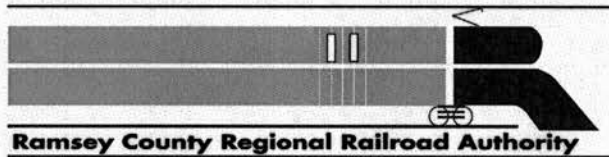




Ramsey County Regional Railroad Authority.
Records.

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Union Depot, Suite 200
214 4th Street East
St. Paul, Minnesota 55101
(651) 266-2760

REGIONAL RAILROAD AUTHORITY

December 3, 2013

Immediately following the County Board Meeting
Council Chambers – Third Floor Court House

.....
ROLL CALL and Call to Order

AGENDA of the December 3, 2013 Regional Railroad Authority Meeting is presented for approval.

MINUTES of the November 12, 2013 Regional Railroad Authority Meeting is presented for approval.

ADMINISTRATIVE AGENDA

1. Maintenance Agreement with Union Pacific Railroad

Board Action Requested:

- 1) Approve the Maintenance Agreement with Union Pacific Railroad for the maintenance of the identified track and signal improvements including the East Terminal Lead and the St. Paul Union Depot Track signal system.
- 2) Authorize the Chair to execute the Maintenance Agreement with Union Pacific Railroad on behalf of the Ramsey County Regional Railroad Authority.

2. Terminal Track Maintenance and Operating Agreement with Canadian Pacific Railway

Board Action Requested:

- 1) Approve the Terminal Track Maintenance and Operating Agreement with Canadian Pacific Railway for the maintenance of the identified track improvements including the West Terminal Lead and the CP 1/ St. Paul Union Depot Track Crossover.
- 2) Authorize the Chair to execute the Maintenance Agreement with Union Pacific Railroad on behalf of the Ramsey County Regional Railroad Authority.

3. Contract for the Rush Line Corridor Pre-Project Development Study

Board Action Requested:

- 1) Approve the selection of URS Corporation, 100 S. 5th St, Suite 1500, Minneapolis, MN 55402, to provide consulting services for the completion of the Rush Line Corridor Pre-Project Development Study.
- 2) Authorize the Chair to execute a contract with URS Corporation for the completion of the Rush Line Corridor Pre-Project Development Study, for the period of 12/15/2013 to 7/31/2015, in an amount not to exceed \$1,487,125, subject to approval by the County Attorney's Office, Ramsey County Regional Railroad Authority, and Finance.

(Continued)

4. Transitway Impacts Research Program 2014 funding request

Board Action Requested:

Approve the expenditure of \$25,000 for Ramsey County Regional Railroad Authority's share of the Transitway Impacts Research Program for 2014.

5. Transitway Impacts Research Program - Presentation

Board Action Requested:

None. For information and discussion only.

CORRIDOR UPDATES

ADJOURNMENT

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

November 12, 2013

The Ramsey County Regional Railroad Authority met with the following members present: Carter, Huffman, McGuire, Ortega, Reinhardt, Rettman, McDonough – 7. Absent: - 0. Also present were Julie Kleinschmidt, Ramsey County Manager and Paul Zisla, Assistant County Attorney, Ramsey County Attorney's Office.

Chair McDonough called the meeting to order at 9:20 A.M.

AGENDA

Commissioner Carter moved approval of the Agenda of the November 12, 2013 Regional Railroad Authority Meeting, seconded by Commissioner Reinhardt. Roll Call: Ayes – Ortega, Reinhardt, Rettman, Carter, Huffman, McGuire, McDonough – 7. Nays – 0.

MINUTES

Commissioner Ortega moved approval of the Minutes of the October 15, 2013 Regional Railroad Authority Meeting, seconded by Commissioner Reinhardt. Roll Call: Ayes – Ortega, Reinhardt, Rettman, Carter, Huffman, McGuire, McDonough – 7. Nays – 0.

1. Lease Agreement with National Railroad Passenger Corporation (Amtrak)

Commissioner Ortega moved approval of following resolution, seconded by Commissioner Reinhardt.

Commissioner Rettman commented that as this item quickly moves through the agenda, it is important to note that a great deal of behind the scenes work went into bringing this together to be in front of us today. She thanked the Ramsey County Regional Railroad Authority staff, Board, and Chair.

Chair McDonough reiterated that this really is a big deal, as it took almost three years of very hard work by the staff and everyone involved.

Roll Call: Ayes – Ortega, Reinhardt, Rettman, Carter, Huffman, McGuire, McDonough – 7. Nays – 0.
R13-37

WHEREAS, The Ramsey County Regional Railroad Authority has developed the Union Depot Multi-Modal Transportation and Transit Hub to serve all transportation modes, including intercity trains; and

WHEREAS, National Railroad Passenger Corporation (Amtrak) operates intercity train services to the Twin Cities area and desires to lease space in the Union Depot facility; and

WHEREAS, A lease agreement has been negotiated between Ramsey County Regional Railroad Authority and Amtrak for the use of space at Union Depot for intercity train services; Now, Therefore, Be It

RESOLVED, The Ramsey County Regional Railroad Authority approves a lease agreement between National Railroad Passenger Corporation (Amtrak) and the Ramsey County Regional Railroad Authority; And Be It Further

RESOLVED, The Ramsey County Regional Railroad Authority authorizes the Chair to execute the lease agreement in a form to be approved by the County Attorney's Office, And Be It Further,

RESOLVED, The Ramsey County Regional Railroad Authority authorizes the County Manager to make all necessary budget adjustments including increasing estimated revenues and appropriations.

2. Operating Agreement with National Railroad Passenger Corporation (Amtrak)

Commissioner Carter moved approval of following resolution, seconded by Commissioner Huffman. Roll Call: Ayes - Ortega, Reinhardt, Rettman, Carter, Huffman, McGuire, McDonough – 7. Nays – 0.
R13-38

WHEREAS, The Ramsey County Regional Railroad Authority has developed the Union Depot Multi-Modal Transportation and Transit Hub to serve all transportation modes, including intercity trains; and

WHEREAS, National Railroad Passenger Corporation (Amtrak) operates intercity train services to the Twin Cities area and desires to implement services at Union Depot; and

WHEREAS, An operating agreement has been negotiated between Ramsey County Regional Railroad Authority and Amtrak for the non-exclusive use of terminal tracks and the platform at Union Depot for intercity train services; Now Therefore, Be It

RESOLVED, The Ramsey County Regional Railroad Authority approves an operating agreement between National Railroad Passenger Corporation (Amtrak) and the Ramsey County Regional Railroad Authority; And Be It Further

RESOLVED, The Ramsey County Regional Railroad Authority authorizes the Chair to execute the operating agreement in a form to be approved by the County Attorney's Office.

3. Planning for Regional Economic Competitiveness - Presentation by Mark VanderSchaaf and Janna King

Chair McDonough explained that this presentation is coming to them as part of the Corridors of Opportunity work he has been involved in, and is part of the bigger picture of identifying Ramsey County's role in regional economic competitiveness. This topic plays well into the conversations the board has had over the last year about the county's role in economic development.

Mark VanderSchaaf, Director of Regional Planning for the Metropolitan Council, and Janna King, Economic Development Services, Inc, introduced themselves to the Ramsey County Regional Railroad Authority commissioners.

[The presentation, Integrating Economic Competitiveness into Thrive 2040 & the Metropolitan Council, is available online at <http://www.co.ramsey.mn.us/cb/meetings/>, and is also on file with the office of the Ramsey County Regional Railroad Authority].

Chair McDonough commented that one of its goals of Corridors of Opportunity was to bring awareness to the idea that we can't achieve equity and economic competitiveness if we don't bring them both together. The concept that both are needed to help the region to prosper and benefit as a whole is what Corridors of Opportunity has done for this region.

Commissioner Rettman commented that when she was on the City Council and Port Authority board, it was a conscious decision to create a workforce that reached out into the neighborhood.

Commissioner Ortega followed up to say that now there seems to be a disconnect and a misalignment in the workforce community, and asked how can we assure those community members will be able to connect and align with these jobs in their community.

Ms. King said there is always more work and refinements to be done, and we need to keep building on the vision that was set to drive the team toward achieving this at a higher level.

Chair McDonough said workforce development is our role and it's our responsibility to make sure those connections are happening. This is a conversation we need to continue in order to assure we are doing our part to achieve this alignment and connection in a very deliberate way.

Commissioner Carter commented that this misalignment is perhaps because of our deliberate focus on the individual work we are doing and that we are not necessarily creating the joint goals between our different efforts. These are efforts that will need to lead us to not only an examination of the results over time, but also an examination of the work that needs to be done today to link all of these efforts.

Commissioner Reinhardt said we need to have transit options to get people to these jobs, for example with Arden Hills, which has 427 acres to be redeveloped and will hopefully be an economic driver for the region. If we develop jobs in an area where people can't easily access them, then we are being counterproductive. This is something we need to seriously address.

Commissioner Rettman asked if we increase our capacity, will we have the ability to meet that job demand.

Ms. King said the supply/demand equation is very much on people's minds. The public sector has an important role, but the private sector also has a very important role in articulating more clearly what they need and being part of the conversation. She thinks we are going to go through a process of cultural change where the public and private sectors learn to work more consciously together in balancing that supply and demand. We need to do a better job at analyzing, tracking and responding quickly and effectively.

Commissioner Ortega said a big concern is the younger population and how we get them on the right track with the current disparities in the workforce. He acknowledges the great work that has been done and the efforts we make, but doesn't want things to get lost and fall through the cracks with the existing and new workforce disparities.

Commissioner Huffman raised the question of what does this mean for Ramsey County and how do we respond? What do we do more or less of in the areas of economic development, workforce development and community development to help solve problems of the existing and new gaps?

Chair McDonough said he too was going to pose the question of what do we do next. We need to look at what we can control in the County - what we do with workforce development and what we do with our investments, and ensuring we are aligning internally on our vision. Our role regionally is uniting the work we each do individually to actually make those connections and to make a difference in these issues.

Mr. VanderSchaaf said this is really the Metropolitan Council's first step in several years of work. As this moves through the systems with policy plans, they will be creating a local planning handbook and sending out instructions to local governments at the end of 2015 on how to do their local comprehensive plan updates, due by the end of 2018. He mentioned this because the council acknowledges they have a statutory regulatory role in that there things that the council must require as part of the assisted use of this regional infrastructure. Yet, they also want to have a much stronger advisory role in assisting local government, including counties, if appropriate, on how they can help do the kind of coordination that is being discussed here.

Ms. King said every county's role is unique and depends on the region in which it is located and cities that are inside its boundaries, and the degree to which the cities are willing to work with the counties. There are places where counties find their niche. One is where there is economy of scale. There are a handful of things that can help focus the county on its role relative to its partners and there are ways you can initiate the planning process to have a greater consideration of economic factors. Historically, our planning process in Minnesota has been about residents, connecting with land-use planners and transportation planners. None of this is set in stone but is seen as a positive direction and is likely to be incorporated, not necessarily as something that will be mandated by the council, but rather as a something that is recommended by the council in the planning process moving forward.

Commissioner McGuire asked which part of this do we involve the legislature? Is it up to us to let them know what we need?

Mr. VanderSchaaf said this elevates the importance of a regional partnership. Over the last few years, Met Council has spent a lot of time with our partners focusing on transit and transitways and this clearly involves appeals to the legislature and federal government. One of the premises of the funding received three years ago from Housing and Urban Development (HUD) is that there is an effort on the part of the administration to do the kinds of things we've been talking about here as well with an interagency partnership, which is the Department of Transportation (DOT), Housing and Urban Development (HUD) and the Environmental Protection Agency (EPA). These are three of agencies that have a lot to do with funding the activities we

draw upon here. What we've discovered is that there is a national effort to do a better job with these collaborations.

Commissioner McGuire also asked if the Joint Development Authority for TCAAP has been educated on these efforts.

Commissioner Huffman said they haven't seen the specific information in this presentation but we've discussed the importance of transit, housing and job development with them. It would be a good idea to share this presentation with them.

Commissioner Rettman asked about Met Council's open houses and workshops on these efforts.

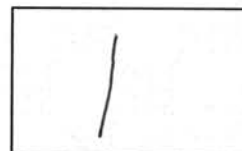
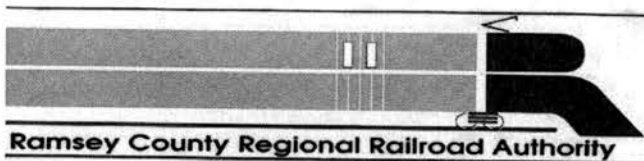
Mr. VanderSchaaf said the topics and emphases of the workshops and open houses have varied. Currently, the focus has been on the principals and outcomes, as he discussed earlier. They also have been seeking feedback on preliminary forecast of population and employment at a local level.

Chair McDonough thanked Mr. VanderSchaaf and Ms. King for the discussion.

CORRIDOR UPDATES

No updates were reported.

There being no further business, Chair McDonough declared the meeting adjourned at 10:50 A.M.



REQUEST FOR ACTION

Type of Agenda: ☐ Policy ☐ Discussion
☒ Administrative ☐ Information

Regional Railroad Authority Meeting Date: **12/03/2013**

Regional Railroad Authority Meeting Date:

SUBJECT: Maintenance Agreement with Union Pacific Railroad

EXECUTIVE SUMMARY

The Ramsey County Regional Railroad Authority (RCRRA) has renovated the Union Depot in downtown St. Paul into a multi-modal transit and transportation hub. The renovation included the construction of rail and platforms for the introduction of passenger rail service. Initially, the passenger rail service will consist of Amtrak's Empire Builder, which serves the Twin Cities as it travels between Seattle/Portland and Chicago.

Prior to the Empire Builder serving the Union Depot, track improvements must be made to the existing freight rail network to allow the train to access the station and to mitigate impacts caused by the new station stop. Staff has been working with Mortenson Construction, Burlington Northern Santa Fe Railway (BNSF), Canadian Pacific Railway (CP), Union Pacific Railroad (UP), Amtrak, the Federal Railroad Administration (FRA), and the Minnesota Department of Transportation (Mn/DOT) to identify the improvements necessary and to develop preliminary track plans for approval by BNSF, CP, UP, FRA, Mn/DOT, and Amtrak.

(The Executive Summary is continued on the following page)

ACTION REQUESTED

1. Approve the Maintenance Agreement with Union Pacific Railroad for the maintenance of the identified track and signal improvements including the East Terminal Lead and the St. Paul Union Depot Track signal system.
2. Authorize the Chair to execute the Maintenance Agreement with Union Pacific Railroad on behalf of the Ramsey County Regional Railroad Authority.

|

SUBJECT: Maintenance Agreement with Union Pacific Railroad

As identified in the Union Depot Renovation Project Term Sheet (Term Sheet) and Construction Agreement between the RCRRA and Union Pacific Railroad, a Maintenance Agreement is needed between the RCRRA and Union Pacific Railroad prior to Amtrak trains access Union Depot.

The Union Pacific Maintenance Agreement is a binding document that commits the RCRRA to reimburse Union Pacific Railroad for a portion of its costs related to the operation of passenger trains over the new track and signal improvements implemented to allow Amtrak to access Union Depot as identified in the Term Sheet. The Union Pacific Railroad Maintenance Agreement commits the RCRRA to the following:

- Payment of an annual flat rate for maintenance of the identified track improvements including the East Terminal Lead Switch identified in the Term Sheet and the Construction Agreement.
- Payment of an annual share of the signal maintenance costs for the St. Paul Union Depot Track signal system identified in the Term Sheet and Construction Agreement.

The Union Pacific Railroad Maintenance Agreement commits Union Pacific Railroad to the following:

- Maintenance of the Improvements identified in the Term Sheet and the Construction Agreement with the standards of Class IV track as set forth in Federal Railroad Administration regulations, 49 CFR §213.9.

This track and signal maintenance identified above will be completed annually for a period of 20 years and can be extended by mutual agreement. The cost of the maintenance will be reviewed annually based on the increase or decrease in the cost of labor and material. The estimated cost for 2014 is \$35,361. This amount is included in the 2014 budget.

SUBJECT: Maintenance Agreement with Union Pacific Railroad

ATTACHMENTS:

Maintenance Agreement with Union Pacific Railroad

PREVIOUS ACTION:

June 25, 2013, Resolution R13-23, approved the Revised and Restated Term Sheet Union Pacific Railroad

February 19, 2013, Resolution R13-07, approved the Construction Agreement with Union Pacific Railroad

December 18, 2012, Resolution R12-48, approved the Amended and Restated Public Project Reimbursement Agreement with Union Pacific Railroad

December 18, 2012, Resolution R12-46, approved the Amended and Restated Term Sheet with Union Pacific Railroad

March 13, 2012, Resolution R12-15, approved the Term Sheet with Union Pacific Railroad.

March 13, 2012, Resolution R12-19, approved the Public Project Reimbursement Agreement with Union Pacific Railroad.

COUNTY MANAGER'S COMMENTS:

Approval of the maintenance agreement with Union Pacific Railroad will ensure that the track and signal improvements are constructed to allow Amtrak Empire Builder trains to serve Union Depot are maintained appropriately.

SUBJECT: Maintenance Agreement with Union Pacific Railroad

Regional Railroad Authority – Authorized Signature	Date
	11/21/13

Finance – Authorized Signature	Date
	11/21/13

County Attorney – Authorized Signature	Date
	12/21/13

Property Management – Authorized Signature	Date

Information Services – Authorized Signature	Date

Other – Authorized Signature	Date

SUBJECT: Maintenance Agreement with Union Pacific Railroad

Draft Resolution

1 WHEREAS, The Ramsey County Regional Railroad Authority has identified the completion
2 of The Union Depot Multi-Modal Transportation and Transit Hub ("Union Depot") as a high priority
3 and has expressed an interest in maximizing its development and economic output potential; and
4

5 WHEREAS, In order to accomplish this interest, the Ramsey County Regional Railroad
6 Authority has identified the need to accommodate Amtrak's Empire Builder passenger rail service;
7 and
8

9 WHEREAS, The Empire Builder will utilize BNSF Railway, Canadian Pacific Railway, and
10 Union Pacific Railroad track to access the Depot; and
11

12 WHEREAS, Accessing the BNSF Railway, Canadian Pacific Railway, and Union Pacific
13 Railroad track will require capacity improvements so that the Empire Builder can maintain on-time
14 performance without negatively impact existing freight operations; and
15

16 WHEREAS, The Ramsey County Regional Railroad Authority has worked with BNSF
17 Railway, Canadian Pacific Railway, and Union Pacific Railroad to develop and execute a Union
18 Depot Renovation Project Term Sheet (Term Sheet) with each railroad that identifies the capacity
19 improvements necessary to maintain on-time performance and mitigate the impact to freight rail
20 operations; and
21

22 WHEREAS, The Ramsey County Regional Railroad Authority has worked with BNSF
23 Railway, Canadian Pacific Railway, and Union Pacific Railroad to develop and execute a
24 Engineering/Public Project Reimbursement Agreement and a Construction Agreement with each
25 railroad that allows for final track and signal design and construction to be completed; and
26

27 WHEREAS, The Union Pacific Railroad requires the execution of an agreement for the
28 maintenance of track and signal improvements; and
29

30 WHEREAS, The Ramsey County Regional Railroad Authority will provide funds Union
31 Pacific Railroad for the track and signal maintenance identified in the Maintenance Agreement;
32 Now, Therefore, Be It
33

34 RESOLVED, The Ramsey County Regional Railroad Authority approves the Maintenance
35 Agreement with the Union Pacific Railroad for the maintenance of the identified track and signal
36 improvements including the East Terminal Lead and the St. Paul Union Depot Track signal system,
37 And, Be It Further
38

39 RESOLVED, The Ramsey County Regional Railroad Authority authorizes the Chair to
40 execute the Maintenance Agreement with Union Pacific Railroad on behalf of the Ramsey County
41 Regional Railroad Authority.

