





APPENDIX C PROJECT IMPLEMENTATION

GOVERNANCE & STEWARDSHIP CONSIDERATIONS AND FUNDING PATHWAYS

ROLES + RESPONSIBILITIES

CURRENT CAPITOL AREA “ACTOR” DICTIONARY

To ensure successful implementation, the first step is to have a thorough understanding of existing actors and their roles, as well as identifying potential actors we should engage. The directory below is not exhaustive but can serve as a starting point for understanding who is involved.

CAPITOL AREA “ACTORS”	STATE OF MINNESOTA	<div> <div>F</div> <div>Capitol Area Architectural and Planning Board (CAAPB)</div> </div> <div> <div>M</div> <div>Minnesota Department of Administration</div> </div> <div> <div>C</div> <div>Office of the Governor + Lt. Governor</div> </div> <div> <div>F</div> <div>Minnesota Legislature</div> </div> <div> <div>Capitol Security</div> </div> <div> <div>Minnesota Council on Disability</div> </div> <div> <div>Minnesota Department of Transportation</div> </div>
	CITY OF SAINT PAUL	<div> <div>F</div> <div>City of Saint Paul</div> </div> <div> <div>M</div> <div>Neighborhood Safety</div> </div> <div> <div>F</div> <div>Parks and Recreation</div> </div> <div> <div>F</div> <div>Planning and Economic Development</div> </div> <div> <div>M</div> <div>Public Health</div> </div> <div> <div>C</div> <div>Public Works</div> </div> <div> <div>Water</div> </div>
	OTHER / REGIONAL	<div> <div>F</div> <div>Ramsey County</div> </div> <div> <div>Metro Transit</div> </div> <div> <div>Capitol Region Watershed District</div> </div> <div> <div>Minnesota Historical Society</div> </div>
	NON-GOVERNMENTAL, COMMUNITY, + PRIVATE	<div> <div>F</div> <div>Sear’s Site Developer</div> </div> <div> <div>D</div> <div>Local Residents, Resident Groups</div> </div> <div> <div>F</div> <div>Private Partnership Developers in P3 deals</div> </div> <div> <div>D</div> <div>Philanthropic Community</div> </div> <div> <div>Neighborhood Councils</div> </div>

