

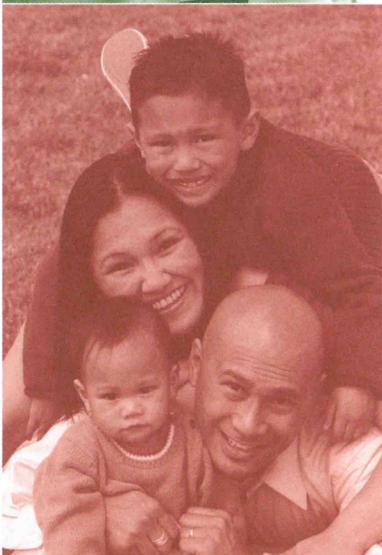
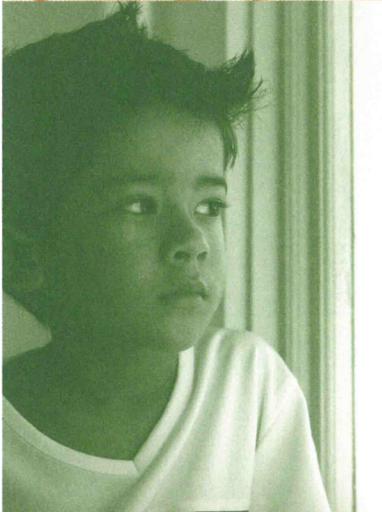
Wilder  
Research



# Corridors of Opportunity

*Second year progress report*

MARCH 2013



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## *Second year progress report*

**March 2013**

**Prepared by:**

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# Introduction

This second year progress report identifies the status of implementation and outcomes of the Corridors of Opportunity initiative in the Twin Cities metropolitan area. The aim of this report is to provide an overview of progress to date, along with formative feedback.

## *Evaluation purposes*

This report updates the first year report by focusing on progress in 2012, the second year of the initiative. It highlights key accomplishments and provides preliminary information to help determine whether progress is on a trajectory to accomplish longer-range goals. It also identifies challenges and learnings to help identify opportunities to refine and strengthen the initiative's work in its third and final year.

## *Methods and data sources*

The findings in this report are based on data collected from project reports, conversations and interviews with Corridors of Opportunity staff, interviews with 24 key initiative stakeholders including Policy Board and Senior Staff members, and five focus groups with leaders of several of the funded projects.<sup>1</sup> We also reviewed HUD and Living Cities progress reports and milestone documents and observed most meetings of the Policy Board and Senior Staff. Additional quantitative measures of the development of the corridors were drawn from multiple public sources including the U.S. Census (American Community Survey), Metropolitan Council data, and HousingLink data.

In general, findings are reported here (especially on qualitative measures such as systems change) only if they are supported by evidence from more than one source. For that reason, and also for the sake of brevity, this report does not reflect all the activities of the initiative, nor describe all of its outputs and outcomes.

The evaluation team combines the resources engaged under the HUD and Living Cities grants, and includes representatives from Wilder Research, Metropolitan Council, University of Minnesota (Center for Transportation Studies and Center for Urban and Regional Affairs), and HousingLink.

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<sup>1</sup> The focus groups were held in November, before the year-end project reports were submitted and before the Governor's Transportation Finance Advisory Committee (TFAC) had issued its report and recommendations. The interviews with key stakeholders were completed in February, after both of those and after the Governor had issued his budget proposal.

## *Contents of the report*

This report groups its findings by four key domains of effort of the initiative

- First, description of progress toward making it easier (and a higher priority) to develop along transitways
- Second, description of efforts to ensure that historically under-represented populations have a meaningful role in the planning of that development
- Third, evidence to date that development is occurring (or is on track to occur in the future) that will contribute to regional economic prosperity for all
- Finally, evidence to date that the development is increasing opportunities and options for people of all backgrounds to live, work, and get around

Each of these four sections begins with a summary of the progress that is being seen. That is followed by a brief description of what the initiative has done to help produce the outcome, in order to make a defensible case that the work of the Corridors of Opportunity contributed in a real and substantial way to the outcomes described.

The findings about outcomes are followed by a section of findings about the implementation process, including key learnings and challenges. The last section contains conclusions and considerations for next steps in the initiative's third year.

# Findings

## 1. *Are we making it easier, and more of a priority, to develop along transitways?*

A strong transit system is increasingly necessary for a metropolitan area to be competitive in the national and world economy. They connect and add value to the homes, businesses, and amenities that make communities attractive and supportive for their residents. Thriving communities, in turn, assure the level of ridership needed to make transit sustainable. Hence, one of the important outcomes for the Corridors of Opportunity is to promote development along transitways. Given the cost of the investment in the new lines, we want to ensure that they attract development, and the initiative has focused many activities toward making it both easier and a higher priority to build near transit.

### Evidence of outcomes through 2012

- After a slow start in 2011, the Living Cities Lending Team and Small Business Assistance Team are addressing challenges of the loan terms and deploying the Living Cities debt. More importantly, they are learning ways of blending capital, aligning partners, and using a variety of tools to facilitate deal-making.
- In telephone interviews in February with 24 of the people who are leading the work, respondents reported the following perceptions of outcomes:

- **The initiative is developing new or more effective tools to make transit-oriented development (TOD) easier.** Although just over one-third are not sure if this is happening or not, one-third believe there are already improved tools, one-quarter believe the development of these tools is in process, and only 5 percent think this is not a likely outcome (Figure 1). As current examples, respondents point most often to the Met Council TOD grants and the Predevelopment Funders Roundtables. As examples of work in progress many cite the current effort to secure legislative approval for new tools.

1. ARE ANY CoO EFFORTS RESULTING IN NEW OR BETTER TOOLS TO MAKE THE DEVELOPMENT PROCESS EASIER IN TRANSIT CORRIDORS? (N=19; 37% don't know)		
There are new or better tools now	Yes, but tools are not ready for use yet	Not going to happen as a result of CoO
32%	26%	9%

- Leaving aside the question of tools, stakeholders believe **Corridors of Opportunity is already helping to make development easier**. As evidence they cite the regional policy makers coming together to agree on priorities, share knowledge, and jointly explore solutions to challenges. About one-quarter think impact is already happening to a great extent, another quarter feel there is a slight impact now, and another quarter think the impact will occur in the future (Figure 2). Only 9 percent think the Corridors of Opportunity will not have this outcome, and 18 percent did not feel they knew enough to judge.

- To a slightly lesser extent, stakeholders also believe the Corridors of Opportunity is helping organizations do a better job of **integrating quality of life considerations into development**. They point to the involvement of community members as one reason why this is happening, and also to the emphasis on linking housing, small businesses, and other elements of placemaking into the development planning. About one-quarter think the impact is already occurring to a great extent, and one-third think it is currently only slight. Another one-third do not see the impact currently but expect it in the future, and 4 percent do not think the initiative’s work will lead to this outcome. One-quarter did not know what the initiative’s impact has been in this respect.

2. TO WHAT EXTENT DO YOU BELIEVE THAT THE CoO BODY OF WORK IS HAVING THE FOLLOWING RESULTS?				
	To a great extent	To a slight extent	Not yet, but it will in the longer term	It’s not likely to ever
Helping to make the development process easier in transit corridors (N=22; 18% don’t know)	23%	23%	27%	9%
Resulting in the greater integration of quality of life issues into planning processes (N=23; 4% don’t know)	22%	35%	35%	4%

## **What Corridors of Opportunity has done to produce these outcomes**

- Convened a common table where stakeholders from many jurisdictions, sectors, and perspectives regularly come together to align their vision and their efforts around a vision that prioritizes equitable transit-oriented development (TOD). It has been important to the achievements of the Corridors of Opportunity that besides the Policy Board to align the overall initiative, alignment between governance and project work is also built in through other, linked tables, including the Senior Staff, core team, and a variety of project teams. Examples include the Southwest Community Works project teams, including the Steering Committee and Technical Implementation Committee, and also the Bottineau Transitway Land Use Committee, all of which came together around initiative-funded projects focused on TOD at the level of station areas and/or an entire corridor.
- Through the work of the Lending Team, the community development finance institution (CDFI) landscape in the region has been strengthened and its capacity has been built. Partners have learned together about equitable, transit-oriented mixed use development, the challenges it poses, and successful practices to address those and bring work to scale. Similarly, the Small Business Assistance Team has addressed challenges to the use of private capital in various kinds of markets and developed a tool kit for encouraging development.
- Approaches to development have also been encouraged, tested, and demonstrated through Met Council TOD grants and the Local Implementation Capacity (LIC) grants.
- Catalytic projects have been funded that are expected not only to shift markets but also to provide high-visibility examples of what can be accomplished, test and refine models and approaches, and spur others to act to replicate such projects. New facades and other visible improvements to business properties on Central Corridor have helped to raise the aspirations and awareness of businesses that did not receive initial investments; introduction of new tools (assistance programs) has encouraged participation by more, and more diverse, businesses and led to greater awareness and use of existing tools such as technical assistance and advice.
- Corridors of Opportunity resources have made it possible for stakeholders to tap into models and best practices, such as consultation from Will Fleissig about “TOD 3.0” and the developers’ workshop held on Southwest in the fall. Other knowledge generation and sharing has included learning communities and HUD capacity building workshops, Rail~Volution, and studies funded by the HUD grant. All of these have helped stakeholders identify, use, and refine development tools and practices. One such “best practice” has been the Southwest Project Office’s hiring of a planner with real estate experience to help connect engineers with planners and the private market.

### 3. Facilitating development along transitways: Selected top-level progress measures

	MEASURE AND SOURCE	FINDING
	<b>Tools to make the development process easier in transit corridors</b>	
Direct outputs	<ul style="list-style-type: none"> <li>CoO documents, project reports, focus groups, and stakeholder interviews</li> </ul>	<ul style="list-style-type: none"> <li>Met Council and Hennepin County TOD funds are enabling projects that would otherwise not be possible, with more emphasis on equitable and location-efficient work including housing, jobs, and placemaking</li> <li>Predevelopment Funder Roundtables are making planning easier for developers as well as early- and late-stage funders</li> <li>Capacity building help for developers available through LISC</li> <li>Packaging of existing tools and resources (including technical assistance) to make Living Cities debt more palatable in current market</li> <li>Proactive revisions to land use plans and zoning policies in some SW corridor cities</li> <li>Change in scoring for MHFA housing funds to increase priority for location-efficient projects</li> <li>Identification of several kinds of new tools that are needed, including “value capture” tools, to promote transit-related development; alignment of Corridors of Opportunity partner support to seek them from the legislature</li> </ul>
	<b>Evidence of planning processes that integrate quality of life issues</b>	
	<ul style="list-style-type: none"> <li>CoO documents, project reports, focus groups, and stakeholder interviews</li> </ul>	<ul style="list-style-type: none"> <li>Greater involvement of community residents through community engagement efforts is elevating the focus and priority for quality of life issues</li> <li>Affordable Housing/TOD project is building new understanding of the links between housing, jobs, and small businesses and appreciation for the importance they all have for stable and desirable neighborhoods</li> <li>LIC grants are tool for broader planning of places, not just projects</li> <li>The Anchors project has increased attention of major institutions to the quality of life of their immediate communities and how they affect and are affected by it</li> <li>Cities in the SW corridor are “de-siloing” community development to focus on placemaking rather than projects</li> </ul>
	<b>How policy/practice has changed toward more integrated/aligned planning, partners, and resources</b>	
Intermediate outcomes	<ul style="list-style-type: none"> <li>CoO documents, project reports, focus groups, and stakeholder interviews</li> </ul>	<ul style="list-style-type: none"> <li><b>Community development finance institutions (CDFI) landscape is stronger</b>, with strengthened relationships among partners and between them and cities, developers, and small business representatives; new tools, reduced gaps, aligned policies and processes that make the process more flexible, able to absorb risk in weak markets, and speeds early stage development.</li> <li>Widely reported <b>increase in strength and trust of relationships</b> among cities, counties, and Met Council (to a lesser extent also some state agencies); less evidence for institutionalization of relationships beyond the individuals currently involved</li> <li>Progress toward <b>a more regional vision</b>, including with suburbs</li> <li>Increased <b>relationships among public agencies and foundations and nonprofits</b> (at least among the Corridors of Opportunity representatives), helping create alignment around a common vision and set of priorities for equitable TOD</li> <li>More understanding of <b>mixed use development</b> issues and tools (challenges remain but greater understanding allows for intentional efforts to address)</li> <li><b>Relationships between planners and engineers</b> are being built at multiple levels (within cities, county, and Met Council) in SW corridor; project office reported to be more aware of cities’ needs; new planner position in SWPO expected to be replicated on further corridors</li> </ul>
	<b>Leveraged and re-purposed funding</b>	
	<ul style="list-style-type: none"> <li>CoO documents, project reports, and stakeholder interviews</li> </ul>	<ul style="list-style-type: none"> <li>Leveraged funds (from non-Corridors of Opportunity sources): \$2,714,275</li> <li>Re-aligned or re-purposed funds of partners: \$3,230,000</li> <li>See appendix for details</li> </ul>

