



NūLoop Partners Membership Meeting
Tuesday, November 27, 2018, 5:00-6:30 p.m.
Hennepin Energy Recovery Center (HERC), 435 North 5th Street

Membership Meeting Notes

1. Welcome and Announcements

Chair Nick Koch welcomed the faithful who ventured from the usual meeting place across the street at his HGA offices, and thanked the Hennepin Energy Recovery Center (<https://www.hennepin.us/your-government/facilities/hennepin-energy-recovery-center>) for hosting, as well as the Steering Committee and sponsors who keep the organization moving forward.

He announced this is the last membership meeting in 2018, which the organization is ending on a very good note, and that there's a game plan in place for 2019. A good sign is it's just over 90 days until spring training begins for the Minnesota Twins (<https://www.mlb.com/twins/spring-training>). Then the audience was asked to introduce themselves:

Pat Arnst, NūLoop Partners
Lisa Austin, MnDOT
Scott Barriball, Farmers Market Annex
Charles Carlson, Metro Transit
Steve Chuba, Great River Energy HERC Services
Matt Clark, Great River Energy HERC Services
Alice Eicholz, North Loop Neighborhood Association
Stuart Goldenberg, GoldenbergLaw, PLLC
Denise Holt, ICF Olson
Josh Katan, Minneapolis United Soccer Club
Dan Kenney, Minnesota Ballpark Authority
Dave McNary, Hennepin County
Dave St. Peter, Minnesota Twins LLC
Mark Savin, Hennepin County
Gordy Stofer, United Properties
Tim Steinbeck, Great River Energy HERC Services
Jackson Swartz, Hennepin Made, Parallel Café
Carletta Sweet, Downtown Minneapolis Neighborhood Association
Angie Timmons, Hennepin County Environmental Services
Dale White, TFS Corporation

2. Executive Director's Report

Executive Director Dan Collison also welcomed the audience and thanked them for their engagement with everything going on at HERC. Then he highlighted the following district activities:

a. New Development and Business Growth

- The Hewing Hotel at 300 Washington Avenue North was ranked #1 hotel in the Midwest by *Condé Nast Traveler* in its 2018 Readers Choice Awards (<https://www.cntraveler.com/readers-choice->

[awards/united-states/midwest-top-hotelshttps://www.cntraveler.com/readers-choice-award](https://www.cntraveler.com/readers-choice-award)).

- Spoon and Stable's Chef and Owner Gavin Kaysen is opening a new tasting menu-only restaurant named Demi at 212 North Second Street in January 2019 (<https://twincities.eater.com/2018/10/15/17979058/gavin-kaysen-demi-new-minneapolis-restaurant>).
- Parc Boutique, a women's fashion shop formerly on East Hennepin has moved to the North Loop in the renovated 4-story former Campbell-Logan Bindery building at 212 North Second Street (<http://www.journalmpls.com/news/biz-buzz/2018/10/parc-joins-retail-center-of-north-loop/>).
- The Maytag Building, formerly the Gardner Hardware building, at 515 Washington Avenue North has added a 1,400 square foot WD Flooring showroom on the ground level (<http://www.journalmpls.com/news/development-tracker/2018/11/development-tracker/>).
- Schafer Richardson has scrapped its plans for an office complex on the Zucarro Produce building site at 1000 North 3rd Street and is refocusing on an affordable housing project named Redwell Apartments (<https://northloop.org/north-loop-plan-flips-affordable-rentals/>).
- Number 12 Cider House opens new taproom at 614 North 5th Street (<http://www.startribune.com/new-cider-taproom-opens-in-north-loop-we-could-fool-wine-drinkers/499815121/>).
- Curt Gunsbury has closed on the surface parking lot at 102-120 North 1st Street across from the Federal Reserve Bank (<https://finance-commerce.com/2018/11/curt-gunsbury-buys-north-loop-parking-lot/?ep=1>) where he plans to build a 6-story, 196-unit apartment building.
- United Properties invites us to a hard hat tour of Target Field Station at 501 6th Avenue North (<https://www.uproperties.com/united-properties-begins-construction-on-target-field-station-in-north-loop/>) which will feature an Element® by Westin (<https://hotel-development.marriott.com/brands/element/>) and The Fillmore Minneapolis (https://en.wikipedia.org/wiki/The_Fillmore). RSVP to Collison at dcollison@mplsdowntown.com.