F Funding

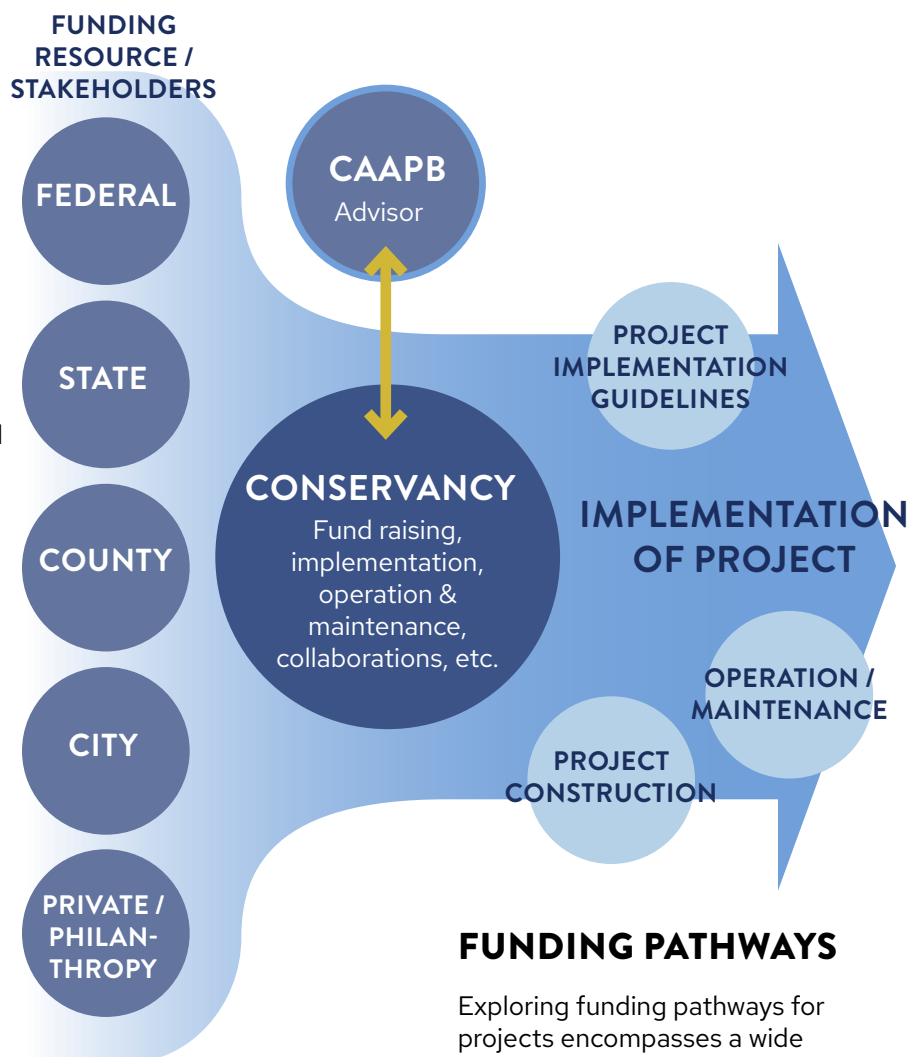
M Operation and Maintenance

C Capitol Campus (includes Grounds and Building Complex)

D Developer Site Construction

“CONSERVANCY” MODEL CONSIDERATIONS

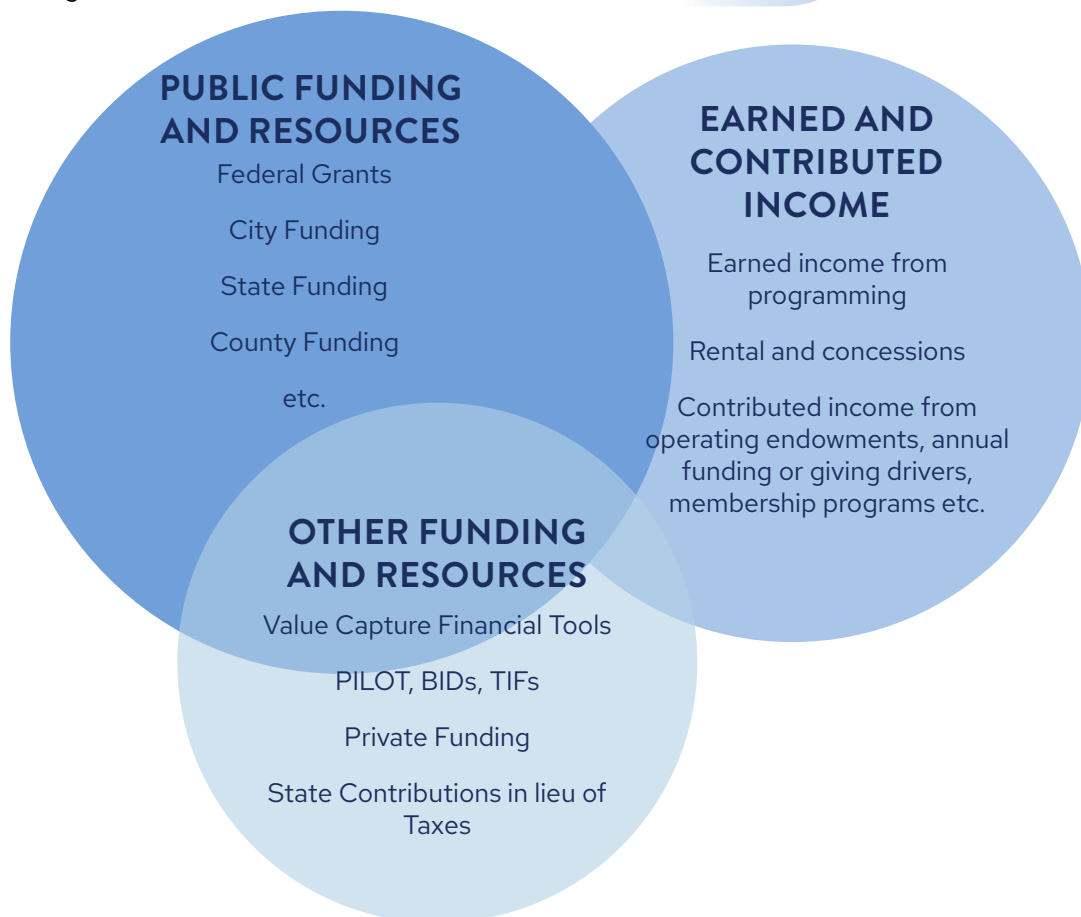
Implementing a park conservancy model for the Minnesota State Capitol Mall and its surrounding areas is strongly recommended. Firstly, it allows for the consolidation of multiple actors listed on the left. By bringing these diverse stakeholders under one umbrella, the conservancy model fosters collaboration, streamlines decision-making processes, and ensures a unified vision for the area’s enhancement. Secondly, pooling funding resources through the conservancy model provides financial stability and sustainability for the long-term development and maintenance of the Capitol Mall and its adjacent spaces. This pooled funding approach enables strategic investment in key projects and initiatives, avoiding fragmentation and maximizing impact. Thirdly, treating the project as a whole and committing to its continuous improvement over multiple years ensures consistency and coherence in the revitalization efforts. This long-term perspective allows for comprehensive planning, phased implementation, and ongoing maintenance, resulting in lasting positive outcomes for the community. The conservancy serves as a valuable ally, contributing expertise, resources, and community engagement efforts to advance the shared goals of CAAPB and ensure the vitality of the Capitol Mall and its surroundings for generations to come.



