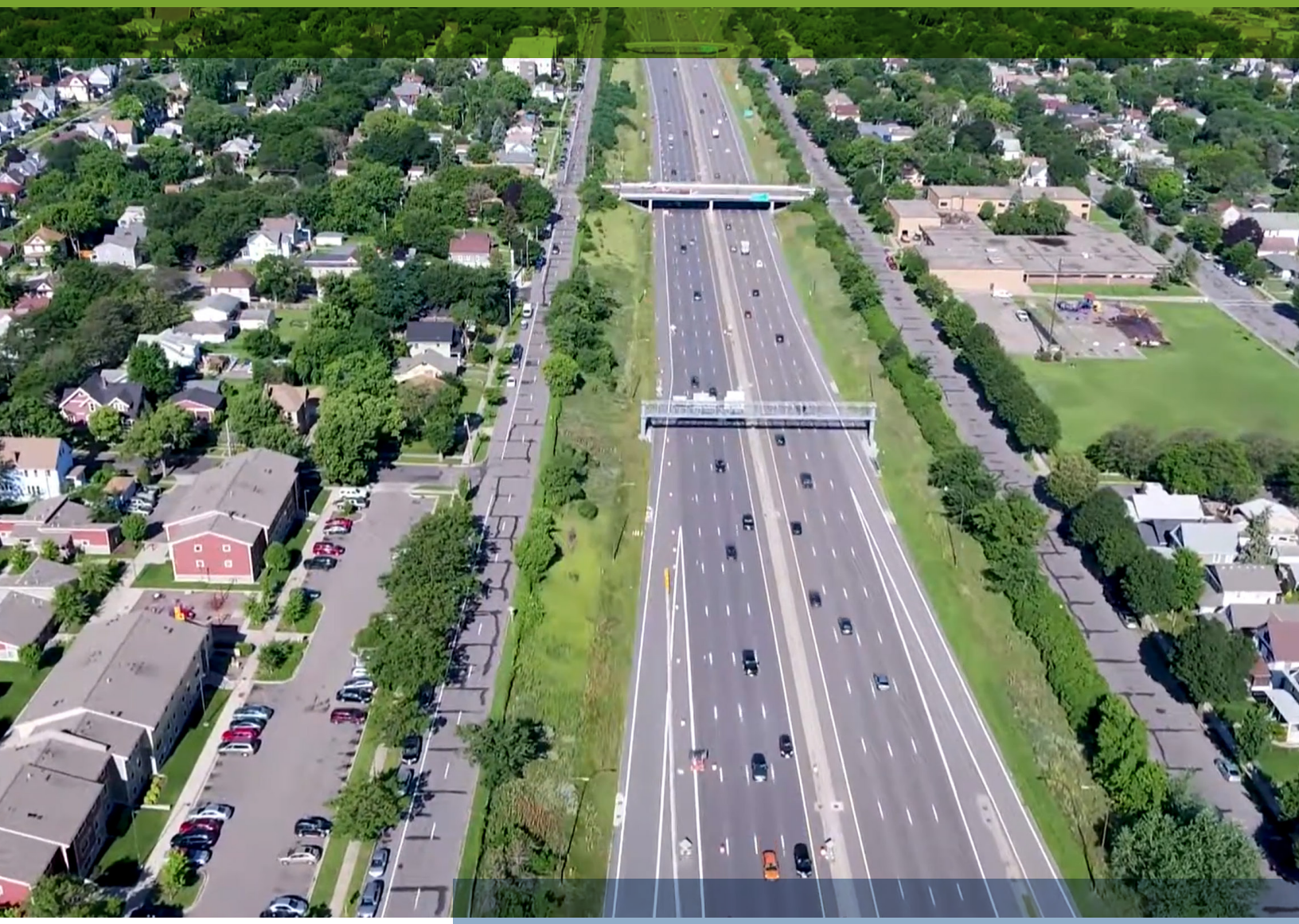
Urban Land Institute

RONDO 4P FUNDING MODEL

A pathway leading to restoring a community lost through Federal highway investments



ULI Curtis Infrastructure Initiative | 2021-22

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ReConnect Rondo

ON THE COVER: Interstate 94 running through the Rondo nieghborhood.

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About the Urban Land Institute

The Urban Land Institute is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and the Asia Pacific region, with members in 80 countries.

More information is available at uli.org. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

About ULI Minnesota

ULI Minnesota was founded in 2001 to serve the Minneapolis-Saint Paul region and the state of Minnesota. Our members are involved in all aspects of the development and city planning process – private, public, and non-profit. Membership in ULI Minnesota includes the research and resources of the oldest and largest network of cross-disciplinary real estate and land use experts in the world.

We are led by our local membership and work to engage public and private sector leaders to foster collaboration, share knowledge, and influence meaningful strategic action in the responsible use of land to create and sustain thriving communities. The mission of ULI Minnesota is made possible by the generous contributions of time and talent made daily by our membership.

ULI District Council Leadership

Lynette Dumalag, Senior Vice President, JLL
District Council Chair

Stephanie Brown
Executive Director, ULI Minnesota

About the ULI Curtis Infrastructure Initiative

The ULI Curtis Infrastructure Initiative aims to build a movement to promote infrastructure solutions that are equitable and resilient and that enhance long-term community value. By creating new global and strategic partnerships, providing technical assistance, building capacity at the local level, and acting as a feedback loop to promote the most innovative and effective best practices, the Curtis Infrastructure Initiative will ensure the success of ULI's mission to positively shape the future of the built environment for transformative impact in communities worldwide. A thoughtful approach to infrastructure planning and implementation addresses the pressing needs of today and improves diverse communities for the long term.

A building block for communities everywhere, infrastructure encompasses transportation, critical utilities, and the means of communication. But beyond these foundational physical and digital structures and facilities, infrastructure broadly includes the key spaces that build community—anchor institutions, the civic commons, and housing. Because infrastructure provides the means for connection, creative placemaking, and opportunity, smart infrastructure investment is an imperative for our cities now and in the future.

Together we can build the future of equitable and resilient communities. Learn more about the Curtis Infrastructure Initiative at uli.org/infrastructure.

> "The purpose of [the Curtis Infrastructure Initiative is] to contribute toward the building of a better future by providing resources of inspiration, discovery, and innovation."
>
> —James J. Curtis III, ULI Life Trustee

ULI Advisory Services: District Council Programs

The goal of the ULI Advisory Services program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. ULI Minnesota's technical assistance panel (TAP) program assembles ULI-member teams in service of ULI's mission to positively shape the future of the built environment for transformative impact in communities worldwide. Drawing from its local membership base, ULI Minnesota conducts TAPs offering objective and responsible advice to local decision-makers on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues.

Learn more at minnesota.uli.org.

Acknowledgments

On behalf of ULI Minnesota, we would like to thank ReConnect Rondo, MnDOT, the City of Saint Paul and Hack the Gap for their dedication to this work.

A special thanks goes out to the over 75 community leaders, planning staff, and representatives from across the St Paul and Rondo Neighborhood who shared their perspectives, experiences, and insights that informed this process.

About the 2020–2021 District Council Infrastructure Grant Cohort

This 4P Funding Strategies Advisory Services work in St Paul, Minnesota is one six ULI district councils across North America partnering with the Curtis Infrastructure Initiative to provide technical assistance as part of a cohort to help build capacity to reconnect divided communities—physically, socially, and digitally. This cohort of ULI members and staff, local leaders, and other global experts meets regularly over the course of a year to identify key issues, share best practices, and provide updates on projects to support each other in addressing complex infrastructure challenges.

Project Leadership

Local Leadership Team

Mr. Marvin Roger Anderson
Board Chair, Reconnect Rondo

Keith Baker
Executive Director, Reconnect Rondo

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Historic Rondo neighborhood store.

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RECONNECT RONDO

Rendering of potential street created by a new land bridge.

EXECUTIVE SUMMARY

The Rondo neighborhood in Saint Paul is one of many thousands of established neighborhoods devastated by the intrusion of highway construction in the 1950s and 1960s. These primarily African American neighborhoods bore the weight of government infrastructure decisions that swept across the country when cars were prioritized over people. When Interstate-94 was built through the Rondo community, the result was the loss of over 700 homes and 300 businesses. The destruction occurred without consent and without inadequate compensation to the families, creating long-lasting impacts on a once vibrant and economically stable African American neighborhood.

ReConnect Rondo, in partnership with the **Urban Land Institute Minnesota**, received grant funding in 2020 to explore key strategies for creating a community benefits framework through a 4P Funding Model. A people, public, private, and philanthropic model (4P) considers the goals of creating value and investment that benefits the community while ensuring that necessary investment partners and publicly funded projects are financially successful. The framework supports local ownership and investment where the community has the tools to negotiate and receive direct and indirect benefits that result from infrastructure and land use development. The funding was received after a competitive process provided by the **Urban Land Institute's Curtis Infrastructure Initiative**, whose mission is to identify and promote infrastructure solutions that make cities more equitable and resilient and enhance long-term community value.

