legacy and well, I-35. The construction of I-35 didn't create that legacy.

It certainly has to. Begin to unravel that legacy.

The next slide shows you an image of what what was before I-35,

so this is East East Ave. It was a tree lines residential St for the most part where a lot of there are.

Austinites came for gatherings and events,

and when I-35 was built it really it not only reinforced the racial and economic segregation that was already well under progress,

but it created a physical divide.

That week we could not get past.

So next slide shows you really where we are now, so that's where we were.

Where we are now and I want to start out.

It's really important for me to say that we don't have a vision for I-35.

We're really looking at the we we brought in the ULI panel just this February,

right before we all went into lockdown with coronavirus.

They they were we were able to conduct and complete the panel.

And we we knew that we needed a path forward,

but we didn't exactly know what that was going to look like an the UI panel reports really serving as our road map.

Although we know that every recommendation in the panel is
going to require more analysis and a lot more community
conversation.
So the next slide is showing you corridor wide
recommendations
in the panel report.
We are looking at in the report 11 acres of
proposed caps and three different locations.
It's hard to see here,
but the areas in green are the caps and then
two acres of stitches and 11 locations.
And uh Blvd, which would be created along the whole
length of the corridor at a total cost of 313
million,
which all of a sudden compared to Jennifer Ann Keyes
presentations doesn't sound us as enormous as it sounded to
me when we started.
And the next in the next slide,
it's just showing you how this plays out in a
specific area.
This is between 11th and 12th streets.
An if you look at the image on the right,
the UI panel recommended structure.
It's it's basically showing you the green and a cap,
the orange or two stitches on the North and South
and of that cap and the green dotted line is
the Boulevard that would run on both sides.
The next slide is really kind of what we want
to where we want to start this and where we
did start with the Community as we began.
The UI panel is understanding what how we need to
approach this project.
So we're really thinking you know much more about
approach
than outcomes right now.
And what we heard from the community was we have
a lot of critical questions and problems to solve for.
And you know, these are just some of the.
The things that they identified healing from you know that
are our legacy of of.
You know racial segregation, health and safety connections
These were things that the community asked us to explore. It's interesting, you know. I think we tend to go to, oh it's it's a freeway cap. It's a park nobody really said park at the start. You know, it may be that parks are a way to facilitate these community outcomes, but they weren't the start of our conversation. So the recommendations that were focused on implementing with the from the UI panel on the next slide. So really, you know we're focused on the recommendations that you I gave us around approach and community engagement. So there were two things that we heard from you Ally that really resonated with our leadership in the Community. One was creating a balanced leadership structure. So this this image of the three circles is really showing how you know we. The Downtown Austin Alliance took leadership in this effort because there was a void really at the time and somebody needed to convene the community around this conversation. We're now working really closely with the City of Austin leadership who is really becoming a leader and working closely with us in Community leadership to create a more balanced structure for how we make decisions together. The second recommendation on the next slide that that we are working towards is this idea of Co. Creating our vision really working from the ground up with the Community to Co. Create a vision that is representative of the voices in our community, specially those who were displaced by I35 and the gentrification of East Austin and other areas in central Austin. Quite honestly. And just as we were about to begin the conversations around Co creation. We entered into our lock down with coronavirus and we
had to kind of rethink how we were going to
do our work.

So we needed to keep the momentum going.
We knew it was going to be hard really to
build that trust and bring those divergent viewpoints together
without

