Central Corridor Key Outcomes

BASELINE INDICATORS REPORT
March 2011

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CENTRAL CORRIDOR
FUNDERS COLLABORATIVE
INVESTING BEYOND THE RAIL

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Introduction

The Central Corridor Funders Collaborative is a group of 13 grant-making organizations investing in the Central Corridor of Minneapolis-Saint Paul. It invests based on the belief that the new light rail line offers an opportunity to strengthen the regional economy and make adjacent neighborhoods better places to live and work. The Collaborative envisions a Corridor that is a place of opportunity for all where residents and businesses thrive.

The Collaborative pursues this vision through working with a variety of organizations, community groups, coalitions, and public agencies to create and implement corridor-wide strategies. These strategies aim to ensure that adjoining neighborhoods, residents, and businesses all share in the expected benefits resulting from Light Rail Transit (LRT).

The Collaborative promotes learning so decisions affecting the Corridor are informed and far-sighted; builds shared solutions through the creation of corridor-wide strategies and goals; and invests capital through the Catalyst Fund. Through these activities it seeks to achieve the following four outcomes in the Central Corridor:

- Access to affordable housing
- Strong local economy
- Vibrant, transit-oriented places
- Effective coordination and collaboration

Tracking outcomes in the Corridor

To assess progress on these outcomes, the Collaborative worked with Wilder Research over the past year to develop and report on measures of progress toward the four outcomes.

This initial report presents baseline data before construction began on the light rail line, using the most recently available data. Results will be tracked and reported annually on these measures as the construction goes forward, is eventually completed, and the light rail line is fully operating.

A second reporting tool, the Central Corridor Tracker, summarizes the findings of this report. Because of its concise, graphic format, there are slight differences in wording and presentation between the indicators in the Tracker and in this report. However, all the data and analysis in the Tracker come from this report. The Tracker also focuses on the Corridor as a whole in its summary, while this report provides more detailed breakdowns of data for three segments of the Corridor.

Notes on the methods

In developing the indicators, Wilder worked with the Collaborative to identify key questions related to the outcomes; determine indicators (measures) and data sources; gather and analyze data; and report results. In determining the indicators and data sources to be used in assessing the outcomes, indicators were sought that were a good fit with the outcomes and were straightforward to understand or interpret; and data sources were identified that collected reliable data that were available for small geographic areas (e.g., census tracts or block groups, zip codes) and updated on a relatively timely basis.

Maps of the Central Corridor showing the census tracts and zip codes included in the analysis and reporting of results for the indicators are provided in the Appendix. Note that the boundaries for census tracts and zip codes are different, and consequently, the Central Corridor geographic area varies somewhat depending on whether census tracts or zip codes are used in the analysis.

Tables with detailed results on the indicators are also included in the Appendix, including results for the three segments of the Corridor – West, Middle, and East as indicated on the maps.

Central Corridor Funders Collaborative members

Annie E. Casey Foundation, Ford Foundation, F.R. Bigelow Foundation, John S. and James L. Knight Foundation, Living Cities, Inc., McKnight Foundation, The Minneapolis Foundation, Northwest Area Foundation, Otto Bremer Foundation, The Jay and Rose Phillips Family Foundation of Minnesota, The Saint Paul Foundation, Surdna Foundation, and Travelers Foundation.

Indicator summary table

	Goal	Central Corridor	CC West Segment	CC Middle Segment	CC East Segment	Mpls.-St. Paul
ACCESS TO AFFORDABLE HOUSING						
Households by adjusted gross income (2007, in 2007 $)						
Less than $10,000		26%	26%	25%	29%	23%
$10,000-$29,999		29%	29%	29%	30%	28%
$30,000-$49,999		18%	17%	19%	19%	19%
$50,000-$99,999		17%	16%	18%	16%	19%
$100,000+		10%	13%	8%	6%	10%
Median household income (2005-2009, in 2007 $)		**$37,300**	**$37,900**	**$39,100**	**$33,300**	**$44,300**
Average housing and transportation costs as a % of income (1999)						
For median-income households (100% AMI*)		31%	29%	32%	29%	35%
For moderate-income households (80% AMI*)		37%	34%	39%	35%	42%
For low-income households (60% AMI*)		46%	43%	50%	44%	55%
STRONG LOCAL ECONOMY						
Share of business establishments by top industries (2008)						
Professional and technical services		22%	26%	14%	18%	17%
Other services		11%	9%	12%	16%	11%
Health care and social assistance		10%	7%	18%	12%	12%
Hotel, restaurant, and food services		9%	11%	6%	9%	9%
Finance and insurance		9%	11%	3%	10%	6%
Retail trade		8%	6%	11%	8%	10%
All other industries		31%	30%	36%	27%	35%
CCLRT construction work hours performed by women (through Dec. 2010)	**6%**	**8%**				
CCLRT construction work hours performed by minorities (through Dec. 2010)	**18%**	**13%**				
Share of CCLRT contracts paid to DBEs (through Oct. 2010)**	**16%**	**15%**				
Business establishments by size (2008)						
Less than 5 employees		45%	45%	45%	46%	51%
Less than 20 employees		78%	77%	80%	82%	82%
Less than 100 employees		95%	94%	96%	96%	96%
Low- or moderate-income employed residents who work within a 45-minute transit commute-shed (2008)		**48%**	**56%**	**41%**	**51%**	
Total low- or moderate-income (<$3,333/month) employed residents		21,079	6,436	9,529	5,114	

* *Area Median Income*

** *Disadvantaged Business Enterprises*

Indicator summary table (continued)

	Goal	Central Corridor	CC West Segment	CC Middle Segment	CC East Segment	Mpls.-St. Paul
VIBRANT TRANSIT ORIENTED PLACES						
Walk-friendly: Average Walk Score ® (2010, Rated 0-100, 100=best)		**82**	**89**	**79**	**78**	
Comparison Corridors	Lake Street in Minneapolis: 86 • West 7th Street in St. Paul: 58					
Density: Occupied residential addresses (2009)		**45,237**	**19,535**	**15,927**	**9,775**	**292,439**
Density: Occupied business addresses (2009)		**10,139**	**5,173**	**2,774**	**2,192**	**24,105**
EFFECTIVE COORDINATION & COLLABORATION						
Stakeholders share common equitable development goals (2010)* **						
Strongly agree		8%				
Agree		56%				
Disagree		34%				
Strongly disagree		2%				
Central Corridor stakeholders collaborate effectively (2010)* **						
Strongly agree		2%				
Agree		63%				
Disagree		25%				
Strongly disagree		10%				
How informed do you feel about equitable development efforts? (2010)* **						
Very well informed		45%				
Somewhat informed		51%				
Not too informed		4%				
DEMOGRAPHIC CONTEXT						
Total population (2005-2009)		**86,983**	**35,957**	**32,847**	**18,179**	**657,841**
American Indian		1%	1%	1%	1%	1%
Asian		11%	9%	9%	19%	8%
Black		23%	21%	23%	25%	15%
White		61%	66%	62%	49%	68%
Some other race		2%	1%	2%	3%	3%
Two or more races		3%	3%	3%	3%	3%
Hispanic/Latino (of any race)		5%	4%	4%	8%	9%
Foreign-born as a percentage of total population		**19%**	**21%**	**13%**	**25%**	**15%**

****Central Corridor Stakeholder Survey conducted by Wilder Research.*

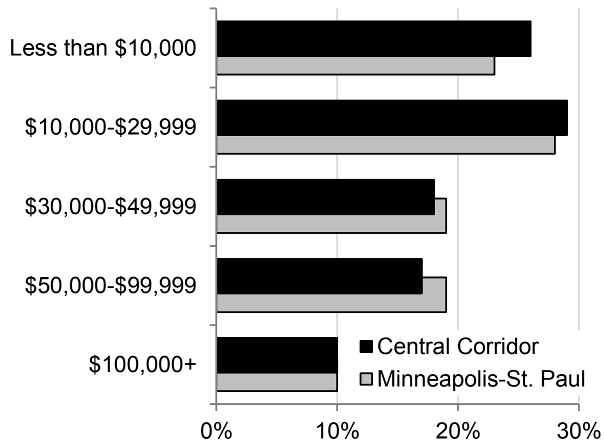
Access to affordable housing

Outcome: **Mix of household incomes**

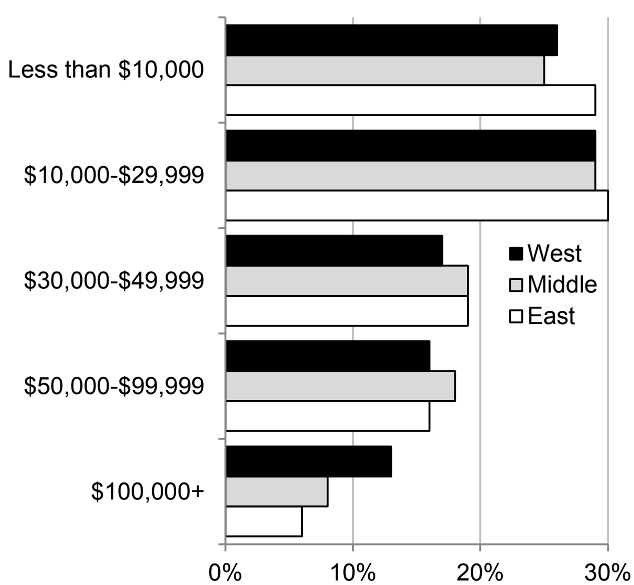
Indicator: **Adjusted gross income of households in income categories***

Key Question: **Are low-income people still able to live near the Central Corridor?**

SHARE OF HOUSEHOLDS BY ANNUAL ADJUSTED GROSS INCOME (2007 $)
Central Corridor and Minneapolis-Saint Paul, 2007



SHARE OF HOUSEHOLDS BY ANNUAL ADJUSTED GROSS INCOME (2007 $), BY SEGMENT
Central Corridor, 2007



Source: Internal Revenue Service. (Data available by zip code)

Overall corridor

Findings:

- About one-quarter of Central Corridor households are extremely poor, with adjusted gross income (AGI) of less than $10,000 annually (in 2007 dollars).
- Households with AGIs of less than $30,000 annually account for more than half (55%) of all households. Ten percent of households, however, have AGIs of $100,000 or more.
- Because of the way AGI is calculated (see note), it understates households' gross income. According to the American Community Survey, median household income (not AGI) in the Corridor during 2005 to 2009 was about $37,300 (in 2007 dollars for comparability).

Breakdown by segment

Findings:

- Within each segment of the Corridor, 25-30 percent of the households have AGIs below $10,000, and more than half of the households have AGIs below $30,000.
- Compared to the other two segments, the east segment of the corridor is the poorest.
- The west segment has the greatest share of high income households, with 13 percent earning $100,000 or more annually.

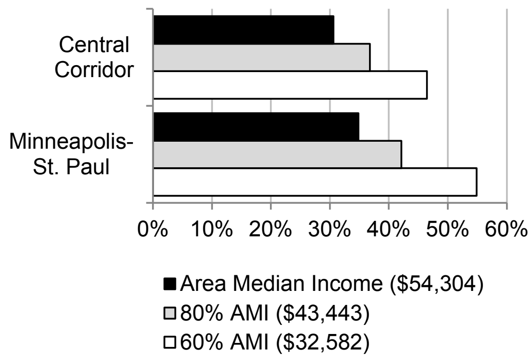
** Note: Income is adjusted gross income (AGI) in 2007 dollars. Not inflation-adjusted. Households are defined as those filing together for tax purposes. Very low-income households are not legally required to file. AGI is used to determine income tax liability. AGI is calculated by taking an individual's gross income and subtracting the income tax code's "above the line" deductions, including health savings accounts, tuition, traditional IRA contributions, alimony, student loan interest, etc. Therefore, these values understate households' total gross income.*

Outcome: **Housing with enduring affordability is available to current and future residents**

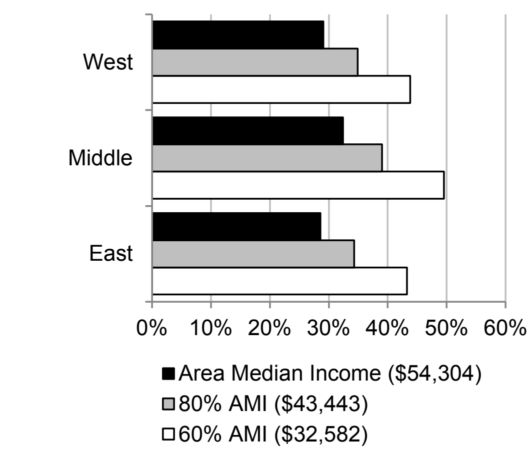
Indicator: **Average housing plus transportation costs as a percentage of household income**

Key Question: **Is it affordable to live in the Central Corridor?**

HOUSING AND TRANSPORTATION COSTS AS A PERCENTAGE OF INCOME FOR HOUSEHOLDS AT SEVERAL INCOME LEVELS
Central Corridor and Minneapolis-Saint Paul, 1999



HOUSING AND TRANSPORTATION COSTS AS A PERCENTAGE OF INCOME FOR HOUSEHOLDS AT SEVERAL INCOME LEVELS, BY SEGMENT
Central Corridor, 1999



Source: Housing + Transportation Affordability Index, online at htaindex.cnt.org. Center for Neighborhood Technology, Chicago, IL. Data available by block group and aggregated to census tracts.
Notes: Income is in 1999 dollars. Area Median Income relates to the median for the Minneapolis-St. Paul, MN-WI 13-county metropolitan statistical area (MSA). Results reported in the figure assume an average household size of 2.4 people and 1.3 commuters.