ReConnect Rondo's work aims to restore and renew an African American cultural enterprise district in Rondo with the construction of a community land bridge. This land bridge (or "cap") would reconnect both sides of the Rondo neighborhood above I-94 and serve as a catalyst for equitable development that brings hope and prosperity to Rondo, preserving its history and providing direct benefit to its descendants, current and future residents.

Building on the **2018 Urban Land Institute's Advisory Services Report,** which concluded that a land bridge in Rondo would be an opportunity for African American leadership and ownership, the evaluation of a 4P Funding Model further explores specific systems, processes, tools, and resources to ensure that there are community benefits resulting from significant government infrastructure investment. The 2018 study concluded that a land bridge is a truly worthwhile investment, paying financial, cultural, and equitable dividends. The enterprise and cultural district, combined with the land bridge, is a crucial opportunity to realize a powerful physical connection that enhances livability while also making up for long-overdue social injustice. As Reconnect Rondo's motto states, "It's more than a land bridge." This is a way to right past wrongs, reweave the community through shared history, and create an equitable future for all.

This process tapped into the history, passion, and intellectual brainpower of Rondo community members, the real estate industry, and vital public partners (Minnesota Department of Transportation, City of Saint Paul, Ramsey County and Metropolitan Council). By creating a platform to incubate innovative ideas and the wisdom of key stakeholders and leaders, the process identified mutual benefits garnered through development spurred by the land bridge while considering the varying community, public, and private investment interests.

As a vital part of the work, 75 interested residents, leaders in Rondo, and ULI members were engaged in an innovative

technology-based engagement processes called Hackathons. The technology-based working sessions ensured participants from the Rondo area would have an opportunity to build solutions by defining the expectation and outcomes of the 4P Funding Model work.

Three core principles resulted from this process, as anchors to enable and ensure benefits from the creation of an African American cultural enterprise district and construction of the land bridge are directed to the community.

Rondo 4P Funding Model Exploration Principles:

1. **Require a community-driven approach.** Throughout the entire process, take a community-driven approach focused on building trust and clear communication channels with Rondo residents and descendants.

2. **Create a community-based enterprise trust model.** Before implementation, community ownership and asset maintenance need to be legally identified and defined, including the following considerations:
    - Create community trust entity that holds air rights and serves as the mediating entity that receives funding, investment, and sponsors of 4P funding sources; takes on the role of master planner, developer and owner of the land and air rights above and adjacent to the Rondo Community land bridge; and manages or outsources management of all associated real estate development assets.
    - Set aside land as a community asset and become a national example of a technologically sophisticated Urban Cultural Enterprise District made and managed by the community.
    - Ensure a system of wealth-building that embeds a plan to transfer ownership and benefits to the community.
    - Seek commitments from the State of Minnesota to pay for the structure of the land bridge and long-term maintenance.
    - Develop a fundraising strategy to ensure a people-centered, restorative-justice model where sharing in wealth-building is prioritized through an integrated fundraising effort.

3. **Implement a restorative development approach.** Take a district-wide approach to restorative development, addressing displacement concerns and driving the creation of an African American Cultural District. Identify ways that the assets on the land bridge can catalyze more significant equity, diversity, and inclusion in the greater Rondo community.

Rondo 4P Funding Model Recommendations

Based upon the principles and learnings through the Hackathon process, the content expert team recommends ReConnect Rondo consider the following next steps to support their goals and ensure that there are systems and procedures in place to capture community benefits resulting from a commitment to construct a land bridge over a portion of I-94; reconnecting and restoring the Rondo neighborhood.

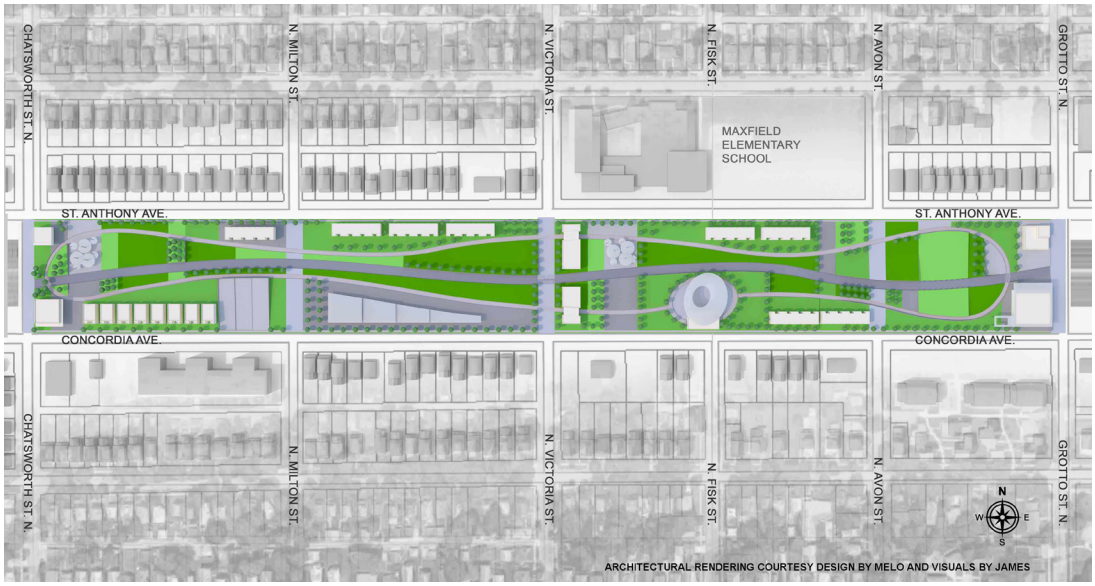
1. **Now is the time to gain commitments from the State and Federal governmental entities** to build the land bridge and provide air and development rights to a Rondo Community Enterprise Trust. The process to secure funding will take many years. However, gaining commitment and creating funding and financing mechanisms will be critically important in creating conditions for success. Government funding commitments are common for large public-private infrastructure projects in Minnesota. Similar and more significant commitments have funded projects such as Destination Medical Center in Rochester, US Bank Stadium, Target Field, and Xcel Center.

2. **To ensure control, secure legislative authority naming the Rondo Community Enterprise Trust as the holder of the air rights and ensuring control**

of development/activities on and around the land bridge or name the City of Saint Paul who would then designate the Rondo Community Enterprise Trust with the development rights. An enterprise trust can be designated by the Legislature as a "special limited purpose local government" to receive certain restricted government funds and have the authority to implement development tools outlined in the legislative defined housing and redevelopment authorities. Articulate and promote the return on investment to Rondo residents and the entire state to include increased taxes, carbon offsets, wealth-building opportunities, new jobs, and other social, economic and environmental assets.

3. **Create the governance structure for Rondo Community Enterprise Trust,** outlining the who, what, when, and how for development mechanisms and decision rights.
    - **Outline processes for air rights development**, including ownership and development of developable real estate on a government-owned and maintained platform (with underlying government ownership).
    - **Enhance opportunities for entrepreneurship** to create an enterprise or system of economic business capacity building, work force development, and wealth building.
    - **Provide title to developable land in perpetuity** for the benefit of the people living in Rondo.
    - Summarize the benefits of **stacking land-ground leases and air rights**.
    - **Commission community-driven master plan to guide development**, with potential to explore a national/international design competition focused on restorative development.
    - **Summarize operational governance** to identify responsibility for maintenance and operation of physical infrastructure (e.g., state, county, city, trust) and overall decision rights.
    - **Create metrics** to ensure accountability and trust.
4. **Complete proforma financial modeling** to understand how future development can leverage government funding for the construction and maintenance of the land bridge. The model will be critical in securing new government funding and opportunities for unique and innovative funding sources such as crowdfunding platforms, social impact bonds, and community investments. The proforma should outline measurable offsets that would result from the construction of the land bridge, and measure community benefits such as crime reduction, climate improvements, wealth building through home and business ownership, job growth, and an increase in social and physical livability.

DESIGN BY MELO AND VISUALS BY JAMES



Architectural rendering of potential Rondo land bridge.

BACKGROUND

What is the 4P Funding Model Exploration?

In June 2021, Urban Land Institute, in partnership with ReConnect Rondo and powered by Hack the Gap, hosted the "4P Funding Model Exploration," a virtual hackathon, over three weeks to develop innovative and restorative financing models for the construction and operation of a land bridge over I-94 in the Rondo neighborhood of Saint Paul, Minnesota. The Rondo land bridge serves as a center for a reignited and revitalized African American cultural enterprise district—a means to rebuild and reclaim the legacy of Rondo.