FUNDING PATHWAYS

Exploring funding pathways for projects encompasses a wide array of sources, spanning from federal public funding to private donations and earned incomes. Each avenue presents its own set of opportunities and obstacles, influencing project feasibility and sustainability. Maintaining a comprehensive database of funding options is essential for strategic planning and effective resource management, enabling organizations to navigate the complexities of funding landscapes with clarity and confidence. Identifying how funding resources align with short, medium, and long-term projects is the key to successful implementation, ensuring that financial support is strategically allocated to meet project goals over time.

Lastly, ongoing (annual) operation and maintenance funding is a top priority and will need to be coordinated with Facilities Management.



NEXT STEPS

BUILDING TOWARDS A COMPREHENSIVE IMPLEMENTATION

CAPITOL MALL DESIGN FRAMEWORK

The Capitol Mall Design Framework represents a comprehensive approach to understanding the needs of Minnesotans in the Capitol Mall area. Through extensive engagement efforts, the framework has pinpointed crucial bold moves necessary for near term and long term development.

However, translating this vision into reality will be a long-term process spanning several years to decades. The implementation process involves a substantial amount of work, guided by the principles outlined in the framework. Identifying and prioritizing these tasks will be pivotal in ensuring the successful realization of the envisioned improvements to the Capitol Mall area.

NEAR TERM IMPLEMENTATION

NEXT STEP TASK PIPELINES

TO ENSURE THE CAPITOL MALL AREA CAN BE IMPLEMENTED AS A WHOLE SYSTEM, A SERIES OF

For effective progress, CAAPB should provide recommendations, backed by legislative support, while the state administration carries out the tasks outlined in the Capitol Mall Design Framework. This collaborative effort ensures a streamlined approach to realizing the envisioned enhancements.

