

NEW EBBET'S
FIELD VILLAGE

December 9, 2003

Ann Kittelsen
Governor's Office
130 State Capital
St. Paul, MN 55155

Dear Ann,

First of all, I want to thank you for passing this along appropriate channels at the Governor's office. As I mentioned, you may be also contacted by others who are in support of this proposal, including some relatively influential persons. This enclosed piece shows the background of the New Ebbets Field Village proposal. Please allow me to briefly describe the contents.

- Starting with a memorandum that I had written to Randy Kelly and Andy Dawkins on May 13, 2001. Then Representative Dawkins carried the torch, so to speak, to the Stadium Task Force.
- The text of my speech to the Stadium Task Force is included, as are copies of articles written in both the Pioneer Press and Star Tribune (both made the front page of the local news).
- I have included also a copy of the more detailed proposal that was on the State House website for many months. The concept piece on urban development was done by Mr. Sishir Chang, a graduate of the University of Minnesota in Architecture and Urban Planning. He contacted us, having read of us in the Local News, and offered to join with our Ebbets Field group. His Master's thesis was on how building of stadiums in urban areas can be leveraged to create housing for low and middle income persons.
- I was asked also to speak to the Jobs & Economic Development Committee on February 18, 2002. Partly due to this interaction at the committee and mostly due to Representative Dawkins and Representative Paymar's efforts, the Stadium Bill was modified to include a requirement that any site selected for the building of a new stadium be large enough to include a stadium village.
- The letter from JLT group is from the owner of 38 acres of riverfront in St. Paul, at the preferred site for this stadium village. The brief letter from JLT attests to their ownership, control and or designation as "developer" of this site.
- The letter from Spinnaker Companies is comment by an upper-echelon developer that attests to the viability of such a project and the likely interest of private sources of capital in this vision.
- Lastly, I included a little Jackie Robinson propaganda.

If you have any questions, please feel free to contact me. I have several persons interested in meeting on this for an evening of discussion over dinner when I am next in Minneapolis. Hope we can make the Governor's calendar and any others (yourself included) who may be touched by a sense of conviction about this vision for our community and for our nation, so much in need of this kind of leadership.

My best regards to you this holiday season,



Michael Adamovich

"A Life Is Not Important, But
For The Impact It Has on
Other's Lives"

--Jackie Robinson

[Click Here](#)

May 13, 2001

**To: Randy Kelly
Andy Dawkins**

**From: Mike Adamovich
(o) 612-243-2528
(h) 651-292-8810**

Re: Stadium

Gentlemen--

Thank you for the time you have given this idea, especially upon such short notice and during your hours at home with family. What I have done is provide you with a three-part written rendering of the concept. By design, the style is somewhat impressionistic. I am not an "administrative technician" or politician but only a citizen with an idea I hold passionately.

Though I have had only a few minutes of your time, I must say that the spirit of our interaction--the way in which you invited and encouraged me as a citizen to express my ideas--has been most encouraging. Thank you.

I will be available, by phone or in person, to speak with you and any others who might want to discuss this further.

Concept Summary

“What it is”...

Build a faithful replica of Ebbets Field in the city of St. Paul. Equally important and going entirely together with the building of the stadium, build a “Brooklyn style” urban neighborhood around the stadium (complete with street cars and cobblestone streets, little shops, housing for low to high income persons) and, as a crown jewel reflecting the heart of the enterprise, build a “Jackie Robinson School” for gifted minorities who are economically disadvantaged.

“What it means”...

Ebbets field is the stadium where the Brooklyn Dodgers played for decades. Why is this association with the Brooklyn Dodgers crucial to our stadium issues in Minnesota? Because the Brooklyn Dodgers are crucial to America and, therefore, crucial to us here in Minnesota. One reflection of this is that, at the Metrodome, Jackie Robinson’s number is retired, just as it is at every ballpark around the country. That’s great but so what?

It was well over a decade before the civil rights legislation was passed in the mid-sixties that America was able to see---in the Brooklyn Dodgers (unlike at any point in America’s history)---the heights of greatness that can be reached when people of different races treat each other with respect [even love] and strive together for a common goal. That is why Jackie Robinson’s number is retired in every ballpark in the nation.

When we build our stadium in Minnesota, as an exact replica of Ebbets field, we are creating a reminder to our community (and our nation) of some of the highest values for which we stand, as a community and as a nation. Each time the Twins take the field in “Ebbets Field” they are reminding America of the values that we must do everything within our power to “MAKE PERMANENT” in our culture. An investment in a stadium that embodies these values is a very powerful and meaningful way to make these values permanent. Another state would have built a Mall of America, if we had not. So, too, if Minnesota does not jump on this idea, another state will surely do so.

Why the "traditional urban restoration setting"? First of all, urban issues are intimately linked with racial issues. It is said that America sets its clock by Baseball. We can practically trace the unraveling of urban America to the day the Dodgers left Brooklyn for a city (it is no accident) that is *all suburb*. Interestingly enough, Minnesota has this also in common with Brooklyn, having lost a sports team to the same city.

By building Ebbets Field in a "restored" urban setting, we are making a statement about our commitment to reversing this unraveling of America's cities and (at once) creating a whole new model for a vital urban center, based in healthy neighborhoods that are not segregated economically. We can draw upon all the best of what we have learned about what makes for healthy neighborhoods. Certainly, we can look upon this as a work in progress, with the immediate vicinity of the stadium being commercial establishments and, expanding from there, housing for low, middle and upper income brackets.

The final piece or crown jewel would be the Jackie Robinson School. Notice that, although each of the components of this vision stand on their own, as excellent ideas, they are so much stronger together--synergistically. What better campus for the students at Jackie Robinson school than a place that proves a community commitment to the values upon which the school is founded? What better way to begin reversing an historical trend of urban deterioration than by proving a model can work? Finally, what better way to infuse the building of a stadium with a far higher purpose than it would ever have had, if it was done any other way?

"Why / how would this work?..."

First of all, ideas do not usually fail because they are too big but, rather, because they are not big enough. Leadership is not so much in making connections as it is in seeing connections that already exist. If an investment in a stadium can be leveraged to support a greater vision for housing, education and civil rights, then we have our best route toward overcoming whatever polarization we may have around the stadium.

I am thoroughly unqualified to comment on the high finance aspects of this idea. However, I think we have all seen plenty of instances where people can find a way to pay for something they really consider worthwhile.

If we can create a small, intimate stadium concept that exists within a larger context of a restored urban commercial setting, then we have an ability to come to the table with more to offer the Twins--some interest in these commercial ventures that are around the stadium. With this greater revenue picture, we are in a better position to bargain for what we all want which is a "Green Bay Packer model" whereby the Twins would be required to stay in Minnesota permanently. We want to insure that we are not "*Brooklyned*". Our vision is exactly not to repeat history. The Twins need to know that, if Minnesota people put their resources *and their hearts* into this kind of project, an ironclad commitment is made back to the community--by the Twins--so that this heart is not broken.

By creating the quaint traditional urban setting--like unto old Brooklyn or today's Chicago neighborhood around Wrigley Field--we are giving life to an atmosphere where people would want to come to games, no matter how the Twins were doing. Look at the Cubs. They're sold out year after year. If we build all this around the stadium, we're insulating the Twins somewhat from fluctuations in revenue due to attendance.

The kind of urban village that we are contemplating herein would also require workers of all kinds to maintain it. The state has many who will be soon off welfare without jobs. Perhaps state infusions of capital into this urban village would be more than offset--long term--by extending welfare benefits (or income supplementation) to those who work in the village and perform their tasks as required. Wouldn't an offset to the state of \$20,000 in annual income for 500 people equal a net savings of \$10M?

Let's do something great, in our time! Something that will inspire our children and inspire America! Something that's bigger than baseball. And, let's support our Twins, at a time when they are proving another important American concept: that exceptional teamwork can overcome the brimming tide of dollars that have threatened to be the dominant determining factor in our ball clubs' fortunes.

...or in Minneapolis' Young Quinlan Building although another of the
...ar-old lift is like operating a well-maintained vintage car, she said.

...ascend, descend



...ver controls the man-
...levator.

...the Young Quinlan
...deled, sentiment and
...and the white-gloved
...ained in two of the

...for another upgrade.
...ld elevators have be-

...come scarce, so one more will be con-
...verted to automatic operation.

But one will be preserved as it always
has been, a small place of human service
and interaction. The renovation will be-
gin later this month and take about six
months. Then, if you want the fifth floor,
you may have it with the push of a button
— or with grace and a smile from Millie
or one of seven other operators.

"It's part of the charm of the build-
ing," said Mike Hagen, property manager
for the 614 Co., which operates the
Young Quinlan. "It's a historical building,
and we're very proud of it."

The Pioneer Building in downtown St.
Paul maintains four elevators run by live
operators.

"You know that awkward silence
when strangers get onto an elevator? It
doesn't happen in the Pioneer Building,"
said property manager Dave Grandpre.

JOURNAL continues on B7:

— *DeZiel has been operating elevators
downtown for more than 50 years.*

An Ebbets-type field is proposed for Twins

Inspired by the home of
the Brooklyn Dodgers,
the idea was floated to
the stadium task force.

By Mark Brunswick
Star Tribune Staff Writer

A St. Paul legislator and a
Twin Cities businessman are
proposing that an urban
baseball stadium modeled af-
ter the storied Ebbets Field in
Brooklyn be built to keep the
Minnesota Twins in the state.

The plan, called the Ebbets
Field Village District, would
incorporate affordable and
market-rate housing, shops
and eateries, and a private
management company to
oversee the district and make
it profitable.

Rep. Andy Dawkins, DFL-
St. Paul, and business consul-
tant Mike Adamovich made
the pitch Thursday at a meet-
ing of a tripartisan task force.

STADIUM continues on B7:

— *Another plan seeks arenas
for Twins and Vikings.*

There is no entry fee.
The postmark deadline
for entries is April 1.

Information is avail-
able on the Web at <http://www.Think-Off.org>.

— *Associated Press*

FYI

Award nominees sought

The Governor's Com-
mission on the Martin
Luther King Jr. Holiday
Observance is calling for
nominations for its 2002
Dream Keeper Awards.
The awards go to people
or organizations that
help further the causes
of peace and freedom in
their communities.

Nominations must
include:

- Nominator's name,
address and phone
number.
- Nominee's name, ad-
dress and phone
number.
- Biography of the
nominee.
- A 250-word state-
ment supporting the
nomination.

Nominations must be
received on or before
Jan. 16, and may be sub-
mitted to MLK Dream
Keeper awards, State of
Minnesota Council on
Black Minnesotans,
Wright Building, Suite
426, 2233 University Av.,
St. Paul, MN 55114. For
more information, call
651-642-0811.

COMMENTS

If you have comments
or complaints about this
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er's representative at **612-
673-4450** or readerrep@startribune.com. If you
have news tips, contact
Scott Gillespie at **612-673-
9088** or metrostate@startribune.com.

Boulder, Colo., and nine children.

after a morning bank robbery at the bank.

was one of the four.

MEMPHIS PRESS-SCIMITAR

AY, JANUARY 4 • 2002

ngtime stetrician d Watson es at 83

sephine Marcotty
Tribune Staff Writer

r. P. Theodore (Ted) Watson, a St. Paul obstetrician who delivered more than 7,000 babies during his career, died on Tuesday, Jan. 3, 2002, the 75th anniversary of his 1927 Year's Day of complications from Alzheimer's disease. He was 83.

Watson began his medical career in 1943 as a resident at the St. Paul Hospital, which merged with St. Luke's Hospital in 1972 to form what is now United Hospital.

As head of the obstetrics department at



STADIUM from B1

Proposal is to build replica of Ebbets Field

The group has been meeting to make recommendations on stadiums for the Twins, Vikings and University of Minnesota football Gophers.

The task force hopes to make its recommendations to the 2002 Legislature, which convenes Jan. 29.

The latest proposal would be to build a replica of Ebbets Field, the compact home of the old Brooklyn Dodgers and the site where the color barrier was broken in Major League Baseball when Jackie Robinson became the first black player in the majors in 1947. The Dodgers last played there in 1957.

'Friendly confines'

The new 30,000-seat stadium, which Dawkins said could be built for less than \$300 million, would be the focal point of an urban village similar to "the friendly

confines" surrounding Wrigley Field in Chicago.

The district would be chartered by the state and operated as a development company, with profits from it paid out to private investors, the state and the Twins. The Twins could make money by sharing year-round revenue streams from small businesses in the district, parking revenues and an ownership share in any media deals.

Dawkins said he has even spoken to new St. Paul Mayor Randy Kelly about two possible locations: the Lower Flats area across the Mississippi River from downtown St. Paul and Lexington and University Aves. in the Midway area. Dawkins said sites in Minneapolis could be considered as well.

But like many stadium concepts that have been floated (another speaker proposed a casino,

a football and a baseball stadium and a Muppets amusement park to be built in Eagan), the Ebbets Field plan may find itself in an uphill battle. Front-office representatives of the Twins attending Thursday's hearing had not heard of the idea before, and its supporters acknowledged they had no designs and no concrete financing in place.

Earlier in the day, another state legislator proposed stadiums for both the Twins and the Vikings without using public financing. Rep. Tony Kielkucki, R-Lester Prairie, would extract a \$450 million fee from a private gambling company in exchange for a license to operate two casinos in the Twin Cities area for 30 years. He said his plan would also provide as much as \$75 million a year from a 10 percent tax on casino receipts. The plan, however, requires voters to amend the state

Constitution to allow private operation of casinos. The existing 18 casinos in Minnesota are run by American Indian tribes, as permitted under federal law.

While much of the talk was on business, with discussions of team elimination and revenue streams, the day also brought out emotions for some speakers. Greg Hawkinson, who drove to the St. Paul hearing from Mankato to offer what he said was a "blue collar" perspective, spoke about the importance of baseball as a national treasure and its relation to family values.

"I'm not here because baseball is the most important thing in my life," he said, holding up a picture of his children and getting tearful. "I'm here because my children and their children and future generations are the most important. I'm hoping we can continue to cherish my grandparents' love affair with this wonderful game."

— The Associated Press contributed to this report.

— Mark Brunswick is at

mbrunswick@startribune.com.

LOCAL NEWS

FRIDAY,
JANUARY 4,
2002

SECTION B

CITY EDITION

INSIDE

TEEN CENTER

Teenagers who frequent a center led the Garage in Minnville are worried it a freeze on state funds will not be fixed and the hangout will close. **Page 2B**

CHEER OR JEER

University of Minnesota Board of Regents has scheduled a vote for Jan. 28 and to gather public comments on the financial difficulties of the university's athletics. **Page 3B**

IND POWER

Energy is being upgraded to more than double the transmission capacity of wind turbines in southern Minnesota. The utility is making a monthly increase of about one percent.

