9 IMPLEMENTATION

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The plan presented in Chapter 8 fulfills the policy intent of transit-oriented development. As projected in the LRT corridor study and confirmed in this market study, there is long term market demand for the proposed land uses at, or in excess of, the buildable areas shown.

I. Flexible Vision

In order to be implemented, this plan must overcome both foreseeable and unforeseeable obstacles. To accomplish this the plan must remain flexible throughout the development process while preserving the consensus vision. The best strategy to achieve this is for all parties to the process to be fully informed about the particulars of the preferred plan. Specifically two areas are worth discussing: the potentially fragile consensus in support of the plan and the need for ongoing education.

Fragile Coalition

This plan can be implemented in phases over the next five to fifteen years. However, experience has shown that the first few years of implementing a plan are the most critical. The development of a plan is a consensus and team building exercise. The consensus which emerged from the plan development process can prove to be fragile. Parties to the consensus overcame individual objections to some aspect of the plan to achieve a greater good.

Ongoing Education

Over a period of months and years following the development of the plan, members of the team move on and are replaced with people who were not involved in the planning process. There is a need to constantly educate new parties to the process about the plan and their role in implementing it. Without this ongoing education, common practice seems to indicate that the momentum and consensus built during the public process can dissipate in just a few years.

Enhancing Viability

To enhance the viability of the plan over time, this chapter does two things: 1) lists the obstacles involved with implementing the plan 2) lists the role of the public sector in overcoming these obstacles and 3) establishes a Task/Responsibilities matrix to identify steps toward implementation and the parties responsible.

II. Obstacles to Overcome

a. Because neither the City nor County have a policy or track record for development on publicly-owned land at LRT stations, the public sector will need to overcome institutional barriers.

b. The existing zoning in the study area is inconsistent with the preferred plan in several key areas: 1) not enough allowable density, 2) required setbacks and parking ratios, and 3) permissive of drive-thrus and other auto-oriented building types.

c. The classification of Hiawatha as a Trunk Highway and recent upgrades to the roadway have created a pedestrian barrier through the middle of the study area that will be difficult to change.

d. By classifying 46th Street one of the four "catalyst sites," the LRT corridor market study created an expectation that the private sector would create a Transit Oriented Development (TOD) around this station needing little or no public involvement.

e. Fragmented land ownership around the town square site will work against the integrated town center concept described in the preferred plan.

f. The Minnehaha Creek Watershed District has set high standards upon development in the study area.

III. Role of the Public Sector in Implementation

In order to overcome the obstacles listed above and others that may come up along the way, the public sector has a large role to play to ensure the implementation of this plan. These roles include:

a. Issuing Requests for Proposals (RFPs) for the land that is currently owned by public sector agencies, i.e. the station site and the City Services Vehicle Facility site.

b. Adopt an overlay zoning ordinance that applies to the half-mile radius. Among other regulations detailed in Chapter 4, this overlay zoning ordinance should prohibit auto-oriented uses along Hiawatha; adopt regulations to allow the development shown in the proposed plan; and allow for the development of coachouses over garages within the half-mile radius.

c. Make pedestrian-friendly improvements to Hiawatha Avenue and its intersection with 46th Street as described herein.

d. Assemble land or coordinate with separate land owners to implement the plan. (Different parts of the town center may be more profitable than others.)

e. Construct streets and other infrastructure to ready the area for redevelopment.

f. Work closely with existing land owners or new land owners and developers to get the type of development prescribed in this plan.

More detail on points D and E follow:

<u>Replatting of Land</u>

The disjointed street pattern in the area of the proposed town center is a barrier to the subdivision and redevelopment of this land. In order to support redevelopment of this area, improved access must be provided for pedestrians, bicycles and automobiles, Specifically this requires the planning and construction of new streets, the demolition of the vacant warehouse building, and the resulting resubdivision of land.

Assembling Public Land to Build Streets

The construction of new streets will require the land under the proposed streets to change from private to public ownership. Theoretically there are three different ways to accomplish this: 1) work with the existing landowners to demolish their buildings and sell the land under the proposed streets to the public, 2) to have a public entity purchase the land, demolish the buildings, build the roads and sell the newly subdivided parcels, or 3) selectively condemn land and demolish buildings for new streets and leave the remaining land parcels in public hands.