## Additional facts and findings

- The ease of development, and its effectiveness, is also being increased by the sharing of lessons learned from Hiawatha and Central Corridors with those doing the planning on Southwest. However, such sharing does not happen only because it is needed; it is occurring where there is an organization in place to perceive the need and organize the exchanges (Central Corridor Funders Collaborative for Central Corridor, Urban Land Institute for Southwest). There appears to be considerable interest in continuing to share lessons and learning, if it is possible to identify the means for doing so.
- There are some stakeholders who feel that the potential value of the Central Corridor and Southwest Corridor Investment Frameworks is not being realized. The documents list a thoroughly researched and compiled set of high priority and high-value investments in the corridors with the hope that they will help cities and developers prioritize investments. However, there is some concern that there are not adequate implementation plans to ensure their ongoing use and updating.
- Partners report that the Predevelopment Funders Roundtables, which are highly valued by all participants, are in the process of being institutionalized.
- The Met Council is institutionalizing its transit-oriented development fund and department and developing a TOD strategy; this will in turn help to drive municipal changes due to its requirement that cities adopt more transit-friendly zoning in order to access the funding
- The leveraged and re-purposed funds reported here do **not** include additional costs absorbed by organizations for staff time and/or consultant fees as a result of engaging in new, more collaborative planning processes than they would have used in the absence of Corridors of Opportunity.

## What these findings mean

- Partners report a high degree of increased alignment and coordination, and this in turn is helping to improve development.
- It is not clear yet how much of this this increased alignment will become institutionalized beyond the period of the grant. One policy-level stakeholder, who feels that much has changed already, nevertheless reports that:

The system has not changed effectively yet – the development process is easier now because of the people who are at the table. There is not enough money aligned around this yet. *(Policy Board member)*

## CASE STUDY 1

### IT TAKES A VILLAGE: WORKING TOGETHER TO FINANCE THE OLD HOME DAIRY SITE

For the past five years, Aurora Saint Anthony Neighborhood Development Corporation (ASANDC) has been leading and building out the community vision for the landmark Old Home Dairy site at the intersection of Western and University Avenues.



Artist's rendering of future development of the Old Home Dairy site.

The community identified the site as a key redevelopment opportunity and high priority given its location immediate adjacent to the LRT station in the heart of the Rondo community. The vision is for a catalytic, mixed-use TOD project that emphasizes long-term equitable outcomes for the community.

With this vision in mind, ASANDC secured a purchase agreement of the Old Home site in August 2011 after the price had dropped dramatically.

The Corridors of Opportunity Predevelopment Team – comprised of Twin Cities LISC, Twin Cities Community Land Bank (TCCLB), Family Housing Fund, the City of Saint Paul, the Metropolitan Council, and others – reviewed the development plan in late 2011 and agreed that the site's vision was compelling. In order to move the project from vision to reality the TCCLB stepped in to acquire and hold the property in February 2012 to allow time for ASANDC to find a development partner and refine the project. LISC provided funding to ASANDC for feasibility studies, covering holding costs, and developing a community benefits agreement.

In spring 2012, ASANDC selected Sand Companies, a for-profit developer based out of the Saint Cloud area to co-develop the property. The partners formed Old Home Plaza, LLC which is proposing to develop a mixed use TOD project that includes the adaptive reuse of the historic Old Home Milk Company building and new construction on the remainder of the property. The project will be constructed in phases:

	<b>Housing</b>	<b>Commercial &amp; community space</b>	<b>Open space</b>
Phase 1	57 units of rental housing Affordable at 50% AMI 11 studios, 2 one-bedroom; 15 two-bedroom; and 29 three-bedroom units	8,000 square feet of community space (property management, service coordinator); fitness room; community room/cultural center	25,000 square feet for a central plaza with playground, picnic area, and green space
Phase 2	N/A	15,000 square feet of commercial/retail space geared toward jobs and amenities for neighborhood residents	N/A
Phase 3	12, two-story, townhome units with attached garages for sale to households at or below 60% AMI.	N/A	N/A

Although unprecedented at the time, the TCC Land Bank was able to acquire and hold the parcel for ASANDC with the support of LISC and GMHC helping to cover holding costs; a close working relationship with the City of Saint Paul which helped to position the project for a \$1.56 million grant from the Metropolitan Council Livable Communities Act – TOD funds to pay back the costs of land acquisition. In fall of 2012, the project was awarded a partial allocation of Low Income Housing Tax Credits from Minnesota Housing helping to advance its construction even further.

One of the partners reports that the aligned and coordinated work of the Corridors of Opportunity partners helped move the planning for the Old Home site “from ‘No Way’ to ‘No Brainer.’”

## ***2. Are historically under-represented populations having a meaningful role in decision-making related to transit and development?***

When we make it easier to develop in transitways, the results of that development may or may not be of benefit to existing residents and businesses. A possible outcome of transit development is for adjacent neighborhoods to gentrify, raising property values to a point where both residents and small business owners can no longer afford to stay. The Corridors of Opportunity seeks to include the meaningful participation of representatives of low-income and other historically under-represented populations to ensure that their needs and concerns are addressed and that the outcomes of development improve their opportunities rather than constricting them. Both the Living Cities and HUD grant purposes are not simply for the sake of improving development, but in order to test new ways to plan development so as to ensure equitable impacts. Meaningful engagement of historically under-represented community members is expected to result not only in better plans, but also more public acceptance and less opposition to development and higher ridership for the transit.

### **Evidence of outcomes through 2012**

- Previously uninvolved populations are becoming aware of and engaged in planning for transit, and aware of the potential opportunities it offers them.
- Government agencies are adopting new ways of reaching out to and involving grassroots community members and the organizations that represent them. Public officials report that the increased engagement strengthens their planning. For example, based on community input into the design of the jobs pilot, the Corridors 2 Careers project developed a service model that has been able to build trust with the low-income communities it is intended to serve. The Metropolitan Council has adapted the Corridors of Opportunity community engagement model to reach and gather input from traditionally under-represented communities for the region's Thrive MSP 2040 plan, convening 11 group conversations with over 140 participants, where 14 cultural communities were represented and nine languages were spoken.
- In a majority of the focus groups and interviews with representatives, and across many different projects and working groups, project leaders pointed to ways their work was improved in its process and/or in its outcomes by community engagement. This included the work of the Community Engagement Team (CET) team itself, or of the community engagement grantees, or through the adoption of new organizational practices based on the same model. For example, the Southwest LRT may change one station location in Eden Prairie based on information from the Somali community that

identified a place that would better serve the community and thereby also increase likely ridership.

- Half of the 24 stakeholders who were interviewed report their organization has made small changes in how they engage communities, and another quarter report a major change. Two-thirds believe that decisions have been different because of different voices (including but not limited to community members' voices). Examples of such changes include:
  - More effective small business mitigation programs on Central Corridor
  - Adoption of Local Implementation Capacity (LIC) grant criteria that gave higher scores for greater impact on equity, which allowed projects to move forward with more sensitivity to the vision of local stakeholders
  - The selection criteria that guided the location and type of projects funded, as well as the level of intentionality about their inclusion of affordable housing
- Fair and Affordable Housing recommendations adopted by the Policy Board in September 2011 for application broadly across projects; also the adoption of an equitable development principle and definition by the Corridors of Opportunity Policy Board, and its use by the Met Council in its award of Livable Communities TOD funds.

### **What Corridors of Opportunity has done to produce these outcomes**

- Included representatives of groups that work closely with historically under-represented communities as members of the Policy Board.

I think there is deeper understanding as a result of that [broadened representation at PB table, including nontraditional voices with the bigger institutional players], and probably some qualitatively different decisions. The whole effort around small businesses in Central Corridor was enhanced by having them around the table. *(Representative of a public agency)*

- Formation of the Community Engagement Team and its activity at multiple levels simultaneously: with individual community-based organizations (23 grants to date, plus Steering Committee), with public agencies and other influential organizations in the region, and nationally. The CET has convened 45 “bridging meetings” so far between new community engagement grantees and local government staff within their geographies. These have helped build relationships and build space for grantees’ contributions.

- Introduction of a new model of community engagement that brought a new way of thinking about and valuing grassroots engagement as an opportunity rather than a threat, and which built upon, coordinated and strengthened existing efforts for magnified impact.

I think community engagement practices throughout the stakeholders were examined more carefully and intentionally in order to give the community engagement a larger role in decision making and advice in early planning stages. *(Representative of a nonprofit organization)*

- The impact of the Community Engagement work is cited widely, throughout the focus groups and stakeholder interviews, as an important contribution to the development planning. Having community members participate assures that planners better understand what kind of development is important to residents. A wide variety of project leaders reported, in interviews, focus groups, and project reports, that community engagement had improved the quality of their decisions. Examples include:

It's changed the pattern of how we approach the work, it isn't that we check off a task. *(Representative of a nonprofit organization)*

By starting to make these connections; this will promote further discussions in the future. *(Representative of a public agency)*

Making sure that the voices are at the table in decisions about how corridors develop. ... The voice is heard there, and that is resulting in projects and funding happening that supports equity in these developments. *(Policy Board member)*

