



# 2050 Transportation Policy Plan (TPP) Progress Update

2050 TPP Advisory Work Group



February 2024

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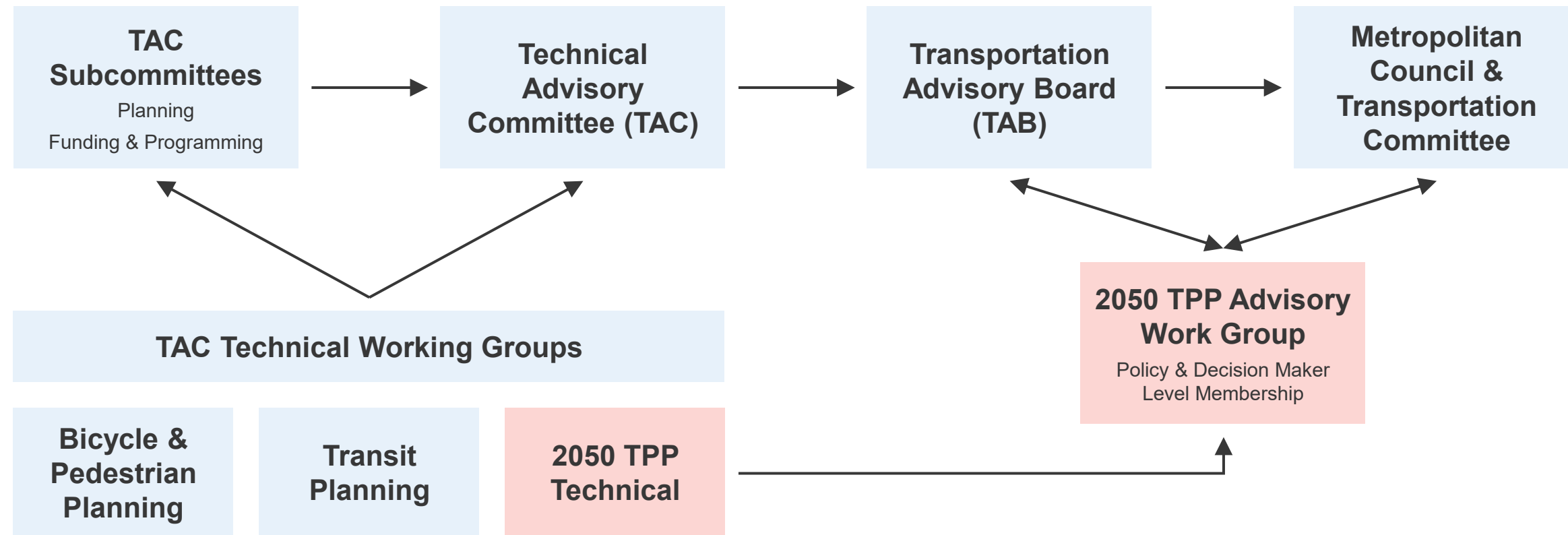
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# Overall 2050 TPP Update



# 2050 TPP Working Groups



# Transportation Policy Plan Coverage



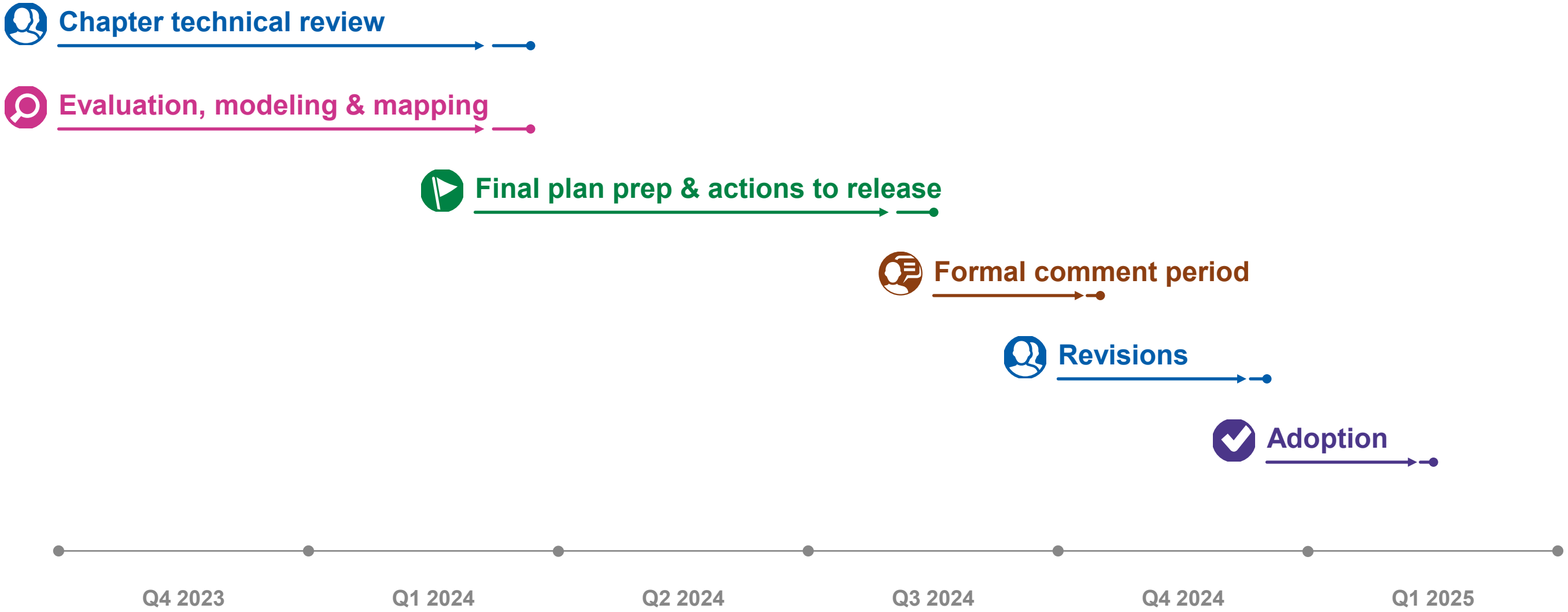
## **Provides strategic investment direction, major investments, and performance outcomes for regional systems**