FUNDING DATABASE

A funding database for the Capitol Area implementation is crucial for transparent resource allocation and informed decision-making. It centralizes financial information, enabling efficient budgeting and monitoring of expenditures to ensure responsible management and prioritize projects effectively.

FINANCIAL MODEL AND EXPLORING POTENTIAL P3 PARTNERSHIP

A financial model and study on potential Public-Private Partnerships (P3) for undeveloped state-owned land are essential for the Capitol Mall project's implementation to assess the feasibility of alternative funding mechanisms and leverage private sector expertise and resources.

EXISTING VISITOR INFORMATION

Access to existing visitor information provides insights into the community and office worker's needs, preferences, and usage patterns. This data ensures that development initiatives align with the requirements and expectations of those who utilize the area regularly.

FULL SITE SURVEY

A full site survey and an as-built database are crucial for the Capitol

TASKS SHOULD BE CONDUCTED PARALLEL TO THE NEAR TERM IMPLEMENTATION. THESE TASKS CAN ENSURE WE CONSOLIDATE RESOURCES AND HAVE DETAILED GUIDELINES FOR EVERY ASPECT OF THE AREA.

LONG TERM IMPLEMENTATION

Mall project's implementation to provide accurate, up-to-date information about the existing infrastructure, topography, and utilities. This data ensures that construction plans are aligned with the site's realities, minimizing potential conflicts and facilitating efficient project execution.

ARCHAEOLOGICAL STUDY

In a more detailed resolution, an archaeological study for the Capitol Mall is essential for understanding and preserving the area's historical significance. It ensures that development plans respect and protect any culturally significant artifacts as well as release areas that could be used for new landscapes.

PARKING DATABASE

A thorough parking database for the entire district, such as parking space amount, condition and need analysis, will be helpful to effectively manage parking resources and alleviate congestion.

WAYFINDING MASTERPLAN AND STANDARDS

By providing clear signage and guidance, it facilitates uniform visual clues for the entire site, improving accessibility and enhancing visitor experience.

LANDSCAPE STANDARDS

The landscape standards through site furniture, paving, lighting, and other site components guide the design and maintenance of all landscape within the Capitol Area, promoting a clear visual clue of the district, together with the wayfinding standards.

The long-term implementation has a lot of uncertainties, including funding resources, collaboration levels, and community priorities at the time. However, there are general guidelines to develop a robust implementation plan to achieve overarching goals. In terms of funding, we need to understand project-specific revenue sources for each individual project, such as public funding, earned income, value capture, or contributed income. We also need to understand the cost breakdowns, including site preparation, utilities/ infrastructure, parking, roads, site furnishings, special elements, hardscape, landscape, operations, and maintenance. In the following pages, we've identified key actors and funding avenues for different kinds of projects within the Capitol Area, and this could serve as a starting point for future implementation conversations.

Additionally, the State of Minnesota should formalize a consultation process between the State Historic Preservation Office (SHPO), State Archaeologist, and CAAPB, as well as determine the responsible governmental unit (RGU) status for all projects.

PROJECT PIPELINES

PUBLIC REALM IMPROVEMENT AND POTENTIAL DEVELOPMENT PARCELS

The Capitol Mall Design Framework serves as our comprehensive roadmap for the upcoming years' initiatives. It incorporates a phased strategy that aligns funding streams, addresses key stakeholder priorities, and ensures project dependencies are managed effectively.

The Framework's Phasing strategy is focusing on three main areas of improvement: enhancing the Capitol Mall and Park spaces, upgrading streetscapes, and exploring potential development parcels. However, it's important to note that the plan is approaching these projects as a cohesive unit, rather than tackling them in sub-phases. This approach emphasizes the importance of holistic planning and seamless integration to achieve the overarching goals.

