

FINAL NARRATIVE REPORT

HUD Sustainable Communities Regional Planning Grant to Metropolitan Council

Corridors of Opportunity

Connecting People, Places and Prosperity



July 30, 2014

The Council's mission is to foster efficient and economic growth for a prosperous metropolitan region

Metropolitan Council Members

Susan Haigh	Chair	Edward Reynoso	District 9
Katie Rodriguez	District 1	Marie McCarthy	District 10
Lona Schreiber	District 2	Sandy Rummel	District 11
Jennifer Munt	District 3	Harry Melander	District 12
Gary Van Eyll	District 4	Richard Kramer	District 13
Steve Elkins	District 5	Jon Commers	District 14
James Brimeyer	District 6	Steven T. Chávez	District 15
Gary L. Cunningham	District 7	Wendy Wulff	District 16
Adam Duinck	District 8		



The Metropolitan Council is the regional planning organization for the seven-county Twin Cities area. The Council operates the regional bus and rail system, collects and treats wastewater, coordinates regional water resources, plans and helps fund regional parks, and administers federal funds that provide housing opportunities for low- and moderate-income individuals and families. The 17-member Council board is appointed by and serves at the pleasure of the governor.

On request, this publication will be made available in alternative formats to people with disabilities. Call Metropolitan Council information at 651-602-1140 or TTY 651-291-0904.

Table of Contents

- Vision and goals of COO: Summary of achievement and progress..... 5
- Leadership: Systems Change Potential and Policy Board Role 6
 - Systems Change Potential: What was different because of the grant 6
 - Policy Board Role: Cross-sector of partners at the table 8
- Regional Planning 8
- Projects 10
 - Community Engagement..... 10
 - Corridor-wide Planning and Development Strategies 11
 - Bottineau Transitway 12
 - Cedar Avenue METRO Red Line BRT Market & Development Standards Study..... 12
 - Gateway Corridor – Fostering an East Side Transit Conversation 13
 - Northstar Commuter Rail Transit-Oriented Development Strategy 14
 - Southwest LRT Community Works 14
 - Advancing Local Implementation Capacity in Transit Corridors..... 15
 - Site Specific Projects..... 16
 - General Pre-development Projects..... 17
 - Central Corridor Demonstration Projects..... 17
 - Jobs Central, aka Corridors 2 Careers (Ramsey County Regional Rail Authority) 18
 - Improving Energy Efficiency in Multi-family Rental Housing (MN Housing)..... 18
 - Strategic Stormwater & Green Infrastructure Solutions for Transit-Oriented Development (City of St. Paul) 18
 - Energy and Resource Efficiency for Small Businesses on Central Corridor (Ramsey County Regional Rail Authority)..... 18
 - Research, Technical Studies and Policy Tools..... 18
 - Program of Projects (Counties Transit Improvement Board (CTIB)) 18
 - Research on How to Achieve System-level, Transit-Oriented Jobs-Housing Balance (University of Minnesota) 19
 - Corridors of Opportunity Evaluation (University of Minnesota)..... 19
 - TOD Implementation Support (GB Placemaking) 19
 - Transit Corridor Development Data and Mapping Systems (Springsted) 20
 - Further Fair Housing (MN Housing)..... 20
 - Enhance HousingLink Services (MN Housing) 20
 - Location Efficient Mortgage Products Study (MN Housing) 20
- Next Steps: Leveraging partnerships and sustaining and embedding the learning, practices and policy impacts of Corridors of Opportunity 21
 - Partnership for Regional Opportunity and Work Groups 21
 - Community Engagement Team and Steering Committee..... 22
 - Examples of Embedding COO 22
 - McKnight Foundation’s Moving the Market RFP 22
 - Nexus Community Partners’ Boards and Commissions Leadership Institute (BCLI)..... 22
 - TOD Embedded at Government Partners..... 23
 - Central Corridor Anchor Partnership..... 23
 - Developer Roundtable..... 23
 - Strategic Acquisition and Land Banking financing tools 23
 - Future Areas of Focus and Potential Impact of Vision..... 23
- Appendix A. Corridors of Opportunity Vision, Outcomes, Goals, Strategies and Principles 25
- Appendix B. Corridors of Opportunity Funding and Grants Breakdown 26
- Appendix C. Corridors of Opportunity Policy Board Members..... 28
 - Co-Chairs 28
 - Partners 28
- Appendix D. Listing of project reports, websites and other deliverables 29

Appendix E. Map of Corridors of Opportunity	31
Appendix F. Community Engagement Grants.....	32
Round One Grantees.....	33
Round Two Grantees.....	35

Vision and goals of COO: Summary of achievement and progress

Launched in January 2011, the Corridors of Opportunity (COO) initiative brought together top leadership from state, regional and local government, philanthropy, non-profit organizations, and business interests, focused on accelerating the build out of the region's transit system while promoting adjacent development that advances economic vitality and benefits people of all incomes and backgrounds. See Appendix A for a graphic of the initiative's vision and goals.

With funding from a \$5 million HUD Sustainable Communities grant and \$2.7 million in grants and \$13 million in loans from the Living Cities Integration Initiative, COO has funded projects ranging from corridor-wide planning and development strategies and new methods of community engagement to direct financing of development projects and small business loans. Partners bring their unique subject matter expertise to the table, their financial resources, and the "powers" that their positions hold (e.g. philanthropy can convene multiple high-level players; government can change funding criteria and implement policy decisions; and non-profits can deliver direct service as well as play an important intermediary role between community and government) to advance the goals of the initiative.

Co-chaired by Metropolitan Council Chair Sue Haigh and Lee Sheehy, Program Director of Region & Communities at the McKnight Foundation, the COO Policy Board unanimously agreed to continue its efforts into 2014 in order to focus on opportunities to implement new practices and embed system change within organizations.

Overall, COO stimulated greater alignment and integration among funding partners, policymakers and community stakeholders around transit and equitable transit-oriented development (TOD). This alignment helped to clarify roles and responsibilities of the partners, align priorities, and establish a shared vision and collective outcomes.

All projects have successfully finished their work, having produced over 25 reports and studies that will not only be used by those stakeholders directly involved, but will inform regional leaders on innovative practices, new strategies for TOD, new engagement models and much more. Each of our separate projects have their own plans for sharing their learning and using their study or output to contribute to next stages of their work. Many have received additional funding to continue their efforts. Highlights are in section four of this report. Appendix B notes all of the projects and their funding.

To quote from Wilder Research's Corridors of Opportunity Final Evaluation Report:

As of the end of the third and final year of the Corridors of Opportunity, the evaluation finds that specific funded projects have produced development results that are at or close to the intended scale, including:

- Affordable housing creation and preservation
- Funding of a variety of catalytic transit-oriented development projects to demonstrate the potential for TOD and accelerate market readiness
- Support of diverse and locally-owned small businesses during the stresses of light rail construction
- Increased engagement of historically underrepresented community residents in planning and created development plans that will better serve the communities in which they will be located.

The results of these efforts have also increased the capacity of many organizations and communities in a variety of ways:

- The community development finance institutions (CDFIs) are better prepared to work with each other, with developers, and with other funders including the cities, and better prepared to address gaps in the community development finance continuum (such as strategic acquisition)
- There is more recognition of the role that small business support can play and how it can and must partner with housing and transit for sustainable community development, and providers have increased their capacity to deliver support services and to partner with these other sectors
- The Southwest Corridor planning process has made progress in developing partnership between engineering and land use planners, and has demonstrated both the promise of the collaboration and some of the continuing challenges; those who have been involved in the partnership are committed to extending it to future corridors, and beginning it at an earlier stage of the work
- A variety of new funding streams have been created, and existing ones re-prioritized, to incentivize and promote transit-oriented development and locally-efficient affordable housing
- The principles and vision of the Corridors of Opportunity, and learnings from how to prioritize and accomplish the work, have been substantially embedded in the Met Council's Thrive MSP 2040 regional plan, institutionalizing the combination of equity and economic competitiveness at the regional level for the coming 10 years.

The partnership across content areas, types of organizations, and geographic jurisdictions has been widely agreed to be a highly effective means of addressing complex community challenges at the regional level, and significant shifts have occurred in the extent to which such collaboration is now seen as the assumed way to approach transit and transit-oriented development. Other systems changes that appear to have taken root include the shared vision of equity as a goal co-equal with economic competitiveness, and the spread of a more inclusive method of planning that brings grass-roots community members into the process more fully and at an earlier stage. Moreover, through studies and pilot projects, new tools and strategies have been identified for planning and financing transit and transit-oriented development, and these have been shared with others in the region.

Leadership: Systems Change Potential and Policy Board Role

Systems Change Potential: What was different because of the grant

Wilder Research's evaluation noted several areas of what we called "systems change", meaning a change to the way partners do their work, and that these changes would be durable enough to last beyond the funding period of the grants, as follows:

Elevation of equity as a principle to be joined with economic development. Along with the increased regional focus on development in corridors has come an equally elevated focus on the equity of that development. The number of organizations and cross-sector initiatives working on equity has extended well beyond COO and its successor initiative PRO. Though COO cannot claim to have caused the attention among all the other groups, it has helped to bring them into alignment. The list includes the Itasca Project, MSP-WIN (a funders collaborative

related to employment disparities), and a new initiative of Ramsey County to address concentrated areas of poverty. Strengthening the impact is the fact that these changes are operating hand in hand with an increase in regional thinking and hence the regional scale of application of these principles, by a coordinated partnership of regional organizations and leaders who are in support of each other's efforts.

New patterns of community engagement. Direct outcomes from specific community engagement grants include changes in some plans that will have a high likelihood of making a difference to low-income and underrepresented groups, e.g. a potentially re-located station area in Eden Prairie, changes to Blake Road station to improve low-income community's access, planning on the Gateway Corridor that will include a more comprehensive perspective on low-income residents' transit needs and options, and the inclusion of an elevator in downtown Saint Paul to make a station accessible to users with disabilities. More broadly, the community organizing will help to ensure higher ridership among low-income communities, benefiting individuals as well as the sustainability of the transit system itself. The embedding of new community engagement practices across a wide variety of public agencies has potential to result in similar benefits on region-wide scale.

