



Task 3 Final Report
(including Pre-Task 3 Activities)
The Riverfront Revitalization
Organization Study

May 2007

Bacon & Associates

2912 42nd Avenue South * Minneapolis, MN 55406
Phone: 612.724.8459 * Fax: 612.729.4326

Riverfront Revitalization Study: Task 3 Report

Background and Pre-Task 3 Activities

Thanks to a grant from The McKnight Foundation, the City of Minneapolis is completing a study to explore potential ways to enhance Minneapolis' organizational capacity to continue riverfront revitalization. This could be accomplished through the creation of a new entity and/or through revisions to how the existing riverfront partners coordinate activities amongst themselves. The consultant firm of Bacon & Associates was hired by the City of Minneapolis to oversee this process and has been working with an inter-agency staff core group¹ throughout the process. Further information about this study and earlier phases of the process may be found at www.ci.minneapolis.mn.us/cped/riverfront_study.asp.

Phase I, Task 2 of the study resulted in a recommendation that an interim organizational structure be established to provide coordinated input and oversight in the interim until the organizational study is completed and whatever organizational changes it recommends are implemented. This recommended interim structure included two new short-term task forces -- a Riverfront Policy Oversight (RPO) Task Force and a Riverfront Senior Management (RSM) Task Force -- to provide oversight and coordination, supplementing the continued work of the staff core group already in existence.

Work of the Riverfront Policy Oversight and Senior Management Task Forces to Date

Meetings to date of the Riverfront Policy Oversight (RPO) Task Force and Riverfront Senior Management (RSM) Task Force have accomplished a number of things:

- A coordinated work plan (Exhibit A) was approved. This is the first time these various governmental entities have coordinated work at this level.
- Agreement was reached as to the size and composition of the Riverfront Blue Ribbon (RBR) Task Force, as well as the process for seeking appointments and recruitments. The RBR includes a total of 30 members – eight from the RPO, three representing community organizations (one each from the Upper River, the Central Riverfront and Lower Gorge), seven appointees from other non-local governmental and institutional entities, and twelve individuals representing non-profits, foundations, businesses and civic leaders. A list of the RBR members is attached as Exhibit B.
- A one-page summary of a working vision that is driving the various riverfront plans was affirmed (see Exhibit C).

¹ The Core Group is a small group of representatives primarily from the Riverfront Technical Advisory Committee (TAC). The Core Group consists of: Ann Calvert, Carrie Flack and Barbara Sporlein, Community Planning and Economic Development, City of Minneapolis; Jon Oyanagi, Minneapolis Park and Recreation Board; Andrew Gillett, Hennepin County; John Crippen, St. Anthony Falls Heritage Board/Mills City Museum; David Kelliher, Minnesota Historical Society; Chuck Sullivan, Above the Falls Citizen Advisory Committee; Lois Eberhart, Minneapolis Public Works Department and Daniel Kalmon, Mississippi Watershed Management Organization.

The Working Vision

The input received during Task 1 of the study indicated that many feel that Minneapolis does not have a shared vision for the future of its riverfront. Many of those familiar with the various riverfront plans feel that there has been a vision, but they acknowledged that vision had not yet been articulated in a concise manner and broadly communicated to and accepted by the wider community.

The “working vision” was prepared and approved by the RPO and RSM to meet this need. The intent of this work was not to create a vision, but rather to summarize on one page the vision that has been guiding the planning and implementation to date. Once any organizational changes have been implemented, it may be appropriate to do a broader visioning exercise, but this working vision was intended to help the Riverfront Blue Ribbon Task Force understand the goals behind the desire for enhanced organizational capacity.

EXHIBIT A

COORDINATED RIVERFRONT WORK PLAN THROUGH 2007

The coordinated work plan approved by the Riverfront Policy Oversight Task Force on September 14, 2006, contains three groups of projects and initiatives shown on the following pages. The first group includes the “givens” that already have the basic resources and approvals to move forward. The second group shows the major near-term projects and initiatives. The third group shows the near-term work related to projects that are less immediate, but that will be implemented in the mid- to long-term. These groups include a mixture of planning studies, actual projects and initiatives to enhance the capacity of the various entities to do their work.

