



# About the Urban Land Institute

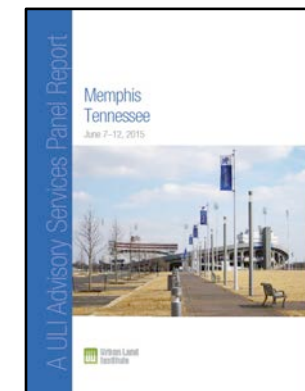
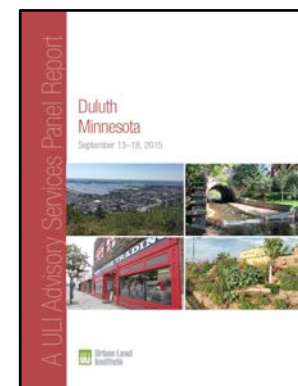
- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 40,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
  - Conducts Advisory Services Panels





# The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation and tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report



# The 10-Minute Walk Campaign

- National movement promoting the bold idea that all people in urban America should live within a **10-minute walk to a high quality park.**
- Partnership between the Urban Land Institute, The Trust for Public Land, and the National Recreation and Park Association
- 160 mayors have signed on to date
- Saint Paul is a 10-Minute Walk City



# Thank You to Our Sponsors and Agency Partners





# Thank you to Everyone Else...!

Mr. Marvin Anderson \* Marvin Scroggins \* John Shardlow \* Liz Wagoner \* Jonathan Sage \* Walter Smith \* Dan Trudeau \* Joan Pasiuk \* Rebecca Place \* Keith Baker \* Patrick Boylan \* Monica Bryand \* Dan Marckel \* Artika Tyner \* Margaret Lovejoy \* Fernando Burga \* Dr. Bruce Corrie \* Lars Christiansen \* Mic Johnson \* Brenda Thomas \* Sharon DeMark \* Nieeta Presley \* Lilli Post Johnson \* Pat Mascia \* Cyrus Knutson \* Rick Cardenas \* Chris \* Josh Kohnstamm \* George Sherman \* John Mannillo \* Brittany Lynch \* Nathan Johnson \* Lisa Tabor \* Mayor George Latimer \* Paul Johnson \* Anna Dolde \* Cedrick Baker \* Roberta Johnson \* James Garrett, Jr \* Marianna Morgan \* Katie Clark Sieben \* Gene Barringer \* Frank Clark \* Emmiett Coleman \* John Breitinger \* Wesley Smith \* Yeng Callahan \* Leetta Douglas \* Bob Engstrom \* Amy Gundermann \* Kathy Hedin \* Melvin Emanuel \* Pam Biladeau \* Eugene Nichols \* Charles A. Ellis \* Ms Donna Evans \* Yvonne Wells-Ellis \* Gena Mitteo \* Jason Partridge \* Shirley Erstad \* Kim Club \* Broderick Bell \* Alex Frank \* Kimberly Nightingale \* Melvin Carter \* Jackie Cooper \* Brian Isaacson \* Merrie Sjogren \* Darius Gray \* Raesha Williams \* Gloria Jeff \* Frank White \* Sam Goldsmith \* Marion Jones \* Tara Olds \* Billy Peterson \* Linda Cobb \* Edward Erwin \* Scott McBride \* Commissioner Charlie Zelle \* D'Angelos Svenkeson \* Jenna Fletcher \* Taffy Jones \* Councilmember Dai Thao \* Tim Griffin \* Jay Walljasper \* Dr. Jim Hart \* Toni Carter \* Drew Ross \* Julie Reiter \* Tony Johnson \* Jason Partridge \* Elaine Vargo \* Brian Dodds \* Bill Katter \* Isabel Chanslor \* Melvin Giles \* Emma Corrie \* Ross Currier \* Jean Schroepfer \* Bill Lindeke \* Debra Montgomery \* Sheronda Orridge \* Mike Temali \* PH Copeland \* Damone J Presley Sr \* Carol Swenson \* And Many, Many More!

## Panelists

- Lyneir Richardson, Rutgers University, Newark, NJ
- Beth Callender, CallenderWorks, San Diego, CA
- Rodney Crim, Saint Louis Economic Development Partnership, St. Louis, MO
- Sarah Graham, Strategic Economics, Berkeley, CA
- Bert Gregory, Mithun, Seattle WA
- Ilana Lipsett, PublicDesign | PublicSpace, Oakland, CA
- Ben Stone, Smart Growth America, Washington, D.C.

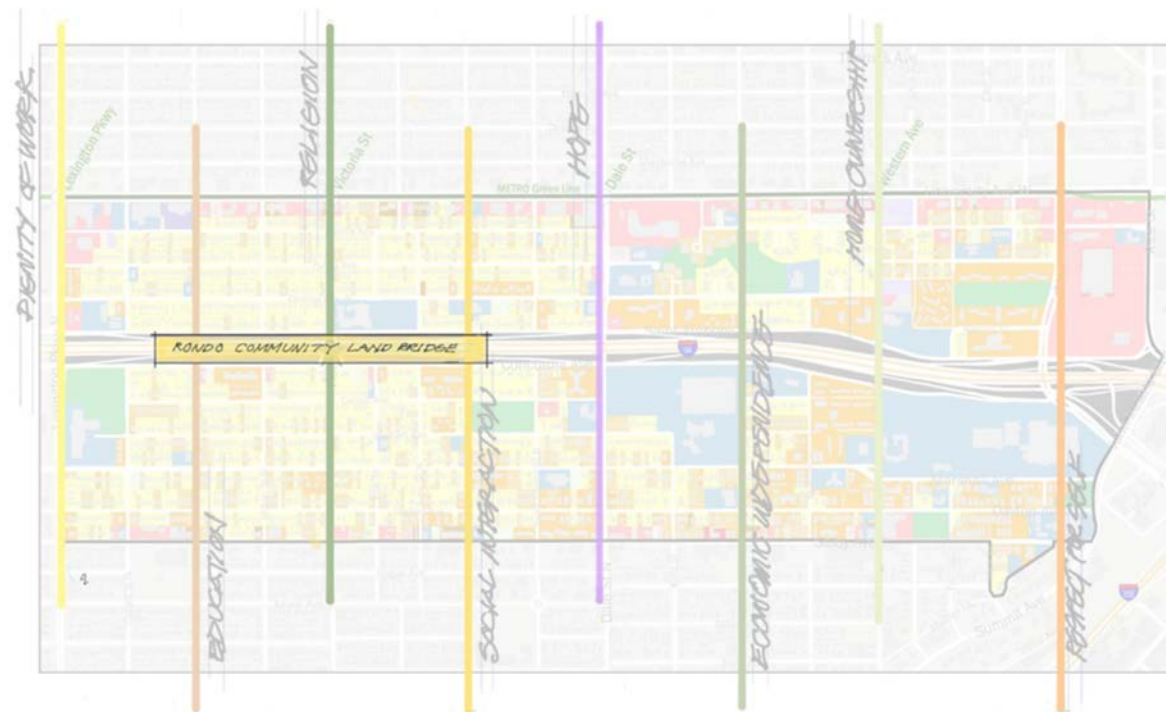
## Urban Land Institute Staff

- Paul Angelone—Director, Advisory Services
- Violeta Duncan—Senior Associate, Content
- Grace Hill—Senior Associate, Meetings and Events



## Key Takeaways

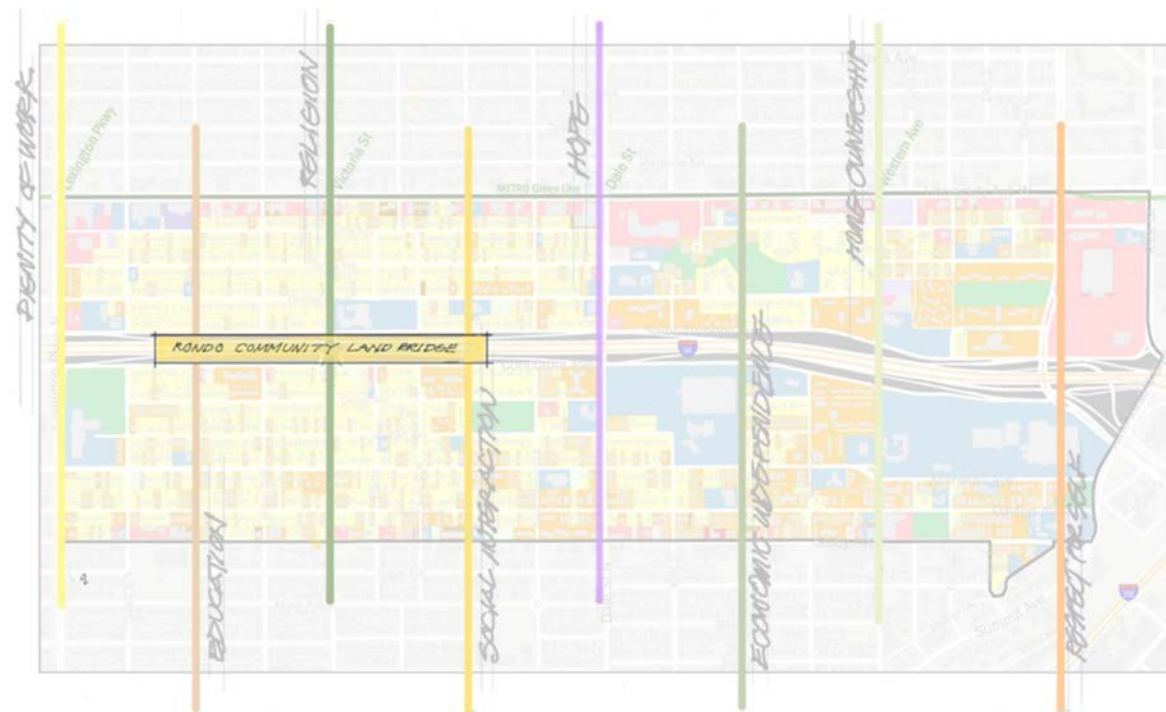
- **A significant Rondo Community Land Bridge should move forward.**
- MnDOT should construct and maintain the bridge.
- This is an opportunity for African American leadership and ownership.
- The time is now to put resources of \$6 million behind this concept to bring the idea to the next step of design, engineering, and cost estimates.
- Recommendations consider gentrification and displacement.