This opportunity encouraged participants to develop a financing model that is sustainable and restorative for the local economy and, in particular, African Americans. The goal of the model is to both restore what was lost during the construction of I-94 and create a continuous cycle of net-positive economic, social, and environmental benefits for the Rondo neighborhood and the broader community.

The multifaceted 4P Funding Model is an approach that ties People, Private, Public, and Philanthropy (4Ps) into financing, funding, and building an African American cultural enterprise district in Rondo. The fund modeling process aimed to identify ways to support local ownership and investment to ensure the current community has the tools to negotiate and receive benefits that result from future investments in the development and revitalization of Rondo.

RONDO PAST PROSPERITY STUDY

WRONG IS WRONG

The development of I-94 cost:

- Loss of 700 homes ($35M intergenerational loss)
- $35M = 4,800 college degrees at U of M (1980)
- Loss of 61% of Rondo residents
- Loss of 48% of Rondo homeowners
- $157.5M home equity value loss
- Inadequate compensation

Social, cultural, economic and environmental impacts from the construction of I-94.

Historical Background of the Rondo neighborhood in Saint Paul, MN

In its early history, the Rondo neighborhood of Saint Paul, Minnesota was a prominent economic and cultural center. By the 1950s, 85% of Saint Paul's African American community lived in Rondo.[1] Historical references describe Rondo as a multi-racial community.[2] The neighborhood boasted thriving local businesses, social institutions, and a sense of community and safety among residents. While it was a booming city center for its time, it was not free from systematic discrimination and destruction in 1956.

Racially inequitable practices like racialized zoning laws, redlining, and racial covenants led to African American neighborhoods and property being systematically devalued nationwide. Rondo was no exception. As cities across the country continued to build modern infrastructure, urbanize and expand motor transit, the City of Saint Paul and the Minnesota Department of Transportation prioritized rerouting the local roadways to connect to interstate I-94 through the Rondo neighborhood.

Plans for this significant and impactful infrastructure investment did not consider the economic and cultural value and significance of Rondo and greatly altered and disrupted an established, thriving Minnesota community. The construction of I-94 through the middle of the

Rondo neighborhood began in 1956. This resulted in 700 family homes and 300 businesses being torn down or forced to close shop.[3]

The destruction of this part of the Rondo neighborhood, prevented the growth of financial equity and educational opportunities for hundreds of families. Based on the Rondo Past Prosperity study conducted by the Yorth Group,[4] there was a demonstrable intergenerational wealth loss. This study evaluated that if Rondo had continued to grow, the financial gains of residents could have paid for 4,800 college degrees and created $157 million dollars of equity.

ULI's Partnership with Rondo

ULI is institutionally complicit in supporting exclusionary real estate practices. As noted in the recent ***10 Principles for Embedding Racial Equity in Real Estate Development***, some of ULI's founding members pioneered the use of racial covenants and others advocated for the very sort of inequitable highway alignments and urban renewal across the United States that devastated Rondo. Real estate and land use practices reflect society's values and priorities and all too often this has disproportionally harmed black, indigenous, and other people of color. As a leader in the industry, ULI takes seriously the responsibility to acknowledge and confront this history. ULI unequivocally stands against these racist practices and is committed to racial equity as a core value in real estate development and to diversity within the industry. To learn more about the role that ULI has played, intentionally and unintentionally, and how the Institute is working to move forward, see the resources on ULI's Social Equity Resource Hub.[5]

ULI's specific advisory services work in the Rondo neighborhood, in close partnership with the leadership of ReConnect Rondo and the Minnesota Department of Transportation (MnDOT), dates back to 2016 and continues through its current work today, as summarized here.

1. **June 2016** – ULI Minnesota was asked by MnDOT as part of the larger **RETHINKING I-94 CORRIDOR PROJECT** to engage in a three-day Technical Assistance Panel (TAP). The purpose was to introduce a variety of concepts for how a highway cap might be implemented along the I-94 corridor. The outcome of this work can be found in the Healthy Communities Initiative Executive Summary 2016.[6]

2. **March of 2018** – ULI Minnesota was asked by ReConnect Rondo and MnDOT to assist in supporting their desire to engage in a larger, more detailed analysis of opportunities for Rondo by engaging in a national ULI Advisory Services process.[7] This process was a 5-day engagement of ULI national experts, community engagement, walking tours, and discussions on the feasibility, challenges, opportunities and next steps to construct a cap over I-94 to reconnect the Rondo neighborhood. This work was supported by ULI's 10-minute walk campaign funded by the Trust for Public Lands, MnDOT and various Rondo supporters. ReConnect Rondo have utilized the implementation steps outlined in the summary report to ramp up their organizational funding and legislative efforts. This work can be viewed in the St. Paul Minnesota Advisory Services Panel Report.[8]

3. **ULI Curtis Infrastructure Grant** – The current work, in partnership with ReConnect Rondo, was designed to provide more specific context in connecting infrastructure with people and how to fund these efforts through a 4P (people, public, private and philanthropic) funding model specifically grounded in building community wealth and creating community benefits. More information about the ULI Curtis Infrastructure Initiative can be found here.[9]

PROCESS AND PURPOSE OF 4P FUNDING MODEL EXPLORATION

Background and Themes

ReConnect Rondo aims to restore and renew an African American cultural enterprise district in Rondo through the construction of a land bridge. This land bridge would reconnect both sides of the Rondo neighborhood above I-94. This construction presents economic opportunities such as new housing, retail, commercial and programming spaces—all without disrupting the highway transit that would continue below the land bridge.

ReConnect Rondo, powered by Hack the Gap, hosted a two-day virtual hackathon called the "Community Benefits Workshop" in June 2021 which encouraged residents of Rondo and wider Saint Paul to ideate ideal impacts and benefits that could result from an African American cultural enterprise district and the construction of a land bridge. This was further informed by 14 community listening sessions hosted by ReConnect Rondo.

The Community Benefits Workshops focused on four key themes: 1) restorative economic development: social, cultural, economic and environmental; 2) housing security, stability and affordability; 3) cultural districts and neighborhood connections; and 4) health, well-being and amenities.

The final projects and ideas from the Community Benefits workshop laid the foundation for the 4P Funding Model Exploration and were instrumental in shaping the 4P workshops. The 4P Funding Model Exploration hackathon hosted a diverse set of participants over the course of six sessions. Some participants had previously attended Rondo Community Listening Sessions and a Community Benefits Workshop, while others were local community members who wanted to be a part of this collaboration.

Additionally, industry professionals with a background in financing models related to the 4Ps were invited to bring their expertise.

What is a hackathon?

Hackathons are an innovative way to make ideas more tangible. By presenting a specific challenge, participants can ground their ideas beyond a theoretical perspective and create a blueprint for actionable steps. This is done through a collaborative framework which includes facilitated activities, informational resources, and case study presentations.

Summary of the Process

The "4P Funding Model Exploration" set out to challenge community members, stakeholders, and industry professionals to create funding models and strategies that would ensure an ongoing return on investment for current and future residents of Rondo following the construction of the land bridge. This process aimed to define the primary, secondary and tertiary beneficiaries of the land bridge, and consider models of community ownership, such as trusts, right to return, and social returns on investment. The work aimed to develop:

- Shared understanding of the needs and expectations of the community, informed by the Community Benefits Workshops in early June 2021;
- Shared understanding of developers' and investors' expectations for sustainable, successful investment;
- New partnerships with alignment on the conditions and parameters needed for successful redevelopment with equity and community ownership at its core; and

- Finance model for land bridge, real estate development, businesses, and program activities.

The 4P Funding Model Exploration included six morning sessions where case studies and small group discussions in teams were instrumental in formulating the team ideations and solutions through the Hackathon process.