**4. Under-represented populations have a meaningful role: Selected top-level progress measures**

	MEASURE AND SOURCE	FINDING
<b>Direct outputs</b>	<b>Diversity of representation on Community Advisory Committees</b>	
	<ul style="list-style-type: none"> <li>Information from transit project managers</li> </ul>	<ul style="list-style-type: none"> <li><u>Southwest</u>: Representation has been expanded with CET grantees, disability community, working family organizations and environmental justice communities. Created a business advisory committee to focus on business issues and concerns.</li> <li><u>Bottineau</u>: No change in official membership but CE grantees are invited to attend the CAC and are on the distribution list.</li> <li>Hiawatha, Northstar, Central Corridors no longer convening CACs</li> <li>Cedar, Gateway Corridors have not formed CACs yet</li> </ul>
	<ul style="list-style-type: none"> <li>Information from first round grantees</li> </ul>	<ul style="list-style-type: none"> <li>46 community members have become regular members of planning or advisory groups, including 20 in an unofficial group for Gateway where there is no official group yet.</li> </ul>
	<b>Any change in public sector policies on community engagement</b>	
	<ul style="list-style-type: none"> <li>Information from transit project managers</li> </ul>	<ul style="list-style-type: none"> <li><u>Gateway</u>: Washington County is likely to establish a CAC for the DEIS</li> <li><u>Regionwide</u>: Metropolitan Council adopted the following policies during this time to assist in outreach/communications (not necessarily because of CoO): <ul style="list-style-type: none"> <li>E-documents that meet ADA requirements.</li> <li>Creation of a Facebook page during 2012 to facilitate direct communication to and from community members</li> <li>Allocation of resources to place greater emphasis on Low-English accommodations.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Information from first round grantees and community observers</li> </ul>	<ul style="list-style-type: none"> <li>Many agencies have different perception of the importance and value of proactive outreach to community members on their own terms (rather than based on agencies' communication needs)</li> <li>Many new relationships have been developed between agencies and community groups</li> <li>Agencies are reaching out to grantees for information and/or participation unrelated to the specific grant-funded activities</li> </ul>	
<b>Number of people from historically represented communities attending (CET grant funded) meeting</b>		
<ul style="list-style-type: none"> <li>Based on preliminary CET grantee reports</li> </ul>	<ul style="list-style-type: none"> <li>Across all corridors, over 1,000 became actively engaged (attended meetings or events or sent opinions to policymakers)</li> </ul>	
<b>Intermediate outcomes</b>	<b>Community perspectives are represented in planning and project decisions</b>	
	<ul style="list-style-type: none"> <li>CoO documents, project reports, focus groups, and stakeholder interviews</li> </ul>	<ul style="list-style-type: none"> <li>Community-based and under-represented voices are participants at decision-making tables, including the Policy Board.</li> <li>Because of new model of engagement, there are multiple examples of community groups who perceive development as an opportunity rather than a threat, and of public agencies perceiving community engagement as an opportunity rather than a threat.</li> <li>Inclusion of community perspectives is helping to shape decisions that benefit a broader range of residents.</li> <li>Inclusion has helped community members take a more active role in promoting their own economic development.</li> </ul> <p>Because of on-going engagement, even when community members are not themselves participants in making plans or decisions, stakeholders report they "can hear their voices" when making decisions.</p>

## Additional facts and findings

In general, there appear to be more changes in practice than policy so far related to community engagement. However, as summarized above, three-quarters of those interviewed report at least minor changes in how their organization reaches out to under-represented populations. Many report that an equity framework has been woven into the fabric of their work, through the equity principle, the fair housing equity guidelines, and the community engagement work. This results in decisions being made with a deeper understanding of the needs of under-represented communities. One stakeholder reports:

There is a more universal attention to equity ... making sure that the voices are at the table in decisions about how corridors develop. *(Policy Board member)*

Besides the direct participation through expression of opinion to decision-makers, preliminary reports from first-round community engagement grantees include the following results:

- Over 20,000 people in under-represented communities were reached through different kind of outreach, including newsletters, surveys, and doorknocking. Of those reached, it is estimated that over 14,000 became more aware of the transit and/or development plans in their corridors and over 10,000 are now paying increased attention to transit and/or corridor development.
- 46 participants have become regular members of planning or advisory groups, including 20 in an unofficial group for Gateway where there is no official CAC group yet.

In addition, with the help of the Community Engagement Team, over 45 “bridging meetings” have been held to date between community-based organizations and transitway planning officials and groups.

The most important outcome to date for community members appears to be an increased awareness of the transit development that is coming and opportunity to think about how it might affect and possibly benefit them.

The most important change for public agencies at this time is having on-going community influence along the way, rather than specific influence on discrete decisions. However, 10 of 16 community observers reported that decisions had been different because of community input, and eight could cite specific examples. These were spread out across a variety of projects in the initiative, including Thrive MSP 2040, the Southwest and Bottineau LRT planning, and the Fair Housing Equity Assessment. Five member organizations report adding additional resources, capacity, or structures (positions or departments) to engage community members.

Both government and community representatives appear to be learning new ways to communicate with each other, in more cooperative ways and with greater understanding of each other's perspectives. However, many of the instances of relationships and participation that stakeholders cite involve the members of the Community Engagement Team as an intermediary between organizations and community populations, suggesting that relationships between public agencies and community members may still be dependent on the assistance of the Team. The Community Engagement Team is explicit about their intention to help start relationships that will proceed in the longer run without the need for ongoing mediation, but it appears that the intermediary role is still essential to the new patterns of engagement at this time.

### **What these findings mean**

The community engagement model is being widely perceived as an important and effective means of developing better plans. Versions of this model have been adopted in the development of the Corridors 2 Careers workforce pilot as well as the Thrive MSP 2040 process and some partner organizations' own work. Some participants in the focus group discussions believe that continued support for community engagement will be needed to continue to assure that development decisions are made and implemented with equitable outcomes.

## CASE STUDY 2



Asad Aliweyd talks about the opportunities for economic development for the Somali community near the site of the future Golden Triangle stop on the Southwest LRT line.

### NEW AMERICAN ACADEMY: ENGAGING A SUBURBAN NEW IMMIGRANT COMMUNITY AROUND THE BENEFITS OF LRT

New American Academy (NAA), a charter school for Somali youth and adult learners in the southwest suburb of Eden Prairie, has received \$70,000 in Corridors of Opportunity community engagement grants to engage with Somali residents to explore the potential benefits of the planned Southwest Green Line Light Rail Transit Extension (SW LRT).

Eden Prairie is home to the second largest Somali population in the Twin Cities region. Prior to the grant award, an overwhelming majority of the Somali community in Eden Prairie was unaware of the coming of this \$1.25 billion public infrastructure project that will serve their community, despite eight years of public outreach about the SW LRT by Hennepin County and by the five cities along the proposed alignment. By organizing a Southwest Corridor Immigrant Council (SCIC) to lead on this work, NAA's executive director, Asad Aliweyd was able to use the community's preferred "word of mouth" communication mode to convey this information. This SCIC, a group of nine immigrant community leaders, acts on behalf of under-represented constituencies in Eden Prairie to identify and assess key opportunities of the Southwest Corridor that can expand access to jobs, affordable housing and economic development for people of color, low-income communities and people with disabilities. Within two months of receiving their first grant, NAA's new immigrant council helped to engage hundreds of community members to inform them about the LRT, and NAA hosted events with more than 500 attendees including city, county, and regional decision makers. The connections created between the New American Academy's leadership and government staff resulted in Aliweyd's appointment to the SW LRT Community Advisory Council, the formally recognized citizen advisory committee for the project convened by Metro Transit.

The engagement work done by New American Academy helps the community identify, articulate, and advocate for opportunities created from the SW LRT. Early in the process, residents identified three goals that the planned transitway could help them meet: 1) to get their children to the higher education institutions along the LRT, 2) to start Somali owned businesses, and 3) to get more affordable housing with larger units to accommodate their extended families. The efforts will also meet the Corridors of Opportunity and partner organizations' goals of increasing ridership, sparking increased economic development, and strengthening communities.

Although the SW LRT line won't be completed until 2018, the grant awarded by the Corridors of Opportunity Policy Board members provided opportunities for the Somali community to begin planning toward some of these goals now. For example, the Neighborhood Development Center provided twenty weeks of business training from which sixteen Somalis graduated in spring 2012. Hennepin County and the City of Eden Prairie are working with community leaders to find affordable commercial space to house these new businesses in transit-accessible locations.

The community's need for expanded and larger affordable housing units is also being recognized and addressed. It will be considered as part of the corridor-wide housing study lead by Hennepin County in conjunction with the five cities, including Eden Prairie, along the SW LRT corridor.

Aliweyd tutors students at the New American Academy in Edina. Adults also take language and citizenship classes, and thanks to a Corridors of Opportunity grant, get entrepreneurial training.



### ***3. Is transitway development paving the way for economic prosperity for people of all backgrounds?***

Outcomes described above include evidence that planning processes have been strengthened to better align resources and practices across geographies and sectors of expertise, and that historically under-represented communities are having a meaningful role in planning. These changes are not being made for their own sake, but rather because it is anticipated that better planning processes will result in a more economically successful region, and one that shares that economic success equitably. This section explores the evidence to date for that outcome.

This is a longer-term outcome, for which impacts are not expected during the three years of the grant; however, the evaluation is tracking a variety of indicators for early evidence of change in the hoped-for direction, or advance warning in case changes point toward unintended effects. Because the initiative is intended to pilot changes that will be taken to scale and applied beyond the directly-funded projects, measures tracked in this section include overall development, not only development directly funded by the initiative. This will help provide evidence of whether new development practices are being institutionalized.

#### **Evidence of outcomes through 2012**

- NDC and U7 have **assisted 353 Central Corridor businesses**, of which only four have closed during construction. Some façade and internal building improvements are already being made, which are beginning to raise interest among neighboring businesses. Representatives of the assistance organizations report that small business owners are less isolated, more aware of resources that can help them, and more likely to use them. Through new relationships made in the Corridors of Opportunity, NDC has increased its capacity to assist small businesses, and is also now providing entrepreneurship training to immigrant groups in two different suburbs.
  
- Although **employment in funded projects** has not been uniformly tracked, we know that the Corridors 2 Careers (C2C) project has hired seven connectors and one team coordinator who were unemployed or underemployed residents from the target neighborhoods and has helped an additional resident to find employment to date. Rehabilitation projects receiving funding through the TCCLB are held to a standard of hiring at least 32 percent of labor from low-income and/or community residents, and this will be institutionalized in the Old Home project through a Community Benefits Agreement.

- People leading Corridors of Opportunity projects have mixed opinions on the extent to which the initiative **is helping to mitigate negative consequences of transit construction** for historically under-represented populations (Figure 5): 18 percent believe it is having a great impact (positive) at the present time, 27 percent feel there is a slight current impact, and 14 percent think there is no impact yet but expect one in the future. 23 percent don't know, and 18 percent think it will not have a mitigating impact.

5. **TO WHAT EXTENT DO YOU BELIEVE THE CoO BODY OF WORK IS REDUCING OR PREVENTING HARM FOR LOW-INCOME COMMUNITIES DUE TO CONSTRUCTION AND DEVELOPMENT?** (N=22; 23% don't know)

To a great extent	To a slight extent	Not yet, but it will in the longer term	It's not likely to ever
18%	27%	14%	18%

- **Anchor Partnership:** Signatories to date include seven (about to be eight) major higher education institutions and three large medical/hospital institutions, plus the Central Corridor Funders Collaborative. By 2015, signatories commit to increase local purchasing by 5 percent over the 2012 baseline, and to create cost savings through collective procurement. They also adopted 5-year workforce goals to increase employment from Central Corridor zip codes from 13 percent to 18 percent, achieve racial diversity goals across all job categories, and reduce the racial employment gap in Central Corridor zip codes from 14 percent to 10 percent. Strategies adopted by signatories include a Youth Health Careers Pathway and Incumbent Workers Health Careers Ladder, as well as aligned and targeted higher education recruiting in the corridor for both students and employees and participation by higher education students in service learning to help recruit and mentor participants in the career training programs.
- The Met Council is **institutionalizing its transit-oriented development efforts**, including the TOD grant program and Corridors of Opportunity unit, and is developing a comprehensive TOD strategy that will guide the agency's work in TOD. If institutionalized, the equity framework and emphasis on locational efficiency are intended to have population level impacts on both affordable housing and jobs.