Linkage of transit with affordable housing and access to employment. The holistic view of development that has been championed by COO and adopted by so many partners is seen by many of the stakeholders as holding a high promise for improving the well-being of low-income residents of the region. The extent to which this vision of development has been adopted by a wide assortment of organizations, and has been institutionalized in the regional plan and in changes to some important funding streams, suggests a high likelihood that this vision will be sustainable even in case of changes in the economy or in elections.

Increased capacity to support entrepreneurship and small businesses. COO has greatly strengthened the capacity of NDC and partner organizations to support not only aspiring entrepreneurs but also existing small businesses. It has also included increases in capacity specifically to serve immigrant and minority entrepreneurs and small business owners. It has also helped integrate these services with the field of affordable housing development, increasing the likelihood that communities will be helped to achieve a balance of housing and locally-owned enterprises that are likely to provide jobs and wealth building for local residents.

New relationships and trust between sector leadership. The new relationships that have been built are felt by almost all partners to be promising of ongoing collaborative work on important issues. The new relationships are across jurisdictions within the public sector; among leaders of different sectors; between community members and public agency staff; and between philanthropy and public officials. The Wilder Research final evaluation found that lead stakeholders of COO widely felt that leaders from one sector better understands the leaders from other sectors and are more willing to listen. This in turn leads to more willingness to take risks in the pursuit of innovation.

Again the final evaluation found that COO has "teed up" a conversation that is critical to the region: one about the impacts of gentrification on neighborhoods and the quality of life. More than just raising the issue, as described above it has developed several inter-related strands of work to mitigate the effects. Beyond the transit and TOD topics of COO, and the equity and economic prosperity issues of the PRO, these "new normal" patterns that have developed can be applied to additional components of healthy community --such as job development or education -- to even more fully address disparities in community well-being that have been illustrated by the Fair Housing and Equity Assessment.

Policy Board Role: Cross-sector of partners at the table

The COO Policy Board table was critical to bring about systems change. It was comprised of top leadership from multiple sectors across the region (For complete list, see Appendix C). It included people who have stature, ability to influence policy, funding, and action. It was also a table where people who didn't always rub shoulders had a chance to do so – i.e. those at the policymaking level and those on-the-ground NGOs. Meetings were structured around larger issues – rather than project delivery/updates, etc. Members were committed to showing up because as many of them have shared, “this is the one place where we get a holistic view of the region – it's not just one issue, one type of sector. It's also a place where equity and economic competitiveness are on the same plane.”

Critical to its success was the strong presence and commitment from the public sector to make COO work part of future funding streams, policymaking, hiring, etc. The Policy Board table was a place where member organizations would be accountable to the vision and each other by presenting how they were making changes internally to support bigger picture systems changes. As the initiative progressed, the audience attending these open meetings grew substantially- adding more accountability and a sense to the public at these meetings that business is being conducted differently.

Regional Planning

The preliminary draft of our region's 30-year plan, called [*Thrive MSP 2040*](#) (Thrive), was submitted to HUD in December 2013 to fulfill the requirement of this grant to produce a regional plan for sustainable development. The final version of Thrive MSP 2040 was adopted by the Metropolitan Council in May 2014. This plan meets the statutory requirement for a comprehensive development guide and replaces the 2030 Regional Development Framework.

Thrive brings a new approach to the overarching policy plan for the 7-county metropolitan region. Organized as an outcomes-based plan to address cross-cutting issues faced by the region, Thrive incorporates technical innovation in forecasting methods and iterative cycles of public engagement, raises new issues onto the regional stage, and adds new dimensions to the regional discussion. Thrive reframes regional issues and challenges planners, residents and public officials to think and act more collaboratively to address shared challenges. Analytically rigorous, more inclusive, responsive to shared challenges, and coalescing the viewpoints of many partners, Thrive reinvigorates planning discussions in the Twin Cities region.

Thrive uses an outcomes-oriented approach to address cross-cutting challenges in a more flexible and collaborative way than previous plans. Stewardship, Prosperity, Equity, Livability, and Sustainability are identified as outcomes to which the region aspires. These are joined by three principles: Integration, Collaboration, and Accountability, which guide pursuit of the outcomes. The outcomes and principles provide overarching policy guidance to Council staff and local communities to flexibly address emerging challenges, respond to changing conditions, and encourage silo-busting partnerships in areas of shared concern.

Thrive will be implemented through the Metropolitan Council's statutorily-driven system and policy plans for transportation, water resources, parks and open space, and housing; through local comprehensive plans; and through related activities such as the Livable Communities Program, Transportation Advisory Board, and the Regional Solicitation for transportation

funding. These mechanisms shape the underlying infrastructure that helps our region grow and prosper.

The Council is identifying changes to its own operations to address the outcomes and principles identified in Thrive. An Executive Implementation Team is working to embed the principles into the Council's work and to link activities back to the plan. Staff are using the plan to change the conversation by thinking differently about what equity, climate change, and economic competitiveness mean to the Council's work and the region. Thrive is already fundamentally changing how the Council provides regional services.

The FHEA, titled "Choice, Place and Opportunity: An Equity Assessment of the Twin Cities Region," was completed and accepted by the Metropolitan Council in March 2014. This analysis answers questions related to the region's opportunities, distribution and access to those opportunities, and how the Thrive MSP 2040 plan should structure public investments to assure residents can access opportunities equitably.

The Council also recognizes that achieving many of the Thrive outcomes and implementing policies in response to the "Choice, Place and Opportunity" assessment requires a wide range of actors. As one voice responsible for regional-scale vitality, the Council names the outcomes in Thrive to frame conversations and collaborations with local, regional, and state partners to move forward in addressing them. For instance, Council staff are collaborating with the community and regional officials to develop a public engagement plan for work throughout Council activities, based on the success of the iterative and intentionally more-inclusive process used in the Thrive development, that more effectively defines and achieves equitable outcomes.

These policy documents were shaped significantly by both the HUD Sustainable Communities charge, as well as the collaboration and input from the Corridors of Opportunity partners. We created a COO Policy Board and Metropolitan Council Thrive MSP 2040 Working Group that met five times to discuss policy issues around transportation, economic competitiveness, community engagement and housing. While COO cannot claim full credit for the shift in Council direction, partners have played a consistent role in advising, influencing and shaping the content and approach. One aspect of the alignment across partners is Thrive's organization across outcomes, rather than by functional area (e.g. transportation, land use, parks). In addition, HUD funds provided for a consultant to advise the Council on its role in the issue of economic development. As a result of this work, the Council is embarking on a suite of activities to advance economic competitiveness.

As equity began to emerge as a key outcome for the Thrive MSP 2040 plan, a related theme traveled with it: to achieve equitable outcomes and foster equity in this region, the Council must ensure the full range of voices participate in regional decision-making. In response, the Council began an extensive process with community partners to create a new [Public Engagement Plan](#) for all Council-related efforts to ensure a deliberate, inclusive approach to engaging the community and local stakeholders. The draft plan emphasizes engaging people affected by a project early in the process, and providing meaningful opportunities to influence the decisions made in a planning process. With guidance from Council members, a collaboration of community organizations affiliated with COO's Community Engagement Team and Council staff created the plan over several months, highlighting lessons learned from past regional projects, and experiences of the COO project.

These documents also ask for partnerships to join the Council in identifying how they are working toward a more equitable and sustainable region, and to leverage partnerships and work together toward a regional vision. Council Chair and COO co-chair Susan Haigh delivered a call for a region-wide focus on equity in her January, 27th, 2014 State of the Region remarks ([An](#)

[equitable future for our region](#)). In addition, Choice, Place and Opportunity includes [a section](#) devoted to sharing how other organizations and partnership are taking action in response to the issues of access to opportunity in our region. Seventeen of the 26 COO policy board member organizations submitted responses.

While the Metropolitan Council had the responsibility to prepare the FHEA document and use the findings as it develops its regional plan, it is abundantly clear that it has little authority or direct impact over many of the things that have led to racially concentrated areas of poverty. Yet there is an expectation that the Council and COO leads and owns this work when it must be implemented by cities, counties, employers, the mortgage finance industry and community based organizations – and funded by government, philanthropy, and the private sector. This is a classic adaptive challenge – where the existing system and its actors are the problems and hold the solutions.

Projects

The HUD Sustainable Communities grant supported five different project areas, each with specific projects within them, as follows:

- Community Engagement
- Corridor-wide Planning and Development Strategies
- Advancing Local Implementation in Transit Corridors
- Central Corridor Demonstration Projects
- Research, Technical Studies and Policy Tools

Appendix D provides a listing of project reports, websites and other deliverables. For a map of the corridors included in Corridors of Opportunity, see Appendix E.

Community Engagement

Our model of engaging historically under-represented communities was unique in that our Community Engagement Team was charged with re-granting \$720,000 of our HUD grant funds directly to 19 community based organizations. The Community Engagement Team (CET), led by Nexus Community Partners, Alliance for Metropolitan Stability, and Minnesota Center for Neighborhood Organizing, formed a coalition of a diverse array of community-based organizations who came together as the Community Engagement Steering Committee, and determined the criteria, application process, and made the recommendations for the community organizations to be awarded funding in two application rounds. According to Wilder Research’s evaluation of the community engagement effort, the Steering Committee “developed strategies based on their shared experiences and knowledge to strengthen regional policies on community engagement.” This evaluation also reported that the engagement grant model enabled engagement efforts that were “more adaptive to the local context, responsive to each community’s needs and priorities, and innovative in approaches to educating and involving community members in these processes than if the work had been done in a more uniform, centralized approach.” Some highlights reported by grantees are as follows:

- At least 40,000 people became more aware of transit-related activities and issues – this includes all those who received information from the grantees in some form (i.e. media, door knocking, and events).
- At least 12,000 people became actively involved in transit-related activities and issues – this includes all those who attended at least one meeting.
- At least 250 people increased their capacity for leadership – this includes those who received some type of leadership training or took on a leadership role.

See Appendix F. Community Engagement Grants for a map and table noting the grantees from the two award rounds.