meeting in person where we ended up going was partnering
with the local community radio station and a group of
local community mentors,
many of whom were involved.
In the UI panel process itself and we developed a
series of radio episodes that could explore different topics
that
emerged through the UI panel conversations.
So on the bottom you see 88 was our kickoff,
822 is the second one that we did and that
was really around.
How do we begin to heal from this legacy of
our past an begin the Co creation process and this
series is going to continue.
Over the fall.
We are working, you know,
and in addition to the the traditional institutional partners,
what we really wanted to do was.
Was curated a panel with nontraditional partners and bring
those
voices,
not just at the table,
but to really have those voices create the table.
Set the table if you will,
so we you know, we created a series of curators
for this group of curators for this effort who really
helped to shape the whole thing.
Right now we have the whole series.
All of the episodes that have been launched so far
available on our website.
Our website also has. Different ways for people to engage
in and learn from these conversations.
And it's also going to be a host for if
you can't watch,
you can't watch the episode.
It's the episodes are all live online there also on radio, in an analog way. And if you can't watch them at that time, you can always watch them later, so that's been, you know it's it's we wanted to make sure that we had access for everyone and that's that's how we quickly pivoted. In the coronavirus world that we're in right now. And so I just want to say, I guess finally to closeout and that you know, please feel free to dive into the website further engage in the website and on the next slide. It has my contact information. I know we're not going to get to every question today. So if you have questions please feel free to reach out to me. And at this point I'm going to ask my colleagues to come back up so that we can have some conversation. Well, let's look in the chat and see if there's questions exactly answer. I actually, I'll read the first word about that and we can all respond in the area of Black Lives Matter. How do cities without large concentrations that African American residents immediately within a few blocks of the project area but with significant in African American communities nearby who may shop visit, work in the area, justify the investment in caps from an equity approach? Dance about that Keith. Thanks, forgot appreciate you inviting me in. Well, I'll tell you this. One of the things that's important message from our perspective is this. While this is being driven by African Americans as part of restorative framework,
this is going to really benefit the city of Saint Paul.

It's ultimately going to benefit the region and it's a matter of pointing to if we think about the wide range of disparities that exist right in the hub. Of where Rondo exists. It presents an opportunity to counter and to bring up those that are within the footprint of Rando, who currently are challenged by the lack of employment opportunities or the lack of. Affordable housing just in general the lack of variety of jobs, so I everyone should look at this as is.

If a there's an investment on a structure and certainly a tax base that is generated potentially you know from it we also got to look at the potential of utilizing this asset if you will or this opportunity to really address some of the inequities and to bring people investment and individuals. Up to the degree where it's not having to be paid for on the other end. Either way, we're paying for it. OK, and so it's a matter really appealing to people's sense of there is cost benefit, but how you measure that is not always in terms of structure, but it's the benefit to communities and rising them up overall.

Melissa, did you want to add something? Go for it. I was just going to say hopefully that question was answered. I don't. I feel like Michaels or Keith is the best person to answer that question. I saw a question for someone about explaining the difference between caps and stitches, so I'm going to do my best to answer that.

The caps are essentially covers over a highway, so you know, I think Klyde Warren Park in Dallas is the. Most often referenced example, whereas the stitches are
more like

wider,

more amenity friendly bridges that would go over a freeway.

So there are different examples of stitches and what goes
on a stitch.

It could even have some retail along it,

and I know in Austin we've been looking at both
caps and stitches and I believe everyone else that's
on this panel is as well.

And I and I know that Keith Michael is having
some technical difficulties,

so I'm going to try to help coordinate this for
a moment here.

So thank you so much everybody for taking part of
this.

Something there's a question surrounding either federal.

What is the federal process related to this and how?

How is the federal government involved in this,
or not at all? But also I would expand a
little bit too to thinking about how does your effort
also interplay with what the state processes for getting your
year projects. And I know that each one of your
projects have slightly different perspectives on that.

If you want to start,
yes, I'll be happy to start,
you know, one of the things that came to my
mind as I think about this overall is how complex
federal processes are,
how complex state processes are,
and again, for those of you that aren't aware,
I spent 18 years with the Department of Transportation,
Minnesota. So I already know the dynamic of the internal
challenges of responding to communities as well as the
external

community side of the equation as well.

So now envision the challenges of PHW way,
the state, the city, County,
etc met Council trying to solve how to use this
opportunity and having different views and trying to find a
center place as a community driven proposition.
The complexities of neighborhoods and community interests
and so on

and so forth.