- For the most part, people who are leading the work believe Corridors of Opportunity is already increasing, or will increase, **access to opportunity for historically under-represented populations** (Figure 6). Fourteen percent believe it is having great impact now, 41 percent believe there is slight impact now, and 32 percent believe will be a future impact. Nine percent don't know whether or not there will be an impact, and 5 percent think it will not have this impact. Initial evidence for this change include the engagement of community members in the planning, the attention to base plans on realistic market considerations, and planning to ensure that the corridors include both jobs and affordable housing suitable to the needs of historically under-represented people.

6. **TO WHAT EXTENT DO YOU BELIEVE THE CoO BODY OF WORK IS INCREASING HISTORICALLY UNDER-REPRESENTED PEOPLE'S ACCESS TO OPPORTUNITY IN THE LONGER RUN?** (N=22; 9% don't know)

To a great extent	To a slight extent	Not yet, but it will in the longer term	It's not likely to ever
14%	41%	32%	5%

### **What Corridors of Opportunity has done to produce these (and future) outcomes**

- The directly funded projects, including small business expansion and ownership loans, affordable housing/transit-oriented development loans and grants, and Local Implementation Capacity grants, were all designed to be catalytic, i.e. to have indirect impacts on a larger scale than the direct outcomes. This is expected to happen through placemaking that improves the desirability of the neighborhood and thereby makes it more attractive for further development. However, there are other ways in which initial pilot projects have wider ripple effects, including:
  - When assisted businesses become more successful and/or attractive neighboring businesses notice and it raises their awareness of possibilities and inclination to seek or accept similar upgrades.
  - When a successful project is piloted that benefits the neighborhood, other neighborhoods pay attention and seek to replicate it. Several projects, including the anchors partnership and Jobs Central, report that there is interest in doing the same kind of work in more places.

- Changes made by Minnesota Housing in its funding scoring, to place higher priority on locations near transit, are reported to have begun to shift developers’ priorities, and agency representatives believe they may possibly have contributed to a higher rate of receiving highly competitive HUD Section 202 grant funds in Minnesota.
- In 2012 the Corridors of Opportunity began to add a more intentional focus on how economic development can be aligned with the rest of the work to amplify results. In the long term, the Met Council’s Thrive MSP 2040 represents a vehicle for institutionalizing the integration of economic development with transit and affordable housing by using an economic competitiveness framework. Corridors of Opportunity funds were used to help develop the Council’s strategy for economic competitiveness.

**7. Transitway development leads to economic prosperity for all: Selected top-level progress measures**

	MEASURE AND SOURCE	FINDING
<b>Direct outputs</b>	<b>Number of businesses assisted</b>	
	<ul style="list-style-type: none"> <li>• Project report</li> </ul>	<ul style="list-style-type: none"> <li>○ 353 businesses received technical assistance in 2012, of which 99% (all but 4) have remained in business</li> <li>○ Façade matching grants made to 9 businesses (will also benefit 6 more who are tenants)</li> <li>○ Business expansion loans made to 4 businesses (will also benefit 3 more who are tenants)</li> <li>○ Building ownership loans: None to date</li> </ul>
	<b>Diversity of employment in funded construction projects</b>	
<b>Intermediate outcomes</b>	<ul style="list-style-type: none"> <li>• Project report</li> </ul>	<ul style="list-style-type: none"> <li>○ TCCLB-funded rehab projects will include at least 32% of labor by low-income and/or local community residents</li> <li>○ Old Home redevelopment project includes a Community benefits Agreement</li> </ul>
	<b>Number of (CC) anchors adopting local hiring/purchasing</b>	
	<ul style="list-style-type: none"> <li>• Anchor Institution Partnership records</li> </ul>	<ul style="list-style-type: none"> <li>○ 11 institutions have signed the MOU, and 1 more is pending</li> </ul>
<b>Intermediate outcomes</b>	<b>Number of job seekers living in Central Corridor receiving workforce development services through C2C</b>	
	<ul style="list-style-type: none"> <li>• Project report</li> </ul>	<ul style="list-style-type: none"> <li>○ Actual during 2012: 9 (Overall project target=30)</li> </ul>
<b>Intermediate outcomes</b>	<b>Number of those known to have gained employment</b>	
	<ul style="list-style-type: none"> <li>• Project report</li> </ul>	<ul style="list-style-type: none"> <li>○ Actual during 2012: 8 (Overall project target =10)</li> </ul>

## **Additional facts and findings**

- A survey of Central Corridor businesses in 2012 found that most perceive the assistance programs to be at least moderately effective, and that the programs appear to have been effectively targeted to those most in need of assistance.
- Many partners feel that the Corridors of Opportunity needs more, and more efficient, tools for transitway development and for related development in order to reach the scale needed for economic prosperity.
- The Jobs Central program has designed its Corridors 2 Careers pilot program to identify, leverage, and link resources already existing in the Central Corridor, explicitly in order to increase the likelihood that it can be sustained beyond the duration of the grant if it proves successful.

Figures A-1 and A-2 in the Appendix show “tracking indicators” that are measures of longer-term change. They are included in this report to provide a means of tracking trends that are of importance to the initiative, in order to understand whether, and in which direction, they are changing. They can help stakeholders understand conditions in the community and identify potential areas of concern or celebration, but they should not be considered outcomes for which the Corridors of Opportunity is responsible. Changes should be interpreted with caution due to random fluctuation from year to year, occasional large projects such as the Twins Stadium that are out of proportion to typical annual increments, and changes in the larger environment (e.g. in the economy) not related to the Corridors of Opportunity.

## **What these findings mean**

- The Corridors of Opportunity contributes only a small proportion of all the funds dedicated to business mitigation efforts on Central Corridor. A number of Corridors of Opportunity partners are also major sources, including the City of Saint Paul, the Metropolitan Council, and the Central Corridor Funders Collaborative.
- Two years of data are not conclusive, but it is encouraging to note that there was less churn in the openings and closings of businesses on Central Corridor during 2012 compared to 2011. The difference is small, and we have no basis for comparison to tell us what the business gains and losses would have been without assistance.

- Due to issues of scale, the Corridors of Opportunity is likely to have direct impact on only a small number of development projects, too few to have a region-wide effect on economic prosperity. However, through the strategy of selecting those projects for their catalytic effect, the intention is to shift the larger patterns of development, and in some cases the local market forces. By doing so, it hopes to affect larger development patterns. One stakeholder pointed out the focus of the initiative's work to promote economic prosperity as follows:

Corridors of Opportunity is directing resources to make community improvements. It's raising the intentionality for the low income community not to get lost or excluded from discussion. *(Policy Board member)*

- Over the long term, economic prosperity will be expected to come not from the direct activities of the Corridors of Opportunity during the three years of the grants, but rather from longer-term shifts in development priorities and practices that the partner organizations institutionalize. Early evidence that this may be happening includes the institutionalization of the Metropolitan Council's TOD fund and department and development of a TOD strategy (cited in the first section of findings), and the incorporation of many of the integrated and equitable planning processes into the Thrive MSP 2040 work.

## CASE STUDY 3A



### SMALL BUSINESS ASSISTANCE – MAY’S MARKET AND THE LITTLE MEKONG CULTURAL DISTRICT

May’s Market is on the northeast corner of University and Western Avenues in Saint Paul, in one of the most ethnically diverse neighborhoods along the Central Corridor. The renovations currently underway on the building illustrate how many of the Corridors of Opportunity activities and goals braid together with each other to make a whole greater than any of the parts.

When May Yang bought the building in 2005, he was not aware that a transit line was coming. Later in the design process, businesses like May’s learned that 85 percent of University Avenue’s on-street parking was going to be lost to make way for features associated with the new light rail line. Along with the actual construction of the project, the loss of parking added to the risk of income losses that corridor businesses anticipated.

A primary goal advanced by the Central Corridor Funders Collaborative and Corridors of Opportunity partners is to help impacted businesses plan for construction impacts; survive the construction period; and thrive in the new LRT corridor.

For Mr. Yang, these programs have included:

- Consultation and technical assistance from U7 and NDC to strengthen his financial processes as well as marketing and advertising.
- A parking improvement loan from the City of St. Paul to help compensate for the loss of on-street parking.
- Building and façade improvement loans that will help not only to update and freshen the building appearance but also to set a highly visible model for the new Little Mekong Cultural District. This area, from Galtier to Mackubin Streets and centered on the Western Avenue station, provides a distinctive brand to an area that is home to about 80 Asian-owned businesses. It will be a model for other planned cultural districts to highlight the distinctive and varied cultural heritages of the corridor. Support for this work was also provided by the Asian Economic Development Association (AEDA).

Mr. Yang was happy to be a leader in launching the new district. He says, “It will be easy for people to take the train to shop around here and learn about all the different (Asian) cultures we have here. U7 has been very helpful, giving us information about the railroad that is coming, and advising us about a lot of things that will help us run our businesses.”

The active outreach to minority and immigrant business owners represents the principles of the Corridors of Opportunity Community Engagement model. NDC worked closely with Mr. Yang develop and move the project through the loan pipeline. This involved addressing some significant challenges in the process, including learning how to make loans attractive in a tough economy (and a time of construction-induced losses) as well as with owners accustomed to doing business on a cash-only basis.

Building on work begun by the Central Corridor Funders Collaborative, Corridors of Opportunity partners also worked closely with other partners in the community, including the Asian Economic Development Association (AEDA) to expand the pool of expertise, cultural competence, and fiscal resources for the work. Yet another side benefit of the work has been that local business owners have been encouraged to have higher aspirations and are more aware of supports that are available to them to strengthen their enterprises, and that several intermediaries who provide such assistance have gained new tools and capacity to serve additional organizations.



## CASE STUDY 3B

### ANCHOR PROCUREMENT

In June 2011, a working group comprised of staff from Corridors of Opportunity, the Central Corridor Funders Collaborative, The McKnight Foundation, Augsburg College, the Itasca Project, University of Minnesota, and HealthPartners convened to strategize how they could realize mutual benefit for the institutions and communities located along the Central Corridor in Minneapolis and Saint Paul. This “Anchors Institutions” work focuses on “3 P’s” to ensure a vibrant corridor: personnel (local hiring), procurement (local purchasing), and placemaking (local places to live, work, and play). This model is based on the work of the Initiative for a Competitive Inner City (ICIC), which focuses attention on the natural competitiveness of location and infrastructure provided by inner cities. In Fall 2012, eleven educational and health care institutions (“eds and meds”) formalized the Central Corridor Anchor Partnership – now housed in the Central Corridor Funders Collaborative – and an MOU with specific local hiring and procurement goals.

In the summer of 2012, Augsburg College made the decision to refurbish all six hundred chairs in the Hoversten Chapel on the Minneapolis campus. While others may have overlooked business location in this decision, Augsburg College has an explicit commitment to their community and the goals of the anchor partnership. Instead of simply purchasing new chairs through a large national retailer, the college requested a bid from All About Upholstery, a locally owned business.

The Anchor Institutions work is not solely responsible for the Augsburg College chapel chair decision, but their involvement in the work group has helped to institutionalize these local purchasing values and considerations, starting with their central services purchasing staff and reaching all the way up to Augsburg College President Paul Pribbenow. Augsburg College was initially considering replacement of the chapel chairs, but identifying a local upholstery contractor that they had worked with before on a smaller scale provided them with the opportunity to make a local purchase and the confidence that they could get the work done in an economically, environmentally, and socially responsible manner.

The decision Augsburg College made to contract with All About Upholstery helped the owner, Tonya DoRoche, stabilize business and hire additional local employees. Furthermore, DoRoche is also committed to purchasing materials for her businesses locally, thus providing additional contribution to the local economy.