WORK PLAN FOR ACTIVITIES CONSIDERED "GIVENS"

(SHOWN UNDER LEAD AGENCY)

Project	CPED Planning	CPED Development	Public Works	MPRB	MWMO	Hennepin County	MHS/SAFHB/SHPO	New Org. (?)
PLANS:	<ul style="list-style-type: none"> • West Broadway Alive! Plan • Cedar-Riverside Small Area Plan 			Comprehensive park system plan	Management Plan update			
PROJECTS:		<ul style="list-style-type: none"> • Complete and implement organization study • Complete Mississippi Riverfront Park • Parcel D archeological survey • 2007 theme implementation • Riverview Homes add'l phases • Grain Belt housing Ph. 1 • Complete SAMA, Zenith Phase I, MacPhail • Start Revue, 201 Park, Portland, Wash Live/Work 	<ul style="list-style-type: none"> • Bridal Veil Falls repairs 	<ul style="list-style-type: none"> • Complete Edgewater Park Phase 1 • Potential improvements to Hennepin Bluffs with Schafer Richardson • BF Nelson and Gluek site clean-ups • Hennepin Island park improvements 		<ul style="list-style-type: none"> • Midtown Greenway connection to river • Main Street bridge • Lowry Avenue corridor work under way from I-94 to west 	<ul style="list-style-type: none"> • Complete grain elevator reuse study (SAFHB) • Provide input to interpretative plan for Xcel Energy's Hennepin Island improvements (SAFHB) 	
CAPACITY BUILDING:							Design & implem. Her. Bd. web site and brochure template (SAFHB)	

TOP NEAR-TERM WORK PLAN, 2006 -- 2007

(AGENCY ROLES SHOWN; † = LEAD AGENCY)

Project	CPED Planning	CPED Development	Public Works	MPRB	MWMO	Hennepin County	MHS/SAFHB/SHPO	New Org. (?)
PLAN: Critical Area Plan	† CAP was deemed complete by Met Council 8/18/06 & is under review. Next step after approval will be ordinance(s).							
PROJECT: ATF-Phase IA West Bank trails and river bank stabilization (does not include changes to West River Rd)		(RE) Reach agreement on terms for transfer from City to Park Board of land along West River Road;	Discussions about how parkway can be designed to meet MSA; Reach agreement on terms for transfer from City to Park Board of land along West River Road; Assist in seeking funding for implementation.	† Reach agmt. on terms for transfer from City to MPRB of land on W. River Rd; Complete const. docs & bidding for initial work within avail. f unding and complete const.; Seek funding for additional work.	Consideration of funding requests for eligible activities			
PROJECT: ATF-Phase I Grain Belt SNO/Veterans Park		(MF Dev. & RE) Reach agreement on terms of land conveyance between Park Board and City; Convey land once project is ready.	Participate in planning for vacated/revived Water Street	† Reach agreement on terms of land conveyance; Continue to seek funds for implementation; Finish design	Consideration of funding requests for eligible activities		Review of plan under Section 106 Programmatic Agreement? (SHPO)	
PROJECT: Lowry Avenue Bridge replacement - Prel. design	Provide input as to design to meet ATF goals	Provide input as to design to meet ATF goals; Provide support for County funding requests	Provide input as to design to meet ATF goals; Provide support for County funding requests	Provide input as to design to meet ATF goals; Provide support for County funding requests		† Work with City, MPRB, etc. to design bridge to meet ATF goals	Section 106 review if any federal funds (SHPO)	
PROJECT: ATF-Phase I East Bank trails N. of Grain Belt			Assist in seeking non-motorized funding for implementation	† Pursue land acquisition; Seek funds for implementation; Design	Consideration of funding requests for eligible activities			
PROJECT: Cedar Lake Trail connection	Provide input	(Bus Dev) Provide input	† Work with Park Board & others to decide on route; then pursue implementation	Work with Public Works & others to decide on route		Decision relative to ballpark interface	Section 106 review (SHPO)	