Case Study Review

A key part of the Hackathon for the 4P Funding Model Exploration is learning from the best practices of projects that have been implemented utilizing the theory behind the 4P model. ULI and MnDOT prepared a white paper that documented several infrastructure projects where people were part of a public private partnership arrangement across the country. Commonly, public-private partnerships are referred to as PPPs or P3s. Through the 4P Funding Exploration Model work, people and philanthropy are a key pillars of this approach; hence the 4Ps. This approach shifts the implementation and/or ownership of the project to not only the public or private/non-profit sector but also people who live in the area where the development will occur. This is an approach that is being used in both real estate development as well as complex infrastructure challenges such as the Rondo Land Bridge. The case study presentations focused on the following projects:

- **Cap at Union Station, Columbus, Ohio**[10] – Chris Hermann AICP, Principal MKSK. The Cap at Union Station is a 25,500 square-foot retail development (1.12 acres) built over I-670 that stitches together downtown Columbus with the Short North neighborhood. This was one of the first speculative retail projects built over a highway within the United States. The project opened in October 2004 and employed a Right-of-Way Use agreement.
- **EastPoint in Oklahoma City, Oklahoma**[11] – Johnathan Dobson, Thom-Dobson-Womack, Inc. The EastPoint Project, when complete, will have 41,202 square feet of renovated single-story retail and office space along a commercial corridor in northeast Oklahoma City. The 18,000 square foot first phase includes 10,000 square feet of medical space and complementary retail. Planning for the project began in Fall of 2016, and the first phase opened in Summer of 2019.
- **11th Street Bridge, Washington, DC**[12] – Vaughn Perry, Director of Equity with The Arc DC. The 11th Street Bridge Park is a proposed 1,200 foot-bridge that would span the east and west banks of Washington, D.C.'s Anacostia River. The community-led public-private partnership is seeking to implement not only the 132,000 square-foot park but also act as a resource. The project delivery is expected to be in 2023.
- **Klyde Warren, Dallas, Texas**[13] – Tara Green, Principal, Program Development, and Jereck Boss, Partner, Landscape Architect - OJB Landscape Architecture. Klyde Warren park is a 5.2 acre highway cap over the Woodall Rodgers Freeway, Texas Highway 366, in Dallas. The park, which was completed in 2012, connects Dallas' historic downtown area to the uptown. The project was funded by a combination of Public and Philanthropic sources, including $20 Million in transportation funds from TxDOT, and $50 Million in private donations, and a city bond issue.

> "Seniors that are living on a budget, and since Property taxes, they are being taxed out of their home. Could a tax break be considered for those that are living under a 40K budget."
>
> –4P Hackathon Participant

Team Working Sessions

Two working sessions were dedicated to six teams coming together collaboratively based on the information that was presented in the case studies and overview of the 4P Funding Model.

The activities included a brainstorming session, defining primary beneficiaries of the project, identifying funding sources and completing a presentation template that guided participants to think through the various aspects of the challenge. Key questions included:

- Who is the primary beneficiary of this project?
- Who are the secondary and tertiary beneficiaries?
- How does the project impact each of the beneficiaries?
- How do individual community members benefit from this project?
- Are there people in the community who will NOT benefit from this project?
- What is the impact in this scenario? How do we mitigate potential negative effects of this project?

"I think we have an incredibly unique opportunity to appeal to a full array of constituents. A perfect nexus of interests and care-abouts - individuals who live and work in and near the Rondo community; descendants of the Rondo community; the Twin Cities Black community; public policy makers, business owners, philanthropic organizations, those concerned with the environment and quality of life, a nation finally interested in and ready to commit to restorative efforts - Keith's 4-P model is incredibly timely and possible!"

–4P Hackathon Participant

- Are there any modifications to the project that should be considered to create a more positive impact for the beneficiaries?

Over the course of these working sessions, each team developed a strategy and/or model that provided methods of funding a land bridge project in Rondo with a focus on ensuring that there is a future return on investments directly to descendants of Rondo, current community members and the wider community.

Team Presentations: Each of the six teams presented a summary of their work highlighting what is important to include within a restorative funding model. These presentations elevated the intense passion of the participants to ensure that residents were the primary beneficiaries of a land bridge. Each of the teams focused on a specific funding model that they would explore, identified who the beneficiary of that funding model should be, outlined the challenges that would need to be overcome if implemented, and provided specific recommendations and next steps. The teams were diverse in their cultural background and professional expertise so that the discussions included multiple perspectives resulting in varied responses. All of the ideas focused on ways to transfer control and ownership to the people of Rondo as a result of a large infrastructure investment in a land bridge.

A summary and links to the recordings of each team's work can be found in Appendix B.

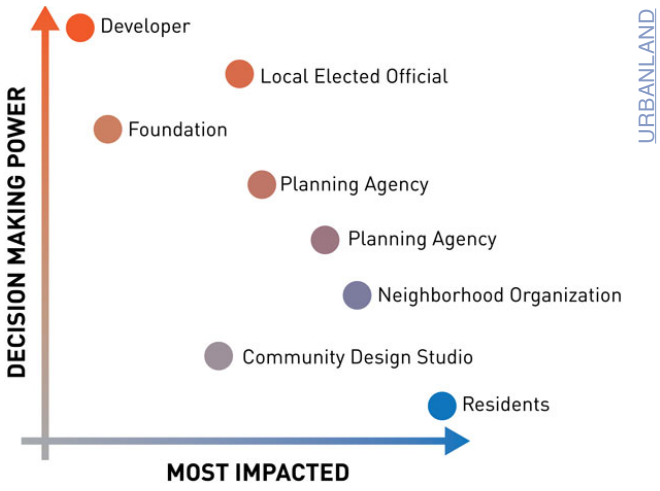
OVERARCHING THEMES

The 4P Funding Model Exploration Hackathon was an opportunity to ideate on restorative funding models that can be considered and/or utilized to fund the following:

1. Infrastructure of the land bridge itself.
2. Real estate developments that will live on the bridge following its construction.
3. Community programming and events to take place in the new African American cultural enterprise district.

Collectively, three themes emerged:

1. **Require Community Driven Approach.** Throughout the entire process, take a community-driven approach focused on building trust and clear communication channels with Rondo residents and descendants.
    a. Recognize that there are still residents experiencing trauma caused by the decimation of the Rondo neighborhood by the government and many of the descendants are still currently experiencing negative impacts.
    b. Create clear processes, opportunities for understanding, and adequate time for input along the way, so that outcomes of the future land bridge fully considers these residents.
    c. Recognize that there are many levels of understanding of financial metrics associated with development and how to implement a multibillion-dollar investment to the benefit of the community.
    d. Support the pillars that helps to move from community engagement to community empowerment.
        i. Build relationships before buildings.
        ii. Build local frameworks and knowledge for equitable development.
        iii. Put the community at the center of planning.
2. **Create a Community Based Trust.** Community ownership and asset maintenance need to be legally defined prior to implementation.



GBBN – ULI UrbanLand Magazine, July 12, 2021[14]

    a. **Develop a trust model** that at a minimum will hold air rights, take in funding/investment/sponsorship of all 4P funding sources, serve as the master developer and owner of the land and air rights above and on the Rondo Land bridge, and can manage or outsource the management of the land bridge development assets.
    b. **Dedicate a portion of the bridge to community assets.** Create a system where the community becomes the developer. This is a historic

opportunity to create a national example of a technologically sophisticated Urban Cultural Enterprise District made and managed by the community.

c. **Transfer development rights and wealth-building opportunities to the community-based trust.** The community trust model would allow for wealth building and restoration for businesses and residents, particularly the African American community and descendants of the Rondo neighborhood. Evaluate utilization of long-term (life of the land bridge) leases to transfer ownership of structures to the community, while retaining legal protections on the land.

d. **Ensure public sector maintenance of the land bridge infrastructure.** The construction and maintenance of the land bridge should remain with the state of Minnesota.

e. **Align multiple long-term funding sources.** Different funding sources and a long-term fundraising strategy will be needed and should be aligned to the appropriate aspects of the plan and to ensure a people-centered, restorative-justice model.

3. **Implement a restorative development approach with impacts to the Rondo neighborhood.** Take a district-wide approach to restorative development, addressing displacement concerns and driving the creation of an African American Cultural District. Identify ways that the assets on their land bridge can catalyze more significant equity, diversity, and inclusion in the greater Rondo community and prioritize investments in a circular economy and regenerative urbanism, developing reinvestment and profit-sharing funding mechanisms.

    a. This is an opportunity to use restorative practices such as smart city technology, creative zoning policies, creation of safe spaces that encourage business incubation, tax abatement or other tax reduction tools to accelerate business and mitigate displacement, reduce rising property taxes, and increase access to affordable housing and community amenities and benefits.

YORTH GROUP; RONDO PROSPERITY STUDY

b. This is a unique opportunity to create a Rondo-centric, culturally rich regional destination using and implementing building façade standards, locally produced energy, bio-diversity connections to regional green space corridors, multimodal transportation access hubs, sustainable landscaping, strategic use of sun/wind/water/mass/highway emissions to heat/cool/power the land bridge, and circular-economic principles.

c. It will be important to enact anti-displacement work (e.g., housing preservation, tenant opportunity to purchase, commercial land trusts) in the surrounding neighborhood in advance of the land bridge. The City of Saint Paul's work should be reviewed and evaluated specific to Rondo and measures added where needed and in the particular for consideration of an African American Cultural District and the implications and opportunities created by the land bridge.

"As I continue to watch these amazing presentations I'm all about feedback and I continue to wonder which entities are missing from these meeting and how we can bring them to the table to open the floor for them to give us feedback and answers as to what we need to do to get this process flowing into the next steps."

–4P Hackathon Participant

RECONNECT RONDO

Rendering of potential street created by a new land bridge.