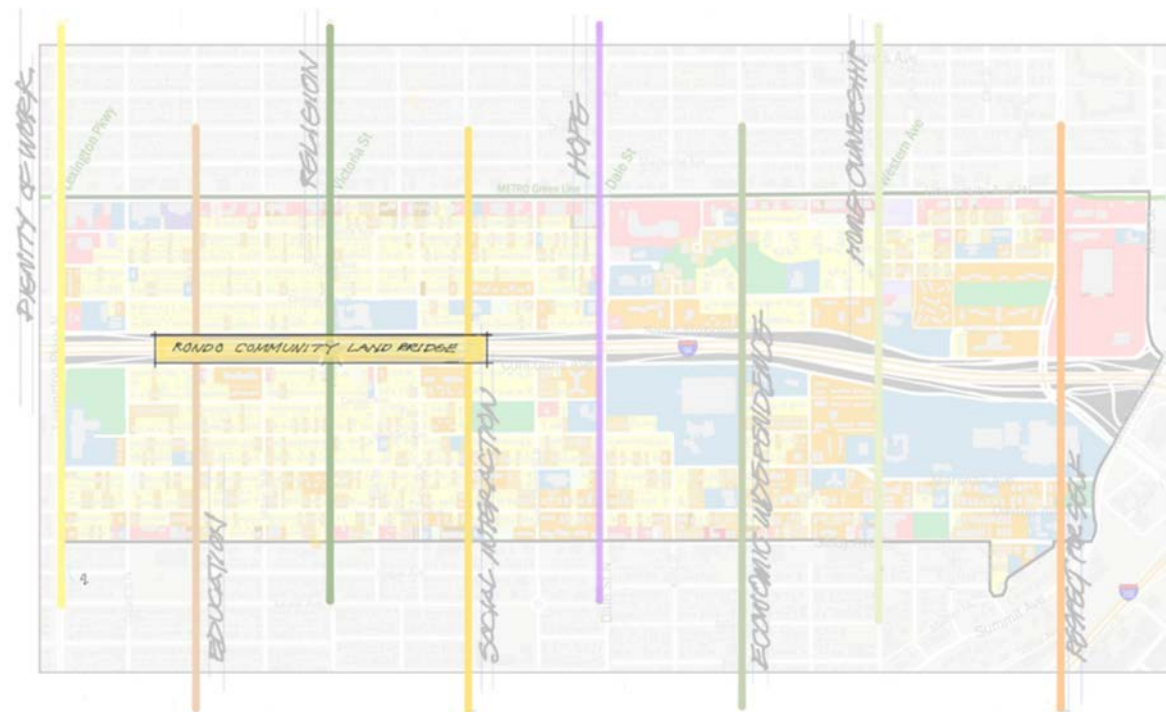
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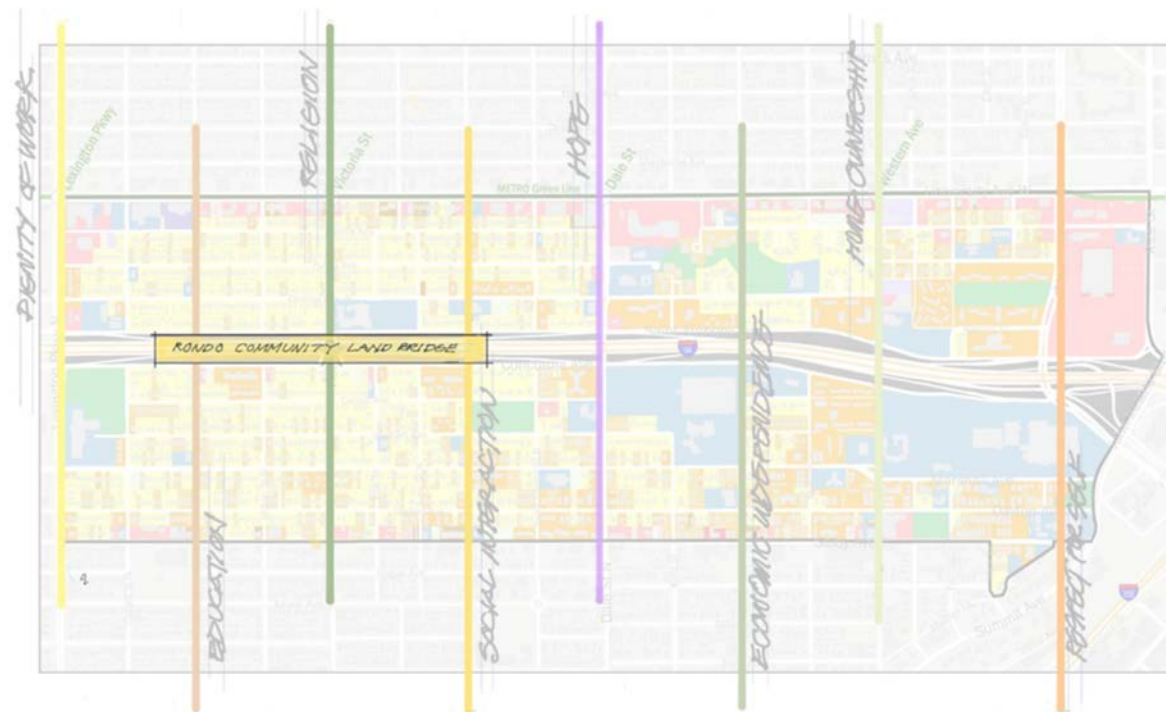
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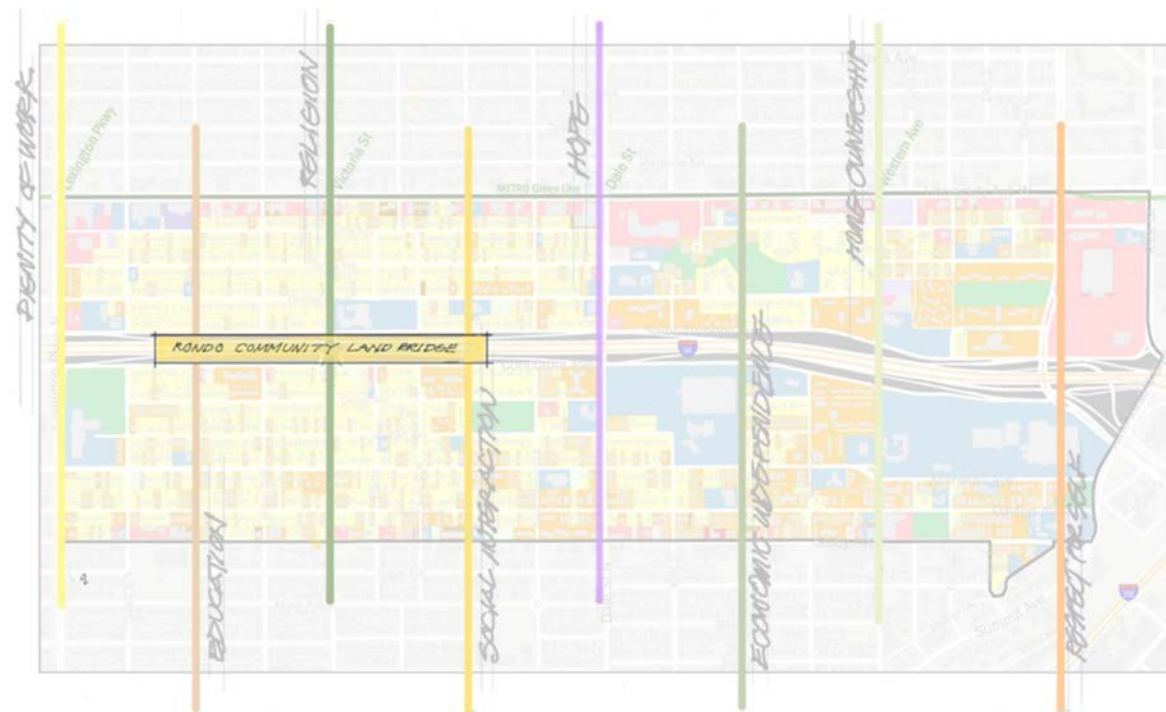
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# Presentation Overview

- I. Why It Matters
- II. Defining Rondo
- III. Market Overview
- IV. Land Use and Design
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- VI. Funding
- VII. Tasks To Be Accomplished



## “More than a Bridge”

### A One Hundred Year Journey

*(and only half-way there)*

From a thriving middle-class African American neighborhood to a disrupted community to a Moonshot dream to a reconnected Rondo.

