



Regional Transit Oriented Development (TOD) Goal Advancement

via

Federal Transit Administration (FTA) TOD Pilot Program Grants

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Introduction

The Metropolitan Council Transit Oriented Development (TOD) Strategic Action Plan includes four goals, including strategies to achieve those goals, which were advanced by obtaining two FTA TOD Pilot Program Grants. The Metro Transit TOD Office, a division of Metropolitan Council, teamed up with Hennepin County to secure a grant for the METRO Blue Line Light Rail Transit (LRT) Extension Project, and Washington County to secure a grant for the METRO Gold Line Bus Rapid Transit (BRT) Project.

The purpose of these grants, which totaled \$2,200,000 in federal funds matched by \$952,500 in local funds, was to foster TOD by completing a scope of services, centered on advanced station area planning, in collaboration with the cities along the alignment and the Project Offices responsible for designing and engineering the transit projects.

This report is divided into two major components. The first names and elaborates on the four Regional TOD Goals and gives an example from each Project of how these TOD grants advanced those goals. Sources for each of the noted actions/reports, for example [Blue Line Extension – Zoning Updates](#), are included in a spreadsheet attached to this report. Each Project has a spreadsheet with direct links to the actions/reports located on the Metro Transit TOD website in the Reports folder.

The second component is designed to effectively communicate best practices for TOD advanced station area planning. In addition to the best practice examples, all tasks from the FTA approved scope of services are summarized in the spreadsheet (referenced above) to provide future TOD planning and developer entities, in this region and beyond, additional templates for TOD planning activities.

The Regional TOD Goals

Strategies to achieve the four TOD goals are included in the TOD Strategic Action Plan. Those strategies; Prioritize Resources, Focus on Implementation, Effective Communication, Collaborate with Partners and Coordinate Internally, were employed during the grant fulfillment process.

Goal #1: Maximize the development impact of transit investments by integrating transportation, jobs, and housing

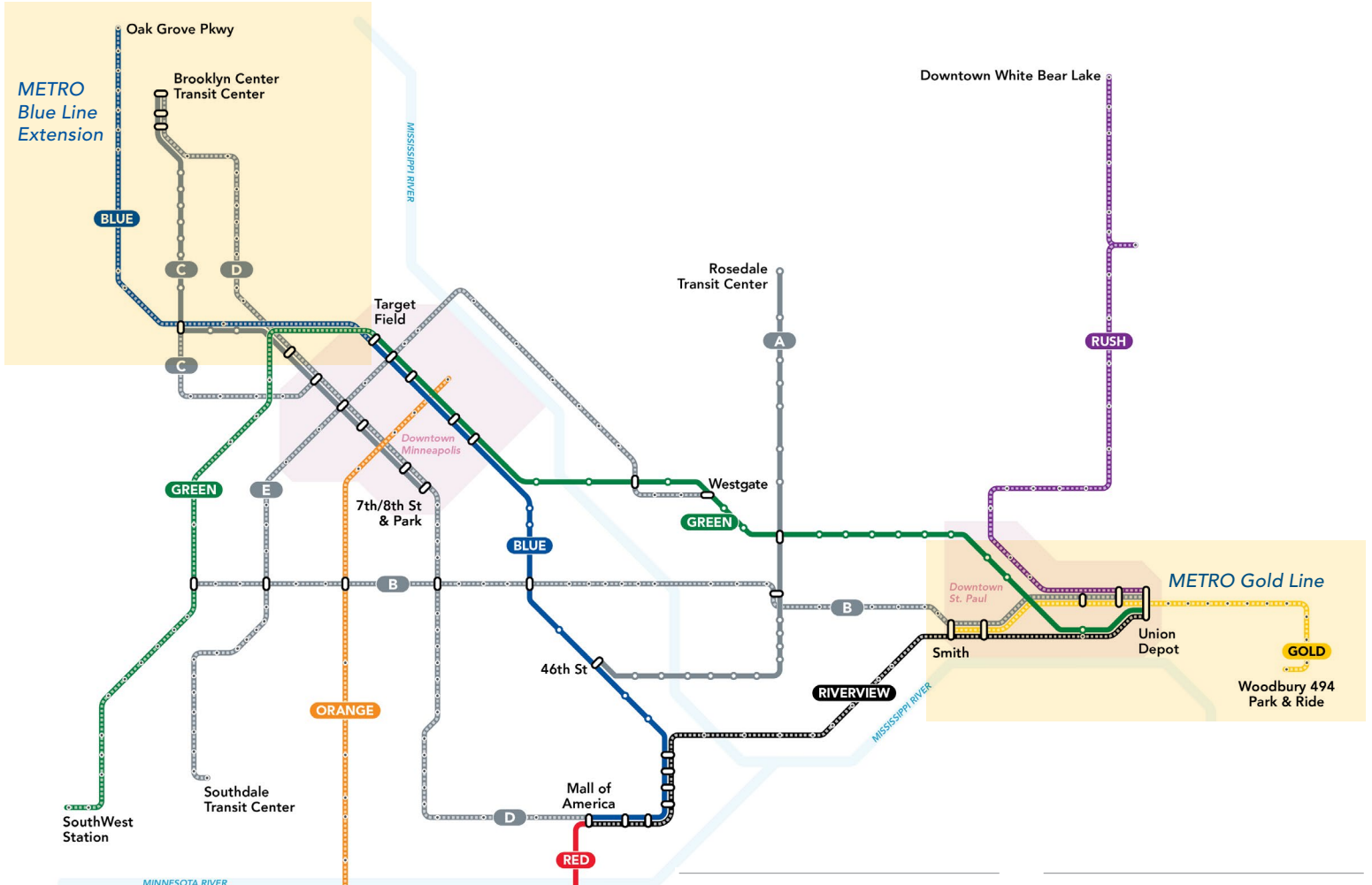
Development impact is significantly influenced by the zoning, comprehensive plans, and review and entitlement approval process of the cities along each of the alignments. This goal of maximizing the development impact speaks to two key principles of TOD: dense and mixed-use development.



















Blue Line Extension – Zoning Updates: Policy actions were taken by the cities through amendments of their zoning/comprehensive plans to confirm their expectations of dense, mixed-use development along the corridor. The fact that all five cities along the Blue Line Extension corridor made changes is significant, as real estate developers will know, dense, mixed-use development is the expectation along the entire corridor.

Integrating transportation with the development of jobs and housing was embedded in the concurrent TOD planning and Project Office design and engineering timelines. These two efforts were designed to overlap and benefit the outcome of both. The Project Office benefited from a deeper understanding of each city's station area development vision and the TOD Planning effort benefited from the technical analysis of ridership generation and physical site considerations.

Gold Line Project – BRT Plans: The final BRT plans for each station area are designed as marketing materials for the cities to use with real estate developers. Information about existing conditions is followed by individual chapters for visioning, development plans, circulation and infrastructure plan, and an implementation plan. Existing conditions and circulation and infrastructure plans are in alignment with the Project Office design, which provides the critical underpinning for integrating housing and employment development plans.

Future Rapid Transit Network (not to scale)



 METRO Light Rail		 METRO Bus Rapid Transit	
	METRO Blue Line		METRO Red Line
	METRO Green Line		METRO Orange Line: 2021
	METRO Green Line Extension: 2023		METRO Gold Line: 2024
	METRO Riverview Line: TBD		METRO Rush Line: TBD
	Station		Transfer Station
	Proposed Station		METRO A Line
			METRO C Line
			METRO D Line: TBD
			METRO B Line: TBD
			METRO E Line: TBD

Colored BRT Lines operate on dedicated roadways and freeways with transit advantages.
 Lettered BRT Lines operate in mixed traffic with signal priority.
 Both offer speed improvements of up to 25% over regular transit routes.

Goal #2: Support regional economic competitiveness by leveraging private investment

The central goal of the station area planning process is to attract private investment. Attracting new investment requires educating private entities as to the advantages of locating along transit corridors and providing resources to entice the investors.

Blue Line Extension – TOD Funding Guide: A comprehensive, searchable database for federal, state, and local funding sources was designed to help private investors find funding sources. Many of these funding opportunities are targeted for TOD projects giving private investors new ways to leverage their private equity. To make this resource more visible to the private sector, the TOD Funding Guide was highlighted in a TOD Forum on Innovative Financing Strategies.