LEGEND

 Phase 1

 Existing Construction Site (SOB)

 Capitol Mall and Adjacent Park Improvement

- 1 I-94 Cap and Adjacent Park
- 2 Cass Gilbert Park
- 3 Bridge over University and Back of Capitol Landscape
- 4 Lower Mall - Oval Path with Flags
- 5 Lower Mall - Main Path and Water Features
- 6 Lower mall - Curvy Path
- 7 Lower Mall - Landscape near John Ireland Blvd
- 8 Lower Mall - Parking Transformation
- 9 Lower Mall - Visitor Center
- 10 Lower Mall - All Other Improvements
- 11 Park near Minnesota State Law Library
- 12 Planting around the Capitol
- 13 Overall Signage, Furniture and Lighting Upgrades (not shown)

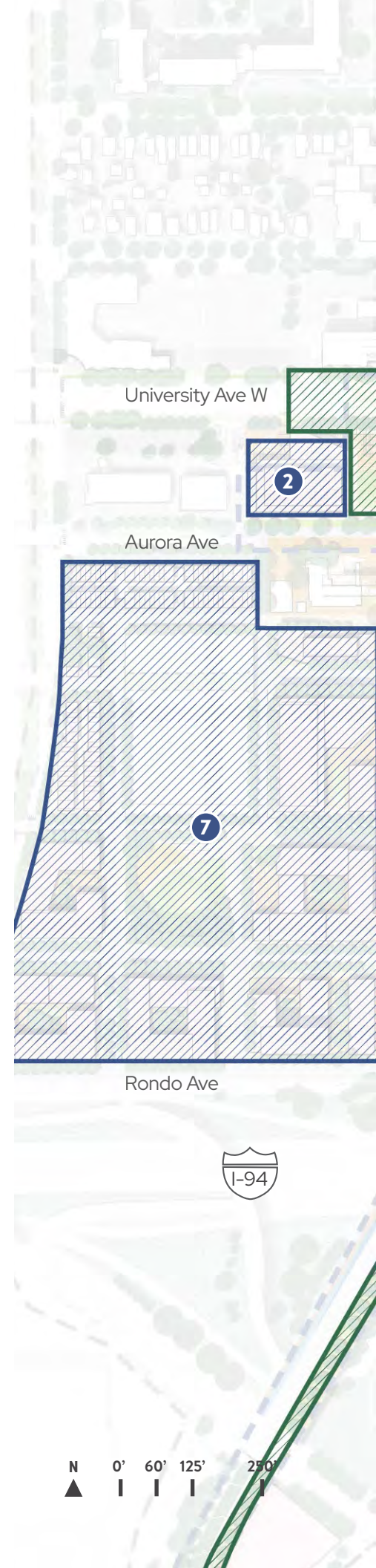
 Street Public Realm Improvement

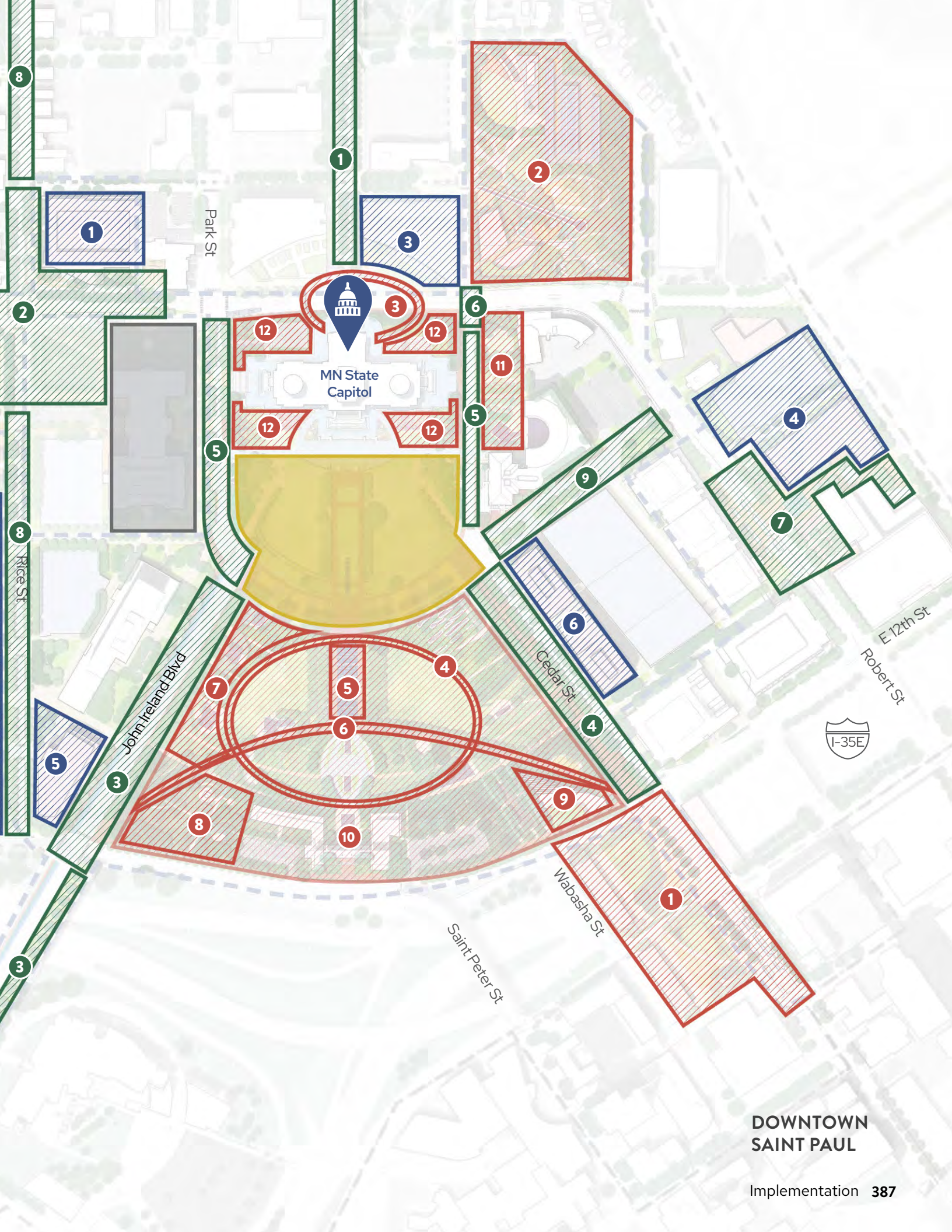
- 1 North Capitol Streetscape

- 2 University and Rice Public Spaces
- 3 John Ireland North of 94
- 4 John Ireland South of 94
- 5 Cedar North of 94
- 6 Cultural Loop outside of MLK
- 7 Cedar Bridge to Cass Gilbert Upgrade
- 8 Robert / 14th State Office Public Realm
- 9 Rice Streetscape Improvements
- 10 MLK East Improvement

 Potential Development Parcels

- 1 University and Rice District (NE) Parking Retail and Workforce Housing
- 2 University Rice (SW) Retail and Affordable Housing
- 3 Redevelopment of Existing Admin - District Parking and State Office
- 4 Robert and 14th State Office
- 5 John Ireland/Rice Parking to Museum or other Civic Use
- 6 Centennial Building Ground-floor retail and Veterans Housing
- 7 Redevelopment of Existing Parking near Sears