Throughout this story, the interdependence of the local economy, and thus the impact is clear and profound. The example illustrates how anchor purchasing power can provide a shared benefit to the entire community.



Tonya DoRoche, owner of All About Upholstery, and the chapel chairs her firm refurbished. She was able to stabilize her small business and hire additional employees due to the local procurement of services by Augsburg College.

#### 4. *Are we creating more options for how people get around and where they choose to live and work?*

Corridors of Opportunity shares two main goals – accelerating the build out of the transit system and encouraging development along those transitways – that benefit people across the income spectrum.

The outcomes in this section speak to the initiative’s success in advancing the buildout of the transit system, and to its investment in transit-oriented development projects in the corridors. Given the time required for buildout and development to be completed, these are the most long-term of all the Corridors of Opportunity goals. However, it is possible to identify current progress that is evidence of the likelihood of achieving these results.

Moreover, if the new tools, relationships, and planning processes described in the first three sections are institutionalized and sustained beyond the period of the initiative, our theory of change holds that larger scale development beyond the scale of directly-funded projects should emerge, and that these changes will benefit residents of all backgrounds.

#### **Evidence of outcomes through 2012**

- Stakeholders who were interviewed mostly believe the initiative is developing new or more effective **tools to finance transit** itself (Figure 8), and they point mainly to the initiative’s influence on the Transportation Finance Advisory Committee and the governor’s budget. Sixteen percent believe there are already better tools, half believe the development is in process, and only 16 percent think this will not be an outcome. One in five does not know if it will happen or not.

8. ARE ANY CoO EFFORTS RESULTING IN NEW OR BETTER TOOLS TO FINANCE TRANSITWAYS OR MAKE IT EASIER TO PLAN AND BUILD MORE THAN ONE AT A TIME? (N=19; 21% don't know)		
Yes, new or better tools	Yes, but the tools are not ready for use yet	No, this is not going to happen as a result of the initiative
16%	47%	16%

[The Corridors of Opportunity is generating] Better community informed land use plans, better community engagement around station and project areas, better development of community understanding development opportunities, better pre-development and financing tools and resources available. *(Policy Board member)*

We are developing tools now, but they are not in place yet. I think this group has been very helpful for the governor to think through his big picture plan about transit. I think the Policy Board has been instrumental in having that conversation at a very high level. *(Policy Board member)*

- Stakeholders also strongly believe the Corridors of Opportunity is helping to **accelerate the buildout of the transit system**. Forty-one percent think this is happening to a great extent already, 32 percent think there is a slight impact now, and 14 percent expect an impact in the future. Only 9 percent think this outcome will not happen as a result of the initiative’s efforts, and only 5 percent did not have an opinion (Figure 9). Evidence of progress includes a greater consensus and sense of urgency about the importance of the buildout and of speeding up the pace at which it occurs, as well as an aligned effort to promote the buildout through marshaling partner consensus and building public will to support it.

9. **TO WHAT EXTENT DO YOU BELIEVE THAT THE CoO BODY OF WORK IS HELPING TO ACCELERATE THE BUILDOUT OF THE REGIONAL TRANSIT SYSTEM?** (N=22; 5% don't know)

To a great extent	To a slight extent	Not yet, but it will in the longer term	It's not likely to ever
41%	32%	14%	9%

- Inclusion of equity principles in the Local Implementation Capacity grants helped assure that there were affordable housing and jobs goals for these projects. According to figures submitted on grant applications, the funded projects are projected to lead to the following:
  - 1,419 new units of housing (741, or 52%, affordable)
  - 123,700 or more square feet of new commercial space
  - 1,896 new jobs
- Incorporation of location efficiency and other Corridors of Opportunity principles into Minnesota Housing’s guidelines is elevating these principles among developers and hence steering development.

## **What Corridors of Opportunity has done to produce these (and future) outcomes**

- By making development easier in transit corridors, involving community voices to ensure diverse populations' needs were included in decision-making, strategically initiating catalytic projects that are beginning to change aspirations and visions, changing markets, and changing how decision-makers see the relationships among housing, jobs, transit, and place-making – through all of these **aligned strands of action**, the Corridors of Opportunity expects to shift the patterns of development to more strongly prioritize options that yield benefits equitably to residents of diverse backgrounds and needs.
- The Corridors of Opportunity has **aligned its work with that of others**. In particular, the Program of Projects (PoP) study has complemented a study separately undertaken by the Itasca group about the return on investment in transit. Both of these have allied with efforts led by the area Chambers of Commerce to build business support for transit, and their combined efforts, including the scenario frameworks developed in the PoP study, significantly influenced the deliberations of the governor's Transportation Finance Advisory Committee (TFAC), which Governor Dayton charged with examining how to finance roads, transit, and other transportation needs across the state. This committee's recommendations in turn resulted in the governor's proposal of a metro area sales tax dedicated to transit.
- **Making the case and building support:** The same confluence of efforts, and the alliance of Corridors of Opportunity partners including the Counties Transit Improvement Board (CTIB), have helped to build both citizen and business constituencies to support the governor's sales tax proposal.

## 10. More options for people: Selected top-level progress measures

	MEASURE AND SOURCE	FINDING
	<b>Development as a result of funded projects</b>	
Direct outputs	<ul style="list-style-type: none"> <li>From project reports</li> </ul>	<p><b>Housing units to be acquired, rehabbed, and/or built</b></p> <ul style="list-style-type: none"> <li>CoO Lending Team awarded grants and loans for the creation or preservation of 376 affordable units</li> <li>Local Implementation Capacity grants awarded that will result in 1,419 housing units to be built, of which 52% will be affordable</li> </ul>
	<ul style="list-style-type: none"> <li>From project reports (based on grant proposals)</li> </ul>	<p><b>Square feet of commercial space to be built</b></p> <ul style="list-style-type: none"> <li>CoO Lending Team: 72,000 square feet to be built under loans approved to date</li> <li>Local Implementation Capacity: Funded projects anticipate construction of 123,700 or more square feet</li> </ul>
	<ul style="list-style-type: none"> <li>From project reports</li> </ul>	<p><b>Number of projected new jobs (temporary/permanent)</b></p> <ul style="list-style-type: none"> <li>Local Implementation Capacity: 1050 temporary, 529 permanent, 600 unknown (total 2,179)</li> <li>Corridors 2 Careers: Hired 7 Career Connectors</li> <li>New American Academy: entrepreneurship training for 15 immigrants who plan to start 13 new small businesses</li> </ul>
Intermediate outcomes	<b>New or more effective tools to finance transit development and/or plan or build more than one transitway at a time</b>	
	<ul style="list-style-type: none"> <li>CoO documents, project reports, focus groups, and stakeholder interviews</li> </ul>	<ul style="list-style-type: none"> <li>Identification of potentially useful tools, and development of an analytic framework for understanding what tools will be most helpful under what scenario</li> <li>Influence on the Governor's proposal for a dedicated sales tax</li> <li>Development of a broad constituency to promote and support the transit build-out; building approval among the public, stakeholders, and legislators</li> </ul>

### Additional facts and findings

- Minnesota Housing reports a higher proportion of its grants are being awarded in transitways as a result of revisions made to their funding criteria to more closely align with the Corridors of Opportunity principles.
- Predevelopment Funders Roundtables are including and encouraging **private developers** who might not otherwise consider the kinds of equitable developments that are being promoted through Corridors of Opportunity. These roundtables are in the process of being institutionalized, to continue beyond the duration of the grants.

- Note in the tracking table (Figure A-2) in the Appendix that that the one existing light rail corridor (Hiawatha) is the only corridor that outpaces the metro region as a whole in terms of **permanently affordable rental unit production**. The few years of data available so far are not enough to form a conclusion that the LRT is causing this increase, but the direction of change is a positive sign.
- **Housing + Transportation (H+T) costs:** Although only one of the LRT corridors is currently in service, it is worth noting that H+T costs for all corridors are already below the average cost for the region (Appendix Figure A-2). It is also notable that the sole existing LRT line, Hiawatha Corridor, comes in at the lowest total H+T cost.

### **What these findings mean**

- Many development projects take time to get off the ground. It is likely that in subsequent reports the nearly-completed Central Corridor will begin to show a boost in affordable housing development comparable to that seen now along Hiawatha.
- Private market landlords are not required to rent to Section 8 voucher holders in Minnesota. The tracking data shown in the Appendix suggests that they are nevertheless continuing to do so in the corridors that have already been built. This is likely due to the fact that transit corridor routes are planned in order to take advantage of existing population and job centers, as well as existing transportation networks that are intended to be feeder lines.

## CASE STUDY 4

### MET COUNCIL'S ALIGNMENT WITH CORRIDORS OF OPPORTUNITY'S VISION

#### Community engagement and economic competitiveness in Thrive

The Metropolitan Council embedded the Corridors of Opportunity community engagement model into the outreach and engagement process for Thrive MSP 2040. The innovative, grass roots model helped the Council reach and gather input from traditionally under-represented communities in the Twin Cities region. Convening eleven community conversations with over 140 participants and nine languages spoken, the Thrive community engagement events were able to connect with residents from 14 cultural communities. This outreach leveraged the connections made between community-based organizations and government to create a more meaningful grass roots model of community engagement. Circle conversations were used at the convenings, and community members shared their stories about what works and what could be improved in their quality of life in the Twin Cities.



Rendering of Hamline Station on Central Corridor, a project by Project for Pride in Living, LLC, and funded by both HUD Sustainable Communities, and Metropolitan Council LCA TOD Grant Program.

Alongside advancing community engagement, the Metropolitan Council is undertaking regional economic development planning for the first time in its history. Creating a globally competitive economy in the seven-county metro area requires a shared regional vision and goals, effective tools, and cross-sector teamwork. In a joint effort between the Met Council and the Corridors of Opportunity Policy Board, a study funded by the HUD Sustainable Communities grant is looking at the role of the Metropolitan Council in regional economic competitiveness, with a focus on identifying and implementing ways in which Thrive MSP 2040 can be an effective tool to advance regional competitiveness and economic development.

#### LCA TOD program

During the first year of the Corridors of Opportunity initiative, the Metropolitan Council established a \$32 million Livable Communities Act TOD grant program to cultivate and advance the relationship and connections between jobs, transit, and housing. In its first round of grants, awarded in April of 2012, the LCA TOD program funded 19 projects anticipated to contribute 2,245 jobs and 5,553 new housing units to the region - of which 34 percent will be affordable. The second round of grants, awarded in December of 2012, support ten additional projects that anticipate 870 new housing units, including 376 affordable units, and 1,535 construction jobs. Three of the LCA TOD-funded projects were also supported by the Corridors of Opportunity HUD funds through the Local Implementation Capacity grants. By aligning HUD funds with the LCA TOD grants, both Corridors of Opportunity and the Met Council will have more impact on equitable transit-oriented development (TOD), moving the projects closer to construction and completion. Going beyond the three-year period of the Corridors of Opportunity initiative, the Metropolitan Council has an ongoing commitment to TOD with plans to invest up to \$5 million a year on catalytic TOD projects in the region.