Condemnation for Streets as Last Resort

Condemnation should be thought of as a last resort to achieve the redevelopment of the area and only be considered after negotiations for self-subdivision or outright sale have been exhausted. Given the complexity of valuing and selling portions of several parcels of land, this involuntary acquisition may be necessary for the greater public benefit.

New Streets Proposed Elsewhere

Outside the vicinity of the proposed town center, the only area proposed to receive new streets is along the east side of the Soo Line tracks. The lumber yard just north of 46th Street is the parcel of land most likely to be affected if this street were built. Because of the large scale of this study and the lack of detailed information about land ownership, it is not known whether this proposed street is laid out on private land.

Figure 9.1: Tasks and Responsibilities Matrix

Party Responsible	Contact	Action Step	Deadline
City of Minneapolis	Mike Larson	Draft new zoning overlay district to allow for the development described in the proposed plan.	6 months
		Organize and conduct further public meetings related to zoning changes.	3-4 months
		Identify appropriate sub-projects that apply to Met Council's various funding programs.	3 months
		Apply for appropriate MetCouncil grants.	6 months
		Work with MCDA to implement plan.	Ongoing
		Engage in land transfer with Park Board (described under Park Board below).	1 year
		In order to ensure predictability for developers, the City should commission a study to assess the environmental constraints throughout the area to inform developers about how and what they can build in the redevelopment area.	4 months
Minneapolis City Council	All members	Adopt proposed master plan. Adopt zoning overlay.	2 months 8 months
Metro Transit	John Dillery, Aaron Issacs	Put bus routes that pass through the 46th Street Station, high on the list of those that might receive hybrid-electric buses, if testing of these buses is sucessful.	2-3 years
		Confirm feasibility of allowing buses to stop on 46th Street.	1 month
MCDA	Mark Garner	Issue RFP for station site.	1 year
		Issue RFP for City Vehicle Facility.	1 year
	Review appraiser	Estimate land values.	1 month
		Establish a redevelopment area.	3 months
		Acquire key parcels.	Ongoing, long-term
Hiawatha Project Office	Ed Hunter	Advocate for and follow through with changes to drop'n'ride facility design.	Currently underway
		Keep City and County staff informed about how to incorporate findings from our study in actual construction.	Ongoing until complete
		Advocate for elimination of free rights.	Ongoing
		Rebuild bike lane immediately east of LRT tracks with bituminous materials instead of concrete.	2 years
Elected Officials	Sandra Colvin-Roy, Peter McLaughlin	Continue to advocate for changes to bus transfer/ kiss'n'ride facility design.	Ongoing until complete

Party Responsible	Contact	Action Step	Deadline
Elected Officials (cont'd)		Advocate for hybrid-electic buses on appropriate routes due to likely proximity of bus transfer site to retail and housing.	Ongoing until purchased
		Advocate for public purchase of key sites in the redevelopment area.	Ongoing, long-term
		Advocate for aggressive pedestrian-friendly improvements at 46th & Hiawatha.	Ongoing, long-term
		Push zoning overlay through for Council's approval.	8 months
		Advocate that RFPs for public land (station site and City vehicles site) are in accordance with the proposed plan.	1 year
Minnehaha Creek Watershed District	Jim Hafner	Identify brownfield sites in watershed and work with the City to phase out these uses.	6 months
		Work with the City of Minneapolis to draft overlay zoning which prohibits land uses that generate liquid toxics (gas stations, automotive uses, dry cleaners, select industry) within a certain distance of the Minnehaha Creek.	9 months
		Conduct a follow-up study to map the land areas on which development would likely require a permit from MCWD, to better inform potential developers.	9 months
		Create a working group of technical experts to define the development threshold at which a permit from MCWD becomes necessary.	6 months
MN/DOT		Explore possibilities of lane width reduction and lane elimination on Hiawatha.	8 months
		Allow for greening opportunities along highway right-of-way and medians.	1 year
		Extend medians on 46th and Hiawatha to reach crosswalks and serve as refuge island.	1 year
		Consider elimination of free right turns at 46th & Hiawatha, by installing either stop signs or flashing red lights.	1 year
Met Council	Ted Mondale, Caren Dewar	Determine a special roadway classification for Hiawatha that would allow for pedestrian-friendly design and safety.	Ongoing, 2 years
		Grant funds to appropriate aspects of redevelopment effort.	Ongoing, 5 years