Corridor-wide Planning and Development Strategies

HUD funded five corridor-wide planning studies that aimed to:

- Better align transitway engineering and land use decisions
- Test models of TOD planning in varying:
 - Geographic settings across the region with diverse governance, demographics, and land form
 - Transit modes (i.e. LRT, BRT, commuter rail)
 - Stages of transitway planning (i.e. alternatives analysis, engineering and design, construction, operation)

	Alternatives Analysis	Preliminary Engineering	Construction	Operation
Bus Rapid Transit (BRT)				Cedar Avenue (METRO Red Line) <i>Operational as of June 2013</i>
Commuter Rail				Northstar Line
Light Rail Transit (LRT)	Bottineau Transitway (METRO Blue Line Extension)	Southwest (METRO Green Line Extension)	Central Corridor (METRO Green Line) <i>Operational as of June 14, 2014</i>	Hiawatha (METRO Blue Line)
Undetermined Mode	Gateway Corridor <i>BRT selected as mode as of July 2014</i>			

The result was five studies that not only benefit the planning in these communities, but also give regional leaders and planners models and example plans to be used as lessons for future planning.

Bottineau Transitway

Transitway Background

The METRO Blue Line extension (Bottineau Transitway) will bring light rail transit (LRT) to the northwest area of the Twin Cities. With Minneapolis and Brooklyn Park at either end, the 13-mile corridor passes through the cities of Golden Valley, Robbinsdale and Crystal.

Corridor Study

Hennepin County Community Works started this process with a question: would undertaking pre-planning prior to station area planning be a helpful way to jump start the latter process. Pre-planning can be an effective tool for laying the ground work for station area planning in the time prior to the selection of the locally preferred alternative, but we were concerned about the longevity and integrity of the information and data collected. Recognizing this challenge, we carefully constrained the preplanning efforts to durable data that would be consistent even in the next year or two.

It's entirely possible that other transit projects in the region could make effective use of pre-planning studies, which can take place in advance of confirmed routes and station locations. This preliminary work helps guide early efforts and keeps the project moving forward effectively, in spite of the fits and starts of federal transit planning process.

Next Steps

In August 2013, Hennepin County hired a community engagement planner for the Bottineau line focused on healthy community planning during the station area planning process—this effort included the hiring of Corridors of Opportunity Community Engagement Team organization Nexus Community Partners to guide the community engagement process and support direct engagement with targeted community organizations for certain underserved community groups. Hennepin County through Nexus Community Partners is awarding a total of \$61,500 to community organizations to support engagement of underrepresented communities in health outcomes around Bottineau station area planning.

There is a growing belief that we can involve community partners at more levels of the planning process. For example, we are more routinely making use of community partners on review committees for consultant contracts. The Bottineau station area planning consultant proposal review was informed by feedback from some of the community engagement grantees

Cedar Avenue METRO Red Line BRT Market & Development Standards Study

Transitway Background

The METRO Red Line bus rapid transit service began operating in June 2013 with five stations and connecting four south metro suburbs of Bloomington, Eagan, Apple Valley, and Lakeville with high-frequency, all-day transit service in both directions along Cedar Avenue. Future phases are planned to extend service to Lakeville and add infill stations in areas with existing Red Line service, for a total of 12 stations.

Corridor Study

As stated in the Red Line Market and Development Study, this work had two primary purposes in mind:

- Understand the impact of BRT, in general, and the new Red Line BRT on future development in the station areas of the corridor communities, and
- Identify strategies to promote transit-oriented development (TOD) at the five existing and one future Red Line station areas in the study.

The study found that BRT can be a catalyst for development when a city has a clear vision, when the station area contains amenities like proximity to existing mixed-use districts and public open space, and when profits can be achieved that are competitive with other conventional suburban development forms.

Next Steps

A challenge for this project is that there is no formal organization established to promote the Red Line and transit-supportive development along the Cedar BRT. The Red Line study project management team (PMT) members participated in the study on an informal basis. The study recommends that further collaboration would be beneficial to promote the Red Line and development opportunities.

Gateway Corridor – Fostering an East Side Transit Conversation

Transitway Background

Gateway Corridor is an 11 mile corridor between Union Depot in downtown St. Paul and Woodbury with connections to a growing regional transit system. This transit service will offer new, consistent all-day service, in addition to existing express service. In July 2014, the policy advisory committee selected bus rapid transit (BRT) as the preferred mode. Service will be operational as early as 2021.

Corridor Study

This study was intended to better engage under-represented, low-income communities in urban, higher density areas of the corridor (East Side of the City of St. Paul) so that the transit project will serve their communities more effectively. It was determined that the residents of the targeted geography would benefit from engagement around broader transit service than just Gateway Corridor, to include regular bus service and other planned transit projects in the area. The result was a project called Fostering an East Side Transit Conversation.

This project created a opportunity for the four east side district councils, two east side community-based organizations, and four governmental partners to regularly convene and discuss transit issues and how to more effectively engage communities in transit projects, currently in process or on the horizon.

The project report notes strategies used included contracting with Organizing Apprenticeship Project (OAP) to hire, train, and supervise a cohort of 10 ethnically diverse community organizers who represent the demographic characteristics of diverse East Side neighborhoods. The goals of the FESTECC organizers were to create opportunities for engaging underrepresented voices around transit development, develop a set of transit equity principles, and create a plan to sustain community engagement as transit plans are developed and implemented on the East Side.

A community covenant was developed through FESTECC that provides both general themes as well as some specific recommendations. This covenant helps to frame community concerns, needs and wants that will be a guiding document as east side transit projects move forward.

Next Steps

The findings of this work are informing how to best develop a community engagement strategies in other corridors including the Riverview and Robert Street corridors.

A representative from FESTC currently serves on the Community Advisory Committee for the Gateway Corridor Commission.

Northstar Commuter Rail Transit-Oriented Development Strategy

Transitway Background

Northstar Commuter Rail has been in operation since 2009, with stops in six northern suburban communities. It is 40 miles in length and has five trips each morning in and evening out.

Corridor Study

This TOD Strategy produced detailed market analysis reports and economic viability analysis outlining three possible scenarios for each station city. Implementation strategies were developed and presented at a workshop in June 2013. This project illustrates the necessity of understanding market realities in developing TOD plans. Without the market analysis and economic feasibility analysis, communities can develop plans which reflect desires but cannot be advanced easily.

At least two of the six cities will make significant modifications to their plans based on the market analysis. The economic viability analysis helps cities understand the level of subsidy that may be needed to make TOD happen at the station area; the tools that may be available to help and the degree to which these tools can impact the gap.

Next Steps

The individual communities described their market updates and their implementation plans as part of the final workshop. The market updates were very detailed and contained many existing projects and plans that are underway. The Northstar communities are interested in pursuing individual strategies as well as corridor wide initiatives that can strengthen the development opportunities and awareness of opportunities in the corridor.

Southwest LRT Community Works

Transitway Background

The Southwest LRT project (METRO Green Line Extension) will operate from downtown Minneapolis through the communities of St. Louis Park, Hopkins, Minnetonka, and Eden Prairie. The proposed alignment includes 17 new stations and approximately 16 miles of double track. It will be part of an integrated system of transitways, including connections to the METRO Blue Line, the Northstar Commuter Rail line, bus routes and proposed future transitways. The total project cost of \$1.65 billion will be funded through a mix of federal, state and local sources, with federal funds making up approximately half the total. The Project will begin passenger service as an extension of the METRO Green Line in 2019.

Corridor Study

As part of COO and funded in part by the Regional Planning Grant, Southwest LRT Community Works completed the *Southwest Corridor Investment Framework*. This seminal document, the first of its kind in our region, promotes opening day readiness by bridging the gap between current conditions and future needs through identifying and prioritizing infrastructure improvements that enhance existing businesses, support mixed-income housing opportunities, and encourage transit-oriented development (TOD). Additionally, the Framework identifies short-term development and facilitates long-term, phased Transit Oriented Developments (TOD) in the Southwest corridor.

Southwest LRT Community Works continued the work to integrate and provide input to the engineering of the Southwest Green Line extension. The results, recommendations and modifications have increased ridership, provided better sight lines to stations, improved transit-oriented development opportunities including larger parcels, and reduced right-of-way acquisition costs.

Our efforts to work collaboratively with the transit project to create a new model for transit development that aligns transit, land use, affordable housing, workforce and economic development are at the leading edge of systems change work within the initiative. The Corridor Investment Framework provides a range of recommendations that prioritize infrastructure improvements that enhance existing businesses, support mixed-income housing opportunities, and encourage transit-oriented development.

Next Steps

Continuing work stemming from COO include:

- Changes in corridor city policy and zoning to promote development around their planned station areas
- Improved relationships with under-represented groups through COO Community Engagement grantees to improve station area plans, such as plans for Complete Streets
- Collaboration between Hennepin County, Neighborhood Development Center and Meda on McKnight's Moving the Market effort, which will explore employment-focused transit-oriented development in the southwest corridor, transforming southwest station area job centers from auto- to pedestrian-friendly, and supporting business growth in these centers, especially for minority businesses.

Advancing Local Implementation Capacity in Transit Corridors

The initiative advanced local implementation capacity along transit corridors by funding pre-development of three real estate projects along the Green Line LRT, which opened on June 14, 2014 connecting the two downtowns of Minneapolis and St. Paul. Combined with the Living Cities grants and loans toward TOD projects, Corridors of Opportunity will collectively help create or preserve over 500 units of affordable housing along transit lines. These projects will also create numerous amenities for residents and the surrounding neighborhoods. This includes commercial and community space, cultural amenities, outdoor plazas and green space, and better connections to transit for walking and biking. The COO projects are expected to leverage \$150 million in additional public and private resources and will stimulate additional investment, particularly in redevelopment areas and in weaker segments of the corridor where investors tend to be cautious. Finally, the COO projects will generate more than \$18 million in jobs for minority contractors, many of whom employ low income residents from within the COO neighborhoods.

The Local Implementation Capacity projects funded by HUD totaled \$953,000 of funding for four site specific pre-development projects and five general pre-development projects, as follows:

Site Specific Projects

Hamline Station (Project for Pride in Living)

To jumpstart transit-oriented development (TOD) around the Hamline Station on University Avenue, Project for Pride in Living (PPL), a multi-service agency serving low-income people, and Excelsior Bay Partners are planning to redevelop the vacant Chevrolet car dealership lot across from the Midway Shopping Center. Their plan includes two 4-story, mixed-use buildings connected by underground parking and a central public plaza adjacent to the station platform. The buildings will provide 108 units of affordable family and workforce rental housing and include 14,250 square feet of commercial space. The project includes a central plaza, which will serve as a "pocket park" amenity for both residents and passers-by and relieve the long expanse of the block's street façade. Local Implementation Capacity funds through the Corridors of Opportunity initiative were used to cover a portion of the predevelopment activities needed to secure financing and gap funding approvals, to accelerate some steps in architectural and engineering design, and conduct community engagement.