Now we can overlay that on top OK except for

the community is drying yet with varying degrees of understanding

about these other systems.

OK, that are also in play and I wanted to

set that framework because as we think about Nipah.

Or as we think about meet before the Minnesota process,

we know that these processes are engaged with these institutions,

thinking that Community is aware of what they are and

what they mean and how they work.

But in reality not being effective at communicating those things

and then the Community finds itself continually in a reactive

mode.

And I think that that's a little bit of what

we're experiencing in Minnesota.

Not that the vision and the idea of a land

bridge isn't something that's.

Important an an an idea people want to support,

but they're stuck to the rules and frameworks in a

way that doesn't allow for pliability,

nimbleness, responsiveness, education in a way that really is critical

for the community to have some ownership on it,

and we've just come off the heels of a light rail project,

you know, in 2010, that really represents in the communities

mind.

Oh, here's what's going on.

And it's going to be done to us again,

and so we've got to be mindful of.

And part of what we're trying to elevate our partners,

particularly OT in the NEPA process,

is you've triggered it too early.

First of all, it's perceived to be restrictive.

OK, when in fact the nippa process is intended to

expand and be responsive so that community early building stuff.

Is is so vital in this proposition we think there's
still a lot of work to be done,
but we certainly know that we have some key partners
that are at least listening to what we’re saying.
Echo what Keith just said and just add that the
complexity on our side and Austin is that we we
are a little bit ahead of text Todd in terms
of their process and at least publicly.
And that is really confusing and challenging for the community.
You know their texts about to begin their nippa process
this fall and we intentionally wanted to be ahead of
it so that we had some community input to front
end. In the nippa process,
but it's not easy to be talking about I-35 out
in the community.
You know when when text not really has has to
have their own conversations about I-35 out in the community.
And Paul, here in Atlanta we've spent a fair bit
of time during our implementation,
feasibility studies understanding those processes we again
like is in
more community driven vision.
Have not formally started any process,
but in our broad funding strategy,
or anticipating that we would like to apply for and
compete for federal sources,
so are conducting our work and documenting,
anticipating, needing to go through that.
Process and I think that question was both the process
agent and the funding and we we are.
We would like to consider federal funding sources.
They're very competitive, very competitive,
even within our region, and so for us it's building
the right case in the right components and the right
funding stack as well.
We are not going to pay for the whole thing's.
Private funds won't pay for the whole thing,
So what portions of the project or more appropriate for
transportation infrastructure dollars?
What funding sources are more appropriate for Community
Like Parks, can we isolate components of the projects like roadway connections that also have bike lanes and sidewalk widenings so you know how do you fit all those pieces and parts together? Is it really as Keith was saying, complex part of how the projects advance in a rational way?

The Parliament, can I just make 1 one additional kind of tag on on this? You know when we think about the history of Rondo and the budding. Rondo doesn't see itself with the community, doesn't see itself is asking for something that shouldn't already happen.

Even in working with the agencies themselves. It is driven by the community in such a way that there is a level of expectation. While men Dot may articulate at this particular moment. Space and time. It does not have the resources to respond to you allies recommendation that men Dodge to pay because it was to the benefit of others. If you will not Rondo and will clear terms from the destruction of Rondo. So I I think it's important to say who's eyes are we looking at it through and what are those expectations and what is meaningful primary benefits to community as a result of that loss that again beyond Rondo has benefit to the broader region. And I'm going to try to bundle a couple of questions here. Just trying to think through. Are all nonprofits or community based organizations?

One thing is, can you talk a little bit about
I want to go back to the point Ronald mentioned, we emerged in 2017, so we're very young and being such a young organization in the early you'll I technical panel a small version of healthy communities. It was men dot that really put the discussion on the table looking at three possible locations of land bridges and so with that the involved partnership and discussion with mendata curd to a point of where we are today.

Now in the throes or in the middle of everything, Now fully understanding what that partnership really means and navigating the interests of not only the role of these organizations. Meaning each of the agencies, but also meant that itself.

