

City of Minneapolis

# WHERE WE ARE



A COLLECTION OF CANDID CONVERSATIONS AROUND 31 STRATEGIC DIRECTIONS

## Introduction

Although this is a report on the City of Minneapolis' progress in working toward six major goals, this is by no means a typical government report. You'll find no charts, graphs or statistics in these pages. What you *will* find is a personal and subjective assessment of our community's achievements and shortcomings from people who live and work in Minneapolis. You will also see their constructive suggestions for helping reach the five-year goals set by the mayor and City Council in July 2006.

Since the mayor and City Council identified these six overarching goals and their 31 supporting strategic directions, City staff have used hundreds of performance indicators to track our overall progress on meeting these outcomes. This data has been a helpful way to ensure accountability, but data doesn't tell the whole story. In the end, people will tell the story of Minneapolis' success in reaching its vision.

That's why, as the City neared the halfway point in this five-year process, scores of people were invited to come to City Hall and participate in conversations aimed at assessing our community's progress in reaching its goals by 2011. You can see a list of the people invited to these conversations beginning on page 67 of this report. In all cases, the invitees have direct knowledge of the issue the strategic direction seeks to address. We thank them for their candor and their willingness to share their time and opinions with us.

Obviously, this report can't offer a verbatim transcription of each conversation; nonetheless, we think these summaries will give you a glimpse into these spirited exchanges among people who deeply care about the future of Minneapolis. More importantly, you can be assured that City staff and our community partners will take their criticisms to heart and use the suggestions to move us toward even greater accomplishments.

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## Guns, gangs, graffiti gone

### What's working

#### **We're reaching out to young people.**

- Street outreach really works. We're reaching young people who are fed up and ready for change. We're helping them find help.
- The Little Earth gang intervention project has been successful.

#### **Graffiti prevention and removal are working well.**

- Kids are picking up information about graffiti prevention grants and taking responsibility. We're encouraging murals instead of gang-related graffiti.
- Staff work has been amazing. We're using less staff resources and removing graffiti more quickly.

#### **We're reducing crime.**

- We've reduced juvenile violence. We're balancing enforcement and prevention.
- Gang enforcement is working: the shooters are getting locked up.

- Our cameras and technology are working. Homicides are down, and the bad guys are getting squeezed.

#### **We're building partnerships and taking a holistic approach.**

- The Phillips neighborhood partnership among business, police and probation has made a huge difference.
- The community, businesses and residents are realizing that we need to work together.
- Clean Sweep is a partnership that's working.
- Court Watch is a holistic approach that encompasses aftercare issues, treatments and supportive housing. Everyone is at the table.
- The Franklin Safety Center is working.
- Crime prevention specialists are invaluable to neighborhoods.

### What isn't working

#### **We're facing budget cuts, and resources are becoming scarcer.**

- The dollars never match up between the time we say we will act and when the money arrives. We're working while waiting for dollars.
- Long-term crime prevention is manpower intensive; at the same time, we still have to do the day-to-day stuff.
- We're creating new programs rather than fully staffing and funding existing programs.
- There are not enough community activities and jobs for kids.
- Young people face hurdles getting treatment or handling mental health concerns.

#### **Police-community relationships are not always working.**

- People are scared to trust the police, so they won't help the police.
- There are some wonderful officers and some who just don't get the community connection. People just want to be respected.
- It's frustrating that you can't get to know the cops on the streets. The staff is always changing. Just when you get to know them, they're gone. We're starting over every time.

- I don't want to hamper promotions, but the City shouldn't accept a grant if it won't commit to keeping the same people. Kids can't get to know cops if they change all the time.
- Latino gangs are increasing, and there's no gang reduction plan.

#### **We need better intergovernmental coordination.**

- There's a lack of coordination among the County, City and Park and Recreation Board. There's no recognition of how park programs — soccer fields, for example — tie into crime prevention.
- The City doesn't have a place at the table in County parole and probation case management programs.
- We don't know what other agencies are doing when it comes to youth crime prevention. The police and other agencies don't have time to share success stories because they are so busy.

#### **Societal changes create additional challenges.**

- Companies employ people, but they aren't part of the community. On the Northside, corporate involvement has been missing for 40 years.
- We've become too anonymous. If no one knows you, you're more likely to harm someone.

## Guns, gangs, graffiti gone

### What should be done next

#### Find ways to share what we're doing.

- Hold an annual conference so we can share what we're doing and learn from each other.
- Create a clearinghouse of available resources.
- Get information out about the Youth Congress and how we can work together.

#### Focus on strengthening families and community ties.

- Community organizations should visit homes where a family member has been arrested. We need to see how the rest of the family is doing and bring them needed resources.
- When a new gang was forming in the Phillips neighborhood, we went door-to-door to get kids energized about other things to do. Let's institutionalize this approach.
- Give parents credit for being smart, and give them information to help them make healthy lifestyle choices for their families.
- Understand that adults need help raising kids. Building community in our neighborhoods will help prevent crime.
- Encourage corporate involvement in the community — especially on Broadway.

#### Rethink our approach to crime prevention.

- The City should look at how it splits the Northside and Southside. Crime is not a Northside or Southside thing – it's a

Minneapolis thing. There shouldn't be zip codes where you can't get help.

- Rather than creating something new, let's do the things we're already doing a little better.
- Conduct a gun buyback every year.
- Offer cooking classes and other activities for kids. Start planning summer activities earlier.
- Police need to reach out to families in non-threatening situations to build trust and help residents see that police are just human beings. Do some potluck dinners so people can get to know one another. This may not be cost-effective, but it's "community effective."
- Keep public safety a priority even though budget cuts are coming. Find ways to get more crime prevention specialists.
- Don't promise action if we don't have the money.

#### Coordinate our efforts.

- The Police Department should utilize school resource officers to visit homes with kids who cause the most problems at school.
- Coordinate the City's legislative agenda with the County's legislative agenda. Neither entity can do it alone.
- Coordinate park and school activities and facilities. It isn't about buildings and programs – it's about people.

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*" Many cities are trying to hold graffiti to one area, but Minneapolis took a whole city approach. We aren't writing off any neighborhood or Balkanizing this problem. "*

*- Solid Waste and Recycling employee*

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## Crime reduction: community policing, accountability & partnership

### What's working

#### Partnerships and new initiatives are reducing crime.

- The 5<sup>th</sup> Precinct's domestic violence pilot project resulted in a 23-percent increase in convictions.
- Enabling kids in gangs to play basketball and have pizza between 8 p.m. and midnight has made things better for our neighborhood.
- Little Earth's concerted efforts have resulted in a 46-percent reduction in crime. A sign of our success is that we've gone from concerns about murder to loud music complaints. The community did this by saying it's not OK to have disrepair, saying "enough is enough" and setting aside old feelings about our bad relationship with the police. We set up a court watch to track top offenders and ensure the courts had strong victim impact statements. We also worked with legislators to strengthen trespassing laws, and we educated judges about our vision and the impact of their decisions on our community.

#### Improved communication has resulted in greater trust, stronger relationships and safety improvements.

- There's more dialogue between the police and the community. Officers who wave and say hello help create a different atmosphere. The community is happier with the police presence.
- We're engaging the community more, and the community is more unified. We're taking the community back block by block.
- People in the Somali community now feel they can call the police.
- City employees are talking with one another. Police are talking to inspectors and Regulatory Services staff. City attorneys are assigned to police precincts. Thanks to a lawyer assigned to animal control, we're writing warrants and going after irresponsible dog owners.
- Police are getting better results targeting chronic offenders because of improved communications with Hennepin County and the feds.

### What isn't working

#### People don't know whether they should be calling 311 or 911.

#### There still aren't enough officers who want to connect with the community.

- Things are better, but we still need more officers who want to connect with the community. An officer doesn't need to walk a beat to adopt a "beat attitude."

#### Offenders can't get jobs.

#### There aren't enough recreation programs for youths.

- The Police Athletic League left Little Earth.
- The Somali community needs a system for recreation.
- The Park and Recreation Board has buildings that don't do anything for the community.
- A lot of kids aren't connected to anything.
- We see too many gang members grooming their little brothers, sisters and cousins for gangs.

#### Our thinking is not always helpful.

- We've lost the ability to accept that we have to negotiate our priorities. We can't do everything at once.
- There can't be a south Minneapolis and a north Minneapolis. We have to be Minneapolis.
- Neighborhood organizations with an "us" versus "them" mentality isolate people who want to do things a different way.

#### City staff is too "siloed."

- A lot of City employees are housed downtown so they don't see neighborhood issues firsthand.
- Community problems — such as problem convenience stores — are not just a police or a regulatory issue, but City staff is "siloed." We don't talk to one another. We don't even know what other staff does.

#### Not all businesses take advantage of crime prevention services.

- Some retailers don't sign up for e-mail crime alerts.
- Some rental properties and businesses have no idea what to do to reduce crime or nuisance problems.

## Crime reduction: community policing, accountability & partnership

### What should be done next

#### Think more broadly and encourage communication.

- Have precinctwide weekly meetings to talk about what's going on in the neighborhood and how it impacts the community.
- Bring people from multiple City departments together to tackle neighborhood problems.
- Place a staff member from Regulatory Services in each of the police precincts.
- Continue relationships with community agencies and neighborhood partners, even if funding is cut.
- Go to meetings and hear what residents want and listen to what's going on in their block. Do more to draw people out – they deserve to be heard.
- Use cable to communicate with residents on a variety of topics — not just snow emergencies. Cable programming in various languages works well.
- Cultivate a “community” mentality instead of an “it’s all about me” mentality.
- Share neighborhood success stories (why the effort worked, contacts, etc.) so other neighborhoods can adopt winning strategies.

#### Re-envision our role and change our perceptions.

- Redefine or clarify the role of 311 and 911; then tell people how to use these services appropriately.

- The Neighborhood Revitalization Program and Community Engagement need to rethink how they communicate and stop shutting people out. At the same time, the community needs to get away from feeling that if we don't have the Neighborhood Revitalization Program, we don't have anything.
- North Minneapolis and Little Earth have to make it clear that they won't be the destination for crime.
- The community needs to enforce appropriate behavior for youths — this isn't just the job of the police.

#### Offer more youth recreation programs – especially those that include adult role models for kids.

- Use unused or underused schools and Park Board space for youth recreation programs.
- Get kids with street smarts involved in recruiting kids for recreation programs.
- Offer early intervention/prevention programs such as the Little Earth mural project to provide job skills while reducing graffiti.

#### Require businesses to do more.

- Ask more of the people seeking a business license. Businesses should have to agree to our 14-point security plan and participate in our e-mail crime alert program.
- Employers must start believing that people can change and try hiring offenders.

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*“When the neighborhood and police work together, real progress happens.”*

*- Police inspector*

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## Lifecycle housing throughout the city

### What's working

#### Infrastructure improvements have led to positive changes.

- The Franklin Avenue Light Rail Station area is an unbelievable success story. Light rail, housing choices, and proximity to parks and other amenities have made this a very desirable place to live.

#### The suburbs are dying to create what Minneapolis already has.

- Minneapolis has walkable nodes.

- Minneapolis won't see tract after tract of McMansions eventually become triplexes.
- Northeast Minneapolis offers affordable, entry-level homes, good transit, good schools and a high ratio of owner-occupied housing. Because it also has a wide range of affordable second home options, people can move from one house to another house as their needs change.

#### Even in this economy, people are still pulling permits to fix up their homes.

### What isn't working

#### Our relationship with developers still needs work.

- Minneapolis' development approval process never was good, and it still isn't. Only a few private sector developers will tolerate the process and work with the City.
- Elected officials don't always have realistic expectations of what's possible in a development.
- Neighborhood groups plan how to use their Neighborhood Revitalization Plan (NRP) dollars, which includes redevelopment, but neighborhoods aren't connected to developers.

- The economy won't come out of this downturn at the same level as it entered it. We're in denial about how bad it is and how bad it will be. We will have fewer homeowners in the future.
- We're headed into a 40-year challenge. Urban areas are growing and Minneapolis will gain density and lose green space. If we don't do density correctly, we'll look like some of Chicago's worst neighborhoods.

#### Too many single-family homes are rented out.

- Property management in rented single-family homes is a huge challenge.
- High percentages of home rentals foster fear, reduce property values and harm community connections.

#### We have geographic disparity.

#### Our future is uncertain.

- We're building senior housing now, but we don't know if this is what seniors will want in 10 years.

- North Minneapolis has only one grocery store and no sit-down restaurants. When people are deciding where to live, they don't look at houses in isolation. They look at where their friends live and how close the neighborhood is to a church, restaurant, drugstore, park or other amenities.
- The big vision for West Broadway hasn't taken hold.
- Rental works in south Minneapolis because it has a seamless mix of single-family homes and large and small rental buildings. This isn't the case in north Minneapolis.

# Lifecycle housing throughout the city

## What should be done next

### **Make it more expensive and harder to rent out single-family homes.**

- Create a long-term policy that will result in more owner-occupied single-family homes. Offer incentives such as homestead credits or raise tax rates on single-family homes that are rented out.
- To get the percentage of rentals and owner-occupied homes in better balance in challenged neighborhoods, favor owner-occupied housing.
- Find ways to better manage rentals and make the mix of rental and single-family housing in north Minneapolis more similar to south Minneapolis.

### **Improve relationships with developers.**

- Get architects and contractors to advise the City on its development and bidding processes.
- The City should propose development that makes sense in the marketplace. Developers will respond when the City's vision fits a developer's mission and the project is feasible.
- Elected officials have to get serious and be realistic about development projects. Rather than block projects, they have to be open to project proposals.
- Help neighborhood groups connect their neighborhood visions to existing development tools.

### **Have a grand vision and market that vision.**

- In a time of pain, the natural reaction is to contract. Minneapolis should not contract — it should remain focused on big ideas and collaborate across sectors to create the greatest city in the country.
- The Midtown Greenway has transformed how people think about the city. Use that transformation as a marketing tool.
- Emulate Portland, Ore.'s "20-minute neighborhood" concept, which sets a goal that housing should be within 20 walking minutes of amenities. The people sitting in traffic are a marketing opportunity for Minneapolis.

### **Improve the infrastructure and amenities in challenged areas.**

- Improve the infrastructure in north Minneapolis. To make challenged neighborhoods more attractive to homebuyers, build more amenities and connect these areas with the rest of the city via bike trails and better mass transit.
- Have a big vision for north Minneapolis.
- Focus the City's capital resources in areas that have been ignored; government needs to lead. The City can play a role as a financier.

### **Expand our view of housing and development.**

- Remember that lifecycle housing is more than housing styles — it's about choices and proximity to services and amenities.
- Require that a certain percentage of every project's housing has to be affordable.
- A lot of affordable housing projects are well managed and maintained; don't discourage affordable housing in the hope of market rate housing. If you do that, development may never occur in some areas. Do a high quality affordable product today because it could become a market rate development in 40 years.
- Take action now to upgrade a neighborhood rather than wait for market rate housing.
- In the future, we will have fewer homeowners. Anticipate what a recovered economy will look like and revamp our view of what constitutes a healthy housing mix.
- Create a spectrum of housing options for seniors.
- Do density right so we don't lose green space and end up with neighborhoods that look like Chicago's worst neighborhoods.
- Create great amenities. If we do that, people will look and find ways to buy homes in Minneapolis. Amenities are the only way that neighborhoods will come back.

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*“Developers love it when a neighborhood, corner or street is thoughtfully planned and the City Council and City staff stand strongly behind that plan.”*

*- Affordable housing developer*

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## “Get fit” and make healthy choices

### What’s working

#### **Minneapolis’ physical infrastructure complements healthy living.**

- The Midtown Greenway has gone from nothing to a well-used amenity. People use it every day. There’s a perception of safety because it’s well maintained, and you see other people walking and biking.
- People can run and walk around our lakes.
- There is a lot of health infrastructure in place — both indoors and outdoors. Examples include: trails, organized recreation, farmers markets, canoe rentals, co-ops, etc.
- We have a great park system.
- If you can find child care that’s close to home,

you can be a one-car family because you can walk or bike to work and child care.

#### **New and continuing initiatives are promoting healthy choices.**

- More work is being done to get kids to walk and bike to school.
- The smoking ban reduces exposure to secondhand smoke.
- The City offers health programs to its employees.
- We’re working to encourage more farm stands.
- The Steps Program is responding to peoples’ interests. People are asking for free exercise opportunities.

### What isn’t working

#### **There are disparities in our health infrastructure.**

- Compared to other parts of the city, north Minneapolis doesn’t have as many places to exercise or buy healthy food.
- Biking is not in Northsiders’ heads. There are gaps in peoples’ attitudes and cultural norms.
- The disparity in safety or perceived safety is pretty profound among some neighborhoods. For example, the Corcoran neighborhood is not as safe to run in at night as other neighborhoods.
- Funding gaps prevent low-income people from being more active. Poor families can’t afford to sign up for recreation programs.
- There are very few recreational activities for kids after the preteen years.

- Our “work harder” culture, combined with a bad economy and lack of time, increases stress and makes it difficult to make behavioral changes. Employees don’t have enough time or freedom to take advantage of exercise activities offered through work.
- You can exercise if your life is together, but if you’re stressed and working two jobs, you can’t do it.
- Our emphasis on individualism doesn’t promote peer support for making behavioral changes.

#### **Our culture doesn’t help us lead healthy lives.**

- We’ve engineered activity out of our lives.
- There’s a shift in our culture away from active play and the expectation that kids should play outdoors.
- Schools have cut or reduced recess time and physical education. There’s too much emphasis on tests.
- There is structured activity for kids but not enough unstructured outdoor play.
- Today, we worry about the safety of letting kids just go outside and play. Although it’s about as safe as it was years ago, the news media has increased our perception of risk. These days, you could be scorned for letting your kid ride to the park.
- Our “don’t tell me what to eat” attitude can be a barrier to healthy eating.
- We place too much emphasis on television and computers.

#### **Winter weather and infrastructure problems impede physical activity.**

- Sidewalks are important to health outcomes, but there are areas with no sidewalks or space to walk. We need a complete redo in some areas, but it’s expensive to fix past redevelopment errors.
- Snow removal is a big deal when pushing a stroller or biking to work, daycare or the store.

#### **There’s a “disconnect” between our goals and what we actually do.**

- There’s a disconnect between worksite wellness and the health services we buy for our employees.
- We offer drivers’ education but not bikers’ education.
- Fitness deliverers, nonprofits and public health agencies are each service delivers unto themselves. There’s not much crossover connecting these entities.
- It’s a challenge to work with the Park and Recreation Board. They have buildings but too few programs. And, the quality of park programs isn’t real good.
- We’re missing deliberate connections between health and urban agriculture — especially in low-income areas.
- Seniors love to exercise, yet we forget them.

## “Get fit” and make healthy choices

### What should be done next

#### **Make it easier to walk, bike and be physically active.**

- Make bike sharing available so you can bike, rather than drive, to meetings and appointments.
- Make activity fun and different: we don't need one more “chore.”
- Capitalize on redevelopment to fix or build sidewalks and infrastructure that encourage walking and biking.
- Help people find neighbors they can walk with. Online information could help people find a walking buddy. Encouraging more neighborhood walking would provide health, social and safety benefits.
- Teach kids how to bike safely on the street.
- Create a healthy environment in daycare, pre-kindergarten programs and K-12 schools by offering nutritious food, incorporating physical activity and involving families.
- Have more neighborhood schools. Kids would be more likely to bike or walk to school if the school is in their neighborhood.

- The Park and Recreation Board needs to be part of the solution and offer more programs.

#### **Make it easier to eat healthy.**

- Work with restaurants to offer smaller plates and menu labeling.
- Align City resources with the University of Minnesota to support the growing of produce in the city.
- Amp up education around nutrition.

#### **Work on changing attitudes.**

- Take advantage of the economic downturn to promote walking and biking.
- Instead of promoting an “eat at your desk” work culture, give employees the time and freedom to take advantage of physical activities.
- Use a work site coordinator to help people engineer activity into their lives.
- Encourage coworkers to serve as peers for one another and support healthy activities.

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*“Biking to work is now seen as a mainstream transportation option. Biking isn't just for exercise anymore.”*

*- Health and Family Support employee*

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## Youth: valued, challenged & engaged

### What's working

#### **The Blueprint for Action: Preventing Youth Violence initiative is making a difference.**

- The Blueprint for Action has raised awareness about what everyone is doing and mobilized people to move in the same direction. It has tapped into people's aspirations and vision. It feels like a movement; people have an emotional connection.
- Although it's not a funded initiative, the blueprint is a magnet for funds.
- The blueprint is holding organizations accountable, so we'll know whether we're having an impact.

#### **Programs are helping prepare kids for the future.**

- Achieve Minneapolis is helping kids get paid employment.
- The Cookie Cart helps north Minneapolis youths develop life, leadership and employment skills.
- Full Cycle connects homeless and at-risk youths with needed social services while enabling them to learn job skills and earn a bike.

- Schools are requiring kids to prepare life plans to get them thinking about job readiness and college.
- Businesses are mentoring youths.

#### **We're using new ways to help kids.**

- Street outreach and technology (text messaging, MySpace, etc.) are helping us reach homeless kids.
- The Youth Congress empowers kids and gives them the chance to do something about problems they see.
- Youth-specific food shelves are helping kids who are hindered by barriers set up by food shelf rules.

#### **We're changing attitudes.**

- Violence prevention programs in schools are changing attitudes and getting positive reactions from kids.
- The conversation in cultural and geographic communities is changing from what are *you* going to do for my kids to what are *we* doing to do to raise our kids.

### What isn't working

#### **Violence remains a threat.**

- Adults want to intervene when they see kids doing wrong, but they're scared of getting shot or angering parents.
- The murder of an outreach worker has us afraid; fear is hindering our efforts to reach out to Somali youths. The community feels the police are not doing enough.

#### **The needs are greater than our resources. We're overwhelmed.**

- The more outreach we do, the more needs we encounter. The phone doesn't stop ringing. There are so many homeless kids.
- There are so many languages.
- We know texting and MySpace works, but we can't keep up with the demand and the technical logistics.
- There aren't enough guidance counselors in schools.
- The foster care system is broken.
- If you've been on the street for years, you don't know how to work.