#### Corridors of Opportunity unit and TOD Strategic Action Plan

Inspired by the Corridors of Opportunity initiative, this year the Metropolitan Council established a permanent Corridors of Opportunity work unit which will continue to lead on issues of equitable TOD in the years ahead. This unit will also work to coordinate across Council divisions and among public, private, and non-profit partners. To this end, the Council is undertaking a TOD Strategic Action Plan with a consulting team led by Parsons Brinckerhoff and Center for Transit-Oriented Development (CTOD) to determine the most value-added roles that the Council can play in TOD throughout the region. Through this "action plan" the Council seeks to:

- Review the Council's existing programs and functions that promote TOD, recommending ways to strategically align and better coordinate them, thereby increasing their effectiveness and efficiency.
- Evaluate potential new roles for the Council in order to support TOD throughout the region.

To arrive at recommendations, the Council will engage with its stakeholders to understand their biggest needs and the most appropriate roles the organization can play in TOD. By May of 2013, this process will result in an actionable set of steps for the Council to take in moving forward on TOD.

## *What have we learned about doing this work?*

Earlier sections of this report have addressed challenges relating to development issues, such as the lack of a system for mixed use development, and the difficulties of assisting businesses with lending tools when their profit margins are already stressed due to construction and weak markets. This section primarily addresses challenges and learnings about organizing and facilitating the initiative.

**Consensus about goals.** In 2011, during the first year of the initiative, stakeholders were asked to name the top three goals of the initiative. The results showed significant differences in which three were named (of the seven that were articulated at the time), and in the relative frequency with which they were named by different groups of stakeholders. In response, the messaging about goals and other guiding principles was simplified. This year, stakeholders were read the top three areas of focus – economic development,<sup>2</sup> equity, and the buildout of the transit system – and asked to say whether the amount of time spent discussing each was too much, too little, or about right. Unlike the 2011 question, this question was intended to show what stakeholders and their organizations thought the priorities of the Corridors of Opportunity should be (not what they think they actually are). As the table below shows, the responses continue to show significant differences among partners.

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<sup>2</sup> Evaluators recognize the “economic competitiveness” is the proper wording for this goal. Unfortunately, through an oversight, the wording in the interviews was “economic development.”

**11. Do you think the initiative spends too much time, not enough time, or about the right amount of time discussing each of the following? (N=21-22; excludes those who answered “Don’t know”)**

	<b>Organization type</b>	<b>Not enough time</b>	<b>About the right amount of time</b>	<b>Too much time</b>
<b>Economic development</b>	<b>Overall (N=21)</b>	<b>52%</b>	<b>43%</b>	<b>5%</b>
	Government (N=10)	60%	30%	10%
	Foundation/CDFI (N=5)	60%	40%	0%
	Nonprofit/Other (N=6)	33%	67%	0%
<b>Buildout of the transit system</b>	<b>Overall (N=22)</b>	<b>14%</b>	<b>73%</b>	<b>14%</b>
	Government (N=11)	18%	82%	0%
	Foundation/CDFI (N=5)	0%	60%	40%
	Nonprofit/Other (N=6)	17%	67%	17%
<b>Equity</b>	<b>Overall (N=22)</b>	<b>32%</b>	<b>59%</b>	<b>9%</b>
	Government (N=11)	18%	73%	9%
	Foundation/CDFI (N=5)	20%	60%	20%
	Nonprofit/Other (N=6)	67%	33%	0%

Most respondents felt that the buildout of the transit system receives about the right amount of attention, and those who felt otherwise were evenly split between wanting more and wanting less time for it. A smaller majority felt the right amount of time is spent on equity, and most of those who disagreed wanted more time for it. Fewer than half felt the right amount of time was spent on economic development, and just about half felt this goal should receive more time. There are differences in these perceptions based on the respondent’s type of organization, their role (Policy Board or Senior Staff), and by how deeply involved they are in the Corridors of Opportunity’s activities.

The results do not point to a clear solution that will satisfy all stakeholders. It will be important for members to openly acknowledge their differences in priorities, and agree to be patient with each other’s needs in the interests of retaining the diversity at the table.

**The value of the “one table.”** The ability to convene partners from many jurisdictions, types of organizations, and fields of specialization continues to be felt as a great strength of the initiative. Participants appreciate it. It is part of what keeps them engaged and gives value to them in return for their time; and they believe that it is a significant factor in the success of the work. The initiative also benefits from the replication of the “one table” approach at different levels for different sub-sets of the work, and from the effort

that is made (and it is not trivial) to keep all those different tables linked to each other. In this context it should be noted that in the ranking of factors considered most responsible for the initiative's successes to date, the project directors' work to coordinate the activities ranks at the top, along with the presence of the Policy Board to convene top regional decision makers. The funding from the grants comes in as a close third in its contribution to success.

**No perceived gaps.** Since the 2012 report, new members have been added to the Policy Board, broadening both the demographics and the kinds of expertise represented. In the survey for this year's report, stakeholders were asked whether "the people involved represent a cross-section of those who have a stake in what we are trying to accomplish." Responses indicate that people do not perceive a gap in representation at this time. However, some stakeholders express a concern that new members rarely have time to speak during Policy Board deliberations.

**Community engagement.** The incorporation of community engagement throughout the initiative was not on the list of factor to be rated. However, the multiple levels at which this work is being carried out (by the Community Engagement Team, by grantees, and increasingly by partner organizations adopting new practices) is another unifying thread that was woven through the focus group and stakeholder interview responses. The contributions of this approach have been addressed in the outcome sections above, but need to be called out again here as an organizing principle that underlies the success of many of the other funded projects and helps to hold the whole together. It will be important to find ways to continue this work in order to ensure the sustainability of the efforts and more full realization of preliminary outcomes.

**Functional or process challenges.** The process challenges most commonly raised in the stakeholder interviews were:

- Scarcity of time (a hardy perennial that can be expected in any collaborative endeavor).
- A desire on the part of the Policy Board for fewer presentations to listen to, and a higher proportion of their meeting time devoted to discussions of policy issues.
- The perception by some that the number and complexity of the projects makes it hard to maintain the connections of the parts to the whole. However, approximately two-thirds of stakeholders perceived that the variety of different but inter-related projects contributed to the success of the initiative, including 44 percent who reported it "helped a lot" (see Figure A-5 in Appendix). Focus group discussions included numerous mentions of how participants' own pieces of the work were made more effective due to the links to other, aligned work. Moreover, the feedback from the focus groups and stakeholder interviews indicate that most participants appear to find the work well aligned.

**Systems change challenges.** A minority of stakeholders who were interviewed felt that it is proving difficult to translate Policy Board level support for systems change into actual differences in operation within partner organizations; it is felt that some key staff in some organizations may be resistant to change. This should be borne in mind as a theme that exists in tandem with stakeholders' reports, mentioned above, of changes that have been made already in some organizations. The kinds of changes that were cited as having been made are, in most but not all cases, on a somewhat smaller scale than the truly major changes exemplified by the creation of new transit-oriented development departments at the Met Council and the City of Minneapolis.

**Balances and trade-offs.** One challenge related to purpose and strategy is balancing the scale of the work and the vision. Some stakeholders feel there is too much focus on region-wide collaboration, risking the loss of city and local perspectives and hence neglect of some important quality of life issues at the neighborhood scale. Other stakeholders express frustration that it is proving harder to “de-silo” the work at the regional level than at the corridor or smaller scale. These twin concerns illustrate the different levels of interest that must be kept simultaneously in focus.

In the February 2013 survey, stakeholders were asked how well the Corridors of Opportunity initiative was doing at addressing the trade-offs involved in balancing competing priorities (Figure 12). In one such balance, “the interests of local neighborhoods vs. those of entire corridors,” 45 percent of respondents felt that the initiative was doing a good job of balancing these, 27 percent felt it was not really addressing the balance, and 18 percent did not have an opinion. A similar question asked about “the interests of individual cities vs. those of the overall region.” On this issue, 50 percent felt the initiative was doing a good job of balancing these, 23 percent felt it was not doing very well at balancing them, and 18 percent felt it was not really addressing the balance. Fourteen percent did not express an opinion.

**12. Stakeholders' views of how well the Corridors of Opportunity is doing at balancing the trade-offs between competing priorities (N=22-23)**

	<b>Doing a good job of balancing these</b>	<b>Not doing very well at balancing these</b>	<b>Not really addressing the balance</b>	<b>Don't know</b>
The emphasis on short-term wins vs. steps needed to achieve longer-term success	59%	14%	14%	14%
The interests of individual cities vs. those of the overall region	50%	23%	18%	9%
The interests of local neighborhoods vs. those of entire corridors	45%	9%	27%	18%
The interests of existing residents and businesses in the corridors, vs. promoting greater density and new business	41%	18%	27%	14%
The value of working with free market forces vs. the value of regulation and intervention to shape its effects	35%	39%	9%	17%

**Capturing and sharing learning.** As the project work matures and begins to bear fruit, staff of the initiative are focusing increasingly on documenting and sharing what is being learned. In addition to sharing at Senior Staff and Policy Board meetings, in 2012 a new Corridors of Opportunity web site was launched with greatly enhanced content. This allows both “reach-in” functionality through which information about the initiative can be found, and “reach-out” functionality including a newsletter and blog posts by means of which the initiative can send regular updates on a range of topics to build awareness and support for the initiative. During 2012, an increasing amount of the initiative’s work began to show up in local print and online news sources, although not all of it is clearly identified as “Corridors of Opportunity.”

**Sustainability.** As the findings above show, much of the progress to date is in new practices that have not yet been cemented into policy. Many of these practices, such as the convening of stakeholders with the support of staff to help plan and coordinate the work, currently depend on funding from the grants. Many stakeholders highlighted the fact that 2013, as the last year of the grants, offers a critical opportunity to find ways to embed the work in ongoing activities and structures (and, where needed, funding) in order to sustain it.

The existence of the “one table” to bring together stakeholders from multiple jurisdictions, sectors, and perspectives has been central to many of the initiative’s successes to date. These tables – and there have been many – have allowed people to discuss and prioritize the issues that need to be addressed. However, such discussions

represent only the first step to ultimate systems change, as one stakeholder described in the interview:

It is about having and using the Corridors of Opportunity as a forum to discuss with institutions and government at the table, then ultimately we will take it back and lead and implement in our own organizations. The potential is there but it is early. *(Public agency representative)*

**The engagement of historically under-represented communities** is another common theme that underlies many of the success stories of the initiative. In focus group discussions in particular, stakeholders mentioned that their deliberations had been strengthened by the inclusion of perspectives of the people and businesses in the neighborhoods who were going to be most affected by the development. Many expressed a strong interest in ensuring that comparable levels of engagement be continued beyond the duration of the grants, to help assure that development can continue to reflect community input, vision, and needs in planning decisions.

# Conclusions and next steps

This section sums up top-level successes and challenges described above. It ends with some observations about areas of focus for the final year that are suggested by the patterns observed in the second year evaluation.

## **Summary of findings and potential next steps**

The Corridors of Opportunity was established to create two kinds of change: equitable transit-oriented development and systems-level change in how transit-related planning and development are done in the Twin Cities. To create this change, the initiative funded a suite of activities ranging from corridor planning and direct project investment to policy analysis and community engagement. In addition, the work has brought together multiple jurisdictions, community perspectives, and content area leaders to focus on guiding equitable growth along the region's transitways.

As of the end of the second year, the evaluation finds that development projects are beginning to be approved and funded, under guidelines designed to produce both equitable and catalytic results. System changes were reported by some but not all partners. Of these, most are occurring as new practices rather than new policies and may lack the structural supports needed to be sustained, but some system changes are in the process of being institutionalized for the longer term.

Findings suggest that areas of focus for 2013 could profitably include an examination of how to sustain not only organization-level changes but also the cross-jurisdiction level of alignment that has strengthened individual agencies' efforts and outcomes.