5

MAINTENANCE AGREEMENT

This Agreement ("Agreement") is made and entered into this ____ day of _____, 2013 ("Effective Date"), by and between RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY, a political subdivision of the State of Minnesota ("RCRRA") and UNION PACIFIC RAILROAD COMPANY, a Delaware corporation ("UP").

RECITALS

- A. RCRRA has undertaken a project (the "Project") involving the Union Depot and surrounding area in Saint Paul, Ramsey County, Minnesota.
- B. The Project involves turnout, track, and signal improvements to the operating properties of UP, BNSF Railway Company ("BNSF") and Canadian Pacific Railroad ("CP") which Union Depot and are necessary to establish Amtrak Empire Builder service through the Union Depot.
- C. The RCRRA and UP have signed a Term Sheet dated June 5, 2013 concerning the additions and improvements necessary for the RCRRA's establishment of passenger service through the Union Depot, and a Construction Agreement dated as of February 12, 2013 with respect to the construction and installation of the Improvements as defined in said Construction Agreement.
- D. In Section 2.5 of said Construction Agreement, UP agreed to maintain the Improvements for twenty years from the date they were put into service at the expense of RCRRA.
- E. The purpose of this Agreement is to describe the parties' rights and obligations with respect to RCRRA's reimbursement of UP maintenance expenses for the Improvements.

AGREEMENT

NOW, THEREFORE, it is mutually agreed by and between RCRRA and UP as follows:

Section I. MAINTENANCE TO BE PERFORMED

UP agrees to maintain or caused to be maintained the Improvements in accordance with the standards of Class IV track as set forth in Federal Railroad Administration regulations, 49 CFR §213.9. It is anticipated that UP will have BNSF provide signal maintenance under terms of a separate agreement between BNSF, CP and UP (hereinafter, the "Joint Facilities Agreement") and that charges for such work shall be passed through to RCRRA in accordance with Section III(B) below.

Section III. UP BILLING TO RCRRA; REIMBURSEMENT BY RCRRA

A. **Track and Switch Flat Rate.** RCRRA shall pay UP an annual flat rate for maintenance of the track and switch included in the Improvements. (Signal maintenance for the Improvements is billable separately under subsection (B) below.) The initial flat rate for track and switch maintenance is \$7918, which shall be subject to annual escalation as set forth in subsection (C) below.

B. **Signal Maintenance.** UP is obligated to pay a proportionate use amount for the Freight Transfer Tracks, as defined under the Joint Facilities Agreement. The Freight Transfer Tracks includes the Improvements. RCRRA shall pay UP annually fifty percent (50%) of UP's use proportion of the annual proportionate use amount of \$65,340. UP's use proportion is currently 84% - $(\$65,340 \times 84\% \times 50\% = \$27,443)$. UP's use proportion may be reviewed and revised every five years beginning January 1, 2018.

C. **Escalation.** Said annual amounts established in (A) and (B) above shall be revised effective July 1 of each year, beginning on July 1, 2014 to adjust for the increase or decrease in the cost of labor and material, excluding fuel, as reflected in Table A, for the West District, Annual Indices of Charge-Out Prices and Wage Rates (1977=100), Series RCR, Included in "AAR Railroad Cost Indexes" and supplements thereto, issued by the Association of American Railroads for the year 2012, which shall be used as the base year, to the calendar year immediately prior to the year in which the change is to be made effective. Therefore, the percentage change from the 2012 to the year 2013 will be used to adjust the rates effective July 1, 2014.

D. **Annual Invoices.** UP shall submit an invoice to RCRRA annually in arrears. Invoices may be transmitted in electronic form. RCRRA agrees to pay UP within thirty-five (35) days of its receipt of an invoice.

E. **Minn. Stat. Section 471.425.** All amounts to be paid by RCRRA to UPRR not paid within sixty (60) days from the date of the invoice therefor shall bear interest in accordance with Minn. Stat. Section 471.425. Payment of interest on late payments and disputes regarding payments shall be governed by the provisions of Minn. Stat. Section 471.425.

F. **No Commitment of UP Funds.** Except as otherwise expressly agreed by UP in writing, in no event shall the UP be required to expend any of its own funds in connection with this Agreement or any additional project or activity unless prompt reimbursement of such funds is assured to UP in a manner reasonably acceptable to UP.

Section III. TERMINATION

A. **RCRRA Termination.** RCRRA may terminate this Agreement without cause and for any reason whatsoever upon giving 30 days written notice thereof to the UP. In such event, UP shall be entitled to receive compensation for the costs incurred up to the date of termination.

B. **Mutual Termination.** This Agreement may be terminated at any time by mutual written consent of the parties.

C. **UPRR Termination.** UPRR may terminate this Agreement, upon sixty (60) days' written notice to RCRRA, in the event RCRRA shall fail to (a) pay any cost described herein within the time period provided therefor; or (b) perform or observe any other of the covenants or agreements to be observed or performed by RCRRA under this Agreement and such failure shall continue unremedied for sixty(60) days after notice from UPRR to RCRRA specifying the failure and demanding the same to be remedied.

Section IV. MISCELLANEOUS PROVISIONS

A. **Data Practices Act.** All data and information provided to RCRRA by UPRR, as a result of entering into this Agreement and performing any obligation hereunder will be "government data" as defined in Minnesota Statutes §13.02 (subd. 7). RCRRA will treat all government data in accordance with the requirements of the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13. If UPRR believes that any data submitted to RCRRA qualifies as "Trade Secret Data" or "Security Information" (see Minnesota Statutes §13.37), or otherwise qualifies as "non-public data", then UPRR must clearly label such data with the qualifying classification. If RCRRA receives a request to release such data, RCRRA will use its best efforts to notify UPRR of such request. This Agreement is "public data" and RCRRA will release this Agreement upon request without regard to any "confidential" or similar legend placed on this Agreement.

B. **Audit.** A copy of this Agreement and the books, documents, records and accounting procedures and practices of the UPRR relating to this are to be available to RCRRA, the State Auditor or RCRRA's ultimate funding sources for a minimum of six years, and upon written request UPRR shall make them available for inspection the inspection at UP's offices in Omaha, NE on seven days written notice.

C. **Interpretation of Agreement; Venue.** This Agreement shall be interpreted and construed according to the laws of the State of Minnesota. All litigation regarding this Agreement shall be venued in the appropriate state or federal district court in Ramsey County, Minnesota.

Section V. TERM OF THE AGREEMENT

The parties obligations under this Agreement shall commence on the date the Improvements are placed into service and will expire on _____, unless extended by mutual agreement of the parties or terminated earlier under the terms of this Agreement. RCCRA's obligations under Section III shall survive expiration of this agreement.

IN WITNESS WHEREOF, RCCRA and UP have each duly executed this Agreement as of the Effective Date.

**RAMSEY COUNTY REGIONAL
RAILROAD AUTHORITY**

By: _____
Title: _____
Printed Name: _____

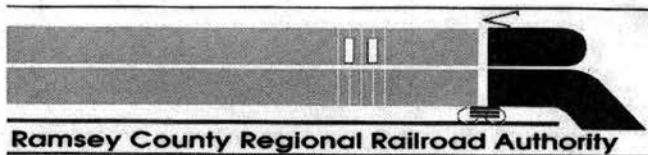
By: _____
Title: _____
Printed Name: _____

Approved as to form:

Assistant County Attorney

UNION PACIFIC RAILROAD COMPANY

By: _____
Title: _____
Printed Name: _____



2

REQUEST FOR ACTION

Type of Agenda: ☐ Policy ☐ Discussion
☒ Administrative ☐ Information

Regional Railroad Authority Meeting Date: **12/03/2013**

Regional Railroad Authority Meeting Date:

SUBJECT: Terminal Track Maintenance and Operating Agreement with Canadian Pacific Railway

EXECUTIVE SUMMARY

The Ramsey County Regional Railroad Authority (RCRRA) has renovated the Union Depot in downtown St. Paul into a multi-modal transit and transportation hub. The renovation included the construction of rail and platforms for the introduction of passenger rail service. Initially, the passenger rail service will consist of Amtrak's Empire Builder, which serves the Twin Cities as it travels between Seattle/Portland and Chicago.

Prior to the Empire Builder serving the Union Depot, track improvements must be made to the existing freight rail network to allow the train to access the station and to mitigate impacts caused by the new station stop. Staff has been working with Mortenson Construction, Burlington Northern Santa Fe Railway (BNSF), Canadian Pacific Railway (CP), Union Pacific Railroad (UP), Amtrak, the Federal Railroad Administration (FRA), and the Minnesota Department of Transportation (Mn/DOT) to identify the improvements necessary and to develop preliminary track plans for approval by BNSF, CP, UP, FRA, Mn/DOT, and Amtrak.

(The Executive Summary is continued on the following page)

ACTION REQUESTED

1. Approve the Terminal Track Maintenance and Operating Agreement with Canadian Pacific Railway for the maintenance of the identified track improvements including the West Terminal Lead and the CP 1/ St. Paul Union Depot Track Crossover.
 2. Authorize the Chair to execute the Maintenance Agreement with Canadian Pacific Railroad on behalf of the Ramsey County Regional Railroad Authority.
- 1

SUBJECT: Terminal Track Maintenance and Operating Agreement with Canadian Pacific Railway

As identified in the Union Depot Renovation Project Term Sheet (Term Sheet) and Construction Agreement between the RCRRA and Canadian Pacific Railway, a Maintenance Agreement is needed between the RCRRA and Canadian Pacific Railway prior to Amtrak trains access Union Depot.

The Canadian Pacific Maintenance Agreement is a binding document that commits the RCRRA to reimburse Canadian Pacific Railway for a portion of its costs related to the operation of passenger trains over the new track improvements implemented to allow Amtrak to access Union Depot as identified in the Term Sheet. The Canadian Pacific Railway Terminal Track Maintenance and Operating Agreement commits the RCRRA to the following:

- Inspect and maintain track on RCRRA property in accordance with Federal Railroad Administration Standards.
- Payment of an annual maintenance of the identified track improvements including the West Terminal Lead Switch and the CP 1/St. Paul Union Depot Track Crossover identified in the Term Sheet and the Construction Agreement.
- Payment of an annual license fee of \$1.00 for the use of Canadian Pacific right-of-way for the west terminal lead track.

The Canadian Pacific Railway Terminal Track Maintenance and Operating Agreement commits Canadian Pacific Railway to the following:

- Maintenance of the Improvements identified in the Term Sheet and the Construction Agreement at a level to which they are implemented in accordance with Federal Railroad Administration regulations.

This track and signal maintenance identified above will be completed annually for a period of 20 years and can be extended by mutual agreement. The cost of the maintenance will be reviewed annually based on the increase or decrease in the cost of labor and material. The estimated cost for 2014 is \$18,000. This amount is included in the 2014 budget.

SUBJECT: Terminal Track Maintenance and Operating Agreement with Canadian Pacific Railway

ATTACHMENTS:

Terminal Track Maintenance and Operating Agreement with Canadian Pacific Railway.

PREVIOUS ACTION:

February 19, 2013, Resolution R13-08, approved the Construction Agreement with Canadian Pacific Railway.

December 18, 2012, Resolution R12-47, approved amendment #1 to the Engineering Agreement with Canadian Pacific Railway.

December 18, 2012, Resolution R12-46, approved the Revised and Restated Term Sheet with Canadian Pacific Railway.

March 13, 2012, Resolution R12-15, approved the Term Sheet with Canadian Pacific Railway.

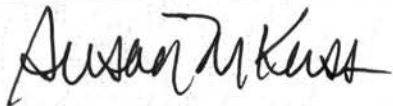
March 13, 2012, Resolution R12-16, approved the Engineering Agreement with Canadian Pacific Railway.

COUNTY MANAGER'S COMMENTS:

Approval of the maintenance agreement with Canadian Pacific Railway will ensure that the track and signal improvements are constructed to allow Amtrak Empire Builder trains to serve Union Depot are maintained appropriately.

SUBJECT: Terminal Track Maintenance and Operating Agreement with Canadian Pacific Railway

Regional Railroad Authority – Authorized Signature	Date
	11/21/13

Finance – Authorized Signature	Date
	11/21/13

County Attorney – Authorized Signature	Date
	11/21/13

Property Management – Authorized Signature	Date

Information Services – Authorized Signature	Date

Other – Authorized Signature	Date

SUBJECT: Terminal Track Maintenance and Operating Agreement with Canadian Pacific Railway

Draft Resolution

1 WHEREAS, The Ramsey County Regional Railroad Authority has identified the completion
2 of The Union Depot Multi-Modal Transportation and Transit Hub ("Union Depot") as a high priority
3 and has expressed an interest in maximizing its development and economic output potential; and
4

5 WHEREAS, In order to accomplish this interest, the Ramsey County Regional Railroad
6 Authority has identified the need to accommodate Amtrak's Empire Builder passenger rail service;
7 and
8

9 WHEREAS, The Empire Builder will utilize BNSF Railway, Canadian Pacific Railway, and
10 Union Pacific Railroad track to access the Depot; and
11

12 WHEREAS, Accessing the BNSF Railway, Canadian Pacific Railway, and Union Pacific
13 Railroad track will require capacity improvements so that the Empire Builder can maintain on-time
14 performance without negatively impact existing freight operations; and
15

16 WHEREAS, The Ramsey County Regional Railroad Authority has worked with BNSF
17 Railway, Canadian Pacific Railway, and Union Pacific Railroad to develop and execute a Union
18 Depot Renovation Project Term Sheet (Term Sheet) with each railroad that identifies the capacity
19 improvements necessary to maintain on-time performance and mitigate the impact to freight rail
20 operations; and
21

22 WHEREAS, The Ramsey County Regional Railroad Authority has worked with BNSF
23 Railway, Canadian Pacific Railway, and Union Pacific Railroad to develop and execute a
24 Engineering/Public Project Reimbursement Agreement and a Construction Agreement with each
25 railroad that allows for final track and signal design and construction to be completed; and
26

27 WHEREAS, The Canadian Pacific Railway requires the execution of an agreement for the
28 maintenance of track and signal improvements; and
29

30 WHEREAS, The Ramsey County Regional Railroad Authority will provide funds to Canadian
31 Pacific Railway for the track maintenance identified in the Terminal Track Maintenance and
32 Operating Agreement; Now, Therefore, Be It
33

34 RESOLVED, The Ramsey County Regional Railroad Authority approves the Terminal Track
35 Maintenance and Operating Agreement with the Canadian Pacific Railway for the maintenance of
36 the identified track and signal improvements including the West Terminal Lead and the CP 1 / St.
37 Paul Union Depot Track Crossover; And, Be It Further
38

39 RESOLVED, The Ramsey County Regional Railroad Authority authorizes the Chair to
40 execute the Maintenance Agreement with Canadian Pacific Railway on behalf of the Ramsey
41 County Regional Railroad Authority.

5

TERMINAL TRACK MAINTENANCE AND OPERATING AGREEMENT

THIS AGREEMENT is made as of the ____ day of _____, 201_, to be effective as of the first day of _____, 201_ (the "**Effective Date**").

BETWEEN:

SOO LINE RAILROAD COMPANY
d/b/a Canadian Pacific
("CP")

AND
RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY
("RCRRA")

WHEREAS RCRRA desires to establish Amtrak Empire Builder service through the Union Depot in Saint Paul, Minnesota; and

WHEREAS RCRRA is the owner or in occupation of land ("**RCRRA Property**") situated at 214 Fourth Street in St. Paul, in the State of Minnesota; and

WHEREAS RCRRA wishes to construct railroad tracks (the "**Terminal Tracks**") that will be located on the Lands and connected with CP's railway line at Mile [insert mileage] of the Merriam Park Subdivision; and

WHEREAS, RCRRA wishes CP to make certain additions and improvements necessary for RCRRA to establish passenger service over the Terminal Tracks and the Parties have signed a Construction Agreement dated ____ concerning CP's construction of certain additions and improvements (the "**Construction Agreement**"); and

WHEREAS, the Parties hereto have agreed that such Terminal Tracks shall be subject to the terms, covenants and conditions hereinafter mentioned.

NOW THEREFORE, the Parties agree as follows:

ARTICLE 1 - DEFINITIONS

- 1.1 "**RCRRA**" means the Party or Parties of the second part as set out above, both jointly and severally, and his, her, its and their executors, administrators, successors and assigns.
- 1.2 "**UP**" means Union Pacific Railroad.
- 1.3 "**FRA**" means the Federal Railroad Administration or any successor.