Central Corridor

Findings:

- A housing plus transportation cost in excess of 45 percent of one's household income is generally considered unaffordable.
- In 1999, the median household income in the Minneapolis-St. Paul metropolitan statistical area (13-county MSA) was $54,304 in 1999 dollars (about $67,600 in 2007 inflation-adjusted dollars). This "typical" household would pay 30.6 percent of its income toward housing and transportation costs if it was located in the Central Corridor, indicating the area is very economical for the region's typical income households.
- For households in the Corridor who had incomes that were 80 percent of the metro area's median income ($43,433 in 1999 dollars, or about $54,000 in 2007 dollars), the cost of housing plus transportation averaged 36.8 percent of their income.
- However, many households in the Corridor in 1999 earned less than these income levels. For a household earning 60% of the region's median income ($32,582 in 1999 dollars, or about $40,600 in 2007 dollars), transportation plus housing costs for living in the Corridor averaged about 46.5 percent of their income.
- Across the Corridor, the middle segment appears to have a somewhat higher housing plus transportation cost burden compared to the east and west segments.

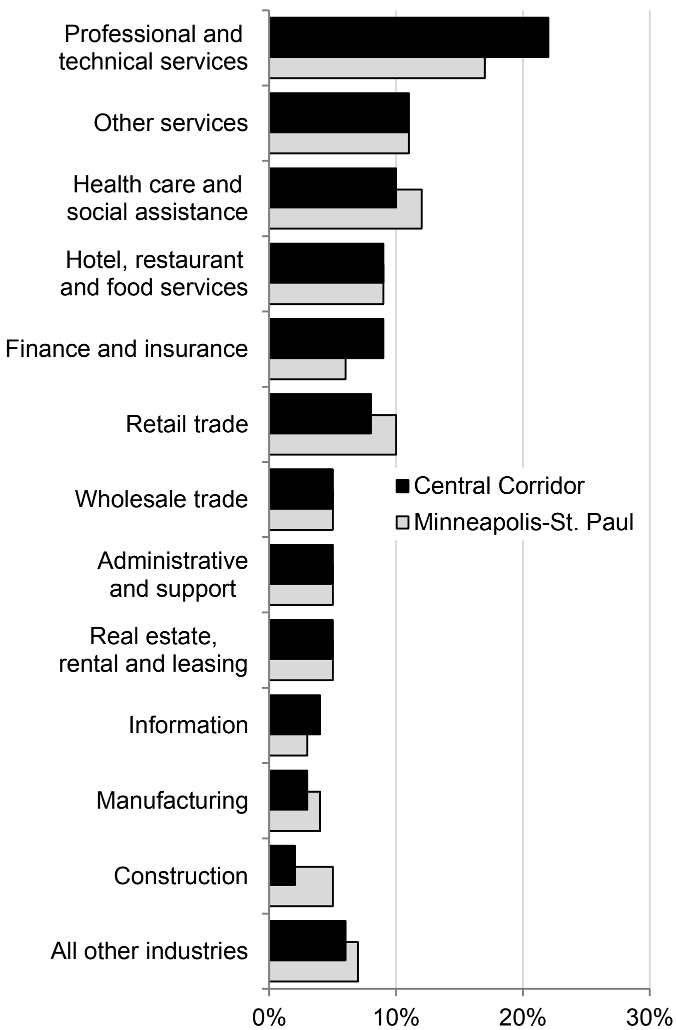
Strong local economy

Outcome: Mix of businesses*

Indicator: Percentage of businesses by industry type

Key Question: Does the Corridor provide a mix of services for residents?

SHARE OF BUSINESSES BY INDUSTRY TYPE
Central Corridor and Minneapolis-St. Paul, 2008



Source: U.S. Census Bureau's Zip Code Business Patterns.

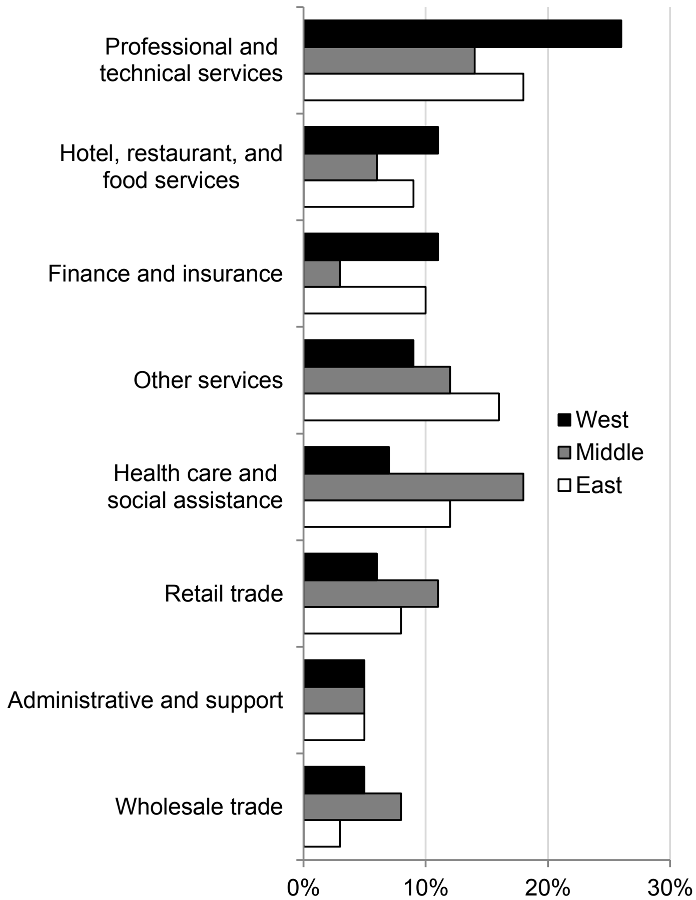
Overall corridor

Findings:

- The business establishments in the Central Corridor represent many different industries.
- The industry type that accounts for the most businesses (22%) in the Corridor is "professional, scientific, and technical services."
- The next most frequent industries are "health care and social assistance" (11%) and "other services" (10%, which includes automotive repair; car washes; parking garages; beauty salons; religious and grant-making organizations, among others).
- Other common industries include "hotel/ restaurant/food services," and "finance and insurance," which each account for 9 percent of all establishments, while "retail trade" represents 8 percent.

**"Businesses," as used in this section technically relates to establishments. An establishment is a single physical location at which business is conducted or services or industrial operations are performed. It is not necessarily identical with a company or enterprise, which may consist of one or more establishments. Establishments captured in the data include the following legal forms: corporations, S-corporations, sole proprietorships, partnerships, and nonprofits. The data excludes self-employed individuals, employees of private households, and most government employees. Businesses not classified by industry were also excluded.*

SHARE OF BUSINESSES BY TOP 8 INDUSTRIES, BY SEGMENT
Central Corridor, 2008



Source: U.S. Census Bureau's Zip Code Business Patterns.

Breakdown by segment

Findings:

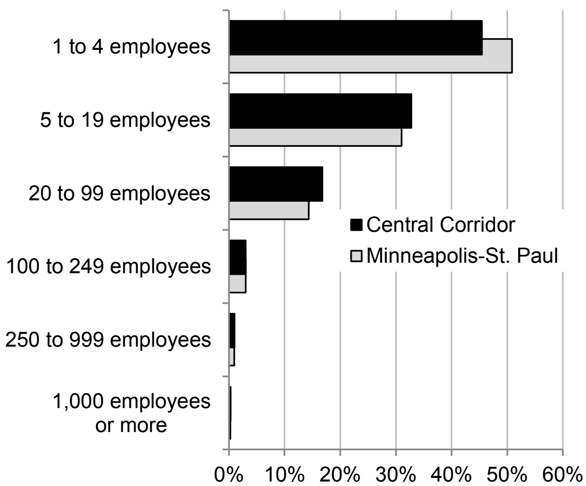
- A variety of industries are represented in each segment of the corridor. The bar graph indicates the percentage of business establishments each industry represents *within* each segment of the Corridor. Only the top eight industries Corridor-wide are shown in the graph.
- Within each segment, the "professional, scientific and technical services" industry is among the most common. However, these high-skilled, white-collar businesses are especially concentrated in the west segment of the Corridor, where there are nearly 1,200 businesses of this type (26% of west segment total). The next most common industries in the west segment are "finance and insurance" and "hotel, restaurant and food services," which each account for 11 percent. There are more than 4,633 establishments in the west segment.
- The middle segment contains 1,718 business establishments. The industry with the highest percentage of businesses in the middle segment is "health care and social assistance," accounting for 18 percent. The middle section also has a higher share of "wholesale trade" (8%) and "construction" (5%) presence than either of the other two segments.
- The east segment has the fewest businesses overall at 1,105. Its industry mix closely resembles the west segment, but the east segment has a smaller share of "professional, scientific and technical services" businesses and higher share devoted to "health care and social assistance "and "retail trade."

Outcome: Mix of businesses*

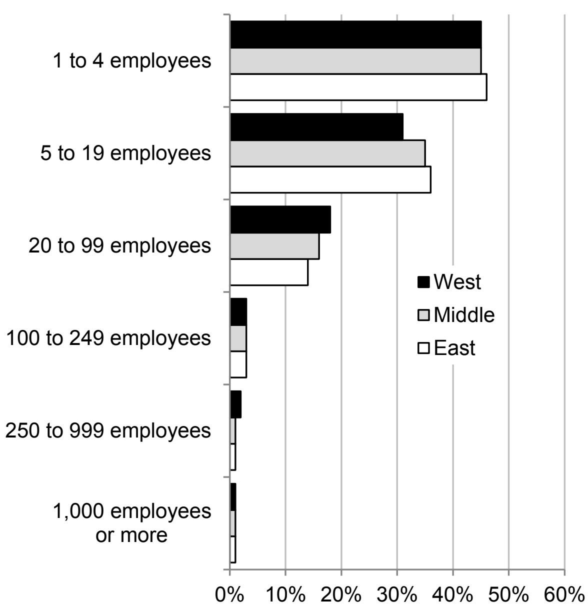
Indicator: Percentage of businesses by size (number of employees)

Key Question: Does the Corridor provide a place for small businesses to thrive?

SHARE OF BUSINESS ESTABLISHMENTS BY SIZE
Central Corridor and Minneapolis-St. Paul, 2008



SHARE OF BUSINESS ESTABLISHMENTS BY SIZE, BY SEGMENT
Central Corridor, 2008



Source: U.S. Census Bureau's Zip Code Business Patterns

Overall corridor

Findings:

- Nearly 7,500 business establishments (locations) exist in the Central Corridor. About half (45%) have four employees or fewer.
- Four out of 5 businesses (78%) in the Corridor have fewer than 20 employees.
- A very small share, about 5 percent of businesses, employ 100 people or more at a single location.

Breakdown by segment

Findings:

- Very similar patterns in the percentage of businesses by size exist in all three segments of the Corridor, with 45 to 46 percent of the businesses in each segment having four or fewer employees.
- Roughly a third of all businesses in each segment have 5 to 19 employees.
- The west segment has a slightly larger proportion of businesses with 20 or more employees than the other two segments.
- Slightly more than half of all Central Corridor businesses are located in the west segment, where the downtown Minneapolis business hub and the University of Minnesota are located. The east segment has the fewest businesses.