ST. PAUL

Ebbets Field II proposed

Replica would be built for Twins, perhaps on Lexington Park site

BY ARON KAHN
Pioneer Press

New entry in the old-is-new-again category: a replica of Ebbets Field — actual size — right here in St. Paul.

The Minnesota stadium task force Thursday heard a proposal to reproduce the ancient home of the Brooklyn Dodgers as the new address of the Minnesota Twins.

"Ideas do not fail because they're too big; they fail because they're not big enough," said Mike Adamovich, whose really big idea for the Ebbets Field remake would include up to 3,000 housing units surrounding the ballpark. Talk about shatter window panes!

Possible sites? One is the spot where Lexington Park — home of a former Dodgers farm team,

the old St. Paul Saints — once stood.

Bounded by Lexington Parkway, University Avenue, the Midway Target store and Interstate 94, the site includes enough vacant land and under-used buildings to renovate into a ballpark and urban village, said state Rep. Andy Dawkins, DFL-

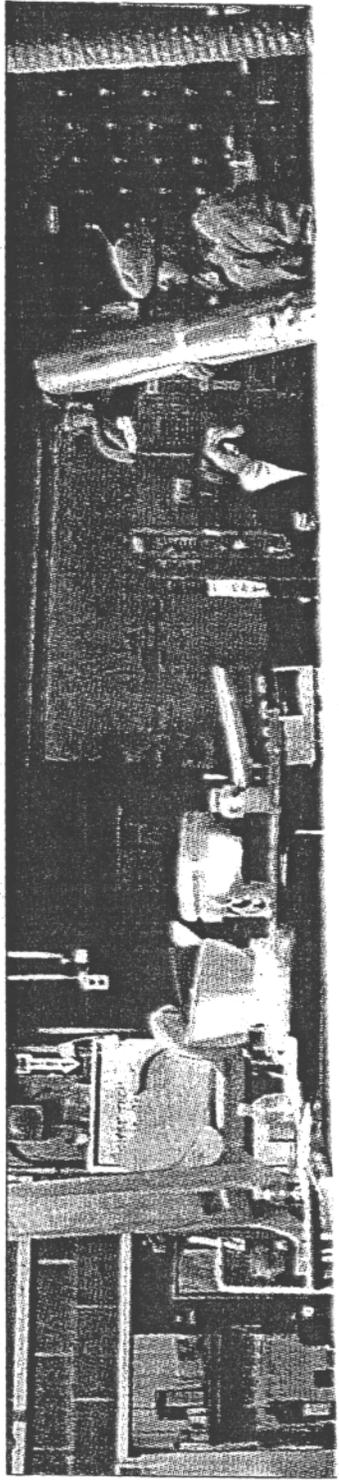
St. Paul, who backed Adamovich at the hearing.

Another possible site would be the West Side, immediately across the river from downtown St. Paul, Dawkins said. That's also one of the spots Mayor Randy Kelly has been eyeing for a new Twins park.

Even if the stadium were built in Minneapolis, the two said, it would be a fitting monument to the ballpark that was home to the first black player in

REPLICA FOR TWINS, 4B

AN ABSORBING PRODUCTION AT THE GUTHRIE



ST. PAUL

Singers used alleged scarf

N.Y. prosecutor St. Paulite im

BY HANNAH A. ...
Pioneer Press

A 23-year-old St. Paulite claiming to be famous and-blues singers stage concert, tried to convince models and convinced send him thousands of dollars, according to a complaint filed in federal court.

Replica for Twins

(continued)

the major leagues, Jackie Robinson. That fact alone could make it a self-sustaining urban renewal project, they said, because paying customers would come year-round to the reproduction of the celebrated stadium.

The Dodgers left Brooklyn after the 1957 season for Los Angeles, and Ebbets Field was razed in 1960. Will the park rise from the ashes in St. Paul?

In an interview, Adamovich, a St. Paulite who works for Perry Johnson Inc., a business consulting firm in Richfield, said his idea is simply a concept that would need a lot of backing, although little public money would be involved if foundation money were spent on the housing element, he said.

Dawkins said the open-air ballpark would cost \$300 million and have 30,000 seats (Ebbets Field's capacity was 32,000 in 1957). Twins President Jerry Bell said in an interview later that 37,000 seats probably would be the team's minimum requirement.

The stadium debate is part of the larger issue of how long the Twins will survive. Major League Baseball plans to eliminate two teams, and the Twins are believed to be one. Legal challenges have held up those plans.

The stadium task force, which soon will make recommendations to the governor and Legislature on stadium options for the Twins, the Minnesota Vikings and the University of Minnesota football team, heard three other proposals Thursday.

State Rep. Tony Kielkucki, R-Lester Prairie, recommended a Twins ballpark and a stadium to serve the Vikings and the University of Minnesota funded by two casinos that would be built in the metro

area. Minnesotans would vote to authorize the state to grant a license to a private entity to run the casinos.

■ Tony Spadafora of Eden Prairie proposed two adjacent stadiums sharing a retractable roof. The privately funded project would save \$100 million through roof sharing, he said.

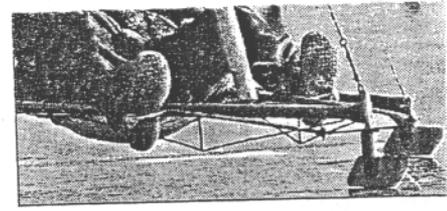
■ William Jewell of Richfield proposed a Minneapolis riverfront complex that would contain one or two stadiums, a mall, a museum and connections to a new Guthrie Theatre. Tourism revenue would pay for the project, he said.

In other testimony, the chairman of the St. Paul Area Chamber of Commerce endorsed an earlier proposal by Kelly to impose a 3 percent sales tax on St. Paul bars and restaurants to fund half the cost of a St. Paul ballpark. Chairman Don Maietta said the chamber's private poll of residents and businesses shows 61 percent support the tax.

Also, Twins general manager Terry Ryan and third baseman Corey Koskie urged the task force to recommend a new Twins ballpark. Koskie said he would be willing to pay 1 percent of his salary to help fund it. Koskie is due to make \$2.1 million in 2002, which would mean a contribution of \$21,000.

The task force's next meeting will be at 1 p.m. Thursday in the student union of Minnesota State University (Mankato). Members will discuss stadium approaches and try to agree on basic elements. On Jan. 15 in the State Office Building, the task force will seek public comment on those elements. At the same site on Jan. 28, members will vote on draft recommendations.

Aron Kahn can be reached at akahn@pioneerpress.com or (651) 228-5569.



FROM PAGE 1B

School buses return

(continued)

back down to a half-mile, the Nelsons expected they'd get their bus service restored. David Nelson says about seven kids on his cul-de-sac and a few others on another block lost bus service.

"It's not the end of the world, but if they say they're going to restore (service)," he said, "they don't say restore it with new measurements."

The measuring system the district is using now is more accurate, said Mark Parr, the district's director of human resources who also has responsibility for transportation serv-

ices. While some parents heard that the change in measurements was tied to which door of their school was being used as the starting point, that's not the case. It's the GIS system, he said.

Farther down the dead end that the Nelsons live on, there are students who qualify for bus rides, as the distance from school is measured down the middle of the street. If residents asked bus drivers in the past why they were picking up some kids and not others, the drivers may have decided to provide the service, said Tony Taschner, a district spokesman.

The total number of stu-

Alleged music scam

(continued)

the agent his group was in Jamaica and needed money, which he would repay in a week. She wired him three money orders totaling \$6,900 and was never reimbursed.

■ Again posing as Devante, Madison placed a three-way call to Sony Music in Manhattan and demanded to speak to President Tommy Mottola. He was denied.

■ Parents of an aspiring singing group heard an ad on a local radio station that the singer Ginuwine was looking for new artists. They left a message on the number listed and later received a call from Madison impersonating Ginuwine. Madison told the group his private plane would fly them to an

audition for \$900. The group wired the money, went to the airport and realized they'd been duped when the plane never arrived.

■ Posing as Ginuwine, Madison promised an Ohio promoter a discounted concert in August 2000.

The promoter wired Madison nearly \$9,000 in advance and spent \$6,000 in advertising. Two days before the concert, the promoter realized Madison was an impostor and was forced to refund \$10,000 in tickets.

■ In September 2001, Madison again posed as Ginuwine and persuaded several modeling agents to send him dozens of free photographs of women by saying he was casting a multimillion-dollar music video.

Quality

639,000 a day will

Joe Soucherav

too late to run down the usual laundry list of admonitions and I-told-you-sos. Besides, newspa-

Stadium Task Force--- January 3rd 2002

Address given by Michael Adamovich to the Stadium Taskforce at the Minnesota State Legislature

Mr. Chairman and members of the Stadium Task Force, my name is Mike Adamovich.

I consider it a distinct honor to be invited to speak to you, the members of the task force and all who are here present. Representative Dawkins, I want to briefly say just a couple of things—as we get started here—that you didn't know I'd be saying.

I appreciate you and the way you have listened to us, as citizens, in working to refine this idea and bring it forward for consideration. None of this would have been possible without your insight, your vision and your listening ear.

Special thanks, also, to Carol Lovro of the Association of Minnesota Counties for the sunshine of her enthusiasm, in its earliest stages of this idea being introduced.

What I greet you with today is the first news of a place we will all come to know and love, if we grasp the vision we have of it with conviction and determination.

There are moments, in the history of a community, when we have the opportunity to join together and make the very heart of our best selves visible and embodied in a meaningful, practical, cooperative purpose. Today is such a day.

Ideas do not usually fail because they are too big. More often, they fail because they are not big enough. I think most of us realize that the best leadership really is found not so much in making new connections as it is in seeing the connections that already exist. This is the kind of leadership we can all exercise together today—seeing the connections that already exist among the elements of what I am proposing.

In order for us to answer the needs of our community in a way that is eminently practical and yet forward-looking—as an effective *model urban project*—and also to preserve a relationship with the Minnesota Twins that has long-term viability, a large enough circle must be drawn, so that a larger pie (so to speak) can be created—for everyone. Thus, the entire community can summon the unified political will and, therefore, the resources necessary to do something truly great in our time.

I will present a broad overview of this, as briefly as I can today, in order to leave maximum time for questions.

Basically, what we are proposing is a framework for an utterly new revenue-generating model that will bring many more dollars to the table which can serve us well in our negotiations with Major League Baseball and the Minnesota Twins—it constitutes an offer, for all intents and purposes, that they would find it hard to refuse. More on this, in a minute.

In addition to this, we would be creating—around the hub of a new baseball stadium—a new commercial and residential district that would go a significant distance toward answering some of our pressing needs for low income housing and urban economic development, as well as being a kind of “city set upon a hill”: a *beacon*, if you will, for our new millennium that stands for our community’s & our nation’s commitment to furtherance of civil rights, cross-cultural understanding and racial reconciliation.

If an investment in a stadium can be leveraged to support a greater vision for housing, education and civil rights, then we have our best route toward overcoming whatever polarization we may have around the stadium issue. Here’s what I think we do to make all this happen.

First, it would be very fruitful for us to think imaginatively along the lines of building our own Minnesota version of what they have in Chicago around Wrigley field known as “The Friendly Confines”. By creating the quaint traditional urban setting—like unto old Brooklyn or today’s Chicago neighborhood around Wrigley Field—we’re giving life to a nostalgic *atmosphere* where people would want to come to games, no matter how the Twins were doing. Look at the Cubs. They’re sold out year after year. If we build this village, all around the stadium, we’re insulating the Twins from fluctuations in revenue due to attendance.

Stadium Task Force--- January 3rd 2002

As we hear about this idea, for the first time, it's a fair question to ask if any of this holds a promise of success. As far as the economic & social dynamics of this idea, the "Friendly Confines" really give us a fairly conclusive *proof of concept* for what we are proposing today: *construction of a traditional ballpark, set within a vital urban neighborhood and commercial district.* Only, the Minnesota version of this—that Representative Dawkins and I are proposing today for your consideration—holds far more vital potential and significance to our community and our nation, as a whole.

What we propose doing is that we rebuild together one of America's most beloved and legendary ballparks: *Ebbets Field*—the home of the Brooklyn Dodgers and baseball greats like Jackie Robinson. Around this reconstructed replica of Ebbets Field, would be built an old Brooklyn-style urban neighborhood replete with cobblestone streets, street cars, shops and restaurants owned by residents of the neighborhood and, as a crown jewel of the stadium village (if you will), a Jackie Robinson School for gifted students who are economically disadvantaged & (perhaps added later) a small college that would educate people of all ages about how to foster civil liberties, cultural understanding and conflict resolution.

Since the proposed center of this urban village is the stadium, it would be worthwhile to briefly emphasize an essential point: As the saying implies: "If we don't build the stadium (as a faithful replica of Ebbets Field) "they

may not come". To be truly *A Field Of Dreams*, the ballpark must not be merely a utilitarian, modern architectural novelty. Above all, it must faithfully evoke one of the first places ever where America saw its true heart—the field of the American Dream where Jackie Robinson played as a beloved and respected equal with his white teammates.

Before I close, let's talk a minute about the new revenue picture this proposal opens up. You could call this part: True Concessions: Beyond Equity In The Ballpark Hotdog... The entire village most definitely should be built under the auspices of a private management company. This management company would operate under a charter given it by the State of Minnesota and would be accountable to the State to fulfill its charter to develop and manage successfully the business & housing development within the Ebbets Field Village District. The Village District businesses and residential housing would exist together within a private association, under the umbrella of this management company.

Further, the management company would be accountable to the State of Minnesota to fulfill its charter to pay out a percentage of profits, on-going, to the Minnesota Twins, to Major League Baseball, to private investors, the host city, and to the State of Minnesota. The view would be taken that the Twins and the State of Minnesota were partners in business along with these small business owners. On-going interests in

these commercial concerns would be the mechanism by which the State of Minnesota would “bake a bigger pie” and offer the Twins a package of financial incentives that would exceed anything currently possible in the types of stadium deals currently contemplated.

The justification for the private commercial development management company receiving a meaningful share of the profits realized by businesses in the association is clear: 1) The members of the private commercial development management company created the Village District, by investing start-up capital. . 2) The commercial interests within the Village District would enjoy enhanced viability and profitability because of the synergistic effect of the business development within the stadium village, from the presence of the stadium to investments in transportation and promotion of the stadium village to tourists.

It should be emphasized, at this point, that Major League Baseball would have every incentive to accept such a proposal—as we are considering today—because it creates a new model for revenue-generation that other cities would probably feel compelled to imitate, in their bid to acquire major league baseball teams for their communities. Furthermore, those who are committed to a national vision of urban renewal would find, in this model, a way to draw the necessary resources into a “turn-around” strategy for their own urban areas. Cities formerly not able to sustain major league sports teams

(of all kinds) might be finally able to do so, employing this revenue model.