- 1.4 **"Hazardous Substance"** means any substance identified in or regulated by any Environmental Law, including without limitation the Comprehensive Environmental Response, Compensation and Liability Act ("CERCLA"), 42 U.S.C. ss 9601 et seq., the Resource Conservation and Recovery Act, 42 U.S.C. ss 6901 et seq., the Federal Water Pollution Control Act, 33 U.S.C. ss 1251 et seq., the Clean Water Act, 33 U.S.C. ss 1251 et seq., all as amended from time to time, and any other federal, state, local or other governmental statute, regulation rule, law or ordinance dealing with the protection of human health, safety, natural resources or the environment now existing or hereafter enacted.
- 1.5 **"Point A"** identifies the beginning of the Terminal Track on CP's right of way at the point of the switch.
- 1.6 **"Point B"** identifies the derail located at or near the property line between CP's right-of-way and RCRRA's Lands (unless otherwise identified in Schedule B attached to this Agreement) which is an intermediate location between Points A and D and identified for purposes of determining responsibilities of the Parties.
- 1.7 **"Point C"** identifies the derail located at or near the property line between UP's right-of-way and RCRRA's Lands (unless otherwise identified in Schedule B attached to this Agreement).
- 1.8 **"Point D"** identifies the end of track of the Terminal Track on the SPUD Track right of way at the point of the switch.
- 1.9 **SPUD Track** – The track known as the SPUD Track or St. Paul Union Depot Track is the Class I track closest to the Lands. It is owned jointly by all three Class I railroads (UP, CP and BNSF) but is operated and maintained by the Union Pacific.
- 1.10 **"Terminal Tracks"** means the entire track or tracks which comprise the Terminal Track (Points A and D identify the extreme limits) and includes turnouts, track, Track Materials, ballast, sub-ballast, crossing materials, crossing protection apparatus, signals, circuitry, fencing, structures such as culverts, bridges and retaining walls, land improvements or alterations required to accommodate the track such as cuts, embankments and ditches, and the land occupied and required to accommodate all of the features of the Terminal Track including the foregoing.
- 1.11 **"Schedule A"** – The insurance schedule marked Schedule A that is attached hereto forms part of this Agreement.
- 1.12 **"Schedule B"** – The plan marked Schedule B that is attached hereto depicting the Terminal Track and identifying Points A, B, C and D forms part of this Agreement.
- 1.13 **"Track Materials"** means and includes rails, rail anchors, fastenings, spikes, switch materials, derails, bumping posts, the plates and track and switch ties.

ARTICLE 2 - PROVISION OF TERMINAL TRACK AND SECURING OF RIGHT OF WAY

- 2.1 RCRRA shall provide the right of way for the Terminal Tracks, except for that portion of CP's right of way which is required to accommodate the Terminal Tracks. RCRRA shall secure the right of way over all other land on which the Terminal Tracks shall be built outside of the land or property of CP used for the right of way.
- 2.2 RCRRA shall assume and pay all taxes and assessments that may be lawfully levied or assessed by any public authority against the Terminal Tracks.

ARTICLE 3 - CONSTRUCTION, MAINTENANCE AND OWNERSHIP

- 3.1 As provided in the Construction Agreement RCRRA, at its expense, shall provide grading and drainage for the Terminal Tracks and construct the Terminal Tracks between Points B and C.
- 3.2 RCRRA shall inspect and maintain, or cause to be inspected and maintained, the Terminal Tracks between Points B and C in good repair and condition, clear of grass, weeds, combustible material, snow and ice, as required to ensure good and safe operation on the Terminal Tracks and that the Terminal Tracks is open for Amtrak Empire Builder service. RCRRA shall comply with all applicable regulations and orders of the FRA, Surface Transportation Board or other authority having jurisdiction over the Terminal Tracks including inspection with a rail flaw detector car.
- 3.3 CP, in accordance with the Construction Agreement, at RCRRA's expense, shall construct, inspect, maintain, repair, and renew the track, signal and communication systems for the following improvements as identified on Figure 1 of the Term Sheet between RCRRA and CP signed on February 7, 2012:
1. West Terminal Lead Switch on CP's right-of-way, including the derail and the Terminal Tracks between Points A and B
 2. CP1 to SPUD Crossover

Within thirty-five (35) days after receipt of CP's written invoice, RCRRA shall pay to CP (or arrange CP to be paid) the 100% of the cost of inspection, maintenance, repair, and renewal of the West Terminal Lead Switch, including the derail and the Terminal Tracks between Points A and B and the incremental increase in inspection, maintenance, repair, and renewal costs attributable to passenger train use for the CP1 to SPUD Crossover. To accommodate RCRRA's budget planning, CP will provide RCRRA with an estimate of inspection and maintenance expenses and will advise RCRRA of anticipated repair and renewal costs as the information becomes available.

- 3.4 CP shall be responsible for the inspection and maintenance of all track, signal, and communications systems on CP's right-of-way property constructed in accordance with the Construction Agreement and not listed in section 3.3.

- 3.5 Upon completion of construction, CP shall own the track, signal and communication systems on CP's right-of-way, including the Terminal Tracks between Points A and B and the other additions and improvements made by CP in accordance with the Plans.
- 3.6 All improvements will be maintained at the level to which they are implemented for a term of twenty years from the date they were put into service. CP agrees that it shall not downgrade the improvements in any way that reduces the utility of the improvements for the intercity passenger rail operations without prior written approval from the Minnesota Department of Transportation. If service is discontinued, improvements must be maintained for a period of one year allowing for Amtrak's resumption of service at same level of operations as in the calendar year immediately preceding the discontinuance of Amtrak service. At RCRRA's discretion, improvements may be maintained at RCRRA's cost on the items identified in paragraph 3.3 beyond one year to allow for resumption of Amtrak or its successor service.

ARTICLE 4 - ALTERATIONS

- 4.1 Should CP make such changes in the track to which the Terminal Tracks connect, in railway structures or facilities, or there are changes in the characteristics of the engines and other equipment to be operated on the Terminal Track, as would in the reasonable opinion of CP necessitate the moving, alteration or strengthening of the Terminal Tracks in whole or in part, or should orders or regulations issued by the FRA, Surface Transportation Board or other authority having jurisdiction in relation thereto necessitate the moving, alteration or strengthening of the Terminal Tracks in whole or in part, RCRRA, at its expense, shall move, alter or strengthen the Terminal Tracks between Points B and C as required.
- 4.2 CP, at RCRRA's expense, shall move, alter or strengthen the Terminal Tracks between Points A and B as required. In the event that CP moves, alters, or strengthens the Terminal Tracks or any portion thereof, RCRRA shall pay to CP the cost of such moving, alteration or strengthening within thirty-five (35) days after receipt of a written statement of such cost.

ARTICLE 5 - USE

- 5.1 CP shall have the right to use the Terminal Track for train detour purposes as a temporary route when CP's main route (CP 1 and CP 2) is closed or unavailable for railroad operations. CP shall reimburse RCRRA's incremental costs caused by CP's detour operations, including the cost of insurance, inspection and maintenance. CP shall provide RCRRA with as much advance notice of the need for detour operations as is reasonable under the circumstances and with due consideration of existing operations on the Terminal Track and shall provide RCRRA with a proposed schedule for detour operations on the Terminal Track that does not interfere with the passenger train operations. As soon as practicable after the need arises, CP and RCRRA shall agree in writing to the terms and conditions governing detour operations on the Terminal Track;

providing, however, that detour operations shall not be unreasonably delayed by the drafting of the written agreement governing such use.

- a) Except where and to the extent RCRRA is negligent, grossly negligent or engages in willful misconduct, CP shall make no claim or demand against RCRRA for any injury, including injury resulting in death, loss or damage to property suffered or sustained by CP or its employees, officers or agents which arises out of or is connected with CP's use of the Terminal Track for detour purposes.
- b) Except where and to the extent that RCRRA is negligent, grossly negligent or engages in willful misconduct, CP shall indemnify and save harmless RCRRA:
 - i) from and against any and all claims, demands, awards, actions and proceedings by whomsoever made, brought or prosecuted, and
 - ii) from and against any and all loss, damages or expenses, including attorney's fees, suffered or incurred by RCRRA including injuries, as well as those resulting in death, and damage to or destruction of RCRRA property or third party property (including without limitation, engines, rolling stock and all other equipment and their contents), or against any taxes or local improvements assessed with respect to the Terminal Tracks

which are based upon, arise out of or are connected with CP's use of the Terminal Tracks for detour purposes.

- 5.2 In the event that Amtrak discontinues Empire Builder service, RCRRA, at its option, may pursue provision of intercity passenger train service, with access to the Terminal Tracks, on a service frequency comparable to the existing Empire Builder by another operator, pursuant to an agreement negotiated in good faith between CP and the new or successor operator.
- 5.3 RCRRA confirms that it and all employees involved in the use of the Terminal Tracks will comply with CP's "Customer Safety Handbook".

ARTICLE 6 - CLEARANCES

- 6.1 RCRRA shall in the provision, alteration, if any, use and operation of the Terminal Tracks and of any building or other structure erected or to be erected over the Terminal Tracks within fifty (50) feet of CP right-of-way will observe and fully comply with all the laws, orders, regulations, rules or other engineering standards in force as amended from time to time or which may hereafter come into force relating to railways or Terminal Tracks or buildings or structures over the Terminal Tracks or adjacent thereto, including without limitation, clearance requirements defined in CP's Customer Safety Handbook.

- 6.2 RCRRA shall notify CP in advance, in writing, if a building or structure over or beside the Terminal Track will encroach within clearance requirements ("**Restricted Clearance**"), and shall submit to CP for review and approval, detailed plans and designs stamped by a Professional Engineer as well as detailed information regarding the reasons for less than standard clearance, operations over the trackage and any other information that CP may require. Any Restricted Clearance must be approved by CP, and CP may require RCRRA to modify its plans and designs.
- 6.3 RCRRA shall be responsible for providing, installing and maintaining signage regarding any Restricted Clearances, on RCRRA's property at or near Point B of the Terminal Track. In the event that RCRRA fails to install and/or maintain such signage, CP may provide, install or replace the signage at RCRRA's cost and expense; however, CP shall not be obligated or responsible to provide, install or maintain same.

ARTICLE 7 - LIABILITY

- 7.1 Except where and to the extent CP is negligent, grossly negligent, engages in willful misconduct or is conducting detour operations pursuant to Section 5.1, RCRRA shall make no claim or demand against CP for any injury, including injury resulting in death, loss or damage to property suffered or sustained by RCRRA or its employees, officers or agents which arises out of or is connected with the use of the Terminal Track or this Agreement.
- 7.2 Except where and to the extent that CP is negligent, grossly negligent, engages in willful misconduct or is conducting detour operations pursuant to Section 5.1, RCRRA shall indemnify and save harmless CP:
- a) from and against any and all claims, demands, awards, actions and proceedings by whomsoever made, brought or prosecuted, and
 - b) from and against any and all loss, damages or expenses, including attorney's fees, suffered or incurred by CP including injuries, as well as those resulting in death, and damage to or destruction of CP property or third party property (including without limitation, engines, rolling stock and all other equipment and their contents), or against any taxes or local improvements assessed with respect to the Terminal Tracks

which are based upon, arise out of or are connected with the use of the Terminal Tracks by RCRRA or this Agreement.

- 7.3 Notwithstanding any other provision of this Agreement, RCRRA shall indemnify and save harmless CP from any and all loss, costs and damages, including attorney's fees, caused by RCRRA's non-compliance with any of the provisions of this Agreement.
- 7.4 For purposes of this Section 7, "CP" shall mean CP, its parents and corporate affiliates, and each of their officers, directors, employees, agents and insurers.

- 7.5 The provisions of Section 7 shall survive the termination of this Agreement.

ARTICLE 8 - INSURANCE

- 8.1 RCRRA agrees to maintain the insurance coverage set out in Schedule A.

ARTICLE 9- FEES

- 9.1 RCRRA shall pay a license fee of One Dollar (\$1.00) (the "**Terminal Tracks License Fee**") per year to CP for the use of the CP's right-of-way (between Points A and B) to accommodate the Terminal Track. The Terminal Tracks License Fee shall be payable, in advance, on the first day of [**insert month**] in each year during the Term of this Agreement.

ARTICLE 10 - TERM AND TERMINATION

- 10.1 This Agreement shall commence on the Effective Date and continue for twenty (20) years with the option to extend on the same terms and conditions for subsequent twenty (20) year terms. RCRRA may terminate the Agreement, at any time, on giving not less than one (1) year's written notice to CP should passenger service be discontinued. CP may terminate the Agreement at any time after the initial twenty (20) year term on giving not less than one (1) year's written notice to RCRRA.
- 10.2 If RCRRA fails to pay any amount due under this Agreement, or is in breach of any term of this Agreement then RCRRA shall be in default under this Agreement. Should such default occur, CP may terminate this Agreement, after giving written notice thereof to RCRRA and allowing thirty (30) days to elapse after such notice, unless in the meantime such default shall have been remedied, or if the default is of such nature that it cannot be completely remedied within said period, RCRRA fails to pursue the cure in good faith and with due diligence and fails to complete the cure within a reasonable time after written notice to CP that the cure requires more than thirty (30) days from the date of CP's notice of default.
- 10.3 With the exception of RCRRA's obligations pursuant to Article 11 (Removal of Terminal Tracks), from and after the termination date, RCRRA shall cease to have any right to pass upon CP's right of way.

ARTICLE 11 - REMOVAL OF TERMINAL TRACK

- 11.1 Upon termination of this Agreement, CP at RCRRA's expense, and within a period of one (1) year from the termination date, may remove the Terminal Tracks from CP's right of way between Points A and B including all Track Materials and restore any pavement, sidewalks or other improvements. All Track Materials on the portion of the Terminal Tracks on CP land not removed after one (1) year shall be the property of CP and subject to removal thereafter at CP's expense and discretion.

- 11.2 In the event that CP removes the Terminal Tracks from CP's right of way or any portion thereof, at RCRRA's expense pursuant to Section 11.1, then RCRRA shall pay to CP the cost of such removal within thirty (30) days after receipt of a written statement of such cost. For greater certainty, such cost shall include the cost of transportation and of loading and unloading the Track Materials.

ARTICLE 12 - ASSIGNMENT

- 12.1 In the event that RCRRA Property are sold or possession is transferred to another entity, all rights, obligations and privileges of RCRRA under this Agreement shall be transferred and assigned to the new owner or tenant. RCRRA shall provide written notice to CP within fifteen (15) days of such assignment, and include the address for notice for the new assignee.

ARTICLE 13 - NOTICE

- 13.1 All notices or communications required hereunder shall be given by courier or if mailed by registered mail, postage prepaid, and addressed to the other Party as follows:

To CP: **Canadian Pacific**
Passenger Rail-US
120 South Sixth Street
Suite 1000
Minneapolis, MN 55402
Attention: Director – Strategic Initiatives

To RCRRA: **Ramsey County Regional Railroad Authority**
Union Depot, Suite 200
214 4th Street East
St. Paul, MN 55101
Attention: Director

or such other address as may be furnished from time to time by either Party. Any notice, if delivered by courier, shall be deemed to have been given or made on the date delivered and if mailed correctly shall be deemed to have been received on the third (3rd) business day after mailing. In the event of an actual or imminent disruption in postal service, any notice shall be delivered by courier.

ARTICLE 14- MISCELLANEOUS

- 14.1 RCRRA shall, at its own expense, comply with all applicable laws, by-laws, rules, orders, directions, ordinances, and regulations, including without limitation, applicable environmental laws.

- 14.2 Termination of this Agreement, for any reason, including default shall not release the Parties from any obligations of liabilities incurred during the continuance of this Agreement.
- 14.3 This Agreement shall enure to the benefit of and be binding upon the Parties hereto and their respective successors and assigns.
- 14.4 This Agreement shall be construed in accordance with the laws of the State of Minnesota, excluding any conflict of laws rules that may apply therein.
- 14.5 Time shall be of the essence of this Agreement.
- 14.6 This Agreement may not be modified or amended except in writing signed by the Parties.
- 14.7 No term, covenant or provision in this Agreement or right hereunder or in respect of will be deemed to have been waived by CP, except by express waiver in writing signed by CP.
- 14.8 No term, covenant or provision in this Agreement or right hereunder or in respect of will be deemed to have been waived by RCRRA, except by express waiver in writing signed by RCRRA.
- 14.9 The headings and numbering introducing sections in this Agreement are inserted for convenience only and in no way define or construe the scope or intent of such section.
- 14.10 This Agreement contains the entire agreement of the Parties with respect to the Terminal Tracks, except the Construction Agreement and, supersedes and cancels all other prior agreements and understandings, oral or written, with respect thereto;

The Parties hereto have executed this Agreement on the date first above written.

**SOO LINE RAILROAD COMPANY,
d/b/a CANADIAN PACIFIC**

By: _____

Title: _____

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

By: _____

Title: _____

By: _____

Title: _____

Approved as to form and insurance:

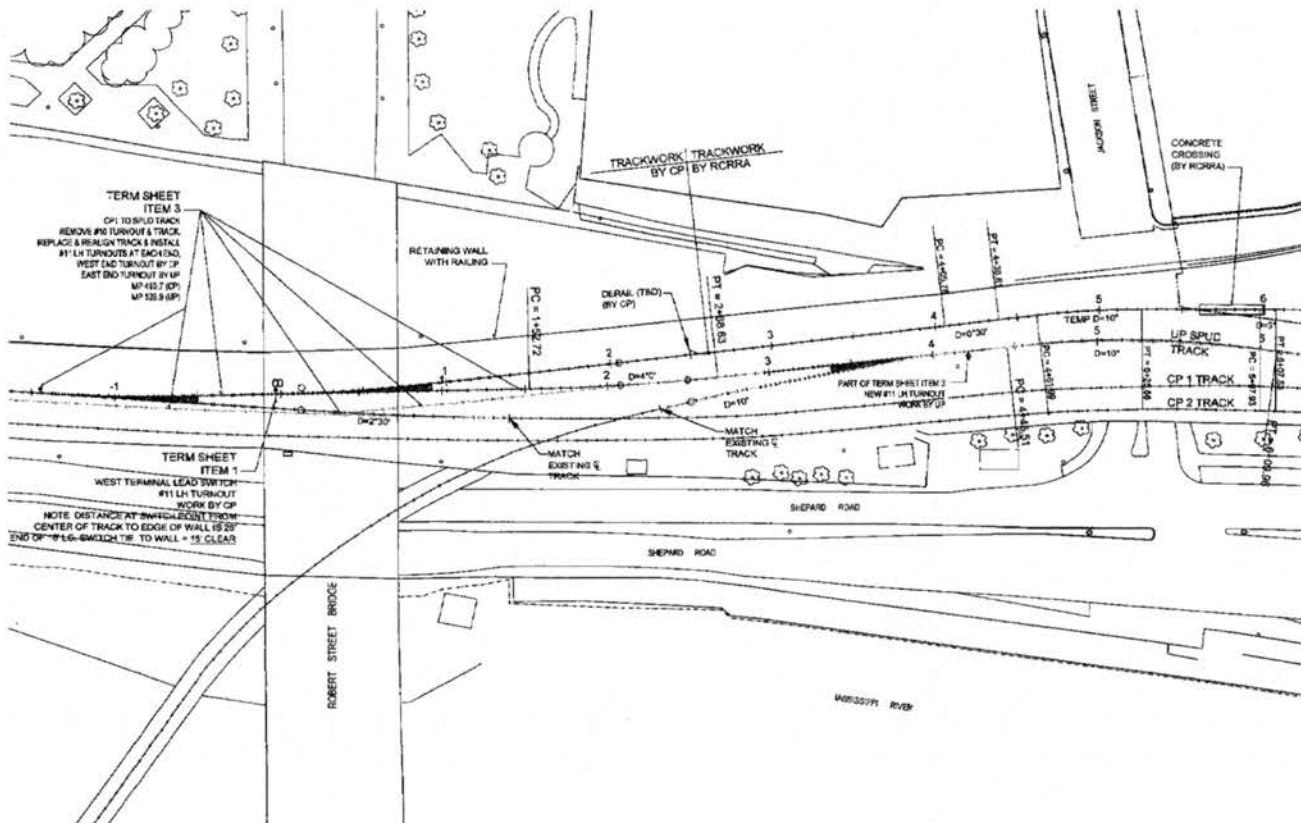
Assistant County Attorney

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SCHEDULE A – INSURANCE

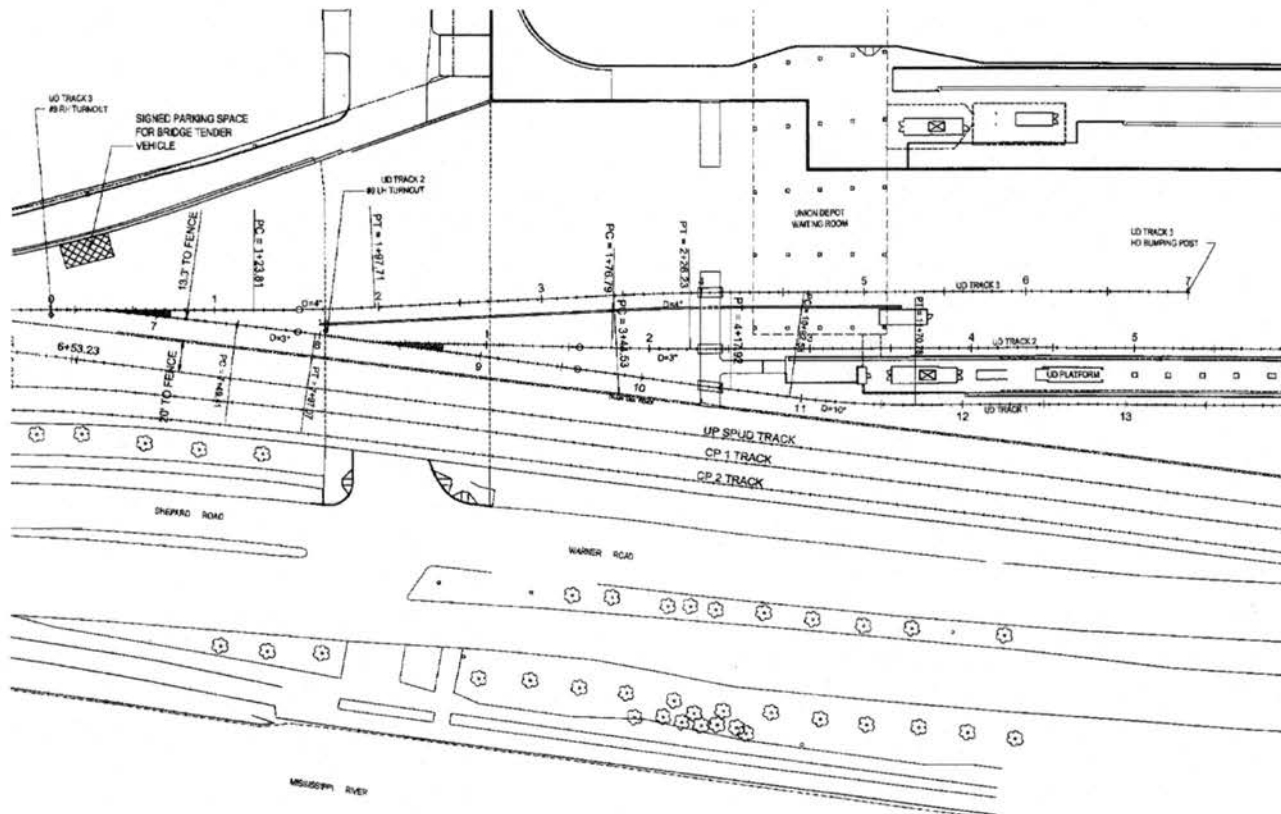
1. RCRRA shall at its own cost and expense, take out and keep in full force and effect a Commercial General Liability Insurance policy with an inclusive limit of not less than **Five Million Dollars (\$5,000,000)** per occurrence for bodily injury and property damage, or any other increased amount as CP may reasonably require upon conducting reviews from time to time. Such insurance shall specifically state by its wording or by endorsement:
 - (a) the policy extends to cover the contractual obligations assumed by RCRRA under this Agreement with CP;
 - (b) the policy shall name CP, its subsidiaries and affiliates as an additional insured;
 - (c) the policy shall contain a "cross-liability" clause which shall have the effect of insuring each person firm or corporation insured thereunder in the same manner and to the same extent as if a separate policy had been insured to each;
 - (d) the policy shall not be cancelled or materially altered unless written notice is given by RCRRA to CP thirty (30) days before the effective date of such cancellation or material alteration; and
 - (e) shall not contain any provision which excludes railway operations.
2. If RCRRA is loading or unloading Hazardous Substances on the Terminal Track, RCRRA shall maintain a Commercial General Liability Insurance policy with an inclusive limit of not less than **Twenty Five Million Dollars (\$25,000,000)** per occurrence for bodily injury and property damage or any other increased amount as CP may reasonably require upon conducting reviews from time to time, and in addition to meeting the requirements in Section 1 a) through e), it shall extend to cover sudden and accidental discharge or release of Hazardous Substances.
3. In the event RCRRA carries, transports or stores Poisonous Inhalation/Toxic Inhalation Hazardous materials, RCRRA shall increase the amount of the insurance described under Section 2 to an amount not less than **One Hundred Million Dollars (\$100,000,000)**. Poison Inhalation Hazard (PIH)/Toxic Inhalation Hazard (TIH) materials means any product considered poisonous or toxic by inhalation in the Canadian Transportation of Dangerous Goods Regulations, the United States Hazardous Materials Regulations, or the Association of American Railroads circular OT-55i (<http://boe.aar.com/boe-download.htm>). The terms PIH and TIH are used interchangeably.
4. RCRRA shall, prior to the effective date of this Agreement, and upon the insurance renewal date thereafter, furnish to CP or Certificates of Insurance evidencing the above coverages. Upon request, RCRRA shall provide CP with certified copies of the insurance policies RCRRA shall not make or cause to be made any material modification or alteration to the insurance, or to do or leave undone anything, which may invalidate the insurance coverage.
5. The acquisition and maintenance of insurance policies by RCRRA shall in no manner limit or restrict the liabilities incurred by RCRRA under the provisions of this Agreement.

SCHEDULE B - PLAN

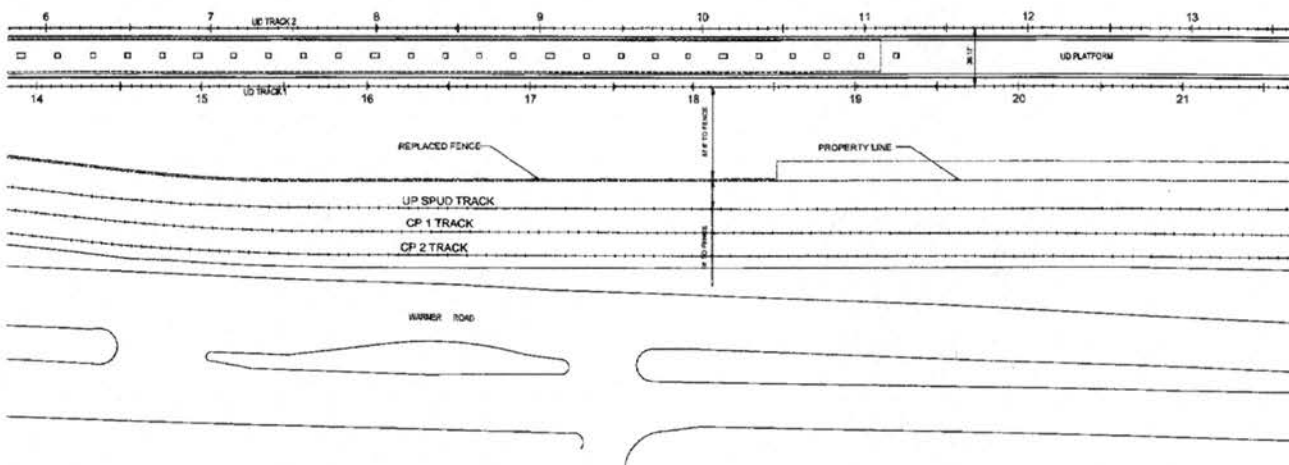
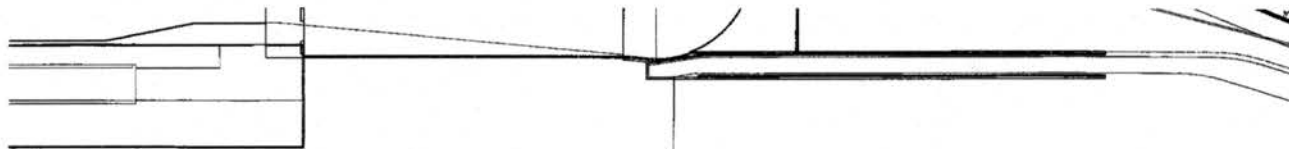


UNION DEPOT ST. PAUL, MINNESOTA	Mortenson CONSTRUCTION	URS	TKDA	TRACK MODIFICATIONS		PROPOSED TRACK PLAN
					4	

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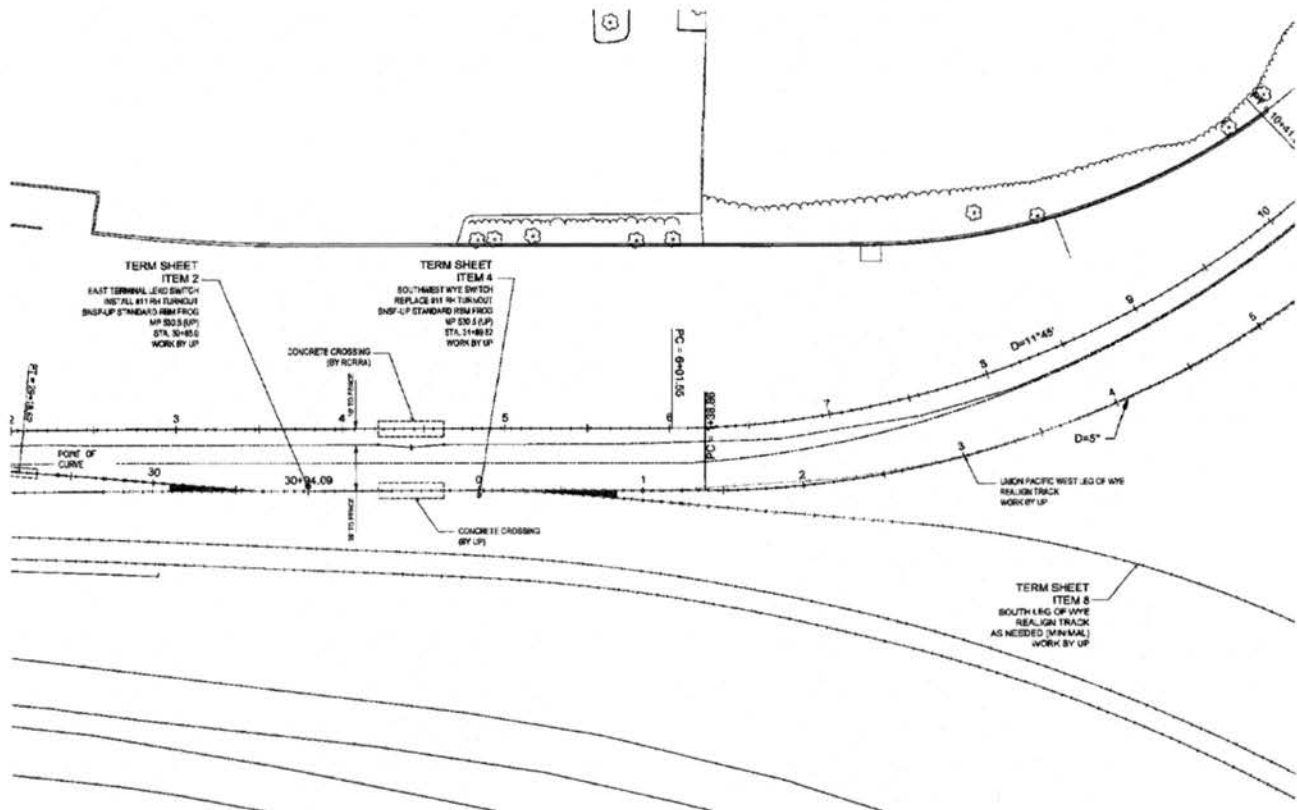


UNION DEPOT ST. PAUL, MINNESOTA	Mortenson construction	URS	TKDA	TRACK MODIFICATIONS PROPOSED TRACK PLAN	
				1" = 80'-0"	5



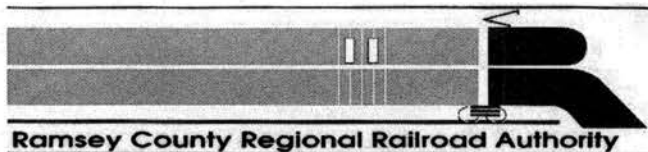
UNION DEPOT ST. PAUL, MINNESOTA	Mortenson construction	URS	TKDA	DESIGNED BY: [Signature] CHECKED BY: [Signature] DATE: 10/10/00	TRACK MODIFICATIONS <table border="1"> <tr> <th>NO.</th> <th>DESCRIPTION</th> <th>DATE</th> </tr> <tr> <td>1</td> <td>ADD TRACK 2</td> <td>10/10/00</td> </tr> <tr> <td>2</td> <td>ADD TRACK 1</td> <td>10/10/00</td> </tr> <tr> <td>3</td> <td>ADD TRACK 3</td> <td>10/10/00</td> </tr> </table> PROPOSED TRACK PLAN 6	NO.	DESCRIPTION	DATE	1	ADD TRACK 2	10/10/00	2	ADD TRACK 1	10/10/00	3	ADD TRACK 3	10/10/00
NO.	DESCRIPTION	DATE															
1	ADD TRACK 2	10/10/00															
2	ADD TRACK 1	10/10/00															
3	ADD TRACK 3	10/10/00															

19



UNION DEPOT ST. PAUL, MINNESOTA	Mortenson CONSTRUCTION	URS	TKDA	TRACK MODIFICATIONS		PROPOSED TRACK PLAN
				1. 1" = 100' HORIZ. 2. 1" = 10' VERT. 3. 1" = 10' PLAN	4. 1" = 10' PLAN 5. 1" = 10' PLAN 6. 1" = 10' PLAN	7. 1" = 10' PLAN 8. 1" = 10' PLAN 9. 1" = 10' PLAN

21



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REQUEST FOR ACTION

Type of Agenda: ☐ Policy ☐ Discussion
☒ Administrative ☐ Information

Regional Railroad Authority Meeting Date: **12/03/2013**

Regional Railroad Authority Meeting Date:

SUBJECT: Contract for the Rush Line Corridor Pre-Project Development Study

EXECUTIVE SUMMARY

The Ramsey County Regional Railroad Authority (RCRRA) has worked to advance transit projects and corridors that benefit Ramsey County residents and businesses. The RCRRA has been a member of the Rush Line Corridor Task Force (task force) since its creation in 1999. The task force is focused on improving transit accessibility and mobility within the Rush Line Corridor from downtown St. Paul north to Hinckley, MN.

In 2009, the task force completed its Alternatives Analysis Study. The Alternatives Analysis Study identified light rail transit from Union Depot to White Bear Lake and bus rapid transit from Union Depot to Forest Lake/Columbus as transit alternatives in need of additional analysis prior to the selection of a single transit mode and alignment for the corridor.

In 2013, funding was secured for a Pre-Project Development Study (Advanced Alternatives Analysis). This study will further refine the light rail transit and bus rapid transit alternatives, and will select a single locally preferred alternative to advance into the next phase of analysis, a Draft Environmental Impact Statement.

(The Executive Summary is continued on the following page)

ACTION REQUESTED

1. Approve the selection of URS Corporation, 100 S. 5th St, Suite 1500, Minneapolis, MN 55402, to provide consulting services for the completion of the Rush Line Corridor Pre-Project Development Study.
2. Authorize the Chair to execute a contract with URS Corporation to provide consulting services for the completion of the Rush Line Corridor Pre-Project Development Study, for the period of 12/15/2013 to 7/31/2015, in an amount not to exceed \$1,487,125, subject to approval by the County Attorney's Office, Ramsey County Regional Railroad Authority, and Finance.

SUBJECT: Contract for the Rush Line Corridor Pre-Project Development Study

(Executive Summary continued)

The RCRRA has secured federal funding in the amount of \$1,189,700 (80%) to cover 80% of the Pre-Project Development PPD Study's cost of \$1,487,125. The 20% local match of \$297,425 will be provided by the following:

RCRRA	\$239,873
Anoka County	\$19,779
Chisago County	\$15,615
Washington County	\$19,184
Pine County	\$2,794

As the task force's fiscal agent, the RCRRA authorized the issuance of a Request for Proposals for the Rush Line Corridor Pre-Project Development Study on September 10, 2013. The RFP was released on September 18, 2013. Proposals were due on October 30, 2013. Four consultant teams submitted proposals.

A Proposal Review Committee (PRC) was formed to review the submitted proposals. The PRC was comprised of staff from RCRRA, Washington County, Anoka County, City of St. Paul, Metro Transit and Metropolitan Council. Following proposal review, two of the four consultants were invited in for interviews. The PRC was impressed by URS written proposal and oral interview and determined that URS provided the best combination of firm experience, persons assigned, ability to met the time line, and project requirements.

On November 21, 2013 this recommendation was presented to the Rush Line Corridor Task Force. The task force unanimously endorsed this recommendation and recommended that the RCRRA select URS for completion of the Rush Line Corridor Pre-Project Development Study.