b. Farmer's Market-Royalston Station Development Work Group. Now that the shovels are nearly in the ground for the Southwest LRT Green Line Extension (https://www.swnewsmedia.com/lakeshore_weekly/news/local/construction-on-southwest-light-rail-transit-line-to-begin-this/article_7c9cc32e-31ba-5872-95a3-5f7175f54ff1.html), and because of the extensive planning and envisioning related to the redevelopment of the Lyndale Farmers Market conducted by public agencies, business and property owners as well as adjacent neighborhood organizations within the district, and because it has always been a goal of NūLoop Partners to lay the foundation and attract investment for future development by knitting together communities and leveraging district assets, one of which is the Farmers Market, Jackson Swartz, Co-Founder and Creative Director of Hennepin Made and Parallel Café, thought it would be advantageous to reconvene these stakeholders to, in the interest of best practices, take a fresh look at how all of this growth and redevelopment will impact the district over the next decade (reference Jackson's presentation from the September 25th meeting).

A similar process that was conducted for the Glenwood Avenue Corridor will take place. In this instance, Swartz will be chairing and Collison will be facilitating monthly visioning meetings with the NūLoop Partners Steering Committee and the Farmer's Market-Royalston Station Development Work Group and quarterly meetings with the larger group over the next year. A midpoint report will be submitted to the entire membership as well as a final report toward the end of 2019. Mayor Jacob Frey is happy to speak at a kick-off event that will take place in late January/early February. All are welcome to participate so just let Collison know if interested.

- c. **Crime and Safety.** Collison explained he's a part of regular meetings with leadership from the MPD's First Precinct and downtown neighborhood organizations. Statistics indicate and the *Star Tribune* reported there's been a 17 percent drop in serious crimes compared to last year (<http://www.startribune.com/latest-numbers-crime-recedes-in-most-parts-of-minneapolis/500869511/>). This can be attributable to multiple programs in place and strong community engagement. This is a terrific trend over which we should celebrate.
- d. **Brand Transition and Communication Plan.** The official transition to NūLoop Partners will occur when the website, being developed by Caroline Karanja (<http://www.26letters.co/about/>), has been completed which is targeted for the month of December. Thereafter, they will pull the trigger on the communication plan by notifying the public. Collison then expressed pride and gratitude for ICF Olson's fantastic pro bono work in developing the new brand.
- e. **2018-2019 Goals.** Collison described advancements made and what remains to be done on the six goals established under the nexus priority since he presented them at the annual meeting in July. Those that are works in progress include:
- **Improve Connections | Offset Barriers.** Lisa Austin is here to present on ABC Re-envisioning; engaged on the Hennepin Avenue street reconstruction; and the intersection of Washington Avenue and 3rd Avenue with NLNA.
 - **Public Realm Surrounding Emerging Large Scale Projects.** North Loop Greening and Park Advocacy with NLNA; Access-Parking-Safety Improvements with North Loop BID Exploratory Committee (formerly under Special Projects) which has shifted to a consortium of businesses and property owners/managers.
 - **Transit Oriented Development (in support of Farmer's Market District Concept).** Have done a ton of advocacy for Royalston Station/Southwest LRT (Green Line Extension); although have completed the mapping and advocacy for the Glenwood Avenue Corridor, continue to reference it; Bottineau LRT (Blue Line Extension) transit-oriented development mapping and advocacy is longer term; and Charles Carlson is here to present on the Bus #5 line development and funding.
 - **Urban Visioning and Livability.** Will continue to support and promote ongoing developments.
 - **Special Projects.** HERC reintroduction and onsite meeting will be removed under this category after the instant meeting. But the deeper question is, because what they do is transformative in how we use energy, what can we do to continue supporting and engaging them. Koch added since NūLoop Partners' inception (i.e., DAG360) and in preparation for the arrival of Target Field and Target Field Station, HERC has always been a part of the energy narrative.
- f. **Staff Update.** Pat Arnst, Administrator (<https://www.the2020partners.com/contact/>), announced in October she would be retiring at the end of 2018. Collison then extended appreciation for her year of service.

