



YOU CAN HELP GREEN THE GREENWAY!

The second annual Midtown Greenway Arbor Day event is scheduled for Saturday, April 27, 2002, at 9:00 a.m.

With the help of supervisors from the Tree Trust, volunteers will plant at one of three designated areas along the Greenway:

- Aldrich/Lyndale Avenues
- Hennepin/Girard Avenues
- Dean Parkway Ramp

An opening ceremony will take place at 9:00 a.m. at the Aldrich/Lyndale location, with food and beverages provided.

All volunteers are welcome. Bring a shovel if you have one!

INSIDE

Abbott Northwestern Hospital: A Midtown Neighbor for 120 Years
Page 2

Partner Profile: Nate Garvis
Page 6

Greenway Extension Set
Page 8

Concrete Creativity Enhancing Chicago and Park Bridge Design

An initiative that started as a flash of an idea from Target's Nate Garvis is beginning with bridge replacement projects at Chicago Avenue and Park Avenue. Inspired by the effective collaboration and striking conceptual designs coming out of the Midtown Crossings design workshop, the City of Minneapolis is developing an innovative design and construction process that will set a high standard for bridge design in the corridor.

Innovation is also at work in funding the design process. MCW private partners have pledged to increase the original \$50,000 preliminary design budget by adding private contributions of another \$25,000. Minneapolis Mayor R.T. Rybak is thrilled with this move. "This kind of creative energy from the private sector is terrific," he said. "And all the more significant because it is backed financially by the MCW Partnership. We are clearly demonstrating how to create great new places in the City — in an era of having to do more with less City dollars."

Garvis is also enthusiastic. "The workshop produced



Reinterpreting corridor lighting to design new spaces under the bridges.

dynamic designs and showed how the multidisciplinary model can work," he said. "The bridges can help brand Minneapolis as a design city and build its reputation for creativity." Marking the Greenway with great design is now the goal of the City and County as they begin their thirty-year bridge replacement process.

Commitment to Collaboration

"This is just one more example of the smart, creative kind of partnership we have been creating for several years now through MCW," noted Hennepin County Commissioner Peter McLaughlin. "This is the way we get great things done." The City and County are taking the ideas and vision of the Midtown Crossings workshop,

and have begun the process of creating new bridges at Chicago and Park Avenues by the end of 2003. Soon the first new Greenway bridges will begin taking form through the coordinated efforts of architects, engineers, and artists assembled in Minneapolis.

Minneapolis Public Works plans to select a design team similar to those used for the Midtown Crossings workshop, and a key factor for a successful project will be convincing professionals of the same high caliber to participate in the process. Engineering, art, and community input will all go into the design from the beginning, which will also mark Minneapolis as a center of innovative local government.

Without the success of the Midtown Crossings design workshop, the City of

ABBOTT NORTHWESTERN HOSPITAL

A Midtown Neighbor for 120 Years

The largest employer? The deepest historical roots? Outstanding commitment to community service? Ask most anyone to name a landmark institution in the Midtown Corridor of Minneapolis, and Abbott Northwestern Hospital will likely be atop their list. Since its founding as a 10-bed charity hospital in 1882, Abbott Northwestern has evolved into the largest non-profit hospital in the Twin Cities. With more than 5,000 employees, 1,300 physicians, and 450 volunteers, the hospital now treats 180,000 patients every year.

A Good Cup of Tea Can Work Wonders: The Founding of Northwestern Hospital

On a cold, blustery winter afternoon in November 1882, 43 women arrived at a formal afternoon tea hosted by Harriet Walker. The wife of a prominent businessman and an influential woman in her own right, Mrs. Walker used her social standing and financial wherewithal to achieve progress on a variety of women's causes. At that historic tea, those present heard a harrowing description of the suffer-

ing of the community's poorest women and children, who lacked access to even the most basic medical care. Within a month, this coalition of women had raised enough money to open the Northwestern Hospital for Women & Children in a small rented house.