SUBJECT: Contract for the Rush Line Corridor Pre-Project Development Study

ATTACHMENTS:

Competitive Solicitation Summary

PREVIOUS ACTION:

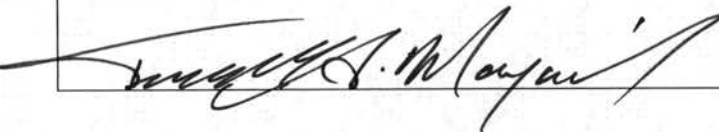
September 10, 2013, Resolution R13-28- approved the release of the Rush Line Corridor Pre-Project Development Request for Proposals

May 7, 2013, Resolution R13-17 - approved the second amendment to Subrecipient Grant Agreement SG-2009-050

COUNTY MANAGER'S COMMENTS:

Completion of the Rush Line Corridor Pre-Project Development Study will be beneficial to the long-term transitway system and implementation of transit improvements in Northeast Ramsey County.

SUBJECT: Contract for the Rush Line Corridor Pre-Project Development Study

Regional Railroad Authority – Authorized Signature	Date
	11/21/13

Finance – Authorized Signature	Date
	11/21/13

County Attorney – Authorized Signature	Date
	11/21/13

Property Management – Authorized Signature	Date

Information Services – Authorized Signature	Date

Other – Authorized Signature	Date

SUBJECT: Contract for the Rush Line Corridor Pre-Project Development Study

Draft Resolution

1 WHEREAS, The Ramsey County Regional Railroad Authority has worked to advance transit
2 projects and corridors to the benefit of the citizens of Ramsey County; and

3
4 WHEREAS, The Rush Line Corridor extends from Union Depot north to Hinckley, MN, and
5 includes the Ramsey County communities of St. Paul, Maplewood, Little Canada, Vadnais Heights,
6 Gem Lake, White Bear Lake, and White Bear Township; and

7
8 WHEREAS, The Rush Line Corridor Task Force is a joint powers board of cities and
9 counties along the Rush Line Corridor that was formed in 1999 to coordinate transit planning and
10 advocacy activities; and

11
12 WHEREAS, The Ramsey County Regional Railroad Authority is a member and the fiscal
13 agent of the Rush Line Corridor Task Force; and

14
15 WHEREAS, In 2009, the Rush Line Corridor Task Force completed an Alternatives Analysis
16 for the corridor identifying light rail transit from Union Depot to White Bear Lake and bus rapid
17 transit from Union Depot to Forest Lake/Columbus as viable transit alternatives in need of
18 additional analysis; and

19
20 WHEREAS, A Pre-Project Development Study (aka Advanced Alternatives Analysis) is
21 necessary to determine the best transit mode and alignment for the Rush Line Corridor; and

22
23 WHEREAS, On March 21, 2013 the Rush Line Corridor Task Force requested that Ramsey
24 County Regional Railroad Authority, as its fiscal agent, amend Subrecipient Agreement SG-2009-
25 050 with the Metropolitan Council to provide federal funding to complete the Pre-Project
26 Development Study and on May 16, 2013 requested the Ramsey County Regional Railroad
27 Authority to release a request for proposals for the Rush Line Corridor Pre Project Development
28 Study; and

29
30 WHEREAS, On May 7, 2013 the Ramsey County Regional Railroad Authority approved the
31 second amendment to SG-2009-050 to provide 80% of the funding to complete a Pre-Project
32 Development Study with the 20% local match provided by the Ramsey County Regional Railroad
33 Authority, Anoka County, Chisago County, and Washington County; and

34
35 WHEREAS, On September 18, 2013 the Ramsey County Regional Railroad Authority
36 released a Request for Proposals for the Rush Line Corridor Pre-Project Development Study; and

37
38 WHEREAS, A Proposal Review Committee, compromised of staff members from Ramsey
39 County Regional Railroad Authority, Washington County, Anoka County, City of St. Paul, City of
40 Maplewood, Metro Transit, and Metropolitan Council was formed to review the four proposals
41 submitted by consultant firms; and

42
43 WHEREAS, the Proposal Review Committee interviewed the two most qualified consultants;
44 and

45
46 WHEREAS, On November 21, 2013 the Rush Line Corridor approved the Proposal Review
47 Committee's recommendation to select URS Corporation as the consultant with the best

5

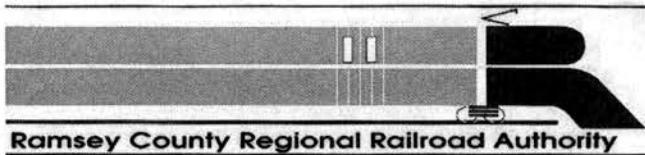
48 combination of firm experience, persons assigned, ability to met the time line, and project
49 requirements and recommended that the Ramsey County Regional Railroad Authority select URS
50 Corporation as the consultant to complete the Rush Line Corridor Pre-Project Development Study;
51 Now, Therefore, Be It

52
53 RESOLVED, The Ramsey County Regional Railroad Authority approves the selection of
54 URS Corporation, 100 S. 5th St, Suite 1500, Minneapolis, MN 55402, to provide consulting services
55 for the completion of the Rush Line Corridor Pre-Project Development Study; And Be It Further

56
57 RESOLVED, The Ramsey County Regional Railroad Authority authorizes the Chair to
58 execute a contract with URS Corporation to provide consulting services for the completion of the
59 Rush Line Corridor Pre-Project Development Study, for the period of 12/15/2013 to 7/31/2015, in
60 an amount not to exceed \$1,487,125, subject to approval by the County Attorney's Office, Ramsey
61 County Regional Railroad Authority, and Finance.

COMPETITIVE SOLICITATION SUMMARY

TITLE RFP RRA-446 Rush Line Corridor Pre-Project Development Study	Program: Ramsey County Regional Railroad Authority Goal: Select the most qualified and experienced firm/team to complete transitway analysis for bus and rail options for the Rush Line Corridor between Union Depot and Forest Lake (bus) and Union Depot and White Bear Lake (rail).
DATE SENT	September 18, 2013
DATE DUE	October 30, 2013
NUMBER SENT	28 Planholders
RESPONSES Agencies invited for interviews (*)	URS Corporation* Kimly-Horn and Associates* Quandel Consultants Transportation Economic and Management Systems, Inc. (TEMS)
REVIEW COMMITTEE	Transit Project Manager, Regional Railroad Authority Planning Specialist II, Regional Railroad Authority Senior Planner, Washington County Transportation Planning Manager, Anoka County City Planner, City of St. Paul Senior Planner, Metropolitan Council Associate Planner, Metro Transit
VENDORS RECOMMENDED	URS Corporation
OTHER INFORMATION	Review Committee Rating from Criteria in RFP - The team lead by URS Corporation was extremely qualified to complete the Pre-Project Development Study. The team demonstrated full understanding of the project. Their previous experience, ability to engage the public, competence with transit planning and federal requirements, available resources and qualification of individuals assigned to the project provided the best consultant team for meeting the project requirements within the timeline and cost.



4

REQUEST FOR ACTION

Type of Agenda: ☐ Policy ☐ Discussion
☒ Administrative ☐ Information

Regional Railroad Authority Meeting Date:

Regional Railroad Authority Meeting Date: 12/03/2013

SUBJECT: Transitway Impacts Research Program 2014 funding request

EXECUTIVE SUMMARY:

The Transitway Impacts Research Program (TIRP) is a cooperative effort between the University of Minnesota and local governments to identify the impacts of transitway developments. Various local governments have participated in the program. Ramsey County Regional Railroad Authority (RCRRA) has been a active participant in the program since 2008 by contributing \$20,000 annually. In 2012 and 2013, the RCRRA contributed \$25,000. A \$25,000 request is also being made for 2014. Funding is available in the Authority's 2014 operating budget.

The continued request for \$25,000 is made to ensure a stable base level of funding for TIRP activities. For 2014, this funding will allow valuable and timely research to be conducted on the *Economic Development Impacts of Bus Rapid Transit*, the *Effects of Transitways on Auto Ownership and Auto Use* and *Specific Strategies for Achieving Transit-Oriented Development*.

This sustained local investment is critical for attracting national attention and outside funding. Since calendar year 2011, it helped to secure an additional \$437,000 in outside funding.

Continued participation in the TIRP program will help the Ramsey County Regional Railroad Authority and others understand the potential impacts of transitways that are under development.

ACTION REQUESTED:

Approve the expenditure of \$25,000 for Ramsey County Regional Railroad Authority's share of the Transitway Impacts Research Program for 2014.

1

SUBJECT: Transitway Impacts Research Program 2014 Funding Request

ATTACHMENTS:

PREVIOUS ACTION:

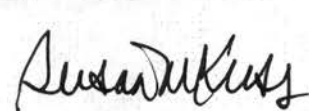
R12-43 authorized \$25,000 for the program in 2013
R11-38 authorized \$25,000 for the program in 2012
R10-22 authorized \$20,000 for the program in 2011
R09-30 authorized \$20,000 for the program in 2010
R07-42 authorized \$20,000 for the program in 2008

COUNTY MANAGER'S COMMENTS:

Continued research will take advantage of skills at the University of Minnesota to provide useful information for decisions on transitway development.

SUBJECT: Transitway Impacts Research Program 2014 Funding Request

Regional Railroad Authority – Authorized Signature	Date
	11/21/13

Finance – Authorized Signature	Date
	11/21/13

County Attorney – Authorized Signature	Date
	11/21/13

Property Management – Authorized Signature	Date

Information Services – Authorized Signature	Date

Other – Authorized Signature	Date

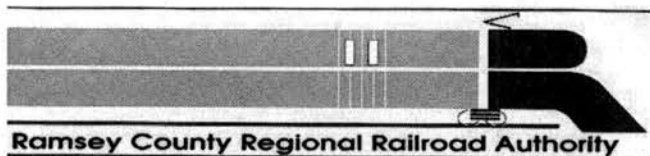
SUBJECT: Transitway Impacts Research Program 2014 Funding Request

Draft Resolution

1 WHEREAS, Ramsey County and other Railroad Authorities and the University of Minnesota
2 have supported research initiatives to study transitway projects' economic and community impacts
3 through the Transitway Impacts Research Program; and

4
5 WHEREAS, The Transitway Impacts Research Program has requested \$25,000 from the
6 Ramsey County Regional Railroad Authority to research residential and commercial property
7 values, land use patterns, neighborhood impacts, and travel behaviors; Now, Therefore, Be It

8
9 RESOLVED, The Ramsey County Regional Railroad Authority approves the expenditure of
10 \$25,000 for Ramsey County Regional Railroad Authority's share of the Transitway Impacts
11 Research Program for 2014.



5

REQUEST FOR ACTION

Type of Agenda: ☐ Policy ☒ Discussion
☐ Administrative ☒ Information

Regional Railroad Authority Meeting Date:

Regional Railroad Authority Meeting Date: 12/03/2013

SUBJECT: Transitway Impacts Research Program - Presentation

EXECUTIVE SUMMARY:

Dawn Spanhake, Associate Director - Development and Finance, Center for Transportation Studies, and Andy Guthrie, Research Fellow at the Humphrey of Public Affairs, will present on the Transitway Impacts Research Program and the research that has been completed.

ACTION REQUESTED:

None. For information and discussion only.

1

SUBJECT: Transitway Impacts Research Program - Presentation

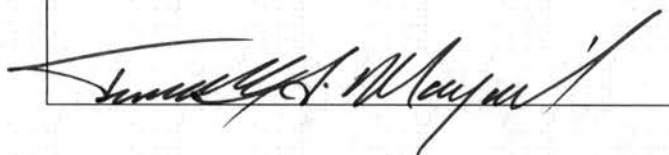
ATTACHMENTS:

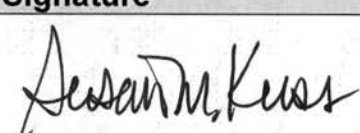
1. Transitway Impacts Research Program Synthesis
2. Transitway Impacts Research Program Power Point Presentation

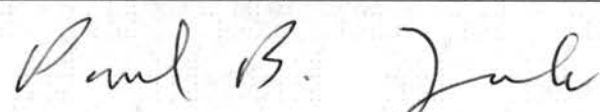
PREVIOUS ACTION:

COUNTY MANAGER'S COMMENTS:

SUBJECT: Transitway Impacts Research Program - Presentation

Regional Railroad Authority – Authorized Signature	Date
	11/21/13

Finance – Authorized Signature	Date
	11/21/13

County Attorney – Authorized Signature	Date
	11/21/13

Property Management – Authorized Signature	Date

Information Services – Authorized Signature	Date

Other – Authorized Signature	Date

TRANSFORMING COMMUNITY

Research indicates transitways are improving mobility, spurring economic growth and development, and supporting equity

TRANSITWAY IMPACTS RESEARCH PROGRAM

RESEARCH SYNTHESIS

Synthesis Sponsor:
McKnight Foundation

Synthesis Publisher:
Center for Transportation Studies

Attachment

#1

CTS 13-29

September 2013

Preface

The Transitway Impacts Research Program (TIRP) was launched in 2006 by the Hennepin–University Partnership to answer questions about the economic, travel, and community impacts of transitway corridors in the Twin Cities metropolitan area. TIRP has grown to include a mix of state, regional, and local jurisdictional partners.

The program creates knowledge and information needed to improve planning and decision making for transitway expansion. It also helps educate legislators, agency leaders and staff, and the University research community about current issues, innovations, and trends pertaining to transitways. In addition, the program serves as a national model of interjurisdictional collaboration between government and academia for transitway research, education, and outreach.

TIRP has funded a diverse body of research, including extensive modeling, data analysis, and numerous surveys of residents, transit riders, and business owners both within transit corridors and from the broader region. This document synthesizes the findings of seven TIRP research projects completed to date. The document also incorporates findings from two related research projects conducted by University of Minnesota researchers. (See page 16 for a bibliography.)

Acknowledgments

TIRP Funding and Program Support

Numerous program partners have provided TIRP funding and program support. These include Anoka County, the Center for Transportation Studies, the Center for Urban and Regional Affairs, the Central Corridor Funders Collaborative, the Cities of Bloomington, Minneapolis, and Saint Paul, Dakota County, the Federal Transit Administration, Hennepin County and the Hennepin–University Partnership, the Humphrey School of Public Affairs State and Local Policy Program, the Itasca Project, the McKnight Foundation, Metro Transit, the Metropolitan Council, the Minnesota Department of Transportation, Ramsey County, the University Metropolitan Consortium, and Washington County.

Appreciation is extended to the TIRP Program Management Team and Technical Advisory Group members. They contributed their time and knowledge, both of which contributed greatly to the quality of the research, and helped share findings with broader regional partners. Members who served during 2013 are shown below.

Program Management Team

Allison Bell, Metropolitan Council
Debra Brisk, Hennepin County
Pat Bursaw, Minnesota
Department of Transportation
John Doan, Hennepin County
Donna Drummond, City of Saint Paul
Mark Filipi, Metropolitan Council
Mark Fuhrmann, Metro Transit
Andy Gitzlaff, Washington County
Matthew Parent, Anoka County
Mike Rogers, Ramsey County
Jonathan Sage-Martinson, Central Corridor Funders Collaborative
Will Schroeder, Minneapolis
Regional Chamber of Commerce and Saint Paul Area Chamber of Commerce
Nick Thompson, Minnesota
Department of Transportation
Mark Vander Schaaf, Metropolitan Council

Technical Advisory Group

Lynne Bly, Minnesota Department of Transportation (MnDOT)
Jonathan Ehrlich, Metropolitan Council
Joe Gladke, Hennepin County
Todd Graham, Metropolitan Council
Hilary Holmes, City of Saint Paul
Lyssa Leitner, Washington County
John Levin, Metro Transit
Robb Luckow, Hennepin County
Joe Morneau, Dakota County
Christina Morrison, Metro Transit
Josh Olson, Ramsey County
Matthew Parent, Anoka County
Kirk Roberts, City of Bloomington
Libby Starling, Metropolitan Council
Aaron Tag, MnDOT
David Vessel, Metropolitan Council
Katie Walker, Hennepin County

Other Research Sponsors

TIRP research provided the foundation for University of Minnesota researchers to attract additional funding. Sponsors were:

- McKnight Foundation, the Surdna Foundation, and the Jay and Rose Phillips Family Foundation of Minnesota
- Metropolitan Council as part of the Corridors of Opportunity Initiative, through an award from the U.S. Department of Housing and Urban Development

Research Team

Jason Cao, Humphrey School of Public Affairs, University of Minnesota
Yingling Fan, Humphrey School of Public Affairs, University of Minnesota
Ed Goetz, Center for Urban and Regional Affairs, University of Minnesota
Andrew Guthrie, Humphrey School of Public Affairs, University of Minnesota
John Hourdos, Minnesota Traffic Observatory, University of Minnesota
Jeff Matson, Center for Urban and Regional Affairs, University of Minnesota
Graduate students: Aaron Hagar, Arthur Huang, Rachel Jordan, Kate Ko, Jessica Schoner, Rose Teng, Nebiyu Tilahun, Hoang Ton

Program Staff

Joe Barbeau, Center for Transportation Studies, University of Minnesota
Kathie Doty, Hennepin–University Partnership, Center for Urban and Regional Affairs, University of Minnesota
Jan Lucke, Center for Transportation Studies, University of Minnesota
Lee Munnich, Humphrey School of Public Affairs, University of Minnesota
Dawn Spanhake, Center for Transportation Studies, University of Minnesota



Metro Transit gets colorful

In June 2013, Metro Transit renamed the regional transitway corridors by color. TIRP research cited in this synthesis used the previous place-based names.

METRO Blue Line = Hiawatha Light-Rail Transit (LRT)

METRO Red Line = Cedar Avenue Bus Rapid Transit

METRO Green Line = Central Corridor LRT

METRO Green Line Extension = Southwest LRT

Northstar Commuter Rail = unchanged

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SUMMARY

Executive Summary

The identity and history of the greater Minneapolis–Saint Paul metropolitan area are strongly shaped by transportation—from water to rail, to streetcars, airports, and highways. In 2004, almost half a century after the region's streetcar lines were removed, the first new transit line opened in the Twin Cities.

The Blue Line is the initial piece of an expanded network of transitways being called for by several organizations. The network will connect Minneapolis and Saint Paul and the many suburban jurisdictions that make up the greater Twin Cities area—connecting people to jobs, schools, and the other destinations that matter in their lives.

These landmark regional investments have the potential to significantly change long-term land-use patterns and travel behavior. They also raise important questions for policymakers and elected officials regarding the potential return on investment:

- How are travel choices and mobility changing in the Twin Cities as a result of increased transit service and availability?

- What is the connection between transit accessibility and economic growth?
- How will transit investment influence the housing market, development patterns, and land values?
- Who benefits from increased transit accessibility?

The Transitway Impacts Research Program (TIRP) was launched in 2006 to help answer these questions. Under the TIRP umbrella, University of Minnesota researchers provide an objective analysis of data, public perceptions, and complex impacts resulting from these investments. Their research is unique in its breadth, scope, and ability to provide real-time analysis of the changes experienced when a region introduces high-quality transit service.