## **Direct outputs and outcomes**

It is a notable accomplishment that so many key stakeholders have remained engaged in the work for so long and at a substantive level. This includes both Policy Board members and Senior Staff including project managers and project team members.

At the end of its second year, the Corridors of Opportunity can point to modest concrete achievements as a result of direct investments that have been made to date. This includes successfully deploying the first slices of the Living Cities debt, as a result of which some businesses are already starting building improvements and developers are beginning the process of planning affordable housing and mixed-use transit-oriented projects in the context of larger placemaking. Other concrete results include the completion of a number of studies, some of which are now being put to use in the form of new kinds of planning and work to develop new planning tools.

In addition to specific outputs of funded projects, there is also evidence that at least some of the Corridors of Opportunity partners are beginning to change how they do their work, in accordance with the initiative's goals and priorities. This includes routinely working with more diverse partners (community residents, other jurisdictions, and/or representatives of different professions and sectors) and taking a broader perspective on their work (for example, corridor or region level rather than neighborhood or city level; consciously considering the interplay among affordable housing, jobs and employment, and placemaking amenities).

Several partners also describe working in an environment of constant learning. This includes tapping into the diverse expertise of their new partners within their own specific project, benefiting from the learning and knowledge of people who have done similar work in other corridors in the region, and taking advantage of opportunities to hear about and/or observe models and best practices in equitable transit-oriented development in other regions nationally.

### **Systems change**

Systems change typically requires a longer time frame than concrete outputs of specific projects. In this arena as well, however, Corridors of Opportunity can point to some change that is beginning to be institutionalized, and other change that is emerging but still limited to practices in certain contexts or by certain participants.

Examples of changes that are already institutionalized or in the process of becoming so are the Minneapolis Transit-Oriented Development department, the Metropolitan Council Corridors of Opportunity unit, and the Predevelopment Funders Roundtables.

Examples of changes that are currently in practice only, but that are recognized as important and worth institutionalizing, include the "one table" approach to convening decision-makers from diverse perspectives around common priorities and problem solving; the community engagement model; and the inclusion of a land use planner in the Southwest Project Office.

New learning and relationships, awareness of best practices, and new priorities are not themselves systems change, but they do represent first steps toward more durable outcomes, and are outcomes that do not evaporate when the grant funding ends. To help contribute to sustained change, however, they may require continuation of the contexts in which they have been able to find effective application, including the "one table" opportunities for collaborative planning. For example, the Corridors of Opportunity Lending Team has accomplished significant learning about challenges in equitable transit-oriented development, including specific issues related to mixed-use development and strategic acquisition. They have also strengthened the community development finance landscape in the region

through relationship building and capacity building. This evaluation finds that these lessons are likely to continue to be applied at whatever scale of resources remain available beyond the grants, but it did not find evidence that the partners have yet created the means to bring those resources to a larger scale. However, the Corridors of Opportunity's work has identified new tools to be sought at the legislature that could help to fill this gap.

## **Challenges**

In the first year's report, primary challenges included gaps in representation on the Policy Board from some important perspectives, and a lack of consensus on the primary goals of the initiative.

In the evidence collected for this second year report, stakeholders expressed satisfaction with the diversity of representation at the Policy Board, although there is some perception that the discussion is still dominated by the initial representatives. The diverse stakeholders continue to differ on the relative priority of economic competitiveness, equity, and transit buildout. A related ongoing challenge is the need to maintain a balance among competing priorities (such as the interests of existing residents and businesses in corridors vs. promoting greater density and new business). The survey of stakeholders showed modest levels of satisfaction with the extent to which such tradeoffs are being balanced.

## **Implications of the findings for work in 2013**

The most important steps to solidifying emerging outcomes will be to institutionalize the factors that have done the most to help produce them. It is notable that stakeholders rated the "one table" and coordinating project staff as the most important contributing elements, even more than the actual grant funding. The leaders of the initiative should seek to ensure the continuation of the new tables that have created the successes up to this point, as well as the staffing needed to organize and support them.

The initial outcomes to date include a great deal of learning and relationship building. These can help to shape and sustain the desired systems change. To this end, it will be important to build in feedback loops to ensure that the sharing of learning continues in intentional and focused ways, and that there is clear understanding of who will be responsible for organizing the transmission of information. To solidify learnings into ongoing new practices, however, it will also be important for partner organizations to identify policies and funding streams that would need to be changed in order to sustain new ways of doing business.

A third element that should be considered a high priority for continuation is the community engagement model. Although it was initially designed as just one of the funded projects, its work has intersected with and strengthened the work of many of the other projects. Ongoing participation of community residents will be helpful in ensuring that transitways, as they develop, do in fact benefit all those in their corridors.

A final consideration is to systematically assess what was intended but not done, or begun but not completed. For example, having learned the importance of linking affordable housing and local businesses, are there ways to more fully build connections between economic development and jobs? Are there ways that the corridor-level affordable housing goals can be clarified or supported, and what kind of conversation might this require about the balance between location-efficiency and fair housing? Could the Investment Frameworks developed for the Central and Southwest Corridors form the basis for a data system to help partners both prioritize new developments and document those that are undertaken?

# Appendix

- A. Tracking indicators tables for Findings sections 3 and 4*
- B. Detailed tables showing leveraged and re-purposed funding*
- C. Respondents' perspectives on the factors that contribute to Corridors of Opportunity success*

## *A. Tracking indicators tables for Findings sections 3 and 4*

Note that these tracking indicators are measures of longer-term change. They are included in this report to provide a means of tracking trends that are of importance to the initiative, in order to understand whether, and in which direction, they are changing. They can help stakeholders understand conditions in the community and identify potential areas of concern or celebration, but they should not be considered outcomes for which the Corridors of Opportunity is responsible. Changes should be interpreted with caution due to random fluctuation from year to year, occasional large projects such as the Twins Stadium that are out of proportion to typical annual increments, and changes in the larger environment (e.g. in the economy) not related to the Corridors of Opportunity.

## A-1. Transitway development leads to economic prosperity for all: Tracking indicators

Data element	Notes	Date	Cedar Avenue BRT		Central Corridor LRT		Hiawatha LRT		Northstar Commuter Rail		Southwest LRT		Region	
			NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE
Total count of jobs in station areas <sup>3</sup>	< ½ mile	2011	31,065	5.3%	241,375	0.2%	174,898	-2.2%	39,808	17.5%	62,192	1.1%	1,536,559	0.2%
		2010	29,491		240,949		178,790		33,884		61,535		1,533,583	
	< 1 mile	2011	45,720	3.9%	304,605	0.4%	232,843	-2.1%	145,714	-0.8%	219,580	1.7%	1,536,559	0.2%
		2010	43,992		303,433		237,790		146,820		215,829		1,533,583	
Average annual wage <sup>3</sup>	< ½ mile	2011	\$37,178	2.5%	\$63,926	0.1%	\$66,188	-3.5%	\$73,543	18.5%	\$60,720	10.1%	\$51,001	5.2%
		2010	\$36,266		\$63,885		\$68,613		\$62,041		\$55,155		\$48,461	
	< 1 mile	2011	\$37,453	2.9%	\$60,712	0.9%	\$62,887	-1.3%	\$67,613	-2.6%	\$69,594	4.6%	\$51,001	5.2%
		2010	\$36,395		\$60,160		\$63,720		\$69,397		\$66,563		\$48,461	
Median household income <sup>4</sup>	Tracts	2007-11	Forthcoming		Forthcoming		Forthcoming		Forthcoming		Forthcoming		Forthcoming	
	Tracts	2006-10	\$70,894	0.9%	\$35,924	-7.0%	\$41,706	-5.4%	\$55,171	-1.9%	\$62,149	3.9%	\$66,516	1.2%
	Tracts	2005-09	\$70,289		\$38,631		\$44,073		\$56,236		\$59,839		\$65,730	
Percent of households with a household income below 150 percent of poverty <sup>4</sup>	Tracts	2007-11	13.3%	7.3%	44.8%	2.8%	36.1%	5.2%	21.9%	-6.0%	19.3%	-4.0%	16.8%	-7.2%
	Tracts	2006-10	12.4%	11.7%	43.6%	4.3%	34.3%	3.3%	23.3%	5.0%	20.1%	3.6%	18.1%	3.4%
	Tracts	2005-09	11.1%		41.8%		33.2%		22.2%		19.4%		17.5%	

Data element	Notes	Date	Business starts	Business closures	Relocations off the corridor	Net change in number of businesses	Relocations within the corridor
Number of business starts, closures and relocations along Central Corridor <sup>5</sup>	CCPO	2012 Jan-Dec	40	24	11	+5	9
	CCPO	2011 May-Dec	53	48	8	-3	15

<sup>3</sup> Metropolitan Council geocoding and summarizing of Quarterly Census of Employment and Wages data collected by the Department of Employment and Economic Development.

<sup>4</sup> American Community Survey five-year data, U.S. Census Bureau.

<sup>5</sup> Central Corridor Business Mitigation Status Reports, Metropolitan Council, Metro Transit, Central Corridor Project Office.

## A-2. More options for people: Tracking indicators

Data element	Notes	Date	Cedar Avenue BRT		Central Corridor LRT		Hiawatha LRT		Northstar Commuter Rail		Southwest LRT		Region	
<b>More development is taking place along transit</b>														
			NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE
Permitted units for new residential construction <sup>6</sup>	< ½ mile	2011	20	-23%	268	-17%	432	240%	131	719%	299	4,171%	5,761	-5%
		2010	26		323		127		16		7		6,091	
	< 1 mile	2011	26	-84%	373	-30%	436	28%	129	-55%	437	491%	5,761	-5%
		2010	167		533		341		286		74		6,091	
Value of non-residential permits in station areas <sup>7</sup>	< ½ mile	2011	\$7,361,640	292%	\$65,353,058	240%	\$33,873,075	-10%	\$8,274,000	407%	\$23,983,296	-8%	\$700,406,575	15%
		2010	\$1,878,000	-92%	\$19,221,000	-93%	\$37,451,000	-86%	\$1,631,000	-99%	\$26,124,605	-90%	\$609,821,887	-44%
		2009	\$22,617,000		\$287,909,983		\$265,470,668		\$262,418,983		\$273,396,033		\$1,080,389,720	

Data element	Notes	Date	Cedar Avenue BRT	Central Corridor LRT	Hiawatha LRT	Northstar Commuter Rail	Southwest LRT
Percent of new regional residential units that are in station areas <sup>3</sup>	< ½ mile	2011	0.3%	4.4%	7.1%	2.2%	4.9%
		2010	0.5%	5.6%	2.2%	0.3%	0.1%
	< 1 mile	2011	0.4%	6.1%	7.2%	2.1%	7.2%
		2010	2.9%	9.3%	5.9%	5.0%	1.3%

<sup>6</sup> Data collected by the Metropolitan Council through its annual Residential Construction Survey.

<sup>7</sup> Data collected by the Metropolitan Council through its annual Building Permits Survey.