RECOMMENDATIONS, NEXT STEPS, AND IMPLEMENTATION STRATEGIES

Based upon the principles and learnings through the Hackathon process, the content expert team recommends ReConnect Rondo consider the following next steps to support their goals and ensure that there are systems and procedures in place to capture community benefits resulting from a commitment to construct a land bridge over a portion of I-94; reconnecting and restoring the Rondo neighborhood.

1. **Now is the time to gain commitments from the State and Federal governmental entities** to build the land bridge and provide air and development rights to a Rondo Community Enterprise Trust.

   The process to secure funding will take many years. However, gaining commitment and creating funding and financing mechanisms will be critically important in creating conditions for success.

RECONNECT RONDO

Pre-Planning: Phase 0	Estimated Amount
Community Planning & Engagement	$200K
Assessment & Analysis, Environmental & Master Planning	$3.6M
Organizational & Ecosystem Capacity Building	$1.2M
Anti-displacement/Restorative Development Modeling	$1.2M
Total	$6.2M

Construction: Phase 1,2 & 3	Estimated Amount
Bridge & Infrastructure (Land/Roadway Bridget)	$247M
Building, Utilities & Park & Open Space	$167M
Design & Engineering	$45M
Total	$459M

Estimated planning and construction costs for Rondo Land Bridge.

Government funding commitments are common for large public-private infrastructure projects in Minnesota. It is estimated that the Rondo land bridge, maintenance, programs and services would cost $260 million. This was evaluated using 2026 as the benchmark year, gaining commitment and creating the Rondo Community Enterprise Trust in 2024. Similar and more significant commitments have funded projects such as Destination Medical Center in Rochester ($262 million), US Bank Stadium in Minneapolis ($348 million), Target Field in Minneapolis ($360 million - $90 million infrastructure and $260 million for the ballfield structure), and Xcel Center in St. Paul ($130 million).

In addition, it is recommended that MnDOT be responsible for constructing and maintaining the bridge structure, which is consistent with the ULI Advisory Services Report for Rondo completed in 2018. Funding sources could include:

- Other state investment pools, such as the Minnesota Management & Budget, Department of Commerce and Department of Employment and Economic Development.
- Supplement existing federal and state funding options and opportunities with new funding opportunities created by the infrastructure bill and continuing lobbying efforts as necessary.
- Philanthropic options and opportunities to support the land bridge enhancements, programs and services (arts, activities, etc.)

2. **To ensure control, secure legislative authority naming the Rondo Community Enterprise Trust as the holder of the air rights and control of development/activities on and around the land bridge or name the City of St. Paul who would designate the Rondo Community Enterprise Trust with the development rights.**

   An Enterprise Trust can be designated by the Legislature as a "special limited purpose local government" to receive certain restricted government funds and have the authority to implement development tools outlined in the legislative defined housing and redevelopment authorities. It will be critical to articulate and promote the return on investment to Rondo residents and the entire state including increased taxes, carbon offsets, wealth-building of lower-income residents, new jobs, and other social, economic and environmental impacts.

   One of the first important next steps is to outline the mechanics of how the air rights are transferred. This provides control over what happens on and around the land bridge to ensure it is in the best interest of the community.

   Similar to significant funding commitments made by the State of Minnesota, there are many examples of limited "political subdivisions" in Minnesota. These include the Minnesota Ballpark Authority that owns Target Field, the Minnesota Sports Facilities Authority[15] that owns U.S. Bank Stadium, Destination Medical Center in Rochester, and the Iron Range Resource and Rehabilitation Board in north eastern Minnesota. The legislative authority is important as it can create a legal organizational mechanism to embed protections for the Rondo neighborhood and residents as it relates to the benefits of the development of the land bridge and auxiliary developments that would accompany opportunities created by the land bridge.

   In addition, the mechanism should outline a process for annual funding options with intent to benefit the people. At a minimum the Rondo Community Enterprise Trust should have the ability to

   i. Accept philanthropic or individual donor funds;

   ii. Own the land around and above the land bridge;

   iii. Accept and utilize governmental funds, including being designated as a special limited purpose local government entity by the legislature with bonding authority;

   iv. Act as a developer or development partner with the private sector; and

   v. Manage the operations of land and building as per the mission of the Enterprise Trust.

   There are several common real estate approached to deliver infrastructure. The private master developer or full-service private developer structure would be equal to a non-profit entity such as a Rondo Community Enterprise Trust.

3. **Create a structure for the Rondo Community Enterprise Trust.** It will be critically important to outline the who, what, when, and how a Rondo Community Enterprise Trust would developed. This could include developing a new or enhancing an existing structure with the key focus on benefitting the Rondo people with ownership, management of the assets and ability to be at the table for all decisions in and around the development of land bridge. A Rondo Community Enterprise Trust would create the controlling mechanism that investment would need to follow for the benefit of Rondo.

   A key part of this process should include the following:

   a. **Understanding the mechanics of how trust financing can be used to seed or entice development.** A key component is the ability to access private social impact investing structures that are mission driven and accept a lower rate of return and longer terms. This is sometimes referred to as patient capital sources.

Common Real Estate Approaches to Deliver Infrastructure

Type	Description	Example
Public master developer	The local jurisdiction provides horizontal infrastructure work for the project site and then sells or leases development rights for phased vertical development. Alternatively, the local jurisdiction retains a third-party fee developer to execute the horizontal development, then sells development rights to one or several vertical developers.	The 28-acre Encore! is a mixed-use, mixed-income project in Tampa, Florida. The project included $25 million in horizontal infrastructure and $132.2 million in vertical construction. The project was financed with mortgage debt, deferred developer fees, low-income housing tax credits, local funds, HUD grants, brownfield credits, and by the Federal Home Loan Bank.
Private master developer	A private real estate developer executes site assemblage, horizontal infrastructure work, and development. Then one or more vertical construction developers build on sites as they are made available.	The 19.5-acre Denver Union Station project is a large-scale mixed-use development—including office, residential, retail, hotel, and transit uses. Financing for the $487 million project includes company and partner equity as well as U.S. Department of Transportation loans through the Transportation Infrastructure Finance and Innovation Act (TIFIA) and Railroad Rehabilitation and Improvement Financing (RRIF) programs.
Full-service private developer	This is an "all-in-one" approach where a private developer controls all land assemblage and executes phases of the entire future development on the basis of the risk and value proposition of the potential development opportunity.	The Capitol Crossing/Third Street Tunnel project in Washington, D.C., is a seven-acre, 2.2 million-square-foot development over I-395. Private capital financed the $270 million horizontal and $1.03 billion vertical construction costs.

ULI

There are many examples of social impact investing such as crowd funding and other non-conventional funding streams. However, one of the most promising social impact investing structures is already available in Minnesota called MnVest. The Law | MNvest.[16] This system is set up specifically for online business strategies powered by the community. The law specifies how to raise money by creating an offering on their registered portal. The law created by the legislature provides a secure system for easing investment in Minnesota companies. The benefits include the ability for issuers (those raising the money) to advertise their need for capital, as well as providing a means for nonaccredited investors which makes up 97 percent of the population to meaningful participate in private company securities offering. One recent example is the Metro Millers Stadium in Shakopee adjacent to Canterbury Park. Investors through MnVest would be paid back through future proceeds generated from events held at the stadium which could include soccer, lacrosse, BMX racing, concerts, hockey and other admission events.

b. **Clearly outline processes and barriers to overcome** ownership of developable real estate on a government-owned and maintained platform. In addition, development on and around the land bridge may have limitations required by the State and Federal Highway Administration and by the use of state general obligation bonds. Understand and create a plan to meet and/or address state and federal requirements.

c. **Enhance opportunity for entrepreneurship** that creates an enterprise or system of economic business capacity building, work force development and wealth building.

d. Provide title to developable land in perpetuity for the benefit of the people living in Rondo and increase the economic prosperity through business opportunities.

e. Summmarize the benefits of **stacking land leases and air rights and cite case studies**. A key structure that should be explored is the University of Minnesota Foundation of Real Estate Advisors (UMFREA) which is a subsidiary of the University of Minnesota Foundation that supports building greatness at the University through real estate. UMFREA has fulfilled this purpose through investments in real estate, property management and real estate development for the benefit of the University. They focus on ensuring that real estate produces a return on investment and also contributes to a vibrant and thriving environment for the University and its adjacent communities. They have control on whatever happens on University property where and are able to hold the land in perpetuity with development rights provided to a private developer through ground leases Home | UMFREA.[17]

f. Any development is guided by an **approved community driven master plan**. Throughout the process, it was universally agreed that development on and around a land bridge would only be equitably successful if it was agreed upon and driven by a community driven process. This includes the importance of a restorative development framework that supports a circular economy with the following goals.

i. Reduce gentrification

ii. Capitalize on energy and biodiversity

iii. Incorporate technology of a smart city

It should be noted that many activities are occurring within the Rondo areas that includes citywide efforts on affordability and displacement provided with funding support through a Metropolitan Council LCDA grant, the Ramsey County Economic Competitive and Inclusion Plan and MnDOT's Rethinking I-94. Any future work within the Rondo area related to the ULI recommendations should consider the work of these ongoing processes.