This synthesis pulls together seven years of TIRP research as well as findings from two related projects conducted by University of Minnesota researchers. It summarizes the actual and projected impacts of transitways on the Twin Cities region, offering lessons learned to help guide the build-out of the rest of the network most effectively. It concludes with a set of implications for policymakers.

Key findings

Transitway investment is significantly improving access to jobs and workers, particularly benefiting low-wage earners. The Blue Line made 14,000 additional low-wage jobs accessible within a 30-minute transit commute to low-wage workers in areas immediately adjacent to transit stations. For those with a direct bus connection to LRT, an additional 4,000 low-wage jobs became accessible.

Transit improves mobility. Transit ridership is increasing. Light rail attracts riders from across the region, including those with access to a car. In fact, 62% of light-rail riders have other travel choices. Express buses and light rail are used by urban and suburban workers of all skill levels.

Development is occurring along new and emerging transit corridors. The Green Line has seen a particularly strong development response. Eighteen residential and commercial/retail developments worth more than \$275 million began construction or entered the planning stage in 2012. This is in addition to the nearly 40 developments worth more than \$944 million that opened, were under construction, or were in the planning stage in 2011 along University Avenue.

The marketplace values transit access. Prices per building square foot have increased near the Blue Line, with highest values for those properties located closest to transit stations. Average single-family home values in Blue Line station areas increased more than \$5,000 between 2004 and 2007, control-

"Our region is committed to building out a strong, networked system of transitways, not just for the obvious benefits of improving transportation options, but just as importantly, to shape the way our region grows—aiming for greater sustainability, strengthened communities, better access to jobs, and economic competitiveness. These research findings offer critically important information to guide our efforts in meeting key regional goals."

— Peter McLaughlin, Hennepin County Commissioner and Chair of the Counties Transit Improvement Board



ling for market conditions. The positive effect on commercial property values was found to extend to properties located almost a mile from a light-rail station.

People of all incomes benefit from transitway expansion, and those with lower incomes gain the most. The expanded network increases job accessibility and opportunity. Low-income workers see the benefits of transit and are moving into transit-accessible neighborhoods.

A majority of residents and businesses see the value in transit. Roughly 70% of frequent transit riders along Blue Line neighborhoods indicated they have a strongly positive transit experience. Throughout the region, even those who

seldom use transit expressed a positive reaction to transit and its potential effects on neighborhoods. Perceptions about the impacts of transit vary most by corridor and by race.

There is pent-up demand for transit-oriented development in the Twin Cities metropolitan region. Regulatory and cost barriers, combined with the uncertainty of transit expansion, inhibit developers from responding to this demand.

Policymakers can maximize the benefits of transitway investment. Greater benefits are possible the more transportation planning is coordinated with land-use, economic development, and housing policies. Strategies should reflect differences in public preferences, community character, and local housing markets.

What is a transitway?

The term transitway refers to corridors served by fast, reliable, and high-quality passenger transit service such as light rail, commuter rail, and bus rapid transit. Transitways serve high-demand corridors with facility and route improvements that may include dedicated stations and right-of-way. (Definition provided by the Transitway Impacts Research Program.)



Setting the Stage for the Region's Transit System

The Twin Cities region has been experiencing a transit renaissance in recent years. In 2004 the Metropolitan Council (the region's transit agency and metropolitan planning organization with responsibility for long-range transportation planning) proposed improving existing bus services and developing a network of dedicated transit corridors. The council's 2030 Transportation Policy Plan, adopted in 2010, includes a goal to double regional transit ridership from 73 million riders in 2004 to 145 million riders in 2030. The plan also calls for a network of transit corridors, four of which will be operational in 2014.

Counties and local governments are key partners in realizing this transit vision. In 2008 the Minnesota legislature established the Counties Transit Improvement Board (CTIB) and

passed a regional 0.25% sales tax estimated to generate \$100 million annually to help build out the regional transit plan. In 2012, the Minnesota Transportation Finance Advisory Committee, established by Governor Mark Dayton, recommended a slight increase in this sales tax to significantly expand the Twin Cities metropolitan transit system.

The impacts from an increased commitment to transit are already evident. Ridership numbers and public support for transit are both on the rise. In 2012, almost 94 million transit rides were taken on Metro Transit, contract service, and suburban providers.¹ In a January 2013 poll, 79% of respondents agreed that Minnesota "would benefit from having an expanded and improved public transit system."²

Area foundations, businesses, nonprofits, and other organizations are also supportive of transitway expansion. The Itasca Project, an employer-led civic alliance, released an assessment





projecting \$6.6 to \$10 billion in direct benefits from an estimated \$4.4 billion investment, with substantially higher return from an accelerated build-out.³

In addition, a number of important macro-trends are motivating change in transportation and housing preferences both nationally and in the Twin Cities region. The population is becoming much more diverse and demanding more choices, connectivity, and convenience. The growing millennial generation (those born from the early 1980s to the early 2000s) highly value quality of life when choosing where to live and work, and they are driving much less than their parents.

Together, these policies and trends set the stage for the build-out of the Twin Cities transit network. TIRP research found four major ways in which transitways are transforming communities: improving mobility, supporting economic growth, spurring development and higher land values, and supporting opportunity and equity.

A changing region

Population growth and change

- Regional population, currently at 2.8 million, is projected to reach 5 million by 2050.
- By 2035, almost 75% of households in the Twin Cities region will have no children.
- The number of Minnesotans 65 or older will nearly double in the next 20 years.
- The number of foreign-born immigrants in Minnesota was 7.3% in 2011, a 27% increase from 2000.

Congestion

- The average Minneapolis–Saint Paul metro-area driver spends 34 hours each year in traffic, an eight-fold increase since 1982.
- A 2013 Metropolitan Council report found that households in the region make 8.8 trips per day.

Transportation costs

- On average, moderate-income households in the Twin Cities spend 26% of their annual income on transportation.
- Only 48% of the region's neighborhoods are considered affordable when looking at combined housing and transportation costs using the Housing and Transportation Affordability Index.

Data sources: Immigration Policy Center, Texas Transportation Institute, Metropolitan Council, Center for Neighborhood Transportation, National Housing Conference

MOBILITY

Transitways Improve Regional Mobility

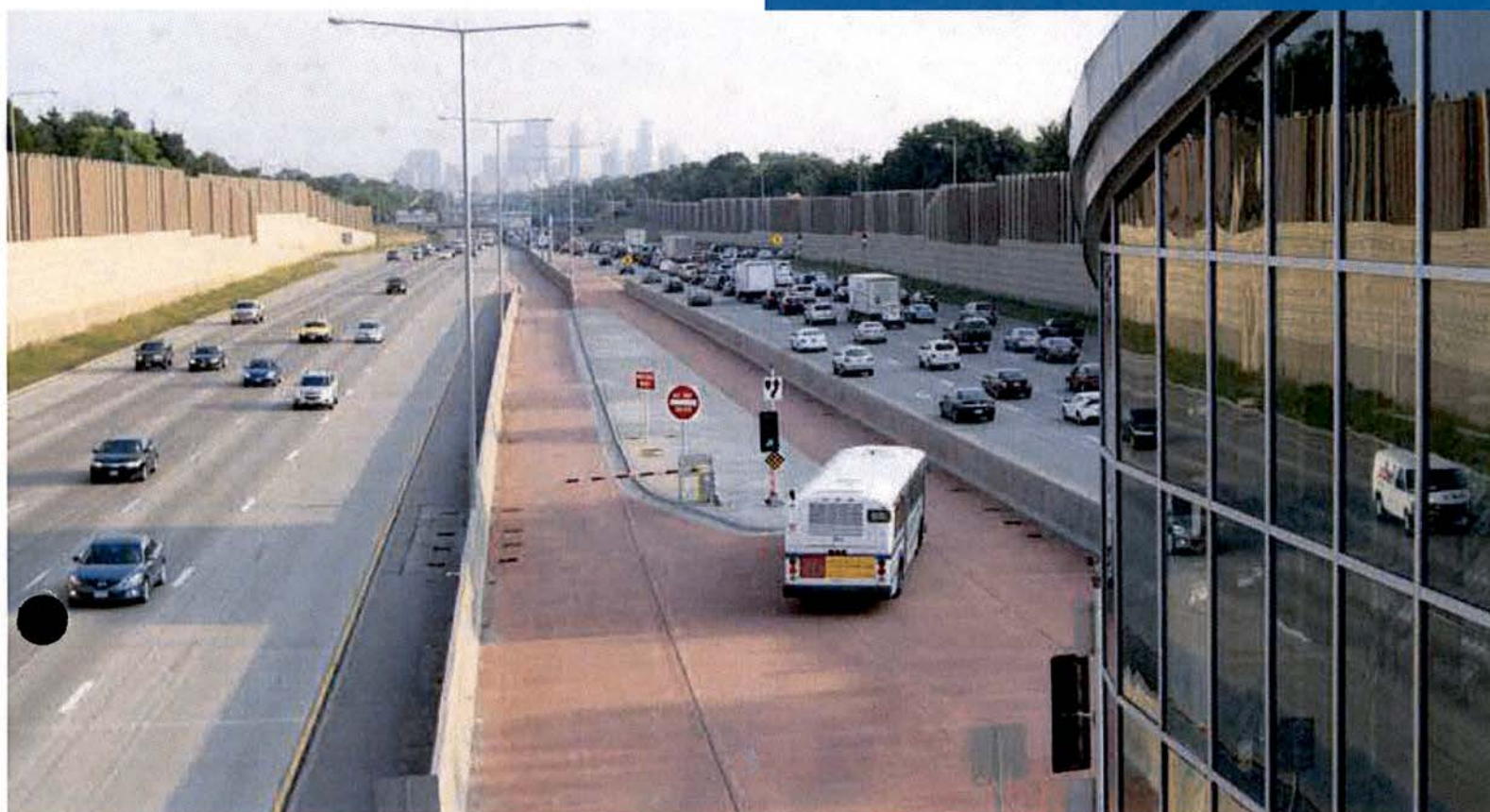
Transit ridership is increasing—and so is regional mobility. More than a quarter-million rides are taken on transit each day in the greater Minneapolis–Saint Paul metropolitan region. Of those rides, more than 80% bring people to and from work or school.⁴ Express buses and LRT are used throughout the region by urban and suburban workers of all skill levels.

Transit provides essential service for people unable to drive because of their income, physical abilities, or age. Light rail also attracts new riders to the transit system, including those who have access to a vehicle. In fact, TIRP research found that 62% of light-rail riders have other travel choices. Riders use a variety of modes to connect to LRT—bus, park-and-ride, and bicycling or walking are used in almost equal numbers to reach stations. As a result, LRT was found to have a much broader influence on the regional transportation network than local buses and express services do.

Land use also plays a big part in mobility. Case in point: the ridership of the Blue Line, which exceeded projections in both the amount and rate of growth. The line connects two major employment centers, provides a linkage to the region's international airport, and serves major healthcare, retail, and residential destinations. Researchers found that transit use increased significantly among residents who were living along Hiawatha Avenue prior to LRT construction, both for work trips and for non-work trips.⁵

"Transit and highway infrastructure operating as one system offer valuable efficiency and amenities to both citizens and employers. Clearly, this level of integrated transportation service makes for a choice destination to live and do business."

—Charles Zelle, Commissioner, Minnesota Department of Transportation





Across the region, transit service varies, and people use transit at different rates and for different trip purposes. TIRP survey results show how people living along existing and proposed transitways travel for personal trips such as medical appointments, shopping, or entertainment. For most people, the car is the mode of choice, reflecting the geographic size of the region, dispersion of housing and jobs, and lower levels of transit provided in many suburban areas. (In Minneapolis, however, 18.8% of households do not have a vehicle.) While 46% of Green Line corridor respondents and 52% of Blue Line respondents make personal trips by walking or biking at least twice a week, this is the case for only 18% of Red Line and 15% of Northstar Commuter Rail respondents.⁶ Northstar is a popular choice for special events, however, such as Minnesota Twins and Vikings games.

In looking at all transit trips (including work trips, which make up the largest percentage), TIRP researchers uncovered the following Twin Cities characteristics:⁷

- Local buses carry the greatest percentage of riders who do not own a car or cannot drive (52%).
- Blue Line riders' mode choice for reaching stations is a rough balance of walking (38 percent), park and ride (30 percent), and bus (31 percent). Among the walkers, about two-thirds walk more than a quarter mile to reach a transit station, with a median of 0.37 mile.
- On average, Blue Line riders live 3.5 miles away from the route, whereas riders of parallel local buses live within one mile of a bus stop.
- One-third of Blue Line riders are reverse commuters.
- Half of all Blue Line riders transfer to another mode during their trip (primarily bus or auto), enabling rail stations to serve as multimodal transit centers.
- Premium express buses are an important mobility option. They bring suburban workers to downtown jobs and have the greatest number of "choice" riders (92%)—those who can drive but choose to ride transit.
- Almost a quarter of residents along the Green and Blue Line corridors commute by transit at least twice a week, making transit the most important individual non-automotive mode.

GROWTH

Transitways Support Economic Growth

Job accessibility

For a region to thrive, employees with the right skills need to be able to reach appropriate employers in a reasonable time and at an affordable cost. The expanded Twin Cities transit network is helping to make this happen: Employers now have access to a larger labor pool, and workers of all skill levels can reach a larger number of jobs.

The Blue Line, for example, made 14,000 additional low-wage jobs accessible within a 30-minute transit commute for low-wage workers in areas immediately adjacent to transit stations. For those with a direct bus connection to LRT, an additional 4,000 low-wage jobs became accessible.⁸

Transit serves the downtowns and urban neighborhoods well, but in recent years job growth has largely occurred in suburban areas not currently well-served by transit. TIRP researchers found that while 80% of the region's jobs are located within a half mile of a transit station, only 27.4% of jobs located near stations have frequent service. Within a 30-minute bus or

train commute, the average metropolitan resident can access slightly more than 117,500 jobs. In contrast, more than 1 million jobs are accessible within a 30-minute drive.⁹

Researchers also found that the current transit system serves core industry clusters at different levels. These core industry clusters (such as medical equipment manufacturers) drive regional employment, pay higher wages, and have faster wage growth, and they vary in size and location. Findings show that

"By locating jobs on or near transitways, businesses gain a significant competitive advantage in accessing the largest practical labor pool possible—an advantage that will only grow sharply as competition increases for employees due to demographic shifts."

— Jay Cowles, Co-Chair, Itasca Project Transportation Task Force



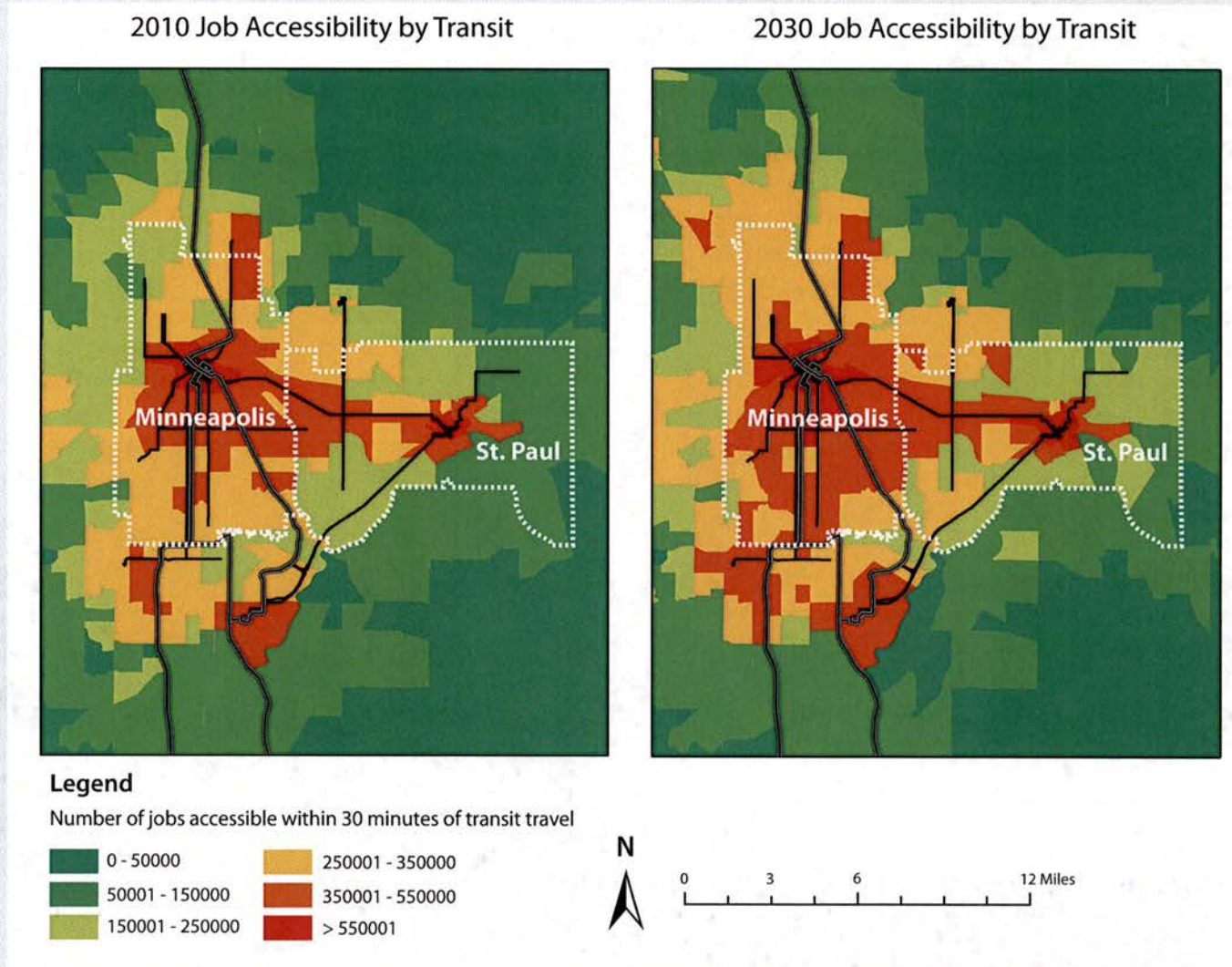


Figure 1: Accessibility by transit to all jobs within 30 minutes of travel in 2010 and 2030 (*Fan and Tilahun 2012*)

few medical manufacturing jobs are reachable by transit, for example, while many finance and insurance jobs are located along urban transitways. This reflects decisions by some employers to locate in suburban areas where land costs are generally lower, along with the unique needs of certain types of manufacturing for moving goods and services.