- Principal arterials (freeways, expressways)
- Minor arterials (state, county, and city owned)
- Transitways (e.g., light rail, commuter rail, bus rapid transit)
- System-level transit guidelines and standards
- Regional bicycle transportation network
- Metropolitan airports

## **Provides strategies for advancing regional outcomes**

- Incorporates direction from MnDOT plans and directs metro area components
- Guides investment from partners through the Regional Solicitation
- Guides local governments through comprehensive and corridor planning

# Plan Development Schedule



# Past 2050 TPP Work



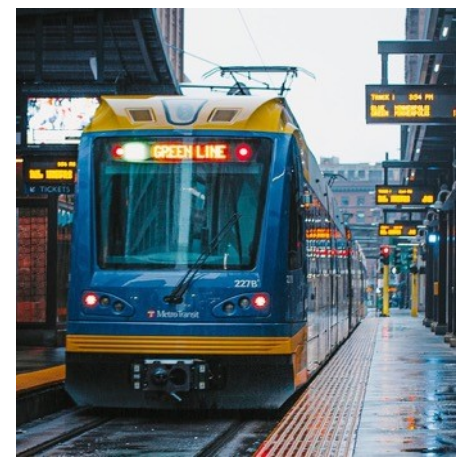
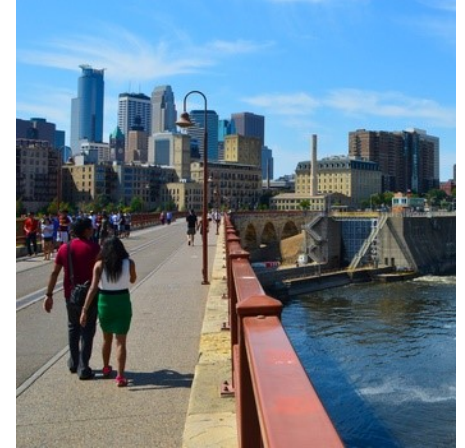
## 2022 – 2023 Work

- [Transportation System Performance Evaluation](#)
- 10+ contributing studies and plans, for example:
  - Regional Travel Demand Management Study
  - Transportation Attitudes and Needs Assessment
  - Twin Cities Highway Mobility Needs Analysis
- [50+ listening sessions or interviews with government and community stakeholders](#)
- Draft objectives, policies, and actions
  - 8 policy development teams with external partners
  - 3 policy development workshops with external stakeholders
  - 25+ meetings
- Developed funding assumptions, incorporating 2023 legislative changes
- Work Group discussions
  - [21 Technical Advisory Working Group meetings](#)
  - [13 Advisory Work Group meetings](#)

# Current 2050 TPP Work

## Draft Content Development and Early Review

- Bicycle Plan (19 p.)
- Pedestrian Plan (13 p.)
- Travel Demand Mgmt. Plan (21 p.)
- Highway Plan (37 p.)
- Freight Plan (17 p.)
- Transit Plan (47 p.)
- Aviation Plan (34 p.)
- Finances (22 p.)
- Some appendices
- Policies and Actions (30 p.)
- Equitable and Inclusive Goal (12 p.)
- Healthy and Safe Goal (17 p.)
- Dynamic and Resilient Goal (11 p.)
- Climate Change Goal (14 p.)
- Natural Systems Goal (4 p.)





# Early Draft Chapter Technical Review Schedule

Chapter	November	December	January	February	March	April
Bicycle	TWG Review	Themes				
Pedestrian	TWG Review	Themes				
Travel Demand Management	TWG Review	Themes				
Highways		TWG Review	Themes			
Finance		TWG Review	Themes			
Transit			TWG Review	Themes		
Freight			TWG Review	Themes		
Aviation			TWG Review	Themes		
Equitable & Inclusive Goal				TWG Review	Themes	
Healthy & Safe Goal				TWG Review	Themes	
Dynamic & Resilient Goal				TWG Review	Themes	
Climate Change Goal				TWG Review	Themes	
Natural Systems Goal				TWG Review	Themes	
Policies and Actions				TWG Review	Themes	
Work Program					TWG Review	Themes