A few closing thoughts: Why is Ebbets Field important to America and to our community here in Minnesota? It was well over a decade before the civil rights legislation was passed in the mid-sixties that America was able to see—perhaps for the first time in American history—the heights of greatness that can be reached when people of different races treat each other with respect (even love) and strive together for a common goal. That's why Jackie Robinson's number is retired in every ballpark in the country—because he was the first African American to break the color barrier when he became one of the Brooklyn Dodgers. When we build our stadium, in Minnesota, as an exact replica of Ebbets Field, we're creating a reminder to our community (and our nation) of some of the highest values for which we stand, as a community and as a nation. Each time the Twins take the field in "Ebbets Field" they are reminding America of the values that we must do everything within our power to "MAKE PERMANENT" in our culture.

"One excellent guiding thought, for us, as we consider the creation of the Ebbets Field Stadium Village, is this: If we were to set out to build a city that was completely faithful to Martin Luther King's vision of 'The Beloved Community', what would that look like?" If a school bus full of children were to go to the Ebbets Stadium Village, what could we build there to ensure that the

children would understand—and go home inspired by—this faithful rendering of King’s vision that we embody there in the Village?

Whatever washes up on the shores of this new millennium, as a memorial to these values, is up to us. Those who stood up against all odds and broke through—King, Robinson, Rosa Parks—did so at great sacrifice. We cannot expect any less of ourselves if we would create this monument that furthers these values for generations to come. We do so, in the face of war, in the face of the great financial limitations of our situation and we can do so, if our faith is greater than our fear. There is a blessing, a kind of magic (if you will), to deciding to do this now. This is not a luxury. This is not an historical theme park for entertainment purposes. It is a necessity for our state and our nation that we pull together all of our competing interests and let them be embodied in a little village set upon a hill—a place that remembers what’s most important, a beloved community that is home not only to the privileged but gives honor and opportunity to the underprivileged. Let’s strive together in that direction. There may be differences of opinion about how to implementation all of this. But let’s decide today that this just has to be done and let’s risk making some mistakes—along the way—as we build this together. Let’s do something great, in our time! Something that will inspire our children and inspire America! Something that’s bigger than baseball. And, let’s support our Twins, at a time when they are proving another important American

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concept: that exceptional teamwork can overcome the brimming tide of dollars that have threatened to be the dominant determining factor in our ball clubs' fortunes. It's the right thing for Minnesota and for the United States, at this time in our history as a people.

The Ebbets Field Village District

In order for us to answer the needs of our community in a way that is eminently practical and yet visionary—as an effective *model urban project*—and also to preserve a relationship with the Minnesota Twins that has long-term viability, a large enough circle must be drawn, so that a larger pie (so to speak) can be baked—for everyone. Thus, the entire community can summon the unified political will and, therefore, the resources necessary to do something truly great in our time.

This circle or “golden ring” must be drawn around a vital center that energizes and gives direction & impetus to the community development that radiates from that center. The best example we have of this, today, is what is known as “*The Friendly Confines*”—the commercially vital residential neighborhood in Chicago, built around Wrigley Field. The Wrigley Field model proves the vital symbiosis that can exist in an urban environment, synergizing a stadium with neighborhood commerce, light rail transportation, low, middle and upper income housing wrapped in a design theme that is 100% *nostalgic Americana*.

What we envision, in the creation of this proposed Ebbets Field Village District, is Minnesota’s own version of “*The Friendly Confines*”—a residential and commercial district within a neighborhood created around a faithful replica of one of America’s most beloved “lost ballparks”—*Ebbets Field*, the home of the Brooklyn Dodgers. Ebbets field is the stadium where the legendary Brooklyn Dodgers played for decades. Why is this association with the Brooklyn Dodgers crucial to our stadium issues in Minnesota? Because the Brooklyn Dodgers are crucial to America and, therefore, crucial to us here in Minnesota. One reflection of this is that, at the Metrodome, the number from Jackie Robinson’s Brooklyn Dodger uniform is retired, just as it is at every ballpark around the country. That’s great but so what?

The Ebbets Field stadium reconstruction can provide the “vital center” required to energize the community development within the circle encompassing the Village District. Why is Ebbets Field important to America and to our community? It was well over a decade before the civil rights legislation was passed in the mid-sixties that America was able to see---in the Brooklyn Dodgers (unlike at any point in America’s history)---the heights of greatness that can be reached when people of different races treat each other with respect [even love] and strive together for a common goal. That is why Jackie Robinson’s number is retired in every ballpark in the nation.

When we build our stadium in Minnesota, as an exact replica of Ebbets Field, we are creating a reminder to our community (and our nation) of some of the highest values for which we stand, as a community and as a nation. Each time the Twins take the field in "Ebbets Field" they are reminding America of the values that we must do everything within our power to "MAKE PERMANENT" in our culture. An investment in a stadium that embodies these values is a very powerful and meaningful way to make these values permanent. Another state would have built a Mall of America, if we had not. So, too, if Minnesota does not jump on this idea, another state will surely do so.

Why the "traditional urban restoration setting"? First of all, it is well known that urban issues are intimately linked with racial issues. What's more, it is rightly said that America *sets its clock by Baseball*. We can practically trace the unraveling of urban America to the day the Dodgers left Brooklyn for a city (it is no accident) that is *all suburb*: Los Angeles. Interestingly enough, Minnesota has this also in common with Brooklyn, having lost a sports team to the same city.

By building Ebbets Field in a "restored" urban setting, we are making a statement about our commitment to reversing this unraveling of America's cities and (at once) creating a whole new model for a vital urban center, based in healthy neighborhoods that are not segregated economically. We can draw upon all the best of what we have learned about what makes for healthy neighborhoods. Certainly, we can look upon this as a work in progress, with the immediate vicinity of the stadium being commercial establishments and, expanding from there, housing for low, middle and upper income brackets.

The final piece or crown jewel would be the Jackie Robinson School for gifted students who are economically-disadvantaged and, hopefully, a small college that would educate young people in how to foster civil liberties, cultural understanding and conflict resolution. Notice that, although each of the components of this vision stands on their own, as excellent ideas, they are so much stronger together--synergistically. What better campus for the students at Jackie Robinson School than a Village that proves a community's commitment to the values upon which the school is founded? What better way to begin reversing an historical trend of urban deterioration than by proving such a model can work? Finally, what better way to infuse the building of a stadium with a far higher purpose than it would have ever had, if it were done any other way?

As already mentioned, the context for this stadium would be a residential neighborhood architecturally designed to evoke (possibly) brownstone residences on cobblestone streets with streetcars. The businesses—in the neighborhood—would somehow have to be “one-of-a-kind” originals, owned and operated by people who live in the neighborhood, under the umbrella of a private management company that oversees the finances and reviews the management effectiveness of these businesses.

Low, middle and upper-income housing would be built in this area, under a unified private real estate development association. As such, the rules of the private association would govern all aspects of the residential part of the stadium Village District, affecting property values and quality of life. For example, the association could evict any resident for failure to properly maintain their residences or for behavior that constituted a disturbance of the general tranquility and quality of life in the association. All applicants for low, middle or upper-income would have to be approved by the association and the association would be given authority to override the State’s judgment about a particular applicant. The private real estate development association would be under the oversight & authority of the private commercial development & management company, on the same basis as the neighborhood businesses.

Funding: “Making them an offer they can’t refuse”—True Concessions: Beyond equity in the ballpark hotdog

The private commercial development & management company would be the vehicle by which the Twins, the host city for the stadium, Major League Baseball, the State of Minnesota and private investors would receive a pay-out of profits from the overall Ebbets Field Stadium Village District. All revenues generated by commercial and real estate interests within the Ebbets Field Village District would be accounted for and flow through the books of the private commercial development & management company. The private commercial development association would administer the payout of profits to the neighborhood businesses, as well as other parties participating in the profits of the association. The justification for the private commercial development management company receiving a meaningful share of the profits realized by businesses in the association is clear: 1) The members of the private commercial development management company created the Village District, by investing start-up capital. 2) The management company would continue to protect and further the

commercial interests within the Ebbets Field Village District. 3) The management company would lend management expertise to the businesses within the Village. 4) The commercial interests within the Village District would enjoy enhanced viability and profitability because of the synergistic effect of the business development within the Village District, from the presence of the stadium to investments in transportation and promotion of the Village District to tourists.

Private Commercial Development & Management Company / Profit Sharing with Twins / State Financing

As already discussed, the management company would be accountable to the State of Minnesota to fulfill its charter to pay out a percentage of profits, on-going, to the Minnesota Twins, to Major League Baseball, to private investors, and to the State of Minnesota.

The view would be taken that both the Twins and the State of Minnesota were partners in business with these small business owners. As with any venture capital deal, those who invest the capital (including the States of Minnesota) deserve to enjoy an on-going percentage of profits and some management accountability. Furthermore, the management company would have a say in how the businesses were run, in that each commercial interest receiving start-up assistance from the state would submit a business plan and have financials audited, as a way to insure that profits were properly calculated and paid out. The management company would have the right to remove management from these commercial concerns, if it could be shown that there was gross negligence occurring in the way the business was run or a failure to meet the disciplines of financial accountability.

On-going interests in these commercial concerns would be a way for the State of Minnesota to "bake a bigger pie" and offer the Twins a package of financial incentives that would exceed anything currently possible in the types of stadium deals currently contemplated. The scale and extent of these additional incentives would allow the State of Minnesota to justify driving a hard bargain, when it comes to eliminating the possibility that the Twins could leave Minnesota.

In addition to the normal streams of revenue enjoyed by Major League Baseball and individual ball clubs, the proposed Ebbets Field Stadium Village Model would include but not be limited to the following additional revenue streams:

- A percentage of the profits from all small businesses in the Ebbets Field Stadium Village District—365 days per year.
- The size of the opportunity could be expanded. The size of the Village District could be continuously expanded, as the private development association's charter from the State of Minnesota was expanded to encompass larger sections of the city bordering the Village District—sections of the city that would benefit from inclusion in the Village District Association. Thus, every expansion of the Association would lead to an increase in opportunity for the Association, provided that the expansion was done within the framework of a commercial development business plan endorsed by the Association.
- A percentage of all real estate development profits for medium and upper income residences, as well as a share in the monthly rent paid for lower income housing. Again, as the Village District Association was expanded, this revenue stream would also expand.
- A share of all parking revenues 365 days a year.
- A share of all streetcar / light rail revenues derived from lines that would be in some reasonable proximity to the Ebbets Field hub and Village District.
- A share in all ticket & concession revenues for any event in Ebbets Field, including St. Paul Saints and Minnesota Gopher baseball games.
- An ownership share in any media deals, around creation of a Minnesota Twins / Minnesota tourism national short wave & internet-based radio station. (Akin to WGN Radio, in Chicago, the voice of the Cubs.)

It should be emphasized, at this point, that Major League Baseball would have every incentive to accept such a proposal—as contemplated herein—because it creates a new model for revenue-generation that other cities would probably feel compelled to imitate, in their bid to acquire major league baseball teams for their communities. Furthermore, those who are committed to a national vision of urban renewal would find, in this model, a way to draw & focus the necessary resources into a “turn-around” strategy for their own urban areas. Cities formerly not able to sustain major league sports teams (of all kinds) might be finally able to do so, employing this revenue model. With widespread use of this “Minnesota Revenue Model”, Major League Baseball could start expanding, instead of contracting. MLB would be identified with all the right things—urban renewal, civil rights, commercial development, education—instead of the “negatives” that now hamper MLB’s public image.

Let’s not repeat the history of Ebbets Field: *The One Non-negotiable*

The Dodgers left Brooklyn to a city that was all suburb: Los Angeles. It broke the heart of the people of Brooklyn. The Dodgers team in Brooklyn was profitable, the fans fanatically loyal, but the market was not big enough for the ownership. The unraveling of urban America can be traced literally to the day the Dodgers were carried off to Los Angeles. Creating an urban restoration model around the re-building of Ebbets Field absolutely requires, therefore, that history not be repeated.

Minnesota could, conceivably, build all that is contemplated herein and the Twins could--one day--still move. A non-negotiable pre-requisite for obtaining the commitment of resources necessary to fulfill this vision would be a requirement (without loopholes) that the Twins not be able to move from Minnesota. Major League Baseball is likely the final arbiter of these issues. A Green Bay Packer ownership model may take us most of the way to keeping the Twins in Minnesota permanently; additional modifications around the Green Bay model might be warranted, in order to close any remaining loopholes. To the degree that this model might do something for Major League Baseball that could not, otherwise, be done might mean that additional commitments that would be exceptional and unprecedented could be negotiated with MLB.

Ebbets Field II : A true replica of the smaller intimate ballpark

Merely building a modern ballpark with the name of Ebbets Field must be avoided. One reason for this is that it would, then, be left for some other city to build and tout the true replica of Ebbets Field. Secondly, if you don't build it (as a faithful replica) "they may not come"—to be truly a *field of dreams*, the ballpark must not be a mere modern novelty. It must faithfully evoke the place where America saw its true heart—the field of the American Dream where Robinson and Campanella played as equals with their white teammates. Third, faithfulness to the true replica (with no retractable dome, etc.) would justify a ballpark being done on a smaller scale, at lower cost. The smaller-scale ballpark (without the Ebbets Field restoration theme) would be likely seen as a lack of commitment to baseball, itself, on the part of the Twin Cities and the people of Minnesota. Fourth, there are distinct advantages to the Ebbets Field design, like the fans' experience in ballparks that were made before the era of television. There is no part of the action that is not close to the people in the stands. Fifth, as mentioned above, faithful restoration of Ebbets Field will create the "inspiration", if you will, from which the overall theme of the surroundings will draw vitality.

Transportation: Light rail, Streetcars, A full urban circuit, Parking

Parking

In this model, the immediate blocks surrounding Ebbets Field would not be a Met Stadium-style parking lot. The immediate neighborhood and commercial concerns would be just across the street, as they are in the Friendly Confines of Wrigley Field. Fans come by way of light rail and streetcars. Commercially, it is better for the neighborhood businesses that fans not habitually get in cars, driving to and from the game, but stroll the neighborhood.

There could be some kind of parking ramp, in the vicinity, mostly under ground, preferably. Corporate ticket holders and non-game-day patrons of neighborhood businesses could have parking available. Tickets for parking could be sold to ticket holders on game day or well in advance of the season for corporate ticket holders. On game days, a "park-and-ride" arrangement could be established in some proximity to the stadium. People could park, get into a light rail transport (or) streetcar and be taken down to the game. Initially, while light rail, etc., was being built, streetcar-style tour bus transportation could be used. This kind of arrangement would also reduce the need for highway construction to be done, to any degree as significant as it might otherwise require.

Light rail, streetcars, and a full urban circuit

In the model being considered herein, the suggested ordering of mass transit would go something like this: in the immediate vicinity of the stadium and throughout the neighborhood, there would be full street car service--no MTC bus service.