** "Businesses," as used in this section, technically relates to establishments. An establishment is a single physical location at which business is conducted or services or industrial operations are performed. It is not necessarily identical with a company or enterprise, which may consist of one or more establishments. Establishments captured in the data include the following legal forms: corporations, S-corporations, sole proprietorships, partnerships, and nonprofits. The data excludes self-employed individuals, employees of private households, and most government employees.*

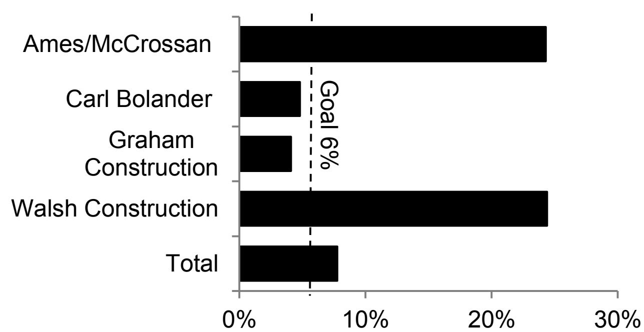
Outcome: **New development brings opportunities for career-building and long-term employment**

Indicator: **Percentage of Central Corridor LRT construction work hours performed by women or minorities**

Key Question: **Are goals for inclusion of women and people of color in the workforce building the LRT being met?**

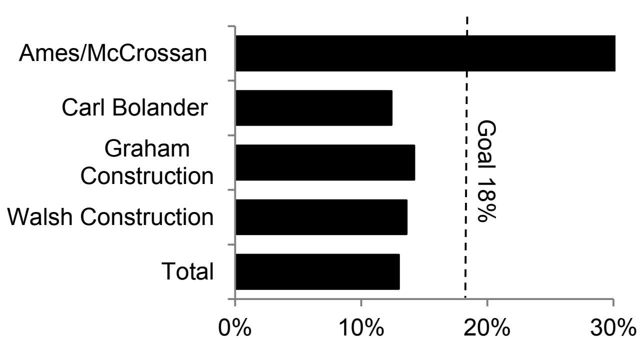
SHARE OF CCLRT CONSTRUCTION CONTRACTS' WORK HOURS PERFORMED BY WOMEN TO-DATE, BY CONTRACTOR

All contracts through December 2010



SHARE OF CCLRT CONSTRUCTION CONTRACTS' WORK HOURS PERFORMED BY MINORITIES TO-DATE, BY CONTRACTOR

All contracts through December 2010



Source: Metropolitan Council.

Notes: Individual contractors are at varying stages of contract goals and timelines. Therefore, these percentages represent incomplete information about final workforce participation among women and minorities for each contractor.

Overall corridor

Findings:

- The MN Department of Human Rights has established a goal of 6% women and 18% minority representation in the workforce for Central Corridor LRT construction contracts, based upon share of total work hours performed by each group.
- Summed across all contractors to-date, female work participation (8%) has exceeded the goal to-date, while minority workforce participation (13%) is 5 percentage points below its respective goal.

Breakdown by contractor

Findings:

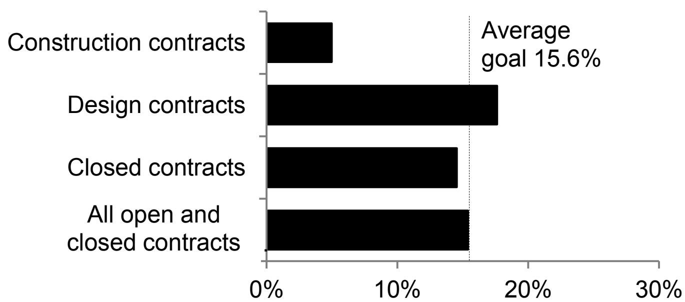
- The four contractors working on LRT construction through Dec. 2010 include Ames/McCrossan, Carl Bolander, Graham Construction, and Walsh Construction. To date, only Ames/McCrossan is on pace to meet the goals for both women's and minorities' workforce representation.
- Ames/McCrossan and Walsh Construction exceeded the goal for women's participation, with 24 percent of work hours performed by women for each. Carl Bolander and Graham Construction fell short of the goal (5% and 4%, respectively).
- Regarding minority participation, only Ames/McCrossan exceeded the goal, with minority employees accounting for 30 percent of its total work hours through December 2010. Carl Bolander (12%), Graham Construction (14%), and Walsh Construction (14%) did not meet the goal.

Outcome: New development brings business opportunities

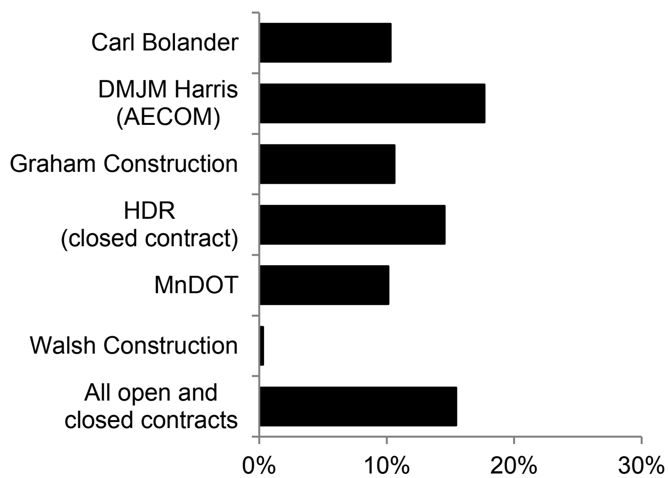
Indicator: Percentage of Central Corridor LRT contracts paid to Disadvantaged Business Enterprises (DBEs)

Key Question: Is the goal for contracting with DBEs in the design and construction of the LRT being met?

SHARE OF CCLRT CONTRACTS PAID TO DISADVANTAGED BUSINESS ENTERPRISES TO-DATE BY TYPE OF CONTRACT
Data through October 31, 2010



SHARE OF CCLRT CONTRACTS PAID TO DISADVANTAGED BUSINESS ENTERPRISES TO-DATE, BY CONTRACTOR
Data through October 31, 2010



Source: Metropolitan Council, Disadvantaged Business Enterprise report. Notes: Individual contractors have different goals for DBE payments. DMJM Harris (AECOM) and HDR have a goal of 17%, while MnDOT, Walsh Construction, Carl Bolander, Graham Construction have a goal of 15%. The average goal across all open and closed contracts is 15.6%. Individual contractors are at varying stages of contract goals and timelines. Therefore, these percentages represent incomplete information about the percentage of DBE dollars paid by each contractor and should not be considered final performance.

Overall corridor

Findings:

- All Central Corridor LRT contractors have a stated goal for contract dollars paid to Disadvantaged Business Enterprises (DBEs), although goals differ slightly across contractors.
- Across all open and closed contracts, the average DBE goal was 15.6 percent and 15.4 percent of contracts dollars paid to date were to DBEs, just short of the average goal.
- Among all design contracts (open on October 31, 2010), the average DBE goal was 17 percent, while the average goal among open construction contracts was 15 percent. As a group, the design contracts have exceeded the DBE goal to date, while the construction contracts have not.
- The only closed (completed) contract for the project, regarding the final environmental impact statement prepared by HDR, paid 15 percent of all dollars to DBEs, short of its goal of 17 percent.

Breakdown by contractor

Findings:

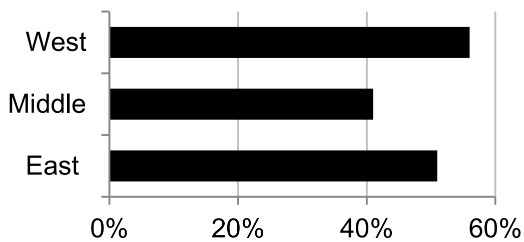
- Among design contracts, DMJM Harris (AECOM) is on pace for its goal of 17 percent of dollars to DBEs, while MnDOT is behind pace (10%) for meeting its goal (15%).
- In construction, Carl Bolander and Graham Construction have paid about 10 percent of dollars to DBEs, currently short of their shared goal of 15 percent. Walsh Construction, with the largest contract (about $205 M) has paid less than one percent of its dollars to DBEs to date, far short of its 15 percent goal, but it has just begun its work.

Outcome: Many residents living and working in the Corridor

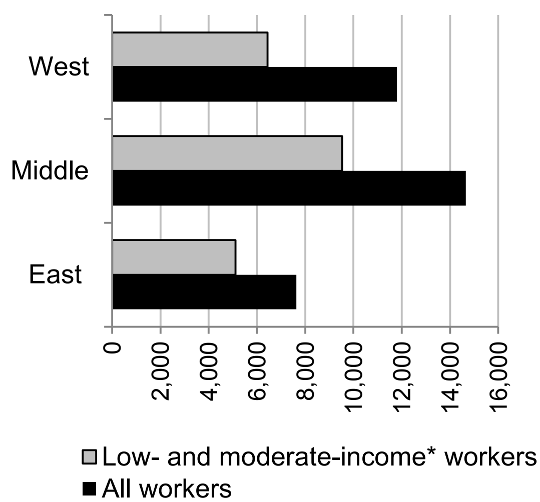
Indicator: Percentage of low- and moderate-income* Corridor residents who work within a commute-shed reachable within 45 minutes by public transit

Key Question: Does the Corridor light rail provide access to employment for low- and moderate-income residents?

SHARE OF EMPLOYED LOW- AND MODERATE-INCOME* RESIDENTS WHO WORK IN A 45-MINUTE TRANSIT COMMUTE-SHED, BY SEGMENT
Central Corridor, 2008



EMPLOYED RESIDENTS OF THE CENTRAL CORRIDOR, BY SEGMENT
Central Corridor, 2008



Sources: Local Employment Dynamics obtained through Minnesota Department of Employment and Economic Development (DEED). Commute-sheds prepared by Chen-Fu Liao, University of Minnesota's Center for Transportation Studies.

Central Corridor

Findings:

- About 21,000 low- and moderate-income* employed residents lived in the Central Corridor in 2008. Sixty-three percent of these residents worked in a transit commute-shed reachable within 60 minutes by transit (bus and/or or Central Corridor light rail once operating). About 8,000 of these residents who also worked in the 60-minute commute-shed were low-income workers, earning less than $1,250 per month ($15,000 annually if full-time).
- Considering a smaller commute-shed (reachable by transit within just 45 minutes) for each respective segment, the West segment had the highest share of its low- and moderate-income workers who worked in this area, at 56%. About half of the east segment's low- and moderate-income working residents worked in its 45-minute commute-shed.
- The low- and moderate-income workers who lived in the middle segment were the least likely to work within the 45-minute transit commute-shed, with only 41% doing so. The middle segment is also home to the largest number of low- and moderate-income workers (9,529, compared to 6,436 in the west segment and 5,114 in the east segment.)

** "Low- and moderate-income" is defined as workers earning less than $3,333 per month in 2008 $ (gross income of approximately $40,000 annually).*

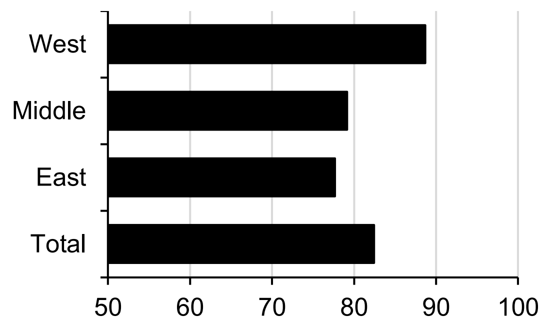
Vibrant transit-oriented places

Outcome: Walk friendly

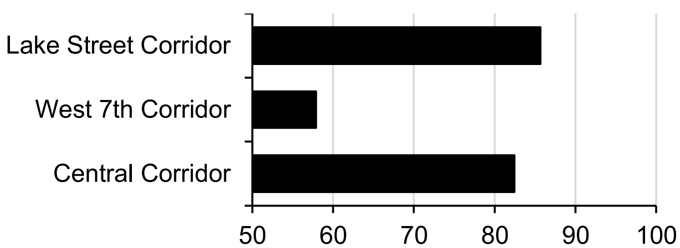
Indicator: Average Walk Score® in the Central Corridor compared to Lake Street in Minneapolis and West 7th Street in Saint Paul*

Key Question: Are Central Corridor neighborhoods becoming more transit-oriented?

AVERAGE WALK SCORE®, BY SEGMENT
Central Corridor, October 2010



AVERAGE WALK SCORE®, BY CORRIDOR
October 2010



Source: www.walkscore.com

**Based upon approximate ½ mile intervals throughout each corridor, primarily at stations or major intersections, but excluding downtown areas.*

Central Corridor

Findings:

- The Central Corridor has an average Walk Score® of 82.4 out of a possible 100, indicating a high degree of "walkability" based on proximity to a variety of amenities and pedestrian-friendly features in the built environment. The number of nearby amenities is the leading predictor of whether people walk to fulfill errands.
- Across the Corridor, the west segment (excluding the downtown area) has the highest Walk Score®, at 88.7.
- The east segment (also excluding the downtown area) has an average Walk Score® of 77.7.
- The middle segment has an average Walk Score® of 79.1.

Comparisons to Central Corridor

Findings:

- The Lake Street Corridor between Hennepin Avenue and West River Parkway, by comparison, has an average Walk Score® of 85.7, indicating that Lake Street has a slightly higher presence of nearby amenities than the Central Corridor (excluding the downtown areas).
- The West 7th Corridor between Davern Street and Smith Avenue South, by comparison, has an average Walk Score® of 57.9, indicating that the Central Corridor has a considerably higher presence of amenities than West 7th.