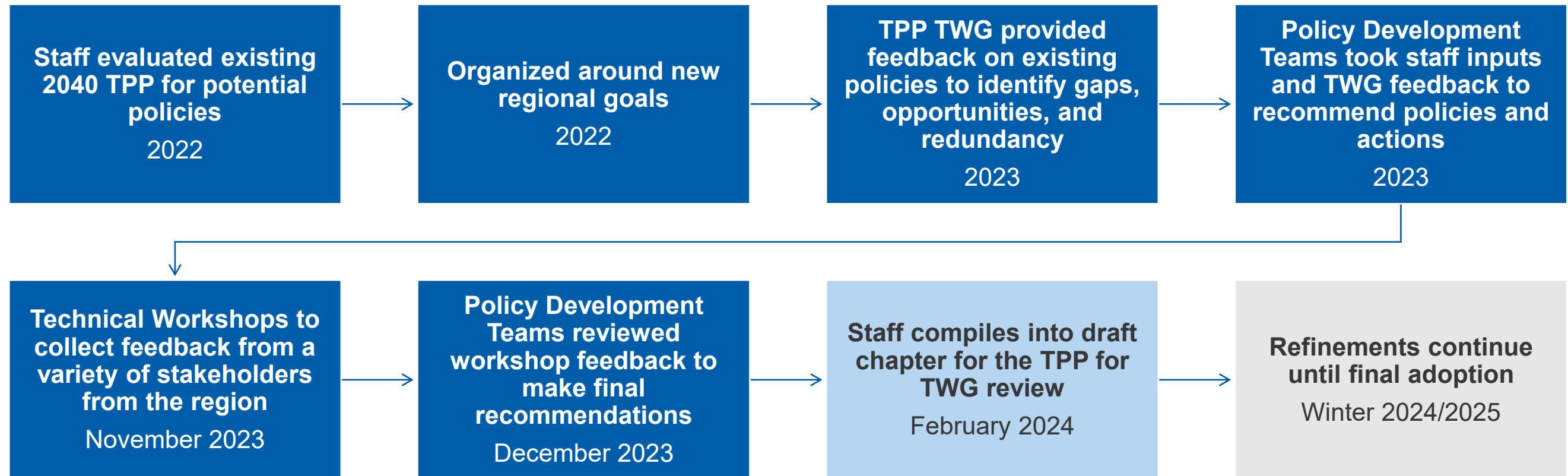
Chapters to be scheduled: Overview/Imagine 2050 Transportation Chapter, Evaluation & Performance Chapter, Misc. Appendices.

# Policies and Actions Update and Discussion



# Policies and Actions (1)

## Policy Development Process



# Policies and Actions (2)



## Policy Teams\*

- Safety
- Public Health & Wellness
- Equity & Ability
- Climate Action
- Natural Systems
- Resilience
- Travel Time & Reliability
- Transportation Options

## Stakeholders Included

- **Transit**
  - Metro Transit
  - MVTA
- **Counties**
  - Hennepin
  - Anoka
  - Dakota
  - Carver
  - Ramsey
  - Washington
- **Cities**
  - Saint Paul
  - Minneapolis
  - Saint Louis Park
  - West Saint Paul
  - Maplewood
- **MnDOT**
  - Freight Office
  - Central Office
  - Metro District
- **Other State Agencies**
  - Department of Health
  - Pollution Control Agency
  - Council on Disabilities
- **Non-Profits**
  - The Alliance
- **UMN**

\*Does not include Aviation Plan policies and actions

# Policies and Actions (3)



## Policy Considerations

- **Regional funding priorities:** The Council allocates federal and state funding to local agencies – TPP policies set priorities for these funds.
- **Comprehensive planning / Project development:** The Council sets guidelines for review and approves local comprehensive plan updates and amendments.
- **Technical assistance:** The Council can convene partners, engage in studies, and provide assistance to local partners.
- **Work program:** Projects and studies that contribute to the Council’s work and require coordination among agencies.

# Policies and Actions (4)

← Less effective

More effective →

↑  
Stakeholders will progress up this ladder if implemented effectively  
Requires strong leadership and vision for where we want to go

Support for Policy	Technical Assistance and Convening	Incentives (Carrots)	Regulations (Sticks)
<b>Willing Changers</b>	<ul style="list-style-type: none"> <li>• Best practice examples</li> <li>• Guides and How-to documents</li> <li>• Model ordinances</li> <li>• Data support</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing funding, investments, other incentives in communities with supportive policies/practices</li> </ul>	<ul style="list-style-type: none"> <li>• Requiring certain practices or plans for approval of comprehensive plans</li> </ul>
<b>Reluctant Changers</b>	<ul style="list-style-type: none"> <li>• Technical assistance grants</li> <li>• Making the case analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Requiring good practices through funding program(s) criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Requiring certain practices or plans linked to Council approval of infrastructure</li> </ul>
<b>Resistant Changers</b>	<ul style="list-style-type: none"> <li>• Listening sessions</li> <li>• Making connections to other policies or outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritizing good practices through funding program(s) criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Requiring certain practices or plans and prescribing the elements needed to be addressed, or specific strategies</li> </ul>

# Policies and Actions (5)

## Our region is dynamic and resilient.

### Objectives

- People and businesses trust that transportation infrastructure and services will withstand and recover quickly from natural and human-caused disruptions.
- People can better meet their daily needs with timely, reliable, direct, and affordable options beyond driving alone.
- People experience more predictable travel times without experiencing excessive delays when traveling on highways.
- People and businesses can rely on predictable and cost-effective movement of freight and goods.

People, businesses, and institutions in our region depend on transportation to meet their daily needs. A transportation system that is resilient and reliable provides affordable access to destinations by any mode of travel people may choose. This plan will support a reliable transportation system with predictable travel times; transportation choices that provide access to jobs, services, and community destinations; a resilient transportation system that withstands natural and human-caused disruptions. [Learn more about how transportation relates to this goal here.](#) [Insert link to goal chapter.]