Our ultimate vision is in 2023 having pre development dollars available. Haven't gone to the legislature for bonding dollars and 20. So we're beginning that process to court that so, being a community driven proposition was always what men dot had envisioned, but also what we reconnect around on the community had envisioned. But now we're recognizing the complications around that as well.

For for US downtown Austin, we've been around over 25 years, so you know we're pretty established organization and this is really on our radar. And the reason we took charge of the conversation is because it wasn't happening. It wouldn't be happening otherwise,
to really be a broker.

Between, you know what? What is the the public and private sector and the conversations that need to be had?

And also you know the eastern edge of downtown Austin.

For those who are familiar with Austin is the least realize has the least realized potential.

So there. There's a lot of opportunity and the eastern area of downtown that the lowering of I-35 Aztec style was is proposing would allow for and it also has a lot of challenges. So you know we have our Red River cultural District which is.

You know, really right up next to I35 and our social services and you know our our medical district, our emerging innovation district opportunities, challenges and what happens with I-35 is really going to make are break those opportunities and challenges.

So we knew that if we didn't start having that conversation we would really just be left with whatever happened and that wasn't that wasn't an option for us.

And here in Atlanta, Centralina progress next user 80th year.

We were founded in 1941.

The Assessment District Improvement District, which is provided the capital for the work today.

It was created in 1995 in anticipation of the Centennial Olympic Games that were held here in Atlanta.

And like Melissa, it's us.

This is what we do.

We are a catalyst for investment.

We are a champion for the things that we need to do to remain a healthy strong.

Downtown and then we see the implementation strategy, both constructing it and frankly operating it and maintaining it, and it having a successful life cycle being a public private partnership,

which is kind of what we are in the space that we exist in.

So if not us, who I guess so this is common ground for an organization like ours.

And then I believe Michael is should be back on right now.
Oh so let me just ask one what I call overarching question and as much as we are in the COVID-19 era, I would assume and you guys can elaborate on this. What are the changes that might occur since we don’t really know that will expand or change the timeline and implementing your respective projects. ‘cause I think there’s a lot of financial unknowns at this point. What do you think about that?

No question about that. Michael you know, we started thinking about resources and limitations and constraints that are ordinarily on the table and now we’re talking about adding the issues of Kovid, but I’m going to say one more step. The issue of civil unrest. If you will also in some responsiveness to what’s going on in 3 real key communities one very, very close and incorporated into Rondo. But I do think that really from our perspective. The expectation doesn’t change because fundamentally our project is about community building. Our project is about investment in people and in things that are partly or very much tide to. You know what we’re seeing? The needs being in community as a whole. So I would suggest. It’s really about the organization of funding. It's really about the investment and how to apply it for more long-term solutions infrastructure changes and leveraging this opportunity for those kinds of outcomes, so I don't see it as a takeaway from the response. I see it as a reorganizing and focus towards an initiative that has scalable opportunity rather than onesies and Twosies. Opportunities for kind of systemic change. Yeah, and I think for us in Austin,
this moment has shined a spotlight on.
You know, our unsustainable growth,
and really the opportunity for you know for more inclusive
Economic Community growth.
And I I see that in the long term,
as an opportunity. I think the short term.
Certainly there's going to be lots of struggles around how
we deal with the economic crisis.
That's that's upon us, but.
I think as we start to work some of that
out.
I think the priorities that we're starting to hear emerged
from the community about this corridor and some of the
big problems.
We need to grapple with which are quite.
Honestly, much, much bigger than RI 35 infrastructure.
I think will become more important and we'll look to
more comprehensive solutions to them as because of this so
I mean,
I'm an optimist, but I'm.
Really hopeful that this is going to do nothing but
really improve the way we're approaching things moving
forward.
Thank you have to be an optimist to work in
this kind of thing.
So I'm with Melissa. I think there were clearly be
scheduling packs,
but if the silver lining would be what we all
learn as individuals and we learn about the kinds of
neighborhoods and places that are healthy and equitable
going forward,
influencing this, at least in the Atlanta example,
is an opportunity. I think that makes the long term
success even more probable.
So let me pose 1 one more question in this
has to do what I characterize based on my my
work and at first I would say this is actually
fascinating for me because although I do it visory services
and and write those reports and studies,
I very seldom get a chance to listen to the
results up.
But so this has been very informative to me. One of the things that comes up for me in LA is very important now, and in this kind of environment where the COVID-19 spotlight has continued to push out data on the disparities that exist. An you know quite frankly in some cases we don't have a solution for resolving them what you guys sense in terms of trying to run your projects. The level of Community Trust that is out there in terms of believing that this time around. They're going to get it right. I mean that's always a huge proposition, I guess to some extent. Because RCR is community. Based organization itself. That at least sets a foundation of trust from the jump. Now we've been very intentional about them taking a look at that neck string of partners. Which are historical organizations within the community and binding ourselves under Memorama understanding? Then we began to take a look at. Now the broader picture, as well as how are those organizations and others connecting up in community. And how do we see the return and the feedback and the sharing etc. Curring so being so intentional and grassroots driven, if you will certainly understanding them. You know how systems operate. Really has really worked to our advantage because we've been able to bring information to the community. At the community is so disconnected from but I don't think that we're able ever going to kind of. Shared if you will. The historical what I call pain bodies that exist. It's a matter of trying to illustrate and small incremental ways. Building that trust and small incremental ways,
and being able that for RCR.