Demand for the initial 10 beds at the new charity hospital immediately outstripped capacity. With great energy and commitment, this core group rose to the challenge. Just five years later, in 1887, they saw the opening of Northwestern's 50-bed permanent home at the corner of Chicago and 27th Street, built for a cost of \$36,000. The hospital's board members each con-



Thomas and Harriet Granger Walker, 1880.

Photo courtesy of the Minnesota Historical Society.



Northwestern Hospital, 1900.

Photos courtesy of the Minnesota Historical Society.

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Denny DeNarvaez, CEO

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Children's Ward, Northwestern Hospital, 1900.

Photo courtesy of the Minnesota Historical Society.

tributed \$250 per year to cover the cost of free beds, while volunteers worked ceaselessly to obtain the equipment, supplies and funds necessary to keep the hospital running. In its early years, the hospital focused on providing its patients with basic medical services in the form of skillful practical nursing, rest, nourishing food, comforting surroundings, and hygiene. An integral component to the hospital's early success was the on-the-job training offered through its Nursing Training School, which grew quickly from a graduating class of two in 1883 to a class of 40 in 1912.

Amos Abbott: The Good Doctor Builds a Hospital

Among Northwestern Hospital's consulting physicians was the well-known gynecologist and pathologist, Dr. Amos W. Abbott. In 1902, Dr. Abbott opened his own Hospital for Women at 10 East 17th Street. Although not a charity institution, the hospital frequently reduced or waived fees for those who could not pay, a policy entirely consistent with Dr. Abbott's legendary kindness to his patients and dedication to his craft.

Abbott Hospital quickly developed a

reputation for handling serious and difficult cases, and it too soon outgrew its original location. In 1910, following his wife's successful surgery at Abbott Hospital, Minneapolis milling magnate William Dunwoody built Dr. Abbott a 35-bed hospital at 1818 First Avenue South. The 1918 influenza epidemic and a simultaneous avalanche of tuberculosis cases among children and young adults led to the addition of the T. B. Janney Children's Pavillion in 1920, bringing the



Dr. Amos W. Abbott, 1921

Photo courtesy of the Minnesota Historical Society.

hospital's total number of beds to 100.

The Modern Era: A Partnership to Continue the Tradition of Care

Both hospitals continued to grow in the ensuing decades, as the forces of emerging medical technology and increasing specialization began to gather steam and change began to occur at an ever-more frenetic pace. By 1939, the financial pressures of the Great Depression forced Northwestern Hospital to cease operating as a charity hospital, although it continued to serve many patients regardless of ability to pay.

The return of veterans following World War II sparked a renewed national focus on health care, and both the philanthropic community and the government allocated large amounts of money for the construction of new medical facilities and the development of new medical technology. By 1964, Northwestern had grown to 395 beds, over 1,000 employees, and a medical staff of 244; in the early 1970s, Abbott Hospital had over 230 beds and a host of new specialized services.

This growth was all part of the rapid evolution of the field of health care, which was the second largest industry in the United States by the mid-1970s. In response to the challenges of this rapid growth, Abbott and Northwestern Hospitals began increasingly to consolidate and cooperate in their activities throughout the 1960s, culminating in an official merger on January 1, 1970. In 1975, the Sister Kenny Institute officially merged into the hospital, adding its institutional expertise in physical rehabilitation to the ever-growing list of specialized medical services available at Abbott Northwestern Hospital.

While the corporate structure and governance of Abbott Northwestern has continued to evolve over the years, the hospital's reputation for quality care remains unchanged. In a recent con-

continued page 4

sumer survey, Abbott Northwestern was the leading metro hospital for overall quality, image/reputation and for having the best doctors and nurses. And last year, HealthGrades, an independent health care quality ratings firm, named Abbott Northwestern as the highest-rated hospital in Minnesota for cardiovascular care.