- An opportunity for healing
- A celebration of history
- An opportunity to capture the benefits of economic development in the local community





# Guiding Principles

## An African American Initiative

### An African American Initiative and Ownership

- Ownership of and participation in the process
- In the physical places/spaces (atop the bridge)
- The maintenance and programming with the inclusion of local arts and culture
- And increasing the opportunity for locally owned homes and businesses

### “More than a Bridge”

- Both symbolic and literal
- Acknowledges past wrongs, but speaks to future opportunity
- Reweaves the community through shared history, outreach to new neighbors, and the city of St. Paul

# Guiding Principles

## A model for community healing through equitable development

### **“More than a Bridge”**

Anchored by the eight community values:

- 1) The dignity of work;
- 2) The importance of education;
- 3) Religion and faith;
- 4) Social interaction;
- 5) Hope for a better tomorrow;
- 6) Securing economic independence;
- 7) Home ownership;
- 8) Respect for family and self.

# Guiding Principles

## A model for healing community through equitable development

### A 100-year Journey

- A recognition and respect for the past and look to and hope for the future
- Many people will join you on this journey
- The land bridge is the physical embodiment of the Rondo legacy and provide a springboard for community renewal

### A Community with a Functioning Heart

- Infuse new life into the community by reconnecting its center



# Guiding Principles

## A model for community healing through equitable development

### Cultural Legacy

- Serve as a national model
- Inspire other communities of color.
- Provide a legacy for MNDOT, the city of St. Paul and the state of Minnesota.

Whether a community's moonshot is a land bridge or another worthy project, the process by which communities can galvanize, come together, identify partners, and participate in the final creation can be learned through the Recreate Rondo effort.



## Why it Matters

### **A Community Initiative Centered Around African American Leadership**

- A unique opportunity
- Ensure diverse representation throughout the entire endeavor including participation among:
- Minority- and women-owned firms
- Youth advancement and mentoring
- Creation of new partnerships among local, state, and national partners as well as public and private foundations and entities

### **The Bridge as Catalyst**

- More wealth creation through ownership
- Through better engagement, create greater diversity within the city of St. Paul leadership
- Raise awareness of all issues through the efforts around the land bridge

# Why it Matters

## **The Bridge as Legacy**

- A national model for restorative justice through equitable development through the creation of a new civic commons at the heart of St. Paul's African American community.

## **The Bridge as Connection:**

- Connecting people not cars
- Connecting people to transit, open space, schools, churches, and civic places
- Connecting people to each other and the diverse communities in the area through a central gathering space and community hub
- Connecting people to possibility of future prosperity
- Connecting people of color to the region's public and private institutions, organizations, and to sources of capital and investment



## Why it Matters

### **Enhance Livability and Health**

- Connecting green and open spaces; coordinate programming and outreach
- Walking to places to play, create and learn
- Better mobility/connections by foot and bike to transit; the goal to enhance utilization of the Green Line and alternate transit
- Mitigation of exhaust, pollution and noise generated by I-94 into residential neighborhoods

### **Support Workforce Training and Development**

- Engage local business, youth and professionals.
- Partnerships with state, city and local groups like the Neighborhood Development Center and MNDOT to be explored.
- Create better connections to local universities and the community college district
- Encourage and support entrepreneurship and business start-up's

# Gentrification

## *gen·tri·fi·ca·tion*

“The process of the renovation of deteriorated urban neighborhoods by means of the influx of more affluent residents.”

## *dis·place·ment*

“The moving of something from its place or position.”

Both can happen, the key is to put tools and programs in place to mitigate their affect without halting progress that will create wealth, jobs and opportunities for home ownership among residents and growth for local business.

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## Defining Rondo

### The Rondo Diaspora



## Defining Rondo

### Recommendations: Define Boundaries

- **Establish official boundaries for Rondo by:**
  - Canvassing Rondo & survey residents about their thoughts on Rondo's boundaries and the land bridge
  - Collecting opinions at Rondo Days and other festivals with an interactive map
  - Creating an online map to solicit input from the Rondo diaspora
- **Formal boundaries will help to:**
  - Create a defined area that can be embraced by a large, diverse community
  - Connect community assets across I-94 to help eliminate physical separation
  - Honor the legacy of Rondo by creating an official neighborhood for the first time in Rondo's history
  - Provide the foundation for an overlay district(s) that could be used to attract funding and investment in the community
- **Continue to activate the Rondo diaspora**
  - Former residents and the children of former residents can help through donations, volunteering, and spreading the word about Rondo and the land bridge project to boost your efforts



## Defining Rondo

### Recommendations: Housing Stabilization Plan

- While canvassing, **develop a database of residents' housing status**, including their ability to pay rent/mortgage and home improvements, to develop a true sense of displacement risks and to develop a funding plan to assist those who need help.
  - Since Rondo is a walkable area, this process should be repeated on an annual basis to maintain relationships with Rondo's vulnerable residents.
  - This will require increasing staff capacity and/or working through intermediaries (Religious institutions, nonprofit community groups, etc.)



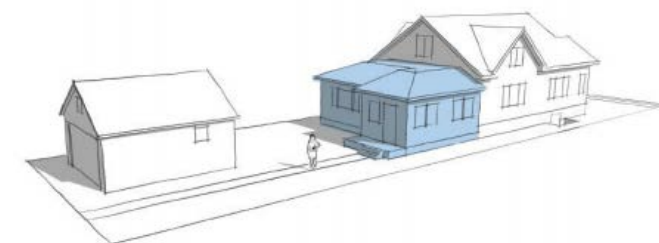
# Defining Rondo

## Recommendations: Overlay Districts

- **ADU District:** extend the area in which Accessory Dwelling Units are allowed to the east of Lexington Parkway.
- **Arts and Cultural District:** to support artists and arts organizations, and to attract investment while maintaining affordability for artists.
- **Business Improvement (BID):** a defined area within which businesses (and in some cases residential and/or commercial property owners) are required to pay an additional tax to fund projects within the district's boundaries.
- **TIF District:** to fund community projects and neighborhood stabilization by reinvesting the tax increment in neighborhood-based nonprofits.
- **Resource Conservation District or Certified EcoDistrict:** Consider district scale infrastructure for energy and water, potentially owned by a Rondo Community Development entity.
- **Rondo Community Overlay District:** Generate a community driven process to refine the zoning and land use of Rondo.



ADU = approximately 500 sq. ft.



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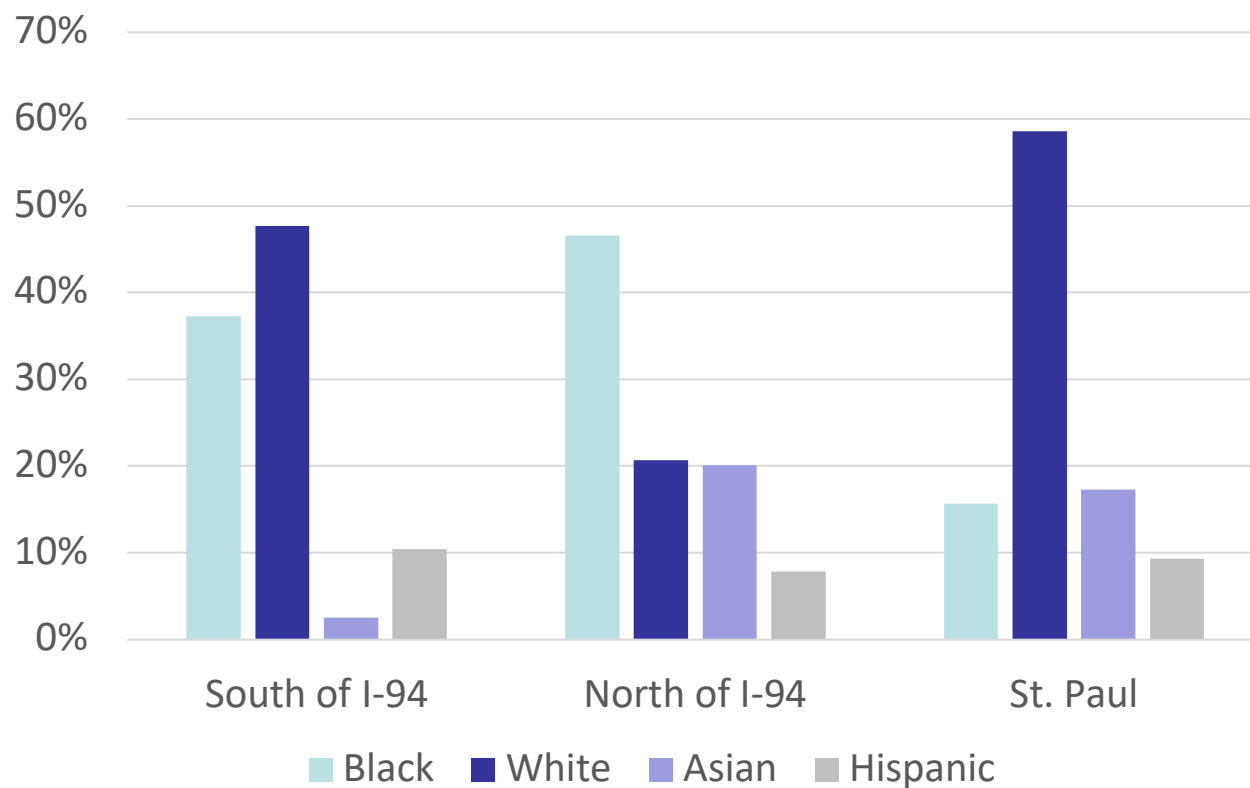
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## Demographics and change

### Significant decline in Black population share

- Examined data for selected census tracts roughly corresponding to the northern and southern portions of the Rondo study area
- Racial composition varies depending on which side of I-94 is considered.
- North of I-94 the share of Black residents is 47 percent while the share of White residents is 21 percent.
- South of I-94 the share of Black residents is 37 percent while the share of White residents is 48 percent.