Now that were recognized as the champion as the Protector

as the amplifier,

and more specifically as some.

Organization that can help resource addressing needs that

they're already

challenged by.

Within the community so.

That's at least our approach in our lens.

Anybody else want to chime in?

You have something to say,

Melissa. I don't want to.

I, I think it couldn't agree with Keith more.

I think it also starts with being honest and aware

and I think at different points in all of the

presentations starting with Paul at ULI is understanding the

role

organizations may have played originally and then taking that

very

to heart in decisions that made going forward.

And you know that the collaboration and.

Partnership slide sort of summarized in very diagrammatic,

but the extent of the individuals and the people in

the organizations that comprise long long spreadsheets and

lists of

those people,

I think.

There's no way to over engage so that you are

staying on point and true and hearing everyone,

especially your detractors and and critics.

I mean, I guess that's this true professionally,

but potentially even more important with this level of

investment

in a type of infrastructure that that is so impactful.

I don't have anything to add.

You guys said it so well.

So Michael, you're still on,

you're on mute.

Yeah, if I can just interject one thing well,

Michael, you know one of the things that also is

the question that has been put out there in Michael.
Maybe I'm getting a little ahead of myself here, but one around ownership. One around, you know, how do you? How do you deal with ownership? Are you having conversations with the agency partners in the community? What might that look like and so?

This is also a driving point of voice that we hear continually from the community. And so one of the things that we think is important to be very, very candid. Again, if we are a equitable development movement,

we're trying to create that. Then we have to determine who the primary, secondary and tertiary beneficiaries are from the beginning. Not after the fact an from the community's perspective, it has an expectation. And we want to see that expectation through.

Now, while the door is still wide open in terms of ideas of how you innovate. That outcome what I can say without a question, is that we have to always keep our eyes on again.

The historic wrong. That's occured. How do you restore confidence in a community? How do you build it and what does the asset that's being created?

What is it and how might it be used? So what is our relationship with the city? The city possibly take on some level of control over the site with MNDOT at least at this particular point?

As far as we can tell, there aren't any restrictions in terms of the entity that has the potential. Of having some level of control or influence over the space and we just want to be very, very clear that it really leans square in favor of community.