Greater MSP, an economic development advocate for the region, notes the importance of an accessible transit system to retain and attract business to the region. Younger work force participants are placing a high value on living in a community where owning a car is an option, not a need. Enabling the continued build-out of the transit system is a proven contributor to regional economic competitiveness.

Gold Line Project – Moving the Market to BRT: Educating businesses about the value of a BRT system and the importance the workforce places on an accessible transit system was key to support the Gold Line and therefore the economic competitiveness of the region. A report entitled “BRT – State of the Practice in the U.S.” provides detailed information on other BRT systems being developed across the country. This report was made available to businesses to highlight the advantage transit brings to the regional economy.

Goal #3: Advance equity by improving the multi-modal access to opportunity for all

Equity is improved when transit riders can safely arrive at the station by a mode of transportation that fits their economic means. Walking is the least costly mode for the transit rider followed closely by biking. The transit industry has historically favored automobile access, through Park & Ride lots and passenger drop-off areas, which is the costliest mode for the transit rider and the transit agency. The scope of work for both grants investigated and documented the need for sidewalks and bicycle trails to provide affordable accessibility to the station area.

Blue Line Extension – Ten Infrastructure Projects: Out of the 450 potential city infrastructure projects identified in the planning process, the top 10 projects were all sidewalk and bicycle trail improvements. Conceptual designs and cost estimates completed through the grant were prepared in anticipation of cities seeking grants or issuing an RFQ or RFP to implement the infrastructure projects. Three of the 10 projects received grants through the 2020 Regional Solicitation funding cycle. Golden Valley, Crystal, and Brooklyn Park were the successful applicants.

The TOD goal most positively impacted by the overlap of the Project and the TOD Planning effort was improving the multi-modal access to opportunity for all. Where possible, the cities picked up where the transit project improvements ended to create a seamless pedestrian and bicycle access route to major destinations.

Gold Line Project – Circulation and Infrastructure Plans: These circulation plans documented how to extend the Project infrastructure investment beyond the station area and into the neighborhoods surrounding the corridor. These plans considered existing circulation patterns, development and recreational nodes, and those areas most likely to expand in the near and longer term. The analysis of what area was most likely to be developed in the future helped the city's budget for the improvements over a five-year period. Two cities received grants for station area circulation plans through the 2020 Regional Solicitation funding cycle. Woodbury and Oakdale were the successful applicants.

Goal #4: Support a 21st century transportation system through increased ridership and revenues

Thrive MSP 2040 and the 2040 Transportation Policy Plan (TPP) acknowledge the important role of land use and development planning in support of a 21st century regional transportation system. Thrive MSP 2040 calls for greater coordination between regional transportation investments, community development, and land use. TPP 2040 describes a vision for a transportation system that will better connect people and communities and provide more transportation choices. The FTA TOD Pilot Program grant applications were written with these outcomes in mind.

Blue Line Extension – Community Engagement: Community involvement in the planning for station area development was a hallmark of this grant. A station area designed to appeal to a wide spectrum of the community, through their involvement and investment in the effort, will generate more riders. Not only were community groups and individuals involved during the entire planning process, but toward the end of the planning effort, six community and cultural groups were surveyed to make clear their priorities for a 21st century transportation system.

Promoting the use of the FTA Joint Development program is a way to directly increase revenue and ridership to the transit agency. The fair share of revenue generated from an FTA Joint Development is transferred directly to the transit agency to support operating or capital needs. Cities along the corridor became aware of this program through the TOD planning grant process.

Gold Line Project – FTA JD Project: Washington County has proposed an FTA approved Joint Development for the Gold Line terminus in Woodbury that is anticipated to produce revenue and ridership for the transit agency. Washington County is the JD Partner and plans on building a 60,000 square foot service center within the station area on Met Council controlled land. Revenue is expected from a long-term ground lease and additional riders are anticipated from staff at the service center and visitors to the service center.

The FTA TOD Pilot Program Grants

As previously noted, this section of the report will prove valuable to those who want to dig deeper into the FTA approved scopes of work and how each County managed the effort and enlisted consultants to complete portions of the work. A background description of the effort and a summary of the key tasks for the Blue Line Extension LRT Project is followed by the same level of information for the Gold Line BRT Project.

Blue Line Extension Background:

The METRO Blue Line Extension – Advanced TOD Planning Grant application was awarded an FTA TOD Pilot Program Grant in federal fiscal year 2016. The Metro Blue Line Extension, also known as the Bottineau Corridor, is a 13-mile LRT corridor, with 11 stations, that travels through five cities in Hennepin County: Minneapolis, Golden Valley, Robbinsdale, Crystal, and Brooklyn Park.

The federal grant was \$1.2M and the local match \$652,500 for a total of \$1,852,500. The period of activity for the grant was April 2017 through August 2020. Metropolitan Council was the grant recipient and Hennepin County was the subrecipient to Metropolitan Council. As such, Hennepin County was responsible for completing the scope of work as detailed in the grant application and Metropolitan Council oversaw its effort.

Hennepin County selected Perkins and Will, SRF, Community Design Group, and Neka Creative as prime consultants including a 15% DBE commitment. Those contracts were successfully implemented, and the DBE commitment achieved.

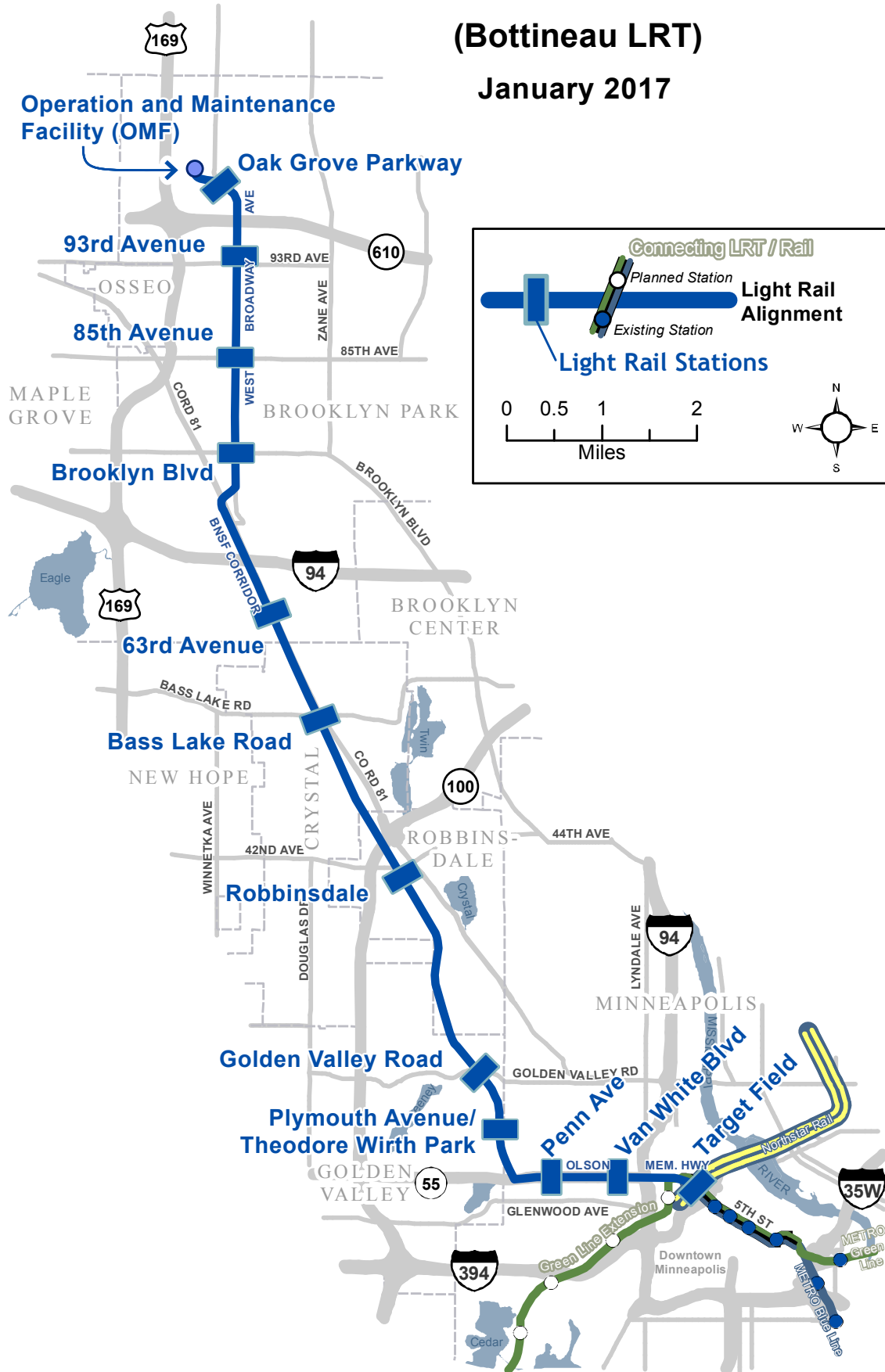
The METRO Blue Line Extension Project reached 90% design on the alignment referenced above. This Project is in the FTA Section 5309, Capital Investment Grant Engineering pipeline. Currently, all stakeholders are considering an alternative route for eight miles of the corridor.