#### **There's a feeling of hopelessness.**

- We're failing the Hispanic community. Undocumented Hispanic teens feel hopeless. They can't get work, so gangs become their only option.
- Parents are overwhelmed.
- Parents don't know what to do with their teens. Some of them are abdicating their responsibility

to their kids. Sadly, some kids are being raised by programs — not parents.

#### **Lack of skills or knowledge hampers our efforts.**

- Kids aren't getting sex education. Abstinence does not work. Kids don't think about HIV/AIDS anymore.
- Kids aren't capable of seeing themselves five to 10 years out, and immature or unskilled parents don't know how to help their kids think about and prepare for future jobs or college.
- Young parents don't know how to parent — especially preteens and teens.
- People don't understand who does what. They think the City is responsible for things the State or schools do.
- Our programs aren't accessible to dysfunctional families. The people who organize programs are "day planner people" so they're connecting with people who know how to sign up and show up. But we aren't reaching the "day-to-day people" who don't or can't think that way.
- There are a lot of resources, but they're not coordinated.

#### **The economy is making things worse.**

- Parents who once paid for after-school care or recreation programs can no longer afford to keep paying for these services.
- There are more kids who want jobs than available jobs.
- Food shelves are running out of supplies.

## Youth: valued, challenged & engaged

### What should be done next

#### **Do a better job of outreach and providing services.**

- Provide help to the Hispanic community — especially undocumented Hispanic youths.
- Make parents feel less intimidated and more welcome in their children's schools.
- Reach out to parents who aren't connected to a particular school or neighborhood because they're too mobile due to poverty.
- Train corporate volunteers to understand the culture and norms of the youths they're trying to mentor.
- Provide help for traumatized youths.
- Continue to increase diversity within the police force — especially Somali and Hispanic officers.

#### **Offer more youth activities in neighborhoods to provide an alternative to downtown.**

- Activities shouldn't just be sports programs. There should be activities aimed at arts and other interests.

- Create programs that involve youth-operated cafés, bike shops and businesses to give kids personal connections while gaining job skills.
- Create activities for 12- and 13-year-olds who are too young for jobs but too old for "kids" programs.

#### **Help families.**

- Offer programs to help families learn how to parent preteens and teens. We can't stop raising kids when they reach age 10.
- Ensure kids are ready to read by kindergarten.
- Teach parents how to prepare their kids for college or jobs.
- Offer additional help or new approaches to reach families that live day-to-day and don't have the skills to plan ahead and register for programs.

#### **Do a better job of coordinating existing youth programs.**

- Figure out the gaps among our existing resources.

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*"There's a buzz  
in the community  
about kids and  
the role we play  
in kids' lives."*

*- Health and Family  
Support employee*

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## Close race & class gaps: housing, educational attainment, health

### What's working

#### **We're doing a better job of preserving public housing.**

- The Minneapolis Public Housing Authority has made improvements to its buildings.
- We are working on an energy conservation strategy to replace boilers in high rises.

#### **Until the current economic downturn, we had closed the unemployment gap between Minneapolis and the rest of the metro area.**

#### **Young people are being tested for sexually transmitted diseases.**

- Seen on da Streets has tested more than 10,000 14- to 25-year-olds for sexually transmitted diseases (STDs).
- We've started a clinic that serves the Hispanic community.

#### **There's a broader understanding of how gaps in housing, health and education are connected.**

- Because we know there's a measurable health impact for improving housing in a cluster, we're intervening in a more holistic way.
- In transit-oriented housing developments, people have more opportunities to walk, so their health improves.
- Providing social worker services to high rises helps aging residents with deteriorating health stay in their units rather than go to a nursing home.
- Minneapolis public housing and the school district are working together to ensure kids are properly housed. When kids are housed, school attendance and academic performance improves.

#### **Violent crime is down.**

- Thanks to a community-based effort, violent crime involving youths dropped. In 2006, 50 percent of all violent crime involved youths. In 2008, 20 percent of all violent crime involved youths.

### What isn't working

#### **We aren't satisfying affordable housing needs.**

- When we opened applications, we burned out two servers due to so many applications. Every day, there are 50 or 60 people in our lobby who want to apply for housing.
- When the project on Park Avenue opened, we had 500 applications for 40 to 50 units.

#### **There are housing disparities in Minneapolis.**

- People of color make up 80 percent of our housing project residents.
- Most of the foreclosures are on the Northside.

#### **Our educational quality is poor.**

- American Indians are worse off than we were in the 1970s. Kids aren't starting school ready, the school experience is uncomfortable and they aren't graduating. Ignoring the problem won't make it go away.
- Minneapolis schools are getting worse and worse. I am a Minneapolis resident, and I'm sending my kids to a charter school in Saint Paul.
- We can't achieve our goal of increasing the diversity of health care providers because kids aren't graduating from school.

#### **We don't teach kids about sex or money.**

- Schools are afraid to teach about reproductive health. They offer daycare for students' babies, but they don't teach kids how to prevent pregnancy or STDs.
- We don't teach money management in schools.

#### **It's difficult to get involved with the school district.**

- The efforts to improve education happen behind closed doors. Why isn't public housing sitting down with the schools to talk about issues? The schools are too isolated and closed off.
- Black professionals would love to talk to kids on career days or Black History Month. I get asked to speak to students at other school districts, but not in Minneapolis. The school district is missing opportunities.

#### **We don't think or act broadly enough.**

- We address problems like we're on a bus tour of Alaska. There's an elk on the side of the bus, so everyone rushes to that side of the bus. Then a bear appears and everyone rushes to the other side of the bus. This is what we do with homelessness, youth violence, prostitution or other societal problems. Rushing to the issue of the day, rather than addressing problems in a sustained way, means we don't make any progress.
- There's no integration of educational efforts with housing and health initiatives.
- A lot of energy went into the Itasca Project to get a report done, but there's no evidence that any action was taken.
- There's no forum to address the remarkable disparities between Minneapolis and other cities.
- There are no opportunities to think about how we can grapple with the root causes of our disparities.

## Close race & class gaps: housing, educational attainment, health

### What should be done next

#### Forge partnerships and help people get involved.

- Call the Itasca Project together and ask them to turn ideas into action. It will be different than before because businesses don't have the same amount of money they had earlier. However, businesses will be hurt if they don't get into the act now. They have to see the relationship between societal problems and their bottom lines.
- Be more purposeful about seeking out partnerships and building relationships. Bring fragmented groups together to address systemic problems.
- Urge people to get involved in task forces and committees.
- Tap into young people's rising awareness of healthcare disparities and their interest in

social justice. Get them involved and take advantage of their enthusiasm and energy.

- Host a forum to figure out why we have such disparities in education, housing and health.
- Create a 12-step program for our systemic problems. The first step is acknowledgement. Now we have to figure out the other 11 steps.

#### Find ways to teach people about sexual health and money management.

- Return sex education to the schools.
- Offer grants to schools to focus on these topics. School staff are hungry for help.
- Create a trusted advisor service to help people of color navigate the mortgage industry.
- Require homebuyer education for any financial assistance given to help people with mortgages.

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*"Sex education is where we're really missing it.*

*Abstinence does not work.*

*It's unbelievable how little we*

*prepare our kids."*

*- Health outreach worker*

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## Middle class: keep it, grow it

### What's working

#### **Achieving the middle class remains the aspiration for the vast majority of people.**

- If you aren't in the middle class, you can still imagine a different life in a middle-class neighborhood. In Minneapolis, those neighborhoods are only a mile away.

#### **Low-income and middle-income people share similar values.**

- We're like-minded about families, education, opportunity and safety.

#### **The societal infrastructure that supports the middle class is holding on.**

- The residential tax base has grown in recent years.
- All the health campuses in Minneapolis have stayed and grown; as a result, those valuable jobs have stayed.
- Our banks are holding on.
- There is a growing educational level – 37 percent of our population is college-educated.
- There is an in-migration of the creative class.
- Neighborhood stabilization dollars are being used to help the middle class.

### What isn't working

#### **The economic downturn is hurting the middle class.**

- More middle-class people are at risk for foreclosure and becoming homeless.
- Tax increases and rising prices amount to real money; it means that you can't pay for a roof replacement.

#### **The value the middle class brings to a community isn't respected.**

- What you talk about is what's important, but we don't talk about the middle class. The middle class doesn't have advocates.
- The City takes the middle class for granted, yet the middle class is the workhorse for Minneapolis. These are the folks who keep their homes up and give character to a neighborhood.
- The complaints of the middle class aren't respected. We're told we shouldn't complain because others have it worse. When violent crime came to our park, the problem was dismissed as a fluke.
- The City didn't respond to concerns about merchants leaving. The City's threshold is too high and too late.
- The International Baccalaureate program was attractive to middle-class residents, but the school district directed money to remedial programs.

#### **The middle class is losing confidence in Minneapolis' direction.**

- The streets are in awful condition. Minneapolis is spending its money on lawsuits when it should be fixing streets.
- The proposal for fancy streetlights feels frivolous when compared to real needs.
- The library financial debacle is another example. We pass a referendum and then learn the libraries were on the brink of financial disaster. Now I pay more, but I have less input into library governance.

- If the middle class isn't confident about the city's safety and quality of life, they won't move into Minneapolis. If they live here and they're not happy, they'll leave.
- There are too many homes being rented out. When there's less pride in yard care and home maintenance and fewer connections to the community, the neighborhood suffers.
- Every park is a safe haven for thugs.

#### **The middle class pays for more services than it receives.**

- Some neighborhoods pay the freight and others use it. We focus so much on disparities that we lose focus on the people who are the backbone of our communities.
- The middle class is cheaper to maintain, but there's no program to entice the middle class here.
- Public schools aren't for the middle class anymore. Safety and quality were big problems so the middle class left.
- Minneapolis is funded as a local resource but some programs housed here are used by the entire state. For example, the state's only AIDS outpatient clinic is in Minneapolis. People from all over the state use it, but Minneapolis shoulders all the costs.

#### **It's harder to achieve or remain in the middle class.**

- Property taxes are going up and up. If taxes keep going up, there won't be any retirees in Minneapolis anymore.
- Minnesota is not performing as well in job creation as it once did.
- Most jobs will require post-secondary education, yet college is increasingly expensive.
- We don't offer real pathways out of poverty. We're perpetually funding programs, yet poverty stays the same. We lack comprehensive solutions that lead to long-term change.

## Middle class: keep it, grow it

### What should be done next

#### **Address crime and the perception of safety.**

- Addressing crime is job No. 1. Middle class people have to feel safe or they'll stay away.
- Get control of parks that function like vacant homes for thugs.
- Fighting crime is not a two-year fix; it's a 20-year solution. Get early childhood education to north Minneapolis. Ask corporations to put money into early childhood education to combat long-term poverty and crime.
- Deal with mental health problems.

#### **Provide economic incentives and share costs more fairly.**

- Cap property taxes for seniors so they can stay in their homes.
- Use neighborhood stability funds to help middle-class folks avoid foreclosure.
- Do things that will make the middle class want to stay rather than flee to the suburbs.
- When the state depends on a program that's only offered in Minneapolis, get the State to kick in some dollars.

#### **Address quality of life issues that are important to the middle class.**

- Address lesser crimes and take care of our infrastructure. These are crucial to a neighborhood's quality of life.
- Don't go down the lower taxes road – people won't really see benefits.
- Revisit the homestead credit and its role in deterring home rentals.

#### **Remind the middle class that they do receive benefits and they are appreciated.**

- Communicate to the middle class that they do get benefits for owning a home.
- Keep a focus on the middle class. There's great harm when people lose hope of attaining the middle class.
- Communicate that the City cares about education, safety and quality of life as much as the middle class does.

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*"The middle class is often silent. Instead of complaining, they vote with their feet."*

*- Resident*

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## Equitable City services & geographically placed amenities

### What's working

#### The City recognizes that “equity” doesn’t mean “equal” service or response.

- The City is concentrating demolition and rehabilitation resources in the areas where need is greatest.
- The City is putting disproportionate resources into the Northside because a stronger north Minneapolis would benefit the city as a whole.
- Although there may not be equal service among wards, there are equal standards for all areas.

#### City departments are working to provide quality service.

- 311 is a tremendous service that people use to request services or get answers to questions. It also allows the City to track issues and their resolution. Other communities envy this service.
- Minneapolis Development Review helps constituents navigate City bureaucracy.
- The Community Planning and Economic

Development Department has a planner assigned to each sector.

- The Problem Properties Unit is a good example of departments working together.
- NorthForce is coordinating City services to address issues on the Northside.
- Results Minneapolis is another initiative that’s really working.

#### We’re making progress in making equity a reality.

- In terms of biking and walking equity, there are gaps in north Minneapolis and Phillips, but they’re not big gaps, and we’re working to improve access to amenities.
- There’s a commitment within 311 to resolve every concern. The timeline for response is the same for everyone.
- Having the Fire Department conduct commercial fire inspections will address problem property issues and improve fire code compliance.

### What isn’t working

#### The definition of “equity” is still unclear.

- Each City program or department makes up its own definition of equity.
- We haven’t resolved whether we’re talking about “police service” or “public safety.” Phillips doesn’t get the same public safety as Southwest Minneapolis. The Central neighborhood gets a lot of police service, but they still don’t think they’re getting service. It’s a perception problem.

#### Our outreach efforts still need work.

- More outreach is needed around biking and walking.
- We don’t always employ culturally appropriate outreach.
- Just because you *know* a topic, doesn’t mean you can *do* outreach. Outreach is an art form.
- City meetings held in the middle of the day aren’t convenient for many people.
- There are problems we aren’t hearing about. Only the Hispanic population is increasing its calls to 311.
- The number of languages in Minneapolis makes communication a challenge.
- The City has a lot of information online, but people don’t know where that information is.
- People don’t know about Results Minneapolis; the Web page isn’t enough.

#### City departments aren’t coordinating their efforts.

- The City doesn’t coordinate departments’ outreach efforts. Our department planned a forum and later

found out that other departments were planning similar meetings with the same group. We aren’t sharing information.

- When we’re all doing different things, it’s hard to say where we’re being successful.
- Departments don’t put their news on CityTalk or the public Web site so we don’t know what they’re doing.
- City Council members can feel isolated when tackling constituent problems. Wards are reinventing the outreach process instead of emulating successes.

#### Working with the Park and Recreation Board is a challenge.

- It is sometimes hard to align City priorities with Park and Recreation Board priorities.

#### Available resources don’t meet our needs.

- Police staffing is inadequate. Sometimes there are only five officers for the whole 5<sup>th</sup> Precinct. There’s only one person assigned to investigations involving vulnerable adults.
- The Fire Department has only one person assigned to do public education for the entire city. Blood pressure checks and fire safety programs are little things that add up and reduce the need for emergency response.
- Because our biking and walking program is a pilot program, we will lose staff when the pilot ends.
- Because different areas of Minneapolis have significant historic differences in amenities, it’s hard to equalize.

## Equitable City services & geographically placed amenities

### What should be done next

#### Define “equity” and clarify City priorities.

- Define “equity” and share City priorities so staff can assess current efforts and meet expectations.
- Educate the community about what constitutes public safety so that expectations are realistic. There’s a difference between the response for a burglary and a party complaint.

#### Examine and improve City programs and practices.

- End some programs. We do too many similar things – it’s exhausting for the community and staff.
- Instead of inventing new programs, evaluate what we’re doing so we can keep what’s successful.
- Put our best practices on the Web so departments can find tools online.
- Examine how the Police Department’s resources are allocated in terms of equity in services.
- Get more staff to help with fire safety education and outreach.

#### Improve the working relationship between the City and the Park and Recreation Board.

#### Help departments do a better job of outreach.

- Offer training and support services (meeting checklists, meeting best practices, etc.) to help City departments improve their outreach efforts. The new Neighborhood and Community Relations Department could help departments be more mindful about holding public meetings and improving outreach.
- Set systemwide standards for community outreach and meeting coordination so department efforts are more consistent.
- Hold Results Minneapolis meetings in more locations accessible to the public.
- Work with Community Education to coordinate workshops and publicize programs.

#### Share information internally.

- Create a clearinghouse so departments can find out if other departments are holding similar meetings or conducting similar projects.
- Inform the City Council about upcoming events, and be sure to send event reminders.
- Help City staff learn about department projects by sharing project information on CityTalk or in Minneapolis Matters.

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*“Accessibility to lakes and high quality destinations is not equitable. Southwest’s path to a lake is different than the Northside’s access to Theodore Wirth Park.”*

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*- Public Works employee*



# Eliminate homelessness

## What's working

### **There's a culture change downtown.**

- Business security teams, police officers, restaurant owners, store owners and shoppers have shown a willingness to wade into this issue and work together.
- There has been a behavior change in our response to homelessness.
- The level of community engagement on homelessness has never been higher.

### **There is a plan for coordinated action.**

- Having a plan, in itself, is a success. We can all point to the plan and what we're doing.
- Thanks to coordinated efforts, we're arresting fewer people for issues related to homelessness.
- Eleven downtown churches are collaborating to end homelessness.

- Thanks to agencies working together, we've gotten a few hundred long-term homeless people off the streets and out of shelters.
- The City, County and community are working together.
- We have 1,500 volunteers and 150 agencies working together to engage this population.
- Project Homeless Connect repeatedly leverages about \$200,000 worth of services for a day to provide practical help (dental care, job information, haircuts, housing referrals, etc.) to homeless people.

### **We see fewer homeless youths.**

- We're leveraging private dollars to State dollars to house homeless kids.
- Minneapolis Public Schools works tirelessly to help homeless kids stay in school. Teachers know how to engage homeless kids and get them help.

## What isn't working

### **Affordable rental housing is lacking.**

- When the landlord is foreclosed, people end up homeless even if they've been paying their rent on time. The foreclosure strategy is missing the people in the lowest income ranges.
- There are very few multi-bedroom apartments available.
- We have an unheard of number of people in the County shelter.

housing in impacted areas. As a result, social services aren't nearby.

### **There are barriers to employment.**

- The poor can't even get low-paying jobs.
- If you work a minimum-wage job, you work the first hour just to pay your bus fare.
- Homeless kids can't get jobs because they don't have grounding experiences in work expectations.

### **Funding and support services are in short supply.**

- There's a bias toward development because it's tangible, but we need dollars to help the people living in these developments become successful.
- We need operating dollars. Without a person at the front desk or a lower ratio of staff to tenants, we can't pay attention to people and be successful. One staff person to 80 men is too high.
- Housing dollars are available for projects affordable to people at 50 percent of median income, but the need is at 30 percent.
- Cities could use more subsidies; the federal government has been an absent player.
- The federal government views dollars as "seed money," so they "de-fund" programs that have been around for 20 or 30 years to give money to new programs.
- You can't get an education or a job without child care, but the ability to get child care is zero.
- Work and life preparation skills are a void in homeless programs.
- There are no programs for kids who are nearing 18. They need help getting started (job, apartment, etc.).

### **Policies can work against our efforts.**

- Workforce agencies have to show numbers for youth employment, so they can't risk working with the kids who lack job skills.
- Federal programs are outcome-based, so they won't pick people who need extra help.
- The City's policy aimed at deconcentrating poverty creates a disincentive to building new affordable

# Eliminate homelessness

## What should be done next

### Help make rent affordable.

- Provide rental subsidies. Hands down, this is the best tool for ending homelessness.
- Make well-managed rooming houses available. People can afford to rent a room. It would also help emerging adults.
- Find places where people can live for \$200 a month in rent.
- Seek a re-energized commitment from the federal government.

### Change our views about homelessness.

- Encourage landlords to be willing to rent to tenants without rental history.
- Start viewing charity as an investment in the community or an act of justice.
- Change the public's behavior. Instead of giving money to panhandlers, call a legislator. Rather than drop off clothes at a shelter, volunteer at the shelter. If you meet homeless people, you'll care more and do more.
- We need outrage from local leaders. Cities and counties are shouldering the entire burden.
- Tell stories about homeless people so the public sees them as people.
- Launch a public campaign about homelessness. If the public knew the number of people sleeping outside, they would help. Get people to believe they can make a difference. If it feels hopeless, nothing will happen.

- Enlist people with voices louder than us to champion the cause. If the mayor asks for corporate assistance, pro-bono help would happen.
- Encourage corporate investment.
- Form an advocacy group of downtown stakeholders (businesses, resident associations, etc.) to work with the homeless people downtown.

### Help kids avoid becoming homeless by preparing them for the future.

- Dump the concept that kids are ready to go out into the world when they turn 18. Provide emerging adults with programs and services.
- Replace the "one size fits all" model with more flexible approaches for youth programs.
- Provide alternative programming to kids so they can learn job skills and work expectations. STEP-UP and summer jobs programs don't work for kids who have difficulty thinking far ahead.

### Provide low-income employees with transportation and child care.

- Employers should step up and provide bus fare assistance to their lowest-paid employees.
- Provide child-care subsidies or scholarships so parents can afford to work.

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*"We know how to end homelessness, but the real question is, will we?"*

*- Advocate for the homeless*

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# Deconcentrate poverty

## What's working

### Public housing was dispersed thanks to the Hollman consent decree.

- The Hollman decree was an unprecedented success in deconcentrating public housing in north Minneapolis.

### The City instituted policy changes for development projects.

- City policy now gives more points to developers who site affordable projects in neighborhoods

that don't have high concentrations of poverty. Conversely, they lose points for proposing affordable housing in low-income neighborhoods.

### We're enforcing housing standards more consistently.

- The City's enforcement of housing regulations is 1,000 times better than it was four to five years ago. We are finally saying that we won't tolerate bad conditions in *any* area — poor or affluent.

## What isn't working

### Foreclosures have had a devastating impact.

- Stable homeowners are seeing the value of their homes cut in half.
- Overextended homeowners can't sell and move to another area.
- Not enough is being done to prevent investors from buying foreclosed homes. It's bad enough that it happened once; it's doubly bad if it happens again.

### Section 8 has shortcomings.

- Section 8 vouchers are partly responsible for bringing out predatory investors. Section 8 guarantees a nice income stream so investors can buy a house at a low price and then another. Investors took neighborhoods that were formerly owner-occupied and turned them into rental.
- North Minneapolis has 50 percent of all the Section 8 vouchers in the entire city. Despite this concentration, we can't make these neighborhoods off-limits for more Section 8 vouchers.
- Section 8's federal regulations are less stringent than City regulations, so some families end up in substandard homes.