Because of Arnst's imminent retirement, the Steering Committee hired Carletta Sweet, who has served as the Downtown Minneapolis Neighborhood Association's representative on NūLoop Partners since 2007, and Christie Rock Hantge to serve as the new administrative staff.

In Hantge's absence, Sweet advised she has known and worked with her since the DMNA received its Neighborhood Revitalization Program funds in the early 2000s allowing them to hire her as their Neighborhood Coordinator. Both she and Hantge have a congenial and productive working relationship with Collison on the East Town Business Partnership.

Sweet, who has been providing transcription services for NūLoop Partners since the departure of Marsha Wagner of CastleVisions, commented she's happy to be a greater part of this organization

and to be able to continue working with Hantge and Collison.

Collison described Hantge's professional background and connections to other downtown neighborhood associations and business organizations and commented working with both Hantge and Sweet allows for greater connectivity and synergy to all that's going on in downtown. The bigger deal, however, is for the three of them to help differentiate and celebrate NūLoop Partners.

3. Metro Transit Bus Rapid Transit Projects

<https://www.the2020partners.com/wp-content/uploads/2018/12/2018-11-26-NuLoop-Met-Transit.pptx>
Charles Carlson, Director of Bus Rapid Transit, began by explaining what they are trying to accomplish with BRT service, i.e., to make transit trips faster and a better rider experience. After analysis of their busiest corridors, they concluded buses were moving less than half the time they were in service, the initial resolution to which was thought to be removal of parking lanes and replacing them with dedicated lanes. However, in most corridors they discovered buses were in actuality being caught at red lights and riders were paying at the front door one at a time with cash. Thus, the focus shifted to reducing red light delays, accelerating on-boarding, and enhancing the infrastructure.

They have identified 11 corridors across the region to implement these BRT improvements, shown in gray on the Planned BRT system map (<https://www.metrotransit.org/abrt>), at a cost of approximately \$500 million, and it would carry 150,000 riders daily. These 11 corridors connect to nearly 500,000 jobs or 1 out of every 3 jobs in the region. And compared to a \$2 billion LRT system, it is relatively affordable for the significant reach and growth in ridership.

There are significant developments that differentiate BRT from the former bus system: (1) they solved the front door on-boarding by moving fare payment to a ticket machine on the platform; (2) buses are larger with three entrances/exits; (3) Metro Transit Police (<https://www.metrotransit.org/police>) will conduct fare enforcement; and (4) more significant infrastructure will be installed along the corridors with neighborhood scale stations.

The first corridor improvement was for the A Line (<https://www.metrotransit.org/snelling-rapid-bus-project>), a \$27 million project that opened June 2016, and showed a 32% increase in ridership the first year of operations. It connects to the Blue and Green Lines of the LRT and they are pleased with how it's doing.

The C Line (<https://www.metrotransit.org/c-line-project>), an 8.5-mile corridor from downtown Minneapolis to Brooklyn Center, is currently under construction. The civil construction work is completed and they are moving into the electrical and systems phase before it opens in spring 2019. It will feature a new item for MT, i.e., all battery-electric articulated buses which are being manufactured in St. Cloud, as well as some diesel comprising the other half of the fleet. When the Bottineau LRT Blue Line Extension opens, which is moving along slowly (<https://finance-commerce.com/2018/09/bottineau-lrt-construction-delayed-until-2020/>), the C Line will be moved from Olson Memorial Highway to Glenwood Avenue. They are thrilled to be delivering BRT to North Minneapolis which is experiencing transformative change. There has been significant redevelopment by Thor Construction as well as significant reinvestment in the NorthPoint Health & Wellness campus.