An Ongoing Tradition of Community Involvement

It is not difficult to imagine that Harriet Walker and Dr. Amos Abbott would be utterly amazed by the institution that grew from their two little hospitals. And yet, it seems equally likely that these two pioneers would recognize something very familiar about Abbott Northwestern, namely, a commitment to community involvement that is their best legacy. As the hospital's Community Relations Specialist, Joyce Krook, explains, "Because Abbott Northwestern sees itself as a member of this community, it has always been committed to working with our neighbors on issues of mutual concern and interest—especially those that impact the health, safety and welfare of the people who live here."

This ethos has led to the hospital's involvement in various community-based job-training initiatives designed to serve the people of the Phillips neighborhood. Since 1997, the hospital has hired more than 200 graduates of Train to Work, a job-training initiative that readies individuals for entry-level positions. In 2000, the hospital entered into a partnership with Children's Hospitals, HCMC, and the Minneapolis Community & Technical College to offer more advanced career training in the Phillips neighborhood. Together, these entities formed the Health Careers Institute to deliver education and skill training programs that



"Eyes on the Greenway," 4th Avenue Bridge at Midtown Corridor.

enable students to obtain more advanced, higher-paying jobs in the health care industry. The participating hospitals guarantee a job offer to every student who successfully completes a program and meets other hiring criteria. By providing job training and employment opportunities right in the neighborhood, HCI is reminiscent of the nursing schools operated by the hospitals years ago.

During her 40-plus years with the hospital, Joyce Krook has made Abbott Northwestern's commitment to its neighborhood a cornerstone of her career. For many years, she has represented the hospital in the Lake Street Council, the Chicago-Lake Business Association, and a variety of other community groups and organizations. In fact, her long service to the community on the hospital's behalf was memorialized several years ago during reconstruction of the 4th Avenue bridge over the Midtown Corridor. Ms. Krook was among the 50 community members portrayed in a sculpture on the bridge titled "Eyes on the Greenway."

As a neighbor to the Midtown / Lake Street Corridor, Abbott Northwestern

has had a vital interest in the Midtown Greenway from the very beginning. As Joyce Krook points out, "The Midtown/Lake Street Corridor is at our front door, so we naturally feel very connected to the project." Abbott Northwestern and Allina have contributed significant financial and institutional support to the Midtown Community Works Partnership, recognizing the Greenway's tremendous potential as an urban treasure.

New Heart Hospital

Abbott Northwestern's connection to the Greenway is poised to become even more immediate in the near future. Earlier this year, Abbott Northwestern and the Minneapolis Heart Institute Foundation announced plans to construct a 128-bed Heart Hospital on the south Minneapolis campus to advance the hospital's vision for excellence in cardiovascular care. When completed in 2005, the building will add 388,000 square feet of space, centralizing the hospital's cardiac beds and allowing space for future growth. The project reflects a \$200 million investment in the Abbott Northwestern campus.

Denny DeNarvaez, the hospital's chief operating officer, says the decision to build a Heart Hospital is grounded in a vision for cardiovascular care that focuses on the entire patient experience, not just acute intervention of cardiac episodes. Says DeNarvaez: "Our dream of cardiac care includes the active participation by the patient and family in the care process, the inclusion of healing arts with state-of-the-art medical services, taking cardiac services to communities across the state, and a focus on clinical research and teaching to advance the science and art of cardiovascular care. The construction of the Heart Hospital is a vital component of our vision."

The Heart Hospital is good news for the greater south Minneapolis community, says Eric Eoloff, Director of Community Relations at Abbott Northwestern. "It will serve as an economic development catalyst for Phillips and surrounding neighborhoods, as we recruit more and more employees from the neighborhood for health careers at the hospital, and as more and more employees, patients and families spend their money here in south Minneapolis."