Outcome: **Increase in housing units and business addresses (density)**

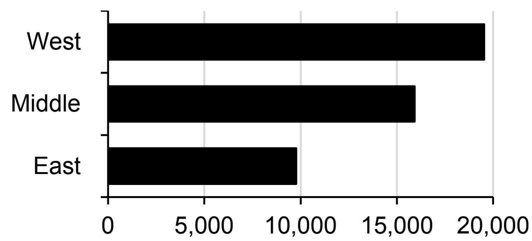
Indicator: **Total number of occupied residential and commercial addresses***

Key Question: **Are Central Corridor neighborhoods becoming more transit-oriented?**

OCCUPIED RESIDENTIAL ADDRESSES
Central Corridor and Minneapolis-St. Paul,
4th Quarter 2009

Central Corridor	Minneapolis-St. Paul
45,237	292,439

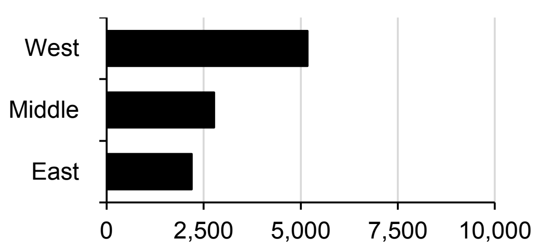
OCCUPIED RESIDENTIAL ADDRESSES, BY SEGMENT
Central Corridor, 4th Quarter 2009



OCCUPIED BUSINESS ADDRESSES
Central Corridor and Minneapolis-St. Paul,
4th Quarter 2009

Central Corridor	Minneapolis-St. Paul
10,139	**24,105**

OCCUPIED BUSINESS ADDRESSES, BY SEGMENT
Central Corridor, 4th Quarter 2009



Source: U.S. Housing and Urban Development (HUD) Aggregated United States Postal Service (USPS) administrative data on residential and commercial addresses (data available by census tract.)

Breakdown by segment: Residential

Findings:

- During the fourth quarter of 2009, there were 45,237 occupied homes in the Central Corridor, based on unique addresses where U.S. Postal mail is delivered.
- Of these 45,237 occupied homes, 43 percent were located in the west segment of the corridor, 35 percent in the middle segment, and 22 percent in the east segment.
- The Central Corridor is home to 15 percent of all the (occupied) residences in Minneapolis-St. Paul.

Breakdown by segment: Business

Findings:

- During the fourth quarter of 2009, there were 10,139 occupied businesses in the Central Corridor, based on unique addresses where U.S. Postal mail is delivered.
- Of these 10,139 occupied businesses, 51 percent were located in the west segment of the corridor, 27 percent in the middle segment, and 22 percent in the east segment.
- About 42 percent of all the (occupied) business addresses in Minneapolis-St. Paul exist within the Central Corridor.

"Businesses" may be incorporated or unincorporated and may be self-employed.

Effective coordination and collaboration

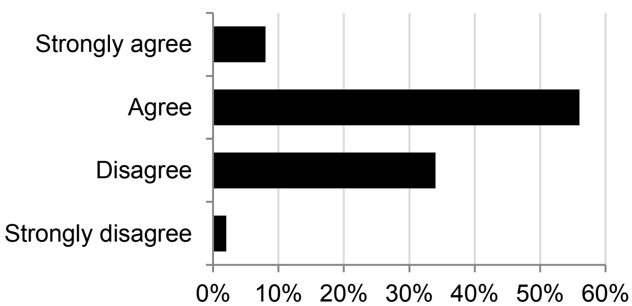
Wilder Research conducted telephone interviews with 51 Central Corridor stakeholders in November-December 2010 to obtain their views on the effectiveness of coordination and collaboration among those groups working on the Central Corridor initiative. Sectors represented by the survey stakeholders included non-profit/human services; city, county, regional, and state government; neighborhoods; advocacy; businesses; transit; and housing/real estate development.

Outcome: **Common vision and priorities**

Indicator: **Perspectives of representatives of key stakeholder groups**

Key Question: **Do stakeholders recognize shared goals?**

DO STAKEHOLDERS IN THE CENTRAL CORRIDOR SHARE COMMON EQUITABLE DEVELOPMENT GOALS?
Central Corridor stakeholder survey, 2010



Source: Stakeholder survey conducted by Wilder Research, fall 2010

Note: Based on responses of 50 stakeholders.

HOW WOULD YOU DESCRIBE THE COMMON EQUITABLE GOALS FOR THE CENTRAL CORRIDOR?
Central Corridor stakeholder survey, 2010

Top five goals cited	Number who mentioned goal
Benefit/support for existing businesses	17
Affordable housing	15
Neighborhood preservation, vitalization	10
Benefit/support for current residents	9
Employment opportunities (local residents, minorities)	7

Source: Stakeholder survey conducted by Wilder Research, fall 2010

Note: Based on 35 respondents who mentioned one or more goals.

Findings:

- Nearly two-thirds (64%) of the survey respondents agreed or strongly agreed that Corridor stakeholders share common equitable development goals.
- The equitable development goals mentioned most frequently by respondents were: benefit or support of existing businesses, affordable housing, neighborhood preservation, and benefit or support for current residents.
- Respondents were asked what they thought could be done to increase Corridor stakeholder recognition of and work toward shared equitable development goals. Frequent themes in response to the question included: greater inclusion of Corridor residents and grassroots groups in the planning process; bringing stakeholders working in different areas together for discussion and planning; and making tangible progress and establishing specific accountability for goal accomplishment.

Outcome: Collaboration across issues, geographies and sectors

Indicator: Perspectives of representatives of key stakeholder groups

Key Question: Are stakeholders working together effectively to achieve positive outcomes?

Findings:

- Almost two-thirds (65%) of the respondents agreed or strongly agreed that Corridor stakeholders collaborate effectively on equitable development.
- More specifically, 63-74 percent agreed/strongly agreed that collaborations and partnerships integrated efforts from multiple sectors (government, transit, business, etc.), across geographies or jurisdictions, and across issues.
- Respondents were asked to provide examples of how organizations were working together effectively to achieve equitable development goals in the Corridor. Several examples cited were: the effort to add three stops/stations to the route; the U-7 collaborative of community development organizations; the District Councils collaborative; the work that resulted in receiving the Living Cities award; the Community Agreement Coordinating Committee; and the $1 million loan fund set up by the Central Corridor Funders Collaborative, Metropolitan Council, and City of Saint Paul.

DEGREE OF AGREEMENT/DISAGREEMENT ABOUT COLLABORATION ON EQUITABLE DEVELOPMENT
Central Corridor, Stakeholder Survey, 2010

	Strongly disagree	Disagree	Agree	Strongly agree
Central Corridor stakeholders collaborate effectively	10%	25%	63%	2%
Central Corridor collaborations and partnerships integrate efforts from multiple sectors (i.e., government, transit, business, environmental groups, etc.)	4%	23%	57%	15%
Central Corridor collaborations and partnerships integrate efforts from all geographies and jurisdictions	4%	33%	59%	4%
Central Corridor collaborations and partnerships integrate efforts across multiple issue areas	4%	22%	66%	8%

Source: Stakeholder interviews conducted by Wilder Research

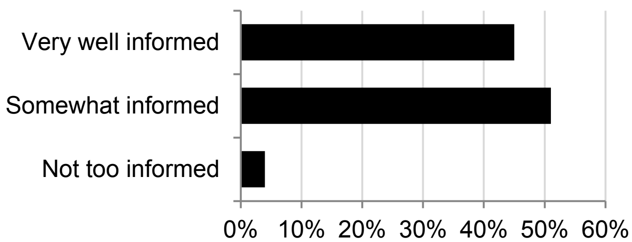
Note: Based on responses of 47 to 50 stakeholders, depending on the statement.

Outcome: **Corridor redevelopment successes are shared and celebrated**

Indicator: **Perspectives of representatives of key stakeholder groups**

Key Question: **Are stakeholders informed of what is happening in the Central Corridor?**

HOW WELL INFORMED DO YOU FEEL YOU ARE ABOUT EQUITABLE DEVELOPMENT EFFORTS THAT ARE HAPPENING IN THE CENTRAL CORRIDOR?
Central Corridor, Stakeholder Survey, 2010



WHAT SOURCES OF INFORMATION DO YOU USE TO STAY INFORMED ABOUT WHAT IS HAPPENING IN THE CENTRAL CORRIDOR?
Central Corridor, Stakeholder Survey, 2010

Sources	Number
Meetings	44
Newspapers	38
Central Corridor Funders Collaborative website	33
Newsletters	28
Twin Cities Daily Planet	27
Other websites	25
The Line (online magazine)	21
CityScape blog on MinnPost	19

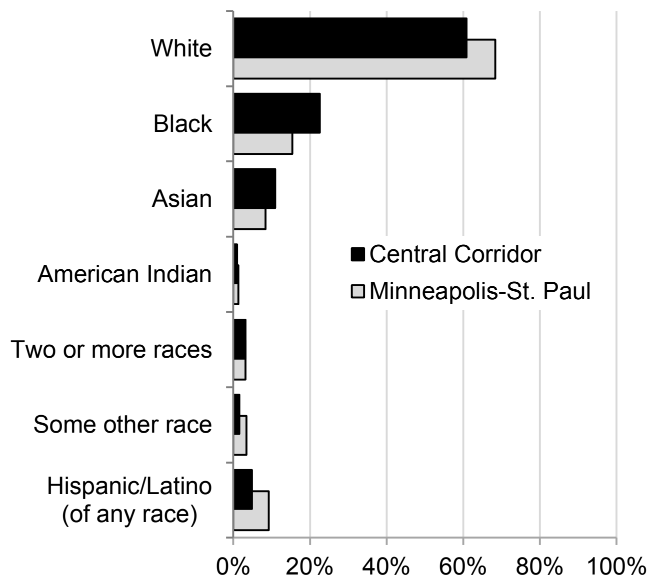
Source: Stakeholder interviews conducted by Wilder Research
Note: Based on responses of 51 stakeholders. Multiple sources could be cited.

Findings:

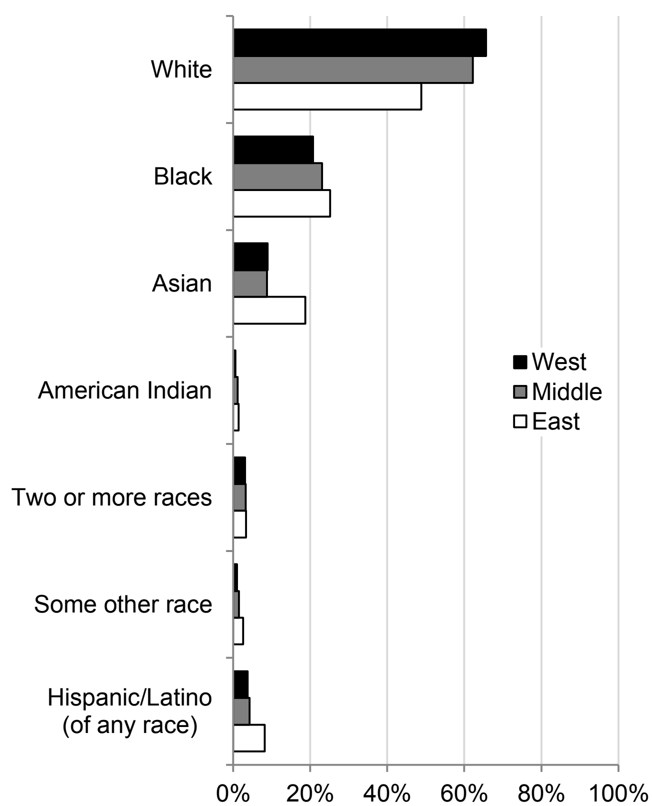
- Nearly all of the stakeholders surveyed said they were at least somewhat well informed about what is happening in the Corridor, including close to half (45%) who said they were very well informed.
- Stakeholders use a variety of sources to stay informed including multiple online sources, meetings, newspapers, and newsletters. Some of the specific sources that were frequently cited by stakeholders included the Central Corridor Funders Collaborative website, Star Tribune, Twin Cities Daily Planet, Pioneer Press, The Line, and CityScape blog on MinnPost.
- When asked what more could be done to inform all stakeholders of what is happening in the Corridor related to equitable development, respondents most often mentioned the following: establishing a central source of information on the Central Corridor, improving communication to the public (e.g., use less technical language, explain the meaning of equitable development), and providing opportunities for Corridor residents to be engaged in the process.

Demographic context

CENTRAL CORRIDOR RESIDENTS BY RACE AND ETHNICITY
Central Corridor and Minneapolis-Saint Paul, 2005-2009



CENTRAL CORRIDOR RESIDENTS BY RACE AND ETHNICITY, BY SEGMENT
Central Corridor, 2005-2009



Source: U.S. Census Bureau, American Community Survey, 2005-2009. Data available by census tract.