Western U, formerly known as Old Home Plaza (Aurora St. Anthony Neighborhood Development Corporation)

The Old Home Plaza Local Implementation Capacity (LIC) project is a real estate development project with a mix of retail/commercial space and affordable housing. It is located at the Western Street LRT station along the Green Line on the site of the historic Old Home Dairy processing plant. The lead organization describes it as an opportunity to use an economic development model emphasizing community ownership and community investment. They selected the Old Home site at University Ave and Western Avenue because it represents the total TOD package - housing, commercial, retail, historic preservation, new construction, and multiple partners across the public and private sectors - located on a transit-rich urban site that will set the tone for further investment in the immediate area.

Prospect Park Station Master Plan (The Cornerstone Group)

The creation of a Prospect Park Station Master Plan is being led by The Cornerstone Group (TCG), a Twin Cities based, socially-responsible developer dedicated to innovation, collaboration, and sustainability. Working with key partners in the area, TCG is using the grant funds to create a master plan for the 4-block station area around the 29th Avenue station in Prospect Park. The goal of the master plan is to develop a well-planned transit-oriented community around the station to serve as a catalyst for additional private investment in the area. The project also intends to demonstrate the ability of transit to stimulate economic growth while decreasing dependence on automobiles.

L&H Station (L&H Station Development)

One of the original site specific pre-development project grantees was L&H Station, a real estate development project that was planned for a site owned by Minneapolis Public Schools and located on Lake Street and Hiawatha Avenue. L&H Station was planned to be a transit-oriented, mixed-use development that would attract passengers to the Blue Line and feature affordable housing, a public plaza, and commercial/retail space with the potential for 120 new jobs. The project was originally awarded \$114,750 in grant funds to complete pre-development activities to move the construction work forward.

In the spring of 2013, Minneapolis Public Schools determined they would not make the site available to L & H Station Development, but instead would retain it for their operations. At that point, \$33,285 of eligible expenses had already been spent on environmental review, site planning for building design and other expenses, which were paid out to the project. The remaining funds were redistributed evenly to the other three Local Implementation Projects - Hamline Station, Old Home Redevelopment, and Prospect Park Master Plan - totaling \$27,155

each. At the time of this report, negotiations were back on the table to develop the land with this project close to its original vision.

General Pre-development Projects

Corridor Development Initiative Plus (Twin Cities LISC)

In this project, three development workshop series were completed at station areas along the Green Line and planned Green Line Extension. The goal of these workshops is to educate residents and strengthen the political feasibility of equitable transit-oriented development (TOD) by creating buy-in around community-defined development objectives. Each initiative consists of a four-part workshop series that engages community members, business representatives, and underrepresented groups using hands on activities to identify issues affecting the community and then integrates market feasibility analyses with community visions.

Aeon/YMCA Mixed-Use Development (Aeon and YMCA)

This grant allowed Aeon and the YMCA to explore potential sites along the Central Corridor to create a dynamic mixed-use development that will include affordable housing and a new YMCA facility. The target area for the site is within a quarter mile of the Green Line in the western portion of St. Paul.

East Downtown Parking Lot Study (City of Minneapolis)

City of Minneapolis contracted a technical and financial analysis to support pre-development activities around the Minneapolis Downtown East light rail station. The study evaluated options for both the public and private sector to reposition the large surface parking lots surrounding the station for future development. Known barriers to redevelopment on the lots included low property tax rates, high revenue generation, and inflated expectations of land values.

The ARTery/8th Avenue Corridor (City of Hopkins)

Known as the ARTery, a two-block stretch connecting the planned LRT station to the historic Main Street will serve as a gateway for pedestrians and cyclists. In order to fully benefit from the LRT while also creating a desirable destination along the Southwest line, the city created a plan and design for a vibrant, interactive, pedestrian-seductive streetscape between the station and historic downtown Hopkins. These funds went toward a community design charette to inform the technical design of the corridor.

SW Corridor Housing Inventory (Hennepin County)

This inventory collected not only traditional data on housing and demographics but also included more detail regarding the naturally occurring affordable housing or unsubsidized market rate housing as a source of affordable housing but also as a target for displacement with potential increase in rents due to the LRT. Refer to the Housing Inventory report for additional detail on the extensive data collected to help inform the Corridor Housing Strategy (http://www.swlrtccommunityworks.org/sites/default/files/CAC_7Nov13_HC_Programs.pdf)

Central Corridor Demonstration Projects

The planning and construction of the Central Corridor (Green Line) LRT provided a rich opportunity to study effective strategies and practices associated with transitway development. In addition to bringing direct benefits to the Corridor, these demonstration projects will provide lessons that may inform the development of future transitways in the region and across the country.

HUD funds supported the following four demonstration projects:

Jobs Central, aka Corridors 2 Careers (Ramsey County Regional Rail Authority)

This pilot sought to create connections to existing resources in new ways to support unemployed/underemployed residents and businesses along the Green Line. The project hired 9 Career Connectors to reach out to residents using grass roots connections. Over 1400 residents were contacted, and over 650 participated in job services, with 65 people gaining employment.

Improving Energy Efficiency in Multi-family Rental Housing (MN Housing)

This project built off of an existing project developing an energy benchmarking system for multifamily residential properties called Energy Scorecards. HUD funding allowed recruitment of landlords owning a total of 47 multifamily housing along the Green Line. If the pilot is effective, it has potential as something that Minnesota Housing can use in its portfolio in the future to help property owners control energy costs and reduce utility costs for tenants, and as something that local utilities can promote to customers as a strategy to reduce energy costs.

Strategic Stormwater & Green Infrastructure Solutions for Transit-Oriented Development (City of St. Paul)

This project created a framework for the development of shared, stacked-function green infrastructure (SSGI) for stormwater management. Green infrastructure stormwater approaches infiltrate, evapotranspire, capture and reuse stormwater to maintain or restore natural hydrology. “Shared, stacked-function” refers to situations where the green infrastructure is intended to provide service for more than one parcel (public or private) and the entire facility functions to provide additional amenities beyond solely managing stormwater.

The study will help cities streamline stormwater management implementation during redevelopment scenarios by providing technical analyses as well as addressing regulatory and institutional frameworks. The goal is to inform the selection of stormwater Best Management Practices (BMPs) that facilitate transit-oriented development (TOD) objectives.

Energy and Resource Efficiency for Small Businesses on Central Corridor (Ramsey County Regional Rail Authority)

The goal of the Energy and Resource Efficiency Demonstration project is to improve the stability and market competitiveness of small, immigrant- and minority-owned businesses by developing strategies to improve their participation in existing programs that can help them reduce the costs of energy and other resources needed to operate. Lessons included the importance of culturally competent outreach utilizing pre-existing relationships to help entrepreneurs hear the message, and accessible, reliable technical expertise as a critical element of an implementation strategy.

Research, Technical Studies and Policy Tools

Policy Studies, Evaluation, and TOD support were funded as part of this initiative as follows:

Program of Projects (Counties Transit Improvement Board (CTIB))

Program of Projects Study assessed the region’s financial capacity to accomplish acceleration of transitway construction, which includes the financial capacity of all potential funding partners. The study found that implementing an accelerated program of projects is not feasible under current law, practice and funding sources. The study suggests that regional partners will need

to work together to make the changes necessary to support an accelerated build-out of a regional program of projects. This study significantly influenced the deliberations of the Governor's Transportation Finance Advisory Committee, which has contributed to the governor's proposal of a metro area sales tax dedicated to transit.

The impact of the Program of Projects Study continues to ripple through the region. In response to the Study's findings, CTIB recognized the need to continue developing potential implementation strategies. At the end of 2013, CTIB committed Board resources to hire federal policy and technical advisors to assist with policy development for the Board's new Transit Investment Framework.

Research on How to Achieve System-level, Transit-Oriented Jobs-Housing Balance (University of Minnesota)

This report analyzes interviews with members of the real estate development community as well as business leaders about the factors that influence site selection and employment near transit corridors. The findings show that there is genuine interest and enthusiasm in transit-served sites among both Twin Cities developers and Twin Cities employers. In spite of this fact, however, developers see transit-accessible sites and transit-oriented projects as significantly more complex and difficult to pursue, due to additional costs, automobile-oriented regulatory structures and few—if any—opportunities to build true TOD's by right. Employers, for their part, feel constrained by sunk capital investments in current locations and a need to continue serving current employees' automotive commutes while attempting to plan for future employees' desires for transit options. Overall, developers and employers see a major generational shift underway towards demand for housing in vibrant, traditional neighborhoods served by high-quality transit and for jobs in transit-served locations. Despite the obstacles, developers and employers see their future success—and the future success of the Twin Cities region—as dependent on meeting that demand.

The report recommends the creation of a specific TOD zoning district which would allow compact, dense, mixed-use, transit-oriented projects with unusually low parking ratios to be built by right, bypassing much of the current permitting process for transit-oriented projects. On the employment side, we recommend acceleration of the regional transitway system buildout, and the implementation of high-quality local transit services—such as streetcars and arterial BRT—to conveniently connect urban neighborhoods to regional services.

Corridors of Opportunity Evaluation (University of Minnesota)

The Corridors of Opportunity Evaluation integrates the local evaluation activities of the HUD grant and the Living Cities Integration Initiative. An evaluation collective, including involvement by the University of Minnesota as funded by HUD, provided both formative feedback and summative feedback. Each of the three years, Wilder Research produced an evaluation, funded by the Living Cities Integration Initiative. Many key findings are represented in this report.

In addition, the HUD funding for the University of Minnesota supported FHEA research, and held the culminating event of the initiative in January 2014, which is captured in a proceedings document.