High-Level Summary of Scope of Work: Following is a summary of each of the six tasks within the Advanced Station Area Planning scope of work. The **BOLDED** words represent those documents, found in the Excel spreadsheet, that stand out as excellent resource materials for future TOD station area planning efforts.

METRO Blue Line Extension

(Bottineau LRT)

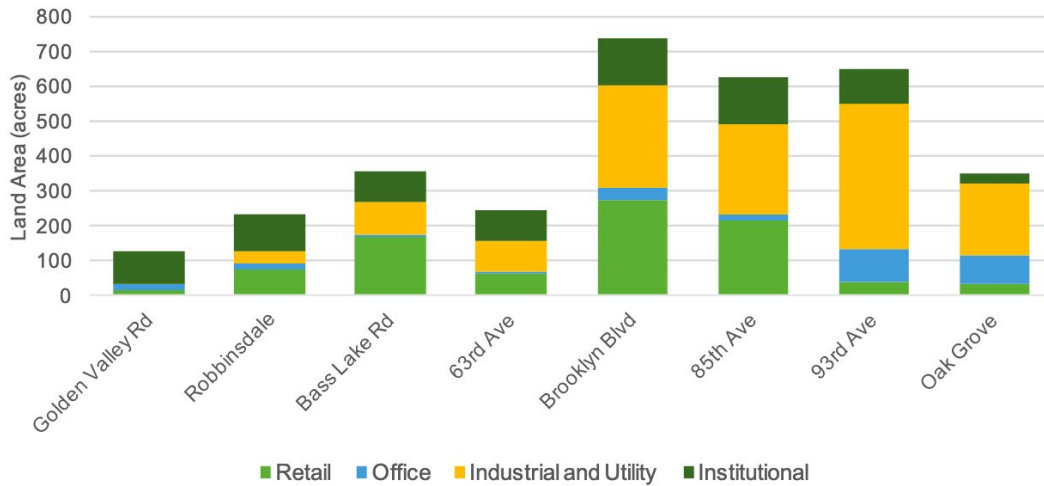
January 2017



1. **Development Plans:** This task was designed to inform and enable future development plans rather than produce plans. All five cities along the alignment were engaged in examining their existing zoning code and comprehensive plans and challenged to amend or add to their regulations to enable future TOD projects. All five cities either adopted new zoning codes or incorporated TOD plans into their 2040 Comprehensive Plans as noted in the one-page document referenced in the Excel spreadsheet.

A Commercial Market Analysis was conducted to inform future development about existing commercial development patterns (office, retail and hospitality) and market trends as researched and confirmed through developer interviews. The analysis was corridor-wide for the major uses and identified the most likely commercial development type for each station.

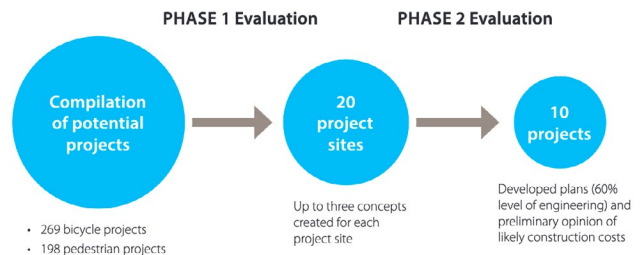
Station Areas Non-Residential Development Types: 1-Mile Radius



Source: Commercial Market Analysis

The Station Area Development Assessment demonstrates an effective method to engage the development community in the TOD planning process. Ten developers were interviewed concerning the prospects for housing and commercial development in the corridor, at each station area and on five specific sites. In addition, the developers were asked how cities' zoning codes and development strategies could be changed to generate more interest in their communities. This document includes a list of the questions asked.

2. **Infrastructure Plans:** This task encouraged cities to plan and budget for public improvements to augment the LRT investment and foster TOD. The consultants worked with the cities to narrow down a list of more than 450 potential infrastructure investments to 10 pedestrian and bike projects. Narrowing down the list was necessary to complete conceptual designs and cost estimates that could be used in seeking grants or issuing RFPs for the improvements. The 20-page document, **Planning for Community Connections**, provides a description of each improvement, the key reason the improvement will improve the overall transit system, and a cost estimate for budgeting purposes.



Source: Planning for Community Connections

The wayfinding plan described in **Bottineau Wayfinding Plan** provides background on best practices and then implements best practices in the signage plan developed for the cities along the Blue Line Extension. The goal of this wayfinding project was to better knit the BLRT service into the surrounding communities by highlighting

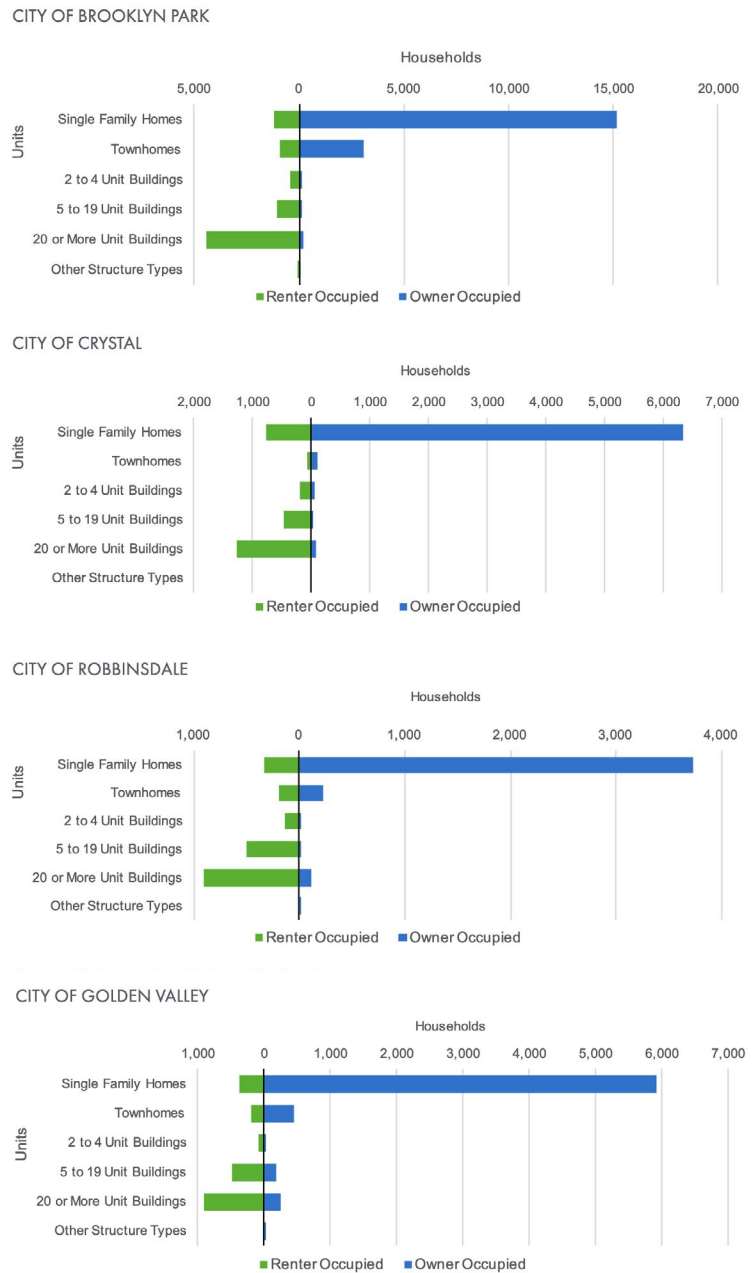
areas of interest beyond the station. The plan includes the questions asked of the community to inform the results and the budget for this corridor-wide effort. The wayfinding plan design is consistent with the concurrent consultant effort of branding the corridor.