TOP NEAR-TERM WORK PLAN, 2006 - 2007, continued

Project	CPED Planning	CPED Development	Public Works	MPRB	MWMO	Hennepin County	MHS/SAFHB/SHPO	New Org. (?)
PLAN: <i>Above the Falls</i> (ATF) Comp. plan amendment & regional park amendment (\$ - potential consultant budget needed)	↑ Cooperative effort to identify impact on ATF of ILUS; Approval of an amendment incorporating <i>Above the Falls</i> into <i>The Minneapolis Plan</i> .	(Bus Dev) Cooperative effort to identify impact on ATF of ILUS		Cooperative effort to identify impact on ATF of ILUS; Consider potential addition of marina; Once <i>TMP/ATF</i> amendment is approved, seek approval of adding at least Upper Harbor Terminal/ Holcim Cement into regional park plan.				
PLAN: Heritage Zone interpretive plan update		(Bus Dev) Provide staff to participate	No role identified	Provide staff to participate		Provide staff to participate	↑ Convene TAC to seek and work with consultant (SAFHB)	
CAPACITY BUILDING: Strategies & funds for park land acquisition & new const. (e.g., park dedication fee)		(Bus Dev) Determine who at City should be involved in review, approval and implementation of park dedication fee	No role	↑ Work with City to get park dedication fee approved and implemented; Explore pot'l legis. changes to revise land acq. process	Provide input as to how fee could be coordinated with MWMO acquisition fund			
PROJECT: Upper Harbor Terminal (UHT) site redev. prep work (\$ - 2007 consultant budget request pending)	Work with stakeholders to identify & address planning/zoning issues; proceed with re-zoning study (note: not currently in 2007 work plan; would need work plan revision)	↑ (Bus Dev) Seek approval for terms of City to MPRB land conveyance; Continue to prepare for redevelopment,	Identify Engineering Services staff to begin work on cost estimating and preliminary engineering once scope is identified; CLIC request for funding for same	Seek approval for terms of City to MPRB land conveyance; Initiate park design; Seek funding for implementation	Consideration of funding requests for eligible park activities		Input re: historical significance (if any) (SHPO)	
PROJECT: Pillsbury project input	Continue development review		Work with dev. on any infrastructure needs (through One Stop process)	Explore potential complementary Hennepin Bluffs improvements			↑ Provide input on interpretive potentials (SAFHB)	
PROJECT: Coloplast exp. (\$ - unk. budget)	Work with Coloplast to review/refine expansion plan	↑ (Bus Dev) Identify approp. area imp.	Work with Coloplast & others to identify approp. area improvements	Pot'l refinements to ATF Phase I imp. to complement private dev.				

WORK PLAN FOR MEDIUM TO LONG-TERM ACTIVITIES, 2006 -- 2007

(AGENCY ROLES SHOWN; † = LEAD AGENCY)

Project	CPED Planning	CPED Development	Public Works	MPRB	MWMO	Hennepin County	MHS/SAFHB/SHPO	New Org. (?)
PROJECT: Lateral connections to River (18th Ave)			† Complete eng. & design for Marshall to Monroe segment Explore funding for additional segments					
PROJECT: Trail links from Main St. to Boom Island			None at this time; may be ROW issues along Main that will need PW involvement	† Seek funding; complete design		Include sufficient area on new Main St. bridge to accommodate trail.		
PROJECT: Lateral connection (trails): Parcel A & Fuji-Ya site	Cooperate to explore viability of a trail connection under First Street South Bridge	† Cooperate to explore viability of a trail connection under First Street South Bridge	Participate in discussions of potential conveyance of PW land parcel?; may have role in access mgmt. & circ.	Cooperate to explore viability of a trail connection under First Street South Bridge				
PLAN: Prepare overall long-term funding/implement. strategy and vision	Participate in visioning and formulation of funding/implementation strategy	† Convene parties to prepare funding/implementation strategy and vision in late 2007	Participate in visioning and formulation of funding/implementation strategy	Participate in visioning and formulation of funding/implementation strategy	Participate in visioning and formulation of funding/implementation strategy	Participate in visioning and formulation of funding/implementation strategy	Participate in visioning and formulation of funding/implementation strategy	
PROJECT: Midtown lateral connection over river crossing						† Explore options and funding sources		
PROJECT: ATF-Phase I Trail across BN Bridge			Assist in seeking funding for implementation	† Discussions with BN about options	Consideration of funding requests for eligible activities			
PROJECT: Minneapolis Riverfront District signage and wayfinding plan implem.		(Bus Dev) Participate in discussions about potential prototypes and plan approval	Participate in discussions about maintenance & location in public R-O-W	Participate in discussions about implementation on Park Board property			† Continue discussions with stakeholders to explore implementation (SAFHB)	