To predict how transitway expansion will improve accessibility to core industry clusters and all other jobs, researchers developed and analyzed several different scenarios.¹⁰ They found that if the build-out proceeds as planned, areas in the center of the metropolitan area—home to many low-income

workers—will see even greater job accessibility than today (Figure 1).

Targeting future development inside the I-494/I-694 loop would create additional job accessibility beyond these projections, and locating development along transitways would provide even greater benefits. In both cases, the population with the greatest need receives the greatest benefits.

Researchers also found that locating new jobs near transitways produces larger accessibility increases than locating new housing near transitways, with the greatest benefits realized by balancing both.¹¹



Figure 2: The business community views transit access as important for attracting in-demand employees and improving regional competitiveness (*Fan and Guthrie 2013*).

Regional competitiveness

America's metropolitan regions are increasingly recognizing that transit investments help drive economic competitiveness. Cities that offer walkable, vibrant neighborhoods with access to transit and other amenities are better able to compete with their counterparts across the country and beyond our borders.

The Twin Cities business community also recognizes that investing in a world-class regional transit system will help ensure long-term regional competitiveness. Transit access is viewed as important for attracting highly skilled, in-demand employees, particularly the millennials who are beginning to succeed baby boomers in the workforce. Interestingly, even employers who do not expect many of their own employees to use transit see transit improvements as desirable from a regional competitiveness perspective.¹²

The Twin Cities region includes a mix of small, medium, and larger employers, and it has more Fortune 500 companies per capita than any other region in the nation. TIRP researchers studied four regional transitway corridors to get a picture of the types of businesses currently located along them.¹³ Retail accounts for a large percentage of the businesses sampled (16% to 36%), with notable percentages of food service and personal service businesses as well as professional, scientific,

and technical services. Regardless of the mix, small businesses (with 8 to 13 employees) made up the majority of businesses in all four corridors' samples.

Among these small businesses, a majority believe that customers currently use or will use transit. Some of the small businesses are concerned, however, about the loss of revenue during transitway construction. Some also wonder if they may be "planned out" of transitway areas based on sector, size, or age; this is especially true for automobile sales and service businesses, businesses with smaller sales volumes, and older businesses. Suburban small business owners are also more uncertain of transit's impact.

In another study, researchers surveyed senior executives and business owners in core industry clusters.¹⁴ These business leaders generally see the connections between transit access and their bottom line (Figure 2), and they are incorporating transit into their marketing, business location, and sales strategies.

As light rail extends into suburban locations, it will link to some of the region's largest employers. One example is along the proposed Green Line extension, where UnitedHealth Group Inc. is building a 70-acre campus for 6,700 employees in Eden Prairie near a planned LRT station.

DEVELOPMENT

Transitways Spur New Development and Higher Land Values

Land-use change is often slow, yet since the opening of the Blue Line, new construction along transitways has exceeded expectations. In fact, the opening of the first light-rail line contributed significantly to a residential building boom in south Minneapolis. TIRP research found that 5,400 new housing units were completed or under construction by 2005, with permits for an additional 7,000 processed by city governments. This represents almost twice as much new construction within the first year of service as was projected for the next 20 years. In total, 67 residential properties were constructed within 300 feet of the Blue Line between 2004 and 2008.¹⁵

The Green Line along University Avenue, which has a mix of land-use types and vacant land, has seen a particularly strong development response. Eighteen residential and commercial/retail developments worth more than \$275 million began construction or entered the planning stage in 2012. Those 18 projects will have nearly 2,300 housing units and more than 109,000 square feet of commercial/retail space. This is in addition to the nearly 40 developments worth more than \$944

million (with 5,100 housing units and 712,000 square feet) that opened, were under construction, or were in the planning stage in 2011 along University Avenue.¹⁶

Numerous national studies have generally found a price premium for properties located near rail transit, reflecting their perceived accessibility benefits. Along the Blue Line, a TIRP research team found a substantial increase in land values near the 17 stations, especially those located in Minneapolis.¹⁷

Among the key findings:

- A significant accessibility effect is increasing property values for single-family residential properties located within station areas west of the Blue Line, with price increases extending beyond a half mile.
- Total development resulted in a combined price premium of \$25.2 million for residential properties sold after 2004 in the station areas from Cedar Riverside in the north to the V.A. Medical Center to the south. When



applying the increase in value to all residential properties along the Blue Line, the LRT line has produced an increase of \$47.1 million in residential property value between 2004 and 2007.

- Properties on the east side of the Blue Line do not benefit from proximity to the line. This is likely due to the intervening effect of the four-lane Hiawatha Avenue and the strip of industrial land use immediately adjacent to the highway on the east. The combination of these factors pushes the nearest residential property close to 200 meters away from the LRT line and its stations. Furthermore, the large industrial structures create a visual barrier between the residential properties on the east and the Blue Line.

A companion TIRP study found that commercial and industrial properties also saw land value rise along the Blue Line, with impacts extending nearly one mile from station areas. After

the line opened in 2004, prices per building-square-foot increased from \$36 to \$56, controlling for other factors, with the highest rents going to areas closest to stations. Proximity to highway ramps and major traffic intersections along Hiawatha Avenue did not provide any financial impact for nearby properties. In 2007, commercial land values within a quarter mile of LRT stations increased 38% from 2004, which was roughly 18% higher than the change for the larger subregion.¹⁸

Higher land prices are translating into higher market interest. In a TIRP-related study, interviews of developers revealed pent-up demand for transit-oriented development.¹⁹ Regulatory and cost barriers, however, combined with the uncertainty of transit expansion, inhibit the market from responding to this demand. Developers said they will sacrifice transit access if a site is more expensive or presents more complex regulatory hurdles than traditional auto-oriented design.

"What I find so compelling is the opportunity for this investment to help connect a community to the broader region. Transit increases a neighborhood's potential for new private investment and increased access to regional jobs."

— Jim McDonough, Commissioner,
Ramsey County



OPPORTUNITY

Transitways Support Opportunity and Equity

One of the questions TIRP sought to answer was this: Who benefits from transitway expansion? And specifically, will the build-out increase opportunity for low-income residents and improve equity?

The answer is that people of all incomes benefit from transitway expansion—and those with lower incomes gain the most. Low-income residents use transit at considerably higher rates than do high-income workers. Researchers discovered the current transit system is largely consistent with the needs of the population, offering the greatest job access to those with the greatest need.²⁰ Areas of weakness, however, exist in locations outside the downtowns scattered throughout the region, some with major concentrations of low-wage jobs and workers.²¹

The expanded transitway network increases job accessibility (see Figure 3) and broadens access to opportunity for low-wage workers. TIRP researchers found that low-income workers see the benefits of transit access and have moved into neighborhood station areas along the Blue Line and in areas surrounding bus stops that offer a light-rail connection.²²

Transitway neighborhoods also reflect the increasingly diverse Twin Cities metro population. Significant concentrations of racial minority residents live near the northern end of the Blue Line and the eastern end of the Green Line. Suburban corridors are generally less racially diverse, but suburban blocks with high proportions of minorities are becoming more common in the northwest metro. In general, minority populations use transit more frequently and rely most heavily on the bus system—and thus stand to gain from increased transit accessibility.

The increase in property values and construction along the Blue and Green Line corridors testifies to the desirability that a growing number of households see in living near transit. As

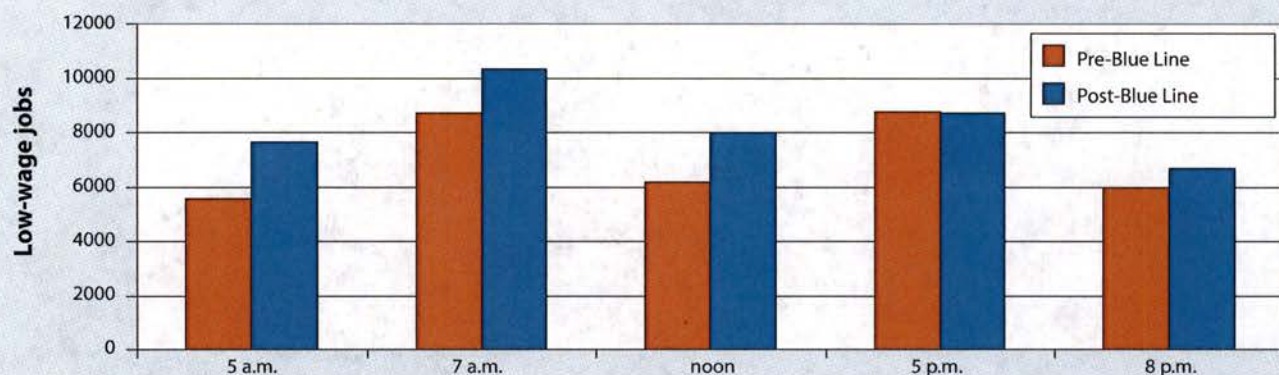


Figure 3: The expanded transitway network increases the average number of low-wage jobs accessible within a 30-minute transit trip in the Twin Cities' transit-served areas (*Fan et al. 2010*).

demand for housing near transit increases, however, concerns grow that low-income renters or business owners may be priced out. In a TIRP-related study, multiple developers said that for affordable housing to be financially feasible, it needs to be “affordable by design” (through increased height and density limits and reduced parking ratios) rather than by public subsidy.²³ Several study participants also said that transit access itself—by dramatically reducing household transportation costs—makes all housing inherently more affordable.

The general public’s perceptions toward transit have also changed over the past decade. In their research on neighborhood and social influences of transit corridors, TIRP researchers found that overall, the perception of transitways’ impact on neighborhoods is positive. Residents value transit investments and think they will give them more travel choices throughout the region and support more vibrant neighborhoods.²⁴ People with experience using LRT, frequent transit users, and transit-dependent riders all have overwhelmingly positive attitudes regarding transit-induced neighborhood change.

“The true cost of housing must include transportation. Housing and transportation costs make up the largest parts of most household budgets. By expanding the Twin Cities’ transit system and providing affordable housing options along it, we can create more economic stability for working families.”

— Susan Haigh, Chair, Metropolitan Council



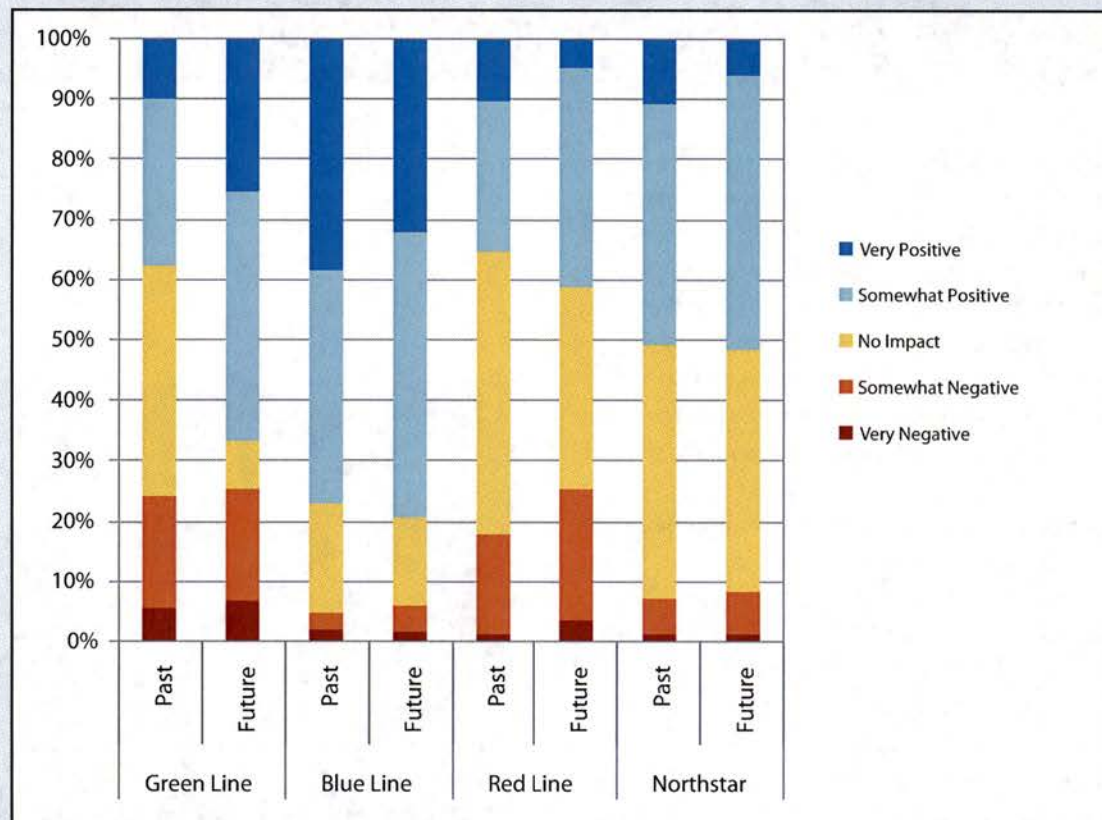


Figure 4: Residents' perceptions of transitway impacts vary by corridor (Fan and Guthrie 2012).

The extent of positive change that residents and businesses expect, however, varies widely from corridor to corridor, and specific groups have negative perceptions of transit-induced change. Differences exist between suburban and urban respondents (Figure 4) and across racial and ethnic groups. A majority of Asian urban residents, for example, expect positive future impacts of the Green Line, yet 41% expressed negative views, with particular concern about transit construction's potential impacts on small businesses. These differences demonstrate a need for local community-sensitive planning of transitways, with an understanding that communities can be defined in many ways.



IMPLICATIONS

Policy Implications

TIRP research sheds light on the broad impacts transitways have on communities. It also points out the potential to maximize benefits to support mobility, economic, quality-of-life, and equity goals. Accelerating the transit build-out could yield results even sooner.

The following policy implications—derived from the research—are offered to support local policymakers, planners, transit providers, and others in their decision making and priority setting for the continued build-out of the regional transit network in the Twin Cities.

Mixed use means more mobility. A mix of land uses and compact development near transit can significantly increase mobility options, allowing for more trips to be made by transit, walking, or bicycling. Greater accessibility benefits are possible the more transportation planning is coordinated with land-use, economic development, and housing policies.

Employers and workers benefit. For all workers, and especially those with low incomes, maintaining and improving the entire transit network increases their ability to seize regional employment and educational opportunities. Riders will need reliable and frequent transit routes, which may mean more feeder bus services and park-and-ride facilities.

Transit promotes regional competitiveness. Companies and employees—especially millennials and young professionals in high demand—are seeking metro areas with a variety of transportation choices. Targeting jobs near transit will create the greatest use of the transit system and expand accessibility to jobs and workers.

A changing population is changing development. Population growth, demographic change, and market demand are creating new interest in transit-oriented design, but policies such as minimum parking requirements inhibit the market from responding. Local policies that support more compact and mixed-use development near transit could allow more development to meet this demand.





"Companies' decisions to locate within the inner metro are not as intuitive as we would love them to be. Spatial economic development incentives need to be looked at in a very strong way."

– Matt Kramer, President, Saint Paul Chamber of Commerce

No one size fits all. Development opportunities are uneven along transit corridors, which include a mix of established neighborhoods, older industrial areas, and downtown centers. Diverse strategies need to ensure that land-use policies and development reflect differences in public preferences, community character, and local housing markets. This could include new partnerships between local governments and community advocates to ensure long-term affordability of homes and businesses.

Change is constant. Land-use change is ongoing, and it takes time. Each new transitway brings a greater understanding of the potential impacts, both positive and negative, to surrounding neighborhoods and the region. The real estate market is just beginning to respond to these changes, so the impacts on property values, gentrification, and land use are still unclear. Policies need to provide flexibility to adapt to these changes and market realities, which may differ in urban and suburban locations.

Neighborhoods and communities matter. Public support for transit is growing, with a majority of residents and business owners perceiving its benefits. Important distinctions exist, however, across different racial and economic groups and between urban and suburban residents. Neighborhoods along transitways also have differing physical attributes—some may have higher densities and sidewalks, for example, while others have more trails and open space—which influences attitudes toward transit use. Additional investments may thus be needed to create more transit-friendly station areas. This underscores the need for local and regional governments to conduct ongoing, inclusive outreach, planning, and mitigation efforts that recognize the unique cultural and ethnic values of communities.



Unconventional wisdom

Over the past seven years, TIRP researchers uncovered a number of facts that counter previous national studies and assumptions regarding transit and transit-oriented development. Here are the top eight findings that run counter to conventional wisdom:

1. Roughly three-quarters of LRT users walk more than a half mile to and from transit. (Planners generally assume a half mile is the upper limit.)
2. Both high- and low-income riders benefit from increased transit access, with LRT creating greater regional accessibility impacts than express bus service.
3. The Twin Cities has a greater percentage of high-frequency riders than typical systems.
4. Low-income commuters make up the largest percentage of transit riders but don't uniformly support transit.
5. Accessibility increases associated with LRT extend to bus connection areas.
6. Destinations such as the Mall of America attract riders to the Blue Line even though the corridor lacks high densities or land-use mixes commonly thought necessary to create strong ridership numbers.
7. Prioritizing jobs near transit creates bigger accessibility benefits than a housing-focused approach.
8. Property value increases extend to almost a mile beyond the station area—farther than reported for any other system in the country.

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21. Fan and Tilahun (September 2012)
22. Cao and Schoner (January 2013)
23. Fan and Guthrie (August 2013)
24. Fan and Guthrie (July 2012)

Synthesis Production

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Transitway Impacts Research Program

Transitway Impacts Research Program



Ramsey County Regional Rail Authority
December 2013

Background

- Launched in 2006 to answer questions about the economic, travel, and community impacts of transitway corridors.
- Program participants include twenty public and non-profit sponsors and partners.
- Local sponsors have provided over \$900,000 for TIRP, which helped attract over \$450,000 in funding from federal and foundation sources.