There would eventually be light rail transportation to the neighborhood. The stadium village neighborhood would be like a new city center and a key point of interest that was part of an overall "Twin Cities Transportation & Tourism Circuit". Initially, this circuit would connect points of interest, such as the airport and Mall of America with downtown Minneapolis and, then, with downtown St. Paul and the vicinity of the Ebbets Field stadium Village District.

Commercial businesses near the stadium

Rule #1: No Franchises

What is being envisioned here is that we create a new city hub, ideally, with businesses owned and run by people from the neighborhood. Businesses would be approved for start-up in the neighborhood, after (perhaps) a competition that would evaluate things like the uniqueness and creativity of a business concept, from every aspect, including signage. The result would be "one-of-a-kind businesses". The idea behind this is to give the residents of cities economic opportunity, ostensibly retaining profits within the community as much as possible

If one visits the "Friendly Confines" around Wrigley Field, one of the first things one will notice is that there are no franchises, with the exception of a McDonalds right next to the stadium. This helps give the neighborhood its unique character. Tourists have no reason to go somewhere, if everything is the same as home, once they arrive. To the extent that it can be said franchises help create uniformity and "sameness", to that extent they can be viewed as compromising the unique effect of "local color" which draws tourism. Also, the presence of franchises inhibits the development of local businesses, because the same economies of scale are not available to the neighborhood business owner as they are to franchises. Price competition becomes lop-sided and the small neighborhood business owner always loses.

Welfare to Work

There will be required a substantial number of employees to maintain the Village itself. No single partner within the Village management company could be saddled with the entire burden to give these workers a living wage plus full benefits. However, the State of Minnesota & the host city for the stadium—as full partners in the management company—could supply workers to the Village from a pool of persons who are being transitioned from welfare to work. The workers could, also, reside in the Village itself. Some formula could be created by which the burden of the State and host city was offset by the management company for the services of these workers.

Twins / Minnesota Tourism Ebbets Field Village District Local and Short-wave Radio and Cable Television Station

It has been pointed out that the Minnesota Twins provide the state of Minnesota with continued national visibility and “honorable mention & distinction” (if you will) as a community. This visibility, it is thought, likely translates into significant promotion of tourism to Minnesota. Certainly, Minnesota tourism would rather not be without whatever promotion the Twins contribute to the state economy, overall, however difficult it may be to trace tourism dollars directly to the national visibility of the Twins.

One other piece that needs to be considered, as part of the overall success model demonstrated by the Chicago Cubs, is their media deal and the national market they have developed (WGN Radio). As part of the capitalization contributed by the State of Minnesota to the financial viability of Major League Baseball in Minnesota, a media company could be capitalized. Existing media organizations in Minnesota could participate in the creation and ownership of this venture. This media company would promote Twins Baseball, Vikings Football, Wolves Basketball, Wild Hockey, etc., as well as Mall of America and Minnesota Tourism, in general. A buy-out of this Minnesota Media Company by any “conglomerate”, outside the state of Minnesota, would be prohibited. A significant portion of the airtime would be given also to the promotion of the businesses in the Ebbets Field Village District and (possibly) in general support of urban commercial ventures. Some airtime would be given to the creative ventures of the students at the Jackie Robinson School and the College of Civil Liberties and Cross-cultural reconciliation. The scope of these broadcasts would be local and national.

The Ebbets Field Village District: A privately-managed association that can be developed—in phases—and continuously expanded to further the critical work of urban renewal...

The commercial and residential association can be expanded from its original boundaries—under an expanded charter from the state & city—to absorb increasingly larger sections of distressed urban neighborhoods. It is a well-known dilemma that investment in a distressed area frequently leads to gentrification that displaces low-income people. Within the Ebbets Field Village District, this dilemma would be overcome through a state charter that would define ratios of low versus middle and high-income properties to be maintained in each section of distressed urban neighborhood absorbed into the association. (The low-income properties could be maintained within the association, under a rent control type arrangement.)

One role of the private management company of the Ebbets Field Village District would be to provide the business planning necessary to insure the commercial viability of each new section absorbed into the district. This planning function would help focus the investment of public development funds, in a way that had continuity with the overall strategic plan of the association and delivered a respectable return on investment.

Summary: Some suggested favorable indicators in the identification and selection of a stadium site

“Beyond special interest politics to enlightened governing and statesmanship”...

In order to ensure the success of this kind of vision that represents the best of our values: 1) We need to start by agreeing that the vision must happen. Let's agree on what needs to happen and, then, determine the resources needed. 2) Only after agreeing this vision should happen & determining the scope of resources required, should we go in search of an urban site that is large & well enough situated. We must not allow the idea to become identified inextricably with any particular site.

“One excellent guiding thought, for us, as we consider the creation of the Ebbets Field Village District, is this: If we were to set out to build a city that was completely faithful to Martin Luther King’s vision of ‘The Beloved Community’, what would that look like?” Another helpful focus, for us, is this: if a school bus full of children were to go to the Ebbets Field Village District, what could we build there to ensure that the children would understand—and go home inspired by—the faithful rendering of King’s vision that we embody there in the Village?

- **URBAN LOCATION**—St. Paul or Minneapolis
- **PROXIMITY TO DISTRESSED RESIDENTIAL NEIGHBORHOODS** that can be absorbed into the Village District Association. This proximity is important both for the realization of the goals of urban renewal, as well as for development of revenues for the Village Development Association to be derived from these residential properties.
- **NOT IN CLOSE PROXIMITY** to franchise businesses, such as restaurants, that would compete with businesses serving tourists in the Village District. If franchises are allowed in, tourists will not be as interested in the Village District. Furthermore, the one-of-a-kind businesses in the Village District will face what is generally a losing battle competing with franchises. (Target or Cub, for instance, would not directly compete for the business of tourists, because they are not “entertainment” businesses. However, the development association of the Village District and the host city for the stadium would have the right to review whether the presence of any business compromised the “one-of-a-kind” character of businesses in the Village District.)
- **PROXIMITY TO LIGHT RAIL** and appropriateness for development of a streetcar hub. We have an opportunity to connect the main hubs in the Twin Cities with light rail. An airport—Mall of America—Minneapolis—St. Paul—airport circuit probably would be ideal, with a line going down University Avenue, between the cities, linking Minneapolis and St. Paul. Light rail would also make it easier for Minneapolis businesses to benefit from the flow of tourist dollars, if a stadium were built—let’s say—in St. Paul.

- **SPACE FOR A SCHOOL(S)...** The objectives of this proposal, where it concerns education and uplifting the values of civil rights and racial equality must not be a mere afterthought. Accordingly, when the “footprint” is selected for the stadium, the space must be identified and committed for the future construction of the Jackie Robinson School, a “College of Civil Liberties & Inter-cultural Understanding” and other landmarks that are envisioned for the Village District, in making it a veritable “shrine” of our best values. The momentum of commercial and residential development, within the district, must take into account these embodiments of our “higher purposes” and not be permitted to dominate the agenda for development of the Village District.

Closing thoughts: Urban Renewal and Prairie Restoration—An Analogy

More often than is acknowledged, perhaps, the greatest way to build the future is not--so much--to do that which has never been done before but, rather, to restore that which was once great and has been lost. If we can carefully and patiently identify and, if need be, re-discover the lost elements that made for vital and healthy urban environments of the past, we have great reason to hope that this can be re-created & even brought to greater heights, in our own time.

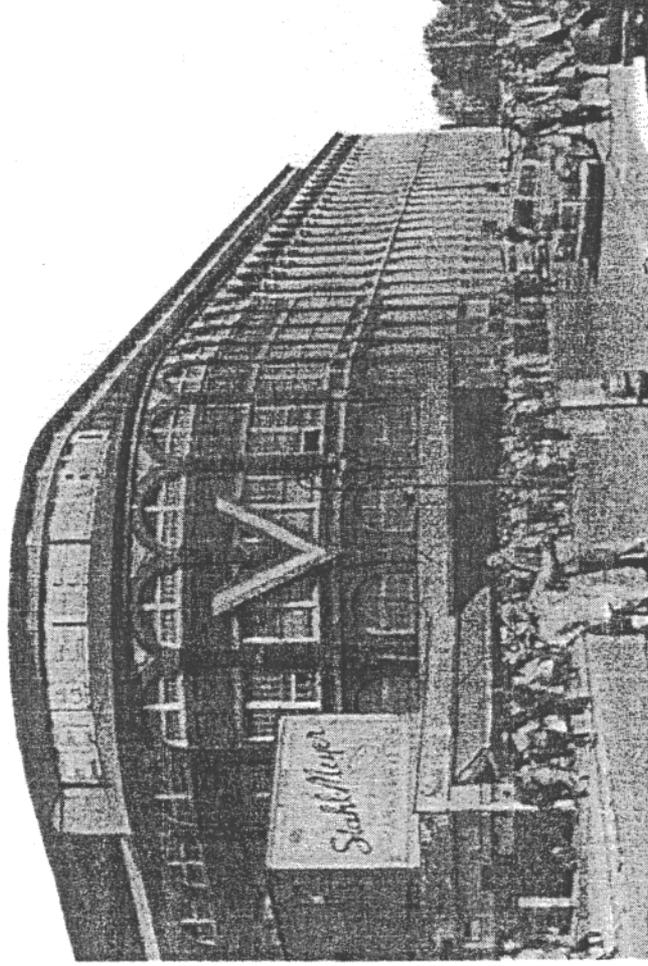
One very good analogy to what we are contemplating, in this stadium village concept, is *prairie restoration*. In Minnesota, prairies are what is most natural, considering soil, climate and all other factors; the familiar grass of the english-style lawn is--ecologically speaking—*unnatural*. Yet, bringing back prairies is not so easy. All the natural elements of the original native prairie must be reassembled and carefully re-introduced just to produce what is natural and sustainable as a successful eco system.

So, too, I believe, it is with our cities. All the elements must be reassembled and carefully re-introduced just to produce what is natural and healthy. Could it be that healthy cities are really what would be here naturally, just like the prairie grass, if we could carefully restore and protect the lost & missing elements that gave our cities their health?

“We want true urban restoration not just a theme park”...

New Ebbet's Field Village

Using Baseball to Create a Better City



“One excellent guiding thought, for us, as we consider the creation of the Ebbets Field Stadium Village, is this: If we were to set out to build a city that was completely faithful to Martin Luther King’s vision of ‘The Beloved Community’, what would that look like?”

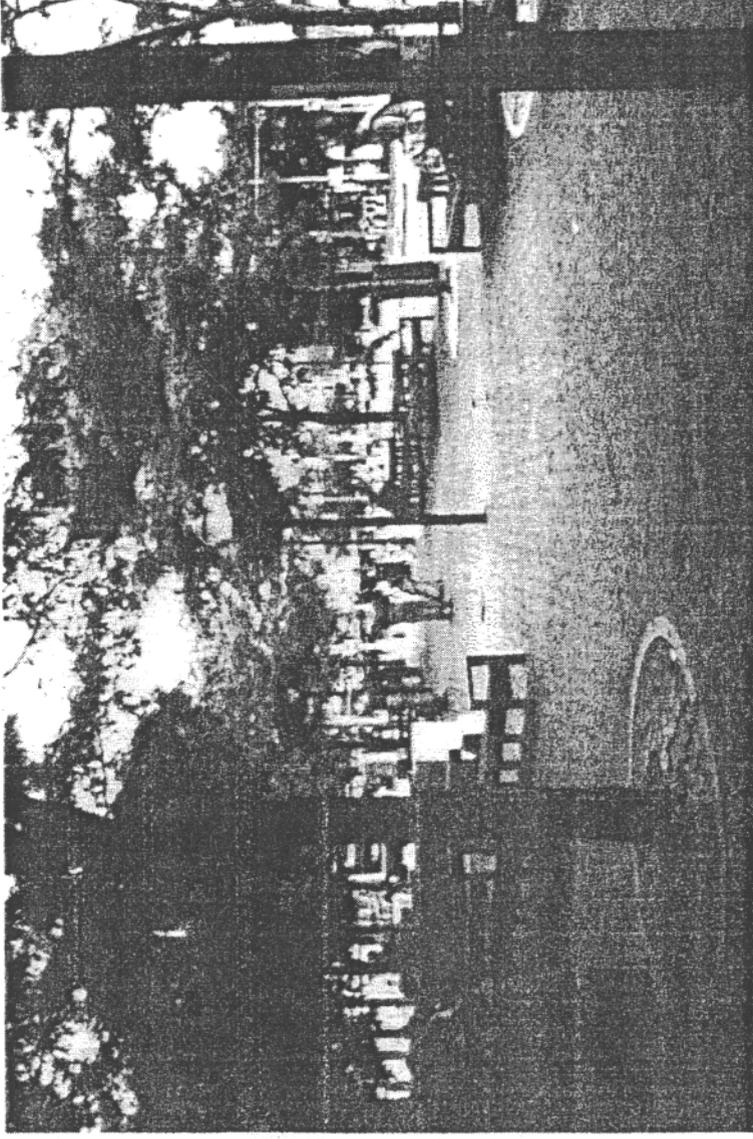
Urban Planning Elements

- Mixed – Use District
- Interactive Educational Center
- Pedestrian Oriented
- Well Serviced by Mass Transit
- Facilitating Community
- Aesthetically Inviting
- Benefit from and Add to Vitality of Stadium