**DOWNTOWN
SAINT PAUL**

FRAMEWORK

PHASING STRATEGIES

A DYNAMIC PROCESS

	CAPITOL MALL AND ADJACENT PARK IMPROVEMENT	CAPITOL AREA ACTORS	FUNDING AVENUE	COST	PROJECT DEPENDENCIES
1	LOWER MALL EXTENSION: I-94 DECK + PARK	Partnership at Federal, state and city level	Federal government	\$ 60-75M	Saint Paul Ramsey County Public Health Relocation
2	CASS GILBERT PARK (WITH STUDY + PROGRAMMING)	Exclusively CAAPB / Admin	State and Philanthropy, earned income	\$ 8-20M	Relocate reduced parking on nearby site
3	BRIDGE OVER UNIVERSITY	CAAPB / Admin, County and City Public Works	Grants, State and Philanthropy	\$ 8M	Sensitive context; early feasibility determinations necessary by SHPO, County and Metro Transit
4	LOWER MALL - OVAL PATH	CAAPB / Admin	State and Philanthropy	\$ 1-2M	Coordinated with other Lower Mall improvements
5	LOWER MALL - MAIN PATH	Exclusively CAAPB / Admin	State and Philanthropy	\$ 3-5M	Coordinated with other Lower Mall improvements
6	LOWER MALL - EAST WEST ARC + COMMEMORATIVE CIRCLE	Exclusively CAAPB / Admin	State and Philanthropy	\$ 2-3M	Coordinated with other Lower Mall improvements
7	LOWER MALL - WEST LANDSCAPE	Exclusively CAAPB / Admin	State and Philanthropy	\$ 2-3M	The oval path and John Ireland South of 94
8	LOWER MALL PARKING TRANSFORMATION	Exclusively CAAPB / Admin	State and Philanthropy	\$ 2-3M	See Improvement #6
9	LOWER MALL - VISITOR CENTER	Exclusively CAAPB / Admin	State and Philanthropy, earned income	\$ 5M	Demolition of existing parking lot
10	COMPREHENSIVE WAYFINDING (ENTIRE CAMPUS)	Exclusively CAAPB / Admin	State and Philanthropy	\$ 5-6M	All other Lower Mall prior projects
11	PARK NEAR LAW LIBRARY (LANDSCAPING, HARDSCAPE, ETC..)	CAAPB / Admin, Private Sector	State and Philanthropy, private funding	\$ 5-8M	None
12	PLANTING AROUND CAPITOL	Exclusively CAAPB / Admin	State and Philanthropy	\$ 1-2M	None
13	OVERALL SITE UPGRADES	Partnership at the state and city level	State and Philanthropy	\$ 7-10M	Suggest to build with other projects

STREET PUBLIC REALM IMPROVEMENT		CAPITOL AREA ACTORS	FUNDING AVENUE	COST	PROJECT DEPENDENCIES
1	NORTH CAPITOL BOULEVARD PEDESTRIAN BRIDGE + STREETScape IMPROVEMENTS	Partnership at Municipal level	State and Philanthropy	\$ 5M	Suggest to parallel with Bridge Over University
2	UNIVERSITY AND RICE PUBLIC SPACES	Partnership at the state and city level	Federal grants, State and City funding	\$ 7M	Suggest to parallel with Rice District Redevelopment
3	JOHN IRELAND BOULEVARD - BRIDGE RETROFIT + PROMENADE	Partnership at the state and city level	State and Philanthropy	\$ 6-9M	None, suggest to be parallel or close to Cedar North of 94
4	CEDAR NORTH OF 94	Partnership at the state and city level	State and Philanthropy	\$ 3M	None, suggest to be parallel or close to John Ireland North of 94
5	CULTURAL WALK OUTSIDE OF MLK	Partnership at the state and city level	State and Philanthropy	\$ 6M	MLK
6	CEDAR BRIDGE TO CASS GILBERT UPGRADE	Partnership at the County and city level	State, County, Philanthropy	\$ 3M	None, suggest to be parallel or close to Cass Gilbert Park
7	ROBERT / 14TH STATE OFFICE PUBLIC REALM IMPROVEMENTS	Partnership at the State, County and city level	State, County, Philanthropy	\$ 6-10M	Suggest to parallel with Robert / 14th Development
8	**RICE STREET REDESIGN AND RECONSTRUCTION & MOBILITY HUB	City, CAAPB, County	State, County, Philanthropy	\$ 25M	None
9	MLK EAST IMPROVEMENTS	Partnership at the State, County and city level	State, County, Philanthropy	\$ 6-10M	None