In addition, the Rondo Roundtable's work should be embedded and connected to any community driven process which has provided guidance for designation of the historic rondo area, as well as protection and prosperity zone. Their work includes plans, processes and procedures for development of the immediate footprint of the land bridge, surrounding land uses, the broader Rondo community and any significant City redevelopment areas that would have impact and/or benefit from the land bridge. By leveraging the benefits of heritage preservation, members of the Roundtable are working to advance social and economic opportunities into the future, including addressing Rondo's legacy. Rondo Legacy Project tied to the following link.[18]

g. Evaluate one or multiple entities to carry out the mission of a 4P Funding Model. Existing structures may be available that should be capitalized on in certain circumstances and in other cases there may be a need for the creation of a new entity. This could include:

- A Rondo Foundation – ability to accept philanthropic and private funding for programming and maintenance.
- Rondo Community Enterprise Trust – land ownership, capital and control regarding development.

h. Outline Governance of the Trust: Build off case studies that were profiled as part of the process and included within the people centric funding model memo prepared by ULI Curtis Infrastructure

team.[19] This includes but is not limited to the following.

- Determining who is at the table making decisions and ensure that it is majority represented by Rondo descendants and people of color.
- Outline ways to reduce regulatory barriers to ensure development opportunities are providing direct community benefits
- Structure oversight and legal authority to secure capital funds, operating funds and maintain land control
- Determine ways to secure philanthropic funding as well as development rights by understanding the benefits and barriers of establishing a foundation as well as an enterprise trust

i. Summarize Operational Structure: This includes responsible parties (state, county, city, trust) maintenance and physical infrastructure operations.

j. Create metrics to ensure accountability and trust. Metrics are measures of quantitative assessments commonly used for comparing and tracking performance. Developing a process and metrics for measuring the success of a Rondo Community Enterprise Trust will be critical in ensuring accountability to the community as well as building resident and Rondo descendant trust. Examples of equitable metrics to be considered are provided below.

i. Case Studies in Transportation Equity in the Philadelphia Region Report[20] developed by Temple University in partnership with ULI Philadelphia provides multiple metrics specific for infrastructure/transportation investment to ensure equity is embedded in the process in a new and authentic way.

ii. A Just Public Realm for Pittsburgh[21] report provides a framework to guide investments in community parks, right-of-ways, plazas and vacant land emphasizing equity, inclusion, and ownership as one of the core values.

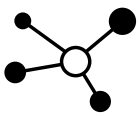
iii. Urban Institute's Equitable Development and Urban Park Space[22] work provides specific metrics related to the 11th Street Bridge Park focused on small business, housing, workforce development and arts and culture.

iv. PolicyLink's Racial Equity Index[23] is an innovative tool to help communities identify priority areas for advancing racial equity, track progress over time, and set specific goals for closing racial gaps.

4. Complete proforma financial modeling to understand how future development can leverage government funding for the construction and maintenance of the land bridge. The model will be critical in securing new government funding and opportunities for unique and innovative funding sources such as crowdfunding platforms, social impact bonds, and community investments. The proforma should outline measurable offsets that would result from the construction of the land bridge, and measure community benefits such as crime reduction, climate improvements, wealth building through home and business ownership, job growth, and an increase in social and physical livability.

a. Based upon land use scenarios, complete detailed proforma financing models that demonstrate the financing and funding sources required for the land bridge construction as well as longer term operation and maintenance. As an example, a ULI Advisory Services panel completed for downtown Lafayette, Louisiana summarized several public/private partnership financing models that were demonstrated through proforma analysis that allocation of funding sources and uses for a couple of redevelopment sites. Proforma analysis

Potential Sources of Funding

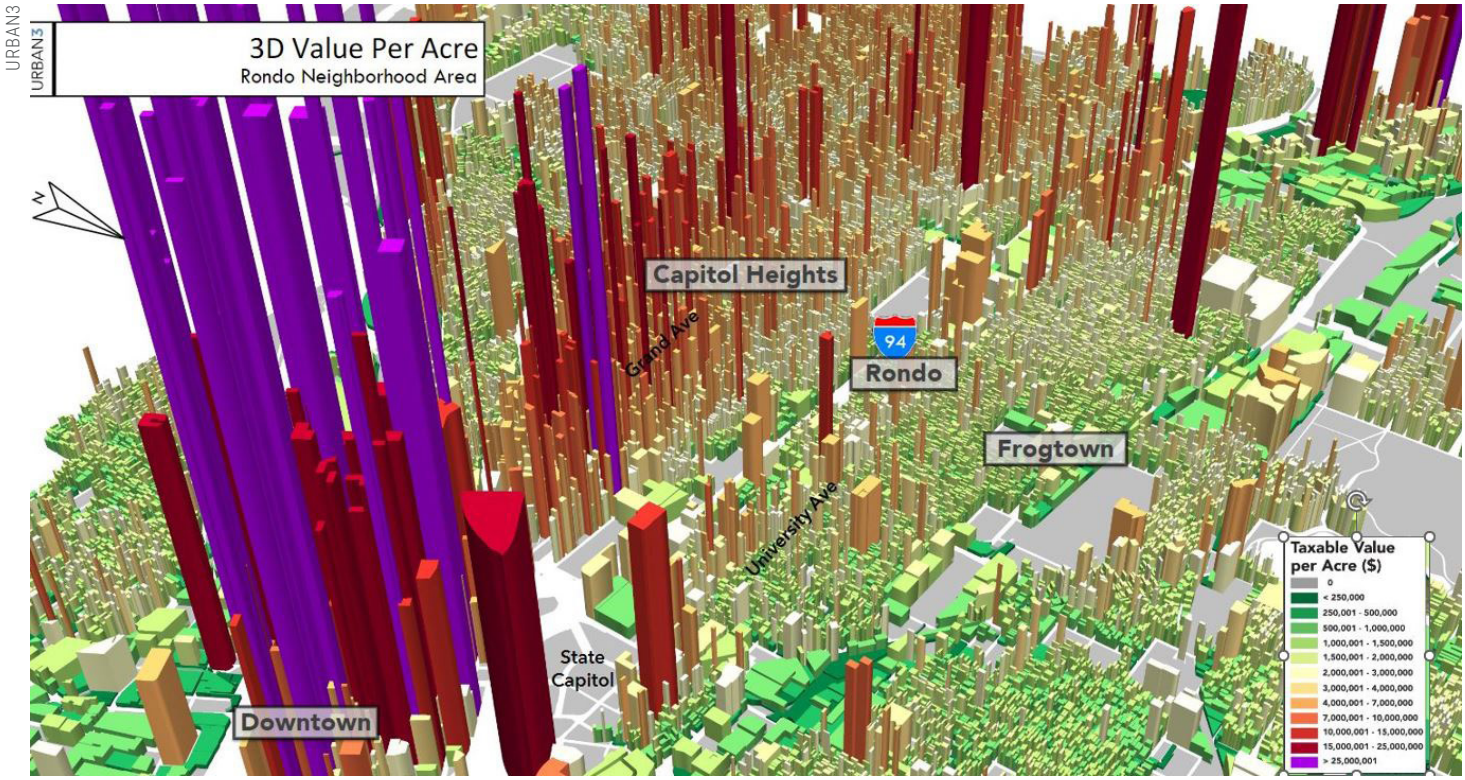
Sector	Source	Example	Phase 0	1	2	3
	City of St. Paul	American Rescue Funds, Bonding, and STAR program	x	x		x
	Ramsey County			x		
	MnDOT	State highway funding (Highway User Tax Distribution Fund and State Road Construction Program)		x		
		Transportation Revitalization Fund (TRLF)		x		
	Metropolitan Council	Regional Solicitation Program-construction		x		
		LCDA- planning and implementation		x		
	Federal	USDOT Grants (e.g., RAISE, INFRA, Reconnecting Communities Pilot, or Thriving Communities)		x		
		HUD Grants (e.g, CDBG, Choice Neighborhoods, or Section 4)		x		
		Financing (e.g., TIFIA/RRIF, Public Activity Bonds, Section 108, Innovative Clean Energy Loan Guarantees)		x		
		Congressional Community Project Funding			x	
	MnDOT	Bond		x		
		Grant		x		
		Part of rethinking I-94	x	x		
		Toll roads		x		
	Local ordinances	New Markets Tax Credits		x	x	
		Opportunity zones		x	x	
		District-based assessments		x	x	
	Foundations	St. Paul Foundation	x			x
		Central Corridor Funders Collaborative		x	x	
		Jacobs Foundation		x		
	Corporate philanthropy	Blue Cross Blue Shield	x			x
		Target	x			x
		EcoLab	x			x
	Endowments	Universities			x	
	Business champions				x	
	Private donors		x	x	x	x
	Institutional investors	Bank		x	x	
		Developer		x	x	
		Anchor institution		x	x	x
	Impact investors	Otto Bremer Trust		x	x	
		Transform Finance		x	x	
	Local fundraising campaign	Led by RCR	x	x	x	x
	Land trust				x	x
	CDFI	Greater Minnesota Housing Fund			x	
	Minnesota Equity Fund				x	
	Economic Development Authority	Metropolitan Economic Development Agency			x	x
	Community development corporation			x	x	
	Cooperative purchase and ownership	Cooperative REIT		x	x	
		Northeast Investment Cooperative		x	x	x
	Rondo Community Enterprise Trust			x		
	Crowdfunding	Rondo Community Enterprise Trust			x	
		Fundrise			x	
		MNvest			x	
		Crowd Street		x		
	Community investment	Setaside for market-rate investment opportunity				