Share of Population by Race, Selected Census Tracts and St. Paul

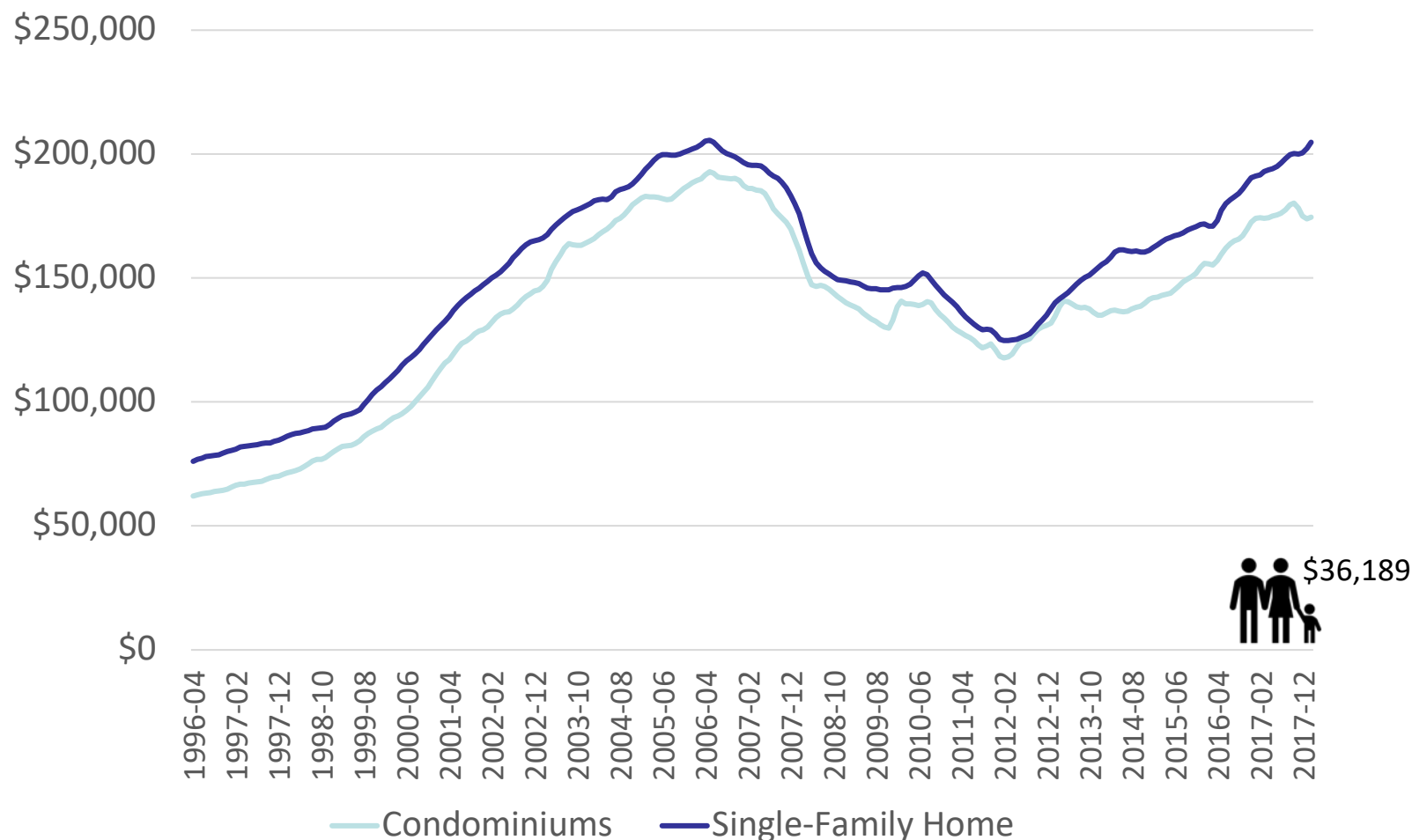


PolicyMap, U.S. Census



## Monthly Median Condominium and Single-Family Home Sales Prices, City of St. Paul, April 1996 to February 2018 (nominal dollars)

- Single-family home prices have recovered after the recession, but condo prices lag
- Median single-family home price in Saint Paul is \$204,900 (February 2018)
- Median condo price in Saint Paul is \$174,500 (February 2018)
- Median home price in Rondo area is about \$200,000
- Median household income in the Rondo Study Area was \$36,189 in 2017 compared to the citywide median income of \$54,000.



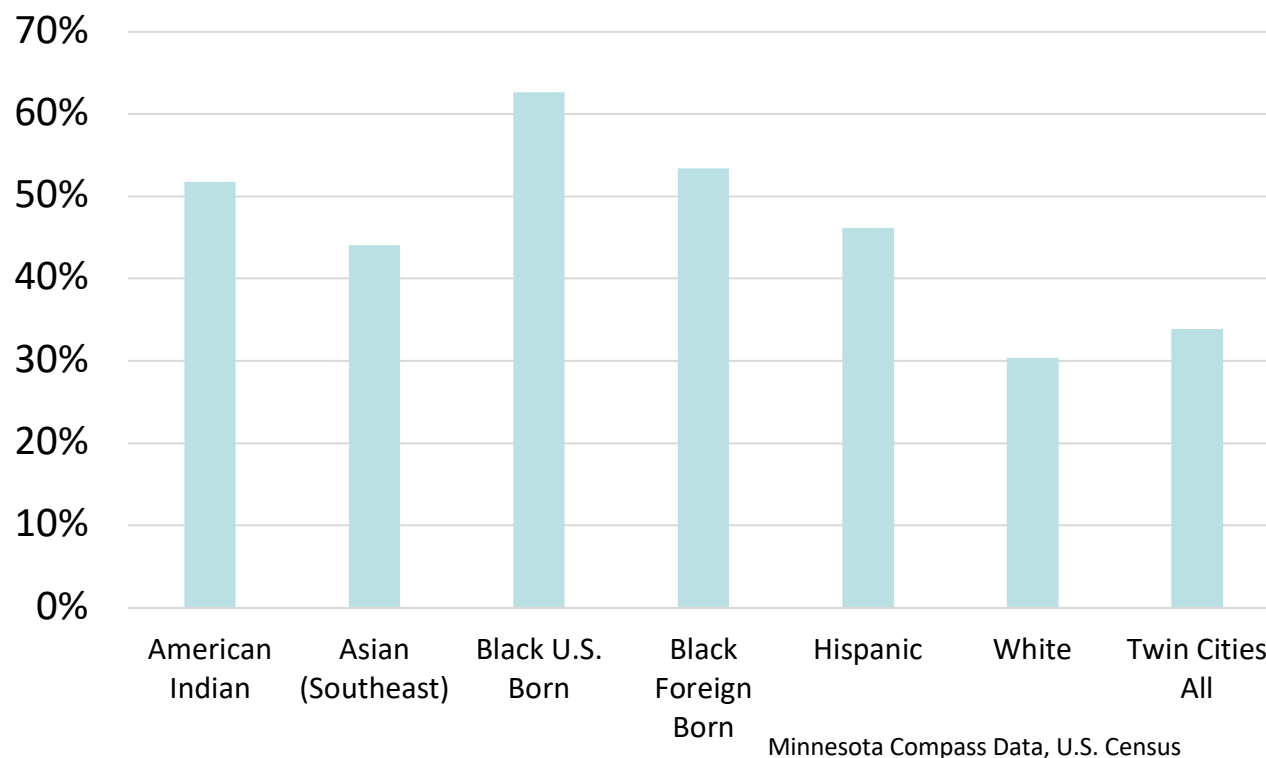


## Housing Cost Burden: Spending More than 30 percent of Household Income on Housing Costs

### Households experiencing housing cost burden in the Twin Cities Region:

- 33.9 percent of all households
- 62.7 percent of U.S born black households
- 53.4 percent of foreign-born black households
- 30 percent of white households

Share of households paying 30% or more of income for housing, by race/ethnicity (Twin Cities Region)



# Recommendations

## Next 12 to 24 months

- Conduct comprehensive market analysis and financial analysis:
  - Prepare affordable housing strategy to identify target income levels and unit types as well as policies and programs for affordable housing production and preservation
  - Employment analysis to identify targeted industry sectors as well as policies and programs for job generation and workforce training
  - Financial feasibility of the desired land uses to help identify the need for additional development policies and/or subsidies required to support development