- The problem isn't tenants or the ratio of rentals to owned homes. Stevens Square is a success and it's a high rental/high density area. The issue is problem landlords.
- Rented-out single family homes are a problem. Many of these owners have no experience being landlords.
- The City's point system works at odds with the market. Land values are more expensive where we would like to direct developers so it's not economically feasible. It's also more difficult – politically – to build affordable housing in more affluent areas. Putting subsidized units in higher income areas results in smaller projects.
- The federal tax structure operates exactly opposite of the City's point system. It rewards developers for putting new subsidized housing in areas where poverty is concentrated.
- We could benefit from a moratorium on rental licenses, but it's against the law.
- Instituting a moratorium on rental and Section 8 would have a catastrophic impact on low-income families. If you eliminate whole neighborhoods from eligibility, people will have no place to go.

### The problems are complicated and our tools are marginal.

- We've poured resources into certain neighborhoods, but it hasn't helped.
- We gave families the opportunity to get off the waiting list if they would leave an area of concentrated poverty. Even though the new neighborhoods are supposedly better, families move right back after a year because the old neighborhoods are where their family, friends and support systems are.

### Racism and cultural elements are still factors.

- We still tolerate different standards in different areas of Minneapolis.
- People want to live among "their people," but cultural comfort can be a negative if people think they can get away with bad stuff in their neighborhood.
- Minorities were harder hit by sub-prime lenders because there weren't enough prime lenders willing to help them. Race is a big component in the foreclosure issue.
- People are steered away from areas where they don't match the prevailing racial or social makeup.

# Deconcentrate poverty

## What should be done next

### Find ways to help low-income individuals live in non-poverty areas.

- Get Housing and Urban Development (HUD) to allow exception rents so clients can live in areas that are now too pricey.
- Reach out to neighborhoods. With education, some neighborhoods will step up and accept a share of affordable housing.
- Help families that move to non-impacted areas feel part of their new neighborhood so they don't move back to low-income neighborhoods. Help them find churches and schools they're comfortable with. Increase the certificate requirement from a one-year stay to three years so they'll build community connections.
- Find ways for poor people working in the suburbs to live closer to their jobs.
- Find and work with landlords in non-impacted areas.
- Recognize that private landlords are our allies – not our enemies. Start using carrots instead of sticks.
- Better align City housing regulations and federal housing policies so families don't end up in substandard homes.

### Exploit education to encourage movement to different communities.

- Use magnet schools for high-achieving students to encourage middle-class whites to move into the city. The University of Minnesota could host such a school because the people who work at the university would consider moving to the city for this program.
- Link school choice to Section 8 vouchers. If families want to enroll their children in a

suburban school, encourage them to move to the neighborhood where that school is located.

### Help people buy homes and build neighborhood connections.

- Help people take advantage of the historic opportunity to buy a home. The City needs to shift from brick and mortar projects to empowering people to own a home because home ownership can break the cycle of poverty by offering stability and generational advantage.
- Market foreclosed homes to the middle class because new homeowners can change neighborhoods. We're in a race against investors — we need to offer carrots like the Minneapolis Advantage program.
- Require households getting home-buying assistance to live in the home for five years.

### Monitor the private market and crack down on racial steering.

#### Crack down on shady investors.

- Prevent investors from buying foreclosed homes.
- Rethink rental licenses and rental subsidies.
- Institute a moratorium on rental licenses, even if that means potentially drawing a lawsuit.

#### Focus on broader issues related to poverty.

- Instead of focusing on moving poor people, close the employment gap.
- Don't place all the services for poor people in one area — that just increases the concentration of poor people.

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*“People end up in poor neighborhoods for lots of reasons.*

*Subsidized housing can't be our only tool for deconcentrating poverty.”*

*- Housing policy advocate*

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## All kids ready for kindergarten\*

### What's working

#### More kids are ready for kindergarten.

- The school district has seen a 10-percent increase in kindergarten readiness. Our goal is 80 percent, and readiness is now up to 66 percent.
- From 2005 to 2008, individual growth scores have gone up, and Way to Grow has a large population of children learning English.
- Parents In Community Action is seeing kids scoring 84 out of 100 on kindergarten benchmark tests, and these are the poorest kids.

#### There's more awareness about the importance of screening and early childhood education.

- The Minneapolis School District's goal is to screen kids earlier than age 5, and for the first time, we had more 3-year-olds than 5-year-olds at screenings.
- Way to Grow's home visits are up 15 percent to 20 percent.
- Nearly every pre-kindergarten program has a waiting list.
- More parents are engaged in early childhood education.

### What isn't working

#### The lack of nurses is a huge problem.

- Head Start used to have a nurse funded by the City and another nurse paid for by Hennepin County. Those funds are gone, and we can't get funding for a nurse.
- If you're in poverty, well baby care is a luxury. Kids can't go to school when they're sick and they can't succeed when they have unmet health needs. Getting a nurse is our top need.

#### We aren't meeting the demand for child care.

- There are more than 1,000 kids on the waiting list for Head Start, 500 on the waiting list for Way to Grow and 2,000 on the waiting list for child care assistance.
- The school district would love to have a preschool in every school building but there isn't enough money.
- There are more and more waiting lists for child care — even if your income isn't low.
- It's very expensive to pay for quality child care programs for infants and kids up to age 3.

#### We aren't screening all children.

- Only about one-third of all preschoolers in Minneapolis are getting screened.

#### We're enhancing services and working together.

- Hennepin County Library now includes parent training in its free Storytime programs.
- Agencies are finding ways to collaborate and help one another. For example, the Hennepin County Library offered the use of its Readmobile to the Northside's 500 under 5 program.
- The business community is engaged in early childhood education; the Itasca Project and businesses such as Graco, General Mills and Cargill are just a few examples.
- The climate of innovation in Minnesota is very strong.
- We've made strides in mental health for kids. Parents In Community Action's on-site mental health service could become a model for other agencies.

#### Some data is available and useful.

- The school district's benchmark data helps measure whether children entering kindergarten are on track for third grade. The data are available by zip code, language, ethnicity and school. It's data we can trust.

#### Families and children face multiple challenges.

- Families need help with food, clothing and housing. We have nowhere to send them.
- The number of homeless kids is increasing. The largest increase in the homeless population is kids from birth to age 3.

#### We need more involvement, better coordination and sustained resources.

- Business involvement is not commensurate with the need.
- We could be more intentional in coordinating efforts among government, nonprofits and the business sector.
- We start great programs, but then the funding goes away.
- We have aging facilities that need repair, but no one wants to donate money to fix a roof or take care of overdue maintenance.

#### Early childhood education isn't visible enough.

- Political leaders don't feel they have to "deliver" for little kids. Children are not a special interest group they cater to.

*continued on next page*

## All kids ready for kindergarten\*

### What isn't working *continued from previous page*

- Political leaders lack knowledge of what needs to be done.
- The level of need for early childhood education isn't on people's radar screens until it hits them personally.

#### **Mental health needs are not being met.**

- Mental health issues are the No. 1 reason kids get kicked out of preschool. When you're suspending 500 kindergartners a year, something is wrong.
- Too often, when we identify kids who need mental help, there's no place to send them for help.

#### **North Minneapolis faces phenomenal disparities with other parts of the city.**

#### **We don't have enough resources to help students learning English.**

#### **Reliable data isn't often available.**

- There's no reliable data on social emotional areas.
- Data collected by one agency is hard to use by other agencies. If data is collected to measure one thing but used for something else, we can't be confident about its value for decision-making.
- Too often, data-gathering becomes an excuse not to do anything. People say, "We can't do anything until we get more data." Task forces get formed, but too often nothing gets done.

### What should be done next

#### **Get funding for nurses.**

- Fund nurses to help ensure that immunizations are up-to-date and health problems are addressed before there's a crisis. Nurses help teachers understand classroom hygiene. Nursing service is essential to the success of early childhood programs.

#### **Instead of starting new initiatives, adequately fund existing programs.**

#### **Act broadly.**

- Don't think about kids in isolation. Family support is a key component: children can't learn and thrive if their families are heavily stressed.
- Address the social, employment and transit needs in north Minneapolis.
- Develop programs for the working poor and kids who don't speak English.
- Give top priority to the poorest kids.

#### **Increase the visibility of early childhood education and create key messages so leaders understand what needs to be done.**

#### **Market the Minneapolis School District to young families.**

- The school district should be marketing to young families and establishing relationships with them before those kids enter kindergarten.

#### **Gather and use data intentionally and appropriately.**

- Gather data only when we intend to match it with an implementation plan.

#### **\*Rename this strategic goal.**

- Rename this goal from "ready-to-read by kindergarten" to something more appropriate such as "ready for kindergarten," "prepared for school" or "school readiness."  
*Given the compelling arguments made by educators, this strategic direction has been renamed.*

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*"We shouldn't be in the position of telling homeless babies they can't come to preschool. We shouldn't be leaving a preschooler at the Drake all day."*

*- Childcare advocate*

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## Economic engine: generating ideas, inventions & innovations

### What's working

#### **More companies are starting up.**

- We're seeing a strange uptick in startups. It's strange because Minnesota doesn't do well in early stage capitalization; nonetheless, the number of startups is growing at a faster pace than in the past.

#### **Interest in science and technology is growing.**

- Life Science Alley is growing. We used to do five to 10 referrals a month; now we're doing 200 to 400 referrals a month.
- The City helped start a green business network. It's very successful because people want to get together.
- Conference attendance is growing.
- An industry publication recently highlighted Minnesota; previously, Minnesota had never been mentioned in this biotech magazine. This will help build momentum and make Minnesota a place to watch.

#### **There's more collaboration among sectors.**

- There has been a noticeable change in the degree of collaboration and the strength of partnerships between academia and the public sector.
- Collaborative efforts among the Minnesota Department of Employment and Economic Development, Life Science Alley and the University of Minnesota are making a difference. For example, in the competition for a regenerative medical company, our collaboration is helping us compete with efforts to attract that company to the east or west coast.
- Organizations are at the table working to develop a state technology plan to foster Minnesota's innovation economy.

#### **The University of Minnesota is changing its attitude and is more open to working with the private sector.**

- The University of Minnesota has changed its approach to intellectual property, research

sponsorship and faculty involvement. That's an improvement over the 1980s and 1990s when the university was sending a message that it wouldn't take private money because that money could taint the research. As a result, companies partnered with universities in other states.

- The university has also begun placing more emphasis on working with small to mid-sized companies — a better tactic for driving the economic engine.
- The time it takes for a company to negotiate with the University of Minnesota and get a contract signed for intellectual property has dropped from approximately four years to two years. The university is putting mechanisms in place to make this process move more smoothly.

#### **The City of Minneapolis is paying attention to businesses.**

- Minneapolis is doing mindful business marketing outreach. The Community Planning and Economic Development Department is talking to large-sector employers and asking them what they need and what the City can do for them.
- Minneapolis is right at the top for thinking about how best to move forward and work with bio-business. City government is doing a lot right.

#### **Minneapolis is a good place to live.**

- The social environment here — night clubs, restaurants, the arts — is attractive to young people, and that makes it easier for us to recruit employees here.
- When doctors were here for a conference, they loved downtown because they could get out and enjoy downtown nightlife knowing it was safe. It's really important to remember that business people have lives beyond their careers.

### What isn't working

#### **We think too parochially.**

- Fostering the science and technology sector is about promoting the region. Local governments have to think beyond city boundaries.
- Minneapolis and the suburbs need to get beyond politics and not care where the jobs land. Jobs and economic opportunity overlay all communities. For example, a company may end up in Plymouth, but its supplier could be in Minneapolis.

#### **Minnesota faces stiff competition.**

- Minnesota isn't competitive with Wisconsin on the venture capital side.
- North Dakota is an incredible business incubator because of research and development tax credits.
- Compared to Atlanta, we aren't as good at caring for and tending our businesses. Atlanta works to build the region.

*continued on next page*

## Economic engine: generating ideas, inventions & innovations

### What isn't working *continued from previous page*

#### **We're complacent.**

- Senior executives aren't open to new ideas. When we work with the University of Minnesota and the Mayo Clinic, we find that senior executives won't take anything on that's not seen as traditional medicine. They need to be more open to non-traditional ideas.
- Our state's public leaders have not coalesced around innovation as a priority.

#### **Minnesota is losing its educational edge.**

- The quality of our public educational system is declining.
- Public schools don't require enough math.
- The disparities in educational achievement are growing.
- The number of college graduates is declining.
- State colleges don't place enough emphasis on producing science graduates.

#### **We need more knowledge of one another.**

- We don't know what's here or what our local capability is. For example, we let a contract for integration of medical biological devices to a New Jersey company only to find out that the New Jersey company was subcontracting some of the work back to a Minnesota company. We didn't know we had medical engineering capability locally. We find that often.
- In another example, a local tech company wasn't even considered during the City's procurement process. When local companies aren't even considered for contracts, they get rightfully frustrated.

#### **Money isn't readily available.**

- Getting early stage capital is our biggest problem.
- State and local grant money has too many strings attached that encumber commercialization.

### What should be done next

#### **Make funding more readily available.**

- Attract more venture capital – that's the top need.
- Reduce the strings attached to research grants.
- Facilitate more conferences and help companies meet people with capital.

#### **Nurture our businesses.**

- Work on business retention. City staff should visit companies to show that the City is interested in their success and values their contribution to the community. Keep doing the small things and nurture relationships on an ongoing basis.
- Work on the five pillars of creating an innovation ecosystem: 1) human capital and culture, 2) world-class infrastructure, 3) research and commercialization, 4) commercial ecosystem and 5) capital.
- Create networking opportunities for our corporate gems like Coloplast and Tactile Systems. They will soon get lonely without

similar companies, scientists and suppliers nearby.

#### **Work together to drive political change.**

- Get State leaders to be strategic in their approaches to economic development. Think broadly about where Minnesota should be heading and focus economic incentives around a strategic goal.

#### **Develop the neighborhood near Coloplast.**

- Redevelop the area near Coloplast. The City of Minneapolis should be aggressive about transforming this neighborhood and creating space for light industrial and supply companies. Coloplast needs friends to thrive; a cluster is extremely important.

#### **Push the education message.**

- Get the message to kids and their parents that students need math and science to be successful.

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*“Communities have to lobby the governor and legislators to develop a plan for fostering the innovation economy in Minnesota. The private sector can't do this on its own. Communities have to join the fight.”*

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*- Bioscience developer*



## 21<sup>st</sup> century skills for all 21-year-olds

### What's working

#### **Organizations are working together to create opportunities for young people.**

- Educational institutions, businesses and government are all working together to help young people. We have an amazing community that makes these relationships possible.
- Organizations are being more creative about partnering because they recognize that we're all in this together.
- The foundation world is recognizing the important role it plays. It no longer thinks that education is an issue that only the schools should deal with; it sees education as key to everything.
- The great partnership between Achieve Minneapolis and local companies is helping students make life plans.
- Public/private partnerships are working. Businesses supporting programs like the robotic teams and corporations funding legal aid mentorships are just a few examples.
- Minneapolis Community Technical College's strategic plan focuses on working with the City of Minneapolis and providing programs to serve the kids who live in the city.
- The University of Minnesota, Minneapolis Public Schools and the City of Minneapolis are working on a youth entrepreneurial workshop.

- The Minneapolis School District's partnership with the Itasca Project, the mayor and the Police Department are just a few more examples of very successful partnerships.

#### **We're promoting life planning, careers and post-secondary education.**

- The mayor and the school district are making kids aware of opportunities and helping them believe college really is attainable.
- All ninth graders are required to do a "my life" plan.
- There are College & Career Resource Centers in every high school.
- STEP-UP offers young people quality work experiences.
- Special programs are helping pay for some or all of a student's tuition.

#### **Police are providing assistance to schools.**

- The school district has made a successful transition from the Park Police to the Minneapolis Police for its school officers.
- We're doing better on dealing with truancy. Thanks to recent efforts, there are 300 fewer juveniles on the street and that has resulted in a drop in crime.

### What isn't working

#### **Young people lack practical skills.**

- Kids lack work readiness and social skills.
- A lot of practical skills aren't being taught by parents or the schools. Even entry-level jobs need organizational, communication and problem-solving skills.
- Many students lack good role models.

#### **High schools are not preparing students adequately for the future.**

- Because of the No Child Left Behind testing requirements, we lose the opportunity for kids to integrate learning by working on multi-level projects. Fifty minutes of math and 50 minutes of science isn't the real world.
- Too many high school graduates aren't ready for higher learning.

#### **Young people face hopelessness and hurdles to success.**

- Too many young people feel there's nothing out there for them.
- It's a hard road when you don't have a social network. At Edison, one out of every nine kids is either homeless or highly mobile.
- When child care is cut back or there is no child care, some of our students can't go to school because they're caring for siblings or their own children.
- High school students can't take advantage of the opportunity to take classes at Minneapolis Community Technical College (MCTC) because they don't have the money for transportation between the high school and MCTC.
- Students' financial and social situations can undo them. If students are homeless or close to homeless, how can they meet the demands of a professor?

## 21<sup>st</sup> century skills for all 21-year-olds

### What isn't working *continued from previous page*

- Putting non-English speakers in class at age 16 and telling them they have to pass a test to graduate is a disservice to the immigrant population.
- Students with limited English proficiency can float for months or years after they leave public school because they lack a community.

#### Teachers need more support.

- Not all teachers are prepared for the 21st century classroom. There's a generational disconnect with the digital world; some teachers are using Smart Boards as if they're overhead projectors.
- There aren't enough mentors for teachers.

Forty-eight percent of new teachers leave within the first five years of their careers.

#### There's no alignment of governmental entities.

- Minneapolis has two different police systems.
- There's a lot of good work being done, but there's no alignment between the Park and Recreation Board, the Board of Education and the City of Minneapolis. You can't manage a strategic effort or go after resources when each entity has its own powers, governing board and agenda. This is a critical barrier that wastes resources.
- Minneapolis governmental entities are like cats – too independent. When everyone is in charge, no one is in charge.

### What should be done next

#### Help students envision and prepare for careers and college.

- Talk to young children about college so they see themselves in the careers that require post-secondary education.
- When talking with students, speak broadly about post-secondary education. Make it clear that post-secondary education can mean technical training as well as college.
- Use project-based learning to teach job and social skills.
- Integrate math and science into language and social studies lessons so kids see the connections.
- Change the design of high school so it better prepares kids for college.
- Increase the number of career and technical education opportunities in high schools.
- Offer job shadowing and internship opportunities.
- Make more employment opportunities available to young kids.
- Require every kid to have some kind of job experience as a requirement for graduation.

#### Help students overcome barriers to post-secondary education.

- Continue child care for student moms attending college. If a student gets pregnant in her junior or senior year, allow her to keep bringing her baby to the high school child care program as long as she is enrolled in college. That way, she can get a college education and the school district can help prepare the baby for kindergarten.
- Develop a pilot transportation program so high school students can take classes at area colleges.
- Create a community for students with limited English proficiency so they have a support system to help them make the transition to college.

#### Help teachers succeed.

- Reward the successful teachers who want to keep learning. Get rid of the “coasters” who are just waiting to retire.
- Increase teacher peer-to-peer programs or mentoring initiatives.
- Encourage the State to invest in teacher quality and training, instead of just testing.

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*“Fifty minutes  
of math and 50  
minutes of science  
isn't the real world.*

*- School support  
agency employee*

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## Embrace the U's outreach & land-grant expertise

### What's working

#### **The university is expanding its mission to better address urban issues.**

- Recognizing that it needed to play a greater role in solving urban problems, the university is revamping its long-standing outstate strategy to address the complex problems that cities face.
- The university is creating a new model that could become a national model for addressing urban problems.
- The university recognizes that out-of-home placement is a problem in the community and is working on a treatment protocol to stem the problems arising from these placements. Fixing the out-of-home placement problem would break down barriers in north Minneapolis — this is an issue near and dear to the hearts of the people in north Minneapolis. The Minneapolis Police Department fully supports the university on this effort — this is a public health and youth violence issue.

#### **The university will be locating a physical facility in north Minneapolis.**

- Despite controversy, the university hung in there and is going ahead with a \$5 million Urban Research Outreach Center (UROC) that will give the university a physical presence in north Minneapolis and showcase its commitment to tackling complex urban problems. The university is renovating a former shopping center to house UROC, which will open in September 2009. The facility will have an early childhood center, a youth entrepreneur program and a clubhouse for seventh to ninth graders. It will offer technical assistance to small businesses, and an extension office will offer nutrition education.

- The City looks forward to the university's physical presence in north Minneapolis. There will be increased opportunities for the Civil Rights Department, the university and the Urban League to connect and share resources. There will be more ways to support women and minority contractors by connecting them to training and business resources.
- Thanks to a \$3 million grant from the U.S. Department of Education, the university will have the opportunity to write the primer on how universities can work with communities to solve urban problems. If the university can bring about measurable improvements in north Minneapolis, it has the potential to prove a concept that can work elsewhere.

#### **The university brings opportunity to kids.**

- The university is a godsend in terms of human capital development. Thanks to the university, 168 kids have gone to college for free.
- The 500 under 5 initiative is expertly addressing kids' needs.
- The university is the leading STEP-UP employer, and STEP-UP is a feeder program that gets kids into the University of Minnesota.
- The university is spending \$20 million a year to make scholarships accessible.

#### **The university is encouraging its staff to live in Minneapolis.**

- The City of Minneapolis supports the university's efforts to encourage faculty to live closer to campus. Having university staff living in Minneapolis neighborhoods is good for the city.

### What isn't working

#### **The relationship between the university and the City needs work.**

- The university and the City have an ad hoc relationship, but this isn't getting us where we need to go. We have people with the same agenda, but nothing happens.
- The City has a range of relationships — from good to dysfunctional — with the University of Minnesota.
- There's more capacity for partnerships between the university and the City than we are using.

#### **The university distances itself too much.**

- The faculty seems to believe that associating too closely with City staff or elected officials taints their research.
- The Minneapolis Health Department doesn't see a high level of interest from the School of Public Health in working together. While the school aims to increase diversity, it focuses on recruiting people from other countries rather than from the local community.