So in that regards. What would you say your challenges
are in creating a governance structure for Community
ownership that
the Community would?
Speech support above or believing well?
I mean, it's interesting. You really ask that 'cause we
just submitted port infrastructure grants for you all.
I around this very subject and we're hoping to be
successful because we do think it's time to bring real
estate around the table developers around the table.
Community members around the table we see this as a
public,
private philanthropic, but I also want to add one more
P people proposition.
How do we create a way in which we understand
exactly what are the rules of engagement?
What are the challenges for developers or real estate people
who are the challenges for Community an if we can
create at least a template or framework through that
discussion,
I think we will have gotten ourselves ahead of.
And had communities involved in that discussion.
But let me also say that,
you know, been exploring.
You know a a mechanism that allows for public,
private, philanthropic and people investment to occur.
So this is something that even was being discussed prior
to the Land Bridge itself proposition.
That just happens to place itself in a way of
creating that kind of partnership governance framework,
an response which I do think that there are.
There's a particular mechanism that I think could be very,
very helpful and all kind of reserve.
I'm sharing that this particular time.
Michael are you on mute? I just have one thing
to say that's not on the ownership
One thing, which is that that is probably the biggest
question that the Community has in our conversations right
now
is who owns the Caps in the land.
We don't have answers to those questions yet,
and that's a hard place to be.
You know, I think we have a lot of questions that don't have answers right now and that that is a challenge when you're having a conversation like like this with the community, especially around ownership because of how significant ownership is to you, know wealth creation, an equity goals in the Community so you know, I think we're going to be learning from Keith and and how he approaches those conversations and gets to the right place with them. No pressure. Well, you can export all the good ideas to Los Angeles. Trust me, alright. So. At. So let me, I'm thinking about this from the standpoint that if you're old enough to have, you know. Grown up or freeways, or have been a part of your life forever you you didn't know when it was. It was always there. Why do you think the responses to the folks who are old enough to remember when the freeway kind of wasn't there an how overtime and we could be talking about decades here? You know freeways and traffic has impacted the quality of life. And how? How are you selling the fact he's going to guard against that this time? Yeah, well, I'll start by saying our board chair was born and raised. In Rondo in fact, we have several board members that were born and raised in Rondo. So that is constantly in our minds and in our dialogue, because again, as I mentioned, reconnect Rondo should be and is the protector of Community in a very,
very important way.
I even when I think about myself, certainly it wasn't in the 50s or 60s, but I can remember. Many roadway changes that have a curd and the implications of those things.
And I think the idea of physical connection over a freeway that really was a part of the divide mechanism. Allows for at least some level of balance. There are maybe more balanced view, but one of the things that's also interesting about our location that's important, and I think it's important for us to emphasize is the traffic flow across. I. The freeway is almost equal to the traffic flow in and along the freeway itself. And to put broader picture to it, if we think about the corridor from Saint Paul to Minneapolis, which is 15 miles. Within the Rondo area it is simply a Main Street, and so when we look at it as simply a Main Street, we should emphasize our partnership opportunity across the freeway and its connections for livability in a very, very special way. So yeah, we do get quite a bit of the stories of where the neighborhood was, what the locations of special things were free, and it's a part of our effort when we talk about a cultural corridor. Of harnessing the stories. The historical stories. Historical locations with those stories, because I think that all has to be integrated into the proposition as a part of our community engagement process. For those so Atlanta and. You've got a lot of vertical development that's planned. Very attractive design. How does the community there think about?
It's appropriate role in participating in our value capture that is going to happen there.