### Policies and Actions

**15. Plan and implement a complete bicycle system including local networks that connect to the Regional Bicycle Transportation Network (RBTN) alignments to provide connections between regional destinations and local bicycle networks.**

✓ = lead agency ◇ = support agency	Met Council	MNDOT	Counties	Cities	Transit	Other
15A. Plan, implement, and prioritize projects that connect to, improve, or complete segments of the RBTN. Update RBTN alignments in coordination with regional partners and in response to local or corridor planning efforts. <b>(CP) (RS)</b>	✓	✓	✓	✓		
15B. Plan, implement, and prioritize hikerway connections						

### Tags:

- **(RS):** Guidance to Regional Solicitation Evaluation process to determine how to apply it to funding programs
- **(CP):** Requirements or guidance for agencies during local comprehensive planning
- **(WP):** Work program items that will be developed after the TPP is adopted

# Policies and Actions Overview



## Questions to Consider

- Are new approaches to policies going in the right direction?
- Are there concerns about existing approaches or lack of new approaches in any areas?
- Are there current TPP approaches that shouldn't be carried forward?



# Policies that guide all work.

New Approaches	Similar to Past Approaches	Replaced or Removed
<p><b>Data and Plans</b></p> <ul style="list-style-type: none"> <li>Regular <u>updating data and analysis</u> that guides investment prioritization and planning.</li> <li>Collect new data, where needed.</li> <li>Projects should <u>document a need identified</u> through a planning process.</li> </ul> <p><b>Funding</b></p> <ul style="list-style-type: none"> <li><u>Proactively plan</u> for federal discretionary grant programs. Develop data and priorities to support applications.</li> </ul> <p><b>Asset Management</b></p> <ul style="list-style-type: none"> <li>Prioritize the use of asset management <u>to advance regional goals</u>.</li> </ul>	<p><b>Data and Plans</b></p> <ul style="list-style-type: none"> <li>Functional classification of roadways.</li> <li>Interchange, freeway approval, and access management processes.</li> <li>Congestion Management Process.</li> </ul> <p><b>Funding</b></p> <ul style="list-style-type: none"> <li>Consider <u>equity and geographic balance</u> in funding decisions.</li> </ul> <p><b>Asset Management</b></p> <ul style="list-style-type: none"> <li>Track and prioritize conditions of assets.</li> </ul>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>Identify and seek funding for an Increased Revenue Scenario.</li> </ul> <p><b>Asset Management</b></p> <ul style="list-style-type: none"> <li>Asset management is first priority for funding.</li> </ul>

# Our region is equitable and inclusive.

<b>Objectives</b>	Historically disadvantaged communities are better connected to jobs, education, and other opportunities.	We repair and eliminate disparate and unjust impacts and harms to Black people, Indigenous people, and people of color.	We better meet the transportation needs of people who have disabilities or limited mobility.
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New Approaches	Similar to Past Approaches	Replaced or Removed
<p><b>People with Disabilities</b></p> <ul style="list-style-type: none"> <li>Encourage projects to <u>go beyond ADA</u> requirements.</li> </ul> <p><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Implement strategies against <u>gentrification and displacement</u> from transportation.</li> <li>Implement investments that <u>repair harms and impacts</u> from past highway investments.</li> <li>Use <u>community assessments</u> to understand demographics, history, needs.</li> </ul>	<p><b>Engagement</b></p> <ul style="list-style-type: none"> <li><u>Engage with and share decision making</u> with historically underrepresented groups.</li> </ul> <p><b>People with Disabilities</b></p> <ul style="list-style-type: none"> <li>Meet ADA requirements.</li> </ul> <p><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Evaluate processes, policies, programs, and plans to <u>ensure benefits and burdens are equitable</u>.</li> </ul>	<p><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Focus only on mitigating adverse impacts.</li> </ul>

# Our communities are healthy and safe. (1)

<p><b>Safety Objectives</b></p>	<p>People do not die or face life-changing injuries when using any form of transportation.</p>	<p>People feel safer, more comfortable, and more welcome when using any form of transportation.</p>
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New Approaches	Similar to Past Approaches	Replaced or Removed
<p><b>General</b></p> <ul style="list-style-type: none"> <li>Emphasizing Safe Systems approach, building understanding and training</li> <li>Recognizing different design guides rather than one-size-fits-all</li> <li>Form a safety technical working group</li> </ul> <p><b>Non-Motorized</b></p> <ul style="list-style-type: none"> <li>Setting funding direction to address bicycle and pedestrian safety issues</li> </ul> <p><b>Transit</b></p> <ul style="list-style-type: none"> <li>Including the ongoing new approaches to security and safety in transit</li> </ul>	<p><b>General</b></p> <ul style="list-style-type: none"> <li>Provide technical assistance and conduct comprehensive data analysis to identify priority safety areas</li> </ul> <p><b>Non-Motorized</b></p> <ul style="list-style-type: none"> <li>Emphasizing safety improvements for most vulnerable users</li> </ul>	<p><b>General</b></p> <ul style="list-style-type: none"> <li>Focus on 4 Es: engineering, enforcement, education, and emergency response</li> </ul>

# Our communities are healthy and safe. (2)

<p><b>Health Objectives</b></p>	<p>We mitigate and avoid harms to people caused by nearby transportation infrastructure and use (e.g., air quality, noise, light).</p>	<p>People are better connected to community and cultural resources that support their physical, emotional, and mental well-being.</p>	<p>People can increase physical activity with more opportunities to walk, roll, or bike.</p>
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New Approaches	Similar to Past Approaches
<p><b>Health Impacts</b></p> <ul style="list-style-type: none"> <li>• Emphasize and prioritize natural features like green assets and shade to combat extreme heat.</li> <li>• Anti-displacement support.</li> <li>• Specific noise mitigation action.</li> </ul> <p><b>Essential Destinations</b></p> <ul style="list-style-type: none"> <li>• Define and inventory places.</li> <li>• Provide multimodal connections to essential destinations.</li> </ul> <p><b>Placemaking</b></p> <ul style="list-style-type: none"> <li>• Support community and neighborhood connections and identity in projects, including art.</li> <li>• Activate unused transportation right-of-way.</li> </ul>	<p><b>Health Impacts</b></p> <ul style="list-style-type: none"> <li>• Evaluate and prioritize reduction in common air pollutants.</li> </ul> <p><b>Multimodal Choices</b></p> <ul style="list-style-type: none"> <li>• Discussed more under Dynamic and Resilient and Safety.</li> </ul>

# Our region is dynamic and resilient. (1)

## Reliability & Resilience Objectives

People and businesses trust that transportation infrastructure and services will withstand and recover quickly from natural and human-caused disruptions.