# Presentation Overview

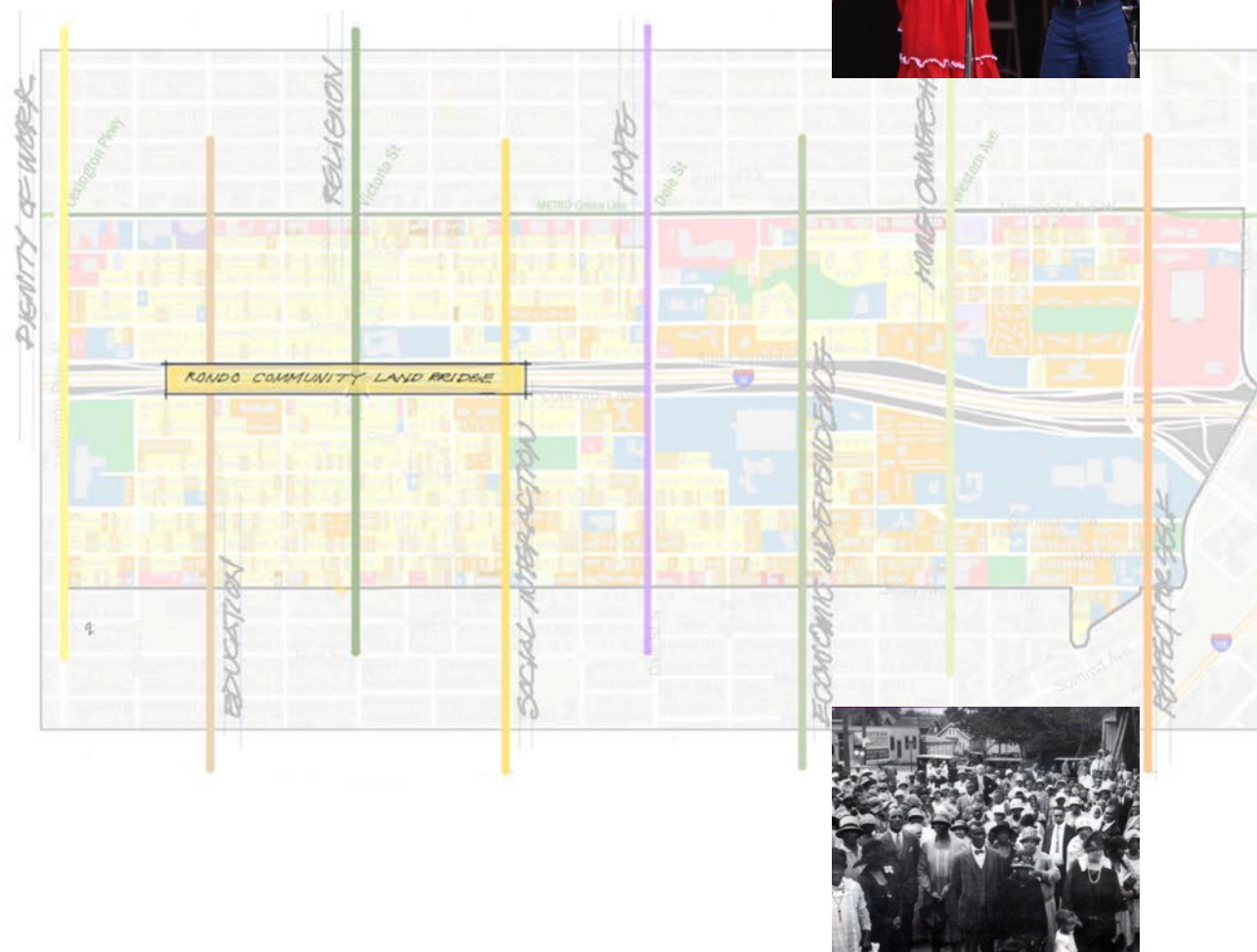
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# Rondo Community Land Bridge

## Healing & Linking

- **A Significant Healing Scale for Phase One**
  - Rondo Community Land Bridge from approximately 300 feet West of Chatsworth St N to 150 feet East of Grotto St N.
- **I-94 Land Bridge Corridor Context**
  - Maximize future potential to expand to west of Lexington Parkway N and east of Rice Street.
- **Highway & Land Bridge**
  - MnDOT Construct & Maintain Land Bridge Structure with Funding & Ownership TBD.
  - Mitigate Emissions, Noise, & Construction Impacts
  - Explore lane conversion to bus/high occupancy instead of adding new lanes.
  - Advance MnDOT's progressive Community Connections Department and study new community impact policy for future highway development as Minnesota Complete Highways.

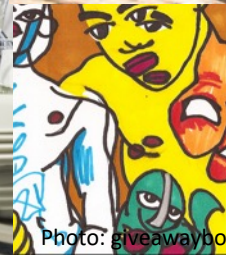




# Rondo Community Land Bridge - Uses

## A Vibrant Mixed Use Center

- **An African American Community Commons**
- **Mixed Use:**
  - **Housing:**
    - Family, work force, senior, and market housing.
    - Maximize Affordable housing
  - **Food, Arts, Culture, Retail, Entertainment**
  - **Anchor Institutions:**
    - Higher Education Branch Facility
    - Health Care Incubator/Innovation Center
    - Training Centers
- **Community Open Space**
  - **Support a 10 Minute Walk to Parks**
  - **Community Gathering & Festivals**



# Rondo Community Land Bridge - Development Options

## Restorative Mixed Use & Open Space

### Mixed Use

- **Option One:**
  - 350 Housing Units of housing and
  - 125,000 SF of commercial, retail, institutional, and community space.
    - 2-3 story buildings. FAR 0.5.
  - 70% open space.
- **Option Two: Phasing Potential**
  - 600 Housing units
  - 350,000 SF of institutional, commercial, retail, and community space.
    - 2-3 story buildings. 1.0 FAR.
  - 50% open space.
- **Option Three: Phasing Potential**
  - 1400 Housing Units
  - 500,000 SF of institutional, commercial, retail, and community space
    - 2-4 story buildings. 2.0 FAR.
  - 30% open space.

### Open Space:

- 10 Minute Walk based community gathering space .



Option One

Option Two

Option Three



# Rondo Community Land Bridge – Master Plan

## An Inspirational Community Driven Master Plan

### Master Plan Recommendations

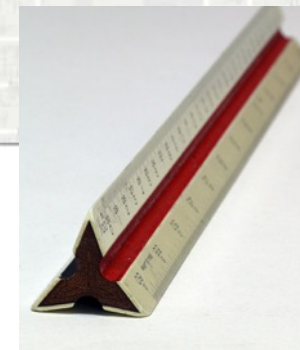
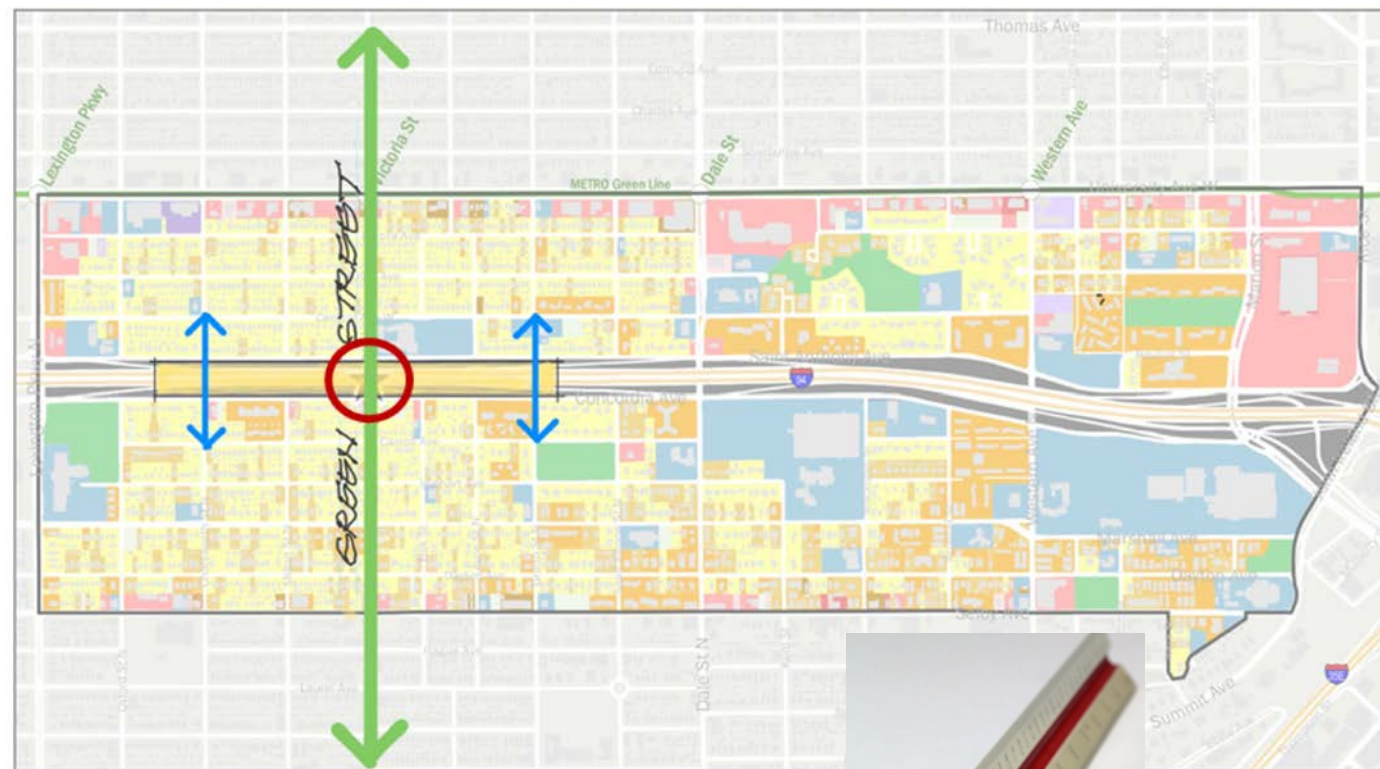
- Rondo Community Commons at Victoria
- Victoria Green Street
- Bus & Mobility Improvements
- Impact Assessment

### Current Feasibility Study

- Issue addendum for additional professional design support teamed w/ MN Design Center

### Master Plan Process

- African American Community Driven
- Issue RFQ for Plan Management
- Issue RFQ for International Caliber Designers and Arts Master Planner
- Undertake community impact assessment
- Master Plan Goal & Program definition