MEDIUM TO LONG-TERM WORK PLAN, 2006 – 2007, continued

Project	CPED Planning	CPED Development	Public Works	MPRB	MWMO	Hennepin County	MHS/SAFHB/SHPO	New Org. (?)
PROJECT: Lower Gorge erosion control/ bank stabilization				👤 Identify needs, seek funding and implement	Potential funding			
PROJECT: <u>Whitewater park</u> 👤 ???	Work with stakeholders to identify & address any planning/ zoning issues	Participate in discussions	Participate in discussions about alternate dredge material storage site & other issues	Participate in discussions	Consideration of funding requests for eligible activities		Potential Section 106 review (SHPO)	
PROJECT: <u>Other non-veh. lateral connections:</u> e.g., <u>Lowry, Broadway, Plymouth, 26th</u>	West Broadway Alive! Planning process will consider lateral connections at Broadway		Work with Park Board to prioritize 26 th Ave. N. greenway and identify an implementation strategy	👤 Work with Public Works to prioritize 26th Ave. N. greenway and identify an implementation strategy		Lowry Bridge design work will consider connections at Lowry		
PROJECT: Missing “link” from Main Street to East River Parkway 👤 ???	Work with stakeholders to identify and address any planning/zoning issues	(Bus Dev) Keep seeking opportunities to move project forward	Identify staff to begin work on cost estimating and prel. eng. and/or prepare a CLIC request for funding.	Provide input as to design				
PLAN: Upper River historical survey and preservation/ interpretation plan	Participate	Participate		Participate		Participate?	👤 Convene parties to formulate work plan and explore funding options (MHS/SHPO)	
CAPACITY BUILDING: Strategies and funds for land acq. for dev.		👤 Explore options	No role					
CAPACITY BUILDING: Strategies & funds for park oper. & maint.			No role	👤 Explore options				
CAPACITY BUILDING: Develop org. framework for Mpls. Riverfront District promotion								👤 Work with public & private parties to pursue

EXHIBIT B RIVERFRONT BLUE RIBBON TASK FORCE ROSTER

RIVERFRONT POLICY OVERSIGHT (RPO) TASK FORCE MEMBERS:

Mayor	1	Cara Letofsky, Mayor Rybak's office
Minneapolis City Council	2	Council Member Diane Hofstede Council Member Paul Ostrow
Minneapolis Park & Recreation Board	2	Commissioner Walter Dziejdzic President Jon Olson
Hennepin County	1	Commissioner Mark Stenglein
Mississippi Watershed Management Organization	1	Commissioner Karen Gill-Gerbig
Minnesota Historical Society/ Heritage Board	1	Director Nina Archabal (Alt. Andrea Kajer)

APPOINTED BY CONSTITUENT GROUPS:

State legislators	3	Senator Linda Higgins Representative Diane Loeffler Representative Joe Mullery
University of Minnesota	1	Clint Hewitt
Metropolitan Council	1	Ann Beckman
Minnesota DNR	1	Emmett Mullin
National Park Service/MNRRRA	1	Steve Johnson
Community organizations (One each Upper River, Central and Lower Gorge)	3	Upper -- Fred Neet (Alt. Mary Jamin Maguire) Central -- Peter Brown Lower -- Irene Jones

APPOINTED BY RIVERFRONT POLICY OVERSIGHT TASK FORCE:

Businesses	3	Tim Baylor, JADT Group Kit Richardson, Schafer Richardson David Lawrance, Paradise Charter Cruises
Foundations	3	Frank Quilici, Minneapolis Parks Found. Karl Stauber, Northwest Area Found. Karen Park Gallivan, Graco Foundation
Non-profits	3	David O'Fallon, MacPhail Center for Music Jay Kiedrowski, Guthrie Theater board John Crosby, MN Adv. Bd. for Trust for Public Land (Alt. Susan Schmidt)
Civic leaders	3	Arvonne Fraser Michael Rainville Charlie Zelle
TOTAL	30	

EXHIBIT C

Minneapolis' Riverfront Revitalization Working Vision

Minneapolis treasures the Mississippi River as one of its premier assets and the reason Minneapolis exists. Leadership and resources are committed to assuring that both people and nature benefit from a healthy ecosystem, exceptional riverfront parks, world-class history and culture and a vital, livable community.

A healthy ecosystem

Minneapolisians are active stewards of the Mississippi River, treasuring it as a special, world-class resource. Humans and the built environment coexist harmoniously with the natural environment. Development uses sustainable approaches, accommodates river access and protects water quality. When the Mississippi River leaves Minneapolis, the water quality is as good as or better than it was when it entered the city. And, the river corridor provides a successful habitat for native plants and animals.

Exceptional riverfront parks

The river is lined with publicly accessible open spaces that feature the river and offer people recreation and places to enrich their spirits by connecting with nature. These open spaces are connected along the river and into the rest of the city by parkways, trails and greenways, so that all of Minneapolis feels like a river city. Appropriately located recreational features (including some that use the river itself for recreation) take advantage of natural and historic resources and provide a variety of activities for people of all ages and abilities.

World-class history and culture

Preservation and interpretation protect and build upon the authentic history and natural resources of the river, providing a distinctive sense of place. A variety of historical, cultural and educational features and programs attract people to the riverfront for unique and memorable experiences. These programs also reach out into all of Minneapolis to help residents understand how the river and the city have shaped each other. High quality design by both the public sector and private developers complements the significance of the river and, where appropriate, provides signature design that is an attraction itself.