Elements of Mixed-Use

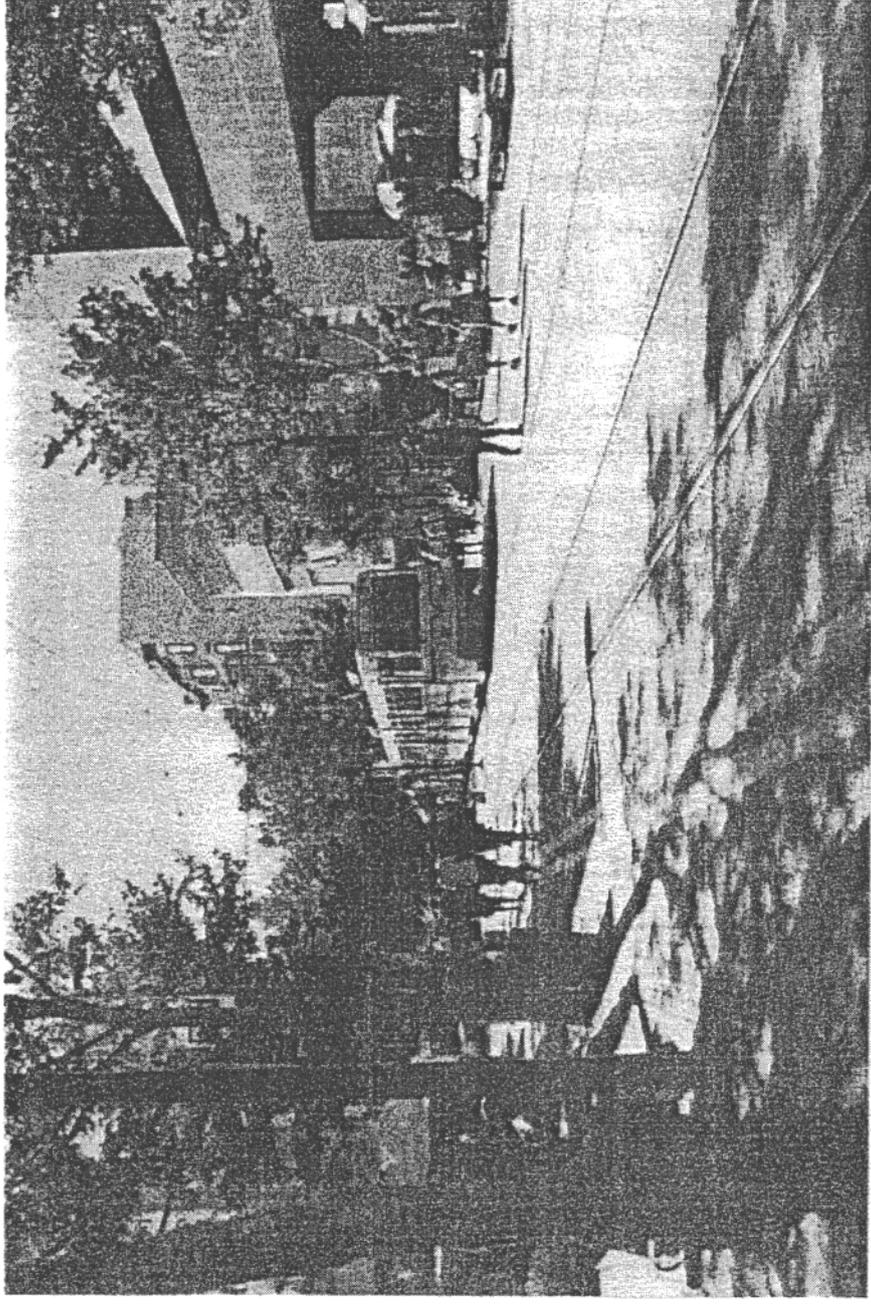
- Retail – Both to provide basic needs and attract visitors.
- Housing – Diversity of sizes and quality.
- Community Facilities – Education and recreational.

Pedestrian Oriented Environment



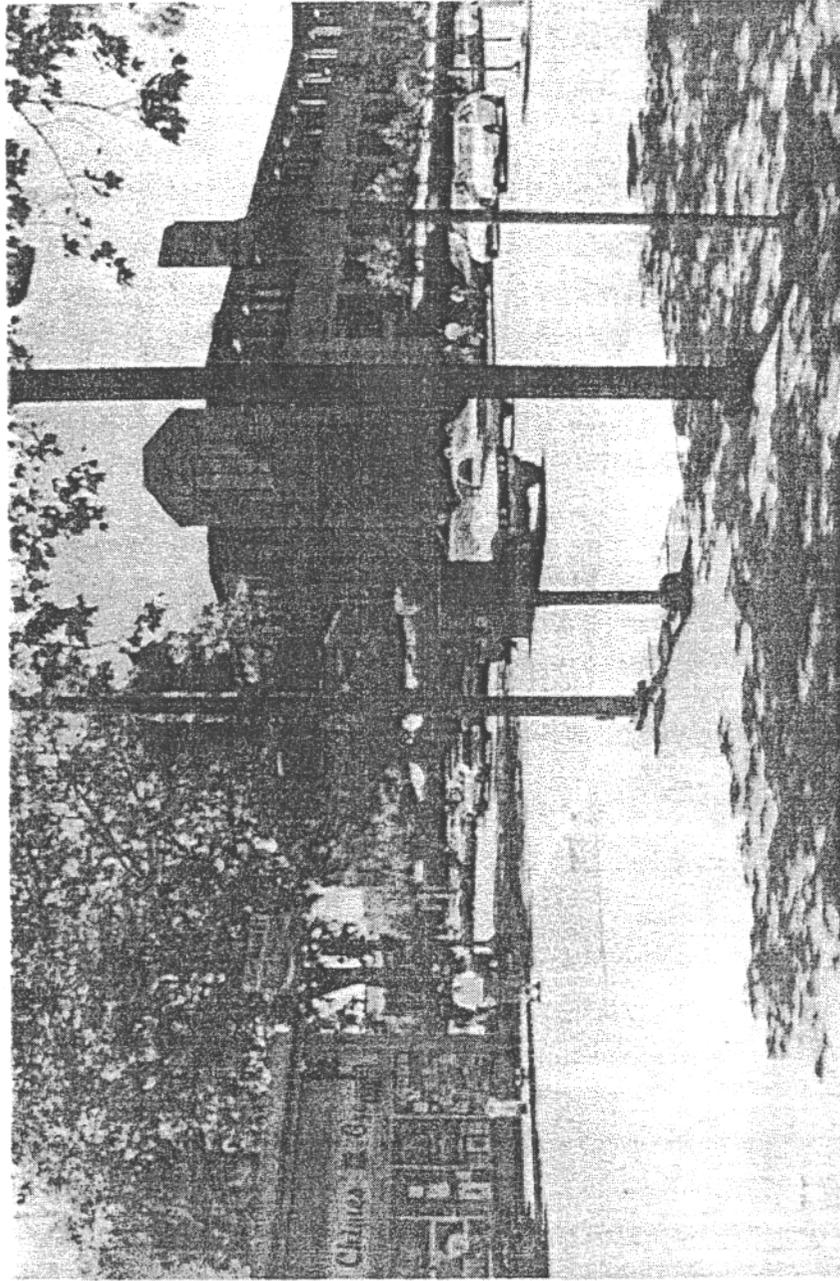
Creation of an inviting environment that is scaled to humans rather than automobiles.

Access to Transit



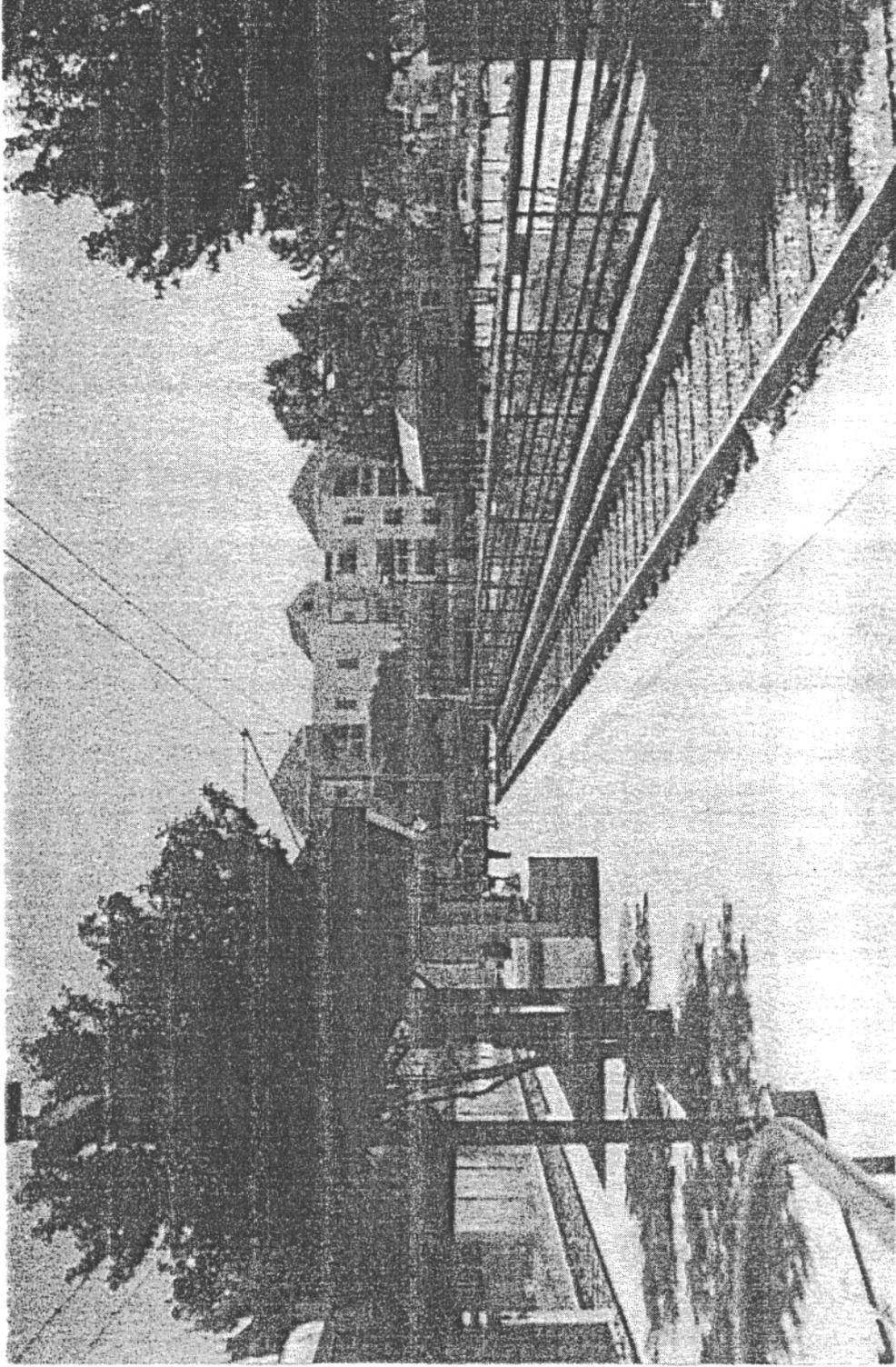
Reduce automobile access to provide cleaner, more open and safer environment.

Retail and Commercial



Mixture of retail to serve residents and attract visitors along with commercial office space.

Housing



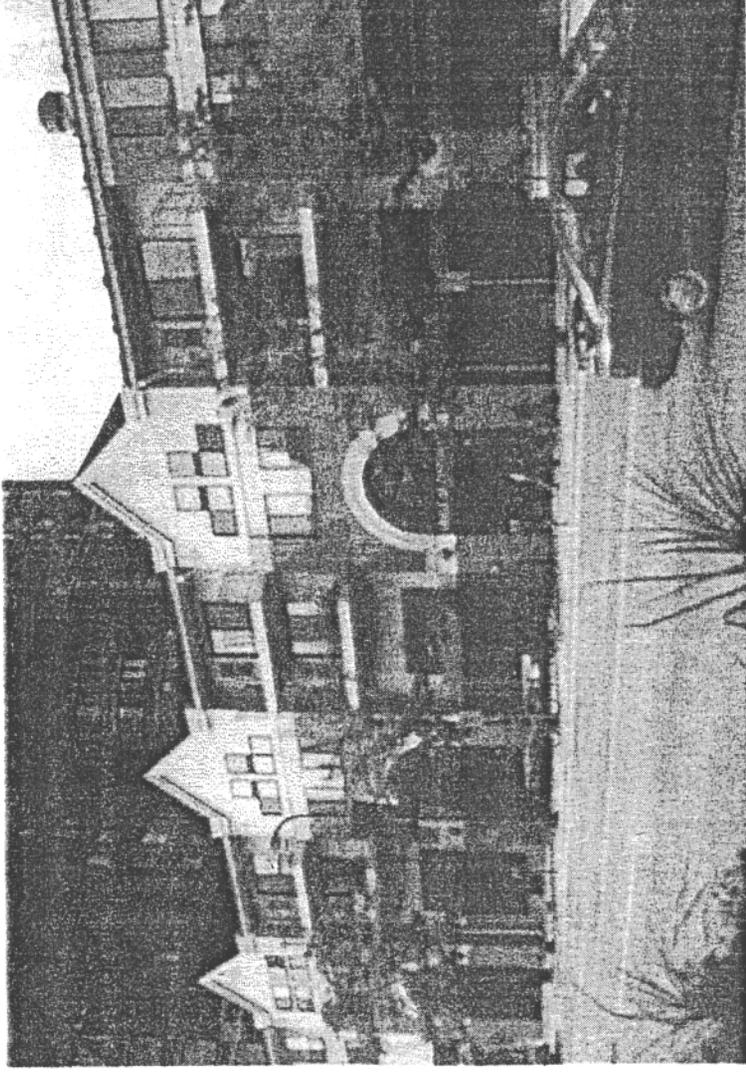
Mixture of size, quality and costs of housing to foster a diverse community.

Facilitating Community



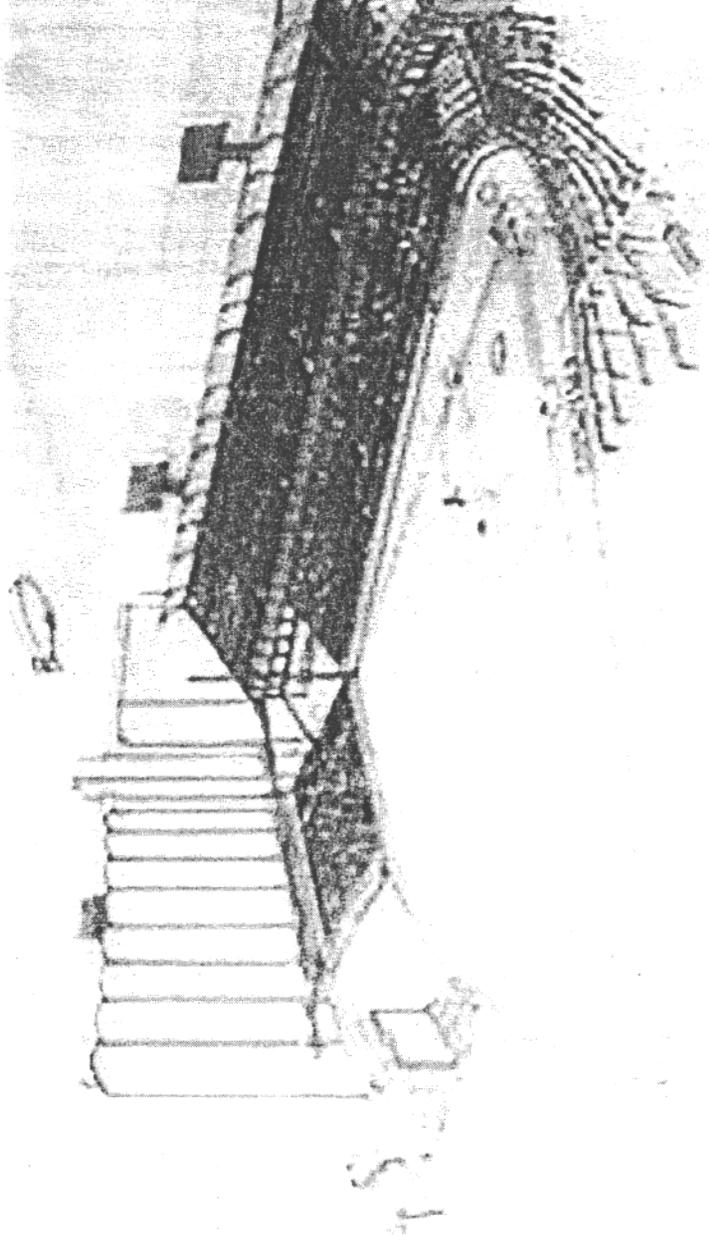
Gathering and sports spaces.