TOD Implementation Support (GB Placemaking)

The Metropolitan Council began a TOD Strategic Action Plan in early 2012 to help identify appropriate roles for the Council in TOD in relation to its partners, and identify a set of action steps to implement these roles. The resulting plan laid out a path for increased and improved collaboration both within departments at the Council and with its regional partners to accelerate the implementation of high-quality TOD. HUD funds helped the Council further outline how to

implement the recommendations of the plan in ways that would raise the bar in moving more quality TOD projects to implementation.

Transit Corridor Development Data and Mapping Systems (Springsted)

As a means to support economic development and real estate investment along the region's existing and planned transitways, the Council developed a system to collect and maintain development data along the region's transitways, including the amount, pace and type of development, amount of public investment, and value of the development and its impact on the tax base. This data will be used as an information tool to support Council and other applications for funding of projects, a marketing tool for developers, a management tool for cities and other parties to track development activity along corridors, and a communication tool to illustrate the "beyond the rail" impacts of transit investments. The product will be a database and interactive map available to the public.

Several new housing tools and a housing study were funded through Corridors of Opportunity's HUD grant:

Further Fair Housing (MN Housing)

This project resulted in two distinct products:

1. An *online resource guide* that provides diverse audiences such as housing providers, renters, community organizations and cities with fair housing practices and resources. Clear and accessible information about fair housing rights and responsibilities makes fair housing options easier to access within barriers. This product is currently live online and is housed independently on its own website.

Between the launch of www.FairHousingMN.org in April 2013 and December 2013, there were 1712 unique visitors to the site, with the average duration at 30 minutes. Pages have been viewed over 10,000 times, with over 3,700 documents being downloaded.

2. An Affirmative Marketing Toolkit that provides information and resources for landlords to comply with current affirmative marketing requirements. The tool will allow landlords to target their marketing within a specific geography to market to subpopulations in order to comply with existing requirements, while at the same time making such marketing easier and more effective. The tool is still in the development stage, but will, when completed, live on the HousingLink website.

Enhance HousingLink Services (MN Housing)

HousingLink is a non-profit organization that formed in 1997 with a mission of providing greater locational choice for families seeking Section 8 housing. HousingLink made many enhancements to its website, including housing search features, and a Streams data service that provides specific affordable housing data for research and analysis purposes.

Location Efficient Mortgage Products Study (MN Housing)

Center for Neighborhood Technology completed an analysis of the location-based risks in the Twin Cities mortgage market, current market trends, and developed a set of strong recommendations for promoting location efficiency in the region based on interviews with stakeholders and a set of meetings with expert advisors.

Next Steps: Leveraging partnerships and sustaining and embedding the learning, practices and policy impacts of Corridors of Opportunity

Partnership for Regional Opportunity and Work Groups

The leadership of Corridors of Opportunity is continuing in a fourth year through the renamed initiative “Partnership for Regional Opportunity.” The new name reflects their expanded focus to be region-wide, rather than transitway-focused. Work groups were created around the topics of Regional Equity and Community Engagement, Shared Prosperity, Transit-Oriented Development, and Transportation Funding. Each group is meeting several times in 2014 to bring topical issues up for the board to consider. Living Cities, the other funder of Corridors of Opportunity, provided a follow-up grant to support the Shared Prosperity work plan in 2014 at an amount of \$200,000, with a local match by McKnight Foundation for \$150,000 and a potential match from The St. Paul Foundation for \$50,000. The table below outlines the co-chairs and objectives of each work group.

Work Area	Co-Leads	Objectives
Regional Equity and Community Engagement	<ul style="list-style-type: none"> • Repa Mekha, President & CEO, Nexus Community Partners • Jim McDonough, Commissioner, Ramsey County 	<ul style="list-style-type: none"> • Improve regional equity in the outcomes and the decision and implementation processes of regional policies and investments • Identify regional policies and investments to address historic disparities • Improve engagement strategies with underrepresented communities to ensure equitable opportunities for meaningful participation
Shared Prosperity	<ul style="list-style-type: none"> • Mike Langley, CEO, Greater MSP • Lee Sheehy, Director, McKnight Foundation 	<ul style="list-style-type: none"> • Strengthen regional competitiveness and increase investment and job growth for residents of all incomes and backgrounds in the urban core and along transit accessible corridors.
Transit-Oriented Development (TOD)	<ul style="list-style-type: none"> • Brian Lamb, General Manager, Metro Transit • Jonathan Sage-Martinson, Director, Central Corridor Funders Collaborative 	<ul style="list-style-type: none"> • Advance TOD components of Corridors of Opportunity, embedding the work within implementing organizations • Position the region to best compete for federal funds and to attract private capital to TOD. • Inform the direction of the new Metropolitan Council TOD Office.
Transportation Funding	<ul style="list-style-type: none"> • Ann Mulholland, Vice President, Minnesota Philanthropy Partners • Charlie Zelle, Commissioner MnDOT 	<ul style="list-style-type: none"> • 2014 PRO meetings will feature updates and calls to action from the MoveMN campaign.

Community Engagement Team and Steering Committee

The Community Engagement Team received a \$250,000 from the McKnight Foundation for a third round of transitway corridor engagement grants. The third round was targeted at organizations who had previously received CET grants and had built traction towards achieving specific transitway project related goals and new organizations who were primed to carry out engagement activities to ensure that underrepresented communities are engaged in the decision making, planning, and benefits of transit related development. In total, the third round provides 16 grants along 10 transit-way corridors.

In addition to the funding, the CET is providing technical assistance to the grantees and continuing to coordinate bridging meetings between community organizations and Corridor managers.

The Community Engagement Steering Committee (CESC), originally convened to advise the CET and share best practices and lessons, has developed into a body working to improve community engagement practices and policies at a regional level, and to develop a community-oriented definition of equitable transit oriented development. The CET, CESC, and community engagement grantees have also been key community voices contributing to the development of the Fair Housing and Equity Assessment. In addition, the CESC giving input and involved in the Met Council's development of a Public Engagement Plan.

Examples of Embedding COO

McKnight Foundation's Moving the Market RFP

In the summer of 2013, McKnight issued the Moving the Market RFP, which was inspired and informed by COO. It invited proposals that addressed the question: How can private and public investment and activities be harnessed to benefit low-income people and communities? Specifically, it looked for ideas to scale up integrative initiatives that can impact regional market dynamics, consistent with COO goals — positively impacting people with low incomes, implementation-focused, and promoting balanced participation from nonprofit, government, private, and civic sectors.

The McKnight Foundation has awarded two \$750,000 grants. East Metro Strong is one recipient, which is an initiative to work with partners across the East Metro to ensure that investments in transit will maximize sustained and equitable growth for all citizens. The other recipient is Hennepin County, which will lead a collaborative effort with Neighborhood Development Center aiming to increase job growth, including small businesses and entrepreneurship, along planned and existing transitways in Hennepin County.

Nexus Community Partners' Boards and Commissions Leadership Institute (BCLI)

Nexus Community Partners, launched an exciting new initiative called Boards and Commissions Leadership Institute (BCLI). This leadership program supports, trains and places people of color and other underrepresented groups on publically appointed boards and commissions that influence equity issues. The first cohort graduated twelve individuals, eight of whom are now placed in positions. The next cohort of three total is currently in the application process. The next cohort includes four new government agencies.

TOD Embedded at Government Partners

Metropolitan Council and Hennepin County established TOD offices with dedicated staff to implement higher quality TOD projects in the region. The cities of Minneapolis and St. Paul have both hired TOD Managers.

Central Corridor Anchor Partnership

The Central Corridor is home to 17 educational and health care anchors that collectively account for over 67,000 jobs and 115,000 students. These institutions have 100 capital projects underway or planned with an estimated value of \$5 billion. The goal of this work is to create mutual benefits for both institutions and communities, with a focus on three key aspects: local hiring, local procurement and placemaking through real estate investments. Twelve institutions have formally signed on to this partnership.

Developer Roundtable

As a direct result of COO, the Family Housing Fund and partners have created and will continue the Funder's Roundtables Level I: Predevelopment, and Level II: Development Phase Financing - Preconstruction. The COO Implementation Team, funded by Living Cities, has brought together developers with key funders and decision makers in the early stage of a development project to identify challenges and outline a strategic path to implementation. The goal of these "predevelopment joint review" meetings is to help make the development process more streamlined and transparent for equitable TOD projects. This illustrates how funders, developers, and stakeholders are working more collaboratively to solve complex problems early on. This is especially important in an increasingly competitive and constrained resource environment. While none of the projects that have been reviewed at the predevelopment joint review meetings have been completed, developers have given strong positive feedback on the process and coordination of funders. The team is still tracking and advancing the region's TOD pipeline.

Strategic Acquisition and Land Banking financing tools

A notable change in the community development finance system has been the creation of a framework and set of financing tools for Strategic Acquisition and Land Banking for equitable mixed-use TOD projects. The COO lenders identified a Strategic Acquisition Framework to assist its development partners in obtaining critical parcels while the market is still undervalued. In order to facilitate the approval of some of the more difficult projects by the participating partners, the Family Housing Fund committed \$2 million in subordinate financing to the COO Lending Fund. The Family Housing Fund later approved an additional \$2 million for this subordinate position.