*continued on next page*

## Embrace the U's outreach & land-grant expertise

### What isn't working *continued from previous page*

- People don't know about the university's contributions to the community or what it is doing in Minneapolis.
  - There's a huge learning curve for government to figure out how to connect with the university. The City seeks knowledge that will solve real problems, but we don't know how to apply the research or who to contact to get things rolling.
- Urban problems are complex and the path is unclear.**
- North Minneapolis' problems are so complex that it will take multiple approaches. There is a danger of overpromising and underdelivering.

### What should be done next

**The university needs to improve its communications and outreach.**

- Brag about university contributions to the community and make it clear that it is delivering for the Northside. Youths are getting scholarships and going to college. Correct the impression that the university pulled out of its north Minneapolis project.
- Make the case for the university in a human way and take advantage of opportunities to communicate in person.
- As the university seeks partnerships with the community, the community must identify the needs it wishes the university to address. There must be community ownership.
- When research is done in the community, the university should provide feedback back to the community.

**The university and the City of Minneapolis need to strengthen their relationship.**

- If collective destiny is determined by how we partner with others, then we need a

fundamental understanding of one another. We need to articulate a collective set of common goals. The university should clarify what the City can do to help the university reach its goals.

- Get the regents and the City Council to agree on common goals and formalize a relationship around a set of common objectives and collective capacity. Or, approach the relationship by looking at problems both entities want to solve. Consider using the Intergovernmental Relations Committee as a starting point.
- The university should commit to working with the City around zoning issues. Take advantage of the City's help so the City can support the university on real estate issues.
- Take advantage of the opportunities for great synergy between the university and the Minneapolis Police Department.
- Convince university faculty that it's OK to affiliate closely with government and neighborhoods in conducting research and outreach.

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***"North Minneapolis is a microcosm of core issues that plague urban areas. If we can create a new model to address these issues, it would represent a fundamental shift in how the university engages with communities."***

*- University of Minnesota administrator*

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## Education: stronger partnerships toward better results

### What's working

#### **The Minneapolis Promise is a successful partnership that eliminates barriers for youths going to college.**

- The number of students taking advantage of the opportunity for free tuition for college or technical school is growing.

#### **We're providing valuable work experience and career exposure to young people.**

- The STEP-UP summer jobs initiative provided 1,900 jobs for young people in 2008.
- The Public Works Department has expanded partnerships with the schools and is getting information about public works careers to a diverse group of kids.
- Students are being exposed to engineering and technical fields. Patrick Henry High School has students learning engineering at a first-year college level.
- Female and minority students have the opportunity to visit labs and architecture and engineering firms. When they see professionals who look like them, they can visualize that future for themselves.
- All high schools have College & Career Resource Centers.

#### **Our partnerships are improving relationships between kids and police while increasing safety.**

- The Minneapolis Police Department is back in the Minneapolis Public Schools.
- The partnership among the Minneapolis Police Department, Safe Routes to School, crime prevention specialists and neighborhood organizations is making it safer for kids to get to and from school.

### What isn't working

#### **The school district's internal culture can be a barrier.**

- People say that the Minneapolis Public Schools is not open to partnerships.
- The school district needs to do a better job of articulating how people can help. Otherwise, people bring things to the district that get us off our focus and, when we don't take them up on their offer, they see this as a rejection of their overture.
- Schools don't do a good job of attracting, using and retaining volunteers.

- Diversion programs are using partnerships with faith, community and neighborhood organizations to keep kids out of jail.

#### **We're willing to partner with other entities.**

- The school board and City Council are developing a common vision — we're not at odds with one another.
- People in City government understand that educational success is where the hope for the future lies, and the school district remains invested in the City's strategic plan.
- The school district is excited about the potential for more collaboration with police. We hope to redefine the relationship between safety and young people.
- People in the business community are invested in education — they know we have to get this right.
- The school district and the Park and Recreation Board are offering joint after-school programs that include math, science and reading along with physical activities.
- The Youth Coordinating Board is regaining its effectiveness.
- Achieve Minneapolis is galvanizing community resources.

#### **The school referendum won public support.**

- Civic leaders talked about the importance of education and advocated for the referendum.
- Individual voters decided to tax themselves for kids they don't know, in fact, for kids who might even frighten them. It is a commitment to the future that speaks volumes: ordinary people made a commitment to kids by investing in education.

#### **It's hard to find resources.**

- There are a lot of resources out there for young people, but there's not a good portal for kids and families to know where these resources are.
- Truancy is a top priority of the Police Department, but it's hard to find organizations that can help us with the truancy issue.
- We aren't catching dropouts early.
- After winter break, high school kids get cold feet about their futures. There aren't enough adults to mentor them over that chasm and help them complete a college application.

## Education: stronger partnerships toward better results

### What isn't working *continued from previous page*

#### **There aren't enough jobs for young people.**

- Students are begging for jobs. There's a huge need for work readiness skills. Kids need jobs to prepare for college and life.

#### **Out-of-school activities aren't accessible.**

- Accessibility and transportation are huge issues. Activity buses don't run on weekends. Kids can't get to the downtown public library.
- Kids are worried about their safety in getting to activities.
- Finding out about activities is a problem.
- Cost is sometimes an issue.
- It's hard for parents to coordinate after-school

activities for their kids when school-ending hours vary from school to school.

#### **Economic pressures and family problems reduce opportunities for kids.**

- There are smart kids who want to go to college but economic or family circumstances stand in the way.
- Kids want after-school tutoring but they can't go because they have to be home to take care of their little brother or sister. Or, they have to go to work to help pay for food. Kids have to be surrogate parents.
- We have kids who haven't eaten.

### What should be done next

#### **Make more jobs and internships available.**

- Make the STEP-UP program year-round so there are after-school and weekend jobs.
- Be more flexible about internships and work-based learning opportunities. If a company can no longer afford to offer a paid internship, re-engineer the program as an unpaid internship or find a way for interns to get school credit.

#### **Rethink education.**

- Think outside of traditional education boxes and offer classes that offer both an immediate job skill and a vision for a future career. For example, a first responder class offered in high school would develop an immediate job skill and provide a gateway to a future health care career. A welding class can be a gateway to an engineering career. Make it clear to kids that they can get jobs and still continue their education.
- Rethink high school so it can be a more flexible and sophisticated model.
- Make school-ending hours the same from school to school so siblings can participate in after-school programs.

#### **Look for ways to recruit more adults as school volunteers and use them more effectively.**

- The school district should provide a clear list of what kind of help is needed.

- City government should help recruit and mobilize school volunteers.
- Implement a "one-call center" for Achieve Minneapolis to improve coordination of career days, work site visits, etc.
- Recruit retirees and older community members on a massive level to help in schools. Allow them to earn a stipend to pay part of their property taxes in exchange for their service.
- Recruit mentors who could spend time with kids who are struggling.
- Recruit volunteers to catch dropouts earlier. During the first week of school, hundreds of adults could knock on doors to find kids who aren't in school and show them we care about their future.
- Recruit adults to work with high school kids to help them finish college or technical school applications.

#### **Improve coordination among agencies.**

- Recognize that we can't do it alone. Streamline programs, coordinate efforts and offer more joint programs. Complement one another's programs rather than duplicating efforts.
- Align our policies and vision.
- Lobby the legislature for money for after-school activities so we can take advantage of the McKnight Foundation's matching funds.

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*"The support for the school referendum was an act of heroism on the part of policymakers and the business community."*

*- Public Schools administrator*

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## Tap the contribution potential and wisdom of retirees & seniors

### What's working

#### Seniors are great volunteers.

- The convention center, which is staffed seven days a week, uses senior volunteers. They are great ambassadors who know about the city and are excited about Minneapolis.
- The Twin Cities is ranked first in the number of volunteers in the senior age range.
- Minneapolis is on the forefront of the shifting trend toward life enhancement and purposeful volunteering.

#### Minneapolis is a great place for seniors.

- Empty nesters are moving into Minneapolis because they want to live by light rail.
- Seniors make up one-third of the downtown residential population.
- The skyway system offers opportunities for year-

round walking and provides access to public transportation.

- Minneapolis' amenities and natural resources provide many opportunities for outdoor walking and biking.
- Senior centers offer low cost or free exercise classes.
- Seniors appreciate the wealth of entertainment, arts and cultural amenities the Twin Cities has to offer.
- There are a large number of non-franchised eating places throughout the city. Suburbanites come to the city to eat because there are still unique places here.
- There's access to educational opportunities – senior centers, community education programs, universities, etc.
- AARP magazine just named Minneapolis as a community to watch.

### What isn't working

#### We stereotype seniors and view their interests and abilities too narrowly.

- There's still a stigma to the "senior" label.
- The stereotype that seniors are passive and sit around and play bingo is a barrier. Seniors want meaning and purpose for activities, and they're interested in a wealth of topics.

#### Our shortcomings result in missed opportunities to fully utilize seniors.

- We lack the institutional infrastructure to successfully utilize our volunteers. We act as if seniors have all the time in the world and will just show up and figure it out. We don't offer training or initial supervision and support.
- Volunteer management is often back-burnered. As a result, we don't engage volunteers fully or they quit out of frustration. For example, the school district laid off its volunteer coordinator so, instead of getting needed help from volunteers, they allow volunteers to get turned off. We have to recognize that there's an upfront investment involved.
- We've had very little success tapping former City employees for volunteering. We do nothing to prepare our soon-to-retain employees for volunteering.

- Human Resources departments in all sectors don't understand how to access seniors for volunteer or part-time work. Retirees want to work on large-scale projects but still have the flexibility to travel.
- Companies need to set up the infrastructure to incorporate volunteers into their business.

#### Senior programs need more financial support.

- Philanthropic organizations haven't shifted dollars to seniors. Less than 3 percent of foundation money goes to senior programs or services.

#### Weather and infrastructure shortcomings are barriers to seniors getting out to volunteer.

- Cold weather prevents seniors from getting out during the winter.
- Our winters are the reason many retirees seek to relocate rather than stay in Minnesota.
- Transportation is a huge need. Getting to bus stops can be hard, and Metro Mobility service is limited and unreliable.
- Skyways lack needed amenities. There are only limited spots to sit down and there isn't easy access to restrooms.
- Many seniors have to move because they can't afford to stay in their homes with property taxes at their present rate.

## Tap the contribution potential and wisdom of retirees & seniors

### What should be done next

#### Help seniors who want to work remain in the workforce.

- Help seniors access new skills and maintain a level of comfort with technology so they can remain in the workforce.
- Recognize that people may need to remain employed because of health care or financial reasons.
- Get businesses to think more flexibly so older workers can remain in the workforce. Encourage employers to think of ways to build a corps of volunteers or use more part-time workers.
- Rethink our workforce. At some point, employers will face economic pressures and they'll need more workers. Our whole mindset about working will have to change. The City could lead by example.
- Our aging population can mentor new workers and youths.

#### Prepare today's workers for retirement service.

- Promote corporate efforts that encourage employees to participate in volunteer projects such as Habitat for Humanity. If you don't volunteer when you're working, then you won't volunteer when you're a senior.
- Encourage employers to help workers phase in volunteering as they approach retirement. There are models for phased retirement out there – 3M has one of the strongest programs.
- Reach out to workers who are age 50 and older. If we connect with these people as they move toward retirement, we can tap future retirees for volunteer service in our organizations.

#### Offer interesting and worthwhile volunteer opportunities.

- Beef up information about volunteer opportunities so retirees know about volunteer options.
- Rethink how nonprofits and other organizations use volunteers. Don't just offer entry-level opportunities; offer purposeful tasks.
- Pay seniors a stipend for work. Seniors would work to pay for their medications or health care.
- Offer intergenerational volunteer opportunities. When different generations work side-by-side, stereotypes fall dramatically. Match older people with STEP-UP interns. When seniors teach kids a skill, they also teach kids about respect, caring and other values.
- Offer training, supervision and support for volunteers.

#### Find ways to fund senior programs.

- Encourage pharmaceutical and medical companies to help fund senior centers or programs.
- Change applicable requests for proposals to include a requirement for senior involvement in the same way we require participation of minorities and women.

#### Make it easier to get around.

- Place benches in the skyways so people have a place to sit down.
- Make access to skyway restrooms easier.
- Offer a park and ride to key skyway entrances.

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*"We are too narrow in our view of senior activities. Seniors aren't sitting around playing bingo. Seniors want activities with meaning and purpose; they want to be computer savvy and do things like build homes for Habitat for Humanity."*

*- Senior advocate*

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## Integrated, multimodal transportation choices border-to-border

### What's working

#### **We're making progress on transit-related initiatives.**

- Urban Partnership money is allowing us to move forward on the downtown Marquette Avenue and Second Avenue project.
- Transit for Livable Communities secured federal funds for bike/walk improvements.
- A one-quarter-cent sales tax for transit improvements was instituted by a number of metro counties.
- The Central Corridor and Northstar train lines will happen.
- We're making headway on the conversion of Hennepin Avenue to a two-way street.
- We're seeking input on ballpark transit from stakeholders.
- The City's Access Minneapolis plan is helping us move forward on transportation options.
- Elected officials took a risk and fought for a moratorium on car dealerships.
- We were quick to make construction adjustments to accommodate the Republican National Convention.

#### **Transit is improving.**

- The Hiawatha light-rail corridor was a bold step. Its success makes it easier to take the next step with light rail.
- Metro Transit's high frequency routes offer better service.

#### **Our planning and policy environment is improving.**

- There's greater regional cooperation on transit.

- A new level of cooperation and coordination set the stage for the Urban Partnership Agreement. It has benefited our work with the Minnesota Department of Transportation.
- The City does a good job of bringing players to the table.
- Thanks to the willingness to try more density along the corridor, there's enough density to support high frequency buses as well as shops, retail and groceries within walking distance.

#### **The Midtown Greenway and bike station are great successes.**

- The Midtown Greenway is a mind-altering transformation.
- The greenway is a reality because of the goodwill of so many partners. People didn't give up on this even though this project died so many times.

#### **Streetscape improvements are transforming Lake Street.**

- This was an aging corridor where people didn't want to walk or open a business. Its appearance said, "We don't care." Now it looks like we really care about Lake Street.

#### **The City is willing to examine parking requirements and test new parking meter technology.**

- We're testing new technology to evaluate time of day and event parking options. These options can provide disincentives to driving and enable us to charge for the real cost of driving.

### What isn't working

#### **Mass transit isn't easy to use.**

- There's no map or transit information at bus stops. If you're unsure about how to use mass transit, then your car looks good.
- Park & Ride lots are full by 7 a.m.
- It's easier to bring your car downtown for a lunch meeting than busing, walking or biking.
- Bus service is terrible on Sunday.

#### **Buses aren't viewed in a positive light.**

- The business community is too focused on getting cars into their ramps and doesn't yet view people waiting for buses as a positive.
- People don't perceive buses in the same positive light as trains.

#### **Funds are inadequate and dwindling.**

- The City needs more money for maintenance: plowing bike lanes, patching potholes, fixing streetlights, etc.
- Funding for operations is needed to protect what we have, and there are even darker clouds ahead.

#### **There are many hurdles to increasing mass transit and walking and biking opportunities.**

- We give priority to mass transit, biking and walking only when it's relatively easy. We're pro-bike until it's time to shrink a car lane. It's hard to make choices with limited space.
- Biking as transit remains a challenge.

*continued on next page*

## Integrated, multimodal transportation choices border-to-border

### What isn't working *continued from previous page*

- What will happen with bikes when Hennepin becomes a two-way street? What about bikes on Nicollet Mall?
- Some places don't want park and rides because of safety concerns.
- North Minneapolis doesn't have the transit it needs.
- Perceptions of equity across the metro area, especially in the east metro, result in political questions instead of logistical questions.
- Instead of pulling in the same direction, we have conflict.
- There are no geographic limitations in the metro area, so housing construction occurs in all four directions. As a result, we need systems for commuting in all four directions.
- It's too easy to build and buy housing far away. Making seniors dependent on cars doesn't make sense, yet they're building senior housing out past Interstate-694.

### What should be done next

#### Take steps to encourage more people to take mass transit or bike or walk.

- Make transit more foolproof. Place rider information along bus routes.
- Provide real-time bus arrival information on mobile phones and at bus stops.
- Institute a fare freeze in downtown.
- Provide incentives to bus, walk or bike to downtown. Look beyond commuter trips and try to capture the lunch and meeting trips as well. Help people view mass transit as more convenient than driving.
- Ensure that mass transit is good looking, safe and timely.
- Make mass transit support a 24-7 urban lifestyle.
- Provide a Metropass for all Minneapolis residents.
- Have high school kids ride Metro Transit buses.
- Have a "CEO Bike to Work" day.
- Add amenities and streetscaping to make walking more attractive and pedestrian-friendly.

#### Require more of businesses and developers.

- Make bike showers mandatory for some development projects.
- Make the connection between transit and development, especially along rail corridors.
- Make it harder to build in outlying areas. Charge developers an impact fee. We shouldn't be afraid to say it costs more to build and buy housing far away.
- Make Transportation Demand Management requirements stricter.
- Require Transportation Demand Management

measures as part of any remodeling or building project.

- Require all employers with more than 20 employees to have a Transportation Demand Management plan.
- Have developers set aside Transit Demand Management funds for the downtown district instead of their own property. Then, when ownership changes, the original commitment could still be honored.
- Put limits on drive-throughs.
- Improve integration of Access Minneapolis with development review for greater consistency.

#### Push for change.

- Institute a transportation utility – create a demand charge.
- Reestablish Minneapolis as a transit hub.
- Reform the Metropolitan Council's transit funding.
- Name streets so we don't have addresses that are Third Avenue and Third Street.
- Lobby for transit funding. Changes need to occur on the national side. Increase the gas tax and put more money in transit capital.
- Get the Minnesota Department of Transportation on board with the Complete Streets Movement, which aims to broaden the use of streets from a cars-only focus to a broader focus that would ensure streets that can safely be used by pedestrians, bicyclists, motorists and transit riders.
- Connect air quality and transportation in people's minds; promote mass transit, walking, biking, car-sharing and energy conservation.

*"\$4-a-gallon gas helped people see that the status quo isn't sustainable. The high price of gas was a blessing for mass transit. Peoples' eyes were opened."*

*- Intergovernmental Relations employee*



# Walkable, bikable, swimmable!

## What's working

### Minneapolis has an amazing infrastructure.

- Our parks and beaches are real assets.
- Minneapolis has a physical infrastructure for biking and walking as well as staff members who are assigned to promote biking and walking. The bike/walk program in Public Works is unique.

### We're working to retain open space and address stormwater issues.

- Minnehaha Creek is being restored to a more natural state.
- Critters are returning to parts of the city.
- We are putting resources toward keeping our water clean. The public health monitoring program works well.
- Cooperation among organizations to treat and manage stormwater has resulted in better water quality.
- Social norms have developed about picking up pet waste.
- Neighborhoods have gotten on board about water quality and runoff from yards.

### Our culture helps us accomplish our goals.

- We have an engaged public. People come to meetings with research done and ideas to help.
- Minneapolis has a culture of innovation and risk-taking.
- We're willing to put resources toward walking, biking and water quality.
- A bicycle culture has developed. As a result, the City doesn't have to sponsor every bike event — other entities are organizing events.
- The relationships among City and Park and Recreation Board staff who serve on the Bicycle Advisory Committee have made it easier to raise issues and be frank with one another.

### Minneapolis has national visibility.

- The \$200,000 planning grant for the river corridor is due to the fact that the infrastructure pilot program is here.

## What isn't working

### Winter limits our activities.

- Winter weather prohibits biking and swimming.
- Sidewalks can be slippery, and they aren't always shoveled. Pathways to transit stops are also a problem.

### Signage and information is inadequate.

- Nonresidents and new users can have a hard time finding or using our bike resources.
- There are Minneapolis residents who don't know the greenway exists.
- Maps, safety materials and other information could be more centralized; outreach could be more intentional.

### We haven't reached our biking and walking potential.

- In other cities, people consider a seven- or eight-block walk routine for errands and short trips. In Minneapolis, it's only three or four blocks.
- Other cities have Web sites with walking tours; we don't do that.
- Connections from Minneapolis to surrounding communities could be improved.
- Both bikers and drivers lack personal responsibility and commitment to obeying traffic laws. When it comes to how people drive and bike, "Minnesota nice" isn't so nice anymore.

### Funding is inadequate.

- When a pilot project ends, the funding dries up.
- Eventually, all Minneapolis lakes could be designated as "impaired waters." When that happens, costly measures will be required.
- We build good infrastructure but fall short on programming.

- There's not enough money for maintenance and reconstruction so we can't deliver on public expectations.

### We miss opportunities and haven't addressed inequities.

- North Minneapolis lacks bike/walk destinations and access to facilities.
- We aren't involving communities of color.
- We don't tie our bike/walk efforts to health issues — especially those facing communities of color and areas of poverty.
- We miss opportunities to bike on streets because of safety concerns.

### Multiple jurisdictions make it harder to get things done.

- Conflicting goals of the City, Park and Recreation Board and watershed district get in the way of some projects.
- The stormwater utility creates a divide between the Park and Recreation Board and the City.
- There's no unifying, regional vision. A lot of silo efforts means we sometimes work at cross-purposes.

### Developers aren't on board.

- Developers don't have information about the economic value of biking and walking; they need to be convinced to provide facilities for biking and walking.
- Developers are missing the opportunity to create more pedestrian space in front of buildings.

### Exotics and invasives threaten our environment.

- If and when zebra mussels get here, we won't have beaches. No one is taking leadership on this.
- Walkers want trees, and the emerald ash borer is endangering our tree canopy.

# Walkable, bikable, swimmable!

## What should be done next

**Designate key bike trails and sidewalks as snow emergency routes so they get priority maintenance.**

**Promote walking and biking.**

- Place street furniture in downtown and in neighborhoods where people walk. Provide economic incentives for private landowners to make benches available in their neighborhoods.
- Plant trees downtown to make walkers view downtown as safe and walkable.
- Promote walking as a commuting option.
- Make walking easy, informative and fun.
- Offer incentives for businesses and developers to promote biking and walking.
- Promote winter biking by offering winter biking clinics and providing information about winter biking gear.
- Help neighborhoods visualize bike infrastructure by doing a pilot project or showcasing bike infrastructure. If neighborhoods can see working bikeways, projects won't seem so threatening and there would be less of a "not in my backyard" reaction.
- Provide continuing education to staff. For example, offer engineers professional development education about non-motoring options.
- Share lessons learned and successes about innovative economic development around bikable, walkable projects.