Mixed - Use Building



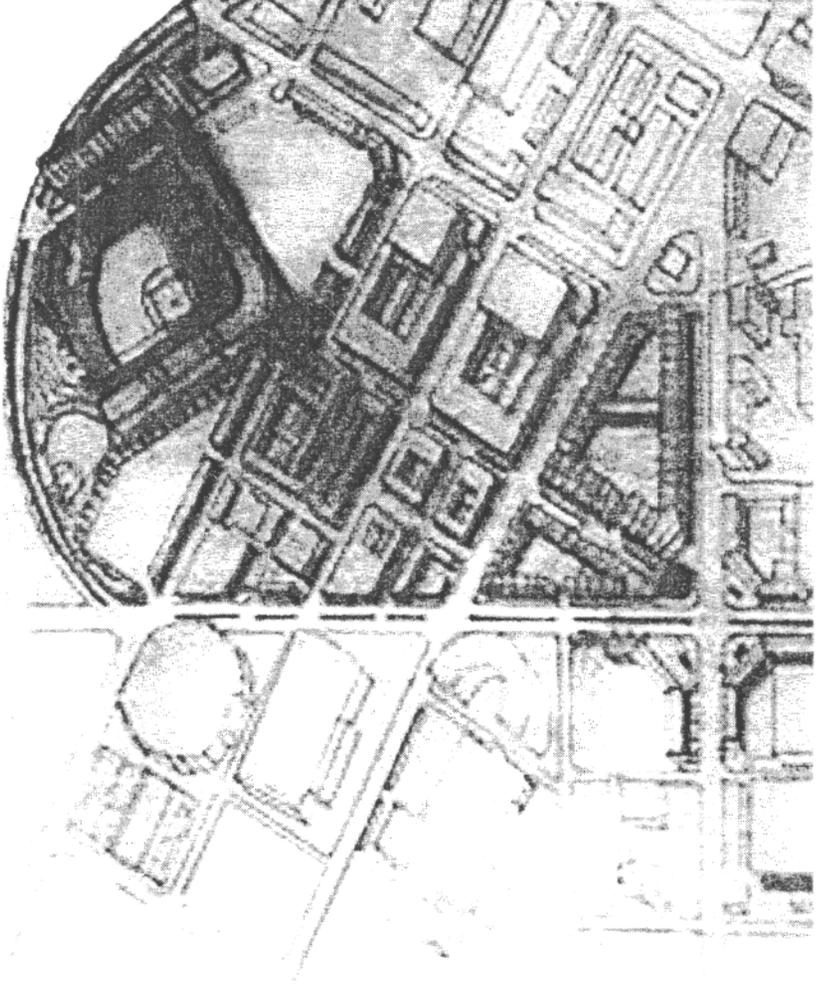
Housing on top of retail and commercial.

Potential Stadium District Designs



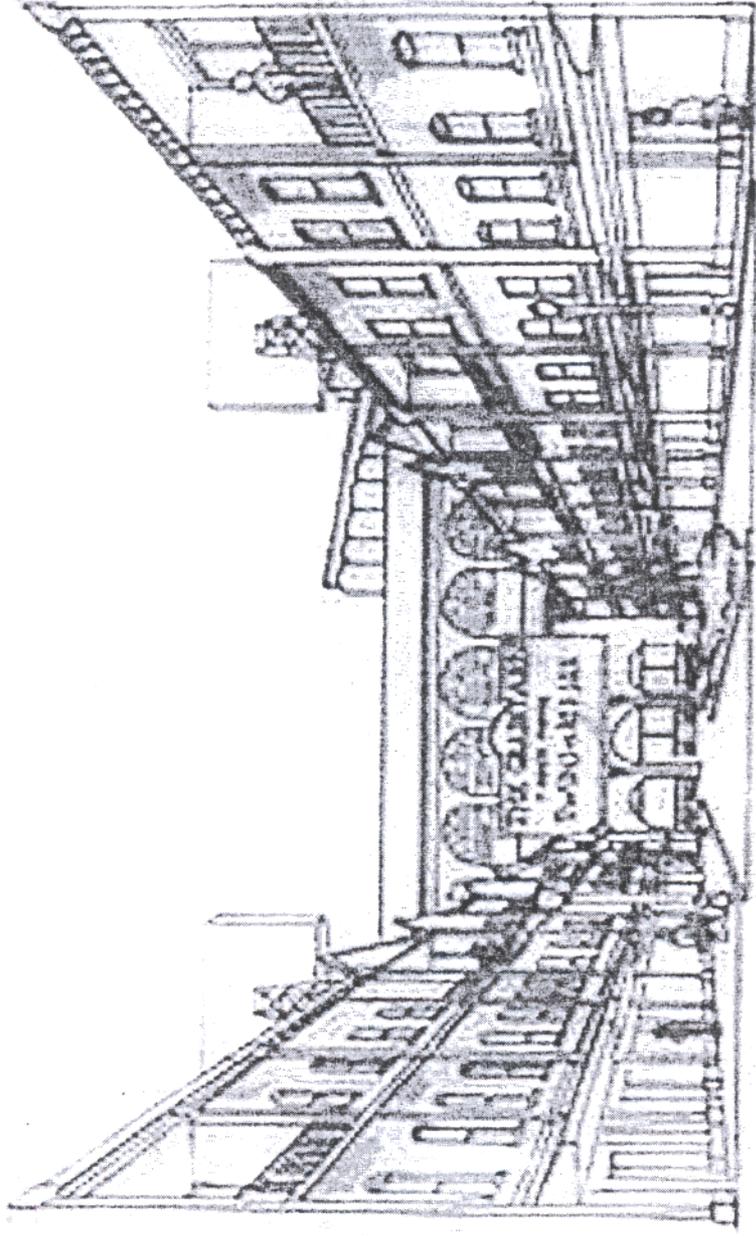
“Ballparks exist because in humanity there is a vestigial memory of an enclosed green space as a place of freedom.” George Will

Grainyards Village Southeast Minneapolis

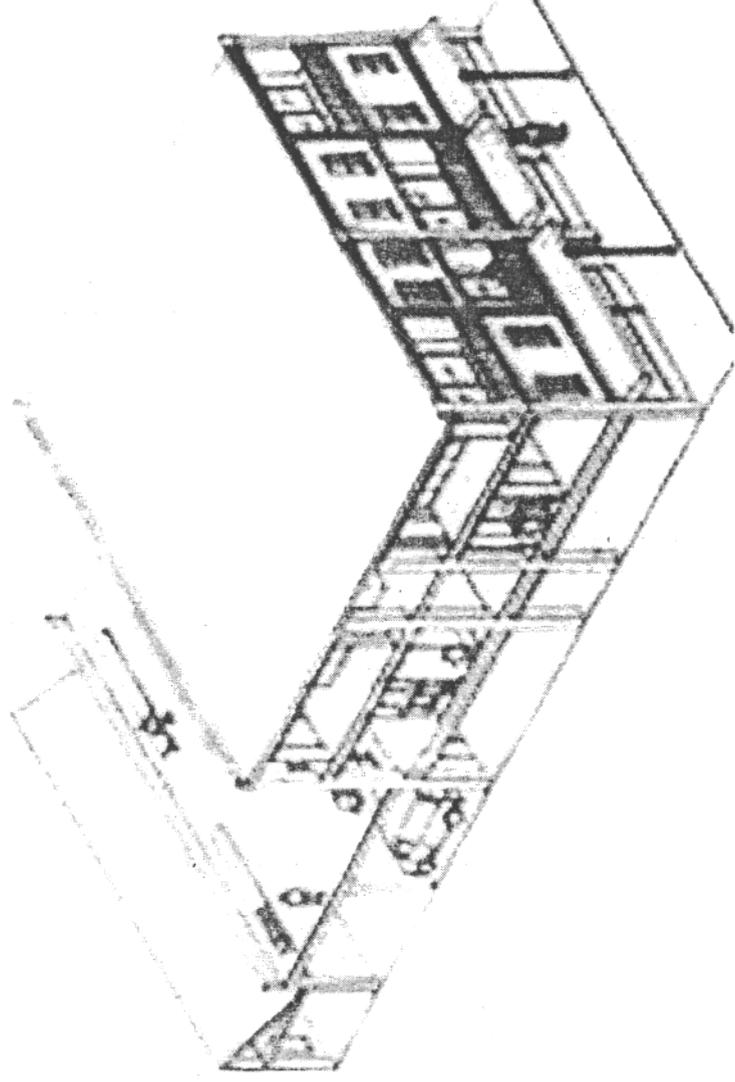


“Political action must be animated by a vision of a future society”. Noam Chomsky

View Down Pedestrian Mall Towards Stadium

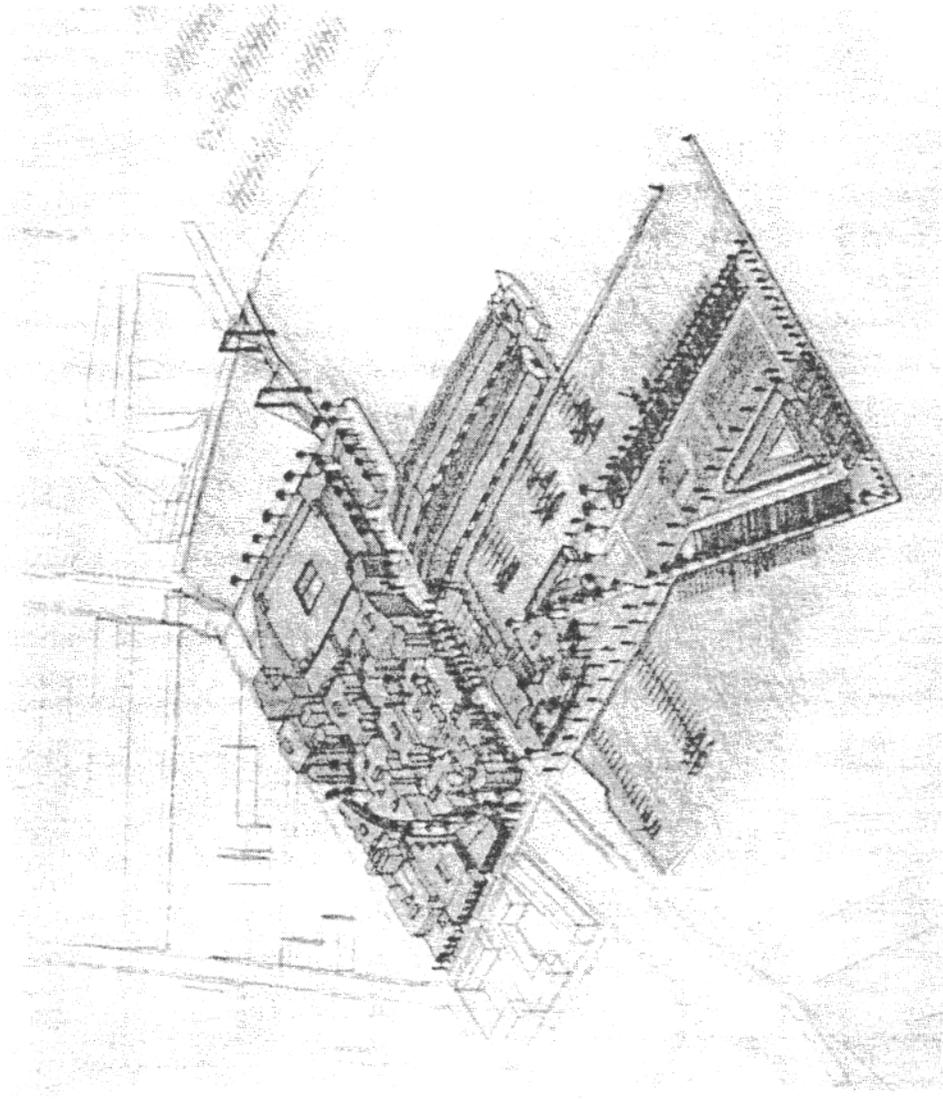


Prototypical Mixed-Use Building



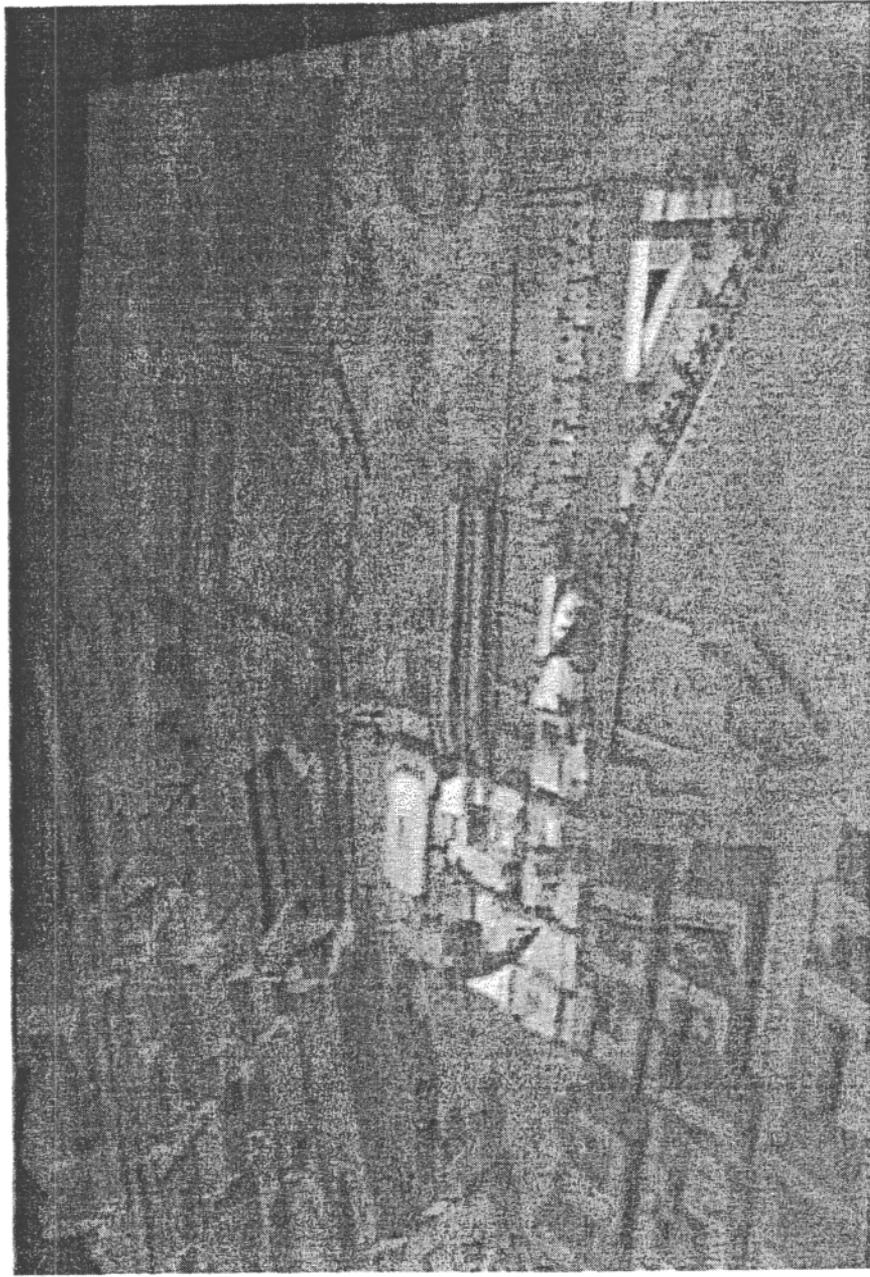
- Commercial on the first floor with focus on street.
- Residential above with porches to relate to street.
- Services in the back.
- Open space in out door decks.