Central Corridor

Findings:

- The largest racial group in the Corridor is White (61%), followed by Black (23%), and Asian (11%). Three percent of residents self-identified as multiracial, while 2% indicated they were a race other than those listed, and 1% of residents were American Indian. Hispanic or Latino residents (of any race) accounted for 5%.
- About 1 in 5 Central Corridor residents is foreign-born, including about one-third of all Black residents and more than two-thirds of all Asian residents. In Minneapolis-St. Paul, about 1 in 7 residents are foreign-born.

Note: The race/ethnicity data are based on American Community Survey data collected by the U.S. Census Bureau over five years, from 2005 through 2009, and thus can be considered the average demographic make-up during that span.

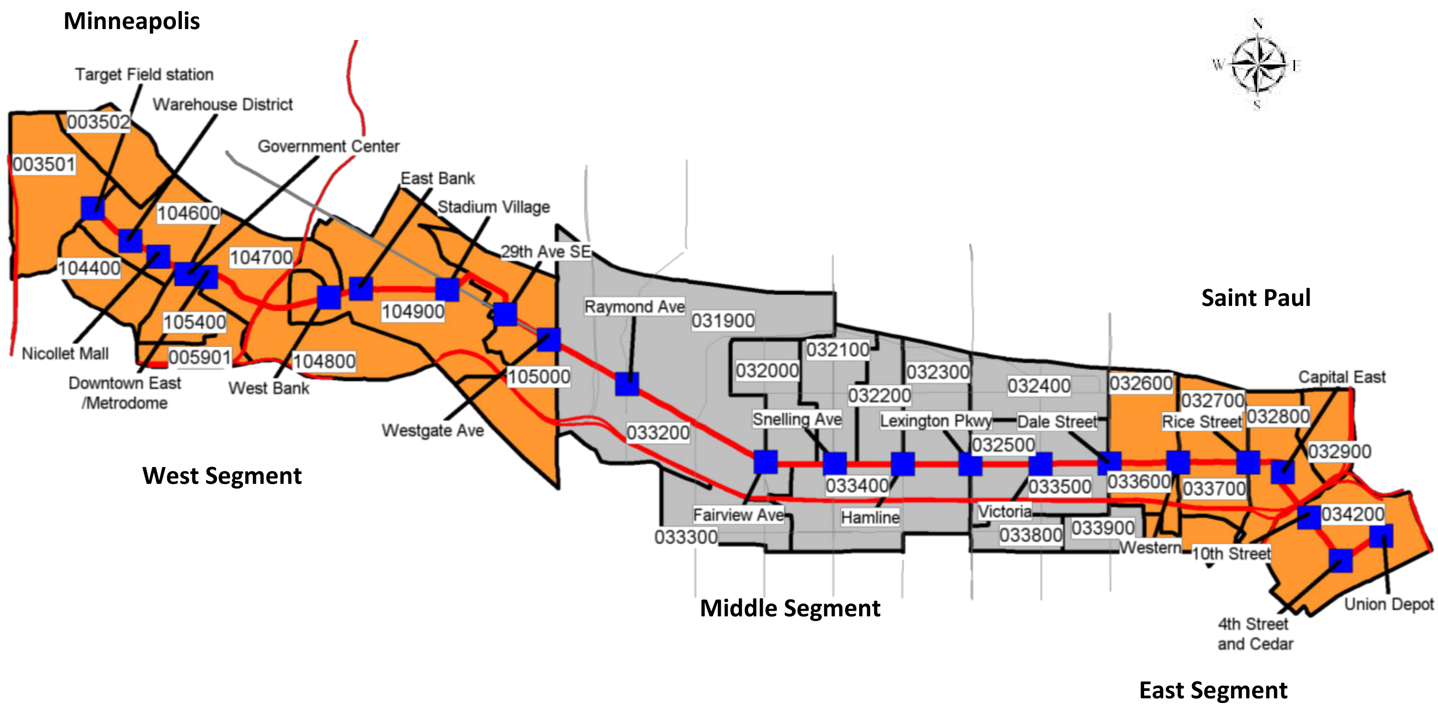
Breakdown by segment

Findings:

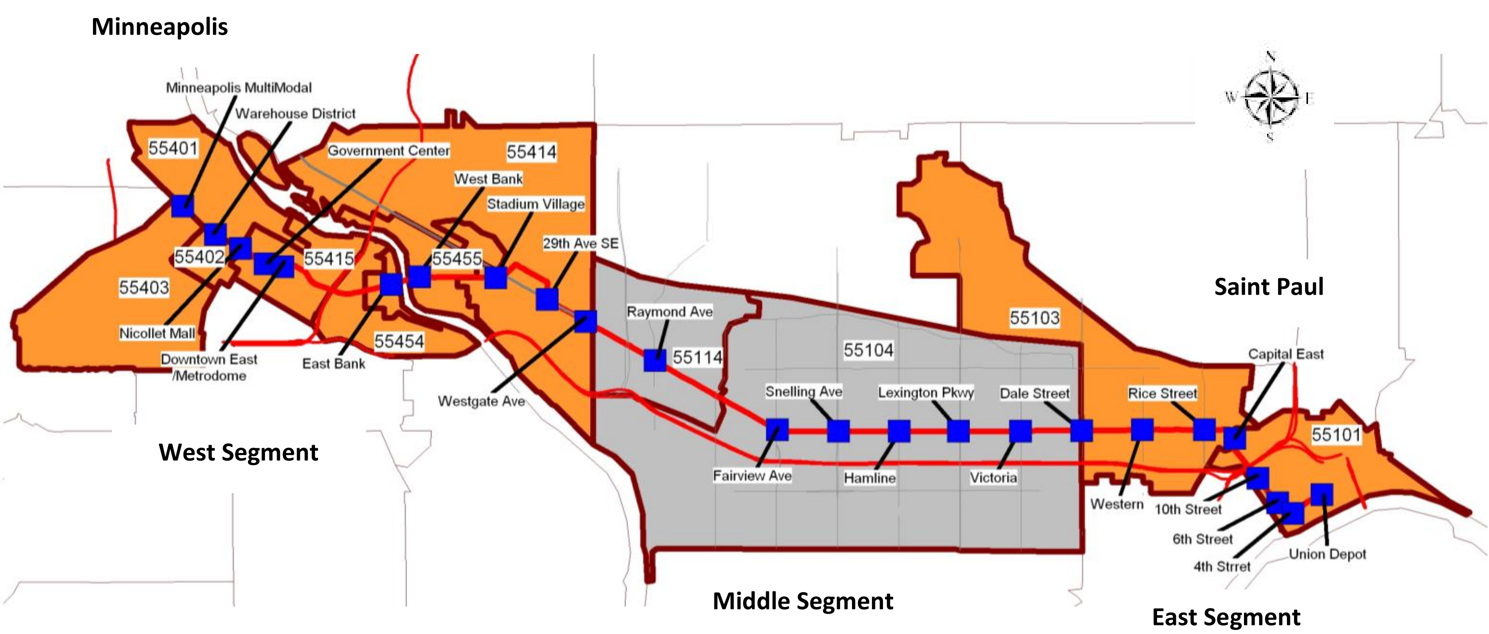
- The breakdown by race/ethnicity is fairly similar in the west and middle segments of the Corridor.
- The east segment has a higher proportion of Asian, Black, and Hispanic residents and a lower proportion of White residents compared to the other segments of the Corridor. The east segment also has the highest proportion of foreign-born residents (25%), exceeding the west (21%) and middle (13%) segments' share of residents born outside the U.S.

Appendix

CENTRAL CORRIDOR CENSUS TRACTS (2000)



CENTRAL CORRIDOR ZIP CODES (2010)



Access to affordable housing

A1. Share of households by annual Adjusted Gross Income (in 2007 dollars)
Central Corridor and Minneapolis-St. Paul, 2007

	Central Corridor	Minneapolis-St Paul
Less than $10,000	26%	23%
$10,000-$29,999	29%	28%
$30,000-$49,999	18%	19%
$50,000-$99,999	17%	19%
$100,000+	10%	10%
Total	100%	100%

Source: Internal Revenue Service. (Data available by zip code.) Note: Income is adjusted gross income (AGI) in 2007 dollars. Not inflation-adjusted. Households are defined as those filing together for tax purposes. Very low-income households are not legally required to file. AGI is used to determine income tax liability. AGI is calculated by taking an individual's gross income and subtracting the income tax code's "above the line" deductions, including health savings accounts, tuition, traditional IRA contributions, alimony, student loan interest, etc. Therefore, these values understate households' total gross income.

A2. Share of households by annual Adjusted Gross Income (in 2007 dollars), by segment
Central Corridor, 2007

	West	Middle	East
Less than $10,000	26%	25%	29%
$10,000-$29,999	29%	29%	30%
$30,000-$49,999	17%	19%	19%
$50,000-$99,999	16%	18%	16%
$100,000+	13%	8%	6%
Total	100%	100%	100%

Source: Internal Revenue Service. (Data available by zip code.)

A3. Median household income, by segment
Central Corridor and Minneapolis-St. Paul, 2005-2009

	Corridor	West	Middle	East	Minneapolis-St. Paul
In 2009 dollars	$38,580	$39,239	$40,505	$34,426	$45,785
In 2007 dollars (for comparability)	$37,287	$37,923	$39,147	$33,271	$44,250

Source: U.S. Census Bureau, American Community Survey, 2005-2009.

A4. Housing and transportation costs as a percentage of income for households at several income levels, by segment

Central Corridor and Minneapolis-St. Paul, 1999

	Area Median Income ($54,304)	80% of Area Median Income ($43,443)	60% of Area Median Income ($32,582)
West	29%	35%	44%
Middle	32%	39%	50%
East	29%	34%	43%
Central Corridor	31%	37%	46%
Minneapolis-St. Paul	35%	42%	55%

Source: Housing + Transportation Affordability Index, online at htaindex.cnt.org. Center for Neighborhood Technology, Chicago, IL. (Data available by block group and aggregated to census tracts.)

Notes: Income is in 1999 dollars. Area Median Income relates to the median for the Minneapolis-St. Paul, MN-WI 13-county metropolitan statistical area (MSA). Results reported in the figure assume an average household size of 2.4 people and 1.3 commuters.

Strong local economy

A5. Share of businesses by industry
Central Corridor, 2008

	NAICS code*	Central Corridor	Minneapolis-St. Paul
Professional and technical services	54	22%	17%
Other services**	81	11%	11%
Health care and social assistance	62	10%	12%
Hotel, restaurant, and food services	72	9%	9%
Finance and insurance	52	9%	6%
Retail trade	44-45	8%	10%
Wholesale trade	42	5%	5%
Administrative and support	56	5%	5%
Real estate, rental and leasing	53	5%	5%
Information	51	4%	3%
Manufacturing	31-33	3%	4%
Construction	23	2%	5%
All other industries***	11, 21, 22, 48-49, 55, 61, 71	6%	7%

Source: U.S. Census Bureau, Zip Code Business Patterns.

Notes: Percentages may not sum to 100% due to rounding.
**The North American Industry Classification System (NAICS) codes are used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.*
***Other services include auto repair, parking garages, beauty salons, grant-making and religious organizations, etc.*
**** All other industries include educational services; arts, entertainment and recreation; management; utilities; agriculture; transportation and warehousing; utilities; and mining, oil and gas.*

A6. Share of businesses by industry, by segment (in order of rank, Corridor-wide)
Central Corridor, 2008

	West	Middle	East
Professional and technical services	26%	14%	18%
Other services*	9%	12%	16%
Health care and social assistance	7%	18%	12%
Hotel, restaurant, and food services	11%	6%	9%
Finance and insurance	11%	3%	10%
Retail trade	6%	11%	8%
Wholesale trade	5%	8%	4%
Administrative and support	5%	5%	6%
Real estate, rental and leasing	5%	4%	4%
Information	4%	3%	2%
Manufacturing	3%	5%	3%
Construction	1%	5%	3%
All other industries**	7%	6%	5%

Source: U.S. Census Bureau, Zip Code Business Patterns.

**Other services include auto repair, parking garages, beauty salons, grant-making and religious organizations, etc.*

***All other industries include educational services; arts, entertainment and recreation; management; utilities; agriculture; transportation and warehousing; utilities; and mining, oil and gas.*

A7. Share of CCLRT construction contracts' work hours performed by women and minorities to-date, by contractor
All construction contracts through December 2010

Contractor	Total work hours	Female work hours	Female share of total	Minority work hours	Minority share of total
Ames/McCrossan	837	203.5	24.3%	252.5	30.2%
Carl Bolander (two projects)	75,967	3,589.5	4.7%	9,407.8	12.4%
Graham Construction	17,930.5	739.5	4.1%	2,541.25	14.2%
Walsh Construction	16,946.8	4,131.3	24.4%	2,306.5	13.6%
Total (all construction contractors)	111,681.3	8,663.75	7.8%	14,508.1	13.0%
Goal (applies to each contractor)			6.0%		18.0%

Notes: Individual contractors are at varying stages of contract goals and timelines. Therefore, these percentages represent incomplete information about final workforce participation among women and minorities for each contractor.
Source: Metropolitan Council.

