Alliance Organization

1. Brief Organization History

May, 2007
Legislature outlined an alliance to be formed and specified membership:
University, City, neighborhoods bordering on Mpls campus, business associations and student government organizations.

October, 2007
Stadium Area Advisory Group worked out details, Steering Committee membership and voting strength:
> 3 representatives from the U, at V.P. level
> 3 representatives to be named by the City
> 1 representative each from neighborhood association—association presidents
> 1 representative from each business association
> 1 representative from GAPSA
> 1 representative from MSA

The total representative membership was 16. Neighborhood representatives each had 2 votes on the Steering Committee, every other representative had 1 vote. Augsburg College was subsequently invited to be represented on the Alliance Steering Committee.

November, 2007
First meeting of Steering Committee—breakfast and tour of the University District. December, 2007, first business meeting of the Steering Committee. Early Start, Demonstration Projects and Vision and Planning Task Groups were charged and started to work.

April, 2009
Organization Task Force was charged and held its first meeting; suggestion and comments collected from Steering Committee

May, 2009
Legislature encourages Alliance to become a formal organization.

August, 2009
Organization Task Force report to Steering Committee
- Bylaws drafted for non-profit corporation
- Bylaws draft vetted with University legal dept and redrafted
- Bylaws draft vetted with City legal dept
- Consulted with Gray Plant Moody Attorney regarding filing for tax exempt status
- Draft bylaws approved by Steering Committee in April 10 with suggested changes
- Organization Task Force continues to work on draft bylaws

May, 2010
Work Plan Coordinating Committee formed with expanded charge to continue working on organization, as well as coordinate the development and implementation of a work plan. Several models of independent and semi-independent organization models were explored. (See white paper of March, 2011.)

2. Consideration about how should the Alliance be formally structured to carry out its purpose and work toward achieving its goals?

The Alliance Steering Committee has worked well, as a generator and coordinator of plans, ideas and activities. It functioned well by consensus, but a more formal system was needed for electing officers at set intervals, for determining the kind and number of organizations who may become members; for certification of representatives, alternates, and voting in election of officers and such other matters as normally pertain to a non-profit organization.

Because the Steering Committee is quite large and as plans and activities proliferate, an executive committee and other working committees were to be established or re-established and their powers, responsibilities, and accountability spelled out in a more formal manner.

Numerous interested people have joined Alliance committees and participated in Steering Committee sessions whether they were appointed representatives or not. These volunteers have contributed a great deal to the Alliance. Some of them argue that the Alliance should become more of an action committee. But the Alliance's greatest successes to date have been at the policy and idea-generating level rather than implementing program/action level.

The Alliance has provided forums where new ideas are expressed and linked professionals in one arena with professionals in another to solve current and future problems affecting the Alliance area. It has discussed problems and challenges facing the neighborhoods and made the City, the University, and the public more aware of the unique challenges facing the whole area. In the discussion at the January, 2011 meeting of the Steering Committee on the question of what is the most effective role for the Alliance in accomplishing its mission, the consensus description was as "catalyst", "influencer", "coordinator".

Various alternatives were considered for reorganization solutions for formalizing the Alliance. They included a corporation affiliated with the University, one formed by the Legislature and an independent non-profit corporation. After assessing the strengths and weaknesses of each it was decided to pursue the path toward an independent non-profit corporation.

3. Process going forward.

By-laws for the corporation were drafted (draft dated February 18, 2010) and discussed by the Alliance Steering Committee at its April, 2010 meeting. It was understood there may be subsequent need for revision before the By-laws were formally adopted by a new board of directors, depending on the model of organization(s) chosen or developed, and to comply with requirements of achieving non-profit status with the IRS.

Until all the elements were in place for a new, independent organization the Alliance started

working with the existing structure and continued to be staffed primarily by the University. This also provided time for the Alliance to develop its governance during the period when the the University was in administrative leadership transition. The Alliance formed a Work Plan Coordinating Committee to take responsibility for Alliance actions while the Steering Committee continued to set policy and priorities.

The interim organization adopted by-laws to develop more formal governance policies, and to pursue steps necessary to lead to a free-standing non-profit that has.

It was expected that a new organization will provide a level of independence from the University and the capacity to raise its own funds, have its own staffing, financial management, and "back room" operations. The continuity of governance and sustainability of this organization may be challenged though because the individuals who represent members on the board are selected for limited terms by the members and not by the Alliance.

4. Current status.

By-laws were adopted by the Alliance Steering Committee at its June, 2011 meeting (with minor amendments since that time) and elections for officers and Executive Committee members were held in December 2011. The Alliance Steering Committee became the Alliance Board of Directors with newly elected officers convened in January 2012, and the following make-up:

> 3 representatives from the University
> 3 representatives from the City of Minneapolis
> 1 representative from Augsburg College
> 2 representatives from each neighborhood association member
> 1 representative from each business association member
> 1 representative from GAPSA
> 1 representative from MSA

A fund has been set up with the University Foundation to receive donations for Alliance use.

The proposed MOU with the University will assure that when the Alliance becomes a separate independent organization, that the Alliance will continue the administrative and logistical support of the University.

With by-laws, Board of Directors, MOU and Foundation account in place, the next step is to incorporate as a separate corporation.

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Purpose of the University District Alliance

The Alliance is an initiative of communities, learning institutions, and the City of Minneapolis that works to make sure the area surrounding the University of Minnesota campus in Minneapolis is one that:

- capitalizes on its exceptional resources;
- is vibrant, safe, healthy, and sustainable;
- is a preferred place for people of all ages to live, work, learn, do business, and visit.

Goals for Achieving the Purpose of the University District Alliance

Goal I: Create a unique identity for the University District as a positive, welcoming, and forward-looking place to live, work, invest, and visit.

Goal 2: Develop the University District Alliance into a professionally run partnership of strong and supportive member organizations.

Goal 3: Increase the number of long-term residents and broaden the socioeconomic and demographic make-up of the population.

Goal 4: Improve the quality and diversity of the housing stock.

Goal 5: Attract and retain enterprises that capitalize on the assets of the District.

Goal 6: Demonstrate quality urban design and sustainable urban development.

Goal 7: Facilitate communication and cooperation among the residents, businesses, institutions and public sector entities.

Goal 8: Cultivate a healthy living and learning environment by bringing together the academic, research, artistic, and municipal resources of the University and the partners.