China Basin South, San Francisco



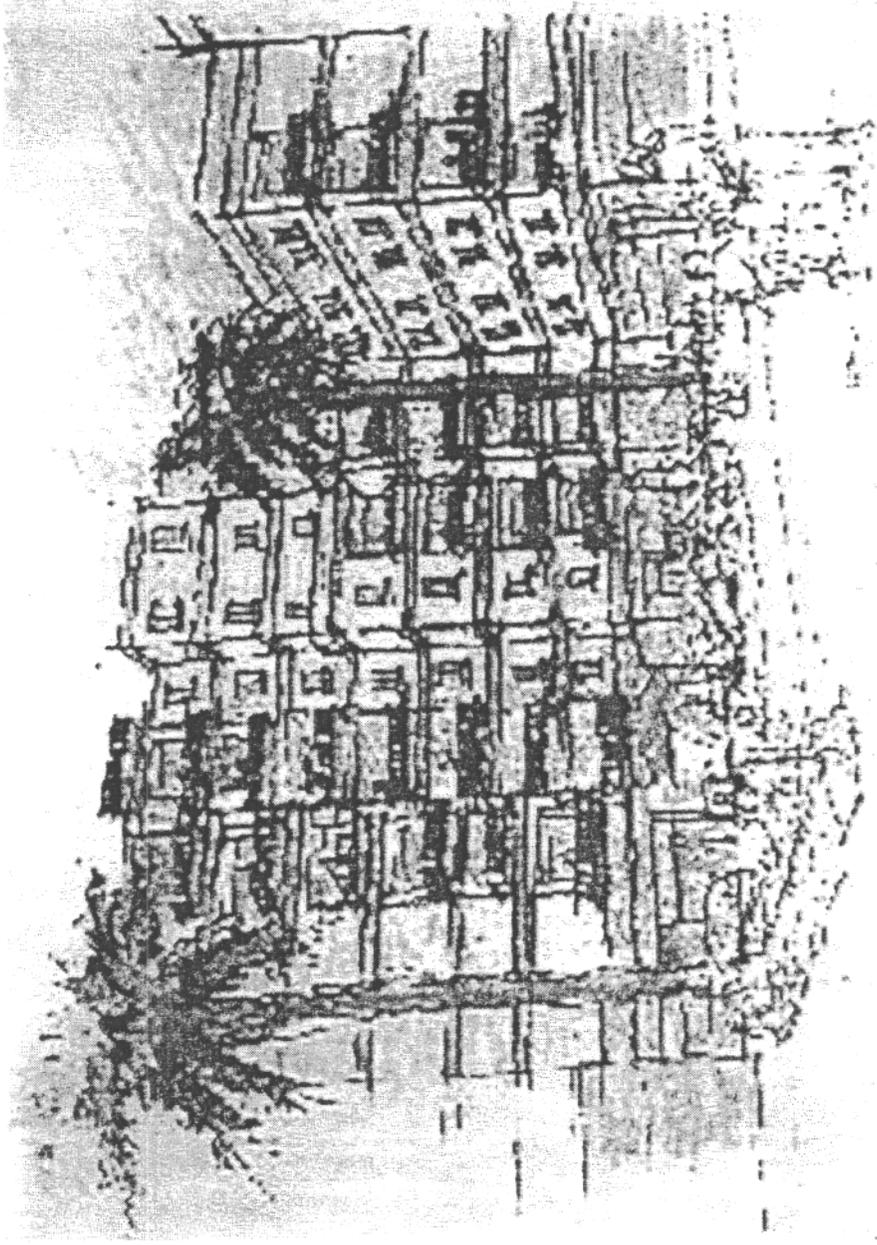
*“The problem of the house is a problem of the epoch.” le
Corbusier*

View looking North Towards Pac Bell Park
and Downtown San Francisco



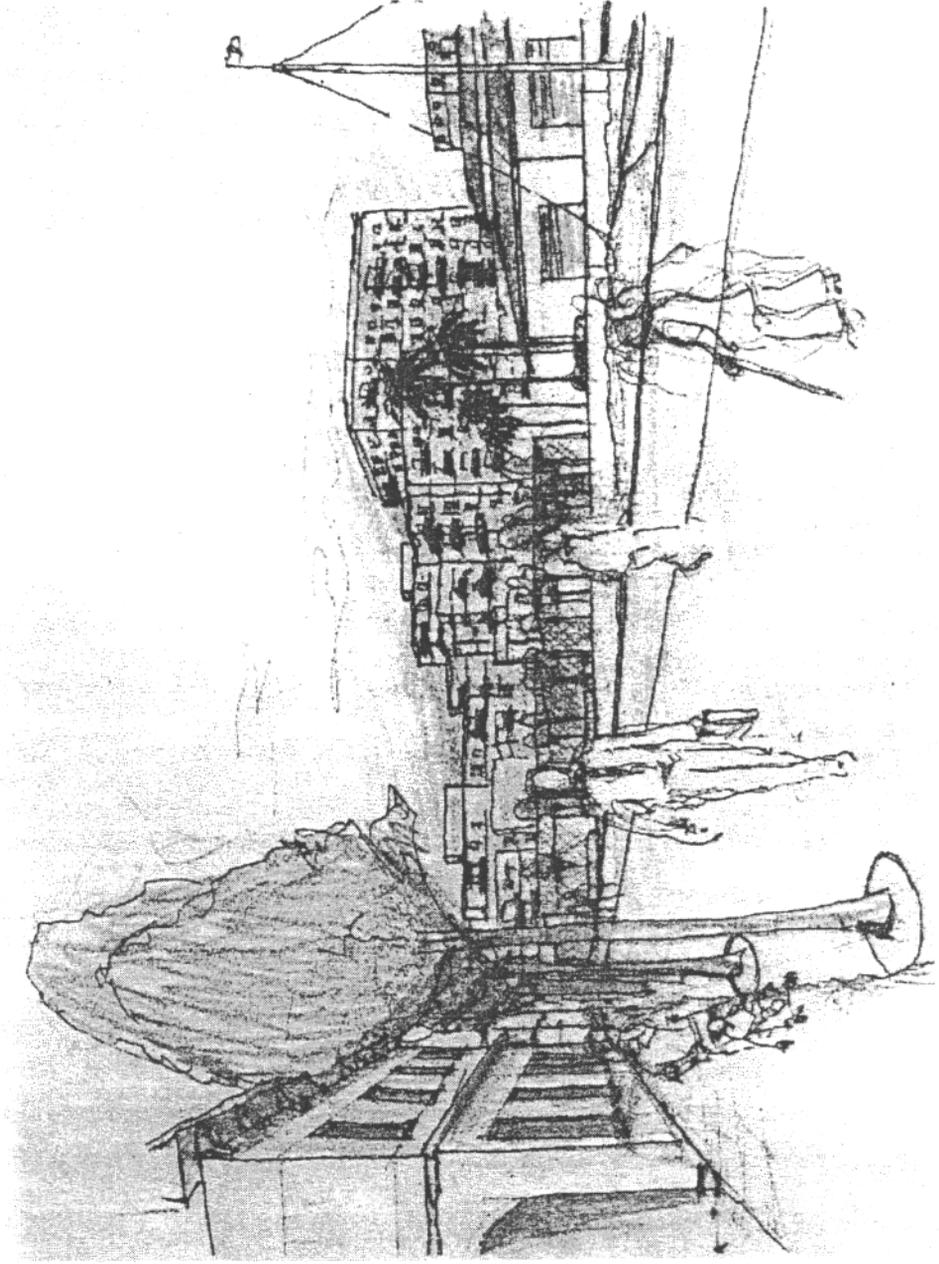
Commercial spaces support affordable housing.

View of Residential Courtyard



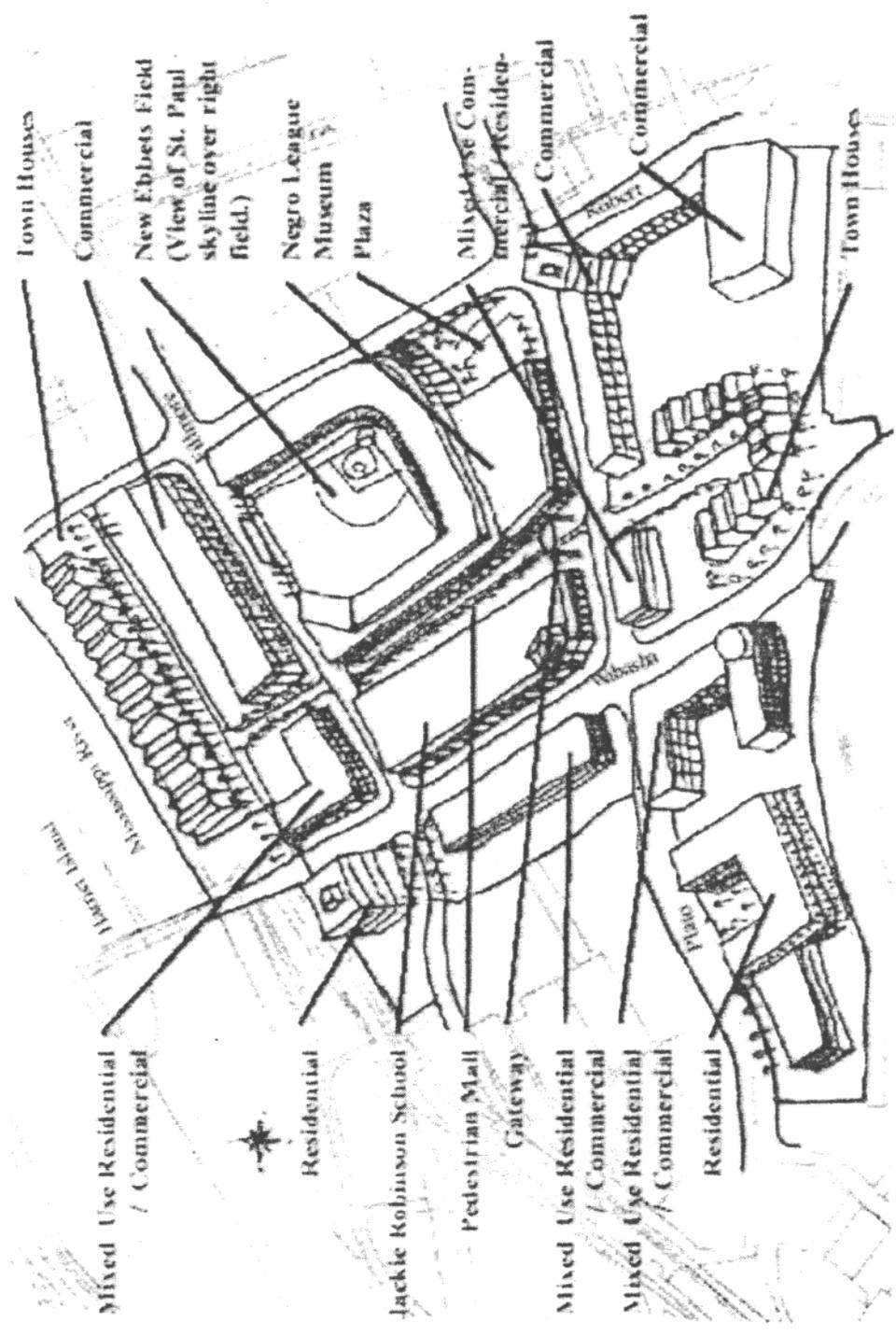
Mixed levels of housing interspersed with community space.

View of Pedestrian Walkway



Ebbet's Field Village, St. Paul

River Flats



Ebbet's Field Urban Planning
Background
Assembled by Sishir Chang

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Address Jobs & Economic Development Committee 2-18-02

Mr. Chairman and members of the committee, my name is Mike Adamovich. Closely following—in importance—the question “Shall we build a stadium for the Twins?” is the question: “If we build it, how do we make it a success?” In many ways, our answer to this second question may determine how we answer the first. I have been asked to report on some of the preliminary indicators we have as to a direction we might take to maximize the possibility that the building of a Twins stadium is an unqualified success, not only for a limited few, but for the people of Minnesota as a whole. The work that I have done together with Representatives Paymar and Dawkins has strongly affirmed the idea that, if we build a Twins stadium, we need to think in terms of building—around that stadium—a “Stadium Village or District”.

We have spoken with a number of upper-echelon land developers about the economic viability of a stadium development done within the conceptual framework of a “Stadium Village District”. Among these individuals are members and research staff at the Urban Land Institute, the nation’s foremost educational and research organization for upper-echelon land developers. We have also spoken with partners in the development of Hoyt Street Yards in Portland, Oregon. Mayor Kelly has had some opportunity to speak with some of these individuals, as well. The opinions of these professionals, as well as respected current literature in the field, strongly support the idea that a Stadium Village District setting for the construction of a stadium optimizes the potential for that stadium’s economic success. We also have had comment on this concept by one member of the Minnesota Board of Tourism, Carol Lovro, that—in her opinion—a stadium village could be a tremendous draw for tourists. Furthermore, we have had the good fortune to work with an architect and urban planner, Mr. Sishir Chang, trained at the University of Minnesota, who did his master’s thesis at “The U” on the positive economic and social

dynamics that arise, particularly when the construction of a stadium is leveraged to create affordable housing. (I want to recognize and thank Mr. Chang—who is here this evening—for all the insight and support he has given us. Mr. Chang prepared for us the drawings of the stadium village concept you will have in the packets we will provide you and he has been working with Martha Fuller—from Mayor Kelly’s office—on issues related to site identification.) Also in you information packet, please find a letter from Clay Fowler of the Spinnaker Companies and partner in the Hoyt Street Yards development affirming conceptually the wisdom of doing a stadium together with a stadium village. Mr. Fowler is, also, of the opinion that there are developers who would have an interest in investing in the kind of project that a stadium village represents.