A8. Share of CCLRT contracts paid to disadvantaged business enterprises to-date, by contractor
Data through October 2010

	Amended Contract $	DBE Goal $	Total payments to-date	DBE payments to-date	% paid to-date to DBEs	DBE goal
DMJM Harris (AECOM), Design contract	$92,375,175	$15,703,780	$74,542,706	$13,170,399	17.7%	17.0%
MnDOT, design contract	$695,252	$104,288	$321,246	$32,587	10.1%	15.0%
Walsh Construction, construction contract	$205,134,141	$30,770,121	$8,143,469	$24,587	0.3%	15.0%
Carl Bolander, construction contract	$13,322,024	$1,998,304	$5,255,428	$542,169	10.3%	15.0%
Graham Construction, construction contract	$3,619,074	$542,861	$2,246,870	$238,214	10.6%	15.0%
HDR, closed contract regarding environmental impact	$3,718,345	$632,119	$3,708,557	$539,162	14.5%	17.0%
All open and closed contracts	$318,864,011	$49,751,473	$94,218,276	$14,547,118	15.4%	15.6%

Source: Metropolitan Council, Disadvantaged Business Enterprise Report through Oct. 31, 2010.
Notes: Individual contractors are at varying stages of contract goals and timelines. Therefore, these percentages represent incomplete information about the percentage of DBE dollars paid by each contractor, and should not be considered final performance.
Source: Metropolitan Council, Disadvantaged Business Enterprise Report through Oct. 31, 2010.

A9. Share of businesses by size
Central Corridor and Minneapolis-St. Paul, 2008

	Central Corridor	Minneapolis-St. Paul
1 to 4 employees	45%	51%
5 to 19 employees	33%	31%
20 to 99 employees	17%	14%
100 to 249 employees	3%	3%
250 to 999 employees	1%	1%
1,000 employees or more	<1%	<1%

Source: U.S. Census Bureau, Zip Code Business Patterns.

A10. Share of businesses by size, by segment
Central Corridor, 2008

	West Percent	Middle Percent	East Percent
1 to 4 employees	45%	45%	46%
5 to 19 employees	31%	35%	36%
20 to 99 employees	18%	16%	14%
100 to 249 employees	3%	3%	3%
250 to 999 employees	2%	1%	1%
1,000 employees or more	>1%	>1%	>1%

Source: U.S. Census Bureau, Zip Code Business Patterns.

A11. Employed residents by income group, 2008

	Entire Corridor	West segment	Middle segment	East segment
Low-income workers who live in this area (less than $1,250 monthly)	7,966	2,617	3,400	1,949
Moderate-income workers who live in this area ($1,250-$3,333 monthly)	13,113	3,819	6,129	3,165
High-income workers who live in this area ($3,333 monthly or more)	13,004	5,361	5,123	2,520

Source: Local Employment Dynamics obtained through Minnesota Department of Employment and Economic Development (DEED).

A12. Share of employed low- and moderate-income residents who work in a 45-minute transit commute-shed, by segment (Central Corridor, 2008)

	Entire Corridor	West segment	Middle segment	East segment
Low- and moderate-income workers who live in this area	21,079	6,436	9,529	5,114
Low- and moderate-income workers who live in this area and work in a 45-minute public transit commute-shed.	10,052	3,582	3,876	2,594
Share of low-and moderate-income workers who live in this area who work in a 45-minute public transit commute-shed.	48%	56%	41%	51%

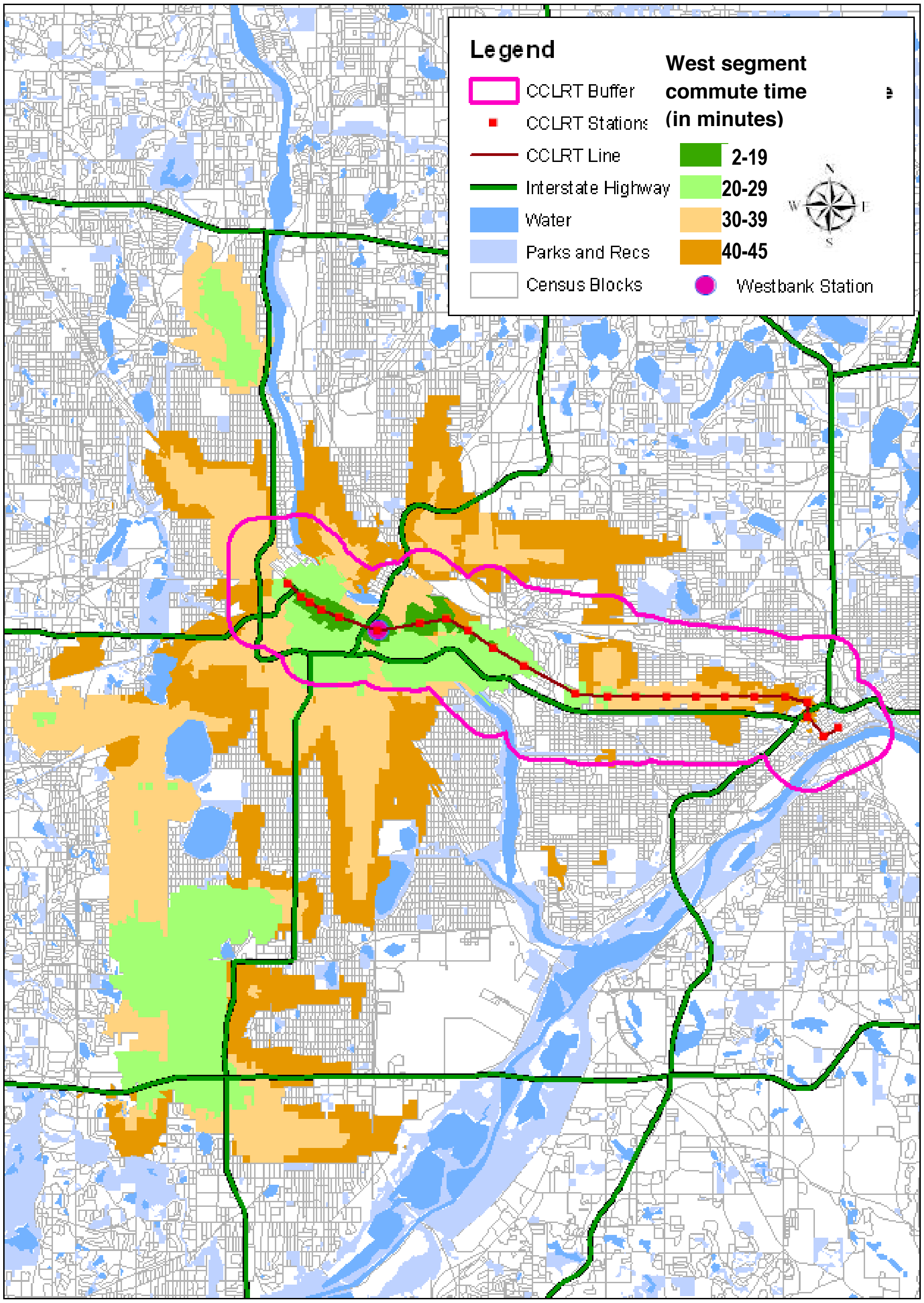
Sources: Local Employment Dynamics obtained through Minnesota Department of Employment and Economic Development (DEED). Commute-sheds prepared by Chen-Fu Liao, University of Minnesota's Center for Transportation Studies.

A13. Share of employed low- and moderate-income residents who work in a 60-minute transit commute-shed (Central Corridor, 2008)

	Entire Corridor
Low- and moderate-income workers who live in the Central Corridor	21,079
Low- and moderate-income workers who live in the Central Corridor and work in a 60-minute transit commute-shed	13,360
Share of low- and moderate-income workers who live in the Central Corridor who work in a 60-minute transit commute-shed	63.4%

Sources: Local Employment Dynamics obtained through Minnesota Department of Employment and Economic Development (DEED). Commute-sheds prepared by Chen-Fu Liao, University of Minnesota's Center for Transportation Studies.

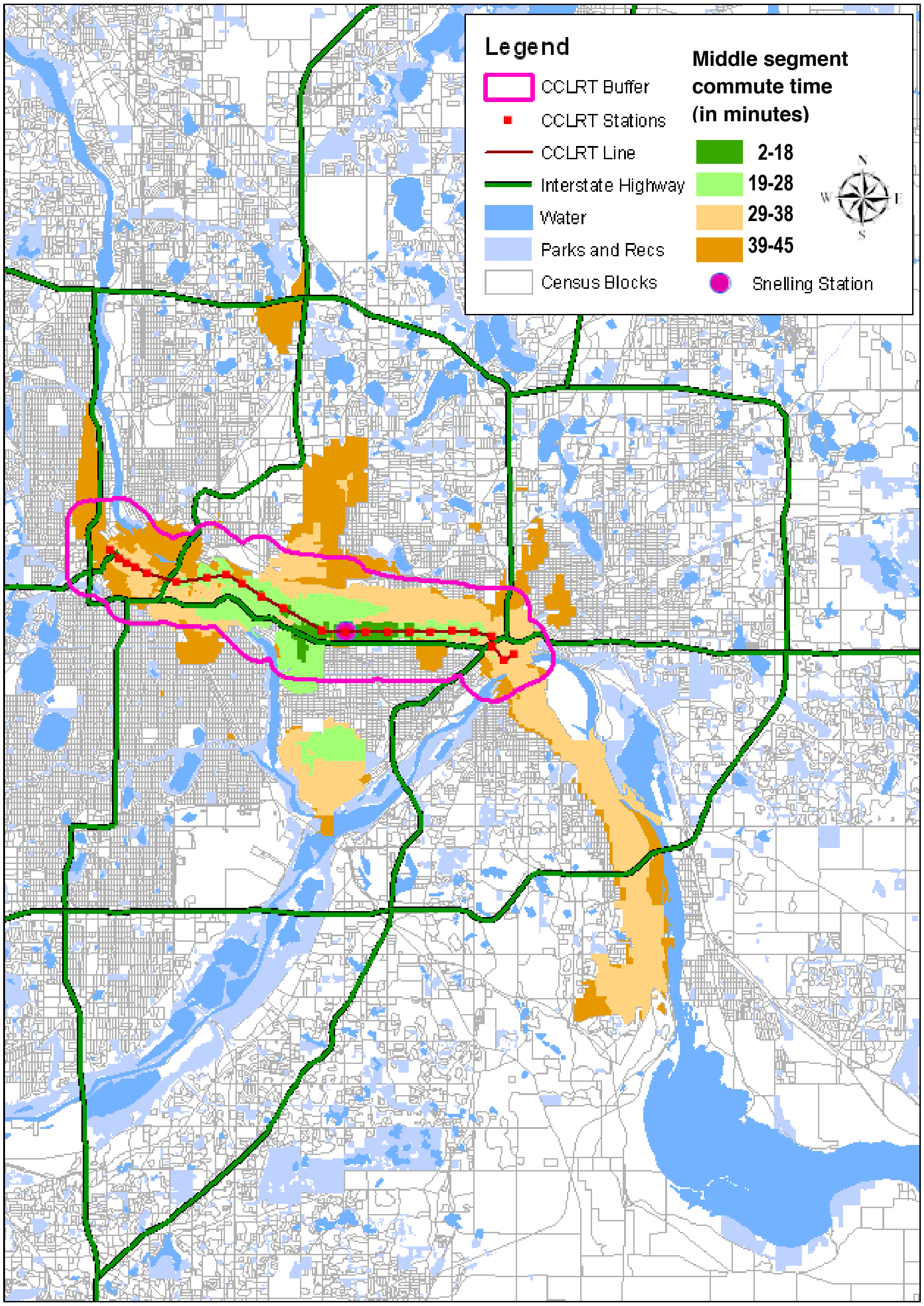
A14. Commute-shed reachable within 45 minutes by transit for residents of the West segment of the Corridor (Projected public transit system in 2014)



Sources: Local Employment Dynamics obtained through Minnesota Department of Employment and Economic Development. Commute-sheds prepared by Chen-Fu Liao, University of Minnesota's Center for Transportation Studies.

Note: "Reachable by transit" refers to travel permitted by Central Corridor light rail (once operating) and/or up to two transfers by bus.