**Think long-term.**

- Fund maintenance, not just construction.
- Hire a full-time bike coordinator.

- Hire a pedestrian coordinator.
- Develop comprehensive management plans for lakes.
- Address our two remaining frontiers: 1) above the falls/upriver and 2) the missing Grand Rounds link.

**Seek funding.**

- Lobby for buses, streetcars and urban-interest projects so that local — not just regional — transit gets money when the federal transit bill is reauthorized.
- Make our needs known to ensure Minneapolis gets its fair share of the money that will come from the newly passed amendment to the Minnesota Constitution.

**Promote driver and biker civility.**

- Promote driver and biker civility and traffic lawfulness as civic responsibilities.
- Organize a community campaign led by a well-known person to challenge us on the need to slow down and pay attention to one another.
- Train the police and others to enforce traffic laws strategically for all users (drivers and bikers).

**Improve community engagement.**

- Be more equitable when setting meeting times and locations.
- Make greater efforts to involve communities of color.
- Involve all generations. If we don't create stewards now, we'll lose future public support.

**Make it easier for residents to get credit for rainwater diversion.**

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*"The water quality in our Chain of Lakes is unheard of for a city this size."*

*- Watershed District employee*

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## Customer-focused, outcome-based, performance-driven development services

### What's working

#### **The reorganization and reconfiguration at Minneapolis Development Review has improved service.**

- Minneapolis Development Review changed its arcane process. While the old system was designed to avoid accountability, the new system moves us toward clearer lines of authority and greater accountability. We also instituted timelines for every portion of a project.
- The parking lot is very popular with contractors because it makes it easier to come in, do their business and leave. It was a simple fix.
- Working together at Minneapolis Development Review is so much nicer now. Working in proximity of one another builds ties between staff and means it

takes less time to get things done. Even if we aren't under the same organizational chart, we can look at the same plan at the same time now.

#### **The Business Advisory Committee keeps us on track.**

- The Development Review Business Advisory Committee surveys our customers and immediately starts to investigate if it sees customer service ratings go down.

#### **311 serves as a gateway to City services.**

- 311 staff is meeting a customer-focused mandate.
- As a caller, I'm a fan of 311. They practically walked me hand-in-hand to the recycling center.

### What isn't working

#### **There are still organizational silos and weak inter-departmental connections.**

- Preliminary development review is not always happening.
- The planning process can be frustrating — especially if you keep running into additional hurdles. The preliminary development review concept is great, but there is still resistance.
- Inspections and Public Works don't collaborate enough in the development process.
- The concept of development coordinator is working, but approvals still slow down when the project reaches Public Works. Some things happen concurrently — but they are separate processes. Projects are subject to a Public Works review *after* going through the Planning Commission process.
- We don't coordinate the "discovery" phase. We wait until a preliminary plan is ready. If a customer requests early coordination, we'll do that — but the customer has to ask.
- Staff may be assuming that customers are more sophisticated or knowledgeable than they really are. It's not the customer's job to have a list of regulations. There are so many unwritten City policies that it's difficult for unsophisticated customers to understand the process or know how to navigate the system.
- 311 can't do more than departments allow it to do.

- The City hands over too much control to neighborhoods. Neighborhoods do not have transportation/traffic flow expertise. Sometimes the result is a mess.
- To developers, some aspects of neighborhood involvement just look like a delaying tactic that costs them money.
- Right now we have a shotgun approach to development in the core city.

#### **Project complexities and interconnections raise customer service challenges.**

- Preliminary development review could work better, but we may never reach 100 percent because of the complexity of real estate decisions.
- Public Works can't do a final approval on a preliminary plan. If something changes, then we need to look at it again. Issues are often complicated and require research. Making connections between transportation issues and economic development policy remains a challenge.
- Where there's not enough right-of-way, we have to make choices.
- The process for erosion control and stormwater runoff review needs re-engineering.

#### **There are customer service limitations because of human limitations.**

- It still comes down to individuals. When people are vindictive, it's not a lot of fun.
- The consistency within our own division varies. With multiple department heads involved, holding individuals accountable remains a challenge.

#### **Some processes take too long or are inappropriate.**

- Six to 12 months to obtain a wrecking permit is too long.

## Customer-focused, outcome-based, performance-driven development services

### What should be done next

#### Make additional internal process and communication improvements.

- Include a Public Works representative at Planning Commission meetings so Public Works issues don't hang out there.
- Involve Inspections and Public Works earlier in the development process so they can work concurrently.
- Clarify roles and processes to make it clear how these are interrelated. Instill that we're here to be problem-solvers — not just regulators. We shouldn't make it more difficult than it needs to be. The City should determine what the rules are and decide who is accountable and has authority. We should instill predictability by making it clearer that, if a customer does this, here's what the customer will get.
- Develop written policies on issues that relate to development so customers understand the processes and know how to navigate the system.
- Make preliminary development review a more transparent process with clear paths and accountability.
- Use the Business Advisory Committee to improve communication among departments.
- Expand opportunities for e-permits.
- Upgrade technology.
- Collaborate with the watershed district.
- Improve the contractor inspection process.

#### Refine the neighborhood input process and be clear about expectations.

- Elected officials need to have backbone and better frame what neighborhoods can have input on and what issues will be dealt with by professionals. Elected officials need to help neighborhoods recognize the importance of business and development in their neighborhoods.

#### When it comes to transportation, think big picture.

- We're on the cusp of huge transportation projects such as the Central Corridor and the Urban Partnership Agreement. We need to know how to finish in such a way that they're connected, so people can get out and walk or shop.
- Transportation planning is more than mass transit. Consider walking, biking, deliveries, access, etc.
- Encourage more rapid transit. When it comes to transportation, don't do what's cheapest — do what's best in the long range.
- Change the rules for parking to encourage people to take mass transit instead of driving.
- Create job centers along transit routes — not just at the end spot. That way, people don't have to drive and then get on a bus or train to come downtown.
- Make City project guidelines apply to private projects.
- Instead of a shotgun approach, focus on retail and entertainment in the core city. Take action to help get people downtown easily and without fear of crime.

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*"As a contractor, I had a never-again sentiment about plan review five years ago. Now, that sentiment is gone, and I volunteer to go to plan review."*

*- Architect*

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## Northstar completed, Central Corridor under way, SW Corridor fully designed

### What's working

#### The Northstar line is on schedule and will likely open in November 2009.

- The Big Lake maintenance facility is basically done.
- The Fridley station has received funding.
- Thanks to the Northstar line, light rail is extended to the ballpark.
- A lot of track work on Fifth Street is done.
- We're doing our best not to disrupt local businesses. The hard hat special provided discounts to people patronizing businesses impacted by construction.

#### The Central Corridor line is on schedule.

- The Central Corridor is viewed as the premier east metro project.

- Minneapolis doesn't face the same level and types of community impacts with the Central line as we had with the Hiawatha Line.

#### The pace of the Southwest line is going well.

- This is clearly the next line. The suburbs are excited about having the line.
- The Southwest line will have higher ridership than the Hiawatha Line.

#### Minneapolis has a good reputation.

- We can put shovels in the ground. We're quicker than large agencies. Minneapolis has a good reputation — that's a huge resource for a city.

### What isn't working

#### The Northstar line faces political and funding challenges.

- Politically, having Minneapolis viewed as a hub is a problem — it just raises the east metro's concerns. Saint Paul doesn't want to be a spoke in our hub.
- Northstar is entirely Metropolitan Council operated, and the Met Council is looking at continuing operational shortfalls. It raises the question of whether the Met Council should be running things outside of its jurisdiction.
- We're concerned about bus service opt-outs and service and route cuts.
- The Bottineau Corridor transit options are still under consideration.

#### The Central Corridor's incredibly aggressive timeline is both good and bad.

- It's getting done, but there's a lot of collateral damage along the way. We have to decide if the environmental mitigation is adequate. If we comment, we stir the pot. It's a fine balance: we want the corridor, but we also want to address environmental mitigation.
- The University of Minnesota could throw a wrench in the project by saying it doesn't like the current alignment. There could be a massive delay if it argues against the alignment.
- The problem with the speed of the review is there's no advance information. We're presented with the information and asked to comment on it. Although there are some areas where the City and the University of Minnesota agree, it's hard to coordinate our positions and keep to the schedule. We have to advocate for our own interests.

- The City's challenge is the traffic impacts. How do we maintain emergency vehicle access on Washington Avenue? We can do all the modeling we want, but we won't know how it will *really* work until it's done.
- The Central Corridor will completely reshape part of the city. Ideally, we should be talking about how it will reshape where we put people, but we don't have the time or the money to pay for that. We're just trying to survive.

#### The Southwest line faces alignment and funding questions.

- Minneapolis still has to resolve the issue around the two different alignments. The suburbs are impatient, and, if we don't decide, they could decide for us. Other interests have a veto card. We need to sort out our issues, but we're hampered by the fact that the data isn't available yet. Better data will help us make a better decision. A big factor is ridership forecasting and that won't be ready until spring.
- Funding is in question. It will cost around \$1 billion and will require federal, state and regional rail money. The schedule will be impacted by the lack of money or be accelerated by new federal funding guidelines.

#### We lack funds for Hiawatha Line improvements.

- We need to maximize pedestrian connections at Hiawatha Line stations. The pedestrian and bike master plans will help, but the problem always comes back to lack of funding.
- The Franklin Avenue Station could be so much better, but we have no money.

# Northstar completed, Central Corridor under way, SW Corridor fully designed

## What isn't working *continued from previous page*

### **We don't have the resources to deal with the wide implications of projects.**

- We're always playing catch-up. How do we manage multiple systems at once? We don't manage projects — we're supporters.
- Because we look at stations instead of systems, we lose sight of development-related needs and details such as water, sewer, lights, etc. Then we realize it's all more expensive

than we first thought. Developers just look at the immediate surface and don't see water and sewer implications or the big work involved with utility relocation. We don't project the development's impact on the intersection that's three miles away.

- Station area funding shouldn't fall so heavily on the City; it should fall on the project, but that's not likely to happen.

## What should be done next

### **Support the Northstar line.**

- Support the east metro in generating projects.
- Take advantage of opportunities related to the extension from Big Lake to St. Cloud.

### **Integrate the Central Corridor line.**

- Use study teams to determine if these stations are accessible and integrate the stations into small area plans. Create a funding mechanism to accomplish this.

### **Move ahead on the Southwest line.**

- Manage the politics and control expectations so we can sort out our alignment issues. Determine which alignment will have the best development potential.
- Embrace the 2015 date, even though the funding is in question.

### **Examine infrastructure costs and implications.**

- Improve the development review process to set a clear policy on infrastructure costs related to development.
- Create a new local source of money for local infrastructure improvements. Tap private sector partners to help us figure that out. The private sector gets that it just can't be all government.

- Consider the impact of development on nearby areas and infrastructure; rethink nearby systems and leverage projects to deal with development impacts.
- Maximize bike and pedestrian connections.
- Use small area planning.
- Use the 2010 group for visioning.

### **Involve the private sector.**

- The City depends too little on the private sector for station design. Look to the private sector for funding and design because, in the long run, it's good for business.

### **Carve out space for train maintenance.**

- Trains are great, but we need space for maintenance stations on the perimeter of downtown. The impound lot is a key piece. Relocating the impound lot will be painful, but we need the space.

### **Be advocates instead of responders.**

- If the City doesn't take an active role, we aren't protecting our interests. Constitutionally, local governments have the highest authority. We could leverage that.
- Be ready on four or five projects at once because a lot of things — a new administration, the quest for energy independence, etc. — are lining up to support transportation initiatives.

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*"If we're not shovel-ready, we'll lose out."*

*- Public Works employee*

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# Streets & avenues: reopen Nicollet at Lake, revitalize Broadway & Lowry, realize Washington Boulevard

## What's working

### We're thinking about roadways in a broader context.

- There's greater interest in making all our streets more livable.
- There's increased recognition that transit modes are interrelated and interdependent.
- We're doing more to integrate multi-modal transit improvements.

### We're making progress on key initiatives.

- When completed, Lake Street will be nicer looking and easier to travel.
- The opening of the Midtown Greenway provided a public relations benefit for the Lake Street area.
- Three-quarters of Lowry Avenue between the

west city limits and Lyndale Avenue North has been reconstructed, and the rest is slated for this construction season.

- West Broadway Alive is moving along well. City planners made a real effort to engage the community.
- We're seeing meaningful progress — economic development, housing and streetscaping — along commercial corridors in north Minneapolis.
- Off-peak hour parking meters have been installed on Washington Avenue.
- The neighborhood raised \$25,000 to plant trees along Washington Avenue.
- There's an informal understanding that a new ramp alignment should be designed to relieve traffic pressure from Interstate-35W into downtown.

## What isn't working

### Our comprehensive plan is being held hostage.

- We need to implement the City's new comprehensive plan, but it's being held hostage by the Metropolitan Council. While the plan sits, the City is in limbo. We can't say "no" to projects we oppose, and it's harder to push for the projects we want.

### Economic and social issues impact our plans.

- The Nicollet and Lake community is eroding. Without economic stimulus, you won't see investment in this area.
- Small businesses are getting priced out of the city.
- We're paying a lot of attention to the Broadway and Lowry business nodes, but there are lots of vacant houses. Without housing, there can be no support for businesses.

### City tools can only go so far.

- The City's tools to promote growth — infrastructure, tax increment financing, etc. — are helpful, but not enough to promote investment. We need a market catalyst.
- The Public Works capital program sets out a five-year schedule to fix infrastructure, but Public Works can't always know when development will occur. As a result, some areas are short-funded and no right-of-way or replacement costs are built in. There isn't a total package that encompasses infrastructure *and* development. We haven't clarified whether Public Works' role should be extended to include earlier involvement in economic development projects.

- South Nicollet is a high priority. The City is addressing the section from 31st to 40th as a reconstruction project in 2014/2015. Even though the plan includes the section from 28th to Lake Street, there's not much Public Works can do until the Kmart site is developed.

### Progress is stalled on Nicollet and Lake.

- Without relocating Kmart, Nicollet can't be reopened and we're unlikely to get federal assistance for a new bridge over the Midtown Greenway. The Kmart site needs more visibility to generate private sector interest; we don't have a focused project.
- The plan for Nicollet and Lake is hampered by on-again, off-again capital dollars and site assembly funds.
- Although there's support from elected officials and residents to reopen Nicollet, City departments don't seem to be stepping up to make this happen.
- City departments are working on reopening Nicollet. Staff believe there is energy for market change, and are perplexed by this situation.

### Lowry Avenue faces challenges.

- Lowry Avenue between Second Street North and Marshall Street NE is closed and will not be reopened until a new bridge is built.
- There is no roadway plan for Lowry and Central. The County has put millions into Lowry, yet we're not seeing the improvements we had hoped for. We need more help with redevelopment.

*continued on next page*

## Streets & avenues: reopen Nicollet at Lake, revitalize Broadway & Lowry, realize Washington Boulevard

### What isn't working *continued from previous page*

#### **We don't always think enough about the big picture or long-term consequences.**

- It was a mistake to shut down Third Avenue North for the ballpark and block Nicollet for a Kmart.
- When we put forward the Bus Rapid Transit station, we didn't talk about what would happen at street level; vertical circulation from the bridge to the greenway wasn't in the conversation.
- Planning related to Lake Street and Nicollet is tangled together. Portions of our infrastructure are deteriorating and won't last until the I-35W interchange there is rebuilt.
- The Metropolitan Council's map arrows point *out* of Minneapolis instead of *into*

Minneapolis. There's a political statement made by the direction of those arrows.

- We're too vehicle-focused.
- City government needs to do a better job of seeking creative ideas from the private sector.

#### **We don't incorporate streetscaping from the start.**

- We don't plan for trees from the beginning. As a result, planting is more costly and difficult because we have to work around underground utilities. Tree planting on Washington Boulevard should have been done in the first place.
- The first sketch of the Second and Marquette project didn't show trees. We can do better.

### What should be done next

#### **Reinvigorate the effort to reopen Nicollet at Lake Street.**

- Get City staff and private sector representatives together to brainstorm about replacing Kmart with something new. Creative ideas and market interest will come from this.
- Step up City efforts to create market interest for reopening Nicollet.
- Plan for a seamless vertical connection between the Bus Rapid Transit station on the bridge over I-35W and the Midtown Greenway.

#### **Get the City and County talking about Washington Boulevard. Get the freeway ramp shovel-ready so we can take advantage of stimulus funding.**

#### **Change our way of approaching street projects.**

- Downsize roadway plans for the traffic volume we want.
- Exercise a stronger voice through municipal consent so we build roads we *want* rather than roads we'll *accept*.
- Don't make decisions that stop us from making a truly gigantic fix in the future. Agree now on what the project *should* be — even if we can't do it now.
- Get ready with transit for the area north of Washington Boulevard. Set policy for the entire area rather than limiting planning to half a ramp.

- Set aside dollars for economic development infrastructure.
- Preserve people space in neighborhood corridors. Put more effort into projects that support pedestrians, bikes and buses.
- Insist that vital streetscaping be incorporated in projects from the start. Plant trees right away to ensure we don't have to work around underground utilities.
- Encourage businesses to routinely install public art to enhance street projects.

#### **Don't shut down any more of our streets.**

- Learn our lesson from the ballpark and Kmart — never sacrifice the grid for development. The grid is more important than any building.

#### **Offer incentives.**

- Develop incentives to encourage businesses to open along Nicollet and Lowry.
- Create more incentives for bike-riding or taking public transportation.

#### **Improve departmental coordination and involvement.**

- Clarify the roles of the Public Works and Community Planning and Economic Development departments so we can integrate infrastructure and economic development.
- Involve Public Works in streetscape planning.

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*"Because our planning is driven by traffic volumes, we're always thinking about expansion. Instead of fitting roadways to the traffic volume we project, let's design streets for the traffic volume we want."*

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*- Public Works employee*



## Energy into renewable & alternative energy

### What's working

#### **There's a lot of interest in renewable and alternative energy.**

- Minnesota is the No. 1 customer participating in wind energy purchases, and 7,600 Minneapolis customers have signed up for wind source energy.
- Minnesota is host to many solar programs and initiatives.
- Commercial energy conservation programs — especially lighting — are going well.

#### **Energy mini-grants generate interest.**

- Minneapolis is one of the few cities that offer mini-grants for energy.
- Mini-grants generate great ideas and community interest. Minneapolis has had innovative outcomes and lots of participation.

#### **Minneapolis is a leader in alternative transportation.**

- Public Works just took delivery of its first two electric cars, in addition to the mayor's Prius. It also has hybrids and retrofitted diesel vehicles.
- The City's strong land use designs promote biking, walking and taking public transit.
- Bus ridership is high, and we're seeing hybrid buses on dense routes.
- Our light-rail line investment is paying off.
- Biking in Minneapolis is fabulous. One-fourth of bike commuters bike to work year-round. Thirty buildings have shower facilities.
- Some businesses are paying for employees' walking shoes or are encouraging their staff to take the light rail to the airport.
- The car-sharing — HOURCAR — program is wonderful, and it will soon have a solar car charging program.

### What isn't working

#### **The City is not emphasizing efficiency enough.**

- The City goes too soon to renewables when focusing on conservation would result in more green value. Conservation isn't very sexy, but it saves a lot of money.
- Residential energy conservation programs are underused; they're probably only at one-tenth of capacity. We need a new approach.

#### **Minneapolis can't go it alone on carbon reduction.**

- If the City does this on its own, it's hard and expensive. If we work statewide and partner with Xcel Energy, we could get better results.
- We spend a lot of time developing things when we could be expanding upon what others have done already.
- We need a tighter focus on what we want to achieve.

- The City's goal of 10 percent use of renewable energy is a challenge. We need a more explicit legislative agenda.

#### **We haven't made energy conservation a routine part of the development process.**

- All energy use can be modeled, but very few people do this when planning to remodel or build new.
- Developers come to Development Review after the building has been designed. Alternative or renewable energy isn't a City requirement.
- Constructing better buildings is seen as a sideline business rather than a mainstream business. It's new and people don't understand it.

#### **We could do more to promote biking.**

- We need more bike racks, bike parking and showers. Private buildings could do better.

## Energy into renewable & alternative energy

### What should be done next

#### Get information to builders and remodelers.

- Get to the developers, architects and investors who are modernizing and constructing buildings *before* the design is done. Find ways to systematically direct builders to existing services before it's too late to rethink building design.
- Share success stories (e.g., how much money a business saved by reducing its carbon dioxide footprint) to convince businesses to do more.
- Create an information clearinghouse to make it easier for the average person to find out what can be done. If everyone had information, more would happen.

#### Make constructing better buildings a mainstream activity, not just a nice-to-do activity.

- Make energy efficiency part of the review and permitting processes. Require an energy audit as part of the development review process.
- Reduce process barriers and eliminate old government rules that don't make sense anymore.
- Provide incentives to builders and remodelers to meet the State's 2030 efficiency goals for architecture.

#### Generate interest in energy savings.

- Find ways for businesses to tout their energy-saving accomplishments. Create a buzz.
- Place a comparison graph in utility bills to show customers what makes financial sense.

#### Do more to encourage alternatives to driving.

- Encourage buildings to share shower facilities for bike commuters.

- Offer bike sharing.
- Provide transit passes to people invited to meetings.

#### Create and utilize partnerships.

- Partner with or lobby the State for incentives or policy changes.
- Advisory committees should look at the State's solar energy policy and explore new ways to finance solar.
- Seek out larger economic players.
- Minneapolis should be a cheerleader for communities and encourage community partnerships.
- Be a better partner with Xcel Energy. There's a public perception that energy companies aren't our friends — we should help break down that barrier.
- Coordinate efforts on big infrastructure improvements. If the City is tearing up a street, it's an opportunity for Xcel Energy to make improvements.

#### Look at the big picture.

- Put a price on carbon so that solar is cheaper than coal. On-site solar would happen more readily if we'd view the whole picture and look to the future.
- Replace energy-generation with energy-value and view it as a business opportunity. When we have good metrics, we can articulate long-term proposals.
- Understand that green job generation is in insulation and retrofitting. These entry-level jobs are great opportunities for young people.
- Make the Hiawatha Line substation more efficient.