They are pivoting their BRT work to the highest ridership D Line (<https://www.metrotransit.org/d-line-project>) which would improve the Route 5 corridor from Brooklyn Center traversing 18 miles to Mall of America. Since it only averages 11 mph at its peak speed, and the busiest section along Chicago Avenue where buses only make up 3-4% of the vehicles but carry 35% of the people traveling, bringing the D Line's visibility commensurate with the role it already is playing is a big focus as this route is developed.

They are near the end of the planning phase and in January they'll be moving into the full detailed engineering phase. The hope is to begin construction in 2020 and open in 2021. This is a \$75 million

project, the most expensive of the BRT improvements identified, and a kind of 2-in-1 as it traverses both sides of downtown. They have secured about \$45 million and need to identify another \$35 million, but if not the first amount will begin to expire so 2019 is a critical year for transit funding and specifically about this line.

But this is not the end of the story. They are also beginning planning for the:

- B Line (<https://www.metrotransit.org/b-line-project>);
- E Line (<https://www.metrotransit.org/e-line-project>); and
- 2019 study of potential additional corridors.

Carlson then discussed the secured/anticipated, pending applications and additional funding needs for these BRT Lines.

They are also moving ahead with the Southwest LRT Green Line Extension. Immediately after receiving a letter of no prejudice from the Federal Transit Administration that OK'd federal reimbursement of early construction work, the Metropolitan Council awarded a contract to begin construction. The groundbreaking is coming up soon and Carlson will follow up with details (<https://www.rtands.com/passenger/rapid-transit-light-rail/groundbreaking-begins-for-southwest-light-rail-in-minneapolis/>).

Related to MnDOT's I-35W at I-94 Downtown to Crosstown project, is MT's 17-mile Orange Line BRT (<https://www.metrotransit.org/metro-orange-line>). They are anticipating full funding to be announced in the next couple days.

In order to operate all of these new BRT lines, they need to build another garage to house some of their fleet. In September, they received an \$11 million grant which completes the funding package for their new headquarters and bus garage (<https://www.metrotransit.org/campus-construction>) in the North Loop. Construction will move ahead in 2019 with completion anticipated in 2021.

Thereafter, Carlson entertained questions from the audience during which he advised they've begun to make progress on filling the workforce shortage (<https://www.twincities.com/2018/09/22/metro-transit-apprenticeship-program-seeks-to-curb-driver-shortage/>), adjustments to service on underperforming routes, and the barrier program to protect their bus operators.

Koch advised there will be a celebratory event in January for NūLoop Partners' staunchest advocate and supporter of transit and transportation, i.e., Commissioner Peter McLaughlin.

4. HERC Operations

<https://www.the2020partners.com/wp-content/uploads/2018/12/2018-HERC-Tour-Group-Info-2020-Partners.pdf>

Collison commented when he first became NūLoop Partners' ED 2 years ago, HERC was undergoing an operational and management change (<https://www.wastedive.com/news/update-covanta-loses-minneapolis-wte-contract-to-great-river-energy/426515/>), and because of the relevancy of our goal "to lay the foundation ...for future development by...leveraging the assets...energy facilities," he considered it an immediate priority to understand HERC's operations and how it fits into the larger solid waste recycling and reuse plan for Minneapolis and Hennepin County.

Dave McNary, Assistant Director of the Solid Waste and Energy Division in the Department of Environmental Services for Hennepin County (<https://www.linkedin.com/in/david-mcnary-627240a>), thanked the organization for being a great partner in supporting HERC. Before NūLoop Partners came into existence, there was trepidation over how the two entities would co-exist and he believes, with the changes in the neighborhood that have occurred over time, they have co-existed well.

Hennepin County owns HERC and has contracted Great River Energy, which took over from Covanta on March 3, 2018, to operate the facility.