Planning With the Greenway in Mind

As part of the Heart Hospital expansion, plans are being laid for the construction of a parking ramp at the southeast quadrant of 28th Street and Chicago Avenue to accommodate the hospital's overflow employee parking need. Recognizing the uniqueness of land south of the hospital campus and north of the Greenway, the hospital has assembled a 20-member Parking Ramp Advisory Committee to solicit and analyze input from a variety of sources concerning design issues. As Eric Eoloff explains, "The hospital's goal was to ensure that Committee members represent the broad range of interested parties, including the hospital, the West

Phillips and Midtown Phillips neighborhoods, the Chicago/Lake Business Association, the Midtown Greenway Coalition, the City and Hennepin County." The committee will meet twice per month through May. Bob Corrick, president of the Midtown Greenway Coalition, applauds Abbott Northwestern's efforts to ensure that its parking ramp fits into the redevelopment plans for the Greenway. "It is great that Abbott Northwestern has been sensitive to the needs of the Greenway and has sought community input up front," he said. "We are hoping to integrate the parking ramp with the Greenway in an aesthetic and inspiring manner, while at the same time serving the needs of the hospital campus and users of the Sears site."

The long-time presence of this top-flight medical facility and the many jobs it provides is a unique strength along this stretch of the Corridor. Nearly 1,000 of the hospital's employees live in South Minneapolis. Abbott Northwestern employee Mildred Flowers has firsthand knowledge of the critical role the hospital has to play as one of this community's largest employers and most active corporate citizens. After graduating with the first class of HCI students, Ms. Flowers obtained a nursing assistant position with Abbott Northwestern, just three blocks from her home. She is now taking the necessary classes at HCI to qualify for the LPN program, and is hopeful that her improved earning capacity will enable her to buy a house in the neighborhood. "I feel lucky that, because of Abbott Northwestern, I really have the total package available to me," explains Ms. Flowers, "including a good job and a chance to go to school and buy a home, right in my own neighborhood."

Greenway Extension Set continued from page 8

designed to better fit the historical, industrial nature of the Corridor.

Planning for future transit is also a critical component of the Phase II design. Hennepin County is delaying its Midtown transit planning until it has completed a transit study for the Southwest Corridor, but ensuring that transit has room in Phase II was a critical design challenge. The Midtown Greenway Coalition and Hennepin County worked together to find solutions to future transit plans that would not interfere with the biking and pedestrian experience. Retaining walls will not be as high as originally planned, transit will have the necessary space, and construction costs will not expand significantly.

Through the efforts of Mary Altman at the City's Office of Cultural Affairs, the ramp railings will contain a public art component consistent with the ideas set forth in the Public Art Master Plan.

The Schedule

The Phase II design process is complete, but the public bidding, final engineering, and public approval process will take several more months. A wide variety of interested public entities must weigh in on the Phase II expansion. The Minnesota Department of Transportation must approve the budget and plans, because federal funding is part of the finance package, and MnDOT will act as the federal agent for this project. Hennepin County owns the rail right-of-way, and thus ultimately the Greenway, so it must approve plans.

By the end of July, the City will let the contract for bids, and within three weeks of that time, select a contractor. Construction will begin by the end of the Summer, and could be complete as early as this Fall.

Nate Garvis



Nate Garvis
Vice President of
Government Affairs,
Target Corporation

BACKGROUND

Nathan Keller Garvis began his career in Public Affairs while earning his Juris Doctor at the University of Oregon, and serving as an aide to the House Majority Leader of the Oregon House of Representatives. Upon receiving his law degree, he returned to Minnesota and served as the Director for Government Affairs

and Legal Counsel for the Minnesota Retail Merchants Association for two years before joining Target Corporation (formerly Dayton Hudson Corporation) in 1993. As Vice President of Government Affairs, Garvis is responsible for Federal and State level legislative and regulatory affairs for one of the largest retail companies in the United States. He is also responsible for Target Corp.'s Political Affairs, serving as treasurer for the corporation's four political action funds.

Garvis is a member of the Board of Directors' Executive Committees of the Public Affairs Council, the Minnesota Chamber of Commerce, the Minnesota Retailers Association, the Minnesota Film Board, the Illinois Retail Merchants Association and the California Business Property Owners Association. He is also the Chair of the Board of Directors for the Jefferson Center for New Democratic Process.