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Figure 9.1 (continued)

Party Responsible	Contact	Action Step	Deadline
Park Board	Judd Rietkerk	Engage in land transfer with the City/MCDA so that the Park Board receives the land for the large neighborhood park proposed at Snelling Ave. between 44th and 45th, and the City/MCDA receives the land beneath the Soo Line between 46th St. and Nawadaha.	1 year

Figure 9.2: Tool Box of Funding and Assistance Sources

A) Transportation	
Discounted Transit Fare Programs Program Description Various types of reduced fare programs available to employers, destinations, etc. This program applies to MetCouncil's goal increasing transit ridership. Qualifications N/A Additional Information N/A	Contact Information Jim Macchitelli Metro Transit (612) 349-7694
FTA Livable Communities Initiative Program Description In 1994, the Federal Transit Administration (FTA) launched the Livable Communities Initiative providing financial support for linking land use and transit investments. The Initiative funds community facilities located adjacent to rail and bus lines that are aimed at increasing transit ridership. Qualifications N/A Additional Information N/A	Contact Information Federal Transportation Authority
Transportation Benefit District As described in the 1987 statute authorizing the formation of Transportation Benefit Districts (TBDs), the districts are designed to enhance the "capability of cities, towns, and counties to make and fund transportation improvements necessitated by economic development." Qualifications N/A Additional Information N/A	Contact Information Unknown

A) Transportation (continued)	
Transportation Improvement Board Program Description The Transportation Improvement Board (TIB) is an independent agency founded in 1988 that distributes funds through the Urban Arterial Trust Account (UATA) and the Transportation Improvement Account (TIA). The UATA funds city and urban county road projects to reduce congestion, improve safety, and address design and structural problems. Qualifications N/A Additional Information N/A	Contact Information Unknown
Section 26 Planning and Research Funds (DOT) Program Description Provides funds for research, planning, training, and design of local transportation facilities and projects Qualifications N/A Additional Information N/A	Contact Information USDOT John Spencer 202-366-4050
TEA-21 Transportation Enhancement Fund Program Description Funding for non-traditional transportation projects including activities that strengthen cultural, aesthetic and environmental aspects of intermodal systems, or facilitate bicycle and pedestrian use, including parks and open space, trail corridors, preservation of historic features and protection of scenic areas. Qualifications Competitive process open to state agencies, Metropolitan Council, other transit providers, Indian Tribal governments, counties, cities, and towns within TCMA, and 10 regional park implementation agencies. Additional Information $48.6 million available, for years 2005-2006, limit $1 million, federal share, per project, apply 8/01. This program is federally funded, authorized by TEA21. In the Twin Cities the Transportation Advisory Board selects projects with approval by the Metropolitan Council.	Contact Information Don Koski Metropolitan Council (651) 602-1721

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Figure 9.2 (continued)