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*“There’s a huge buzz about renewables, however, there’s more buzz than reality. We think we’re doing more than we are.”*

*- Clean energy advocate*

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## Replant, restore, reverse our urban forest

### What's working

#### Trees are now recognized as infrastructure.

- Our database allows us to assign trees a monetary value and make trees part of the City's comprehensive plan.

#### Tree planting efforts and programs are popular.

- Affordable trees offered by the Tree Trust sold out within three days.

- Neighborhood Revitalization Plan groups have chosen to use neighborhood funds to plant trees.

#### People value and appreciate trees.

- A recent Park and Recreation Board survey found that peoples' top priority is to have trees in their neighborhoods and parks.

### What isn't working

#### We have underserved areas.

- There are commercial and industrial areas that don't have trees.

#### Urban areas are difficult environments for trees.

- Trees are harmed when grass and roots are taken out for street and sidewalk construction.
- We lack the physical space to fit trees into boulevards and other public spaces.
- Many species aren't capable of surviving in the urban environment.

#### Emerald ash borer is coming.

- We're facing the potential loss of 30 percent to 50 percent of our trees due to emerald ash borer.

#### We haven't achieved our goal of revering trees.

- Many people take trees for granted.
- Kids don't spend enough time outdoors, and they don't understand the value of trees.

#### Regulations and enforcement are lacking.

- We don't have "tree cops" to make sure our process for protecting trees is followed at the street level.
- The State won't develop a statewide licensing requirement for tree care firms. The licensing task force report sits on the Minnesota Department of Agriculture's Web site, but the Shade Tree Advisory Committee has been transferred from Agriculture to the Department of Natural Resources, which isn't doing anything. As a result, there's no statewide enforcement or coordination.

- People are unwilling to take preventive steps to slow the arrival of emerald ash borer. We need to stop the firewood flow now. This is a State issue, but the State is unwilling to take responsibility.

#### We could be more helpful.

- It's too hard for residents to get a list of registered certified arborists. To get a printed list, a resident has to pay \$5 for two pages of paper, and there's no option for getting that list online.
- When tree stumps aren't removed promptly, it irritates residents.

#### Money and resources are inadequate.

- Park and Recreation Board funds are focused on organized recreation. Forestry doesn't even have a line item for tree planting.
- We should be on a three- to five-year pruning cycle; instead, we're on a seven- to 10-year cycle. That's not enough to accomplish the goal of "no net loss."
- We don't have the resources to deal with emerald ash borer.
- We're losing our tree canopy cover. Our tree canopy loss ratio is 20-to-1 when we plant small trees to replace large, old trees.
- We need aerial photography of tree crowns included in GIS so we can have a baseline to determine needs and track progress. However, we don't have funds to get it started.
- We work with only one school each year for Arbor Day. With 60 schools, we aren't reaching enough kids.

# Replant, restore, revere our urban forest

## What should be done next

### Strengthen the City ordinance and develop additional tree guidelines.

- Amend the City ordinance so we can quickly take out infected ash trees. The Minnesota Department of Natural Resources should develop a model ordinance so cities don't have to start from scratch.
- Develop guidelines for builders; the Great River Greening Project could serve as a model.
- Change some of our existing private land guidelines into regulations. Private land is more significant to the urban forest because there's more private land than public land.
- We need "tree cops" to make sure our process for protecting trees is followed.

### Lobby the State to do tree care firm licensing and make the information available online.

- Cities should throw their weight behind statewide licensing and enforcement of tree care contractors.
- Place the list of registered certified arborists on the City's and Park and Recreation Board's Web sites so homeowners can do their own homework and hire qualified tree care firms.

### Create a tree planting plan to replace ash trees as we lose them.

- Adapt our removal and replacement strategy to view ash losses with a disaster response plan.
- Think systematically about what we're going to replant.

### Encourage others to plant trees or pay for tree planting.

- The watershed district, which has levy authority, should underwrite tree planting because trees help reduce sediment runoff.
- Use a multi-jurisdictional approach to pay for tree planting.
- Find ways to do more tree planting on County rail corridor property.

### Review our tree planting policies and assumptions.

- Do aerial mapping to update our baseline tree canopy report.
- Rethink our urban forest investment assumptions. Right now, boulevard trees get all the attention, but a street tree is a 30-year tree while a park or yard tree is a 60-year tree. Pay attention to who will water and care for trees so the trees we plant will last.
- Put more effort into planting trees downtown even if they present liability issues. Downtown trees offer livability benefits while improving air quality and lessening the urban heat island effect.

### Find more ways to involve people.

- Reach out to kids via technology (texting, for example).
- Create an eco-mentoring program for schools.
- Create a green team of parents and kids to pull weeds and remove invasive species.
- Enhance Arbor Day by adding curriculum and class work.
- Reach out to charter and private schools, not just public schools.
- Use Earth Day volunteers to plant and care for trees on Earth Day.

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*"Other than insect pests, the biggest threat to our urban forest is tree care firms that don't know what they're doing. Bad contractors harm a tree for life, and the pool of bad contractors is huge."*

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*- Arborist*



## Arts – large & small – abound & surround

### What's working

#### **Art is everywhere and art opportunities are available to everyone.**

- Visual art is now seen along the Hiawatha light-rail line and on bridges and other public structures.
- The 8<sup>th</sup> Ward art mapping project alone identified 1,300 artists who live or work in the 8<sup>th</sup> Ward, and that total didn't count amateur artists and performers.
- There are many opportunities to be involved in the arts as an adult without being involved professionally.

#### **The City is committed to incorporating public art into projects and promoting the arts.**

- Public art is fully integrated into our infrastructure process. The commitment to involving visual artists early in the planning process leads to better results.

For example, art was integrated into the new public library from the beginning.

- The mayor called together the five directors of the art institutions that recently completed major capital projects. He got people to work together to get national and international media attention. As a result, they promoted the entire Minneapolis arts scene as a tourist attraction.
- We took advantage of the media exposure generated by the Republican National Convention to promote Minneapolis' arts and culture scene. The riverfront media party and Spark 24's marathon of free performances and exhibits convinced visitors that our arts scene is special.

**\$500 million in arts capital expansions occurred within an 18-month period.**

### What isn't working

#### **Small and mid-size arts groups need more attention and funding.**

- The City, foundations and private donors focus on the large institutions instead of supporting the whole arts ecosystem. We don't pay enough attention to small arts organizations or minority arts groups. For example, the City's land write-off to help with a parking garage went to a large organization.
- The City's focus on capital projects doesn't help small organizations that are struggling to pay the rent.
- The City doesn't view small arts organizations as businesses.
- Funding is an issue for small and mid-size arts groups. Little pieces of restricted money only keep them on life support. Nobody supports the administration of arts organizations.

#### **Artists need implementation assistance.**

- Arts people are high idea people but they don't always know how to move from the visioning stage to implementation.
- The City doesn't have a sustainable model to advocate for artists and the arts.
- Arts people don't know how to connect with local government.

#### **There's not enough coordination among arts organizations.**

- Arts organizations have such skeletal staffs that they don't have the time or resources to coordinate calendars or arrange shared services.

#### **We don't project our diversity.**

- It's a "big white" arts scene. There is diversity, but people don't know it's here.
- We squelch the whole idea of outreach by assuming that diversity is only for an audience comprising a specific minority group.

#### **We don't tell people what's going on.**

- The City over-relies on its Web site. You can't pick up a catalog and see what's happening on any given day.
- There's no single place to get arts information. Meet Minneapolis has a portal to everyone else's site, but it needs to be updated.
- The Northeast Minneapolis Arts Association's one staff person updates the organization's Web site with event information, but the artists don't update their own Web pages.
- We don't communicate what the City is doing to promote and support the arts.

#### **Our abundant arts scene presents its own challenges.**

- There may be too many theaters in Minneapolis. Will these groups have to merge to survive?
- Instead of too many groups, maybe there are too many physical spaces? We can't maintain them all.

## Arts – large & small – abound & surround

### What should be done next

#### **The City should take on the role of arts convener and coordinator.**

- Convene funders, artists and arts organizations to talk about how to coordinate the arts scene. The City should adapt the strategy New York and Denver used to pay for convener costs.
- The City could play a role as matchmaker of services or facilities to arts groups.
- Create a theater alliance that could serve many organizations.
- Find a way to coordinate event calendars.
- Implement a shared marketing and ticketing service.
- Once or twice a year, get arts groups together so they can learn from each another and build contacts. Check back with the groups that met two years ago when the State Arts Board and the Historical Society convened a conversation. Let's learn what resulted from that meeting.
- Convene a City Council study session to learn what the arts community wants policymakers to do.
- Place an artist-in-residence in the City's bureaucratic infrastructure to advocate for and assist artists and arts organizations.

#### **Improve communications and outreach.**

- Look for ways beyond Web sites to communicate about the arts scene.
- The Arts Commission should do more outreach.
- Promote arts events to local audiences, not just people from outside the Twin Cities.
- Follow up on the exposure generated by the Republican National Convention and promote Minneapolis' arts scene on a national basis.
- Help funders understand that not every program has to have a component for children. Encourage funding to develop professional artists and provide programming to adults.

#### **Provide greater support to small and mid-sized arts organizations.**

- Look for ways to support smaller organizations and minority arts groups. For example, the City could dedicate land to minority arts groups.
- View arts organizations as businesses and employers. The City should integrate support for them to ensure they exist and survive. Give them the same support that is provided to small businesses.
- Help small arts groups struggling to pay the rent with operating space.

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*“There isn't a venue in the city where we can talk about the arts on a regular basis. If art is a priority, then let's walk our talk and have routine meetings about it.”*

*- Arts association employee*

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## Upper Mississippi planned and proceeding

### What's working

#### **There's a renewed respect for the river and a commitment to protect and enhance this resource.**

- We're restoring the river and moving away from a river lined with industry.
- Comprehensive planning — Above the Falls and regional park plans, for example — is helping us move forward and obtain funding.
- Staffs are connecting multiple efforts and multiple jurisdictions. As a result, we're integrating plans.
- The Community Planning and Economic Development Department is keeping the focus on the river.
- The environment is being considered in land use decisions.

#### **We're seeing investment along and near the riverfront.**

- Coloplast, the Grain Belt Brewery project and the Pierre Bottineau Library are all examples of investment.
- The first phase of the river parkway is under way.
- Hennepin County will be reconstructing the Lowry Avenue bridge.
- Hennepin County has become more sensitive to community input. It understands the importance of bike and walking trails, and it's working with the Park and Recreation Board and Northeast residents.
- We've raised enough money to move the pioneer statue and plant 200 trees on the B.F. Nelson Park site.

### What isn't working

#### **The economic downturn and market practices are impeding development.**

- Right now, it's difficult to get anything financed on the private side.
- We're competing with other high amenity areas for new development.
- The Upper River is more difficult to redevelop because we're displacing viable businesses.
- It's difficult to get the market to look farther upriver than Gold Medal Park.
- The area between Lowry Avenue and 36<sup>th</sup> Avenue North looks like no man's land. Nobody pays attention to it.
- Coloplast is concerned about its ability to move toward its vision of a medical device campus. One side of the area is beautiful, but the other side is a scrap yard.
- Although Hennepin County is going ahead with the Lowry Avenue bridge, the trail connection is not funded.

- The emerging Riverfront Corporation presents a great opportunity for partnership.

#### **There's more resident interest and engagement about the river.**

- In north and northeast Minneapolis, people are talking about the river, bike trails, parks and shoreline restoration. When the public cares, they prod elected officials and things get done.
- The *Minneapolis River Forum Current* e-mail keeps people informed about events along the river.

#### **There are more opportunities for recreation and nature appreciation along the river.**

- The Carl W. Kroening Interpretive Center is coming into its own.
- The Mississippi River Trail's connection in Minneapolis is already on the ground and will be a key segment of the 3,000-mile system that eventually will connect the Mississippi Headwaters to the Gulf of Mexico.
- In 2010, there will be a bike trail from the river to northeast Minneapolis. That project has spurred discussion about a bike trail in north Minneapolis.
- Tour boats on Boom Island are doing well.
- More people are putting boats into the river.
- People are discovering that the river is one of the most spectacular fisheries in the state.
- Minneapolis is one of the few big cities with a national park within its boundaries.

#### **Our vision for the future and our action strategies aren't clear.**

- There's no consensus on the City's policy for river development. The policy is predicated on a robust housing market upriver, but the market is uncertain.
- It's a challenge for City staff to handle the workload. Given the extensive time commitment requirements, people at every level are wondering if the City's policy is still right.
- Hennepin County isn't incorporating stormwater management and green space early enough in its planning process.
- Keeping industry along the river to retain jobs hampers plans for green space.
- Navigation on the river will change in the next 30 to 50 years, but we don't know what demands will be made on the system and how that will affect infrastructure.

## Upper Mississippi planned and proceeding

### What should be done next

#### **Review and refine the City's plans and policies.**

- Times have changed since the City's policy was adopted. Take a look at land use issues, set priorities and determine what's doable within a reasonable timeframe. Set the stage very methodically — sequencing is important. Developers won't make decisions until they know what the City is doing.
- Work through policy inconsistencies in our industrial land use study so we can take a more holistic approach.
- Be ready for federal funding when it comes.

#### **Consider new tools and tactics.**

- Consider how to use the legacy sales tax funds.
- Because of eminent domain changes, we need to find new ways to gain control of key parcels. This economic downturn is a good time to purchase land that fits with our plan for the river.

- Think about the future use of tax forfeiture properties. There are big parcels we should be looking at.
- Find a solution for the scrap yards. There may be European models we can learn from.
- Keep artists in the city by purchasing buildings near the river to create affordable spaces.
- Don't harm our best cultural landmarks for green energy projects. The proposed St. Anthony Falls hydro development would impact historic and cultural areas.

#### **Maintain focus on development.**

- Create developer interest by making infrastructure improvements. Government action is needed to keep the momentum going until the market returns.
- Strengthen connections to the river via Broadway and continue with our plan for West River Road. Keep focused on these areas despite cost and time issues.
- Make use of the upper harbor terminal. It's an asset that can seed future development.

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*“Developers don't make the market – they follow the market. Developers don't like to be pioneers. To get the market to look farther upriver, you have to create more interest via infrastructure.”*

*- Developer*

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# Fully implement the City's sustainable work plan

## What's working

### **Our sustainability reports help keep us on track and moving forward.**

- The birthing process of the 25 indicators and targets was difficult, but the end product is good. We adopted a broad notion of sustainability, and we have a better idea of what's needed to sustain an urban community.
- The report enabled us to be more sophisticated in our approach to urban design and make connections between living well and sustainability indicators such as air quality.
- We're developing data for trend analysis. We can track progress and know where to focus our efforts.
- We're honest about our shortcomings. Minneapolis is one of the few cities that reports bad news. You can't solve a problem if you won't talk about it.

### **Sustainability has become part of the City's organizational culture.**

- City staff and elected officials are committed to the sustainability plan. We have achieved critical mass:

sustainability is a shared goal, not one person's pet project. Sustainability is connecting disparate elements of the City.

- Sustainability has worked its way into the Regulatory Services culture. Employees think about sustainability and work it into business plans.
- At the upper levels of Public Works, there's an awareness of sustainability's importance.
- We've also begun involving the Park and Recreation Board so we can begin integrating its efforts into the process.

### **The City adopted an environmental purchasing policy.**

### **The concept of sustainability is more accepted by the public.**

- People understand and appreciate what we're trying to accomplish.
- Most people now acknowledge climate change and the importance of energy issues.

## What isn't working

### **We aren't meeting some targets.**

- We're still not planting as many trees as we're losing.
- We need to do more regarding climate change and renewable energy.
- Health and wealth disparities remain.

### **The City sticks to its plan too much.**

- A lot of cross-department work has occurred, but we're too guided by each page of the plan. We need to go beyond the plan. We should be saying, "Here's what I'd like to do," instead of, "Here's what I have to do."

### **Is our effort sustainable if elections bring in new City leaders?**

- Mayor Rybak took sustainability to a whole new level. Will sustainability remain a high priority if new leaders are elected?

### **Schools, neighborhoods and businesses could be doing more.**

- Schools are still using Styrofoam. Sustainability needs to be part of the educational culture.
- Schools need to involve kids to ensure we make long-term change.
- Sustainability is not happening at the neighborhood association level.
- Business associations are not as involved as they could be.
- Sustainability isn't just government's role. The tree canopy target is an example. There are more trees

and places for trees on private property than on public property. It's not just about parks and public property.

### **Partnerships are lacking or could be stronger.**

- Public schools, charter schools and private schools aren't at the table.
- The University of Minnesota and Hennepin County could be more involved.
- The Park and Recreation Board is not as far along with sustainability as the City of Minneapolis.

### **We're stymied when sustainability isn't a priority for the region or State.**

- We don't hear about the State's sustainability plan.
- Cities can't be stricter than the State in enacting building codes.
- When it's a regional issue, we're limited in what we can do. Transit, land use and air quality are regional issues.
- Whatever happened to "smart growth"?

### **Budget problems and product availability hinder our efforts.**

- Investment exceeding the standard makes economic sense in the long run, but it's hard for people to look beyond the current payout to the economics of the big picture.
- Homeowners want to do the right thing, but contractors don't always have the product or they're unwilling to use it. It's not like HGTV where the product is always in the truck.

## Fully implement the City's sustainable work plan

### What should be done next

#### **Increase collaboration among agencies.**

- Share the upfront work on renewable energy with the school district, Park and Recreation Board and other entities. If we set aside egos and collaborate, we could do more. The effort to improve water quality in the Chain of Lakes is a good example of a successful collaboration.
- Contact the suburbs now rather than waiting for other leaders to step in.
- Find ways to spur friendly competition with neighboring cities.

#### **Improve existing buildings and grow industry capacity.**

- Use grants, mandates and incentives to encourage improvements to old buildings.
- The City should play a role in building business capacity (green roofs, for example).
- Encourage jobs for new arrivals in retrofitting housing.
- Because green jobs have excellent potential, leverage green benefits to business development.
- Encourage urban farming.

#### **Develop an agenda for the Minnesota State Legislature and the Minneapolis City Council.**

- Encourage the State to increase standards for new construction.
- Bring back some form of the vehicle inspection program to protect air quality.
- Develop a local game plan for saving trees. Make it possible to get a variance for a new garage if that would mean a tree could be saved rather than cut down.

#### **Involve neighborhood organizations and the public.**

- Use the Neighborhood and Community Relations Department to get neighborhood associations to make sustainability a priority and align their efforts with the City's sustainability plan.
- Change the perception that sustainability is a white, middle-class issue. Help residents in lower income neighborhoods understand that environmental issues can enhance health and public safety.
- Communicate that what's cheapest and fastest now isn't always the best choice. Emphasize long-term energy savings and return on investment.

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*"As a resident, I can say that the City is walking the talk."*

*- Minnesota Pollution Control Agency employee*

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## Fully implement the City's cultural work plan

### What's working

#### Recent Minneapolis Arts Commission initiatives have led to successes.

- The arts commission did a great job of reviewing art proposals for a public property. The review process and suggestions strengthened the project and made the proposals even better.
- The commission is well on the way to re-establishing the Minneapolis Arts Awards.
- The commission is making a strong effort to reach out to the arts community and serve as a sounding board.
- The commission's newly created Public Engagement Subcommittee has provided an opportunity to take feedback and involve the media and smaller organizations.

#### The City's policy of not accepting an art donation without the gift of maintenance has been a positive.

#### The City is good at helping arts groups that come and ask for help.

- The Chicago Avenue Fire Arts Center, for example, got lots of support from the City.

#### City departments are integrating the arts into their work plans.

- The Great Streets program opens funding opportunities for arts organizations.
- The City is applying regular business tools to incorporate art into work programs.
- There's an enhanced interest in displaying art in City Hall.

### What isn't working

#### The City fails to help the smaller or less savvy arts organizations.

- Savvy arts groups get great assistance but less savvy organizations miss out because they don't know the process. Some small arts organizations don't even know they can call the City for help.
- Because City staff gravitate to large economic development projects where the numbers work, small organizations are overlooked.
- The City hasn't quantified the tools it can offer to arts organizations and artists. We need to understand what we can do and what our capacity is before we can say what services we provide.

#### The City's structure hampers our ability to accomplish some goals.

- Minneapolis Arts Commission terms are too short. By the time commissioners get their bearings,

#### Minneapolis has the most solid public art program in the region.

- Minneapolis has a great reputation. Other cities tell us that we know how to do copyright, handle the proposal process, etc. When other communities call us for advice, we help build arts capacity in other cities.

#### The artist-in-residence program enabled art to be incorporated into major transit corridors.

#### Involvement, collaboration and outreach are occurring.

- There is a lot of collaboration between City departments and community organizations.
- There's new involvement from the school district, library and Park and Recreation Board.

#### The school district is pro-arts and benefits from a community rich in arts organizations.

- The school district received a Wallace planning grant to convene focus groups and create a dialogue around art.
- The school district has also received grants from Ford, Cargill and the Minneapolis Art Institute. Many of these grants are about educational reform through the arts.
- There has been positive recognition of students' work, and student exhibitions have been extended.
- The Minnesota Orchestra supports the schools.

they're off the commission. Fixing term lengths requires an ordinance change.

- Staff turnover is high.
- The City doesn't have a staff person devoted to reaching out to arts organizations.
- Zoning policies are barriers. There's a perception that artist housing is harder to do in Minneapolis than in Saint Paul.

#### We lack meaningful data.

- Other than advertising, we don't collect good data related to the arts.
- Arts are important to our economy but it's unclear what data meaningfully assesses economic benefit. For example, the number of film permits issued isn't an indicator of anything. We never decided what indicators we should be tracking to measure the economic impact of arts organizations.

## Fully implement the City's cultural work plan

### What should be done

#### **Improve the City's ability to respond and reach out to smaller organizations.**

- Do an assessment so we can figure out how to engage arts organizations that we haven't accessed in the past.
- The City should reach out to small, grassroots arts organizations rather than relying solely on the big arts institutions to reach out to these arts groups.
- Place a staff person in an Office of Cultural Affairs whose job is devoted to reaching out to organizations.
- Let small arts organizations know who to call to get help from the City.
- Train 311 operators to answer arts questions such as how to obtain film permits.
- Fund small arts grants.
- Institutionalize cross-departmental collaboration.
- Have emissaries available to facilitate the relationship between the City and immigrants who may be interacting with the City or elected officials for the first time.
- Create a sustainable artist-in-residence program with the City.
- The City should take the lead and be a convener so we don't lose any more arts organizations.