Garvis is a former fellow at the University of Minnesota Hubert H. Humphrey Institute of Public Affairs and currently serves as Chairman of the Policy Forum's Advisory Board.

EDUCATION

B.A., History, University of Minnesota, 1985

J.D., University of Oregon, 1990

An Unbeatable Combination

“The greatest strength of the MCW Partnership is the dynamic make-up of the Partners. The people around the table represent such an extraordinary cross-section of backgrounds and expertise, and combine to form an unprecedented governance structure that utilizes diverse talents and experiences to great effect. From the grassroots contributions, to the public officials, to the private leadership, the Partnership represents all the components necessary to move projects on all levels.”

“I have a special interest in public-private partnerships and MCW is one of the most successful and productive partnerships of which I am a member. Serving as a member of this partnership, I have gained an even greater appreciation for the strength and value of the contributions of all the Partners. I feel very confident about the work that is being done and incredibly optimistic about the results and value that work will produce in the future.

A New Face for an Historic Place

“One of the most rewarding benefits of being involved in the Partnership is the opportunity to restore and beautify one of Minneapolis' greatest historical places. The Midtown Greenway is a rare and beautiful asset running right through the middle of a metropolitan area, surrounded by some of the most diverse people and neighborhoods in Minneapolis. It creates a connection of people and places like no other place in the city.”

“I am especially proud of the work of the Bridges Initiative. The emphasis on the role of public art central to the design process assures aesthetic beauty will be combined with functional value, but also presents the opportunity for the bridges to be creatively reflective of the people and history of the neighborhoods they connect, figuratively and literally. At their completion, this series of artfully designed bridges will transform the Greenway, uniquely defining and separating it from any other city in the United States. I truly believe we have the opportunity to create something of an international iconic stature”

“I'm proud to represent Target because of their great dedication to the community. I am also a longtime East Isles resident so I have a personal appreciation for, and commitment to, the Greenway. I feel great about all the work that has already been accomplished, and the role that Target and I have had the opportunity to play. I look forward to the day when I can bike with my grandchildren from Lake Calhoun to the Mississippi River and I'll know that I helped to make that happen.”

Minneapolis would not be experimenting with a new public infrastructure process. Robert Lilligren, the new Ward 8 City Council member, supports the project. “This Council is interested in finding new ways of working, and better ways of serving the community. What I’ve seen so far from this bridge initiative is fantastic—I’m all for this new way of building public infrastructure.” The City’s leadership in developing a unique design and construction process is a key reason the bridge initiative is moving from concept to concrete.

Hennepin County owns the Park Avenue bridge, and is a full partner in the process. The City and County plan for collaboration is unique. Through an innovative solicitation request, the City will hire a multidisciplinary design team to develop conceptual designs for both bridges. After the City and County approve these designs, Hennepin County engineering staff will develop the engineering plans and specifications needed to construct the design ideas.

By collaborating on the bridge projects, the City and County are ensuring that new Greenway bridges are designed consistently, though not identically, to each other. This arrangement provides cost efficiencies as well, because Public Works has already developed the solicitation setting forth a multidisciplinary design process and requiring proposers to develop design teams.

Midtown Crossings Concepts

The design team selected by the City will take inspiration from the concepts developed at the Midtown Crossings workshop for the Chicago Avenue site. Among the considerations recognized at the workshop is the significance of the Sears Building in this area, and the potential that any project at that site could overwhelm a Chicago bridge. Accordingly, any design must include its



Conceptual design for Chicago Avenue bridge promotes pedestrian access.

relationship with the Sears site as an important element. According to Garvis, “Context must drive the design of these bridges. The industrial aesthetic and community vision must shine through the designers’ work.”

One design coming out of the Midtown Crossings workshop is modeled on the existing corridor bridges. The design would provide support in the middle of the bridge, but rather than replicating the two sets of columns that currently support the bridges, the supports would angle from the middle of the bridge out to the bridge embankment and carry stairs for better access between the street and Greenway. Such a bridge incorporates not just public art and bridge infrastructure, but also movement into the Corridor. These design ideas are still just conceptual, but as the multidisciplinary teams begin giving form to the new bridges, the concepts will provide some inspiration.