A vital, livable community

Minneapolis' status as a renowned river city adds to the quality of life that attracts residents, businesses, employees and investors. The riverfront and riverway offer a thoughtful mixture of land and water uses that meet today's and tomorrow's needs and provide great places to live, work, play, learn and do business. Continued riverfront revitalization brings more housing, jobs, taxes, business opportunities and economic vitality to the city without jeopardizing the natural environment. Riverfront land uses benefit from proximity to the river, while also providing a benefit to the river corridor.



Approved by Riverfront Policy Oversight Task Force December 12, 2006

Task 3 Approach and Results

The purpose of Task 3 was to convene a blue ribbon task force that would evaluate the various organization models and then make a recommendation as to which model would be best for Minneapolis.

Working in collaboration with the core group, Carolyn Bacon and Cathy Tilsen of Bacon & Associates designed a series of meetings to provide the necessary background information and support to assist the Riverfront Blue Ribbon Task Force in making its recommendation. These included a kick-off reception that provided background information and allowed the RBR members to meet each other, three half-day workshops and a final wrap-up session. A summary of these meetings and their basic agendas is attached as Exhibit D.

The outcomes of the Riverfront Blue Ribbon Task Force process are summarized in Exhibit E and included:

- Identification of the success criteria that the new organization model should achieve;
- Identification of the functions that a new organization model would have; and
- A recommended organization model that would result in the creation of a new public/private entity.

This recommendation was presented to a meeting of the Riverfront Policy Oversight (RPO) Task Force for its consideration on April 23, 2007. The RPO decided that the recommendation merited moving forward to seek stakeholder input in Task 4, as outlined below. The RPO also decided to recruit members of the Riverfront Blue Ribbon Task Force to assist in outreach during this stakeholder input phase (and possibly during Phase 2 of the study in which implementation will be pursued).

Next Steps

Task 4 of the study will seek broader stakeholder input to assist in refining and detailing the organization model and building support. This is expected to include:

- Presentations to the governing bodies of the anticipated governmental members to seek their input and assess the level of their initial support and willingness to participate;
- Discussions with Minnesota legislative members to determine their willingness to consider establishment of the recommended new entity;
- Public meetings to seek input from community organizations, businesses, nonprofits and other potentially impacted parties; and
- Initial conversations with potential funders to explore receptivity.

During Task 4, additional research as to the best approach for establishing the new entity (including alternatives to a legislative approach) also will be completed and the options for enhanced regional cooperation will be explored. The input received during Task 4 will be used to refine and flesh out the organization model. By the end of 2007, the goal is to have completed Task 4 and have a package ready for Phase II implementation. This could include consideration during the 2008 legislative session.

EXHIBIT D

RIVERFRONT BLUE RIBBON (RBR) TASK FORCE WORKSHOP PROCESS

KICK-OFF RECEPTION (January 16, 2007)

Purpose and goal: Provide overview of study background and RBR charge; members meet and coalesce as a team.

1. Welcome and opening comments
2. RBR composition and introductions
3. Background (riverfront overview, Task 1 and 2 summary, the challenge)
4. Role of RBR and desired outcome
5. Working vision that we want organizational capacity to achieve
6. Preview of workshop process and guidelines for work of RBR
7. Questions, reactions, hopes

WORKSHOP ONE (January 23, 2007)

Purpose and goal: Members understand the challenge, establish success criteria and gain a working foundation of potential organization models.

1. Establish group operating guidelines
2. Establish success criteria to be used in determining the RBR's final recommendation
3. Briefly describe the existing entities involved in riverfront revitalization
4. Introduce potential organizational models
5. Preview next workshop, and review schedule for Workshops Two and Three

WORKSHOP TWO (February 14, 2007)

Purpose and goal: Review potential models; evaluate and reach tentative agreement on one or two.

1. Review and refine success criteria from Workshop One
2. Decide on functions a new entity should have
3. Examine potential models and strategic choices
4. Identify pros and cons and evaluate models against success criteria
5. Reach preliminary agreement on which one or two models appear best
6. Consider: can the process be completed in one more workshop?

WORKSHOP THREE (March 26, 2007)

Purpose and goal: Review and refine model identified in Workshop Two, and recommend one organization model to send to RPO.