****PROJECT UNDERWAY**

Phase 1a of the Design Framework was implemented in 2024 for \$5 million, and includes Campus tree canopy plantings and the Tribal Flag Plaza. Phase 1b (schematic design approved in 2024) includes improved Upper Mall accessibility and the Democracy Stage for \$5-10 million; and Rev. Dr. Martin Luther King Jr Blvd Community Commons redesign, stormwater facility, and street mural for \$5-10 million.

EXAMPLES OF CREATIVE PARTNERSHIPS

We understand each project is unique and faces its own challenges, but studying successful examples and learning from their partnerships and operations can provide valuable insights for navigating our own paths towards success.

MADISON DOWNTOWN PARTNERSHIP

Downtown Madison, Inc (DMI) is a not-for-profit advocacy organization for over 40 years. Its mission is to support a healthy and thriving downtown Madison, including the State Capitol area. DMI has more than 480 members ranging from State of Wisconsin, Wisconsin State Capitol to City of Madison, to all different kinds of private sectors.

DMI managed the State Street Mall until handed over to the City of Madison in 1978. It also helped start the annual Freakfest Halloween event on State Street, starting at 2006. The thriving environment near the State Capitol is the effort of multiple years of connecting and management. One outstanding event that happens on the State Street Mall is the Dane County Farmer's Market (DCFM). This association consists of local farmers, artisans, and vendors who come together to sell their products directly to consumers and the farmer's market has become one of the most famous market in US. The vitality of the State Capitol is also coming from the active connectivity between the Capitol, Downtown and the Waterfront, and the collaboration through DMI is critical for that.

DENVER CIVIC CENTER CONSERVANCY

Located at the heart of the city and surrounded by many of our key civic and cultural institutions, Civic Center has served as Denver's most significant gathering spot for cultural events, festivals, and First Amendment rallies for over 100 years. Civic Center Conservancy is dedicated to keeping Denver's Civic Center Park active and thriving for all. As an independent nonprofit, the Conservancy manage the city and county owned land, engages individuals, businesses and community groups as champions for this essential public space.

The Denver Civic Center Conservancy led a 2005 park Master Plan. Now, they are working with its partners to bring it to life by creating a vision for key features of Civic Center that will accommodate its traditional uses and also encourage daily active use. Their current partners for the "next 100 years" are a series of private actors including Bank of America, Liberty Global, The VF Foundation and East West Partners. They are open to have more partners to ensure the park can serve as the Heart of Denver.

BRYANT PARK CORPORATION MODEL

Bryant Park is one of the world's busiest public spaces and is located in the center of New York City, adjacent to the New York Public Library's main branch, known as the Stephen A. Schwarzman Building. Bryant Park Corporation (BPC) is a not-for-profit entity, organized as Bryant Park Restoration Corporation to promote the restoration, maintenance, and utilization of Bryant Park in association with the New York Public Library, Astor, Lenox and Tilden Foundations (the Library) and the New York City Department of Parks and Recreation (the City). Bryant Park Management Corporation (BPMC) was organized in 1983, more focusing on the District Management. Neither BPC nor BPMC owns the land; instead, they are entering into a lease agreement with the City and Library. Collaboratively, BPC and BPMC are enhancing Bryant Park and the district through joint management of operations, maintenance, funding, and revenue initiatives.



Figure 333: Farmer's Market on State Street Mall, <https://www.theedgewater.com/5-best-things-dane-county-farmers-market/>



Figure 334: Downtown Civic Center Park, <https://civiccenterpark.org/about-us/>



Figure 335: Bryant Park and Public Library, https://en.wikipedia.org/wiki/New_York_Public_Library_Main_Branch#/media/File:New-York_-_Bryant_Park.jpg