A) Transportation (continued)	
Livable Communities Demonstration Account Program Description Provides funds for creating models of compact, mixed-use, pedestrian and transit-oriented development that may include affordable and life-cycle housing. Geared toward "bricks & mortar" projects, including development, site planning, and design and construction costs that will result in "livable" community development, but also includes soft costs, i.e. planning and predevelopment. Applies to Metropolitan Council's smart growth goal of increasing affordable housing through transit-oriented development. Qualifications Competitive process open to cities, counties, development agencies; applicants respond to criteria (including density, mix, design, affordability, etc.) Additional Information $6.5 million/year plus additional supplement for transit, Apply in Spring/Summer. Typically 30-40 project applications submitted and 5-10 are funded annually.	Contact Information Joanne Barton Metropolitan Council (651) 602-1385
Congestion Mitigation and Air Quality Impt. (CMAQ) Program Description Eligible activities might include the transit and transit-related portion of pedestrian-oriented and mixed-use development projects, traffic flow improvements, shared ride programs, demand management, pedestrian/bicycle programs, improved facilities, park and ride programs, programs that limit parking, bicycle storage and transportation projects that reduce automobile emissions. Qualifications Competitive process open to state agencies, Metropolitan Council, other transit providers, Indian Tribal governments, counties, cities, and towns within TCMA, and 10 regional park implementation agencies. Additional Information $20.5 million available for years 2005-2006, limit $5.5 million, federal share, per project. Apply 8/01. This program is federally funded, authorized by TEA21. In the Twin Cities the Transportation Advisory Board selects projects with approval by the Metropolitan Council. These funds support projects that reduce vehicle emissions in Clean-Air non-attainment or maintenance areas as well as other projects eligible under the Federal Transportation Act and US Title 23.	Contact Information Don Koski Metropolitan Council (651) 602-1721

A) Transportation (continued)

TEA-21 Surface Transportation Funding

Program Description
Funding for highways, bridges, transit capital facilities, bikeways, walkways, and intermodal projects.

Qualifications
Competitive process open to state agencies, Metropolitan Council, other transit providers, Indian Tribal governments, counties, cities, and towns within TCMA, and 10 regional park implementation agencies.

Additional Information
$46.5 million available, for years 2005-2006, limit $5.5 million, federal share, per project, apply 8/01. This program is federally funded, authorized by TEA21. In the Twin Cities the Transportation Advisory Board selects projects with approval by the Metropolitan Council.

Contact Information
Don Koski
Metropolitan Council
(651) 602-1721

B) Housing

HUD Home Investments Partnership (HOME)

Program Description
HOME is the largest federal block grant program whose focus is providing affordable housing opportunities. HUD establishes Home Investment Trust Funds for each participating jurisdiction, providing a line of credit that can be tapped for various forms of housing assistance.

Qualifications
N/A

Additional Information
N/A

Contact Information
Mimi Kolesar
202-708-2470

HUD SF Counseling Grants

Program Description
Provides grants to counsel homebuyers, homeowners, and tenants.

Qualifications
N/A

Additional Information
N/A

Contact Information
Deborah Williams
202-708-3175

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Figure 9.2 (continued)

B) Housing (continued)	
Multi-Family Housing Authority (MFHA) Program Description Provides loans for rehabilitation of housing for low-, very-low and moderate-income persons. Qualifications N/A Additional Information N/A	Contact Information David Villano 202-720-1608
John Heinz Neighborhood Development Program Program Description The John Heinz Neighborhood Development Program provides funding for local organizations engaged in development activities that are focused on low- and moderate-income households. The funding support offered through this program must be matched by some other source of funds secured by the organization. Qualifications N/A Additional Information N/A	Contact Information Unknown
Community Development Block Grant (CDBG) Program Description CDBG provides eligible communities with direct grants for the purpose of neighborhood revitalization, economic development, expanding affordable housing opportunities or improving community facilities and services. The grants are intended for the principal benefit of low- and moderate-income households. Qualifications At least 51% of the units must be available to low and moderate income persons below 80% of the median income. Additional Information Maximum loan term is 24 months at an interest rate of 40% of prime.	Contact Information U.S. Department of Housing and Urban Development