# Rondo Community Land Bridge – Creating a Healthy Community

## A Resilient Model Looking to the Future

- **Consider District Scale Systems**
  - Energy and water district, potentially owned by a Rondo Community Development entity
- **Have Inspirational Goals**
  - **Master Plan** –
    - Living Building Petal Community.
  - **Buildings** –
    - Living Building Challenge Net Zero
    - Fitwel Healthy building metrics
    - Strive for Full Living Building Challenge Certification
  - **Landscape** –
    - Sustainable SITES Platinum certification
  - **Bridge & Infrastructure** –
    - Meet Envision Platinum certification





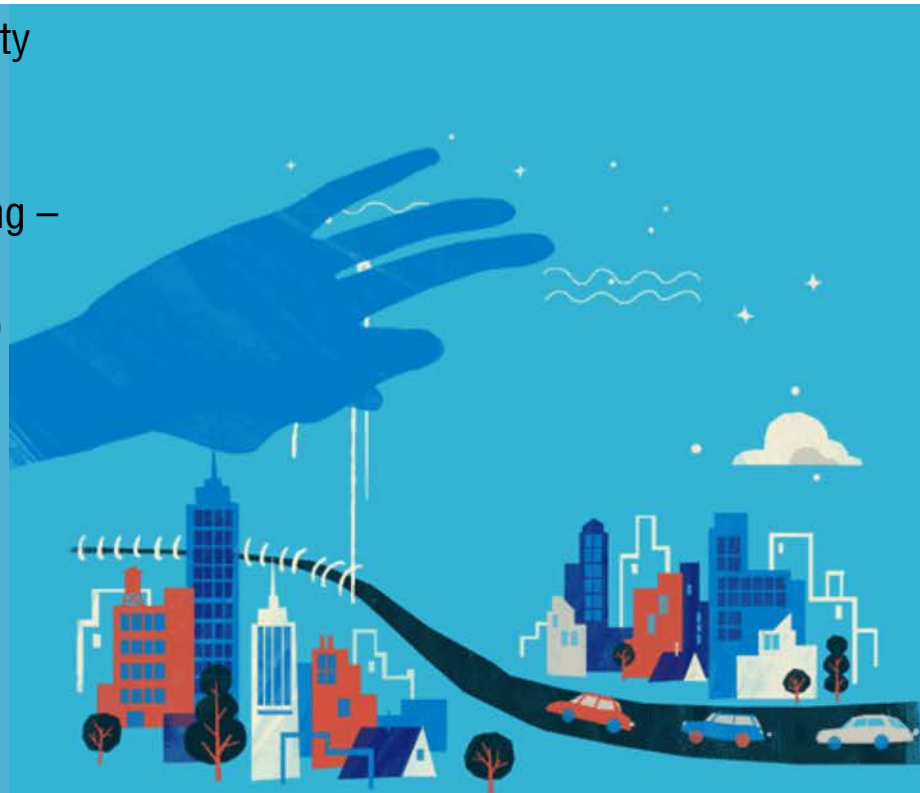
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# Arts & Culture

## Why Arts & Culture?

- Social Cohesion & Community Building
- Economic Development
- Expansive & Creative Thinking – Visualizing Possibilities
- Raising Awareness of Rondo



## Healing wounds and divisions

Arts and culture can help remedy the divisions created by urban highways and other detrimental transportation infrastructure by physically and culturally reconnecting communities.





## Arts & Culture

### Interim Activation

- **Create a buzz** to draw people to the bridge
- Showcase **future uses**
- **Build awareness** of the Land Bridge project and Rondo
- Sample activations:
  - Projection mapping
  - Wayfinding
  - Visual illustrations of 8 values on I-94 bridges facing freeway drivers
  - Block party
  - Historical Rondo photos on bridge facing pedestrians



## Arts & Culture

### Long Term Activation

- Hire a dedicated arts and culture **program manager** to ensure that arts and culture are integrated into programming, design, and development of the land bridge
- **Create a fund** to support programming and installations
- Link to **Selby JazzFest and Rondo Days** to continue to grow these home-grown events
- Develop a **dedicated performance and arts space** on the land bridge
- Resurrect Springboard for the Arts Roots of Rondo artist training and funding program



Diamondback Bridge (Tucson, AZ)



Gateway to Heritage (Nashville, TN)



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## FUNDING

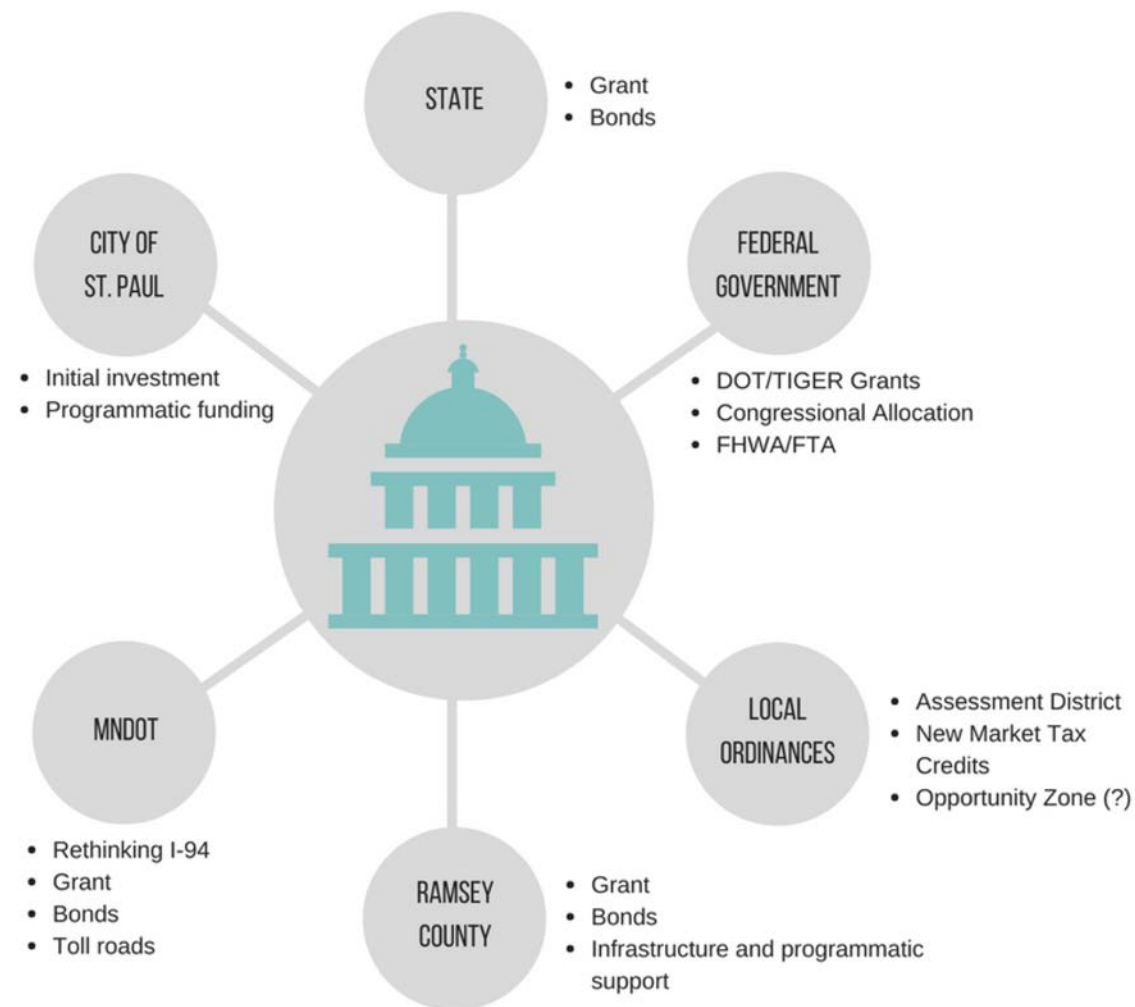
- Hire **development director** and increase capacity of RCR
- **Start now** – a seed investment can spark exponential funding
- **Mayor of St. Paul should commit to an investment in this project to show the city's commitment and leadership in bringing this from idea to action**
- Be creative!