Future Areas of Focus and Potential Impact of Vision

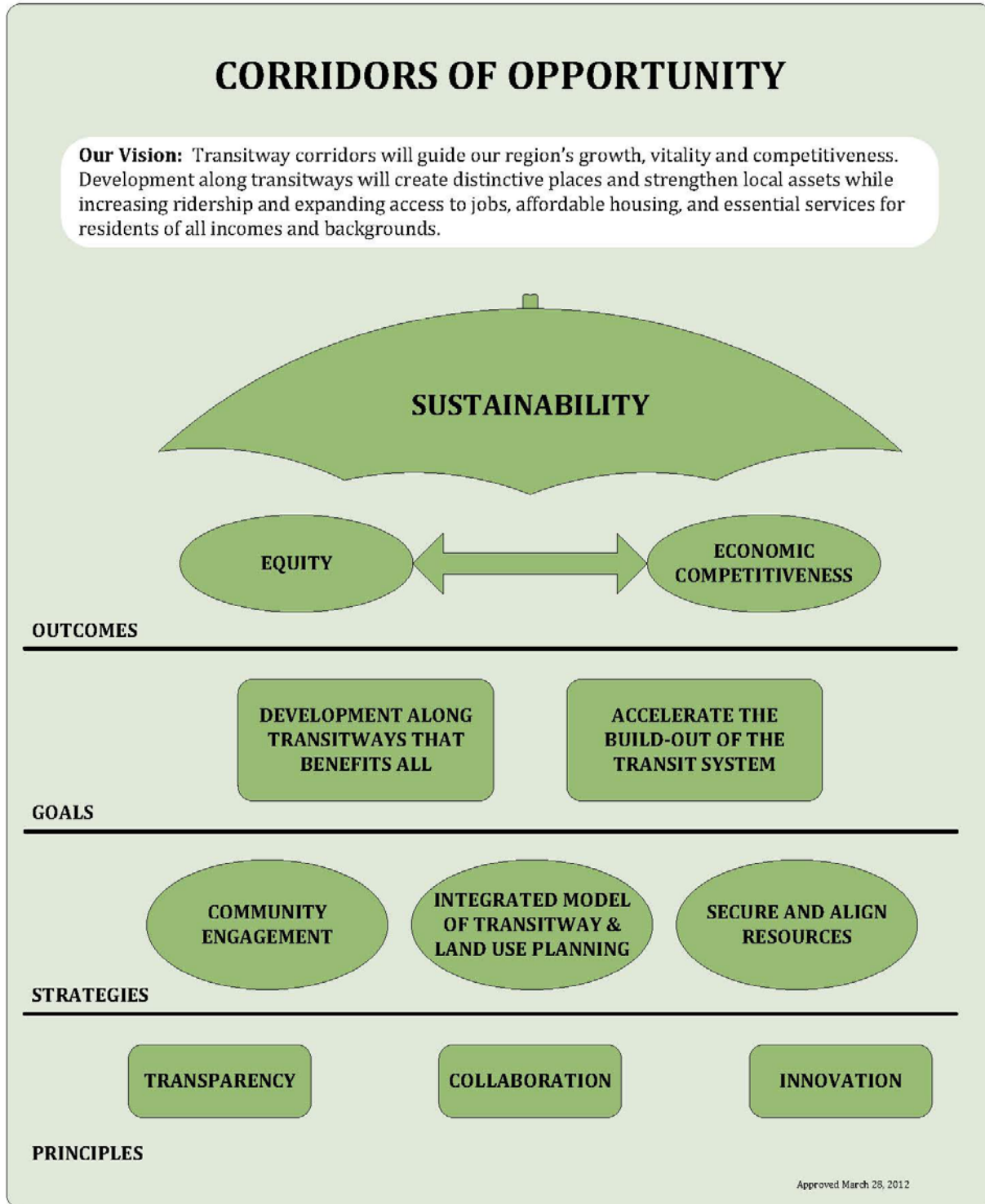
Through the formal Partnership for Regional Opportunity, and the collaborations and relationships strengthened and formed through COO, we will continue cross sector partnerships to address complex issues that no one sector can solve individually. Some examples of efforts being pursued are corridor planning roles, to develop a model that outlines what cities, counties, and transit authorities should be doing at each stage of a project that better aligns project design with land use decisions. Inherent in this is the notion of engaging the development community early to contribute to success of station area planning and transitway alignment.

We have also learned from our community engagement strategies, in which we employed various models to better engage historically under-represented groups which successfully

helped bring people and issues to life for many cities and counties in the region. In addition, the “connector” model proved successful in the Corridors to Careers work and the energy efficiency project, whereby having trusted community members make connections to members of their community, the engagement was more lasting and had better results. This work continues to impact government and community partners alike as practices and policies improve based on what we learned in COO.

As COO, Thrive MSP 2040 and Choice, Place and Opportunity begin influencing implementation of policies and practices across the region, we hope to see many more examples of alignment toward the COO vision of a more equitable and economically competitive region.

Appendix A. Corridors of Opportunity Vision, Outcomes, Goals, Strategies and Principles



Appendix B. Corridors of Opportunity Funding and Grants Breakdown

Corridors of Opportunity Funding and Grants Breakdown

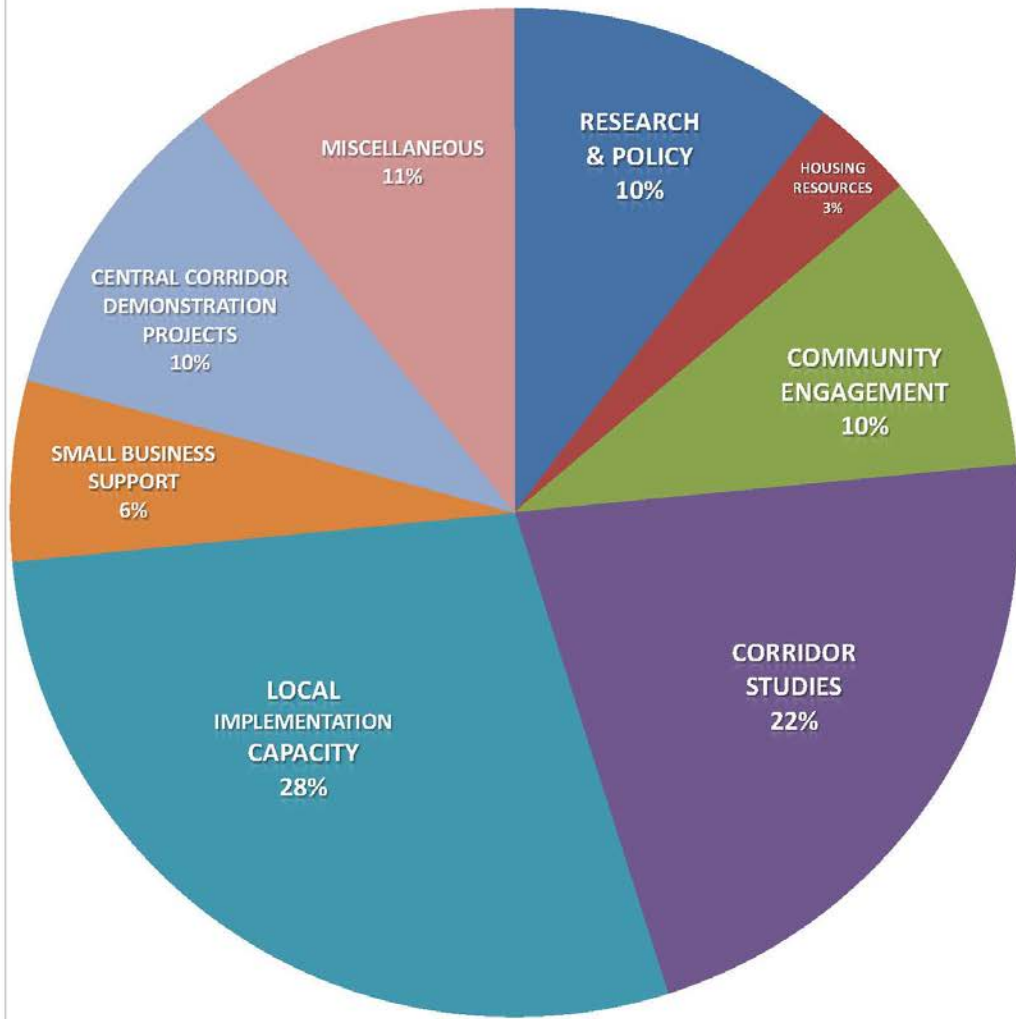
Project	Funder	Sub-Grantee	Total	
Research & Policy			\$813,831	10%
Corridors of Opportunity Evaluation	HUD	University of Minnesota (CURA, CTS)	\$75,000	
Economic Competitiveness in Thrive	HUD	Economic Development Services, Inc	\$68,082	
Program of Projects	HUD	Counties Transit Improvement Board (CTIB)	\$150,000	
Research on How to Achieve System-Level Jobs-Housing Balance	HUD	University of Minnesota (CURA, CTS)	\$100,000	
Scenario and Visualization Tools	HUD	University of Minnesota	\$9,749	
TOD Fund Study	Living Cities	One Roof Global Consulting	\$25,000	
TOD Implementation Support	HUD	GB Placemaking	\$30,000	
Transit Corridor Development Data and Mapping Systems	HUD	Springsted/Stantec	\$40,000	
Wilder Evaluation	Living Cities	Wilder Research	\$316,000	
Housing Resources			\$260,000	3%
Further Fair Housing	HUD	Minnesota Housing	\$100,000	
Enhance HousingLink Services	HUD	Minnesota Housing	\$100,000	
Location Efficient and Energy Efficient Mortgage Products	HUD	Minnesota Housing	\$60,000	
Community Engagement			\$750,000	10%
Community Outreach and Engagement Grants	HUD	Nexus Community Partners	\$750,000	
Corridor Studies			\$1,680,000	22%
Bottineau Transitway	HUD	Hennepin County	\$150,000	
Cedar Ave. BRT Market & Development Standards Study	HUD	City of Apple Valley	\$200,000	
Fostering East Side Transit Conversations (FKA Gateway Corridor Ridership Analysis)	HUD	Ramsey County Regional Rail Authority	\$150,000	
Northstar Commuter Rail Transit-Oriented Development Strategy	HUD	Northstar Corridor Development Authority	\$125,000	
Southwest LRT Community Works	HUD	Hennepin County	\$800,000	
Southwest LRT ULI Assistance	Living Cities	Urban Land Institute (ULI) Minnesota	\$255,000	
Local Implementation Capacity			\$2,203,000	28%
Aeon/YMCA Mixed-Use Development	HUD	Aeon/YMCA	\$50,000	
Affordable Housing / TOD Grants	Living Cities	LISC, TC Land Bank, and Family Housing Fund	\$1,250,000	
Corridor Development Initiative Plus+	HUD	Local Initiatives Support Corporation (LISC)	\$70,000	
East Downtown Parking Lot Study	HUD	City of Minneapolis	\$43,250	
Hamline Station	HUD	Project for Pride in Living	\$227,155	
L & H Station	HUD	L & H Station Development	\$33,285	
Western U (FKA Old Home Plaza)	HUD	Aurora St. Anthony NDC	\$127,155	
Prospect Park Station Master Plan	HUD	The Cornerstone Group	\$327,155	
Southwest Corridor Housing Inventory	HUD	Hennepin County on behalf of Southwest cities	\$25,000	
The ARtery / 8th Avenue Corridor	HUD	City of Hopkins	\$50,000	
Small Business Support			\$450,000	6%
Central Corridor Small Business Support	Living Cities	Neighborhood Development Center	\$450,000	
Central Corridor Demonstration Projects			\$787,000	10%
Central Corridor: Stormwater & Green Infrastructure Planning	HUD	City of Saint Paul	\$382,300	
Energy and Resource Efficiency Demonstration Project	HUD	Ramsey County Regional Rail Authority	\$137,700	
Improving Energy Efficiency in Multifamily Rental Housing	HUD	Minnesota Housing	\$20,000	
Jobs Central / Corridors 2 Careers	HUD	Ramsey County Regional Rail Authority	\$247,000	
Miscellaneous			\$826,169	11%
Communications/Consultants	Living Cities	Marketing that Matters	\$51,000	
HUD Funded: Personnel (Direct Labor), Fringe Benefits, Travel, Other Costs	HUD	Metropolitan Council	\$352,169	
Living Cities: Staffing, Travel, Overhead, and Unspent Consultant Dollars	Living Cities	The Saint Paul Foundation	\$423,000	
Total			\$7,770,000	
Living Cities Total			\$2,770,000	
HUD Sustainable Communities Total			\$5,000,000	
Living Cities Loan Fund			\$16,300,000	