## A-2. More options for people: Tracking indicators (continued)

Data element	Notes	Date	Cedar Avenue BRT		Central Corridor LRT		Hiawatha LRT		Northstar Commuter Rail		Southwest LRT		Region	
<b>People of all incomes can live in corridor neighborhoods</b>														
			NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE
Number of low-income households (incomes below \$50,000) who live in station areas <sup>8</sup>	< 1 mile <sup>9</sup>	2007-11	8,178	-13.2%	37,238	-9.2%	28,664	-9.8%	10,483	-7.5%	22,080	-13.6%	377,457	-10.7%
		2006-10	9,418	0.5%	41,007	1.4%	31,772	-0.6%	11,336	6.2%	25,556	-1.3%	422,534	1.5%
		2005-09	9,368		40,437		31,973		10,678		25,893		416,153	
Percent of station area residents who are low-income <sup>8</sup>	< 1 mile <sup>9</sup>	2007-11	2.2%	-2.8%	9.9%	1.7%	7.6%	1.0%	2.8%	3.5%	5.8%	-3.3%		
		2006-10	2.2%	-1.0%	9.7%	-0.1%	7.5%	-2.1%	2.7%	4.6%	6.0%	-2.8%		
		2005-09	2.3%		9.7%		7.7%		2.6%		6.2%			
Of all low-income residents in the region, percent who live in corridor station areas <sup>8</sup>	< 1 mile <sup>9</sup>	2007-11	29.6%	-13.2%	56.5%	-10.6%	51.0%	-11.5%	40.0%	-9.5%	37.0%	-13.6%	33.8%	-11.3%
		2006-10	34.1%	0.3%	63.2%	-0.3%	57.6%	-1.9%	44.2%	-4.5%	42.8%	-2.9%	38.1%	0.5%
		2005-09	34.0%		63.4%		58.7%		46.3%		44.1%		37.9%	
Existing residential units in station areas that are affordable: total <sup>10</sup>	< ½ mile	2011	1,141		20,945		13,529		4,135		5,594		87,253	
Section 8 Vouchers in use	< ½ mile	2011	377		2,108		1,179		317		968		29,109	
Total subsidized units	< ½ mile	2011	764		18,837		12,350		3,818		5,594		58,144	
Percent of residents in station areas paying more than 50% of their income for rent	< 1 mile <sup>9</sup>	2007-11	54.2%	5.2%	54.6%	0.6%	53.1%	0.6%	44.1%	-0.7%	39.5%	-4.4%	49.1%	0.4%
		2006-10	51.5%	-2.1%	54.3%	1.1%	52.8%	1.0%	44.4%	-1.6%	41.3%	-1.9%	48.9%	1.7%
		2005-09	52.6%		53.7%		52.3%		45.1%		42.1%		48.1%	
Median 2 BR rents <sup>11</sup>	< ½ mile	Q1-Q3 2012	\$1,048	5.3%	\$1,200	20.8%	\$1,350	28.6%	\$1,760	3.8%	\$1,550	21.6%	\$1,048	9.2%
		Q1-Q3 2011	\$995		\$993		\$1,050		\$1,695		\$1,275		\$960	

<sup>8</sup> American Community Survey five-year data, U.S. Census Bureau.

<sup>9</sup> Based on Census tracts whose geographic or population centroid is within one mile of the station location.

<sup>10</sup> Subsidized Units: From HousingLink's Streams 2011 application. Includes all publicly-funded affordable rental units with a rent subsidy or restriction ≤80% AMI. This is point-based data. Total Section 8 Vouchers in Use: 2011 Housing Choice Vouchers in use. Data from HUD at the 2000 Census Tract level. Note that there may be some overlap between Section 8 Voucher use and rent-restricted units.

<sup>11</sup> Includes both multi-family and shadow market (single family, duplex, townhome, condo) rental units. Source: HousingLink's Twin Cities Rental Revue.

## A-2. More options for people: Tracking indicators (continued)

Data element	Notes	Date	Cedar Avenue BRT		Central Corridor LRT		Hiawatha LRT		Northstar Commuter Rail		Southwest LRT		Region	
<b>People of all incomes can live in corridor neighborhoods</b>														
			NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE	NUMBER	% CHANGE
Units of subsidized housing														
Permanently affordable units <sup>12</sup>	< ½ mile	2011	764	0.1%	18,837	0.3%	12,350	1.6%	3,818	0.3%	5,594	0.2%	58,144	0.9%
		2010	763		18,779		12,157		3,805		5,582		57,643	
Section 8 Vouchers <sup>13</sup>	< ½ mile	2011	377	16.0%	2,108	-6.4%	1,179	-1.4%	317	-8.6%	968	-6.7%	29,109	-4.7%
		2009	325		2,253		1,196		347		1,037		30,543	
Median home sales price <sup>14</sup>		2012	\$193,000	0.0%	\$187,500	13.7%	\$185,500	5.2%	\$162,000	7.3%	\$220,000	5.6%	\$186,500	8.5%
		2011	\$193,000	-2.0%	\$164,900	-14.9%	\$176,300	-5.2%	\$151,000	-8.5%	\$208,250	-0.8%	\$171,900	-10.1%
		2010	\$197,000		\$193,700		\$186,000		\$165,000		\$210,000		\$191,300	
Housing + Transportation costs <sup>15</sup>	< ½ mile	2005-09	40.5%		47.9%		34.1%		35.4%		43.4%		48%	

<sup>12</sup> Total number of publicly-financed, rent-restricted or subsidized rental units in service as of the calendar year indicated in “Date” column. Source: HousingLink’s Streams database of publicly-assisted rental properties in the Twin Cities. 2012 dataset expected by June 2013.

<sup>13</sup> Total number of Section 8/Housing Choice Vouchers in use. Source: HUD. Release of 2010 and 2012 datasets pending.

<sup>14</sup> Point data from the Minneapolis Area Association of Realtors, geocoded by the Metropolitan Council.

<sup>15</sup> Source: Center for Neighborhood Technology’s H+T Index. Release of 2006-2010 data pending.

## B. Detailed tables showing leveraged and re-purposed funding

### A-3. Additional funds leveraged to support the goals and purposes of Corridors of Opportunity

Organization receiving funds	Organization providing funds	Amount	Purpose of new funds
Asian Economic Development Association	Central Corridor Funders Collaborative	\$75,000	An investment to support the implementation of the Little Mekong business and cultural district
Central Corridor Anchor Partnership	The Saint Paul Foundation	\$31,275	Anchor Institution Partnership
Central Corridor Anchor Partnership	McKnight Foundation	\$100,000	Anchor Institution Partnership
City of Minneapolis	Central Corridor Funders Collaborative	\$60,000	To support the coordination of development opportunities and transportation changes near the downtown east LRT station
Community Engagement Team (Nexus Community Partners, Minnesota Center for Neighborhood Organizing, and Alliance for Metropolitan Stability)	Ford Foundation	\$150,000	Supplement Corridors of Opportunity community engagement activities
Frogtown Gardens (Wilder site)	McKnight Foundation	\$70,000	Help with acquisition of strategic site for re-development
Local Initiatives Support Coalition (LISC)	Central Corridor Funders Collaborative	\$20,000	To support the exploration of a cultural corridor strategy
	Central Corridor Funders Collaborative & The Saint Paul Foundation grants	\$750,000	Accelerator Project to set up and coordinate activities and investments to advance and accelerate 2-4 catalytic, equitable TOD projects in next 2-3 years between Lexington and Rice Streets
	FHF	\$75,000	Support LISC's work on Corridors of Opportunity
Metropolitan Consortium of Community Developers	Central Corridor Funders Collaborative	\$60,000	To support, for 2012, a program to help Minneapolis small businesses prepare for, and thrive in, the changing Central Corridor marketplace through training, technical assistance, and financing
Metropolitan Economic Development Association	Central Corridor Funders Collaborative	\$100,000	To support the Contracting for Success initiative, in 2012, to build the capacity of Disadvantaged Business Enterprises to participate in the construction of the Central Corridor line rail line

**A-3. Additional funds leveraged to support the goals and purposes of Corridors of Opportunity (continued)**

<b>Organization receiving funds</b>	<b>Organization providing funds</b>	<b>Amount</b>	<b>Purpose of new funds</b>
Minneapolis and Saint Paul Area Chambers of Commerce	McKnight Foundation	\$400,000	To lead the business community and organize others in support of additional transit funding
Minnesota Campus Compact	Central Corridor Funders Collaborative	\$50,000	To support the Central Corridor Engaged Scholarship Program, an effort to coordinate and enhance the engaged scholarship efforts of colleges and universities in the Central Corridor
Model Cities of St. Paul Inc.	The Saint Paul Foundation	\$100,000	Acquisition, site preparation and predevelopment expenses for Central Exchange
Saint Paul Chamber of Commerce	The Saint Paul Foundation	\$25,000	Gateway Outreach
St Paul Chamber of Commerce Foundation Inc.	The Saint Paul Foundation	\$38,000	Infrastructure for Economic Development Project
Saint Paul Riverfront Corporation	Central Corridor Funders Collaborative	\$135,000	To support the work of the Central Corridor Design Center
The Trust For Public Land	The Saint Paul Foundation	\$250,000	Frogtown Park and Farm
University Avenue Business Preparation Collaborative (U7)	Central Corridor Funders Collaborative	\$200,000	To support, for 2012, a program to help small businesses prepare for, and thrive in, the changing Central Corridor marketplace through training, technical assistance, and financing
Urban Land Initiative (ULI)	Hennepin County	\$25,000	To begin providing technical assistance and best practices to communities in Southwest Corridor

**Sources:** Wilder Research survey of stakeholders February 2013; project reports; communications from Central Corridor Funders Collaborative, McKnight Foundation, and Saint Paul Foundation.

#### A-4. Existing partner organization funds re-purposed to align with Corridors of Opportunity goals and purposes

**Note:** This table does **not** include additional costs absorbed by organizations for staff time and/or consultant fees as a result of engaging in new, more collaborative planning processes than they would have used in the absence of Corridors of Opportunity.

Organization	Amount	Purpose of new funds
City of St. Paul	\$500,000	Affordable housing
CTIB	\$45,000	Pay additional compensation to engineering and financial advising consultants to finish/continue the PoP study
Family Housing Fund	\$2,000,000	PRF added to Corridors of Opportunity loan pool to enable greater risk-taking in catalytic projects
Itasca Group	\$40,000	For Transit Return on Investment Research to study cost-benefit tradeoff of building out the Met Council 2030 transit plan and use findings as educational tool with business & political leadership and general public
Itasca Group	\$75,000	For Socioeconomic Disparities Task Force to update regional status and create actionable steps for business & other organizations to take to improve results
Local Initiatives Support Corporation	\$265,000	Predevelopment funding, programmed to support Corridors of Opportunity projects
Metropolitan Council	\$200,000	Set-aside for TOD strategic action plan, to define metro role in TOD
Nexus	\$50,000	Engagement of under-represented communities in planning, decision-making, and implementation of transit way development
Nexus	\$5,000	Entrepreneurship training to under-represented communities
Urban Land Institute (ULI)	\$50,000	Focus on activities, technical assistance, breaking down silos, best practices at the national level, and coaching

**Source:** Wilder Research survey of stakeholders February 2013.

### *C. Respondents' perspectives on the factors that contribute to Corridors of Opportunity success*

**A-5.** When you think about the things that have been going well in the Corridors of Opportunity initiative, to what extent do you feel each of the following has helped? (N=18-19; excludes those who answered "Don't know")

	<b>Helped a lot</b>	<b>Helped some</b>	<b>Didn't make any difference overall</b>	<b>Caused more problems than it helped</b>
A. Having the Policy Board to convene top decisionmakers from across the region	60%	12%	4%	0%
B. Having regular meetings among the Senior Staff	52%	12%	4%	4%
C. Having the Project Directors (Mary Kay, Allison, and Nora) to coordinate the work	60%	8%	4%	4%
C. Visibility and importance as a result of the two national grants	40%	28%	0%	4%
D. The funding from the grants	56%	16%	0%	4%
E. Exposure to national models and best practices	32%	36%	8%	0%
F. Having a variety of different but inter-related projects	44%	20%	4%	4%