The idea the experts have supported presents itself to our common sense as an almost self-evident truth. You build businesses around the stadium that share their profits with the stadium owners and you capture the consumer traffic that comes to ballgames and special events held at the facility. Further, you insulate the stadium—as an economic enterprise—from the ups and downs of a sports franchise’s popularity and attendance by making the stadium itself and the stadium village a “tourist destination”, in its own right. Further, however you can, you leverage this entire stadium and stadium village investment to do as much general social good as possible. You make it so that people go to the games, because it is just fun to come down to the ballpark and stadium village.

In addition to the opinions of experts and the witness of our own common sense, we have several proofs of concept that should completely establish the point: We need only look south of us to

see a veritable “Tale of Two Ballparks”. Even when the Sox were winning, people in Chicago generally didn’t like to go to games in Comiskey Park. The hearts and the attendance of the people of Chicago are across town, at Wrigley. Wrigley Field and the neighborhood around “The Friendly Confines” are the proof of concept we need to model ourselves after—here in Minnesota—if we are going to have the kind of success we all desire. As a commercial and urban residential center, the neighborhood around Wrigley is an unqualified success. What you have at Wrigley is housing just across the street from the ballpark, in addition to commercial establishments that are one-of-a-kind businesses with a real neighborhood feel. One guy watching a Cubs ballgame on T.V., in one of these homes next to the ballpark, saw (I forget which player) hit a homerun out of the park. The ball landed in the guy’s living room and rolled next to his T.V. set. This is a legendary moment, in Chicago lore, about the intimacy of a ballpark with the fans and the fans return their love & loyalty for this. If we build a ballpark here in Minnesota, isn’t this the kind of thing we would want here? We Minnesotans may look extra hard at something, before we decide to do it but, at the same time, we are the type of people that want to do a first class job once we’ve decided to go for it. From many perspectives it appears that doing a first class job on a stadium development—that best answers the important economic issues and also the long-term public interest—necessarily involves development of a stadium village.

Name: Mike Adamovich

Company: Perry Johnson, Inc.

Phone: 612-243-2528

Fax Number: 612-243-2410

Today's Date: April 2, 2002

Total Number of Pages (including cover page): 1

From: Jan DeWall
JLT Group, Inc.
10 River Park Plaza
Suite 800
St. Paul, MN 55107
651.641.1111
651.641.1244 fax

Message:

Jerry asked me to fax you the following message because we do not have your e-mail address:

As we discussed, I own approximately 28 acres of land and buildings on the St. Paul Riverfront. I am also designated "master developer" by the City for the approximately 50 acres (I own approximately 18 of these acres) that is between Robert St. and Wabasha St. from the River down to Plato Blvd. This designation gives me rights to City-owned land as part of my developer status.

When including the land "downstream" from Robert St. to Hwy. 52, from the River to Fillmore St., there is in excess of 80 acres of urban land to be redeveloped.

I hope this information is useful. Should you have further questions please advise.

Best regards,

Jerry

Honorable Representatives of the Minnesota Legislature.

I am a partner in the Spinnaker Companies, a land development company in Stamford, Connecticut. Among other projects, I am a managing partner in the Hoyt Street Yards development in Portland, Oregon. I am also a member of the Urban Land Institute, an educational and research resource organization for upper echelon land developers in the United States.

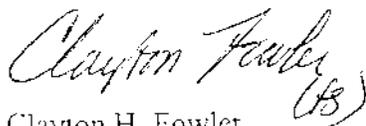
I want to begin by congratulating you on your efforts, currently underway, to build a stadium for the Minnesota Twins. I have been asked to make general comments, as a land developer, on the relative economic merits of building a stadium village around a ballpark. Obviously, I am not in a position to comment upon the specifics of your particular project being now under consideration, although I am somewhat familiar with the general conceptual framework of what is being proposed by Representatives Dawkins & Paymar and Mike Adamovich. However, in general, it is my experience that building a stadium village around a ballpark would strongly tend to enhance the overall economic success of the stadium construction project for several reasons:

- If the development is done with enough "compelling creativity and vision", the stadium village itself can become a tourist destination, in its own right, making the development a revenue generator on more than just game days.
- A stadium village would tend to capture a significant amount of the visitor traffic, from the ballpark, on game days.
- As our development at Hoyt Street proves, multi-income housing developments within urban areas are certainly feasible.
- Revenue sharing that recognizes the economic benefit that a ballpark gives an area is certainly a realistic business model, again conceptually.

Again, I want to offer what support and encouragement I can, with the clear understanding that I can only speak in conceptual terms, at this point in time. While I can neither commit myself nor commit others, my general knowledge of the land development industry would tell me that among other important factors given the conceptual framework being considered and a reasonable financial package to accompany your concept, there are probably a number of developers who would have an interest in being part of a stadium village development.

Regards.

THE SPINNAKER COMPANIES



Clayton H. Fowler
Partner

Jackie Robinson Was Never Satisfied

By Gary Hill NEW YORK, March 28 ([Yahoo](#)) -

The image is engraved in America's memory, the words written in America's soul: Jackie Robinson stealing home.

The famous pictures show all the joyous audacity he brought to baseball in the sport's most daring play. The phrase conveys the wrong he set right in breaking the national pastime's colour line 50 seasons ago: he had to steal the home that was rightfully his. But however many times he successfully scampered down the third base line, in baseball and in life Jackie Robinson never was satisfied.

Baseball is dedicating the 1997 season starting next Tuesday to his memory in a celebration of the golden anniversary of his breakthrough season.

Jack Roosevelt Robinson was born January 31, 1919, in Georgia, the grandson of a slave and son of a sharecropper. His father abandoned the family when Jackie was an infant, the youngest of five children, and his mother Mallie pulled up stakes for California. But even pleasant Pasadena had an uncrossable street, North Fair Oaks, dividing black and white. Robinson, who one day would be an icon of nonviolent resistance and mainstream success, ran with a Pasadena gang, mild by today's lethal standards but still enough to get him into scrapes with the police. But his devoutly Methodist mother, a domestic worker, held the family together, and his older brother Mack showed the possibility of sports glory, winning a silver medal behind Jesse Owens at the Hitler-hosted Berlin Olympics in 1936. At the University of California at Los Angeles, Jackie met his future wife, Rachel Isum, a poised A student. And unique in UCLA history, he starred in four sports. Some have called Robinson the greatest American athlete, arguing that he was actually better at track and field, gridiron football and basketball than baseball. But black teammates said the handsome, reserved campus hero would have been more popular were it not for a smouldering anger that flared when he sensed racial injustice.

Drafted into the Army in 1942, Robinson had a series of such conflicts as he rose to the rank of lieutenant. He was tried in a court martial after one dispute, over seating in a military bus. He could have been dishonourably discharged -- and perhaps never heard from again. But he was acquitted. In 1945, civilian Robinson joined the Negro Leagues' Kansas City Monarchs. Although an All-Star, the ambitious, clean-living loner did not enjoy the Jim Crow-enforced lifestyle.

Meanwhile, the Brooklyn Dodgers' visionary general manager Branch Rickey surreptitiously had scouts checking out black players, supposedly for a "Brown Dodgers" team but really for his "Great Experiment." Robinson emerged as the best candidate to break the major-league colour line because of his baseball skills, his appealing personality, his intelligence -- and his courage. In their

legendary first meeting on August 28, 1945, Rickey asked Robinson if he could hold his temper and not retaliate for the abuse he was sure to receive. Robinson accepted the challenge, and in 1946 entered "organized baseball" with Brooklyn's top farm team, the Montreal Royals. He led Montreal to the championship of the minor leagues, and was beloved by the French-Canadian fans. But he had suffered tremendous abuse on and off the field. Robinson later admitted he had been on the verge of a nervous breakdown and had felt relief when a doctor told him certain health problems were only from stress, not cancer. The next season, he was elevated to the Dodgers' roster late in spring training. Five days later, on April 15, 1947, Robinson became the first black to play at baseball's top level in the 20th century. Several Dodgers broached a petition to keep him off the team, but Kentucky-born captain Pee Wee Reese and others welcomed him. Attempts by other teams to organise a boycott fizzled but a campaign of verbal and physical abuse continued. Routinely, opposing pitchers and baserunners tested the racist theory that blacks were easily intimidated. And again there were hotels that refused him, death threats in the mail. Robinson's bravery and self-discipline in rising above all these obstacles won the respect, sometimes grudging, of most of the players. And fans turned out in record numbers to see his electrifying play. Robinson led the National League in stolen bases and finished second in runs scored. He was the Rookie of the Year, on a pennant-winning team. Robinson went on to become one of baseball's greatest and most popular stars. In 1949 he led the league in batting and was the Most Valuable Player. A six-time All-Star, he played in six World Series in his 10 seasons, winning one. He had a lifetime batting average of .317 and in 1955 became one of just 12 players to steal home in a World Series. He was elected to the Hall of Fame on the first ballot.

After paying his pledge to Rickey in full in his first season, Robinson could unleash his anger somewhat. He had a series of feuds, in baseball and afterwards, and had hot and cold relations with several black leaders, notably Martin Luther King. The picture of a perfect suburban family was shattered when son Jackie Jr. returned from the Vietnam War a heroin addict. Three years later he died in a car crash at 24. At the 1972 World Series, which commemorated the 25th anniversary of his rookie season, a physically deteriorating but still crusading Robinson, a diabetic, said he hoped to live to see blacks in baseball management jobs. Nine days later, he died of a heart attack, aged 53. Those who knew him best say that if he were alive today, Jackie Robinson still would not be satisfied. Neither his sport nor his country has yet lived up to his vision.

Quotes

It has been exactly twenty years since Jackie Robinson broke the color line in major league baseball. Branch Rickey signed Robinson as an infielder to play at Montreal in the International League in 1946, but it wasn't until early in 1947 that Jackie came to the Dodger training camp to tune up for one of the most dramatic and fruitful steps since the Civil War toward social integration. That Jackie Robinson made full use of the opportunity to break through the big league color line is now so deep in history that many forget how important he and Branch Rickey were to the cause.

-Saturday Review (1967)

All of us had to wait for Jackie.

-**Joe Black**, Dodgers right-hander

A revolutionist in a baseball suit

-unknown sports writer

The most significant sports story of the century was written into the record books today as baseball took up the cudgel of democracy and an unassuming Negro ascended the heights of excellence to prove the rightness of the experiment. And prove it in the only correct crucible for such an experiment—the crucible of white-hot competition.

-**Joe Bostic**, New York Amsterdam News, after Robinson went four for five on his first day with the Montreal Royals.

When he finally came out for a curtain call, the fans mobbed him. They hugged him, kissed him, cried, cheered and pulled and tore at his uniform while parading him around the infield on their shoulders. With tears streaming down his face, Robinson finally begged off in order to shower, dress and catch a plane to the States. But the riot of joy wasn't over yet. When he emerged from the clubhouse, he had to bull his way through the waiting crowd outside the stadium. The thousands of fans chased him down Ontario Street for several blocks before he was rescued by a passing motorist and driven to his hotel.

--**Dick Bacon**, Montreal Gazette

Its probably the first time a white mob of rioters ever chased a Negro down the streets with love in their minds rather than hate.

--Louisville reporter

Both above posts were regard to Montreal fan reaction to Jackie after the Montreal Royals won the Little World Series in 1946

I'm not concerned with your liking or disliking me . . . All I ask is that you respect me as a human being.

-Jackie Robinson

Jackie Robinson is the loneliest man I have ever seen in sports.

-Jimmy Cannon (1947)

Like a few, very few athletes . . . Robinson did not merely play at center stage. He was center stage, and wherever he walked, center stage moved with him.

-Roger Kahn

I do not care if half the league strikes. Those who do will encounter quick retribution. All will be suspended, and I don't care if it wrecks the National League for five years. This is the United States of America and one citizen has as much right to play as another.

-Ford Frick, National League President, reacting to a threatened strike by some Cardinal players in 1947 if Jackie Robinson took the field against St. Louis. The Cardinals played.

Thinking about the things that happened, I don't know any other ball player who could have done what he did. To be able to hit with everybody yelling at him. He had to block all that out. block out everything but this ball that is coming in at a hundred miles an hour . . . To do what he did has got to be the most tremendous thing I've ever seen in sports.

--Pee Wee Reese

Give me five players like Robinson and a pitcher and I'll beat any nine-man team in baseball.

--**Charlie Dressen**, Dodgers Manager

Robinson could hit and bunt and steal and run. He had intimidation skills, and he burned with a dark fire. He wanted passionately to win . . . He bore the burden of a pioneer and the weight made him more strong. If one can be certain of anything in baseball, it is that we shall not look upon his like again.

--**Roger Kahn**

The word for Jackie Robinson is "unconquerable."

--**Red Smith**

If there is an unfilled obligation in the case of baseball vs. Jackie Robinson, the debt belongs to baseball, which can never pay off in full.

--**Harold Weissman**, sportswriter

Everytime I look at my pocketbook, I see Jackie Robinson.

--**Willie Mays**

After the game, Jackie Robinson came into our clubhouse and shook my hand. He said, "You're a helluva ballplayer and you've got a great future." I thought that was a classy gesture, one I wasn't then capable of making. I was a bad loser. What meant even more was what Jackie told the press: "Mantle beat us. He was the difference between the two teams. They didn't miss Dimaggio." I have to admit. I became a Jackie Robinson fan on the spot. And when I think of that world Series, his gesture is what comes to mind. Here was a player who had without doubt suffered more abuse and more taunts and more hatred than any player in the history of the game. And he had made a special effort to compliment and encourage a young white kid from Oklahoma.

--**Mickey Mantle**, reflecting on Jackie Robinson's demeanor after the 1952 World Series.

He was a classic hero, and like all the classic heroes he carried with him one flaw imposed by fate, he was black. As surely as oedipus or any of them, his flaw destroyed him, crippling him, blinding him, killing him at fifty-three as sadly as with oedipus or any of them . . . by his talents and his forbearance and

his flaw baseball was changed forever.

--**Joel Oppenheimer**, poet

By applauding Robinson, a man did not feel that he was taking a stand on school integration, or on open housing. But for an instant he had accepted Robinson simply as a hometown ball player. To disregard color, even for an instant, is to step away from the old prejudices, the old hatred. That is not a path on which many double back.

--**Roger Kahn**

Steal Home