provides a good estimate the use of funds, typical private sources as well as the financing gaps where public and philanthropic resources may be needed to ensure that the project get built.

b. Other ULI technical assistance where proformas were critical in understanding the financial uses and potential sources of funds includes the I-35 Corridor plan in Austin, Texas,[24] and revitalization in the Irvington neighborhood of Indianapolis.[25]

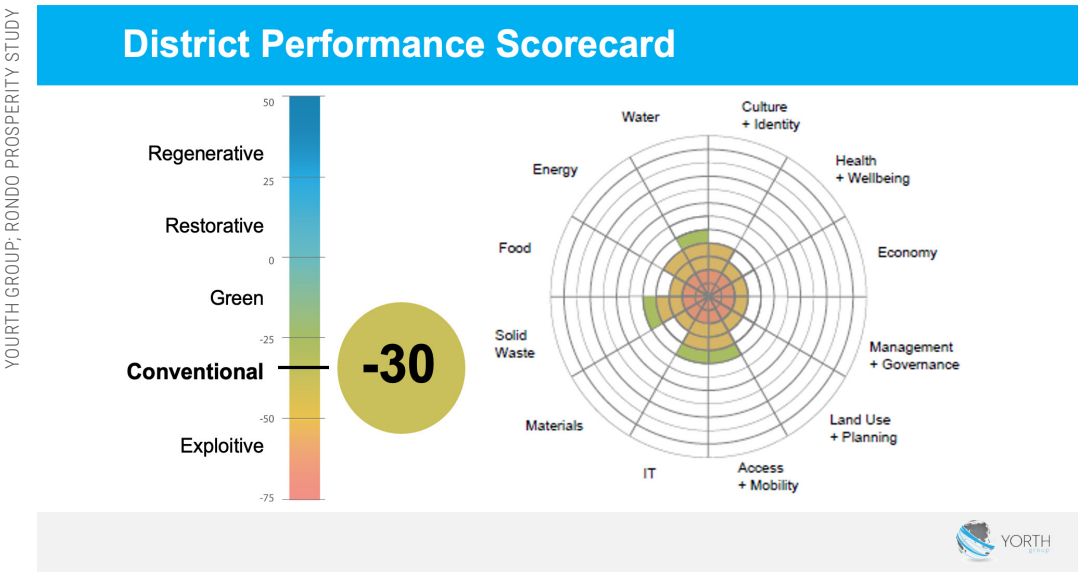
c. Evaluate the financial returns over 30, 50, 100-year timeframes. In 2014, DC Water issued $350 million in taxable bonds that mature over a 100-year period for new water. This ties the repayment schedule to the expected lifespan of new water and stormwater lines. A similar structure could be utilized for the expected lifespan of the land bridge.

d. Consider a range of funding scenarios that include grants and loans from federal, state, county, and city governments as well as public/private (e.g., the Rondo Community Enterprise Trust or the Saint Paul Housing and Redevelopment Authority), nonprofit, and private entities. These sources could be novel and creative uses and act as pilots for leveraging traditional and nontraditional programs. For example, the redevelopment of Union Station in Denver utilized novel uses for Transportation Infrastructure Finance and Innovation Act (TIFIA) loans for transit-oriented development that now has been codified as part of the Infrastructure Investment and Jobs Act of 2021.



Financial analysis of the existing taxable value per acre within St. Paul, Minnesota. Land bordering Interstate 94 is valued lower than places such as downtown St. Paul and along University Avenue near Green Line LRT.

e. Identify quantifiable returns building on the twelve restorative metrics identified within the Past Prosperity Study[26] that include water, energy, food, solid waste, materials, IT, access and mobility, land use and planning, management and governance, the economy, health and wellbeing, and culture and identity. This will help determine the measurement of a more holistic return on investment strategy.



The Work of Reconnect Rondo Continues

Since the 4P Funding Model Exploration work, Reconnect Rondo has continued the movement to bring prosperity to the Rondo neighborhood by creating an African American cultural enterprise district connected by a community land bridge. Reconnect Rondo was successful in securing $6.2 million in State funding and continues to elevate intentional community engagement in their work.

Work Plan

The work plan consists of ensuring that the technical leadership team is African led, engage and fund important feasibility studies, health impact reports, determine specific boundary designations for the work within Rondo and surrounding neighborhoods of St. Paul, and initiate support for land use modifications developed and approved by the City of St Paul with Rondo at the table.

Community Engagement:

Collaboration and engagement is key to the future success of an African American enterprise district connected by the Rondo land bridge. Since 2016, Reconnect Rondo has worked hard to ensure that multiple voices are heard, community events and activities are elevated and the momentum of the movement to "build a bridge to better" continues.

More information on past and upcoming community events can be found here: Engage – ReConnect Rondo.[27]

Reconnecting Rondo Workplan

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APPENDIX A

Key Learnings through the 4P Funding Exploration Hackathon

A hackathon is a rapid innovation process to design a collaborative solution. Solutions address a specific challenge or opportunity related to the theme of the hackathon. The hackathon format of the 4P Funding Model Exploration was both a challenge and an asset which made this opportunity possible.

Recruitment of a Cross Section of Participants: The primary challenge of this hackathon was recruiting a wider pool of Rondo community members. While Rondo resident(s) were represented on the majority of the teams, there were also several industry professionals that lived outside of the community who also participated. Feedback from community members relayed that the virtual platform may have served as a barrier to many residents, and that there should have been additional measures of engaging more Rondo residents.

Challenge of Inclusive Representation and Community Response: The 4P Funding Exploration Hackathon and previous Reconnect Rondo listening session and Community Benefits Hackathon increased the visibility of the project. As with many community engagement strategies and planning processes, not all voices are heard at the same time and with the same amount of information to ensure that every voice feels included and heard. However, elevation of the issues and opportunities creates a platform where more voices and opinions surface regardless if it is a positive or negative response. Questions arose regarding investment returns and how to address the varied opinions related to what the needs are of the descendants of Rondo for current and future generations. Those questions are valid and should be considered and addressed as Rondo continues to create strategies and agreements for public and private investments generated from a Land Bridge in Rondo.

Virtual Sessions: Hosting the 4P Funding Model Exploration virtually also served as an opportunity. In the midst of the pandemic, it allowed people to safely gather together and ideate a tangible way to improve the city. It also allowed national speakers and participants with expertise in funding large scale projects to bring in their knowledge to the session. Hosting the hackathon virtually provided an opportunity, at little to no cost, to cross-collaborate with others and build professional relationships that may not have been possible by meeting in-person during this time.

Innovative Thinking. One of the key values of this hackathon was that it required participants to think outside the box and provide perspectives from across the spectrum of knowledge in development, social services and neighborhood oriented context. The objective required the development of a model that was net-positive and restorative. The paradigm created by a Hackathon can be viewed as challenging to participants, however, the outcome of this process resulted in varied voices that create opportunities and frameworks to consider as planning efforts move forward.

APPENDIX B

4P Funding Model Exploration Hackathon Team Presentation Summaries

Team 1	
	https://vimeo.com/569544045/22a0d45bc5
Executive Summary	Funding for general operations (broadly) is needed to support and capacity building - sustained over time - on going
Funding Focus	General operations more broadly
	Programmatic activities (STEM Education, cultural programming, business incubation, public health - recreation, access to programs and services)
Beneficiaries	1) Black people - descendants of Rondo, current residents of Rondo and people who have left and seek to return 2) other POC - new residents 3) businesses in the are, the city, the region, the state as a whole
Challenges	Need more Rondo residents to participate
	Reticence on behalf of philanthropic and public organizations.
Recommendations/ Next Steps	• START NOW.
	• Advocate and lobby for legislation to designate Rondo as a Cultural District.
	• Need to advocate outside of Rondo as well (finding participation and support from surrounding neighborhoods and other parts of the state) What's good for Rondo is good for the iron range and broader Minnesota.
	• Needs a person or organization (like RCR) to lead the funding and operations after it is constructed
	• Convening organizations, individuals, and community stakeholders etc. to determine and design desired programming.
	• Convening stakeholders will create consensus toward investments.