B) Housing (continued)	
HUD Program: Section 108 Economic Development Loans Program Description Section 108 program is designed to assist local governments that are participating in the CDBG program with federally guaranteed loans to support large economic development projects. This program allows local governments access to larger pools of capital by allowing them to pledge future CDBG grants as support for the loans. Qualifications To apply for a Section 108 Guaranteed Loan, you must contact your local HUD office* in advance for help in preparing an application. Additional Information N/A	Contact Information U.S. Department of Housing and Urban Development
Smart Commute Program Description A program offered to buyers of homes located within a quarter of a mile from public transportation in the seven counties that make up the metro area. Under the initiative, eligible buyers will qualify for mortgages that require monthly payments of up to 35 percent of their gross income. Available through Irwin Mortgage and Marquette Mortgage. Qualifications Unknown Additional Information Metro Transit will provide each Smart Commute household with a free transit pass during the first year of the mortgage, as well as discounts following that. Borrowers who purchase a residence in a Minneapolis Empowerment Zone also stand to receive $2,500 in down-payment and closing-cost assistance.	Contact Information Metropolitan Council
Local Housing Incentives Account Program Description Provides funds to acquire rehab and construct affordable and life-cycle housing. Applies to MetCouncil's goals of reducing sprawl and increasing affordable housing, by leveraging other State housing resources. Qualifications Competitive process open to cities. Additional Information $1.5 million/year available each summer/fall	Contact Information Guy Peterson (651) 602-1418

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Figure 9.2 (continued)

B) Housing (continued)	
Homeownership Zones Initiative (HZI) Program Description The HZI program is designed to address blighted and under-utilized areas in inner cities and inner suburbs by providing grants and loans for housing development and to stimulate investment in the area. Funding for this program is from the Economic Development Initiative and Section 108 loan programs. Qualifications N/A Additional Information N/A	Contact Information Unknown
C) Financing/Tax Incentives	
63-20 Financing Program Description An alternative method of obtaining tax-exempt financing that is available under the Internal Revenue Code. This method allows a nonprofit corporation to issue tax-exempt debt on behalf of a political subdivision for the purpose of financing facilities. Qualifications N/A Additional Information N/A	Contact Information Unknown
Construction Loan Program Program Description This program provides loans for the repair, replacement, rehabilitation, reconstruction, or improvement of existing roads or facilities. Project selection is based on two criteria: 1) the ability to demonstrate good management practices (60 percent) and 2) project need (40 percent). Qualifications N/A Additional Information N/A	Contact Information Unknown

C) Financing/Tax Incentives (continued)	
Local Improvement District Program Description A Local Improvement District (LID) is a special taxing district that is formed for the purpose of funding a capital project or a series of improvements. Bonds are sold and repaid through a special property tax assessment on benefited properties in proportion to the estimated project benefits. Qualifications N/A Additional Information N/A	Contact Information Unknown
Transit-Oriented Development (TOD) Program Description Revolving Fund Jurisdictions can take advantage of changes in FTA rules (1997) that allow local agencies to use funds generated by joint development for other transit-oriented development activities. For example, income for the sale of surplus property or air rights development can be deposited into a revolving fund for the purpose of supporting other transit-oriented development activities. Qualifications N/A Additional Information N/A	Contact Information Unknown
D) Economic Development	
Community and Individual Investment Corp. (CIIC) Initiative Program Description The CIIC initiative provides capital for community-based organizations that invest in low-income areas. This CIIC provides initial capital for forgivable loans for workforce development, job creation, business growth, and rental housing rehabilitation. Qualifications N/A Additional Information N/A	Contact Information Unknown

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Figure 9.2 (continued)

D) Economic Development (continued)	
Empowerment Zones and Enterprise Communities (EZ/EC) Initiatives Program Description The EZ/EC initiative targets tax incentives, grants and loans to designated low-income areas for the purpose of fostering job creation and business expansion opportunities. To apply for EZ/EC status, local jurisdictions and states must identify local needs and develop strategies to meet those needs. Contact Information Unknown Qualifications N/A Additional Information N/A	Contact Information Unknown
One Stop Capital Shop Program Description Provides technical assistance to women-owned and minority-owned businesses. • Small business lending company Microenterprise • Certified development company Qualifications N/A Additional Information N/A	Contact Information Dept. of Planning/EZ 312-744-7001 HUD/Samuel A. Gentile, Sr. 202-205-6657
US Small Business Association 7(a) Loan Guaranty Program Program Description SBA's primary loan program, this program guarantees major portions of loans made to small businesses, thus reducing lender risk. The small business applies to a lending institution, if the lender decides it requires additional support in the form of an SBA guarantee, SBA backing is requested by the lender. Qualifications Use of proceeds: expand or renovate facilities; purchase machinery, equipment, fixtures and leasehold improvements; finance receivables and augment working capital; refinance existing debt with compelling reason; finance lines of credit; construct commercial buildings; and/or purchase land or buildings. Additional Information Terms, interest rates and fees vary. Your business must be operated for profit and fall within size standards set by the SBA. Variations under the US SBA include: Low Doc, FA$TRAK, CAPLines.	Contact Information Private lender