People experience more predictable travel times without excessive delays when traveling on highways.

People and businesses can rely on predictable and cost-effective movement of freight and goods.

New Approaches	Similar to Past Approaches	Replaced or Removed
<p><b>Resilience</b></p> <ul style="list-style-type: none"> <li>Identify and implement mitigation activities for climate impacts.</li> <li>Minimize disruption and non-recurring delay from weather, security, and incidents.</li> </ul> <p><b>Reliability</b></p> <ul style="list-style-type: none"> <li>Focus highway mobility on corridors with highest level of delay and travel time issues.</li> </ul> <p><b>Freight</b></p> <ul style="list-style-type: none"> <li>E-commerce data, “microhubs”</li> <li>Truck parking issues</li> </ul>	<p><b>Reliability</b></p> <ul style="list-style-type: none"> <li>Highway mobility hierarchy.</li> <li>Highway mobility prioritization studies.</li> <li>Congestion management safety plan.</li> <li>Managed lane system vision.</li> <li>Congestion management process.</li> <li>Transit advantages.</li> </ul> <p><b>Freight</b></p> <ul style="list-style-type: none"> <li>Regional truck freight corridors</li> <li>Identify impacts of congestion on freight, freight bottleneck report</li> <li>Improve first and last mile freight connections</li> </ul>	<p><b>General</b></p> <ul style="list-style-type: none"> <li>Policies that could be perceived as support for open-ended, non-strategic highway mobility</li> <li>Preserving right-of-way for future projects</li> </ul>

# Our region is dynamic and resilient. (2)

## Choice Objective

People can better meet their daily needs with timely, reliable, direct, and affordable options beyond driving alone.

New Approaches	Similar to Past Approaches	Replaced or Removed
<p><b>Complete Streets</b></p> <ul style="list-style-type: none"> <li>• Speed management and traffic calming</li> <li>• Complete Streets typology and “main streets” program priorities</li> </ul> <p><b>Connections Between Modes</b></p> <ul style="list-style-type: none"> <li>• Mobility-as-a-service</li> <li>• Wayfinding improvements, mobility hubs</li> <li>• Curbside management plans</li> </ul> <p><b>Travel Demand Management</b></p> <ul style="list-style-type: none"> <li>• Recommendations from TDM Study</li> </ul> <p><b>Transit</b></p> <ul style="list-style-type: none"> <li>• Microtransit Policy Framework</li> </ul> <p><b>Bike and Ped</b></p> <ul style="list-style-type: none"> <li>• More detailed pedestrian guidance for comp plans</li> <li>• Regional sidewalk inventory</li> </ul>	<p><b>Complete Streets</b></p> <ul style="list-style-type: none"> <li>• Recommend the approach</li> <li>• Encourage and prioritize multimodal projects, including within roadway projects</li> </ul> <p><b>Connections Between Modes</b></p> <ul style="list-style-type: none"> <li>• Transit customer facility amenities</li> <li>• Year-round maintenance</li> </ul> <p><b>Transit</b></p> <ul style="list-style-type: none"> <li>• Coordinate regional systems like fare collection, transfers</li> <li>• Invest in transitways, including recent Transitway Advancement Policy</li> <li>• Transit Market Areas and service design guidelines</li> </ul> <p><b>Bike and Ped</b></p> <ul style="list-style-type: none"> <li>• Regional Bicycle Transportation Network</li> <li>• Address barriers and gaps in systems</li> </ul>	<p><b>General</b></p> <ul style="list-style-type: none"> <li>• Passenger rail policies – MnDOT responsibility</li> </ul>

# We lead on addressing climate change.

## Objectives

The region's transportation system minimizes its contributions to climate change.

People have more access to and trust in zero emissions vehicle infrastructure.

By 2050, the region reduces vehicle miles traveled by 20% per capita below 2019 levels.

## New Approaches

### Electric Vehicle Charging

- Plan and support private and shared charging
- Focus on multi-unit, historically disadvantaged, and rural areas
- Resource sharing
- Pursue zero emissions transitions in heavy vehicle fleets like trucks, buses, etc.

### Evaluate Greenhouse Gas Emissions

- Transportation Greenhouse Gas Emissions Impact Assessment
- GHG inventory, forecast, tools

### Vehicle Miles Traveled Reduction

- Educational materials and storytelling
- Expand access to bicycle systems
- Need to understand project and program impacts on VMT

## Similar to Past Approaches

### Support State's GHG goals

- State's goal has changed, but commitments remain

# We protect and restore natural systems.

## Objective

The region's transportation system and the people who use it limit their impacts on natural systems (e.g., air, water, vegetation, and habitat quality).