Tim Steinbeck, CEO of Great River Energy HERC Services (<https://greatriverenergy.com/great-river-energy-brings-expertise-to-solid-waste-processing-plant-2-2/>), advised on hearing the legacy of NūLoop Partners and other businesses in the area, they are definitely the new kid in town, but they spent much of 2017 preparing for this contract and have been formally operating the facility for the past 9 months.

GRE is a not-for-profit electric generation, transmission cooperative headquartered in Maple Grove, Hennepin County. They serve electricity to about two-thirds of the state, approximately 2 million people, mostly outside urban areas through 28 distribution electric member-owner cooperatives.

Unique about GRE is it has 30 years of waste-to-energy operating experience. Their legacy facility in Elk River was converted to burn waste in the late 1980s, so when Hennepin County was looking for a new operator, they sought out and ultimately choose GRE.

GRE HERC Services is a limited liability corporation fully owned by Great River Energy and is the operating company for HERC Services. Though they don't have a large workforce, ~50 employees, it is a large and integrated facility in Minneapolis, and just today the Hennepin County board approved a 6-1/2 year term extension on its 16-month term which takes it through the end of 2025. GRE is looking forward to being a longer-term partner and connected to the community and are happy to be in the North Loop.

Ten years ago they were long time partners with the Elk River project, but it was out by itself and not well connected to the city. Ten years later they are at the most metropolitan-based facility in the United States; a model for waste-to-energy that is networked to a ballpark and transportation. It is a fantastic story and they are happy to operate it.

McNary noted a major advantage to partnering with GRE is they are local, so when there are any issues it's a brief 35-mile drive to/from Elk River to resolve it. He explained Hennepin County generates over 700,000 tons on trash, and on average each resident generates 6 pounds of trash per day. In Minnesota, counties are responsible for waste management activities and HERC plays a role in helping manage it.

As an integrated solid waste system, they recycle 41% of the trash, convert 38% of waste to energy (365,000 tons at HERC and 60,000-70,000 tons at Elk Grove), and landfill only 18% – important because Minnesota has established goals for the metro counties to recycle 70% by the year 2030. This is a huge challenge because not only are they working on waste management at this facility but they support a lot of other waste management programs:

- **Waste prevention.** Fix-it Clinics.
- **Recycling initiatives.** Approved organics recycling ordinance for businesses today (<https://www.hennepin.us/business/recycling-hazardous-waste/organics-recycling>) and HC will be the first in the country to have one for both businesses and residences.
- **Grants and Assistance** for businesses, schools, apartments, public spaces.
- **Hazardous waste management** drop-off facilities (<https://www.hennepin.us/residents/recycling-hazardous-waste/drop-off-facilities>).
- **Education** campaign with businesses, residences, schools to change behavior.

McNary then described the 10-step process of how HERC works. They had the foresight to install the steam line pipes for a district energy system during the construction of Target Field with the idea of providing steam to Target Field and Clearway Energy's (<https://seekingalpha.com/article/4225740-clearway->

[energy-clearly-explained](#)) system for 100 downtown buildings. The difficulty for HERC is when the pipes were installed the price of natural gas was trading high and now it's trading around \$3, a far more competitive rate making it difficult to start a district energy system with one building. If circumstances change they are ready to go, and they're working with Clearway Energy to try and get a project started.

Then he explained why they process waste, i.e., to avoid landfilling. When this facility began operating in 1989, the Minnesota Pollution Control Agency wanted metro counties to reduce the amount of waste they were landfilling. Although landfill technology has improved, there are still problems. Once the garbage is buried and decomposes, it creates large quantities of methane gas, a greenhouse gas. Hence, landfills generate far more greenhouse gas than waste processing does. Currently, there are three landfills serving the metro area, however, the distance trucks have to travel back and forth to the landfills creates more pollution.

McNary discussed how HERC is a good neighbor by controlling odors; melting snow on sidewalks, driveways, Target Field Station and Plaza; collecting stormwater for use at HERC; and planting a green roof with pollinator friendly plants.