D) Economic Development (continued)	
Tax Base Revitalization Account Program Description Funding for clean-up of polluted sites and buildings, primarily for commercial/industrial (job) redevelopment, but may include mixed-use development, including housing with commercial. Qualifications Competitive process open to cities, counties, and their economic development agencies; ranked on tax base recovery and job growth. Additional Information $5 million to $7 million/year available. Apply in Fall. Typically 20 applications submitted annually, and 12 funded.	Contact Information Wayne Nelson Metropolitan Council (651) 602-1406
E) Open Space	
Service Learning Opportunities of Minnehaha Academy Program Description Sophomore Biology class at Minnehaha Academy volunteers for neighborhood clean-up, plantings, or anything environmentally related. Qualifications N/A Additional Information 46 students in the class volunteered to do a 1-day project in May 2001.	Contact Information Rachel Sheild rsheild@visi.com of Longfellow
Regional Parks CI Funding Program available for recreational improvements to ten regional (City and County) parks. Tied to approved master plans. Applies to MetCouncil's goal of reducing sprawl. Qualifications N/A Additional Information $5.3 million/year available	Contact Information Arne Steffund (651) 602-1360
MN Wildlife and Recreation Program Program Description This program funds four categories of wildlife and recreation projects: water access, local parks, trails, and urban wildlife habitats. This is potentially a good source for trails and natural system enhancements within station areas. Qualifications The four project categories are Water Access Projects, Local Park Projects, Trail Projects, and Urban Wildlife Habitat Projects. Additional Information N/A	Contact Information Unknown

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Figure 9.2 (continued)

E) Open Space	
Innovative Stormwater Management Systems Grants Program Description Incentive grants to local units of government to apply innovative stormwater treatment management systems such as rain gardens. Qualifications N/A Additional Information $230,000 available; Criteria will be developed and application solicited for 2002.	Contact Information Jack Frost Metropolitan Council (651) 602-1078
F) Historic Preservation	
Federal Historic Tax Credits Program Description Tax credits for substantial rehabilitation of commercial, agricultural, industrial, or rental residential buildings that are certified as historic. Qualifications Not applicable to private residences. Must follow the Secretary of the Interior's Standards for rehabilitation. Additional Information Equal to 20 percent of the rehabilitation expenditures for certified historic buildings or 10% for non-historic buildings dating before 1936.	Contact Information U.S. Secretary of the Interior's Office
G) Health and Safety	
Water Resource Management Plans Grant Program Program Description Applies to MetCouncil's goal of improving water quality. Qualifications N/A Additional Information $160,000 available	Contact Information Metropolitan Council
Metro Environment Partnership Grants Program Description Applies to Metropolitan Councils goal of improving water quality with non-point source pollution and abatement programs. Qualifications Local governments, watershed districts, non-profits, others Additional Information Approximately $1.5 million available annually	Contact Information Joe Mulcahy Metropolitan Council (651) 602-1104

H) Other	
Energy Credit Program Description Tax credit for owners of energy property, which is defined as: a) equipment that uses solar energy to generate electricity, to heat or cool a structure, or to provide solar process heat, or b) equipment used to produce, distribute, or use energy derived from a geothermal deposit. Qualifications The energy property must be constructed by the taxpayer or the taxpayer has to be the original user of the property. Additional Information N/A	Contact Information Internal Revenue Service Investment Credit Form 3468
Public Works Trust Fund Program Description Administered by the State Department of Community, Trade and Economic Development, the Public Works Trust Fund is a revolving loan program providing low-interest loans to local governments and special-purpose districts for the repair, replacement, rehabilitation, reconstruction, or improvement of existing public works systems. Qualifications N/A Additional Information N/A	Contact Information Unknown