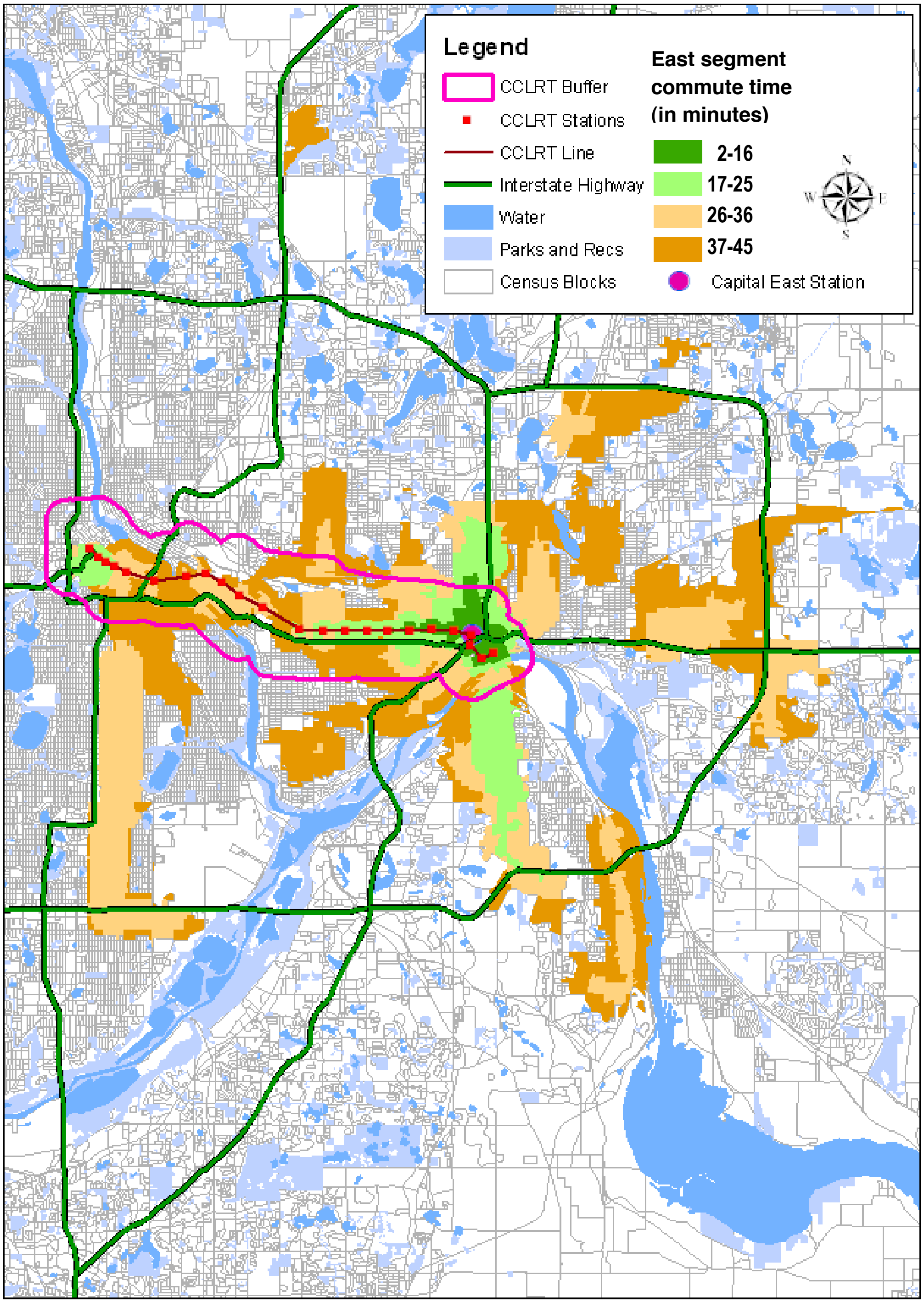
A15. Commute-shed reachable within 45 minutes by transit for residents of the Middle segment of the Corridor (Projected public transit system in 2014)



Sources: Local Employment Dynamics obtained through Minnesota Department of Employment and Economic Development. Commute-sheds prepared by Chen-Fu Liao, University of Minnesota's Center for Transportation Studies.

Note: "Reachable by transit" refers to travel permitted by Central Corridor light rail (once operating) and/or up to two transfers by bus.

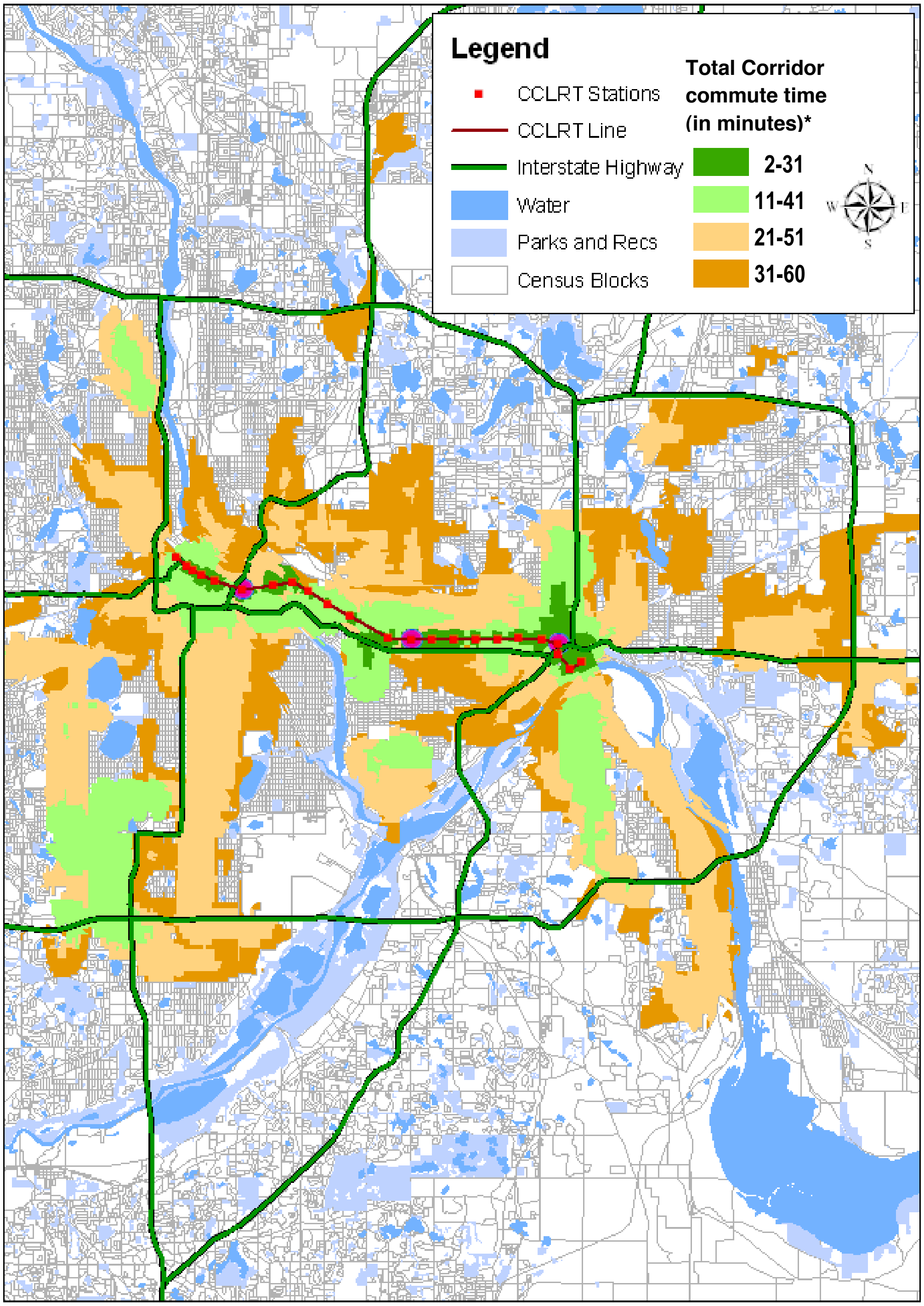
A16. Commute-shed reachable within 45 minutes by transit for residents of the East segment of the Corridor (Projected public transit system in 2014)



Sources: Local Employment Dynamics obtained through Minnesota Department of Employment and Economic Development. Commute-sheds prepared by Chen-Fu Liao, University of Minnesota's Center for Transportation Studies.

Note: "Reachable by transit" refers to travel permitted by Central Corridor light rail (once operating) and/or up to two transfers by bus.

A17. Commute-shed reachable within 60 minutes by transit for residents of the entire Central Corridor
(Projected public transit system in 2014)



Sources: Local Employment Dynamics obtained through Minnesota Department of Employment and Economic Development. Commute-sheds prepared by Chen-Fu Liao, University of Minnesota's Center for Transportation Studies.
*Notes: *Commuting times (in minutes) overlap in the legend because this map merges three potential starting points—from the west, middle or east segment. Therefore, the same destination requires three different commuting times. "Reachable by transit" refers to travel permitted by Central Corridor light rail (once operating) and/or up to two transfers by bus.*

Vibrant, transit-oriented places

A18. Average Walk Score®, by segment
Central Corridor, October 2010

	Score
West	88.7
Middle	79.1
East	77.7
Total	82.4

Source: www.walkscore.com

A19. Average Walk Score®, by corridor
Central Corridor, October 2010

	Score
Lake Street Corridor	85.7
West 7th Corridor	57.9
Central Corridor	82.4

Source: www.walkscore.com

A20. Occupied residential and business addresses, by segment
Central Corridor and Minneapolis-St. Paul, 4th quarter 2009

	Residential addresses	Business addresses
West	19,535	5,173
Middle	15,927	2,774
East	9,775	2,192
Central Corridor	45,237	10,139
Minneapolis-St. Paul	292,439	24,105

Source: U.S. Housing and Urban Development (HUD) Aggregated United States Postal Service (USPS) administrative data on residential and commercial addresses. (Data available by census tract.)

Effective Coordination and Collaboration

Detailed results related to the Key Question: Do stakeholders recognize shared goals?

How much do you agree or disagree with the following statement about equitable development in the Central Corridor? Would you say…

	Strongly disagree	Disagree	Agree	Strongly agree
Stakeholders in the Central Corridor share common equitable development goals	2%	34%	56%	8%

Source: Stakeholder survey conducted by Wilder Research, fall 2010.

Note: Based on responses of 50 stakeholders.

WHAT DO YOU THINK CAN BE DONE TO INCREASE THE DEGREE TO WHICH THE CENTRAL CORRIDOR STAKEHOLDERS RECOGNIZE, AND WORK TOWARD, SHARED EQUITABLE DEVELOPMENT GOALS?

Themes from respondents' answers included the following: greater efforts to include Corridor residents and grassroots organizations in the process; bringing a broad group of stakeholders together; and beginning to see progress toward goals and establishing accountability for their accomplishment. Illustrations of these themes based on respondents' comments are provided below.

Greater inclusion of community residents and community-based organizations in the process. *Respondents saw a need for more participation of residents and grassroots groups in the planning process. This included efforts to better communicate with them. Comments by respondents illustrating this theme follow:*

> More grassroots community involvement [is needed].
>
> I would say there's been a lot of attention paid to businesses and very little to the residents along the Corridor, particularly low-income residents.
>
> Government and foundation partners need to listen more carefully to resident and community-based partners.
>
> Dramatically more communication [is needed with] residents in the community and organizations that represent residents in the community.

Bringing a broad group of stakeholders together. *Respondents felt it was important to bring stakeholders together who were working in different areas, as the following comments indicate:*

> Needs some sort of process that brings all the stakeholders together – all interacting more effectively together.
>
> Just continue to have a broad group of stakeholders having conversations. We need to have a variety of groups at the table in order to get a better product. Everybody has to have an understanding of other people's issues and has to understand that implementing all these goals and coming together on all these goals takes resources. It takes community resources and all those resources need to be spread out in achieving these goals.
>
> The most significant [thing] is continuing to support and facilitate communication across the different goal areas….You have cross communication between different goal areas, for larger community building.
>
> [Have] a forum with a clear process and clearly desired outcomes that draws stakeholders together.

> I think there are factions. There are folks whose concern is transit service, or business interests, residents and housing. Those concerns are interwoven….I look to the day when we debunk [the] competitiveness, and recognize the interdependence of equity goals.

Making tangible progress and specific accountability for goal accomplishment. A number of respondents wanted to see implementation move forward with accountability for results and ways to assess accomplishment of goals.

> One thing that will help will be for the stakeholders to see actions taken delivering on promises, so equitable development isn't just rhetoric, but is having results being achieved….
>
> I think the pace of work needs to speed up, it is taking far too long for progress to be made, in particular, business mitigation.
>
> Creating an accountability structure would be key. At this point there is no reason for anyone to complete certain tasks because there is no – higher accountability.
>
> Publish the goals and publish the progress clearly and consistently and make them measureable.