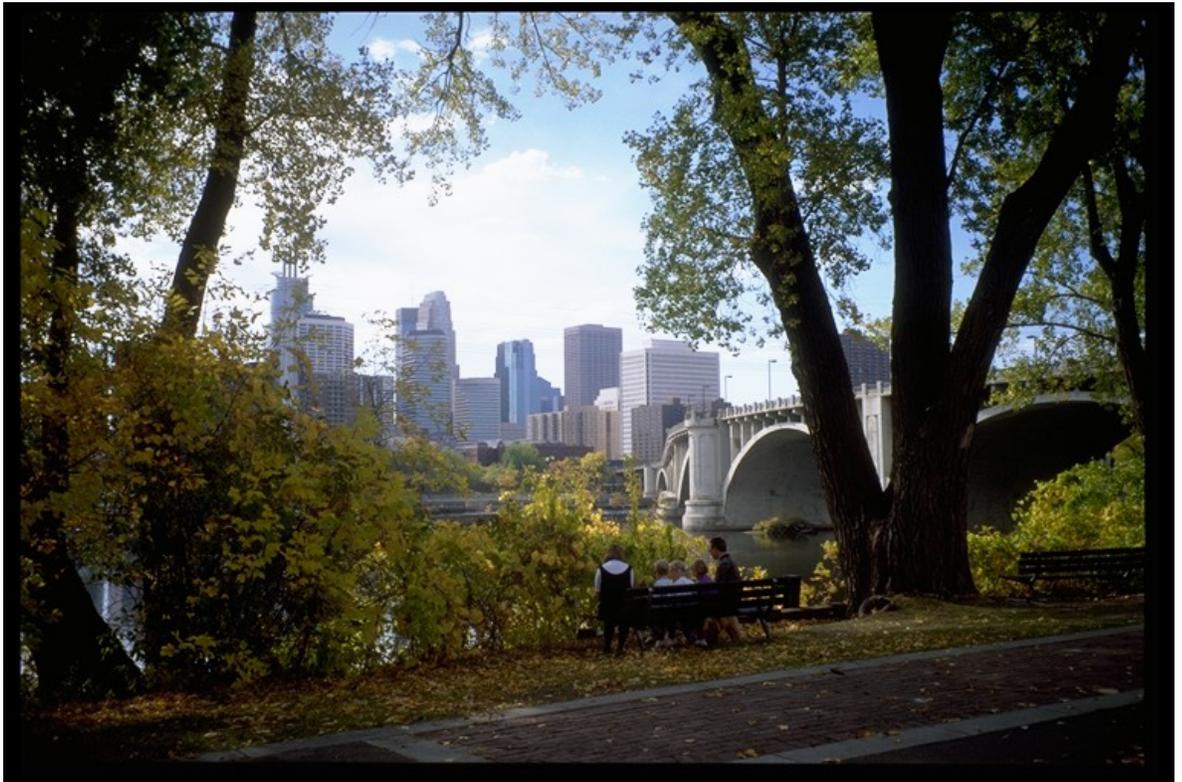
1. Refine recommended functions
2. Review additional information about models
3. Small group discussions to evaluate models
4. Large group discussion to reach a conclusion
5. Preview of final wrap-up meeting and subsequent steps

WRAP-UP MEETING (April 9, 2007)

Purpose and goal: Review/endorse written recommendation and consider next steps.

1. Review written summary of recommendation, refine as needed, endorse
2. Brainstorm next steps to seek input and build support
3. Identify champions interested in continued participation

EXHIBIT E



RIVERFRONT ORGANIZATION MODEL RECOMMENDED BY RIVERFRONT BLUE RIBBON TASK FORCE TO RIVERFRONT POLICY OVERSIGHT TASK FORCE

April 9, 2007

As clarified by Riverfront Policy Oversight Task Force April 23, 2007

RBR-Recommended Organization Model

**RIVERFRONT ORGANIZATION MODEL
RECOMMENDED BY RIVERFRONT BLUE RIBBON TASK FORCE
TO RIVERFRONT POLICY OVERSIGHT TASK FORCE**

NEW PUBLIC/PRIVATE ENTITY

Benefits/Goals of New Entity (also see Success Criteria)

- Enhanced ability to coordinate efforts among entities involved in riverfront work so all are pulling in same direction at same time for optimum effectiveness
- Good potential to attract new investors and increased support from parties who may be more interested in supporting coordinated riverfront revitalization than in fielding multiple disparate requests
- Riverfront revitalization outcomes may be better if projects are inspired over long-term to achieve multiple aspects of vision (see Working Vision), not just meet minimums or achieve one entity's set of goals
- Potential for streamlining development process and/or making it more effective and productive
- Will allow overall community to have more productive input into plans, projects, proposals