- Housing Strategy:** This task was accomplished through a sequential analysis of a Housing Inventory, a Housing Gaps Analysis, and a Housing Investment Analysis. The Housing Inventory begins by comparing each of the cities along the alignment on over 10 variables, in the form of clear graphs that give the reader an excellent base from which to understand existing housing conditions. This document also has an appendix that includes this information from a zoomed-in station area perspective. The **Station Area Housing Gaps Analysis** builds on the inventory analysis by providing more detail about the housing stock in terms of structure type, density, vacancy trends, bedroom analysis, and housing costs. This gaps analysis also includes forecasts of key socio-economic factors relating to housing need. Interviews with real estate agents and community stakeholders are well-documented and add the qualitative information required in a gaps analysis. The Investment Framework is a succinct document that takes each of the four strategies identified – build more new housing, preserve existing affordable housing, develop innovative regulation techniques, and expand financing tools – and recommends methods of potential implementation, describing the actions already being taken by each community.

- Economic Development Strategy:** The economic development strategy included agreeing upon a corridor-wide marketing/branding identity and using that identity to help shape a comprehensive real estate development guide to the Bottineau corridor. In addition, there were outreach efforts to engage low-income youth and existing small businesses in the corridor.

The **NW Crossing Brand Book** provides an excellent guide for how to engage stakeholders in a detailed process of establishing a brand identity for the corridor. Reaching agreement on a brand for a transit corridor that touches five cities is a significant accomplishment. In addition, the last chapter provides clear direction on how to embed the brand in the community.

The **Northwest Crossing Development Guide** is designed with investors/developers in mind and utilizes the brand identity in the presentation. It begins with an introduction to the corridor, and readers can click on a



Sources: Station Area Housing Gaps Analysis

specific station if that is where they are focused on investing. Each station is defined by key information on the residents, existing housing stock including rents/sale price, existing employment, amenities, and how the station area connects to other modes of transportation beyond the station area.

5. **Innovative Financing Strategies for TOD:** TOD projects need to include creative financing strategies for those elements of TOD that can drive up the cost of development, such as a focus on pedestrian and bike connectivity. A comprehensive, searchable database for federal, state, and local funding sources was designed to help find funding by source, amount, use, and many other factors. In addition to the database, two documents are combined in **Funding for Types of Real Estate**. The first looks at funding sources by five different types of use, and the second document is a detailed focus on ways to develop long-term affordability for commercial uses.

In order to test the strategies, nine projects were identified by the cities to test their financial feasibility and recommend financing strategies for each. Detailed spreadsheets that identified the gaps are included in a document entitled City Projects. An **Executive Summary** provides a good overview of the entire project and what the cities found useful from the City Projects exercise.

6. **Community Engagement:** Community Engagement activities were integrated into all five of the previously described tasks and had a significant impact on all the work products. Participation by residents along the corridor was excellent considering the subject matter was transit planning. The **Engagement Framework** is an excellent summary of each of the five tasks, how the community was engaged, and the results of those efforts. A good example of a final community engagement report for one of the tasks, Task 2 – infrastructure, is the Connectivity Project Community Engagement Report. Each one of the tasks has a final report that goes into detail on community engagement activities.

Workplan tasks	Jan - Mar 2018	Apr - Jun 2018	Jul - Sept 2018	Oct 2018	Nov 2018	Dec 2018	Jan - Mar 2019	Apr - Jun 2019	Jul - Dec 2019	Jan - May 2020
1. TOD Zoning										
2. Infrastructure plans										
2.a. Wayfinding										
2.b. Demonstration Projects										
3. Housing and Development analysis										
4. Marketing and branding										
4.a. Connecting Theory to Practice										
4.b. Small business support										⇒ 2021
4.c. Cultivate Bottineau										
4.d. Corridor development initiative										
5. Innovative financing										
6. Community engagement										

Source: Engagement Framework



One of the final products of community engagement was an opportunity for six community and cultural groups to survey their communities to determine what were considered their priorities moving towards implementation of the Blue Line Extension and how to access the reports that made up the Advanced Station Area Planning process. That summary is entitled Community Engagement on Advanced Planning Memo.

Gold Line Background:

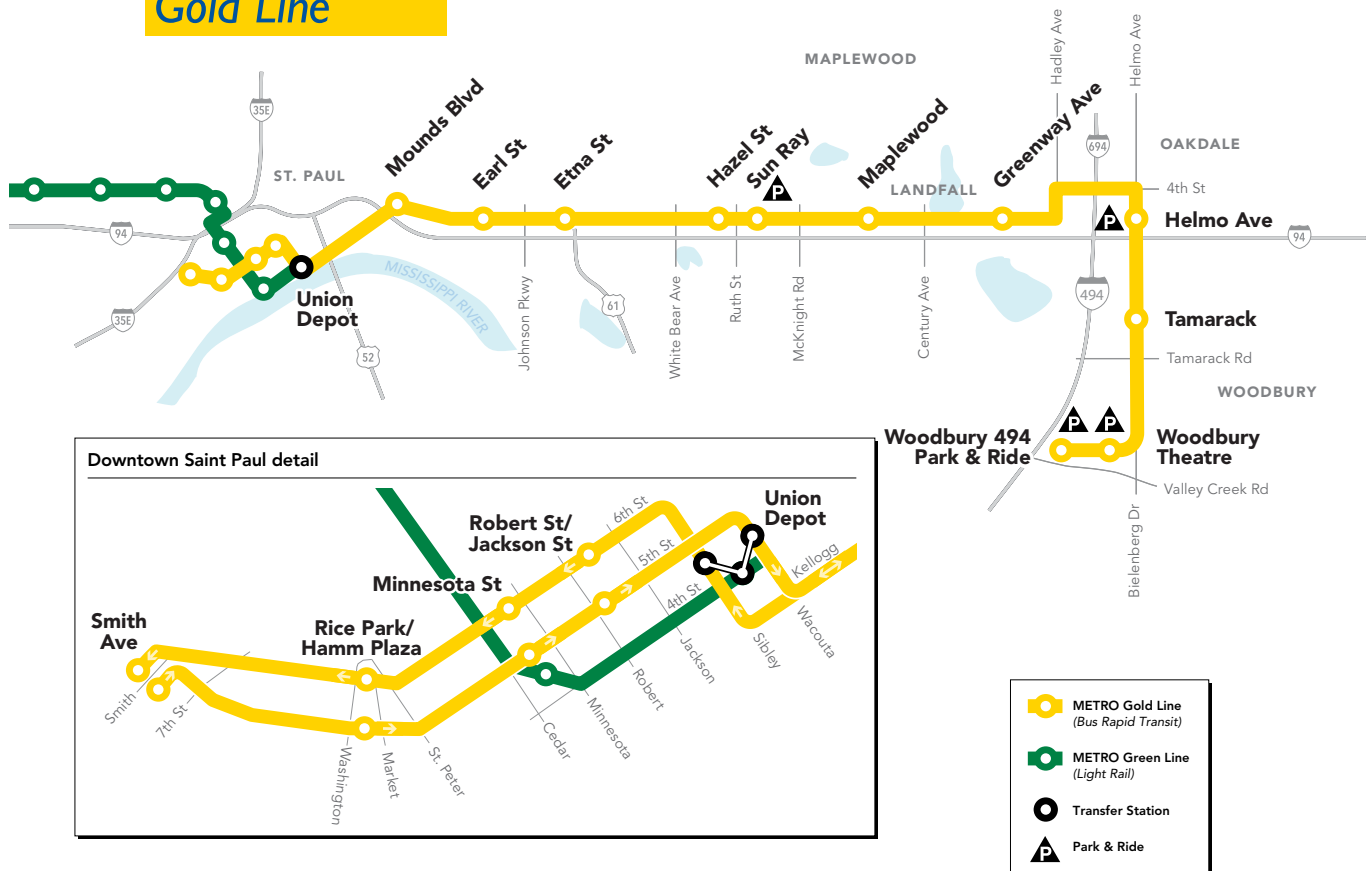
The Gateway Corridor Bus Rapid Transit (BRT) Planning application was awarded an FTA TOD Pilot Program Grant in federal fiscal year 2015. The Gateway Corridor, subsequently renamed the Gold Line, is a 10-mile BRT corridor, with 12 stations, that travels through two counties (Ramsey and Washington) and five cities (St. Paul, Maplewood, Landfall, Oakdale and Woodbury).