Two respondents commented that there was no clear lead agency for equitable development. One respondent mentioned a lack of funding for community development organizations to carry out projects. Another respondent saw a need for more focus on workforce issues.

WHAT WOULD YOU RECOMMEND CHANGING ABOUT THE CENTRAL CORRIDOR EQUITABLE DEVELOPMENT WORK TO IMPROVE ITS FUNCTIONING AND/OR EFFECTIVENESS?

Some of the themes emerging in response to this question were very similar to those just described above.

Responses to this question included the following themes:

- Having more engagement of community residents (or those most affected by the LRT project) in the process, including participation in decision-making.
- Moving forward now with implementation, clarifying responsibility for various areas of implementation, and measuring results.
- Clarifying what is meant by equitable development and holding the relevant organizations accountable for it.
- Bringing people together and better coordinating efforts across sectors and issues.
- The need for adequate funding to make equitable development happen.

Comments illustrating some of these themes follow:

> To find a way to empower a more grass roots participation in the decision making process.
>
> One thing I really wanted to change is to really define, clearly, what we mean by "equitable." And once we agree on it, what it means to put it into practice, what it takes in human capital and resources, holding accountable the system and the organizations that are funded to achieve the equity that we are after.
>
> Somehow better coordinated…[the] problem is there are many different groups and individuals who are not coordinating their efforts.
>
> Most of it is under-resourced, it needs more money.

Additional results related to the Key Question: Are stakeholders working together effectively to achieve positive outcomes?

Please briefly describe an example of how organizations are working together effectively to achieve the equitable development goals of the Central Corridor

Please briefly describe an example of how organizations are working together effectively to achieve the equitable development goals of the Central corridor
Mentioned by 2-3 respondents
Efforts by “Stop For Us” to add three stops/stations to the route.
U-7 collaborative (community development organizations) working to help businesses survive construction.
District Councils Collaborative.
Success in winning the Living Cities award.
Community Agreement Coordinating Committee (city, county, Met Council, University, business associations).
Central Corridor Funders Collaborative.
Million dollar loan fund set up by CCFC, Met Council, and City of Saint Paul.
Central Corridor Business Resources Collaborative.
Housing work group convened by LISC.
Mentioned by one respondent
Regional planning grant from HUD.
Central Corridor Construction Expo.
Corridors of Opportunity program.
Efforts to get West Bank station moved.
Public sector organizations (organizing budgets, work plans, small area plans, etc.).
City of Minneapolis convening joint planning efforts in the Stadium Village area.
Frogtown Square development.

Across what boundaries are organizations working together on equitable development goals? This might include, for example, organizational, jurisdictional, geographic, or issue boundaries.[a] (n=51)

Boundary	Number	Percentage
Organizational	10	20%
Issue	7	14%
Community	7	14%
Business	6	12%
Geographic	6	12%
Jurisdictional	4	8%
Political	4	8%
Race/ethnic	4	8%
Multiple (organizational, jurisdictional, geographic, and issue boundaries)	9	18%

Note. Other boundaries mentioned by 1 or 2 respondents included: housing (2), workforce/jobs (2), neighborhoods (2), environmental (1), and income (1).

[a] *Respondents could list more than one boundary.*

To date, how successful do you think Central Corridor collaborations and partnerships have been at making progress in each of these goal areas? What about…

	Not at all successful	Somewhat successful	Very successful	I am unaware of the goals and/ or progress in this area
a. Affordable housing (n=50)	8%	58%	8%	26%
b. Business mitigation (n=51)	18%	69%	10%	4%
c. Business development (n=51)	37%	47%	4%	12%
d. Workforce and job development (n=50)	30%	44%	8%	18%
e. Land use (n=48)	6%	60%	19%	15%
f. Bike/pedestrian/transit connections (n=50)	12%	58%	10%	20%
g. Developing cultural or historic destinations (n=49)	27%	45%	6%	22%

Are there other goal areas in which you feel the Central Corridor collaborations and partnerships have made progress?

	Number	Percentage
Yes	28	56%
No	22	44%
Total	50	100%

Other goal areas in which you feel collaborations and partnerships have made progress (n=28)

	Number
Community engagement	13
Extra stops of LRT	6
Business collaboration or issues	6
Citizen engagement	5
Funding/philanthropic	4

Note. Other goal areas mentioned by respondents were: environment (3), attracting media attention (2), and government collaboration (2).

What groups would you include that are not currently represented [in equitable development work in the Central Corridor]?[a] (n=17)

	Number
Residents/low-income residents	6
Business owners	5
Developers	5
Property owners	4
Racial/ethnic minorities	3
Neighborhood groups	3
Bankers, lenders, investors	3
Schools, students	1

[a] *Respondents could list more than one group.*

Note. Includes only respondents who felt there were people or organizations that should be working on equitable development in the Central Corridor who were not.

I am going to read to you the list of some equitable development goal areas for the Central Corridor and I'd like you to tell me the extent to which you have been involved in workgroups that are specifically focused in these areas. What about… (n=51)

	No involvement	Minor involvement	Significant involvement
a. Affordable housing?	22%	35%	43%
b. Business mitigation?	18%	41%	41%
c. Business development?	24%	41%	35%
d. Workforce and job development?	20%	53%	27%
e. Land use?	12%	33%	55%
f. Bike/pedestrian/transit connections?	22%	47%	31%
g. Developing cultural or historic destinations?	41%	31%	28%

Are there any other Central Corridor equitable development goal areas in which you have been involved?

	Number	Percentage
Yes	28	55%
No	23	45%
Total	51	100%

Please briefly describe other goal areas in which you have been involved[a] (n=28)

	Number
Station area or route planning, transit access	7
Community building, engagement	7
Business engagement or preservation	6
Planning, strategy	6
Minimize displacement, gentrification	4
Infrastructure, maintenance	3

[a] *Respondents could list more than one area.*

Note. Other goal areas mentioned included: tax or money issues (2), environment (2), communication (2), resident engagement (1), and minority contracting and hiring (1).

Detailed results related to the Key Question: Are stakeholders informed of what is happening in the Central Corridor?

How informed do you feel you are about the equitable development efforts that are happening in the Central Corridor?

	Percentage
Very well informed	45%
Somewhat informed	51%
Not too informed	4%
Total	100%

Source: Stakeholder survey conducted by Wilder Research, fall 2010.

Note: Based on responses of 51 stakeholders.

WHAT MORE DO YOU THINK COULD BE DONE TO INFORM ALL STAKEHOLDERS ABOUT WHAT IS HAPPENING IN THE CENTRAL CORRIDOR RELATED TO EQUITABLE DEVELOPMENT?

Themes that emerged in response to this question included: establishing a central source of information on the Central Corridor, improving communications to the public, and providing opportunities for local residents to be engaged in the process. Illustrations of respondents' remarks for each theme are provided below.

Establish a central source of information on the Central Corridor. Examples of respondents' comments regarding this theme include the following:

> So many of them, it feels like there needs to be a centralized place….
>
> …a one stop information source….
>
> …centralized website, well put together, easy to use and to understand….
>
> There is a lot of individual work being done but not a clearinghouse. Actually that would be great, if there was a repository that could be compiled in an objective way, can't stress enough, facts only.
>
> The problem, to the extent that it exists, there are many voices; it would be good to have one clearinghouse where people could access it easily. Information from various groups could flow and people could access it as they wish.

Improve communications to the public. Comments under this theme included putting communications in non-technical language, explaining what equitable development means, and providing multiple modes of communication. Examples of comments follow:

> Need to translate the fairly complicated and technical discussion of strategies – to get that into a form of communication that conveys it to the larger community.
>
> We need a lay person description of what equitable development is.
>
> Equitable development is not in the common lexicon out there, so there is an educational need, and the popular media can be an instrument to raise awareness.

> [Communicate] through a variety of mechanisms recognizing that not all people have internet access or the time to attend meetings.

Provide opportunities for Corridor residents to be engaged in the process. Examples of comments regarding the engagement of residents include the following:

> It is not a matter of informing them more, it is a matter of the quality and the meaningfulness of the community participation and engagement. The best way to inform people is to let them be a part of the process. That is what is missing now.
>
> I don't think it is a matter of information, it is a matter of engagement. People are drowning in information. They're not knowledgeable in how to truly engage in what is going on.
>
> First we need a definition for stakeholder that includes community engagement – the opportunity for people in the community to feel more connected regularly and the ability to impact the goals and work toward the goals…a two way communication system.
>
> The most powerful way to get people informed is to go out and disseminate information, talk with them, and get them engaged in the process.

Several respondents thought enough was already being done to inform Corridor stakeholders. A couple of respondents saw a need for measuring progress on goals and communicating the results. One respondent wanted more outreach to private developers and bankers. Another respondent suggested having a one-day equitable development fair to bring people together to create awareness and excitement about this issue.

Other survey respondent comments about the Central Corridor equitable development work

To date, what do you think is the one most positive thing that has resulted from the equitable development work in the Central Corridor? (n=51)

Most positive thing	Number	Percentage
Addition of three stops/stations, route planning	19	37%
Collaboration, relationship building	9	18%
Public relations, marketing	4	8%
Engaging broader, more diverse stakeholders	3	6%
Investment strategy, planning, funding	3	6%
Disadvantaged Business Enterprise established	2	4%
General positive comments	5	10%
Negative comments (no equitable development)	3	6%

Note. Other positive things mentioned by one respondent each included: parking infrastructure, recognition of the need for equitable development, and addition of jobs for minorities and local residents.

OVERALL, HAS YOUR INVOLVEMENT IN CENTRAL CORRIDOR EQUITABLE DEVELOPMENT WORK MET YOUR EXPECTATIONS? WHY OR WHY NOT?

Why respondents said it met their expectations

- Progress has been made.
- There has been a "spirit of collaboration."
- It brought stakeholders together to solve problems.
- The Living Cities and HUD sustainable communities grants were obtained.
- It is seen as a model elsewhere in the country.
- It has increased resources to businesses to deal with the loss of revenue.
- It was educational to learn about equitable development.

Why respondents said it did not meet their expectations

- Skepticism about equitable development occurring (e.g., approach is too theoretical so far, inherent conflict between "progress" and equitable development, undervalued by people in power).
- Need for more engagement and influence by people that will be most affected by project (e.g., "inability of community interests to engage with government policymakers").
- It's taking too long to get things done.
- Lessons from other communities are not being applied.
- Unwillingness to fund things that come from the community (e.g., grassroots organizing).
- Turf issues, unproductive political dynamics.

DO YOU HAVE ANY OTHER COMMENTS OR SUGGESTIONS?

Respondents' final comments touched on a variety of topics and themes, most of which had been discussed in earlier answers. A sample of comments is provided below.

> I think the equitable development framework has created opportunities for funds to flow to the Corridor, bringing attention and commitments to the region, opportunities that might not be there, had this framework not been developed. Now there is a lot of attention from funders across the country and from public entities. The question now is where do you land that on the ground? Because these sources are just waiting to become involved, nontraditional investors waiting to put money in, once the roles for implementation are clarified. There may be a hard time to get renewals on some of this funding if there is not action on implementation.
>
> The only other thing I would add is that I think, in terms of equitable development and whether we are doing the right stuff, it would be very useful to have a metric, with goals and measures for assessing progress, over time. I think that is what the principals should be doing, whether about affordable housing, tax base growth, job creation, business volume, etc. Equitable development needs some well-defined parameters, and not just to be a slogan, with the means to measure results.
>
> Well, one that I do have to say is that the Central Corridor Funders Collaborative has been a godsend not only in the funding they provide but in the bringing together of folks. You could never do too much of that, never. It's all about communication also. I think that the Funders Collaborative has done a great job.

> More support needs to go to the capacity to engage residents. We have lots of structures but not enough people power for community organizing and community based conversations. A lot of organizing of professionals is going on right now. By equitable we need to very clearly state racial equity as much as economic opportunity. That is not always explicit and that is one of the fundamental reasons for making an equitable region.
>
> Thank you to the collaborative for compelling work. Energy innovation corridor is evidence of how the transit corridor is a channel of other good work that is collaborative, multi-stakeholder and cross functional.

Demographic context

A21. Residents by race/ethnicity and nativity, by segment
Central Corridor and Minneapolis-St. Paul, 2005-2009

	West	Middle	East	Central Corridor	Minneapolis-St. Paul
American Indian	1%	1%	1%	1%	1%
Asian	9%	9%	19%	11%	8%
Black	21%	23%	25%	23%	15%
White	66%	62%	49%	61%	68%
Two or more races	3%	3%	3%	3%	3%
Some other race	1%	2%	3%	2%	3%
Hispanic/Latino (of any race)	4%	4%	8%	5%	9%
Foreign-born (outside of U.S.)	21%	13%	25%	19%	15%

Source: U.S. Census Bureau, American Community Survey, 2005-2009. (Data available by census tract).