This facility has a state-of-the-art pollution control system that compares favorably with those in Europe. It was the first facility in the country to use activated carbon to reduce mercury, the latest addition was a new urea system to reduce NOx emissions, and they're always looking for the next best technology.

HERC is heavily regulated by both the U.S. Environmental Protection Agency (<https://www.epa.gov/>) and MPCA (<https://www.pca.state.mn.us/>). For more information, he can be reached at David.McNary@hennepin.us or 612-348-5906.

Thereafter, the audience was reminded of the tour while the safety guidelines were displayed.

5. ABC Ramps Transportation Options Implementation Plan

<https://www.the2020partners.com/wp-content/uploads/2018/12/ABC-Ramps-2020-Partners-member-meetingpptx.pptx>

Collison explained he had the privilege of being a part of the day-long Parking and Mode Shift symposium in August of this year (<https://www.hhh.umn.edu/event/parking-and-mode-shift-minneapolis-abc-ramps>). This initiative is an interesting learning process and game changer when it comes to business retention and improving parking practices.

Lisa Austin, ABC Ramps Program Coordinator for MnDOT, commented as it relates to HERC's sustainability conversation, they have a lease to install a canopy of solar panels on top of Ramp A (<http://www.dot.state.mn.us/newsrels/18/10/29-solar.html>), the energy from which will be fed into Xcel Energy's power grid.

Then she showed an aerial map of the ABC Ramps to illustrate how they bridge over I-394. They are some of the largest ramps in the country and the largest of the three, Ramp A has 3,518 stalls, Ramp B has 1,612 stalls, and C has 1,473 stalls.

The ramps were built approximately 30 years ago, in accordance with federal law, as part of the overall construction of I-394 to reduce single-occupancy vehicle (SOV) travel into downtown Minneapolis and promote high occupancy vehicle (HOV) travel via buses, carpool or transit. And contrary to other ramps that are profit-driven, because MnDOT is trying to encourage people to drive less, they are not profit-driven.

The ramps are under a unique management and ownership hierarchy. Because they are funded by

the U.S. Department of Transportation, the Federal Highway Administration (<https://www.fhwa.dot.gov/>) has oversight; because they are part of the interstate system, MnDOT is the owner, the only DOT in the country to do so; and under a 50-year agreement, the City manages these along with 13 other ramps and contracts with ABM to operate them. They also have a contract with Move Minneapolis (<https://moveminneapolis.org/>) to educate companies and employees on the region's growing transit options to promote sustainable transportation.

Because they have been programming these ramps the same way for the past 30 years – i.e., Metro Transit bus lobbies operating out of Ramps A and B, and the carpool program which has a \$20 contract for eligible carpoolers coming from the west, \$99 contract for all other carpoolers, and \$150 contract for single occupant vehicles – and have experienced a decline in carpooling and an increase in SOV since 2005, 18 months ago they hired the University of Minnesota to conduct research to figure out how to turn this trend around, and subsequently hired SRF Consulting who in turned hired Alta Consulting and Zan Associates to figure out how to implement the U of MN's recommendations.

During this process they were engaged with over 380 individuals, 10-12 employers, and 5 downtown organizations through roundtables, commuter listening sessions, employer interviews, skyway intercept and online surveys and received a good indication of what people wanted.

The key findings from the research were commuters wanted: more flexibility to choose desired transportation options on a daily basis; new transportation program ideas, particularly those leveraging new technology; more safety and security; and more flexibility in employee benefits contract.