The federal grant was \$1.2M and the local match \$300K for a total of \$1.5M. The period of activity for the grant was April 2017 through September 2019. Metropolitan Council was the grant recipient and Washington County was the subrecipient to Metropolitan Council. As such, Washington County was responsible for completing the scope of work as detailed in the grant application and Metropolitan Council oversaw its effort.

Washington County selected Crandall Arambula as the prime consultant with a 15% DBE participation requirement. That contract was successfully implemented, and the DBE requirement achieved.



Gold Line



The Gold Line Project is anticipating a federal Capital Investment Grant in 2021 to allow for operations to begin in 2024.

High-Level Summary of Scope of Work: The following summarizes each of the nine tasks within the Advanced Station Area Planning scope of work. The **BOLD** words represent those documents, found in the Excel spreadsheet, that stand out as excellent resource materials for future TOD station area planning efforts.

1. **Community Engagement:** The prime consultant, Crandall Arambula, led the community engagement effort in concert with the Washington County Regional Rail Authority (WCRRA), Ramsey County, cities along the alignment, and Gold Line Partners. These entities were central to the preliminary station area planning process and continued their involvement in the advanced planning process.

The Engagement Plan was guided by the Core Values for Public Participation established by the International Association for Public Participation. These values and a succinct summary of the Engagement Effort is included in the **Gold Line Engagement Summary Report**.

That summary is broken down into the four phases of engagement based on input required during the advanced planning process. There is a chart for each phase that includes the key stakeholders involved, the methods of outreach, the information provided during the outreach and the specific date and location of community engagement.



Example of BRT Vehicle and Station

2. **Moving the Market to BRT:** The Gold Line was the first BRT operating in a dedicated busway in the region, which called for a thorough orientation to this mode of transit for the stakeholders. A two-and-a-half-day workshop was held for key stakeholders, and an excellent study was produced to ground all interested parties in this new addition to the region's transit network.

The three-page memo that describes the workshop, **BRT Memo – Workshop**, emphasizes how cities within the region, but not part of the Gold Line, were engaged to explain how TOD was being planned for and incorporated into their communities. The document, entitled **BRT – State of the Practice in the U.S.**, provides detailed information about other BRT systems and a comprehensive list of reference materials to further understand the state of BRT practice in 2018.

Station	Total Jobs	Wages		
		<\$1,250	\$1,250-\$3,333	\$3,333<
Mounds Blvd. Station	1,097	340	244	513
Earl St. Station	532	241	229	62
Etna St. Station	392	81	130	181
White Bear Ave. Station	1,982	845	816	321
Sun Ray Station	910	332	349	228
3M Headquarters Station	388	112	132	144
Greenway Ave. Station	139	33	40	66
Helmo Ave. Station	754	181	220	353
Tamarack Station	928	189	265	474
Woodbury Theater Station	2,614	1,232	633	749

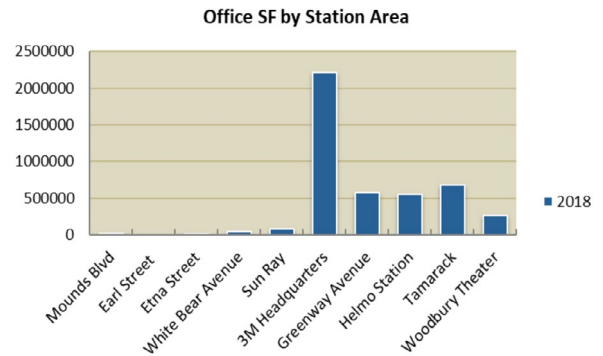
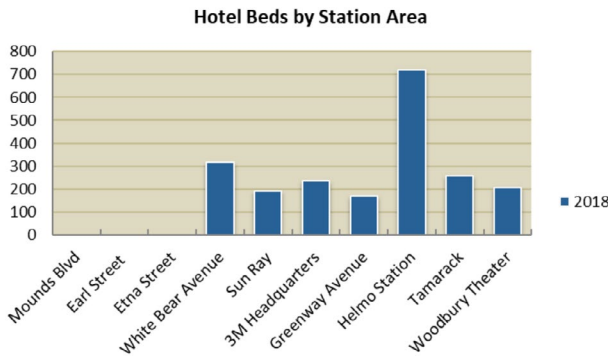
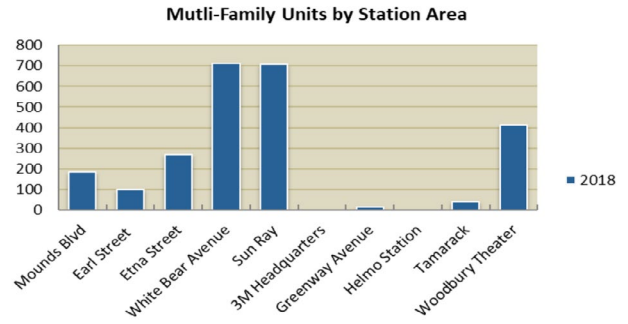
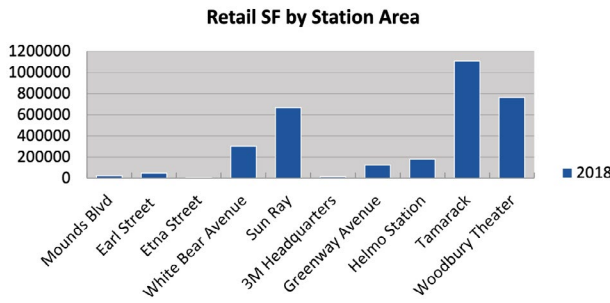
Sources: Longitudinal Employer-Household Dynamics; Maxfield Research and Consulting LLC

Source: Appendix B: Demographic and Market Analysis

3. **Review of Previous Station Area Plans:** The preliminary station area planning process produced a broad housing and market analysis and station area visions that the consultant, Crandall Arambula, reviewed prior to considering how to advance the station area plans. The consultant recognized the previous analysis as part of its Phase 1 Community Engagement effort and noted how it would be used as a building block to the more advanced station area planning process.

Appendix B: Demographic and Market Analysis incorporates elements of the previous plans within a more detailed analysis and includes information from the previously completed corridor-wide Health Impact Analysis.

4. **Market Analysis:** This analysis grounded each community's expectations for the type of development that would be attracted to the community and the individual station areas. The types of development analyzed were retail, office, hotel and housing. Housing was further broken down by multi-family rental, for-sale, and senior housing.



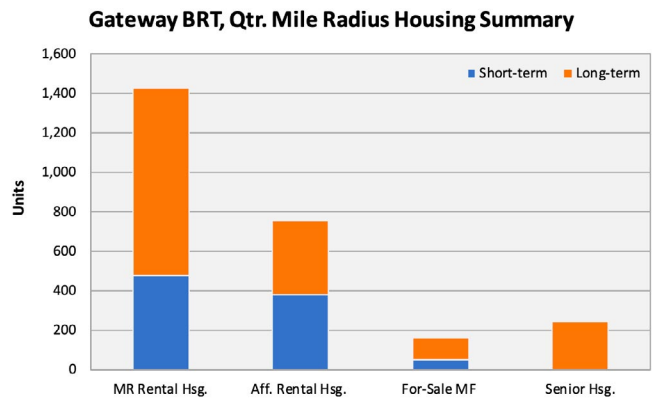
Appendix C: Market Analysis and Development Potential

This market analysis provided an accounting of existing supply and current market conditions for each of those uses. An assessment of the region followed by the geographic boundary of Gold Line Corridor provided an effective way to view the corridor as a stand-alone market. Appendix C is the narrative report entitled **Market Analysis and Development Potential**.

- Housing, Employment and Education Gaps Analysis: This task folds in the key facts from Appendix B and C and estimates how many units, square feet or hotel rooms could be absorbed within one-quarter mile of each station area. A chart for each station breaks this down by short- and long-term development potential in **Appendix D: Market Gap Assessment**.

A comprehensive quantitative chart, **Gateway Market Analysis Matrix**, neatly summarizes this information for each station and provides a total for the corridor.