### New Approaches

#### Impervious Surface

- Plans, programs, processes to minimize and reduce impervious pavement (parking lots, road diets, different types of pavement)

#### Natural Features

- Native plants
- Green stormwater and on-site stormwater capture (rain gardens)
- Habitat

### Similar to Past Approaches

#### Natural Systems Protection

- Align and support environmental review and permitting processes



# Goals and Investment Plans Content



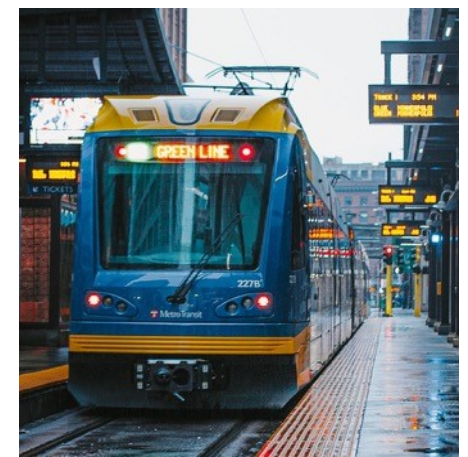
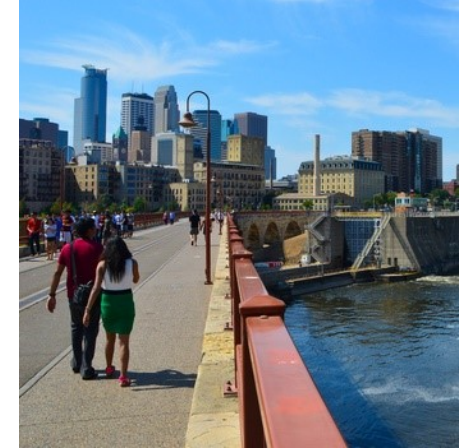
# Five Goal Documents

## Outline

- Goal Overview
  - TPP Objectives
  - Intersections with other Imagine 2050 Goals
  - Performance Measures (TBD)
- Transportation Context for the Goal
  - Varies
- Implementation
  - Policies & Actions
  - Investment Plan
  - Related Work by Partners
  - Work Program

## How to Review

- Provide suggested edits, data sources, graphics, photos, and missing parts of the story.
- When possible, help us understand context that might be missing.
- You will see some overlap between the chapters (e.g., climate change and dynamic and resilient).
- Some placeholders still exist, and many sources not yet footnoted.



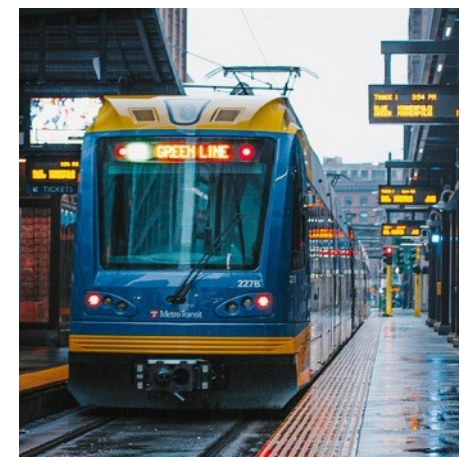
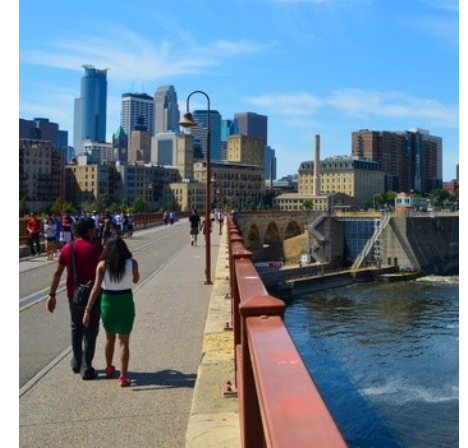
# Investment Plans

## Outline

- Introduction
  - Definitions
  - Roles
  - Relationship to 2050 Goals
- Existing System and Issues
- Investment Plan
  - Programs
  - List of investments
  - Planning direction
- Funding Opportunities

## Technical Working Group Feedback Themes

- Context clarifications, issue framing suggestions
- Questions or suggested language about roles of different stakeholders
- Better tie language throughout the plan back to regional goals
- Suggestions to highlight local or state work that is related
- Concerns about highway mobility being in conflict with goals, negative outcomes



# Highway Investment Plan



## Principles

Safety for all users first

Prioritize existing problems

Largest investments are expected for preservation, use these as catalysts to achieve multiple goals

Highways serve multiple modes

Mobility projects are needed

- Population growth
- Address excess delay
- Mobility hierarchy orders strategies beginning with the least costly/negatively impactful (TDM, traffic management technologies, spot mobility, interchanges, managed lanes, targeted regional capacity)