After evaluating the recommendations received from all of the engagement efforts, the following Implementation Plan was developed:

- Modify the carpool program by removing the geographic restriction, adding a daily carpool rate and offering a flexible transit/parking option.
- Commence the Parking FlexPass program, a flexible contract that provides discounted access to parking and transit for a specified number of days each month. Coordinate with employers and benefits administrators to offer the program through tax-saving payroll deductions
- Improve the ABC Ramp mobility hub through: traveler information to facilitate flexible transportation choices, seamless transfer between modes, including transit, parking, biking, walking, and shared mobility options, wayfinding and consistent signage to establish cohesive branding, pedestrian friendly connections to nearby destinations, programming and retail services to promote safety and security

Lastly, While displaying external and internal pictures she took of the ramps, Austin explained the next step is to hire the Urban Land Institute to convene a Technical Advisory Panel to obtain recommendations on how to improve those spaces as well as the pedestrian walkway off of North 3rd Street and 2nd Avenue North to make them better assets of the community.

For more information, she can be reached at Lisa.Austin@state.mn.us or 651-366-4193.

6. Target Field Enhancements

https://www.the2020partners.com/wp-content/uploads/2018/12/Target-Field-NULOOP-Meeting_181127.pdf

Dave St. Peter, President and CEO of Minnesota Twins LLC, advised he and Dan Kenney, Executive Director of Minnesota Ballpark Authority, are partners on many projects. 2019 will be the 10th year Target Field has been opened and if you go back 15 years when it was being conceptualized and

subsequently approved in May 2006, there were many questions about the site, e.g., how could people get there, how would parking work without turning into a congestion disaster, so the ABC Ramps, as well as the partnership with Metro Transit, were a big part of the ballpark being sited here. He would argue that as a ballpark it is very accessible.

Also, there were a lot of articles written in the *Star Tribune* and *Pioneer Press* about what a game experience was going to be next to a “garbage burner.” St. Peter advised he receives a lot of complaints about the Twins, but he’s yet to see a single complaint about odor. The HERC has been a non-issue; instead it’s been a huge positive around the sustainability platform for Target Field. Then he thanked HERC and GRE for being partners.

St. Peter explained although their plans have already been reported (<http://www.startribune.com/more-gates-more-turf-more-accessible-photo-ops-going-in-for-2019-season-at-target-field/500428111/>), they came back before the membership to talk high level about some improvements in store for Target Field in 2019; they work on a regular basis to enhance the ballpark and gameday experience and the MBA has been a great partner and counsel.

The focus in 2019 is driven by security and their desire to get more throughput at Gate 34 adjacent to Target Field Plaza. Approximately 60% of their fans still come through Gates 34 and 29, and they can’t go through the gates that face downtown, so they have been working for a couple years on how to mitigate crowds and overcome the challenges associated with the level of security required at any event. The project team was charged with creating more throughput and determining what impact it would have on fan and pedestrian experience.

St. Peter then described the project location, its current condition, and what it will look like after the enhancements are made (<http://www.minneapolismn.gov/www/groups/public/@cped/documents/webcontent/wcmstp-215614.pdf>), one of the goals being to make the enhancements while maintaining the standards that were there from Day 1.

Kenney explained it was critically important to the MBA to maintain the public access from 1st Avenue North through the Plaza space with no barricades or tents, even during an event; it was fundamental to what they tried to deliver when they developed the ballpark, i.e., create good connections that are available at all times.

They are also going to build a unique 3,000 square foot area called “The Market” which will not be a concession stand, but rather a space built for maximum flexibility to be anything they want it to be on a given day. The Market will also provide a platform for vendors who otherwise couldn’t activate over 81 days into the ballpark on gamedays. If they get it right, it will be groundbreaking across MLB. These enhancements are anticipated to be completed by opening day on March 28, 2019.

Lastly, Kenney advised they partnered with the Twins on Bat & Barrell (<https://www.mlb.com/news/twins-announce-target-field-renovations/c-264926534>); the MBA’s funds were involved in widening the concourse and changing out the windows. These newer enhancements are approximately \$5 million and funded by the Twins.

7. Closing Remarks

Koch expressed deep appreciation for everyone’s engagement and explained what happens between these meetings, i.e., the Steering Committee meetings and special projects, is where the action happens and creates value for the organization and each other. Then he adjourned the meeting at 6:15 p.m., and those interested in touring HERC gather for their equipment.