Functions

- New entity will have functions shown in attached "Recommended Functions"
- Board will meet regularly to:
 - Provide overall strategic direction and agree upon shared goals and action plans
 - Be the impetus for achieving shared agenda, ensuring coordination of activities and sharing information
 - Identify key activities, and approve new entity's work plan and budget (both operating budget and allocation of funds to special initiatives and key activities)
- New entity leads visioning process and establishes design guidelines
- New entity develops and implements communications plan
- New entity's staff will implement work plan, provide staff support for board and have day-to-day involvement in coordination, design center oversight, etc.
- Design center review will complement existing project review process (which focuses on administration of ordinances, minimum requirements and technical considerations) by providing upfront coordinated input on design considerations and opportunities for both coordination and enhancements to achieve vision
- New entity will take over convening Riverfront TAC and also will convene senior management and policy makers as needed. Governmental members will commit to participate.
- New entity will have legal authority to acquire, hold and dispose of land, but role (at least initially) may be achieved via support of member entities' land acquisition and/or by working in partnership with a nonprofit with that skill set. Land acquisition would be considered only when needed to achieve a strategic goal that a partner cannot achieve. Any land ownership by the new entity is expected to be generally for a short transitional period, not long term.
- Governmental member entities will continue their current roles for planning and implementation

RBR-Recommended Organization Model

Powers needed by new entity

- Hire staff
- Accept grants, donations, government member contributions, membership fees; structure will allow contributions to be tax deductible
- Make grants to governmental, private and nonprofit entities
- Enter into contracts (office space, professional consultants, web site, etc.)
- Acquire/hold/dispose of land (directly or in cooperation with partners)
- Incur debt

Governance

- Board will include representative(s) of following governmental bodies:
 - City of Minneapolis
 - Minneapolis Park and Recreation Board
 - Hennepin County
 - Metropolitan Council
 - Mississippi Watershed Management Organization
 - Minnesota Historical Society
 - University of Minnesota
- Board also will include private/nonprofit/foundation/business/community representatives and possibly a St. Paul representative
- Board chair will be shared between two members (one public and one private)

Authority

New entity will have following authorities (in addition to influence it can wield via power of vision and working relationships):

- Approve strategic and work plans for new entity's activities
- Approve budget for funds raised by new entity and identify key activities to be supported with funding and/or advocacy
- Review of (and making recommendations on) plans and public projects: Member governmental entities will commit to: a) submit plans and major public project decisions (e.g., developer selection, public project designs) to new entity for review, and b) consider its input. New entity will review proposed plan/project and make recommendations on opportunities for coordination and alignment and ways to assure compliance with vision. New entity will not have veto power.
- Private project review (and making recommendations on): Member governmental entities will commit to encourage private parties to submit private project plans for review by design center.
- Design guidelines: Once design guidelines have been approved by new entity, will explore whether any part could/should be enforced via member governmental bodies' tools (e.g., zoning)

Authority/powers not needed or wanted

- Eminent domain
- Taxing
- Bond issuance

RBR-Recommended Organization Model

Staffing

- New entity will need following competencies (through staff hired by new entity, staff support contributed by members and/or contracting out):
 - Executive director/leadership
 - Fundraising/development/advocacy
 - Design center oversight
 - Communications
 - Ombudsman (to work with developers and businesses that may be affected)
 - Community engagement
 - Legal counsel
 - Administrative support
- Staff from governmental member entities also will provide staff support to facilitate coordination and buy-in and to expand capacity

Funding

- As with Heritage Board, member entities could make annual contributions to support basic operations and core activities
- One-time funding for visioning process and design guidelines
- Ongoing funding of communications program, design center function and staff
- Contributions sought for ongoing basic operations and for special initiatives and key activities undertaken by the Board
- Potential funding sources (for operations and/or key activities):

Note: The desired result will be to have a larger funding “pie” that can be split up more cooperatively and strategically, rather than adding another entity to compete for the same pie.

 - Governmental members’ annual contributions
 - Contributions of staff time, other
 - Fundraising:
 - Grants from governmental entities
 - Foundations
 - Corporations (both philanthropy and for marketing)
 - Individuals
 - Membership dues
 - Land revenues (sales proceeds, leases, etc. - direct or assigned by others)
 - Merchandising

Community engagement

Additional work needed to determine role of community (i.e., existing neighborhood organizations, advisory committees, other stakeholders) in:

- Input towards creation of new organization
- Participation on board
- On-going relationship between board and existing neighborhood organizations/advisory committees
- Whether new organization can/should take over leadership of some input processes to strengthen, streamline and coordinate
- Extent to which new organization will seek and respond to community input

RBR-Recommended Organization Model

Establishment

- State will be asked to statutorily establish (or authorize creation of) a public-private nonprofit charged with coordinating and facilitating riverfront revitalization. New body will have status as a legal entity and will have powers noted below.
- Feasibility of establishing new entity as a nonprofit without legislative action also will be explored during Task 4.
- After evaluation of options and pros/cons, if it is decided that role of existing St. Anthony Falls Heritage Board should be folded into new entity, that also will require legislative action.
- Long-term goal is to strengthen regional riverfront revitalization (starting with St. Paul). Options that will be explored during Task 4 will include: a) two separate organizations working as partners, b) working with/through Met Council as a regional body, or c) creating a merged organization with St. Paul. May seek legislative authority for one or all options.