- Encourage neighborhood groups to participate in the "Paint the Pavement" project. Institute a competition to raise the quality of these proposals.
- Help small arts organizations ride the Guthrie's Tony Kushner play premiere coattails. Meet Minneapolis should help with this effort because people from around the country will be coming to see this new work.
- Work with the Minneapolis Public Schools so the Wallace planning grant focus groups can be co-convened by the school district and the City.

#### **Use arts initiatives to address foreclosure issues.**

- Create a program to encourage artist live/work housing in areas hard hit by foreclosure. Consider adding a land trust component to keep artists in these neighborhoods.
- Help artists fix up homes in challenged neighborhoods.

#### **Incorporate sustainability into the evaluation of art proposals.**

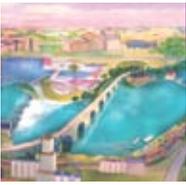
- Consider the amount of fossil fuel needed to create the art. Ask whether the art was made locally or shipped from far away.

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*"The arts make up a big piece of what we are in Minneapolis."*

*- Community Planning and Economic Development employee*

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## Retain & grow businesses in life sciences

### What's working

#### **Minneapolis has benefitted from businesses expanding and locating here.**

- Coloplast located its North American corporate headquarters in north Minneapolis.
- Tactile Systems moved to northeast Minneapolis.
- Children's Hospital expanded.

#### **The University of Minnesota offers strength and depth.**

- The university has a powerful audience and community buy-in.

- The university's research and achievements produce great things beyond its borders.

#### **The Minnesota Legislature passed a bill to build a science corridor.**

#### **The Minnesota Department of Employment and Economic Development launched a new Office of Science and Technology to help newer Minnesota companies find funding and business partners.**

### What isn't working

#### **Minnesota has a leadership vacuum.**

- Wisconsin's governor is a huge champion and has a passion for this issue; our governor does not.
- The Midwest-Japan conference was attended by five Midwestern governors, but Minnesota's governor was missing. Our governor wasn't at the life science lecture series in Madison when we were finally talking about our problems instead of patting ourselves on the back.

#### **Minnesota isn't taking action.**

- Years ago, Wisconsin invested heavily and now it's seeing the benefits. Minnesota missed the opportunity.
- I'm tired of going to meetings with lots of talk but no action.

#### **Our mindset works against us.**

- Minnesota's great entrepreneurial stories are 60 years old. The original entrepreneurs are not here anymore. We need to get over that and start asking what's next.
- Minnesota is smug. We think we're big, but there are more people employed at Medtronic locations outside of Minnesota than in Minnesota.
- Everything in Minnesota is set up for the 20<sup>th</sup> century. We should be thinking about the 21<sup>st</sup> century.
- The prevailing public opinion is that dealing with companies is bad. The University of Minnesota is pursuing a policy that would prohibit it from taking money from industry. That signals that it doesn't want to do business with the private sector. Getting an idea from the lab to a patient's bedside requires that you work with industry. Without industry, there is no medical innovation.

#### **We don't have the tools to compete.**

- A lot of talent is being laid off right now and these people could turn layoffs into an opportunity to start their own businesses, but that can't happen without more venture capital.
- Experienced engineers are hard to come by; the biggest challenge is finding people.
- Funding for the early stages of starting a biotech business is a huge gap.
- It's hard for DEED to get assistance from Minneapolis because the City has so many layers. On top of that, companies give you no advance notice. They make requests and want answers in hours.
- The City doesn't have the tool bag when it comes to dollars. Bonding is one option, but we don't have tools on the venture capital side.
- Minnesota doesn't have the money. The State starts organizations but they aren't sustainable because they're underfunded.
- We're in a knife fight with other states, but we're unarmed. A lot of things are missing at Minnesota's policy level. We have no tax credit or tools to compete with. The Minnesota Department of Employment and Economic Development (DEED) doesn't have the tools to fight or leadership from the governor. At the same time, DEED needs to get leaner and meaner.

#### **The moratorium against stem cell research has been a barrier.**

- The stem cell moratorium meant we were missing the 21<sup>st</sup> century rush. With the election of Barack Obama, we're looking forward to a change in this policy.

## Retain & grow businesses in life sciences

### What should be done next

#### Find ways to do big-scale collaborations.

- Take steps to reduce our fragmentation and do big-scale collaboration. The City and business community could emulate the Atlanta Way or the Boston super cluster.
- Pursue technology clustering — a biomedical research district could be a beginning.

#### Minneapolis should get in the global game.

- Minneapolis is in the best position in the region to spearhead efforts to get companies to come to Minnesota. Minneapolis shouldn't wait for State government to act.
- The mayor could lead missions on biological sciences to Stockholm and Beijing. These are emerging markets that are eager for American cooperation.
- Take advantage of our Scandinavian relationships when seeking international investment.
- Pursue opportunities in Israel and Russia. There are partnership opportunities even if they don't have capital.
- Create a checklist of what foreign companies would get if they came here and what the City would provide. Tell companies that, compared to California, your company won't get lost if you come to Minnesota.

#### Work with companies that are already here.

- Pursue bio-business alliances by looking for connections (similar industries and similar cultures). Look at the suppliers for the international companies that are already here.

- Big companies are large distribution networks that will expand through acquisitions. We should look for their next crop of acquisitions and get these companies to put down roots here so they can't easily be moved.
- Put policies in place to allow companies to grow organically.

#### Be proactive and take steps to encourage investment.

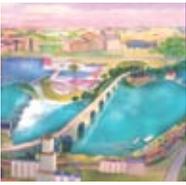
- Create a culture that brings together the four elements needed for success (great science, great people, risk capital and physical infrastructure).
- Find ways to develop early risk capital. Find ways to stimulate investment at the earliest stage — the exact moment when companies most need it. Encourage the State to provide a discount on State income tax to people who invest in a startup company.
- Enact tax credit legislation immediately.
- Get politicians to look beyond obvious fast job gains and start laying the groundwork for the future. Get politicians to talk about the *value* of jobs instead of talking about the *number* of jobs. Instead of thinking about minimum-wage jobs, work to attract big brains.
- Support the University of Minnesota's efforts to recruit managerial talent.
- Work *with* industry rather than distancing ourselves from industry.

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*“European companies are looking to go global and that means they want to come to the U.S. They’re asking what Minnesota is like. This is a great opportunity to build bridges.”*

*- Medical professional*

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## Retain & grow businesses in the creative economy

### What's working

#### Artists are willing to make Minneapolis their home.

- With all the theater and art happening here, artists see themselves as part of the community and are willing to stay.

#### The City and the community are supportive of arts development in neighborhoods.

- The City was instrumental in making the Fire Arts Center happen.
- The Museum of Russian Art is another example of a great art resource.
- The Northeast Minneapolis Arts District is an example of the neighborhood's expectation for external art as part of a development project.
- There's been lots of risk-taking, and it's worked.
- Two new arts organizations — Northside Arts Collective and SMART — are grassroots organizations that received small grants from the City.

#### New ad agencies and architecture firms are opening.

- Talent has begun to spin off from larger advertising shops to launch smaller three- to seven-person boutique agencies.

- National architecture firms are opening branch offices here. On the positive side, it raises the bar; on the other hand, it makes it harder for homegrown talent to establish firms and compete.

#### The relationship between area architecture professionals and the School of Architecture is one of the strongest in the nation.

- There's a strong connection between the University of Minnesota's School of Architecture and the business community. Many practicing architects are adjunct professors at the U of M. There's cross-pollination of ideas for both groups.

#### Light rail has made a positive impact on the community.

- Light rail has changed the city and living patterns in positive ways.
- The community was brought into the process when architects teamed up with neighborhoods to design unique stations.
- Architecture and public station art represent a success.

### What isn't working

#### Our advertising agencies are no longer in the national limelight.

- Minneapolis advertising agencies used to have a greater presence on the national stage.

#### The business community doesn't see its connection to the creative community.

- There's a disconnect between the creative and business communities. The widget-makers think there's no real world connection to the creative community. We haven't leveraged our arts community to help mainstream businesses understand the creative community's value in solving problems and dealing with competitive challenges.

#### The studio crawl has lost its novelty.

#### Minneapolis doesn't have the equivalent of Chicago's Grant Park.

#### The downtown core isn't vibrant.

- The areas on the edges of downtown are vibrant, but that energy dissipates when you get to the downtown core. Nothing is happening in the donut hole.

- There's no street level vitality in downtown.
- Attracting talent is a huge challenge, and young professionals want to live in a vibrant downtown.
- Downtown police patrols and cleanup are Band-Aids. Downtown won't change until there are more people who live downtown and *own* downtown. Downtown residents are needed to lobby for a better downtown.

#### Most bus stops are boring and ugly.

#### We don't ask enough from planners and developers.

- The City accepts projects out of desperation and then we have to live with it. The City Center is good instead of great. The Itasca building is not architecturally interesting, and there's no park or green space there. Something went wrong.
- Our planning is not aspirational enough; we're too heavy on the land use and economic development side, and too light on the human and aesthetic side.

#### We don't brag enough about our arts scene.

- Out-of-towners are constantly surprised by our arts scene.

## Retain & grow businesses in the creative economy

### What should be done next

#### Make the most of public transit.

- Put TV monitors on trains to showcase amenities near each rail stop.
- Put information about the neighborhood at each rail stop.
- Do more with bus shelters. Put historic photos at each bus stop to bring history to neighborhoods block by block.

#### Be thoughtful about development.

- Set a higher bar for development — demand great architecture.
- Encourage organic, natural growth so the result is authentic. A cultural center should be a natural district, not a corporate one.
- Envision development near future train stops and start thinking about the themes for these areas.

#### Make the city interesting for creative individuals.

- Preserve cool places; they'll become destinations just like the Mill City Museum courtyard has. If it's cool, creative people will come.
- Do an art market on Nicollet Mall in the same way we have a weekly farmers market.
- Make the arts and creativity values in our culture.
- Keep encouraging ethnic diversity; it will give us greater cachet on a global stage and allow for creative cross-pollination of ideas.
- Our jobs message to creative professionals should highlight our increasing diversity.

#### Nurture the creative economy.

- Acknowledge and nurture the music business. We could be a regional center. There's huge growth potential here, and the music industry is a key to retaining youths.
- Nurture small arts organizations and grassroots efforts. Small theaters and venues are where the future lies.
- Emulate Philadelphia's effort to leverage the arts. (Philadelphia got involved with a charter school that focuses on design and architecture.)

#### Brag about our arts scene.

- Brag locally so our own residents hear the buzz.
- Talk about the incredible stuff going on in neighborhoods.

#### Deal with disparity.

- Deal with economic and educational disparities. We can't be successful until we pay more attention to north Minneapolis.

#### Draw in the business community.

- Break down the barriers between the business community and the creative community. Help members of the business community see that the creative community can help them think differently to solve business problems and deal with competitive challenges.
- Envision Minneapolis as a place to go for thought leadership.

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*"The City won't be seen as a leader in creative thought with average architecture. We have to get off our knees and set a higher bar for development. We should be demanding great architecture."*

*- Community developer*

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## Reposition city in minds of region, state, nation & world

### What's working

#### **We have a strong foundation for cooperative action.**

- The More to Life campaign has become the foundation for the future. It's a treasure chest of resources.
- Ten years ago, the notion of marketing Saint Paul and Minneapolis together would have been met with violent negative reaction; that's no longer true.
- Companies realize that the issue of recruiting high achievers is a shared challenge. Big employers understand they have a huge strategic interest in helping change perceptions about this region.
- There's a sense of civic duty on the part of the private sector here. The private sector stepped up to help during the Republican National Convention; they didn't have to be prodded. You don't see that in many cities.
- The City is willing to commit resources to get things done. For the Republican National Convention,

the City served as a facilitator and provided public services. The public side doesn't work as well in other cities.

#### **Minneapolis has marketable resources and a strong image.**

- Downtown is clean, safe and very presentable.
- The Republican National Convention put us on the map with the news media. The media party on the river was next to magical. The majority of convention coverage presented a smart city image and a world-class city.
- Our handling of the bridge collapse showed the world that we're a city that can get things done.
- Minneapolis is rising above its peer set as we talk about national challenges. Mayor Rybak's visibility is one of the reasons that Minneapolis is a city that gets noticed.

### What isn't working

#### **Minnesota is still perceived as flyover land.**

- People on the coasts still have the impression that we're not sophisticated.
- Our research found that people who have never visited here believe there's no reason to come here.

#### **We don't believe in ourselves.**

- With all the corporate headquarters located here, we should have a global mindset. Instead, we still think we're just a step beyond a regional flour milling center. Minneapolis is so past that but our self-perception hasn't caught up with our reality.
- Residents don't see promoting their state as their job.
- People from outstate Minnesota don't always believe that our downtown is safe. We have positioned ourselves better nationally than within our own state.

#### **Winter, winter, winter ...**

- The locals are our own worst enemies. Minnesotans head south for the winter and the prevailing sentiment they project is that winter here is unbearable.
- We don't take advantage of winter the way Aspen does. No one thinks about Aspen and says, "Oh it's cold there; I don't want to go there." But they say that about Minneapolis.

#### **Our two-city status causes identity confusion and competition.**

- For us, there's a distinction between Minneapolis and Saint Paul. Nationally, however, we're the same place. When you spin a globe, we're just one dot.
- We're a two-headed monster: two counties, two cities. That makes everything more complicated.
- With two of everything, we compete for the same events. Tourism promotion is more effective when funding and focus are consolidated, but there's still infighting.
- It's hard to grasp how the same marketing strategy can work for two destinations — Minneapolis and Saint Paul. There's confusion about what we're ultimately marketing.

#### **We don't have a convener to facilitate arts or sports marketing.**

- We have the assets to be an arts destination, but we don't market that. We don't have a cultural arts convener.
- We have sports resources, but there's no entity whose daily job is to promote professional and amateur events. Most things happen in an ad hoc way rather than with intention.

#### **We don't have the financial resources to do global marketing.**

## Reposition city in minds of region, state, nation & world

### What should be done next

#### **Embrace winter.**

- Showcase our winter events and beautiful scenery. Promote the pond hockey tournament, show pictures of sunlight sparkling off of the snow. Take advantage of winter the way Aspen does. Market our beautiful winter assets to Sunbelt residents who would come north for Christmas or a winter experience.
- Make it clear that nothing shuts down here because of snow or cold.

#### **Focus on ways to recruit people to move here — not just visit here.**

- Market the job opportunities that our Fortune 500 companies offer.
- Host job fairs.
- Promote high technology and medical companies — anything that speaks to economic growth.
- Generate national interest by showing why this region has the characteristics that will position us to come out of this recession stronger. People will move here if they believe there are lots of employers here who are doing well.
- Take advantage of the perception that Minneapolis is a place where things get done.
- Get the people who have made a conscious choice to move here to be our institutional voice. Use these people as recruiting ambassadors.

#### **Create ambassadors and market ourselves purposefully.**

- Find a way to make vacationers from southern states into evangelists on behalf of our great summers.
- Minneapolis needs to decide on its identity and market this image purposefully.

- Recognize the differences between Minneapolis and Saint Paul and don't be timid about marketing ourselves differently.
- Do a better job of defining our audiences: Minnesota, the region, the world.
- Use our Sister City tie-ins for tourism and business development purposes.
- Change the perception that we're all Norwegians and Swedes. Promote our diversity with enthusiasm.

#### **Collaborate when it makes sense.**

- Do joint marketing projects with Saint Paul and Bloomington when it makes sense to market the region. Nothing should stop Minneapolis from using regional assets such as the Mall of America and Fortune 500 companies.
- Let the business community do its recruiting as a region while allowing Saint Paul and Minneapolis to promote their different identities. We should run with our differences.

#### **Create an enabling body or convener to market events.**

- Create an enabling body or quasi-government entity whose daily job is to look for opportunities to market the arts, sports and special events.
- The City should emulate how Indianapolis promotes sports events or Chicago promotes tourism. There's a desire on both the public and private sector sides to accomplish a common marketing goal — we just need a convener. The leadership has to come from the public side.

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*“Minneapolis needs to get comfortable with a different peer set. We need to stop comparing ourselves to St. Louis or Kansas City and start identifying ourselves with a cosmopolitan European or Asian city.”*

*- Public relations professional*

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## Cleaner, greener, safer downtown

### What's working

#### **The Downtown Business Improvement Special Service District becomes operational on July 1, 2009.**

- The district will maintain or grow downtown's competitiveness. Enhanced services are a means to make downtown better and, ultimately, reposition downtown.
- The district got done because a lot of people worked to get it done.

#### **Downtown is safer.**

- Downtown crime has dropped over the last year or two. In terms of real numbers, downtown is very safe.
- The police have found ways to provide sufficient service without asking for more money.

#### **Streetscaping and infrastructure improvements are under way.**

- The Washington Avenue and Third Avenue greening projects and the downtown improvement district will mean new plantings, more attractive medians and better maintenance.
- The Marquette Avenue and Second Avenue rebuilds are promising improvements.

#### **Public/private partnerships are getting things done.**

- The City is listening and cares about downtown; that's a breath of fresh air.
- The 1<sup>st</sup> Precinct played a significant role in the security collaborative, and the private side is at the table and contributing resources. This public/private sector effort has evolved and gotten better.
- The City will be hiring a special service district manager who can devote time to public/private partnerships and help everyone get things done.
- We couldn't do the Holidazzle and other events without the City's help with public safety and traffic direction.
- The Republican National Convention proved what we can do. Thanks to multiple efforts, we made downtown shine. Visitors said they'll be back.
- Heading Home Hennepin outreach workers are getting homeless people off the streets.

#### **Downtown is benefitting from improved political capital and good will.**

- Elected officials and City leaders are listening.
- The downtown improvement district wouldn't have happened without the public side listening and elected officials being willing to vote for it.

### What isn't working

#### **We limit our success by failing to think big.**

- Events happen in silos; we don't connect events and leverage them to our fullest advantage.
- We come back from other cities saying we want to do something similar here, but in the end we're too stubborn to change our practices to make it happen.
- Why don't we want crowds on Nicollet Mall all the time instead of just on farmers market Thursdays?
- We don't have a real strategy for encouraging downtown workers and residents to spend time and money downtown.
- To revitalize downtown, we have to be more open to shutting down streets for events.

#### **It's not always clear who's in charge or where to get help.**

- There's a gap in knowledge about who's responsible for what in downtown. Who cleans sidewalks? Who's responsible for planting trees? Is it a park dedication fee or special service district? What are basic City services versus extraordinary City services?
- Nuanced policy interpretations cause confusion on the use of Nicollet Mall and the skyways.

Are skyways public or private? Can I call the Police Department for a problem in the skyway? Sometimes the Nicollet Mall board isn't comfortable with something, but the City says it should happen.

- Public Works and the Park and Recreation Board disagree about how to plant trees, and downtown is caught in the middle.
- We don't know enough about the resources for homeless people.

#### **Partnerships take time and resources.**

- Public/private partnerships are good, but the challenge is how to do them with limited staff resources and within a sustainable public policy framework.

#### **Political challenges and competition for dollars hurt downtown.**

- Neighborhoods and politicians operate with an us versus them mentality and overlook what the downtown tax base contributes to the entire city. There's resentment about who gets what and why.

*continued on next page*

## Cleaner, greener, safer downtown

### What isn't working *continued from previous page*

- Some of our own State legislators aren't supportive of downtown.
- Other commercial districts sometimes feel that downtown gets favored status.
- Some businesses on the edge of downtown are resistant to the downtown improvement district.

#### **Downtown residents aren't engaged.**

- Downtown residents don't feel downtown is *their* community. They have to feel invested in making Macy's better and want more from downtown.
- Downtown is a neighborhood, but it doesn't vote like one.

#### **Downtown isn't a shopping destination.**

- The challenged retail sector makes vitality of downtown more difficult.
- Dining and entertainment are doing relatively well, but we aren't turning downtown into a shopping destination – even with all the downtown workers.

#### **Nicollet Mall needs attention.**

- We're redoing Marquette, but Nicollet Mall is falling apart.
- We still aren't sure what Nicollet Mall should be.

### What should be done next

#### **Build a significant park downtown that can serve as a major gathering space.**

#### **Take a new look at Nicollet Mall.**

- Rethink how we should use Nicollet Mall.
- Rebuild Nicollet Mall.

#### **Offer more downtown activities.**

- Formulate a strategy to encourage downtown workers and residents to spend time and money downtown.
- Make downtown vibrant nine months a year by offering frequent, positive activities that would bring people downtown and provide a better experience for people who work downtown. For example, close a street so people can sit on a blanket, buy popcorn and watch a movie. We should be closing the streets for activities once a month. Businesses and the public sector must be more flexible and open to new things.
- We need jugglers, caricature artists and street level activity — then we'll have a destination.

#### **Engage downtown residents and workers.**

- Partner with downtown residents to get them and their buildings involved.

- Reach out to the downtown workforce. Devise specific strategies to represent and engage them.

#### **Build enthusiasm and support for downtown.**

- Take advantage of the new business possibilities resulting from the downtown improvement district.
- Communicate what downtown is doing for neighborhoods and what neighborhoods can do to support downtown. Make it clear that devoting resources to downtown doesn't always mean you're taking resources away from some other area.

#### **Inform the business community about policy changes and who does what so they know what to do when a problem comes up.**

#### **Take steps to support retail.**

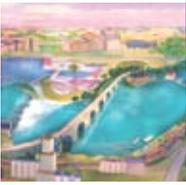
- Get people on the streets.
- Get people excited about spending and supporting downtown retail.
- Make policy shifts to support retail by encouraging more walking and less reliance on cars.

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*"We need a commissioner of cool – someone who's responsible for making fun things happen downtown."*

*- Downtown Council member*

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## Jobs: be a talent mecca

### What's working

#### **Minneapolis has a great quality of life.**

- We have great culture, sports teams, recreation and educational opportunities. We have all the things that keep people here. Our quality of life is second to none.
- If we can recruit people to the area and they stay five years, they don't want to leave. We retain people because of our quality of life.
- We have become more diverse.
- The University of Minnesota is a great draw.