Team 2	
	https://vimeo.com/569544150/f15b0343cc
Executive Summary	Leveraging public, private and philanthropic financing sources to catalyze the development of an African American enterprise district by a land bridge.
Funding Focus	Infrastructure, real estate (i.e. performance space, housing security and stability, amenities, local grocery stores, farmers markets) and programming.
	New market tax credits (are generally able to fund 30-35% for a particular real estate development), low-income housing tax credits being key drivers.
	Public infrastructure funding along with philanthropic giving
	Public/Private funding infrastructure (Specific sources for reference Presidio Parkway Golden Gate Bridge SF: private developer agreement they pay in return for public money to repay)
Beneficiaries	1) Former, current, future Rondo residents, descendants and businesses, 2) Saint Paul residents 3) state residents
Challenges	Inaction, apathy, failure to understand this unique moment in history.
	Policies and Government Restrictions.
	Lack of experience and knowledge within the development team to structure complex financial transactions (costly to obtain)
	Equity required to obtain traditional forms of financing
	Lack of vision of leaders and surrounding community members (those who are administering public dollars, serving on city councils, those with competing visions/interests).
	Financial size to accomplish goals
	Analysis paralysis
	Chasing too many big goals
Recommendations/ Next Steps	• Community engagement
	• RCR and ULI reconvene a working group to consolidate all team ideas
	• Convene RCR finance team
	• Set priorities of development and desired outcomes
	• Engaging community-oriented consultants and subject matter experts in each one of the 4P's

Team 3	
	https://vimeo.com/569544414/c1573feb90
Executive Summary	Reintegrate the community as a whole - through land/real estate; improved mobility (pedestrian, bicycle and transit connections); enhanced green/environmental qualities; and wealth creation.
Funding Focus	The foundation to the project must be restorative. It should include opportunities to grow wealth in the community.
	Restorative/regeneration -> new opportunities (not the same as before), but finding ways to support community members who want to stay or return.
	Finding partnerships with local developers/organizations that are tied to the community, and benefits should support local community members and descendants.
	Funding projects that don't cause displacement, and encourage restorative development beyond the land bridge itself.
	Creating a tight-knit community to encourage new opportunities for economic development.
Beneficiaries	
Challenges/considerations	Preventing wealth extraction
	Building trust and relationships
	Who will be the entity/organization that governs/operates/maintains the bridge? What will their role be after the bridge is constructed (long-term)? Consider their relationship with the trust (once it's created).
Recommendations/Next steps	• Fair housing laws (first right to vacancies/sales to community members)
	• Building trust and relationships
	• Create support for elected/appointed officials to enable community wants (aka "social infrastructure")
	• Create incentives for current property owners
	• Create a governance structure for the trust for ongoing community voice and decision making
	• Contractor and trade apprenticeship for community members
	• Leveraging public properties (schools, vacant, etc.) as apart of this process, prioritize the restorative process and create opportunity within
	• Connecting public/private/institutional agencies and make sure that they are collaborating together
	• Create a trust (or trust-like entity), ensuring equitable and well-rounded representation on the board/members of the "trust"
	• Identify the organization/entity that will maintain the group
	• If the trust will govern the bridge (and beyond), and construct the bridge, define the relationship/role of the city of Saint Paul
Other Principles	Restorative NOT extractive, right to return, community ownership/trust, wealth creation, looking for investors that are interested in more than just financial returns, but also social

Team 4	
	https://vimeo.com/569544624/b334c802d3
Executive Summary	Connect the challenge of funding the bridge to the core mission of Reconnect Rondo in all of the solutions - ownership and support.
	Create two entities - (Rondo Bridge Trust and Rondo Bridge Foundation) to ensure ownership by the community and a mechanism to capture fundraising and deployment of funds to beneficiaries.
Funding Focus	Restorative development, housing security, cultural district, health and wellbeing
Beneficiaries	1) Rondo residents and businesses 2) investors/developers 3) An African American cultural district that supports "one Minnesota" - if Rondo is successful we are all successful
Challenges	Lack of clarity understanding roles and responsibilities of stakeholders
	Who are the board of trustees?
	How do we ensure the voices and interests of Rondo residents are represented and other beneficiaries, property tax implications?
Recommendations/ Next Steps	• Finalize the Rondo Trust Entity Documentation
	• Gain trust of Rondo community
	• Create and adopt a memorandum of understanding
	• Identify clarity on air rights
	• Identify local land use solutions
	• Gain clarity on opportunity zone beneficiaries and investors
Other principles	Rondo Bridge Trust: landowner and operational equity
	Rondo Bridge Foundation: philanthropic entity for capital and operations funding (501c3)

Team 5	
	https://vimeo.com/569544771/09b61f41ee
Executive Summary	Create sustainable steps to assure funding decision making aligns with equitable community goals generated and led by Descendants, current residents and members of the Rondo Community.
	Making housing, economic opportunity, safety, recreational health and other livability goals the main objective (lead and influenced by the African American community of Rondo), to guarantee community needs and desires are obtained and sustained overtime.
Funding Focus	Real estate (restoring homes and businesses) and programming (programming that promotes homeownership and financial freedom, and is dedicated for the people of Rondo)
Beneficiaries	1) descendants of Rondo, current residents and Black people and businesses/institutions/organizations in Rondo 2) communities adjacent and allies 3) people who live within a five mile radius
Challenges	Engaging the right groups and community members
	Congestion
	Right away land use availability and space
	Assuring no one is left behind
	Policies and laws that don't support the community's growth potential
Recommendations/ Next Steps	• Develop partnerships and committees with individuals and organizations who are connected to the Rondo beneficiary group
	» Public engagement to connect with existing Black-led organizations and programs in Rondo
	» Fund existing organizations and programs to continue doing their work
	» Ensuring the profit-making that will happen will fall into the hands of the Rondo community
	• Organize ongoing programs (that already exist in Rondo) for the community to learn financial freedom - these programs are dedicated for primary beneficiaries
	» Financial wellness education (investment health and mutual funds)
	» Financial network (investment network of Black leadership, members and organizations that invest in and own the land bridge project)
	» Opportunity zones (create pathways for cooperative ownership by Black leaders, organizations, churches and institutions)
	» Opportunity zones are development areas that should be developed by emerging Black developers
	• Renewing homes within the community now
	• Continuous engagement efforts with the entire Rondo community (all ages)
Other Principles	We have to discuss how we are going to Identify Descendants of Rondo. It was suggested that we go by old tax/homeownership documents but I had to point out that not everyone who suffered harm as a result of the destruction of the community was a homeowner, so HOW we proceed MUST take this into consideration if we're going to be true to an equitable process and finished product.
	Also, when we refer to "current residents", we know that the area has been gentrified and therefore, current residents and descendants are not one in the same. Once again, we MUST somehow ensure that Descendants of Rondo are prioritized otherwise we will end up with a project that looks nothing like what we visualize it being.

Team 6	
	https://vimeo.com/569546642/29a8fe0c10
Executive Summary	"A vision for fulfilling the mission to revitalize the Rondo community with a land bridge that reconnects Rondo and reignites a vibrant African American cultural enterprise district in Saint Paul."
	Enable restorative development and build generational wealth, development on and around the bridge which links to providing financing for programming and community services.
Funding Focus	Infrastructure (the bridge itself), restored land (controlled by the community), real estate development
Beneficiaries	1) People who were displaced by the highway 2) Descendants of the displaced persons 3) the residents of Rondo 4) residents beyond Rondo - this can serve as a model for the state and the nation
Challenges	structural, financial, institutional (need to define the legal structure for community-based entity that can legally develop and hold the land), cultural (community engagement must be inclusive and informative and governance structure needs to be led and designed by current and legacy Rondo residents)
Recommendations/Next Steps	• Organize additional dialogue with the community to ensure their wants/needs/desires are being met with the proposal
	• Incorporate both people that have been displaced, their descendants and the current residents of Rondo to capture the vision for the future of Rondo
	• Develop a plan for how to create financeable lots/plots of land and how the community trust will be able to own the land and distribute the wealth back to the community
	• Economic justice - reignite dreams that were deferred.
	• Seek special legislation with community guidance
	• "Keep the Main Thing the Main Thing." And that is humanity, economic justice and future prosperity. (Quote from Dr. Curmin Gaines)

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