Last updated Oct. 3, 2013

Corridors of Opportunity Grant Distribution

HUD Sustainable Communities: \$5 million

Living Cities Integration Initiative: \$2.77 million



Last updated Oct. 3, 2013

Appendix C. Corridors of Opportunity Policy Board Members

Co-Chairs

- Susan Haigh, Chair, [Metropolitan Council](#)
- Lee Sheehy, Director, Region & Communities Program, [the McKnight Foundation](#)

Partners

- Andriana Abariotes, Executive Director, [Twin Cities LISC](#)
- Colleen Carey, President, [The Cornerstone Group](#)
- Katie Clark Sieben, Commissioner, [Minnesota Department of Employment and Economic Development \(DEED\)](#)
- Jay Cowles, Member, [The Itasca Project](#)
- Caren Dewar, Executive Director, [Urban Land Institute of Minnesota](#)
- Chris Ferguson, Chair, [Central Corridor Business Resources Collaborative \(BRC\)](#)
- Mary Hamann-Roland, Mayor, [Apple Valley](#); Representative, [Livable Communities Advisory Committee](#)
- Yvonne Cheung Ho, [Metropolitan Economic Development Association \(MEDA\)](#)
- Louis King, President and CEO, [Summit Academy OIC](#)
- Jim McDonough, Commissioner, [Ramsey County](#)
- Laurie McGinnis, Director, Center for Transportation Studies, University of Minnesota; Ex Officio, Data and Evaluation Team
- Peter McLaughlin, Commissioner, [Hennepin County](#); Chair, [Counties Transit Improvement Board](#)
- Repa Mekha, Executive Director, [Nexus Community Partners](#); Representative, [Community Engagement Team](#)
- Ann Mulholland, Vice President, Grants and Programs, [the Saint Paul Foundation](#)
- Sandra Oakes, President and CEO, [Twin Cities Community Land Bank](#)
- Jim Roth, Executive Director, [Metropolitan Consortium of Community Developers](#)
- Elizabeth Ryan, Vice President, [Family Housing Fund](#)
- RT Rybak, Mayor, [City of Minneapolis](#)
- Mihailo “Mike” Temali, President and CEO, [Neighborhood Development Center](#)
- Mary Tingerthal, Commissioner, [Minnesota Housing](#)
- Nancy Tyra-Lukens, Mayor, [Eden Prairie](#); Representative, [Regional Council of Mayors](#)
- Lisa Weik, Commissioner, [Washington County](#); Representative of the [Counties Transit Improvement Board](#)
- Paul Williams, Deputy Mayor, [City of St. Paul](#)
- Charlie Zelle, Commissioner, [Minnesota Department of Transportation \(MnDOT\)](#)

Appendix D. Listing of project reports, websites and other deliverables

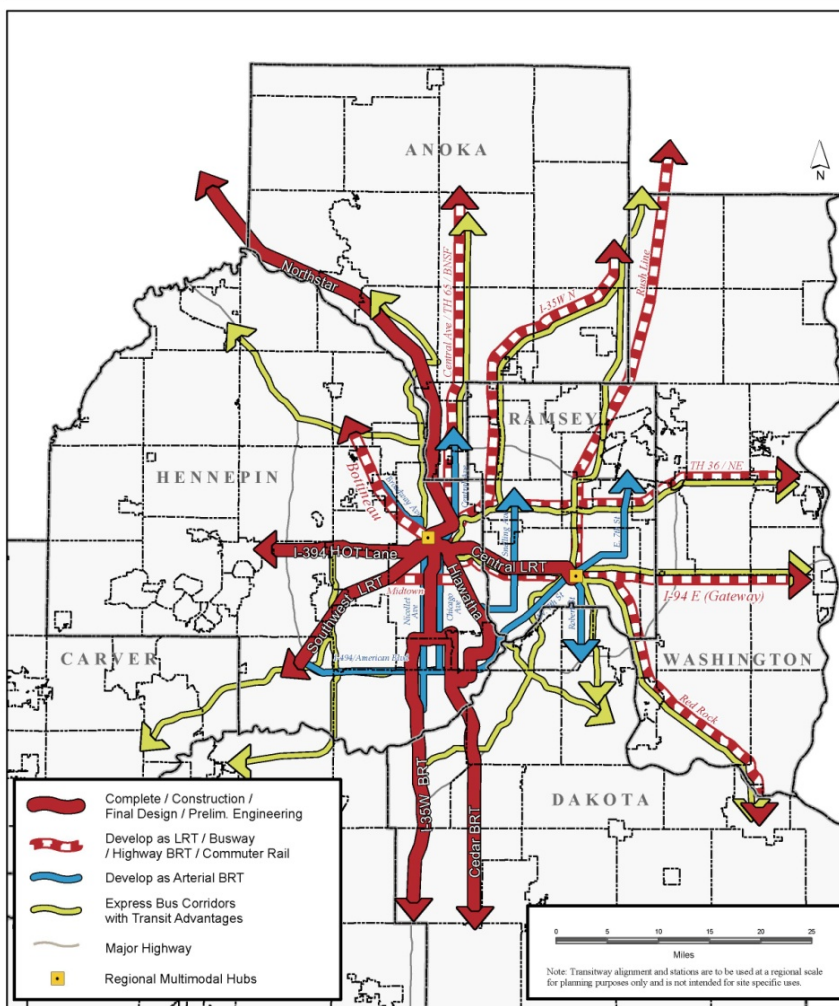
Project	Website
Regional Planning	
<i>Thrive MSP 2040 - Metropolitan Council's Regional Plan</i>	http://metrocouncil.org/Council-Meetings/Committees/Metropolitan-Council/2014/5-28-14/ThriveMSP2040.aspx
<i>Choice, Place and Opportunity: An Equity Assessment of the Twin Cities – Fair Housing and Equity Assessment (FHEA)</i>	http://metrocouncil.org/Planning/Projects/Thrive-2040/Choice-Place-and-Opportunity.aspx
Economic Competitiveness in Thrive	http://www.metrocouncil.org/Council-Meetings/Committees/Community-Development-Committee/2014/March-17,-2014/Economic-Competitiveness-PowerPoint.aspx
Community Engagement	http://www.corridorsofopportunity.org/activities/engagement
Corridor Studies	http://www.corridorsofopportunity.org/resources/project-focused-resources-corridors-opportunity#corridorwideplanning
<i>Southwest Corridor Investment Framework</i>	http://old.swlrcommunityworks.org/technical-documents/cat_view/68-transitional-station-area-action-plan.html
<i>Bottineau Transitway Station Area Pre-Planning Study</i>	http://www.bottineautransitway.org/land_planning_framework.htm
<i>Metro Red Line Cedar Avenue Bus Rapid Transit (BRT) Market & Development Study</i>	http://www.corridorsofopportunity.org/resources/project-focused-resources-corridors-opportunity#corridorwideplanning
<i>Northstar Commuter Rail Corridor Market & Financial Viability Analysis & Implementation Strategy for TOD</i>	http://www.corridorsofopportunity.org/resources/project-focused-resources-corridors-opportunity#corridorwideplanning
<i>Fostering East Side Transit Equity Conversations (FESTEC)</i>	http://www.corridorsofopportunity.org/sites/default/files/FESTEC_FinalReport_12-13%20%281%29.pdf

Local Implementation Capacity	http://www.corridorsofopportunity.org/resources/project-focused-resources-corridors-opportunity#lic
Central Corridor Demonstration Projects	http://www.corridorsofopportunity.org/resources/project-focused-resources-corridors-opportunity#demonstrationprojects
Research and Policy	http://www.corridorsofopportunity.org/resources/project-focused-resources-corridors-opportunity#researchandpolicy
Corridors of Opportunity Evaluation Reports	http://www.corridorsofopportunity.org/our-work/impact
Further Fair Housing	http://fairhousingmn.org/
Enhance HousingLink Services	http://housinglink.org/Home.aspx
Location Efficient and Energy Efficient Mortgage Products Study	http://www.corridorsofopportunity.org/sites/default/files/MN%20LEM%20Report%2012_2014.pdf