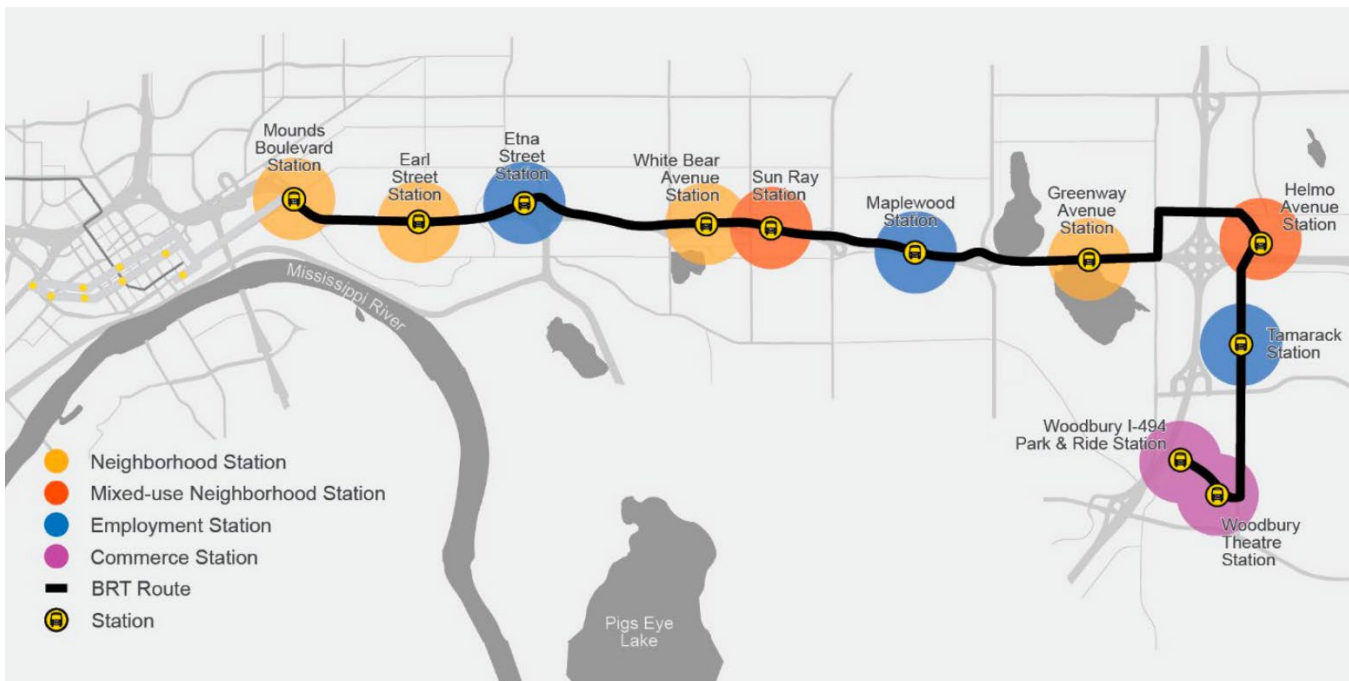
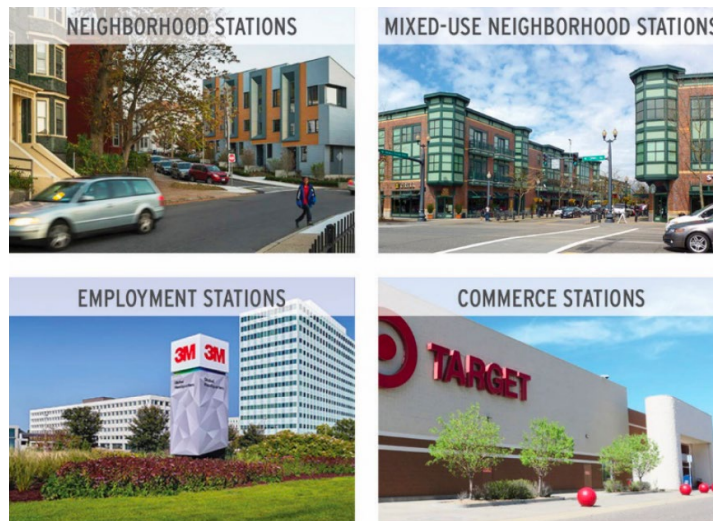
- Visioning: A vision for each station was developed in the initial engagement with the stakeholders. By design, the vision was developed prior to and without benefit of the detailed market and site analysis, as a vision is meant to be aspirational and without constraints in mind. The **Final BRT Plans** start with the vision established in the first phase of community engagement.
- Development Plans: The Development Plans chapter in the **Final BRT Plans** is the most extensive, as it incorporates much of the previous analysis. The plans envision a five- to 10-year build-out for type of uses, siting of uses and density of uses. This chapter also includes an estimate of achievable rents, meant to inform financial feasibility analysis and potential policy changes for land use, density, parking requirements, and height allowances.



8. Circulation and Infrastructure Plans: Crandall Arambula collaborated with the Gold Line Project Office on the station area circulation plans and how to extend the Gold Line BRT Project access beyond the station area. These plans considered existing circulation patterns, development and recreational nodes, and those areas most likely to expand in the short and long term.

The circulation plans were defined by corridor trail, collector trail, station and neighborhood access routes, and future traffic considerations. In addition, the infrastructure plans evaluated the ability of the existing water, stormwater, and wastewater systems to service anticipated development. The **Final BRT plans** document includes a chapter for circulation and one for infrastructure. **Appendix A: Circulation Audit** informed the Final BRT Plans and is the largest of the four Appendix documents.

9. BRT Plans: The **Final BRT Plans** are organized by a stand-alone document for each station area. The plans are a great example of providing a comprehensive document for cities to use in future outreach efforts. Information about existing conditions is followed by individual chapters for Visioning, Development Plans, Circulation Plans, and Infrastructure Plans as noted in #6, #7, and #8 above. The last chapter, Implementation Plan, makes recommendations for actions to help realize the Advanced Station Area Plan.