#### **Minneapolis' workforce and economy are strong.**

- Minneapolis is known for its educated workforce and great work ethic.
- Minneapolis is growing for the first time in decades. There has been steady growth in population and housing.
- Because of the number of corporate headquarters located here, there's a perception of a viable job market here.
- Dunwoody is placing people in skilled technical jobs. There are five employers for every graduate.
- We have a strong and thriving creative economy.
- People are moving businesses downtown. They want to be part of downtown's renewal.

#### **We're working cooperatively to ensure a better future.**

- There is a rich pool of nonprofit organizations doing the work formerly done by public institutions.
- Public/private partnerships are working toward the civic good. Organizations are learning more about collaboration: corporations with nonprofits, educational institutions with corporations, etc.
- There's a spirit of cooperation among former competitors. Minneapolis works well with Saint Paul.
- The school board and superintendent have taken on aggressive and courageous reforms.
- The mayor and City Council are committed to workforce development.
- The fact that the mayor meets with every ninth grader in the city to promote higher education is a huge asset.
- The mayor's breakfast for green businesses was a great move that created networking opportunities.
- City staff has been calling on north Minneapolis businesses to thank them for being here and to learn what's needed to grow existing businesses and nurture startups.

### What isn't working

#### **Support for public education has dwindled and quality has declined.**

- The perception of school quality has declined seriously in the last 10 years.
- The ability of kids graduating from the Minneapolis schools has been questioned.
- The flight of families has been a major problem for North High School.
- There have been too many cuts to higher education.

#### **We underestimate the value of technical training.**

- Compared to colleges, technical schools are training people for jobs, but there's a social prejudice about technical education.

#### **People outside of Minnesota only know that it's cold here.**

- Minnesota is a tough place to recruit people to. A survey found that 80 percent of Americans don't want to relocate to a northern climate.
- People outside of Minnesota don't know about Minneapolis' cultural opportunities. Our public relations efforts aren't working.

#### **Business climate issues remain a concern.**

- Businesses are unhappy about taxes and the cost of

the benefits they have to pay relative to other states. If we don't address the cost of doing business, we risk losing those businesses.

- There's still a perception that the City of Minneapolis is a big, difficult bureaucracy and the development process is a nightmare.

#### **The corporate culture has changed.**

- The public/private partnerships that led to our success involved the Pillsburys, Daytons and other families that have long been invested in the community. When they went corporate, we lost that tie. Too many executives have no personal connection to the community.
- The philanthropic spirit of CEOs has declined as the corporate culture changed.

#### **There's not enough interjurisdictional cooperation.**

- The lack of partnership among cities, regional levels of government and the State is hampering efforts to recruit corporations.
- We're competing against states that are recruiting businesses with venture capital and tax credits. Cities don't have those resources — more has to happen at the State level.

## Jobs: be a talent mecca

### What should be done next

#### Set aside differences and work for common goals.

- Reach out to people with other views and in other parties. Mayors should reach out to the governor — not just for money but for new solutions.
- Use our private sector, non-political partners to get us past politics and make it clear that what's good for Minneapolis is good for Minnesota.
- Use the Citizens League; it is future-oriented and works across party lines.

#### Reach out to businesses and provide business opportunities.

- Make it easier to do business in Minneapolis; fix the streets, streamline the permitting process, etc.
- Promote Development Review's one-stop service.
- Help new companies start and thrive here. The best investment we can make is to work with the people who will create the next Medtronic. Listen to them and remove barriers. Make it a joy to do business here.
- Ask businesspeople for visionary thinking about what it will take for them to invest in north Minneapolis.
- Create incentives for small businesses and developers.
- Double or triple the grants for redeveloping brownfields.
- Tell big manufacturers and small businesses that we have land in Minneapolis.
- Continue workforce training.

#### Re-engage corporations and their executives.

- Help the Itasca Project translate its ideas into reality, and do more to coordinate similar initiatives.

- Re-emphasize corporate commitment.
- Engage the executives who will become the next set of CEOs.
- Nurture the people who grew up here and started a business here. People with roots here will want to help their communities.
- Pick two or three areas that we want Minneapolis to be known for. Then the City should invite those key business segment representatives to a breakfast or networking event. Let those priorities drive redevelopment, City policies, business incentives and public relations plans.

#### Promote Minneapolis.

- Launch a concerted, long-range public relations effort to tell people outside of Minnesota about our community's livability, quality of life, and educational and cultural opportunities.

#### Address community and regional problems.

- Fix regional transportation problems.
- Think strategically about breaking the cycle of intergenerational poverty.
- Find ways to bring entry-level jobs with livable wages and health benefits to Minneapolis.
- Get everyone working, and make sure not to ignore ex-offenders.
- Work with the University of Minnesota in north Minneapolis.

#### Promote education because it's critical for jobs and the way people feel about the city.

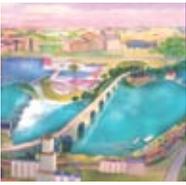
- Encourage more State investment in education.
- Support the University of Minnesota.
- Educate the public that technical skills are needed for many jobs.
- Attract out-of-state students to schools here.

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*"Hug and love our corporate headquarters. Figure out why they stay and deal with the stuff that makes them think about leaving."*

*- Executive recruiter*

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## Leverage our entertainment edge ... heck, be edgy!

### What's working

#### **We have many art and entertainment destinations.**

- The riverfront has come alive and become a destination. It's authentic to Minneapolis and has a lot of heart and soul. The Republican National Convention party at the riverfront was a huge success.
- Minneapolis is known for its great theater.
- People from all over the country come to the Uptown Art Fair. Connecting the Uptown, Loring Park and Powderhorn art fairs has been a big success. Ridership on the Target Art Hop buses was up 47 percent last year.
- Minneapolis has more entertainment venues and clubs.
- There are more chef-driven bistros, which have become destination establishments.
- Great little neighborhood restaurants give metro residents another reason to come to Minneapolis.

#### **Building improvements have enhanced the entertainment experience.**

- Art buildings have become destinations. The Guthrie is an example. You don't need a ticket to come to the building; you can just walk in, dine, have a drink and enjoy the view.
- Target Center's partnership with the City has made it possible to make capital improvements (acoustics) and find new ways to succeed. We're attracting high-level artists now.
- New hotels have opened that are on par with fine destination hotels that other cities have had for years. They're putting Minneapolis on the map.
- Integrating art into public structures has enhanced the experience for the public and changed how we engage the community in talking about the arts.

#### **A great deal of money came to Minneapolis as a result of the Coen brothers filming here.**

### What isn't working

#### **Minneapolis is still viewed as a city that shuts down after dark.**

- Inconsistent hours of skyway closings are a problem.
- Bars close too early.
- There's no place to eat after midnight.

#### **There's not enough signage; it's not easy to navigate the city, especially the skyways.**

#### **It's less appealing to go out during cold weather.**

#### **Panhandling, litter, graffiti and safety concerns lessen the appeal of coming downtown.**

- There's a misperception that the city, especially after dark, is a dangerous place.
- Litter has gotten worse in the last few years.
- Graffiti sends a message that bad stuff is going on.
- Panhandling is the biggest complaint. We have tough panhandling laws but we don't enforce them.

#### **There's no agreement about acceptable levels of noise downtown.**

- Downtown residents want quiet, but that conflicts with downtown energy and entertainment.

#### **We're not edgy.**

- We could decriminalize bath houses, soft drugs and prostitution. We should find a way to make gambling available within city limits. If we did those things, we'd attract national interest but it would be political suicide.
- Edgy needs dark, but there's a safety trade-off with that.

- Arts groups want to push the envelope, but some things aren't acceptable to the community.
- Liquor stores are closed on Sundays.
- There's not a lot of street-level energy due to the skyways.

#### **It feels like a lot of work to come downtown.**

- We need better public transportation to connect neighborhoods to downtown.

#### **We don't have good midsize outdoor music venues.**

- The Minnesota Orchestra would love to do a pops concert outside, but there's no good outdoor midsize music venue. We have great parks, but the regulations present too many obstacles.

#### **There are so many interesting things to do, but people don't know about them.**

- We don't have a comprehensive events calendar that makes it easy to know what's going on.
- People don't know about all the artists in the warehouse district.
- The business world is too separated from the art world. When employees punch out at the end of the day, they're acting, making videos, working as DJs, etc. Companies are dying for creative minds and new ideas, but they don't know how to connect to artists.

#### **Our sales tax is a problem.**

- Target Center's biggest challenge is the high sales tax on tickets (3 percent Minneapolis entertainment tax plus the ballpark tax). In total, Minneapolis' sales tax is 10.7 percent, compared to the 7.15 percent sales tax charged in Saint Paul.

## Leverage our entertainment edge ... heck, be edgy!

### What should be done next

#### Take advantage of the new ballpark.

- Work with ballpark neighborhoods and leverage the ballpark.
- Encourage the Twins to have bars and restaurants open on non-game days as well as game days. They should follow the Guthrie's lead about being open to visitors.
- Figure out the traffic and operations challenges we'll face when the ballpark and the Target Center host events on the same day and 60,000 people converge in a very tight space.
- Continue to invest in the Target Center — its visibility will rise when the new ballpark opens.

#### Do more promotion and raise visibility.

- Sell the Uptown Art Fair weekend as a premier urban art weekend. With people from all over the country coming to the fair, we should promote our lakes and downtown as part of the experience.
- Promote and leverage big events to outsiders.
- Promote the full range of activities — including the edgy stuff — to local residents.
- Find ways to connect local businesses to local artists.

#### Invest in the arts.

- Do the artist-in-residence program again. (It was good for Hiawatha and West Broadway; it can be used in other areas of the city.)
- Put out a request for proposals to artists for public art throughout Minneapolis. Ballpark art was hugely successful; we should do more.
- Create more live/work opportunities for artists.
- Re-establish the Cultural Arts Division in City government.
- Take full advantage of State arts money.

#### Minneapolis should be a leader, not a follower.

- Stop worrying about what State legislators think about what we do. We aren't the rest of the state.

#### Create a downtown improvement district.

- A downtown improvement district could work to address problems such as litter and graffiti and improve walking and wayfinding.

#### Expand late night options.

- Restaurant kitchens need to be open late.
- Extend bar hours.
- Encourage downtown residents to accept the sounds that come with a downtown.

#### Ask developers to do more.

- The City should implement its chapter on arts and culture. Stop being so timid about challenging developers to create landmark buildings and community gathering spaces.

#### Look for opportunities.

- Look at the Vikings' plans and make the Metrodome area better. It's a diamond in the rough.
- The Board of Education is going to be getting rid of property — look for opportunities there.
- Improve public transportation; make it easier to come downtown.

#### Brand different parts of the city to promote special identities.

- When you think of San Francisco, you think of neighborhoods. We should brand the riverfront, warehouse district, northeast arts district, etc.

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*"We don't do enough to support the small, fringe arts scene. If there's no bad, there's no edge."*

*- Arts professional*

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## Conversation participants

<i>Participant</i>	<i>Organization</i>
Trudee Abel Peterson	Freeport West - StreetWorks
Shukri Adan	Universal Home Health Care Inc.
Paul Adelman	Xcel Energy
Jordan Allen	Minneapolis Youth Congress
Mary Altman	City of Minneapolis - Community Planning and Economic Development
Kris Arneson	City of Minneapolis - Police Department
Amanda Arnold	City of Minneapolis - Community Planning and Economic Development
Alan Arthur	Aeon
Liza Atkinson	Science Museum of Minnesota
Lynnea Atlas-Ingebretson	City of Minneapolis - Public Works
Matthew Ayres	Hennepin County - Research Planning and Development
Jayne Baccus Khalifa	City of Minneapolis - City Coordinator's Office
Debra Bahr-Helgen	City of Minneapolis - Community Planning and Economic Development
Tom Bakritges	Builders Association of the Twin Cities
Jim Barrett	Northeast Minneapolis Arts Association
Mikkel Beckmen	St. Stephen's Church
Cindy Behnke	HUD - Community Planning and Development
Ann Berget	City of Minneapolis Resident
Karin Berkholtz	City of Minneapolis - Community Planning and Economic Development
Pete Bianco	Halleland Health Council
Marian Biehn	Whittier Alliance
Sheila Biernat	East Side Neighborhood Services
Lois Bollman	Minneapolis Community and Technical College
Jill Boogren	Sierra Club North Star Chapter
Peggy Booth	Minneapolis Tree Advisory Commission
Patty Bowler	City of Minneapolis - Health and Family Support
Angela Brenny	City of Minneapolis - Public Works
Dan Brevia	Freewheel Midtown Bike Center
Trish Brock	Minneapolis Arts Commission
Tim Brown	Minneapolis Park and Recreation Board
Ann Calvert	City of Minneapolis - Community Planning and Economic Development
Bob Carlson	City of Minneapolis - Public Works
Brenda Cassellius	Minneapolis Public Schools
Michelle Chavez	City of Minneapolis - Public Works
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Rick Collins	Ryan Companies
Pam Costain	Minneapolis School Board
Steve Cramer	Project for Pride in Living
Mary Cullen Yeager	Faegre and Benson LLP
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Phil Davis	Minneapolis Community and Technical College
Bill Deef	Meet Minneapolis
Ann DeGroot	Youth Coordinating Board
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Sara Dietrich	City of Minneapolis - Communications
Alyce M. Dillon	Parents in Community Action
Kevin Dockry	Hennepin County - Housing Community Works and Transit
Susan Doherty	Achieve Minneapolis
Tim Dolan	City of Minneapolis - Police Department
Paul Domholt	Minneapolis Park and Recreation Board
Kathie Doty	Hennepin County - Liaison to University of Minnesota
Heather Doyle	Minneapolis Arts Commission

## Conversation participants *continued from previous page*

<b>Participant</b>	<b>Organization</b>
Lois Eberhart	City of Minneapolis - Public Works
Peter Eichten	Weed and Seed Phillips/St. Joan of Arc Parish
Don Elwood	City of Minneapolis - Public Works
Roberta Englund	Folwell Neighborhood Association
Emily Ero-Phillips	Minneapolis Park and Recreation Board
Ed Erwin	Kwanza Community Church
Steve Ethier	City of Minneapolis - Convention Center
Fred Evans	Fremont Community Clinic/Seen on da Streets
Eric Evenson	Minnehaha Creek Watershed District
Anne Fischer	City of Minneapolis - Community Planning and Economic Development
Terry Fitzgerald	Federal Reserve of Minneapolis
Carrie Flack	City of Minneapolis - Community Planning and Economic Development
Jan Fondell	City of Minneapolis - Health and Family Support
Simon Foster	Spencer Stuart
David Frank	Schafer Richardson
Jan Rolin Frederiksen	Coloplast Corporation
Amy Friedman	City of Minneapolis - Human Resources
John Fruetel	City of Minneapolis - Fire
Claudia Fuentes	City of Minneapolis - Mayor's Office
Ann Gaasch	The Bridge for Youth
Coral Garner	City of Minneapolis - Health and Family Support
Don Gerhardt	Life Science Alley
Robin Gillette	Minnesota Fringe Festival
Lisa Godon	City of Minneapolis - City Attorney's Office
Greg Goeke	City of Minneapolis - Public Works
Ed Goetz	University of Minnesota - Humphrey Institute
Lisa Good	City of Minneapolis - 311
Blake Graham	BG & Associates, LLC
Bill Green	Minneapolis Public Schools
Monica Gross	Linden Hills Power and Light
Rob Gruenwald	Minneapolis Community and Technical College
Nora Guerin	Achieve Minneapolis
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Baris Gumus-Dawes	Institute on Race and Poverty
Heidi Hamilton	City of Minneapolis - Public Works
J. Drake Hamilton	Fresh Energy
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Jeremy Hanson	City of Minneapolis - Mayor's Office
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Sarah Harris	Minneapolis Downtown Improvement District
Teresa Harrold	City of Minneapolis - Community Planning and Economic Development
Maureen Hartman	Hennepin County Library
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Ed Hennen	SCORE Minneapolis
Brette Hjelle	City of Minneapolis - Public Works
Tom Hoch	Hennepin Theatres Trust
Terri Hoy	Hennepin County - Neighborhood Probation
Debra Hudson	City of Minneapolis - 311
Venora Hung	University of Minnesota - Board of Regents
Linda Huntzicker	International Education Center
Tom Hysell	Mortenson Construction
Michelle Jacobson	City of Minneapolis - City Attorney's Office
Matthew James	City of Minneapolis - Community Planning and Economic Development

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## Conversation participants *continued from previous page*

<i>Participant</i>	<i>Organization</i>
Andrea Jenkins	City of Minneapolis - City Council
Jeff Jindra	City of Minneapolis - Police Department
Jeff Johnson	City of Minneapolis - Convention Center
Heather Johnston	City of Minneapolis - Finance
Dr. Robert Jones	University of Minnesota - Administration
Catherine Jordan	Achieve Minneapolis
Michael Jordan	City of Minneapolis - Civil Rights
Sheryl Kabat	Central Weed and Seed
Bob Kambeitz	Standish-Ericsson Neighborhood Assn.
Susan Keener	Senior Citizens Advisory Committee
Christina Kendrick	Medica Skyway Senior Center
Mike Kennedy	City of Minneapolis - Public Works
Ruth Kildow	City of Minneapolis - Health and Family Support
Luther Krueger	City of Minneapolis - Police Department
Roger LaBelle	City of Minneapolis Resident
Paul Labovitz	National Park Service
Victoria Lauing	Minneapolis Community and Technical College
Tom Leighton	City of Minneapolis - Community Planning and Economic Development
Cara Letofsky	City of Minneapolis - Mayor's Office
John Levin	Metro Transit
Carol Lezotte-Anderson	Hennepin County - Housing Community Works and Transit
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Maude Lovelle	Uptown Association
Sharon Lubinski	City of Minneapolis - Police Department
Chuck Lutz	City of Minneapolis - Community Planning and Economic Development
Nick Mason	Minneapolis Bicycle Advisory Committee
June Mathiowetz	City of Minneapolis - City Coordinator's Office
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Pamela McBride	Youth Coordinating Board
Laura McCarthy	Meet Minneapolis
Cora McCorvey	Minneapolis Public Housing Authority
Amy McDonough	AARP
Sarah McKenzie	Ameriprise
Shabaka McKey	Patrick Henry High School
Michael McLaughlin	Minneapolis Downtown Council
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Stacy Miller	Office of Energy Security
Jim Minor	People Servicing People
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Rob Moor	Timberwolves/Lynx
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Philipp Muessig	Minnesota Pollution Control Agency
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Lynn Nelvik-Levitt	City of Minneapolis - 311

## Conversation participants *continued from previous page*

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Monica Nilsson	St. Stephen's Church
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Dave Nozal	Tree Trust
Kelly O'Brien	Volunteer of American RSVP and Experience Corps.
Lars Oddsson	Allina - Sister Kenny Rehabilitation Institute
Blois Olson	Tunheim Partners, Inc.
Jon Olson	Hennepin Technical College
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Burt Osborne	City of Minneapolis - Regulatory Services
Todd Otis	Ready 4 K
Frank Parisi	City of Minneapolis - City Coordinator's Office
Joan Pasiuk	Transit for Livable Communities
Sherman Patterson	City of Minneapolis - Mayor's Office
Judy Paul	Hennepin County - Human Services and Public Health
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Cathy Polasky	City of Minneapolis - Community Planning and Economic Development
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Erica Prosser	City of Minneapolis - Mayor's Office
Michael Rainville	St. Anthony West Neighborhood
Noel Raymond	Smarts/Pillsbury House Theatre
Henry Reimer	City of Minneapolis - Regulatory Services
Todd Rhoades	Cermak Rhoades Architects
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Suzanne Roberts	Obsidian Arts
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Barbara Sporlein	City of Minneapolis - Community Planning and Economic Development

*continued on next page*

## Conversation participants *continued from previous page*

<i>Participant</i>	<i>Organization</i>
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Tamara Taylor	Tubman Family Alliance
Cathy tenBroeke	City of Minneapolis - Intergovernmental Relations
Melvin Tennant	Meet Minneapolis
Pat Teske	Minneapolis Public Schools
Barb Thoman	Transit for Livable Communities
Lara Tiede	City of Minneapolis - Health and Family Support
Patrick Todd	City of Minneapolis - City Assessor's Office
James V. Toscano	Minneapolis Heart Institute Foundation
Kathy Tunheim	Tunheim Partners, Inc.
John Uban	Minneapolis Tree Advisory Commission
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Peter Wagenius	City of Minneapolis - Mayor's Office
Rich Wagner	Dunwoody College
Dale Wahlstrom	Bio Business Alliance of Minnesota
Sarah Walbert	Minnesota Dept of Employment and Economic Development
Wesley Walker	Northway Community Trust
Emily Wang	City of Minneapolis - Health and Family Support
Andy Warg	Target Center - AEG
Sue Watlov Phillips	MICAH/Elim Transitional Housing
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Lynn Welles	Northeast Tree, Inc.
Teresa Wernecke	Downtown Minneapolis Transportation Management Organization
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Pierre Willette	City of Minneapolis - Intergovernmental Relations
Cynthia Wilson	Minneapolis Park and Recreation Board
Noya Woodrich	Division of Indian Work
Debra Woodward	Northrop King Building
David K. Wright	US Bank
Dr. Ben Wright	Dunwoody College
Susan Young	City of Minneapolis - Public Works
Jack Yuzna	City of Minneapolis - Public Works
Bill Ziegler	Little Earth
Ellie Zuehlke	Allina

*A list of specific participants by conversation can be found on the web at <http://www.ci.minneapolis.mn.us/results-oriented-minneapolis/goals.asp>*

## City elected officials

R.T. Rybak	Mayor	
Paul Ostrow	City Council Member	Ward 1
Cam Gordon	City Council Member	Ward 2
Diane Hofstede	City Council Member	Ward 3
Barbara Johnson	City Council Member	Ward 4
Don Samuels	City Council Member	Ward 5
Robert Lilligren	City Council Member	Ward 6
Lisa Goodman	City Council Member	Ward 7
Elizabeth Glidden	City Council Member	Ward 8
Gary Schiff	City Council Member	Ward 9
Ralph Remington	City Council Member	Ward 10
Scott Benson	City Council Member	Ward 11
Sandra Colvin Roy	City Council Member	Ward 12
Betsy Hodges	City Council Member	Ward 13



**Minneapolis**  
*City of Lakes*

September 2009