Sure that that vision for density mixed of uses that manifests itself specifically in in this dish really grew out of larger master planning vision planning that we did for the entire downtown community, and I think building on the last question, an Atlanta, our work in the urban core has been about becoming.
More of a walkable, bikeable urban place.
Not somewhere that you drive to and through and around, and so this this idea that this incredibly well located adjacent to transit adjacent jobs surrounding a Medical Center Jason.
to neighborhoods that was could be reconnected, was dominated by this transportation infrastructure.
And so the notion that we needed to ameliorate that to rebuild a neighborhood.
So that the people you know historically when the freeways were built in the 50s, it the exact location was a commercial area that was illuminated.
The residential neighborhoods were adjacent to that,
so so, like, unlike Keith,
we don't have those direct descendants who are still active in the neighborhood.
But how do we rebuild those stories so that it is the kind of neighborhood where people want to live, can afford to live? And it has a quality of life that attracts people to it.
You know, one thing that Covid has done in our community is,
you know our downtown is going to die again.
Or is everyone moving to the suburbs is at the end of the the urbanization,
and I think for us you know we're trying to paint a picture of a place where we can create a neighborhood that is for everyone that everyone wants to live in and has and can benefit.
From great access, better health.
The ability to to have a job and be able
to get to it and not sit in traffic for
an hour on our freeway to get to this place
that is already rich with community amenities and in places
that people want to be.
But let's say you ever think you'd like to add
to that.
You know, I think it's really interesting because as I
said,
we have two different completely different characters on
either side
of I-35.
And for us, I think one of the big challenges
or opportunities is really preserving.
You know, we've Austins. It's under intense growth and
development
pressure,
and we haven't done a great job of preserving the
things that we really care about.
And, you know, I mean proactively preserving.
An I think you know part of our opportunity with
this project and really,
the way we're looking about the Caps is it's not
just about a park or cancel and it's about how
do we begin to take sounds.
A lot like you know,
the way Keith is describing it.
How do you take the things that we really want
to preserve about this area and make sure to grow
them an connect to them and really put those?
Put the resources that are needed into them to make
them thrive.
So you know, I think that's maybe just a little
different approach rather than just.
You know, we have a clean piece of land.
Let's build on it.
You know, I think I know if I question got
through last night,
but I did ask if you had your.
1.
Big rant today, would that be?
Michael, can you repeat the question?
Yeah, yeah can you hear me?
Yes.
Or my OK? So if there was one thing that me as the kind of.
Stitch cap God can grant you today.
What would that be?
450 million dollars.
No problem.
I'm gonna I'm gonna introduce you to my buddies over at Treasury yeah you know they've got you gotta pay the money back though you know yeah I mean, I I say that tongue in cheek obviously we need resources to implement but it also takes resources to do the work that we're doing.
You know an and to have full time staff to go out and have these conversations.
You know there are. We just represent three projects.
They are community driven efforts like this throughout.
Our entire country that are trying to find ways to get people interested to gain momentum and and sometimes it the dollars add up even you know you want to be good engagement work and having the ability to have community conversations.
But all the technical work you know, just the survey, just the topographic and Boundary survey to really understand from a physical perspective, can we span? This this area and what are the loads and the complexity of that is unfortunately what adds to project costs and makes things even harder to do.
And we've evaluated that every way which Tord Sunday, right? Do we do we skinny it down?
Do we do something? There's a project in Columbus, OH, that's like the pontevecchio of the freeway and it just has these liner buildings.
And you know, is that one of our consultants uses this phrase?
Is the juice worth the squeeze so?
For us, I think those things are all intertwined.
And I will probably send one of the things that I know that's happening and and it's not clear how
that gets down to.