Source: Final BRT Plan

Blue Line Task Reports

Task Name	Tasks as described in grant application	Deliverables as described	Tasks as completed	Funding Source	Final Deliverables and Key Outcomes
Task 1: Development Plans	Create TOD Policies and zoning codes to implement station area plans	Codes for adoption by each city	Created new TOD policy and zoning codes for adoption by each city	FTA grant Hennepin County staff in-kind	City Actions on TOD Zoning -chart; Hennepin County, 2020
	Market analysis to inform plans and minimize displacement	N/A	Completed a commercial market analysis and development assessment.	FTA grant Hennepin County staff in-kind Hennepin County cash match Partner cities cash match	Commercial Market Analysis; Perkins + Will, July 2018 Station Area Development Assessment; Perkins + Will, July 2018
Task 2: Infrastructure Plans	Transit connection plans that include multi-modal street designs with pedestrian and bike connections, wayfinding, and landscaping	Report and maps with location/types/sizes of improvements, cross sections, cost estimates, and other information needed by cities/county and private sector to include in capital improvement plans.	Prioritized and created plans for 10 bike and pedestrian trails (both off- and on-street) connecting to station areas. Trails were completed to a 60% design level.	FTA grant Hennepin County staff in-kind Hennepin County cash match Partner cities cash match	Bottineau Community Works Infrastructure Advanced Planning Study Technical Memorandum; SRF Consulting, December 2018 Bottineau Community Works METRO Blue Line Extension Planning for Community Connections project overview; SRF Consulting, December 2018 Bottineau Community Works METRO Blue Line Extension Planning for Community Connections; SRF Consulting, December 2018 Note: 60% plan sheets are available upon request
	Feasibility of bus circulators at key LRT stations	Feasibility study of bus circulator	Developed report on shared mobility options, including bus circulator, at three key station areas: 93rd Avenue, 85th Avenue, and Golden Valley Road.	FTA grant Hennepin County staff in-kind Hennepin County cash match Partner cities cash match	Bottineau Community Works Infrastructure Advanced Planning Study – Shared Mobility Recommendations; SRF Consulting, October 2018
	TOD district infrastructure that enables mixed use development	N/A	Created a wayfinding plan for the Bottineau Corridor to include Minneapolis.	FTA grant Hennepin County staff in-kind	Bottineau Wayfinding Plan; SRF Consulting, March 2020 Bottineau Wayfinding Plan Project Summaries; SRF Consulting, March 2020
			Conducted 5 infrastructure demonstration projects, 1 in each corridor city	Match from Center for Prevention/Blue Cross Blue Shield of Minnesota	Bottineau Corridor demonstration projects; Hennepin County, 2018
Task 3: Housing Strategy	Inventory of existing conditions	N/A	Completed Housing Inventory	Hennepin County staff in-kind	Bottineau Corridor – Blue Line Extension LRT Housing Inventory; Center of Innovation and Excellence, Hennepin County, July 2017
	Market feasibility to determine gaps; Strategy to address gaps	N/A	Completed Gaps Analysis	FTA grant Match from St. Paul Foundation grant	Bottineau Community Works Station Area Housing Gaps Analysis; Perkins + Will, June 2018
	Develop corridor-wide housing strategy to ensure a range of housing choices and opportunities	Corridor-wide housing strategy to ensure a full range of housing choices	Created a document that draws from Inventory and Gaps Analysis to highlight needs, gaps and tools to address a full range of housing choices in the Bottineau Corridor.	Hennepin County staff in-kind	Bottineau Housing Investment Framework; Hennepin County, 2020
Task 4: Economic Development Strategy	Corridor-wide marketing, branding, and economic development strategy to attract businesses and denser, mixed-use development	Corridor-wide strategies to attract new businesses and development, connect disadvantaged populations to jobs and educational opportunities and assist existing small businesses.	Created a corridor-wide brand and marketing strategy to attract businesses, development and investment. Created interactive PDF to promote the corridor for economic development.	FTA grant Hennepin County staff in-kind City of Minneapolis cash match FTA grant Hennepin County staff in-kind Match from GreaterMSP	Northwest Crossing Brand Book; Neka Creative, 2020 Northwest Crossing Messaging Matrix; Neka Creative, 2020 Northwest Crossing Development Guide; Perkins + Will; March 2020
			Facilitated two tours of local TOD projects, a workshop on development density and a Technical Advisory Panel for corridor city staff and policymakers (Urban Land Institute-MN).	Supporting work through Urban Land Institute -MN	Bottineau Advisory Services – 2017 Work Plan Progress; ULI-MN, December 2017 Bottineau LRT Corridor TAP: A ULI Minnesota Technical Assistance Panel for Bottineau Corridor Community Works; ULI Minnesota, September 2018
	Strategy to connect low-income residents to jobs and educational opportunities	N/A	Provided BrookLynk internships for youth ages 14-21 in Brooklyn Center and Brooklyn Park through The Brooklyn Bridge Alliance for Youth. 39 living wage internships were provided 2018	Supporting work by Hennepin County	Brooklyn Bridge Alliance for Youth Partnership contract scope; Hennepin County & Brooklyn Bridge Alliance, May 2017 Brooklynk: A Place-Based Strategy to Increase Employment in the Public Sector Proposal for Partnership; Brooklyn Bridge Alliance for Youth, December 2016 Brooklynk Internship Subsidy Totals; Hennepin County, 2018
	Strategy to assist small businesses already located in the corridor	N/A	Provided technical assistance to small businesses within ¼ -1/2 mile of station areas, with a particular emphasis on immigrants and business owners of color.	Hennepin County staff in-kind Supporting work through McKnight Foundation grant	Blue Line Workplan 2019; NDC/ACER 2019 Bottineau Workplan; NEON, 2019 Progress report October 2019 – April 2020; NDC/ACER & NEON, compiled by Hennepin County

Task Name	Tasks as described in grant application	Deliverables as described	Tasks as completed	Funding Source	Final Deliverables and Key Outcomes
Task 5: Innovative Financing Strategies for TOD	Develop specific financing tools and strategies needed to implement station area plans Identify resource gaps in the corridor and develop tools and policies to address those gaps	Financing strategies and timelines to implement Tasks 1, 2, 3, and 4	Updated TOD Funding Guide including conversion to a sortable database. Provided strategies to finance all the major categories of TOD including a separate report on commercial components of TOD projects. Evaluated the financial feasibility of nine potential real estate development concepts in six of the station areas and recommended resources to finance the funding gaps. Provided an executive summary of the four major tasks.	FTA grant Metro Transit	<u>TOD Funding Database</u> ; Baker Tilly, July 2020 <u>Funding for Types of Real Estate</u> ; Baker Tilly, July 2020 <u>City Projects</u> ; Baker Tilly, July 2020 <u>Executive Summary</u> ; Baker Tilly, July 2020
Task 6: Community Engagement	Integrated into the other five tasks	Ensure a targeted strategy to engage traditionally under-represented groups and disadvantaged communities	<p>Created BCW Community Engagement Framework for the Bottineau Corridor.</p> <p>Contracted with Nexus Community Partners for Health Equity Engagement Cohort (HEEC) work</p> <p>Held Corridor Development Initiative workshops for multiple sites in the Bottineau Corridor (Twin Cities LISC).</p> <p>Created community engagement plan with final report on concept plans for Task 2 - 10 bike and pedestrian trails (both off- and on-street) connecting to station areas with a focus on traditionally under-represented groups and disadvantaged communities.</p> <p>Compiled community engagement summaries for market analysis and housing reports</p> <p>Conducted outreach to small businesses within ¼ mile of station areas, with an emphasis on immigrants and business owners of color, engaging them in small business technical assistance.</p> <p>Created and implemented community engagement plan for marketing & branding contract</p> <p>Created and implemented community engagement plan for wayfinding contract</p> <p>Conducted community report-back sessions and survey</p> <p>Created communications materials that can be used to provide an overview of the FTA work to communities and policymakers</p>	<p>Hennepin County staff in-kind Match from Center for Prevention/Blue Cross Blue Shield of Minnesota</p> <p>FTA grant Hennepin County staff in-kind</p> <p>FTA grant Hennepin County staff in-kind</p> <p>FTA grant Hennepin County staff in-kind</p> <p>Supporting work through McKnight Foundation grant</p> <p>FTA grant Hennepin County staff in-kind</p> <p>FTA grant Hennepin County staff in-kind</p> <p>FTA grant Hennepin County staff in-kind</p> <p>FTA grant Hennepin County staff in-kind</p>	<p><u>Bottineau Community Works Community Engagement Framework</u>; Hennepin County, updated March 2020</p> <p><u>HEIP Final Report</u>; Nexus Community Partners, June 2018</p> <p><u>Robbinsdale LRT Station Area Corridor Development Initiative Summary Report and Final Recommendations</u>; Twin Cities LISC, August 2018</p> <p><u>Brooklyn Park/85th Ave LRT Station CDI Development Guidelines</u>; Twin Cities LISC, August 2018</p> <p><u>Bottineau Community Works Connectivity Project Community Engagement Report</u>; Community Design Group, May 2018</p> <p><u>Bottineau Community Work Connectivity Project – Community Engagement Report – Final Report</u>; Community Design Group, August 2019</p> <p><u>Community engagement summaries for market analysis and housing reports</u>; compiled by Hennepin County, from Perkins + Will reports, 2018</p> <p><u>Bottineau Small Business Technical Assistance Contract Scope of Work – Neighborhood Development Center (NDC)</u>; Hennepin County, October 2019</p> <p><u>Bottineau Small Business Technical Assistance Contract Scope of Work – Northside Economic Opportunity Network (NEON)</u>; Hennepin County, October 2019</p> <p>See also <u>Task 4 Blue Line Workplan 2019</u>; <u>NDC/ACER 2019</u> and <u>Bottineau Workplan</u>; NEON, 2019</p> <p><u>Section 2: Engagement Activities, Northwest Crossing Brand Book</u>; Neka Creative, 2020</p> <p><u>Bottineau Corridor Wayfinding Project Community Engagement Summary of Findings</u>; SRF Consulting, November 2019</p> <p><u>Community Engagement on Advanced Planning Recommendations memo</u>; Hennepin County, March 2020</p> <p><u>Bottineau Community Works Executive Summary (tri-fold brochure)</u>; Damon Farber, April 2020</p> <p><u>Bottineau Community Works 2020 (slide deck)</u>; Damon Farber, April 2020</p>