The Design Institute at the University of Minnesota has also helped develop the solicitation. Communicating the concepts of the design workshop and the high-level design expected from the

design teams is critically important. The Design Institute has ensured that the language of public infrastructure and the language of world-class design are compatible, and has helped the City target the solicitation request to top designers. Translating the model process and work product from the Midtown Crossings workshop into bridge specifications is the next challenge for the Partnership.

Design Solicitation

The City mailed its solicitation request to participants on March 11. The Partnership’s Art and Design committee weighed in with suggestions and ideas after the City developed the initial document. Proposals are due March 29, and an evaluation team will select the artists by May 1. The selected team will work from May 16, 2002 and deliver completed conceptual designs by July 1.

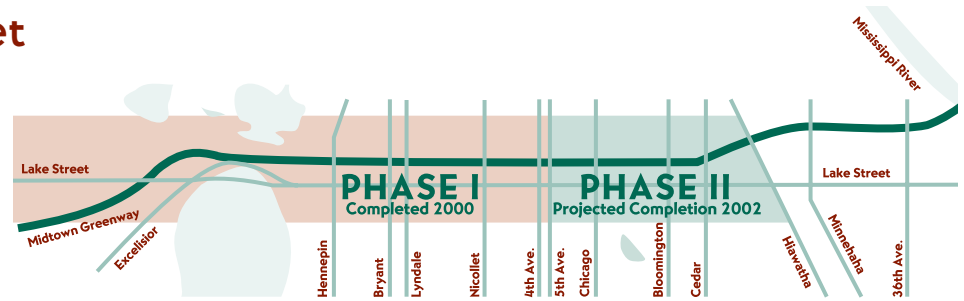
City and County staff have committed to work together closely on this project, and are finalizing the details of their collaboration plan. The solicitation request reflects this cooperation by requiring the selected design team to coordinate between City and County departments, and the State Historic Preservation Office, to get preliminary responses to their work. In addition, the team must develop community support and approval for the designs before delivering them to City staff by hosting three community meetings during which it will present the concepts. The designs will go through City and County approval processes, and upon approval, County engineers will develop engineering plans and specifications, submit them for public bidding and select a contractor. Due to federal funding limitations, the end of 2003 is the deadline for Chicago Avenue bridge construction, and the Park Avenue bridge replacement will follow.

Greenway Extension Set

The City of Minneapolis has completed plans for Phase II of the Midtown Greenway. Under the project's current schedule, the Greenway should extend to new communities and neighborhoods in Midtown Minneapolis by the end of the year. Trails, ramps, lighting, and retaining walls are designed and ready for construction, and Phase II will stretch from Fifth Avenue on the west to Hiawatha Avenue on the east. This addition required more concentrated planning and design work than Phase I, but after careful consideration and compromise, the Greenway has a design that will serve diverse needs.

Developing Designs

The primary challenge to completing Phase II was the Cepro Grain Elevator site, which was the last remaining customer of the Canadian Pacific Railroad



in the Corridor. Hennepin County provided critical leadership and financial resources to the project by acquiring the elevator site and freeing the railroad to pull up its tracks and abandon the Corridor. Canadian Pacific will tear up the tracks this Spring and mitigate any environmental problems associated with its use of the Corridor, allowing Phase II construction to begin on-time.

The rail abandonment procedure and federal funding used for construction triggered historic review by the State Historic Preservation Office (SHPO). The Corridor's associations

with early 20th century engineering, urban planning, and transportation, plus its unique solution to public safety concerns make it eligible for placement on the National Register of Historic Places. SHPO worked to ensure that the Phase II design would not harm the Corridor's historic integrity. One result of that work is that retaining walls for ramps and the grade separation will be constructed from a modular block different than the one used in Phase I. This new concrete block will be much larger than the Phase I block, and is

continued page 5



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