Interim task force support

In interim until formal approval and establishment of new entity, Riverfront Policy Oversight Task Force may ask appropriate members of Riverfront Blue Ribbon Task Force to continue to participate in one or more manners:

- Be involved in gathering input and building support during upcoming community outreach phase
- Assist in preparing the legislative proposal and seeking approval
- Do some initial fundraising

RBR-Recommended Organization Model

Recommended Functions of New Organization

Coordination/ Administration	Development	Marketing/Promotion/ Communications	Planning/Design/ Construction
<ul style="list-style-type: none"> • Convene partners and facilitate communication and coordination • Obtain broad community input and support • Refine and then hold the vision/inspire • Facilitate and mediate toward the goals • Identify shared priorities and key activities • Streamline processes • Provide transition/relocation assistance • Represent Minneapolis in coordinating regional riverfront discussions and activities 	<ul style="list-style-type: none"> • Fundraise for key activities (including land acquisition) • Advocate for key activities legislative and other (but not lobby) • Provide seed/gap funding to assist large key activities 	<p>Educate stakeholders about importance of River and vision</p> <p>Promote:</p> <ul style="list-style-type: none"> • Benefits of revitalization to funders, decision-makers and overall community • Sites to developers • Overall package of amenities to consumers and visitors • Riverfront neighborhoods to existing residents and potential investors • Options to potential residents and tenants 	<ul style="list-style-type: none"> • Provide top-level coordination of plans to assure they align and achieve vision • Prepare design guidelines • Offer design review and input for specific projects (including developer selection) • Might have ownership of one or two modest projects/amenities • Would have authority to acquire, hold and sell land

Examples of functions that would remain where they currently are:

- Land acquisition and ownership, perhaps using funds raised by new entity, with some improvements to existing processes/requirements; a strategic partner such as Trust for Public Land also could assist
- Completion of comprehensive, small area, park, transportation, public improvements and other plans
- Design, construction, maintenance and operation of projects/buildings/parks, etc.
- Administration of zoning and other controls
- Provision of educational, recreational, cultural and interpretive programming
- Financing and fundraising for projects and activities that are not targeted as “key activities”
- Promotion and marketing of specific attractions, programs and projects
- Solicitation and selection of developers for publicly-owned land
- Completion of environmental improvements (and regulating of same)

RBR-Recommended Organization Model

Success Criteria

Will this organization model...?:

Be effective/efficient?

- Assure better coordination and cooperation?
- Enhance timely identification of priorities?
- Develop and then track quantitative measures of success?
- Assure for those who are working on riverfront projects that the process will be clear, predictable and reasonably efficient?
- Effectively handle all of the potential "balance points" that will present themselves and come to creative, productive resolutions?
- Be more flexible and entrepreneurial than what we have today?
- Be nimble and responsive to emerging possibilities, including acquiring key land parcels when they become available?
- By design, assure a place for all viewpoints to be presented and considered?

Keep the vision?

- Effectively implement all aspects of the vision of positive change for the riverfront?
- Embrace the vision of the river as an amenity equal to the chain of lakes?
- Serve as the "keeper of the vision," both near-term and over the long-term (20+ years)?
- Effectively articulate the shared vision at a high level and to the general community in a way that draws in support toward our collective, international aspirations?

Achieve the needed level of support?

- Have a clear champion for the work?
- Strengthen trust among various levels of government and the broader community?
- Attain the level of support needed to implement its work?
- Have the authority and support needed to further the vision of the river?
- Be politically sustainable, including over the long term (20+ years)?
- Create a sense of shared ownership and leadership?

Improve marketing/communication?

- Assure there are improved awareness, communication and public relations around riverfront activities?
- Educate about the importance of the river and why achievement of the vision is valuable?
- Generate excitement and enthusiasm for riverfront revitalization, both short-term and long-term?
- Effectively celebrate and market riverfront successes?
- Successfully send the message that all of Minneapolis is a river city?

Expand funding?

- Be effective in attracting additional funding and expanded resources?

Have the right focus?

- Continue the success experienced on the central riverfront?
- Represent the needs of the upper, central and lower gorge?

Support organizational values and systems thinking?

- Value inclusiveness and be willing/able to hear the multiple viewpoints (e.g., ecology, business)?
- Be able to use systems thinking to see connections and pursue opportunities for specific actions and decisions to achieve multiple aspects of the vision?