Gold Line Task Reports

Task Name	Task as described in grant application (pages 1-2 of application)	Deliverables from grant application (page 2 of application)	Final Documents	Final Document Links
Task 1: Engagement	Build on existing extensive public outreach and create engagement plan to inform all other tasks	Gold Line BRTOD Stakeholder Involvement Plan	Gold Line BRTOD Stakeholder Involvement Plan	http://thegatewaycorridor.com/wp-content/uploads/2019/09/Gold-Line-BRTOD-Stakeholder-Involvement-Plan-Final.pdf
	Increase participation and decision-making by underserved populations	Gold Line Engagement Summary Report	Gold Line Engagement Summary Report	http://thegatewaycorridor.com/wp-content/uploads/2019/09/Gold-Line-Engagement-Summary-Report_FINAL.pdf
Task 2: Moving the Market to BRTOD (Metropolitan Council in-kind contribution)	Workshops for community stakeholders on BRTOD, including experiences from other regions	BRTOD Memo from a multi-day Workshop	BRTOD Memo - Workshop	http://thegatewaycorridor.com/wp-content/uploads/2019/05/BRTOD-Memo_Workshop-Memo_khFINAL.pdf
	Compilation of BRTOD planning and implementation best practices	BRTOD Memo - BRTOD Planning and Implementation Best Practices	BRTOD Memo - BRTOD Planning and Implementation Best Practices	http://thegatewaycorridor.com/wp-content/uploads/2019/05/BRTOD-Memo_BRTOD-Best-Practices_khFINAL.pdf
	Library of local and national examples of TOD in smaller communities	BRTOD Memo - Local and National Examples	BRTOD Memo - Local and National Examples	https://www.metrotransit.org/Data/Sites/1/media/tod/brtod_final.pdf
Task 3: Review of Previous Station Planning	Review of previous market analysis and station visioning	Demographics and Market Conditions Report	BRTOD Plans - Appendix B: Demographics and Market Conditions	http://thegatewaycorridor.com/wp-content/uploads/2019/07/APPENDIX-B_BRTOD-Plans-Demographic-and-Market-Conditions.pdf
	Review of Gold Line Corridor Health Impact Assessment	Incorporated into overall plan	Gold Line BRTOD Plan Summary	http://thegatewaycorridor.com/gold-line-brtod-plan-summary_final-2/
Task 4: Market Analysis	Coordination with each city to combine market-driven station assessments with corridor-wide assessments	Results found in each station's Final BRTOD Plan	BRTOD Plans - Appendix C: Market Analysis and Development Potential	http://thegatewaycorridor.com/wp-content/uploads/2019/07/APPENDIX-C_BRTOD-Plans-Market-Analysis-and-Development-Potential.pdf
		Gap Analysis Matrix for all stations	Gateway Market Analysis Matrix	http://thegatewaycorridor.com/gateway-market-analysis-matrix/
	Washington County "Search of Site" Analysis	Washington County TOD Search of Site	http://thegatewaycorridor.com/wp-content/uploads/2019/09/Metrics_08162019.pdf	
Task 5: Housing, Employment, and Education Gap Assessment	Focus on the relationship between demand for housing and employment locations	Results found in each station's Final BRTOD Plan	BRTOD Plans - Appendix B: Demographics and Market Conditions	http://thegatewaycorridor.com/wp-content/uploads/2019/07/APPENDIX-B_BRTOD-Plans-Demographic-and-Market-Conditions.pdf
	Corridor-wide assessment of existing housing (including affordable and supportive), employment, and education identify gaps where stronger transit access links can be made	Market gap assessment	Appendix D: BRTOD Plans Market Gap Assessment	http://thegatewaycorridor.com/wp-content/uploads/2019/07/APPENDIX-D_BRTOD-Plans_Market-Gap-Assessment.pdf
Special attention paid to accessibility gaps identified in the regional plan, Thrive MSP 2040, between RCAPs (racially concentrated areas of poverty) and employment and education	BRTOD Plans - Appendix B: Demographics and Market Conditions		http://thegatewaycorridor.com/wp-content/uploads/2019/07/APPENDIX-B_BRTOD-Plans-Demographic-and-Market-Conditions.pdf	
Task 6: Visioning	Develop visions for station areas incorporating market realities, sustainable practices, existing neighborhood character, and TOD strategies for each station.	Results found in each station's Final BRTOD Plan	SAINT PAUL STATIONS BRTOD PLANS: Mounds Boulevard, Earl Street, Etna Street, White Bear Avenue, Sun Ray City of Maplewood: Maplewood Station City of Oakdale BRTOD Plans: Greenway Avenue, Helmo Avenue City of Woodbury BRTOD Plans: Tamarack, Woodbury Theatre and Woodbury I-94 Park and Ride	Please see links to each Final BRTOD Plan below
	Task 3: Review of Previous Station Planning and Task 4: Market Analysis determine appropriate level, intensity, and type of development.			
	Agency and community involvement establish a final vision for each station area			
Task 7: Development Plans	Build upon previous tasks to create land use development plans that include land use and zoning changes, intensity and types of development supported by market analysis, and a clear connection to the station and community vision	Individualized recommendations for each city and/or station area found in Final BRTOD Plans - Development section	SAINT PAUL STATIONS BRTOD PLANS: Mounds Boulevard, Earl Street, Etna Street, White Bear Avenue, Sun Ray City of Maplewood: Maplewood Station, City of Landfall: Greenway Avenue, City of Oakdale BRTOD Plans: Greenway Avenue, Helmo Avenue City of Woodbury BRTOD Plans: Tamarack, Woodbury Theatre and Woodbury I-94 Park and Ride	Please see links to each Final BRTOD Plan below
	Attention paid to minimizing displacement for each community			
	Innovative financing tools like value capture, public-private partnerships, TIF districts, and others evaluated for potential aid to development			
Task 8: Circulation and Infrastructure Plans	Create plans to provide access to, from, and within the station areas for all modes of transportation and identify an infrastructure strategy to support development identified in Task 7: Development Plans.	Audit of Circulation throughout corridor, and station by station break out; a component of each City Final BRTOD Plan - Circulation section	Appendix A: BRTOD Plans Circulation Audit	https://washingtoncounty.sharefile.com/d-sf740bd351f84647b

Task 9: BRTOD Plans	Bridging the gap between current conditions and those anticipated for opening day of the Corridor BRT line	Final BRTOD Plans for each station provide individualized road maps for how to achieve station area vision on opening day and beyond	Gold Line BRTOD Plan Summary; SAINT PAUL STATIONS BRTOD PLANS: Mounds Boulevard, Earl Street, Etna Street, White Bear Avenue, Sun Ray City of Maplewood: Maplewood Station, City of Landfall: Greenway, City of Oakdale BRTOD Plans: Greenway Avenue, Helmo Avenue City of Woodbury BRTOD Plans: Tamarack, Woodbury Theatre and Woodbury I-94 Park and Ride	http://thegatewaycorridor.com/gold-line-brtod-plan-summary_final-2/
	Long-term development potential of station areas			
	Strategic plan to ensure station areas evolve into their highest and best use on opening day and beyond			Please see links to each Final BRTOD Plan below

Final BRTOD Reports

City of Saint Paul	Mounds Boulevard Station	http://thegatewaycorridor.com/wp-content/uploads/2019/04/01-05_St-Paul-BRTOD-Plan_FINAL_20190415.pdf
	Earl Street Station	
	Etna Street Station	
	White Bear Avenue Station	
	Sun Ray Station	
City of Maplewood	Maplewood Station	http://thegatewaycorridor.com/wp-content/uploads/2019/04/06_Maplewood-BRTOD-Plan_FINAL_-20190415.pdf
City of Landfall	Greenway Avenue Station	http://thegatewaycorridor.com/wp-content/uploads/2019/04/07_Greenway-BRTOD-Plan_LANDFALL_FINAL_20190415.pdf
City of Oakdale	Greenway Avenue Station	http://thegatewaycorridor.com/wp-content/uploads/2019/04/07_Greenway-BRTOD-Plan_OAKDALE_FINAL_20190415.pdf
	Helmo Avenue Station	http://thegatewaycorridor.com/wp-content/uploads/2019/09/08_Helmo-BRTOD-Plan_FINAL.pdf
City of Woodbury	Tamarack Station	http://thegatewaycorridor.com/wp-content/uploads/2019/04/09-11_Woodbury-BRTOD-Plan_FINAL.pdf
	Woodbury Theatre and I-494 Park and Ride Station	