Use existing infrastructure and ROW to maximum extent possible

Coordinate regional and local projects

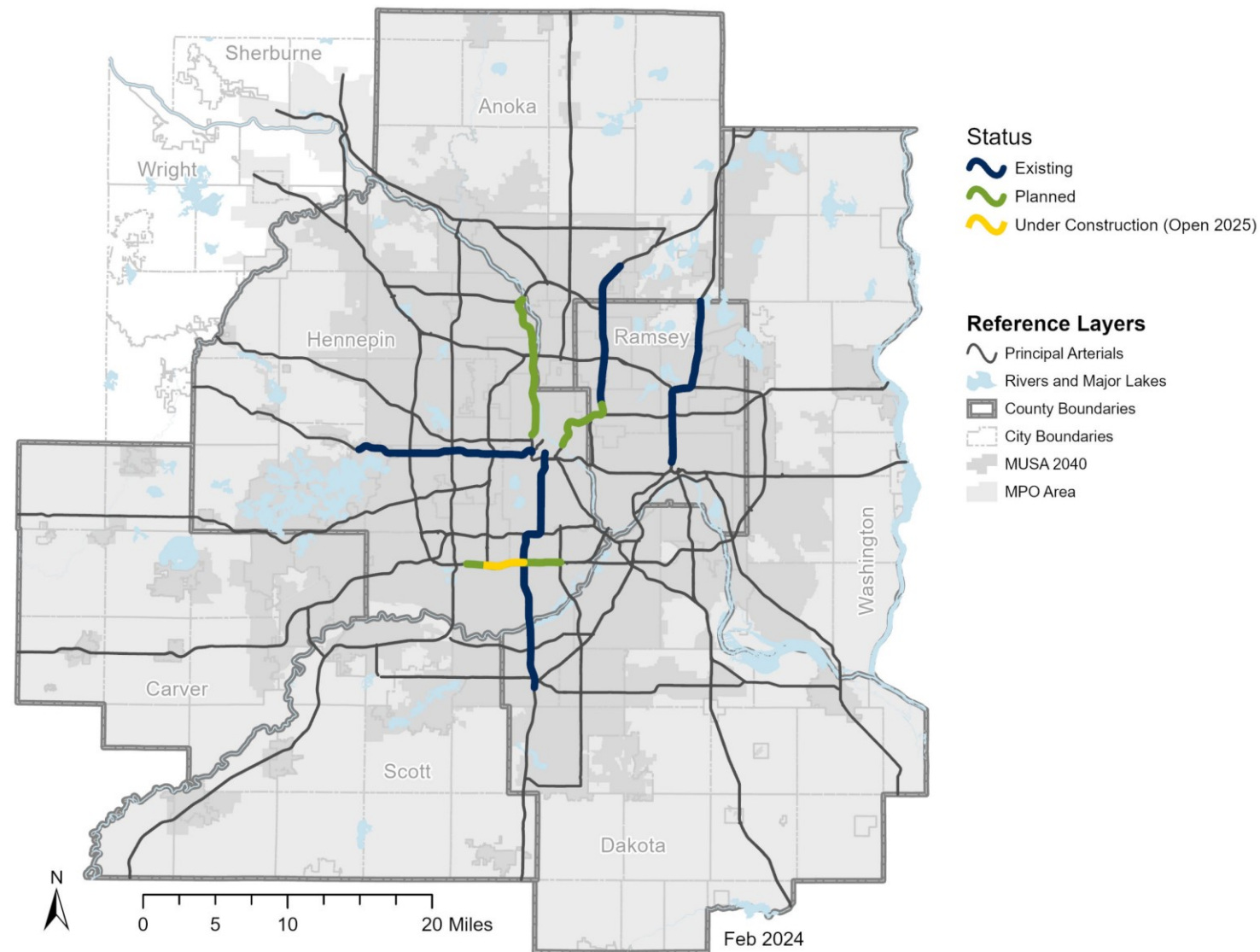
# Highway Investment Plan – Investments



## Four Investment Categories:

- Operations and Maintenance
- Preservation of Existing Highway Assets
- Safety
- Regional Mobility
  - Regionally significant projects are required to be in this plan

# Highway Investment Plan – Mobility



## Investment Categories Hierarchy

- Travel demand management & transit service
- Traffic Management Systems
- Spot Mobility
- Interchanges
- **Managed Lanes**
- Targeted Regional Capacity (was “Strategic Capacity”)

# Transit Investment Plan Outline

## Chapter Outline

### Introduction

- Importance of transit
- Connection to 2050 regional goals and objectives
- Met Council & TPP Roles in Regional Transit Planning

### Existing Transit System

- Service Providers
- Types of Transit Service
- Transitways
- Transit Advantages
- Transit Infrastructure and Assets
- Transit System Trends and Uncertainties

### Transit System Operating Policies and Procedures

### Transit Investment Plan

- Transit Investment Guidelines and Standards
- Regular-route bus service
- Transitways
- Non-Fixed Route Bus Service
- Fleet
- Support Facilities
- Customer Facilities
- Transit Advantages

### Financial Summary

- Revenues
- Expenditures
- Omnibus Transportation Bill & Regional Sales Tax
- Additional Funding Opportunities

# Transit Investment Plan – Intro



## Transit system trends and uncertainties

- Ridership changes since 2020
- Development around high-frequency transit
- Ridership on zero-emission transit vehicles
- Microtransit
- Transit workforce



# Transit Investment Plan – Transitways



## Assumptions in the Draft 2050 TPP

### Expansion Investments included in TPP

- METRO Green Line LRT Extension
- METRO Blue Line LRT Extension\*
- METRO Gold Line Dedicated BRT
- METRO Purple Line Dedicated BRT\*
- METRO B Line Arterial BRT
- METRO E Line Arterial BRT
- METRO F Line Arterial BRT
- METRO G Line Arterial BRT
- **METRO H Line Arterial BRT**
- Riverview Corridor Modern Streetcar\*

**Bold** = change in status or new corridor

\*Corridor update anticipated through amendment in 2025

### Investments opportunities beyond the plan

#### Arterial BRT

- 63rd / Zane
- Grand Ave
- Johnson Ave / Lyndale Ave
- Lowry Ave
- Nicollet Ave
- Randolph St / East 7th St
- West Broadway Ave / Cedar Ave

#### Under Study/Follow-up Work

- Highway 169 BRT
- Highway 55 BRT
- METRO Orange Line Extension
- METRO Red Line Future Stages
- Midtown Rail
- Red Rock Highway BRT
- West Broadway Modern Streetcar\*
- I-35W North
- Highway 36
- **Rethinking I-94**
- **County Road 42**
- American Boulevard

# Next Steps



# 2050 TPP Next Steps



## Sharing early draft content beyond the Technical Working Group

- **Five goals documents**
  - Currently about 55 pages total broken into five separate documents.
  - Plan to share in mid-March with TAB members and Met Council members, pending direction on quorum rules.
- **Policies and actions, finance, investment plans**
  - Nine total documents totaling 241 pages
  - Plan to share in April with TAB members and Met Council members, pending direction on quorum rules.
- Remaining content will be shared in May
- Depending on feedback from TAB, Met Council, and TAC, time will be reserved on agendas for any necessary policy discussion in April and May.