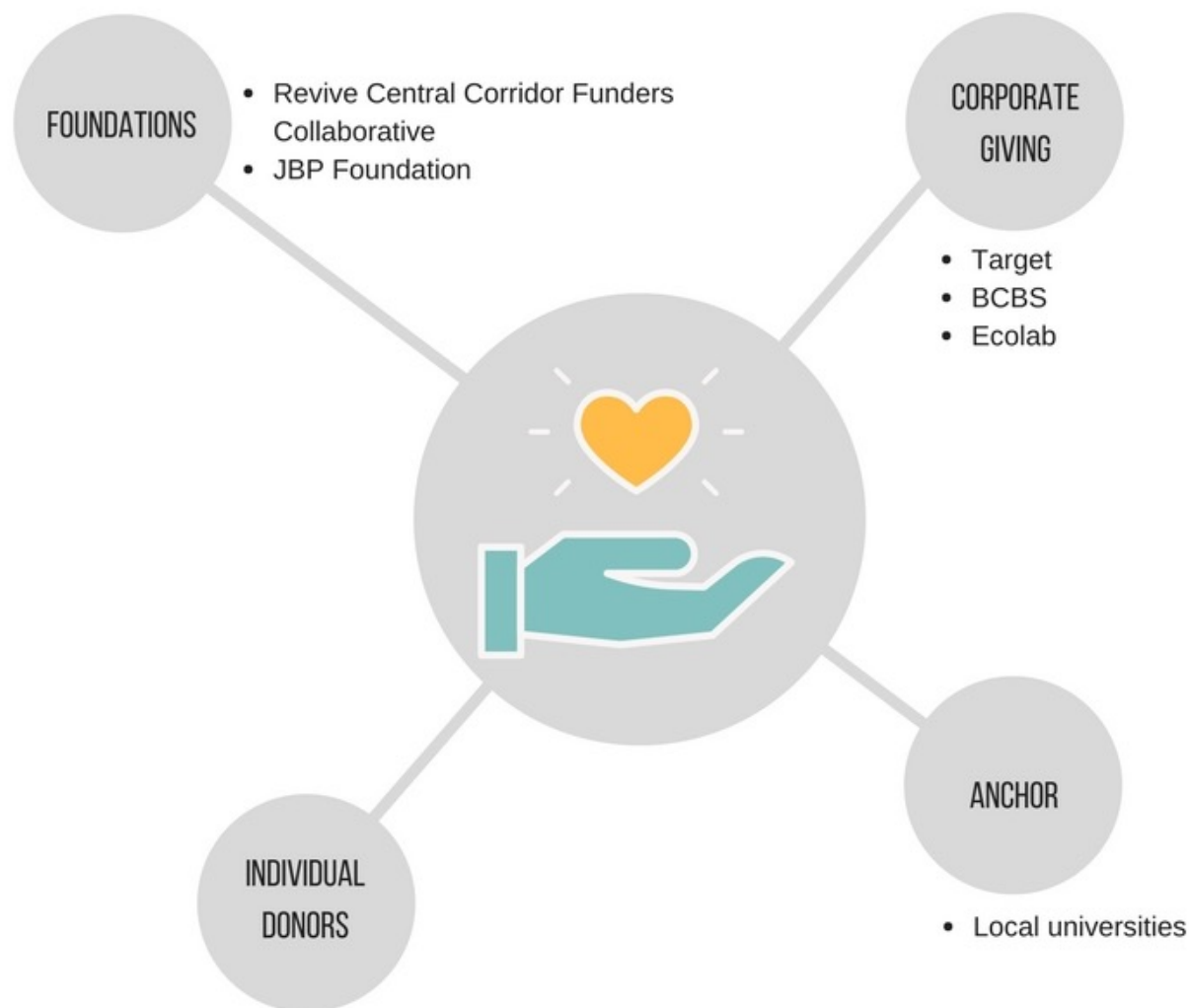
## FUNDING SOURCE: GOVERNMENT

### Next Steps:

- **Dedicated staff** person or hired lobbyist to navigate government funding. See Atlanta BeltLine Inc. as a model
- Compile **list of grants** available and amount timeline for applications
- Work closely with local legislators as needed to address potential designations that could affect availability for alternate funding or **tax credits**, such as Opportunity Zones



## FUNDING SOURCE: PHILANTHROPY



### Next Steps

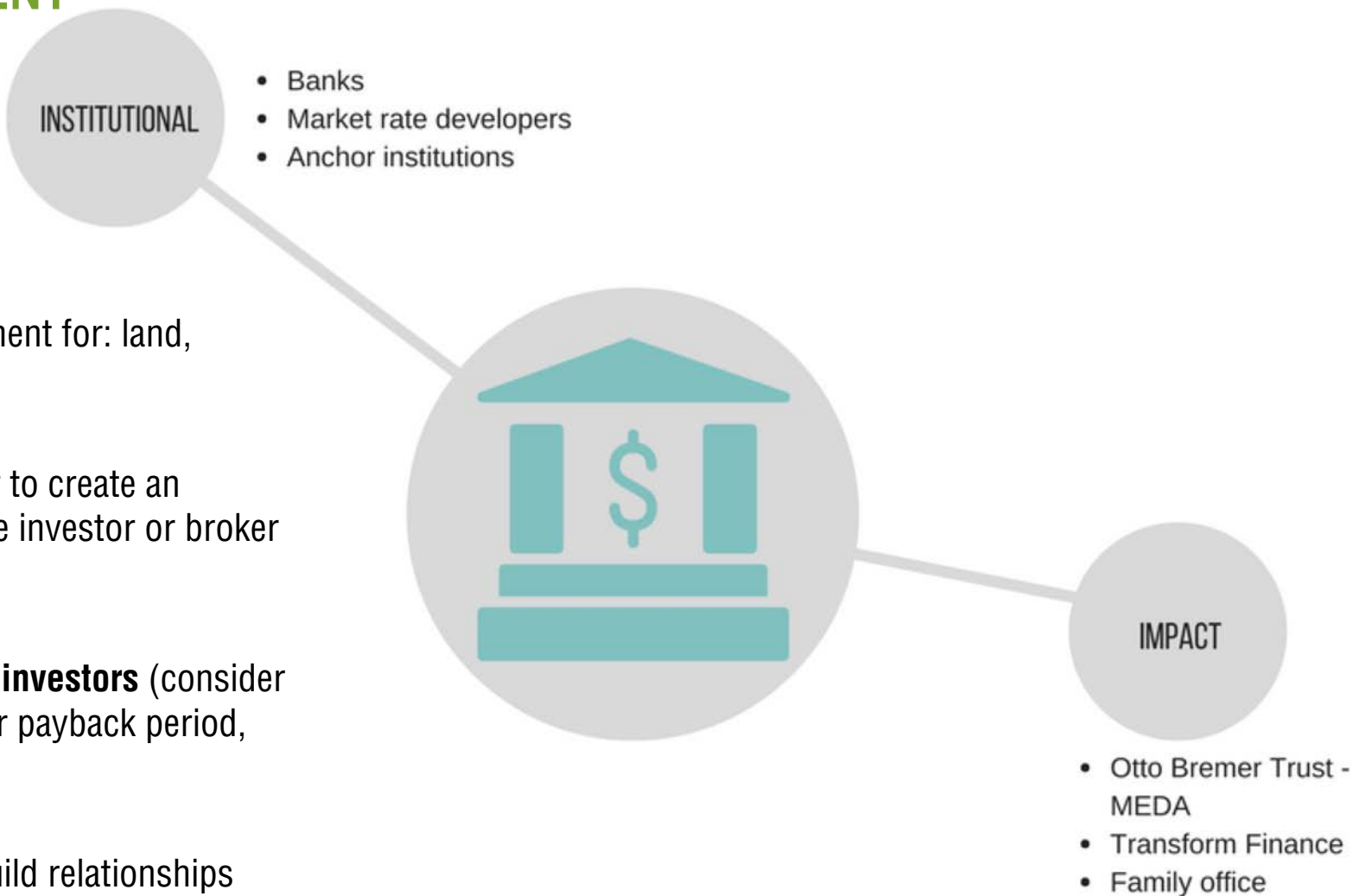
- Have **dedicated development director** assigned to researching organizations, building relationships with grantmakers, applying to grants
- Create **collateral** including a 1-pager and website with overview of the project and an invitation to contribute
- Host a **funders event**: food, art, history, VR or 360 degree video with images of the future vision
- Consider creating “**auctionable**” **pieces of the bridge**, such as sections of the rail, pathways, square foot of concrete, and pre-sell them before construction begins



## FUNDING SOURCE: INVESTMENT

### Next Steps

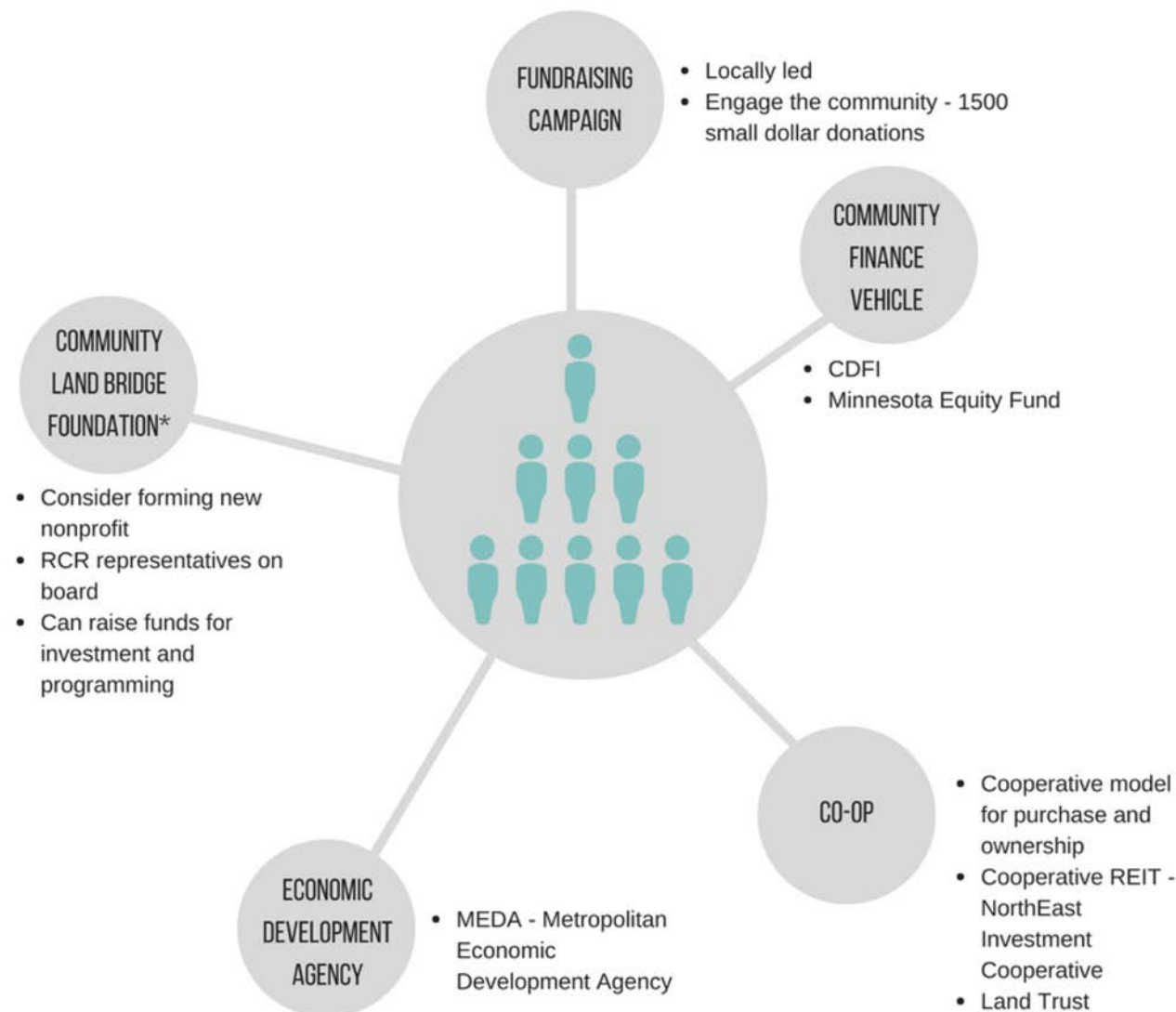
- Determine what you are soliciting investment for: land, infrastructure on the land
- Work with a pro-bono real estate investor to create an **offering document and terms sheet**; have investor or broker solicit interest from investors
- Modify the offering document for **impact investors** (consider offering different terms, lower ROI, longer payback period, reinvestment options)
- Research impact investment firms and build relationships with advisors