You know, the car with the community and city level.

That the Federal Reserve apparently will print money like you.

But but but, but no need to stop if they want to,

but they have difficulty in trying to do it in a way that gets to places.

I would say like your projects where you know 450 million dollars or a half a billion dollars backed up by drone pilot company.

That's not a lot of money.

I mean they could do that in a heartbeat, but it's not connecting an.

I'm wondering if you all are thinking about a strategy to get yourselves.

Align with somebody who can get in front of that door with the Federal Reserve.

You know, Michael, you you really hit on something that's important.

I mean certainly have the land bridge proposition, but there are several things going on in the Twin Cities Metropolitan area that are at the attention of the Federal Reserve, and one of the initiatives is about how does the Federal Reserve help to guarantee or bring resources to the table as as a part of their investment if you will. So that conversation is happening and I am a part of it.

Braintrust discussion around that with the Federal Reserve, again on many different projects,

but I would echo Jennifer when it comes to just show me the money.

You know when it's all said and done, because when I think about it, should I just put on my my small little nonprofit face?

A little little nonprofit trying to do big things.

This is more than about a bridge.

But you know, we're project management organization without a social
service for them.

And it requires a different type of skill set to kind of move something like this in in a way that really brings about the outcomes.

So it's about resourcing and we've got some good partners.

You know, men Dot was a part of the feasibility study contribution so that we get an understanding that this is feasible.

Certainly the city of Saint Paul has provided resources to our organization and a couple of different ways as well.

We rely heavily on philanthropy.

I as a community building proposition, which is really helpful. But I'm beginning to learn more and more.

I've taken on this leadership role since May of last year here.

I am a year in a couple of months in and I'm realizing that resources are very, very much needed or at least expertise that we can organize around this so if you could snap your finger wave.

The Magic One I'd say, not only. Show me the money but show me the technical expertise.

We began to organize that but there's still always always more that's necessary.

You know it's always been one of my philosophies and you know, kind of being in the same space that you are small organization that wants to dream.

Big you know, 'cause If you dream big if you get halfway there.

That's still a win, you know that kind of thing.

But I always believe if you do not ask, you guaranteed not to get absolutely so you know how outlandishly asked.

Might be you might as well put it out there.

And you know, maybe you'll get closer to a well beyond what you thought was possible by being almost outlandish.
Any other things that anybody on the panel would think that's important for somebody who's now gotten the bug?

Oh, you know, we've got a freeway we've got.

And neighborhood that is probably felt they've been done wrong.

We didn't even know you could do this.

Well, how would you suggest that they think about starting?

What would be the most important first step to take?

Wow, it's an important question again.

Chicken egg kind of scenario.

I would argue, organize the community first.

So the Community has ownership in it, right from the jump, so it doesn't felt like it's done too.

Then it's about the invitation to others that maybe represent a variety of organizations.

But you know, in most things we all know in peoples comp plans in the 2040 plans that exist for NPO's,

there's already some articulation of something.

OK, that's tide to community,

and so being able to kind of build that is very very.

Important and I'm just going to say this.

I had a friend of mine that I grew up with in my hometown of Duluth,

Minnesotta, farther North and one of the things that he had shared with me is when he gets an opportunity to write off in the sunset.

What's the what? What what does he want to kind of leave in the proposition and he says well first of all he wants to work on something very, very complex so if you were kind of person that want to work with on something that's very, very complex, then you should step up to the table.

The second thing was he wants to do something that matters that has impact and some sustainability to it.

So these kinds of things can create extraordinary impact and have meaning.

And then the final thing is really try to organize yourself.
No different than my colleagues here in Jennifer or Melissa or ULI and others within the community. It's really about the partnership that you build and if you can put together a group of people that you like to work with that are also passionate about what you're doing. And I would suggest there is no. Our proposition that's too big, but there certainly is work. And identifying where those allies are and where those supporters are.

And I'm just fortunate to know that I've got colleagues and deoti. I've got folks that I've worked with. Certainly in the city level in the County level, and MPL, and so it makes it a bit easier for me, but I would encourage to leverage those relations that relationship equity anyway possible as you dream. And I would add is as you organized. You know things, quote unquote, get done differently and in different cities, and so the look around and see who can successfully garner political support, who those champions are that can elevate that vision and help a community take it to the next level and understand their interests, their willingness. Understand the story. How does it you know what is the value proposition and how can that appeal to the broader community? You need consensus on the benefits. Maybe not that a project of this complexity can provide different things to different people. It may not all be exactly the same thing. For different groups that need to be at the table to get it done. And I wanted to jump jump in here really quickly and say I just want to say thank you so much to our panelists into our moderator for this lively discussion. We will have it posted on utilized Knowledge.
Finder

01:27:03 --> 01:27:06: website in the coming days and will reach out just
01:27:06 --> 01:27:09: to let you know that it's been posted an finalized
01:27:09 --> 01:27:11: and just want to say thank you so much to
01:27:11 --> 01:27:15: everyone for joining and really look forward to hearing from

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