# Comment Guidance

## You'll be emailed Microsoft Word copies for individual comment.

### General Notes

- Send comments and any questions you have to [jed.hanson@metc.state.mn.us](mailto:jed.hanson@metc.state.mn.us) and [cole.hiniker@metc.state.mn.us](mailto:cole.hiniker@metc.state.mn.us)
- Response is appreciated by March 8th.
- You will see some overlap between the chapters (e.g., climate change and dynamic and resilient).
- Some placeholders still exist, and many sources not yet footnoted.

### Comment Tips

- Provide suggested edits, data sources, graphics, photos, and missing parts of the story.
- Suggested changes with your commentary are preferred in comment boxes rather than red-line tracked changes.
- When possible, help us understand context that might be missing.
- Please provide your comments individually.



## EXAMPLE CHAPTER

2050 Transportation Policy Plan, Agency Review Draft

### Introduction

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### Investment Direction

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**Hanson, Jed** ...

The City of Evergreen would prefer this chapter be expanded to cover Santa sleighports and increased need for safe landing places as the region grows and clear zones near housing get developed.

October 20, 2023, 1:35 PM

**Use Microsoft Word's comment feature to enter your comments at relevant areas on the document.**

**Hanson, Jed** ...

Have we considered how design standards for chimneys influence the efficiency of gift delivery, especially for oversized gifts?

**Hanson, Jed** ...

The City of Evergreen sees an opportunity here to reference research on the happiness benefits the region's youth receive from on-time gift delivery. *A lack of reindeer feeding infrastructure in*

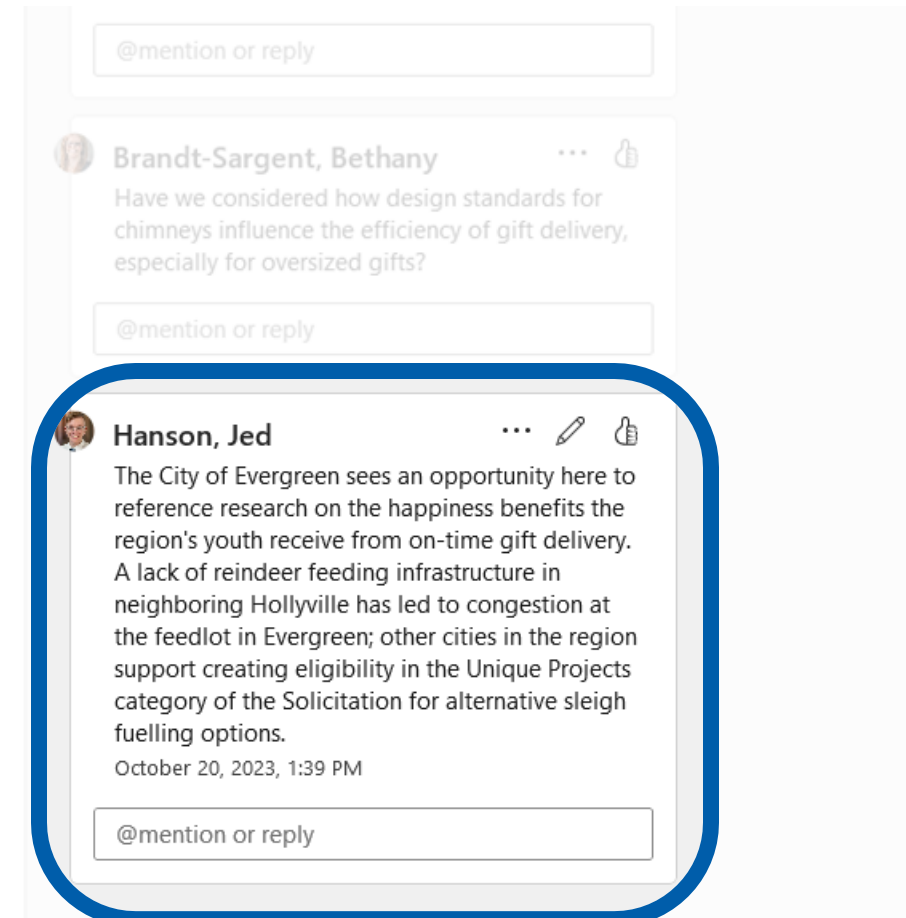
sollicitudin finibus neque faucibus ac. Donec id accumsan nulla. Cras iaculis arcu vitae tellus efficitur, vitae dictum sapien semper. Nunc aliquam, lorem ac faucibus semper, sapien risus iaculis nunc, id dignissim mi leo quis mauris. Praesent scelerisque massa eget venenatis imperdiet.

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**Staff are compiling comments from several copies, and consolidating multiple red-line edits is challenging.**

**Comments are preferred. These help us interpret the issue and incorporate it into plan language. Suggested text is welcome in comment boxes.**





Thank you

**Cole Hiniker**

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