Appendix E. Map of Corridors of Opportunity

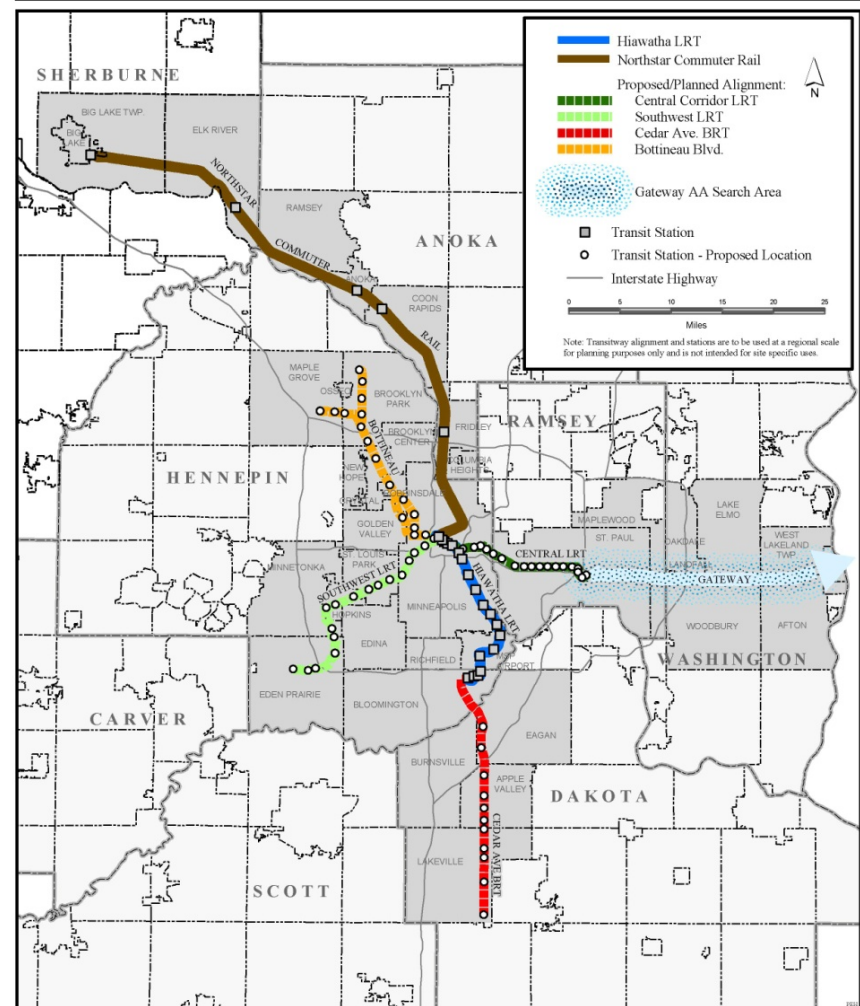
Twin Cities Metropolitan Area 2030 Transitway System

from: Metropolitan Council 2030 Transportation Policy Plan, adopted November 2010.

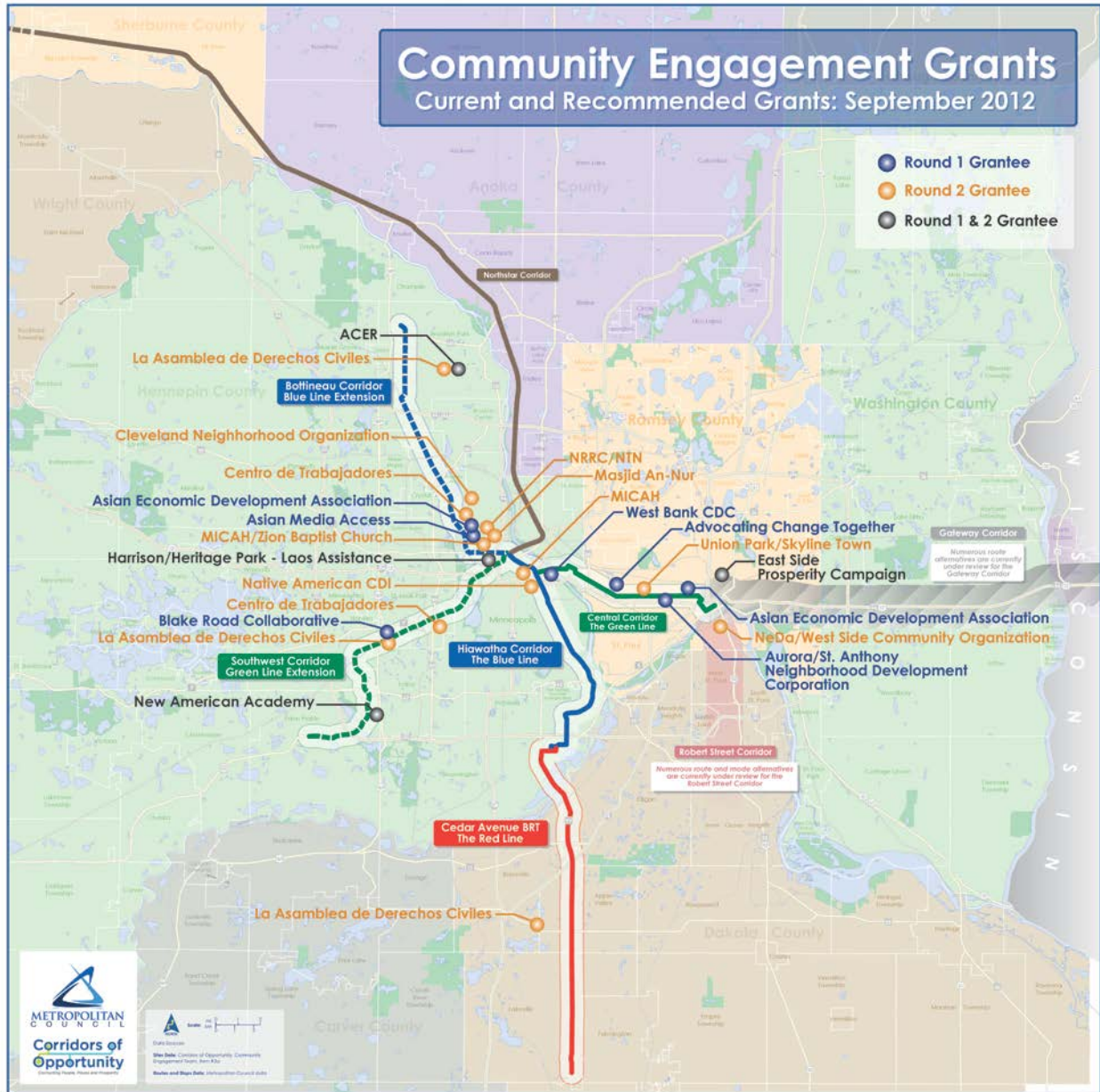


Twin Cities Metropolitan Area Corridors of Opportunity

March 2011



Appendix F. Community Engagement Grants



Round One Grantees

First Round Grantee	Formal Partner	Project Title	Corridor	Amount
Asian Media Access		Asian Pacific Community Network	Bottineau	\$30,000
African Career, Education, and Resource, Inc (ACER)	City of Brooklyn Park	Making Transit Meaningful	Bottineau	\$30,000
Harrison Neighborhood Association	Heritage Park N.A, Lao Assistance Center	Transit Equity Partnership	Bottineau	\$45,000
Asian Economic Development Association		Organizing for Transit and Equitable Development	Bottineau, Central	\$45,000
Advocating Change Together		Advocating Change Together	Central	\$39,700
Aurora St. Anthony NDC	JUST Equity	Historic Rondo/Equitable TOD Campaign	Central	\$60,000
West Bank CDC	Somali Action Alliance	Don't Pass Us By	Central	\$47,086
Intercongregation Communities Association	Blake Rd Corridor Collaborative	Blake Rd Neighborhood Discussion Circles	Southwest	\$30,000
New American Academy		SW Corridor Immigrant Opportunities Outreach & Engagement	Southwest	\$30,000

East Side Prosperity Campaign	Hmong Am. Ptship, Casa de Esperanza, Cultural Wellness Ctr, Am. Indian Fam Ctr, Dayton's Bluff & Payne/Phalen CC's	Eastside Organizations	Gateway	\$40,000
10 Total Grants				\$396,786

Round Two Grantees

Second Round Grantee	Formal Partner	Project Category	Project Title	Corridor	Amount
African Career, Education, and Resource, Inc (ACER)	City of Brooklyn Park	Received 1 st Round Funding	Making Transit Meaningful - 2	Bottineau	\$30,000
Cleveland Neighborhood Association	Works Progress	New Applicant Capacity	Bus Shelter Toolkit and Outreach	Bottineau	\$10,000
Harrison Neighborhood Association	Heritage Park NA and Lao Assistance Center	Received 1 st Round Funding	Transit Equity Partnership - 2	Bottineau	\$45,000
Masjid An-Nur		New Applicant Capacity	En-LIGHT-enment	Bottineau	\$10,000
Northside Residents Redevelopment Council	Northside Transportation Network	New Applicant Implementation	Northside Bottineau Transitway Organizing	Bottineau	\$30,000
La Asamblea de Derechos-Civiles		New Applicant Capacity	Emancipation Campaign: Corridors to Freedom	Bottineau, Cedar, Southwest	\$10,000
Union Park District Council	Skyline Tower Advantage Center	New Applicant Implementation	Building Skyline Tower Power	Central	\$28,000

Eastside Prosperity Campaign	Hmong Am. Ptship, Casa de Esperanza, Cultural Wellness Ctr, Am. Indian Fam Ctr, Dayton's Bluff & Payne/Phalen CC's	Received 1 st Round Funding	Engage East Side	Gateway	\$25,000
Native Am CDI (NACDI)	Seward Neighborhood Group	New Applicant Implementation	Anpetu Was'te Cultural Arts Market	Hiawatha	\$35,000
Neighborhood Development Alliance	West Side Community Organization	New Applicant Implementation	Robert St Transitway Alternatives Analysis	Robert St Transitway	\$20,000
Centro de Trabajadores Unidos en la Lucha (CTUL)		New Applicant Capacity	Good Job Opportunities in Corridor Development	The Interchange, Bottineau, Southwest	\$10,000
Metro Interfaith Council on Affordable Housing (MICAH)	Bethesda Missionary, Zion Baptist Church, Discussions that Encounter	New Applicant Implementation	Interfaith Housing, Transit and Equitable Development Organizing	Southwest, Bottineau	\$30,000
New American Academy		Received 1 st Round Funding	SW Immigrant Council - 2	Southwest	\$40,000
13 Total Grants	9 New Grantees				\$323,000



390 Robert Street North
Saint Paul, MN 55101-1805

651.602.1000
TTY 651.291.0904
public.info@metc.state.mn.us
metro council.org

Follow us on:
twitter.com/metcouncilnews
facebook.com/MetropolitanCouncil
youtube.com/MetropolitanCouncil