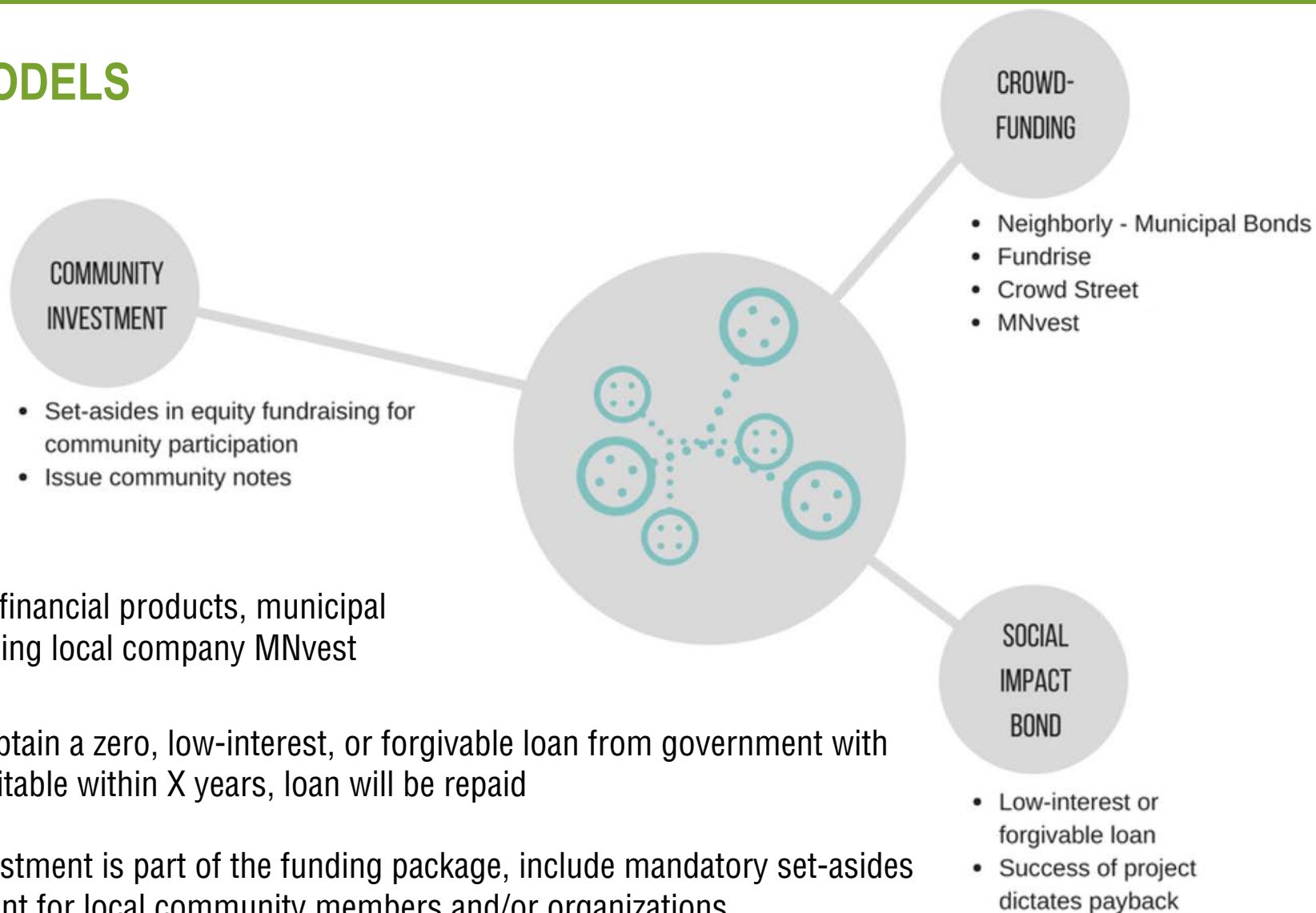
# FUNDING SOURCE: COMMUNITY

## Next Steps

- Consider forming an independent **Rondo Community Bridge Foundation\*** to coordinate community fundraising activities, asset management, and programming, with RCR representative on the board of this foundation
- Create **website** with donation page
- Explore options with **Rondo Community Land Trust** for eventual land purchase and ownership
- Launch **fundraising** campaign with a goal of at least 1500 donations from Rondo Community members and encourage **low-dollar donations** to increase participation
- Research models such as community-created Market Creek Plaza to determine if such a campaign would be successful in Rondo



## FUNDING SOURCE: NEW MODELS



### Next Steps

- Consider **crowdfunding** platforms for financial products, municipal bonds, and real estate projects, including local company MNvest
- Explore **social impact bond** models: obtain a zero, low-interest, or forgivable loan from government with an understanding that if project is profitable within X years, loan will be repaid
- **Community investment:** If private investment is part of the funding package, include mandatory set-asides of some percentage of equity investment for local community members and/or organizations



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# Tasks To Be Accomplished in the Next 12-24 Months

## Overview

- ReConnect Rondo has done an effective job of communicating a vision for a land bridge that will reconnect neighborhoods along the 1-94 and the Rondo community. The vision has momentum but meaningful action steps and funding are necessary to get to the land bridge to a point of inevitability.
- Key partners and stakeholders are around the table and expressing support for the land bridge concept. Now is the time for ReConnect Rondo to make a bold request for all partners to put more “skin in the game.”
- ReConnect Rondo in close partnership with MnDOT needs to secure **\$6,000,000** of predevelopment seed money to be used to carry out key activities over the next 12-24 months.

## Tasks To Be Accomplished in the Next 12-24 Months

### Community Outreach and Communication (\$200,000)

- Engage a firm/professional to develop a communication strategy and plan.
- Hire Community Organizers to complete community surveys through canvassing and online.
- Use Americorps Vista workers, volunteer assistance, use current technology.
- Use historic data, survey data, and community meetings to define boundaries of Rondo.
- Research potential overlay districts.
- Hire program manager or contract with an organization like Springboard for the Arts to coordinate activities
- Organize a block party/event on or near the bridge site (food, music, art, history storyboards, interactive activities, community input, design contests, etc.)



# Tasks To Be Accomplished in the Next 12-24 Months

## Assessment and Analysis (\$3,600,000)

- Conduct comprehensive market research and financial analysis.
- Commence MnDOT environmental, design and budget for 1-94 and Rondo Community Land Bridge
- Issue a MnDOT funded RFP addendum to include urban design, architectural and landscape design professionals as part of the current feasibility study
- Issue a RFQ for Master Plan Design Services RFQ Management, Cost Analysis, development of MWBE & Rondo resident hiring and capacity building goals, & Master Plan Design Services Management.
  - Issue a RFQ for Master Plan Design Services from international caliber designers. Master Plan Design Services to include the creation of a community driven program to be utilized for the Rondo Community Land Bridge Master Plan, input on land bridge design, and master plan.
  - Issue a RFQ for an Arts Master Plan concurrent with the development of the Master Plan.
- Advance outreach and conceptual planning for the Victoria Green Street.
- 10 Minute Walk Analysis.
- Gentrification and Displacement Assessment and Strategy (policies and programs to mitigate rising property taxes, provide funding for home improvement support intergenerational transfer, etc.)

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### Capacity Building (\$1,000,000)

- Build organizational capacity of ReConnect Rondo allowing it to hire or engage dedicated professionals (fundraising, engineering, government relations, etc.)
- Form a Rondo Community Land Bridge Foundation.
- Launch a Community Crowdfunding Campaign (with a goal of donations from at least 1000 individuals)
- Create a ReConnect Rondo Board Development Committee and nurture well-connected members of the Twin Cities' business community to extend reach and credibility

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### Other Opportunities (\$1,200,000)

- Connect and Align ReConnect Rondo with Regional Initiatives
- Evaluate Establishing Redevelopment Plan and Redevelopment Authority
- Establish Small Business Formation Program (to develop 300 African American and ethnically diverse businesses) ready to take advantage of the Rondo Land Bridge opportunities (partnering with other organizations like NDC to identify candidates, provide business development classes, receive technical assistance and loans)



# Thank You!

## Questions?