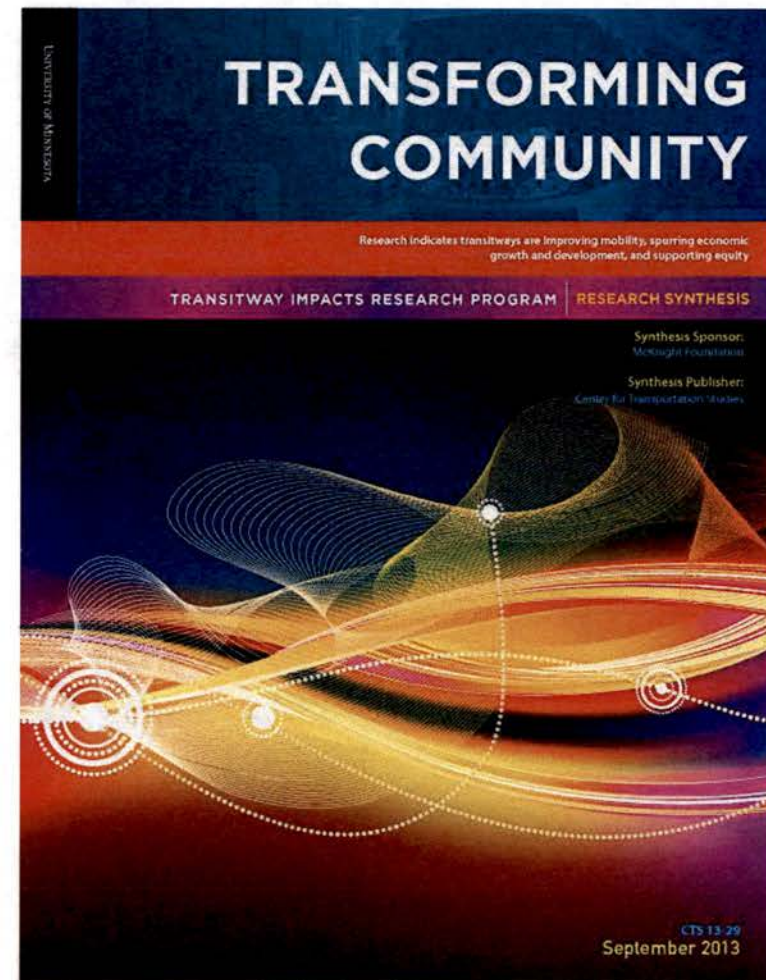
Research Projects

- Diverse body of research with 14 projects in various stages:
 - Three newly funded
 - Four active
 - Seven completed



Research Synthesis

- Synthesis published in October 2013 on key research findings and policy implications.

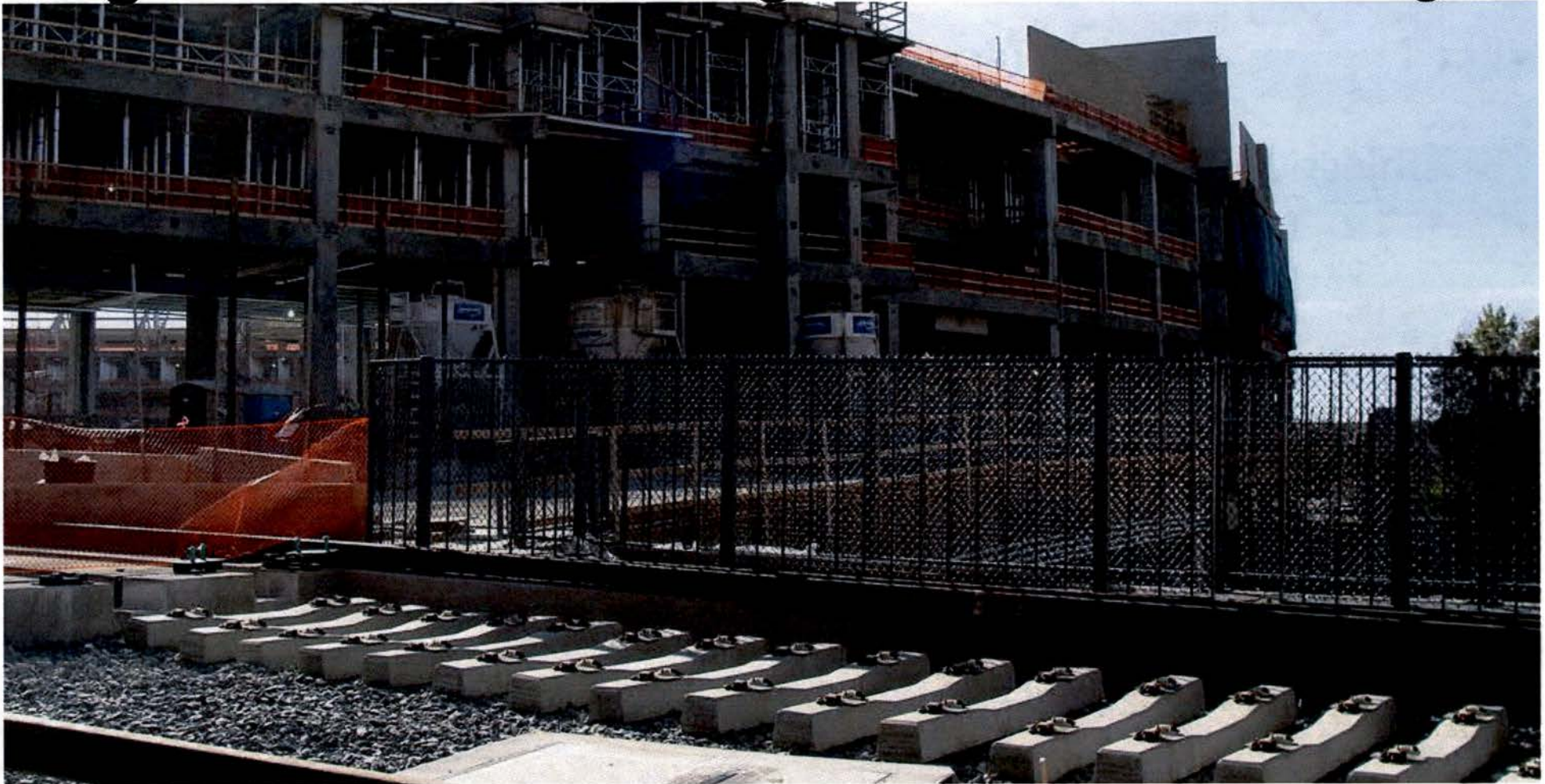


Synthesis Key Findings

- Transitway investment is significantly improving access to jobs and workers, particularly benefiting low-wage earners.
- Transit improves mobility.
- Development is occurring along new and emerging transit corridors. The marketplace values transit access.

Synthesis Key Findings

- People of all incomes benefit from transitway expansion, and those with lower incomes gain the most.
- A majority of residents and businesses see the value in transit. There is pent-up demand for transit-oriented development in the Twin Cities metropolitan region.
- Policymakers can maximize the benefits of transitway investment.



Results of Interviews with Developers and Business Leaders About TOD

HUMPHREY SCHOOL
OF PUBLIC AFFAIRS



UNIVERSITY OF MINNESOTA
Driven to Discover

Results of Interviews with Developers and Business Leaders on TOD

Objectives

- Policy recommendations promoting housing development (market-rate and affordable) and living wage job creation near transit corridors

Methodology

- Semi-structured Interviews (Open-ended; 20-40 mins)
- 24 developers and 19 business leaders in the Twin Cities



Developers Interviewed	Central City	Suburban	Total
Residential	7	6	15
Commercial	5	6	17
Total	16	21	

Note: Some developers fall into multiple categories.

Business Leaders Interviewed	No of interviews
Book Publishing & Printing	1
Finance & Insurance	8
Lessors of Nonfinancial Intangible Assets	1
Management of Companies & Enterprises	4
Medical Device Manufacturing	2
Commercial Real Estate Broker	3

Key Questions in the Conversations

1. What does the interviewee see as crucial location factors?
2. What makes transportation and transit access important (to whatever degree they are)?
3. How could the public sector make transit-accessible sites more attractive for private-sector development and job creation?

100 Most Frequent Words

Developers

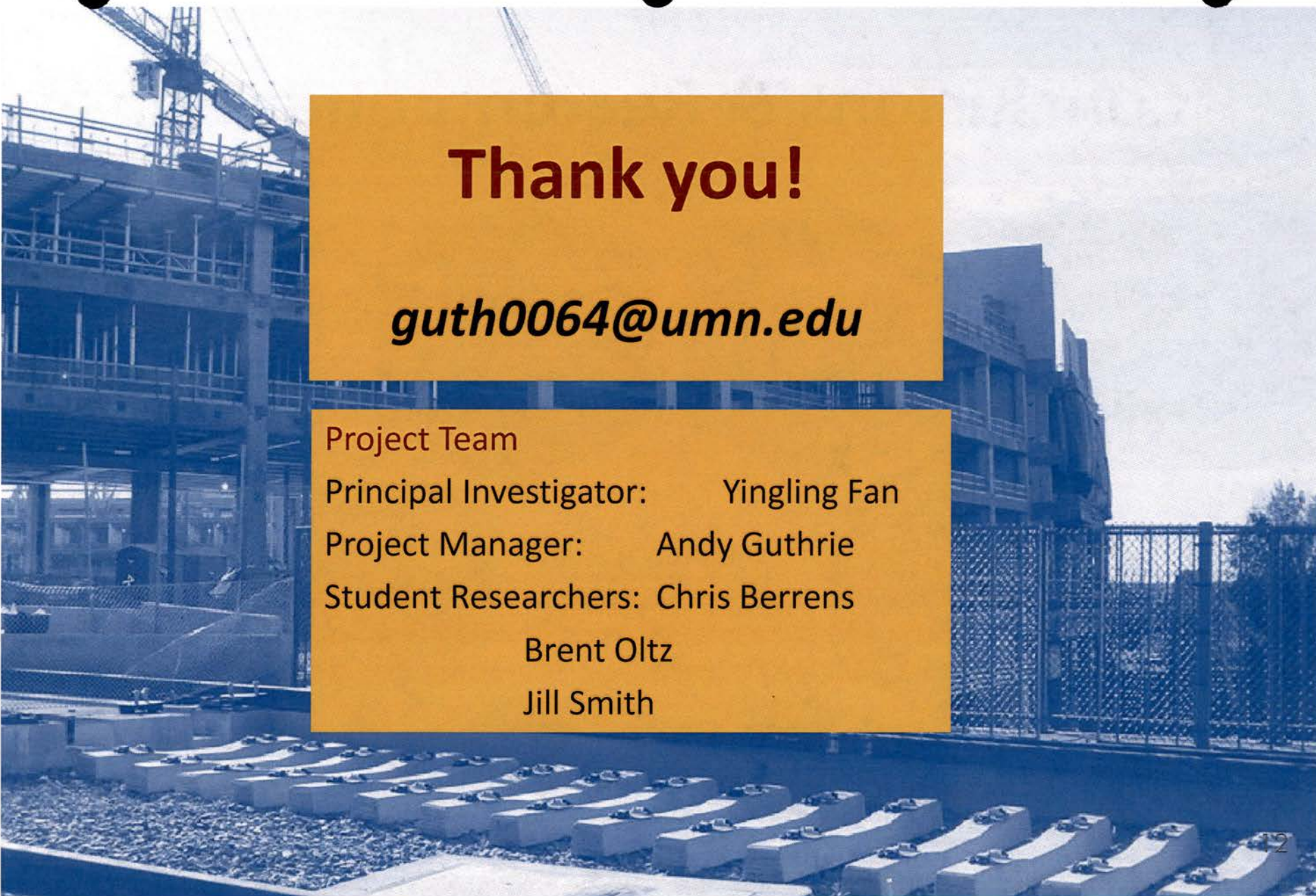
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Business Leaders

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talking terms think time transit
transportation trying twin use want way work years yes

Conclusions & Recommendations





Thank you!

guth0064@umn.edu

Project Team

Principal Investigator: Yingling Fan

Project Manager: Andy Guthrie

Student Researchers: Chris Berrens

Brent Oltz

Jill Smith

Questions?



www.cts.umn.edu/research/featured/Transitways

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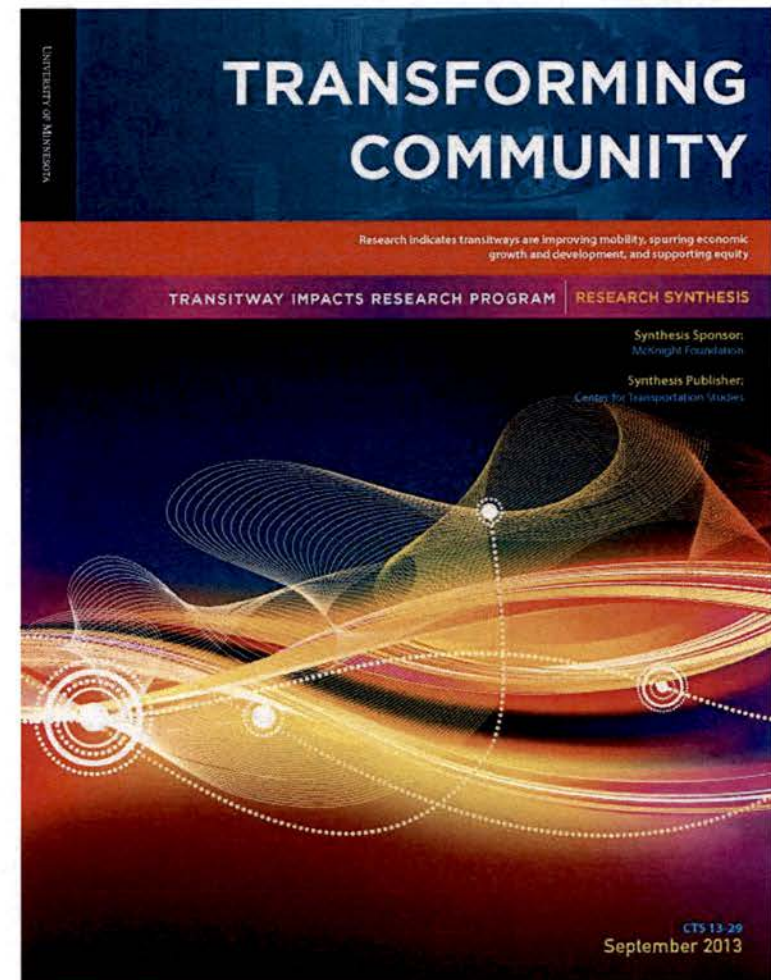
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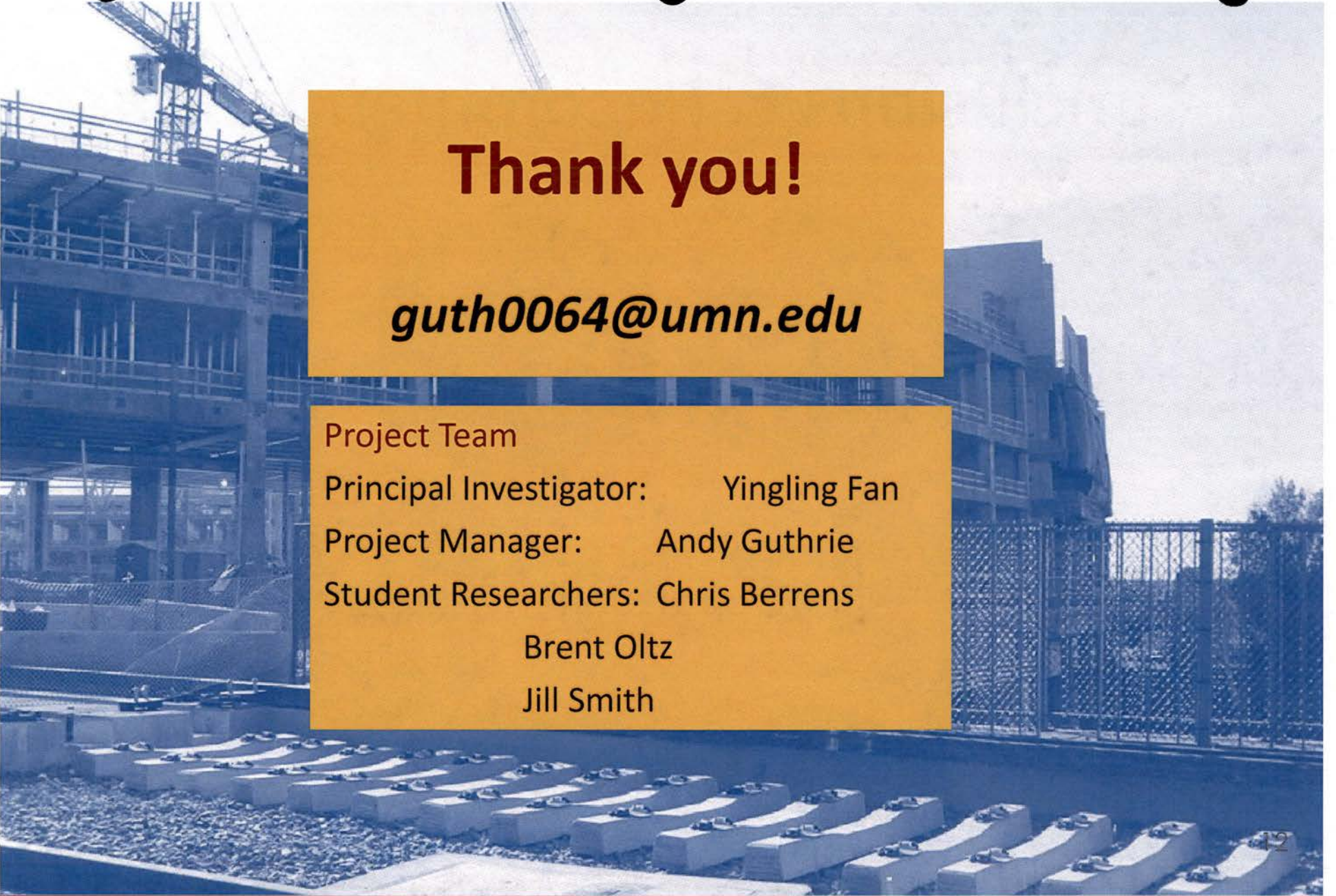
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Business Leaders

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talking terms think time transit
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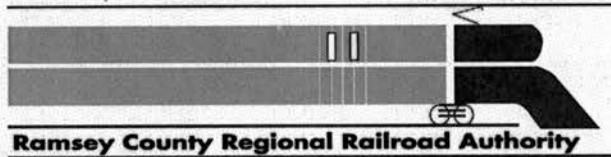
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Jill Smith

Questions?



www.cts.umn.edu/research/featured/Transitways



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REGIONAL RAILROAD AUTHORITY

December 17, 2013

Immediately following the Housing and Redevelopment Authority Meeting
Council Chambers – Third Floor Court House

.....
ROLL CALL and Call to Order

AGENDA of the December 17, 2013 Regional Railroad Authority Meeting is presented for approval.

MINUTES of the December 3, 2013 Regional Railroad Authority Meeting is presented for approval.

ADMINISTRATIVE AGENDA

1. **Corridors of Opportunity - Presentation of Ramsey County Regional Railroad Authority Activities**

Board Action Requested:

None. For information and discussion only.

POLICY AGENDA

2. **Approval of the 2014 -2015 Ramsey County Regional Railroad Authority Budget and the 2014 Tax Levy**

Board Action Requested:

- 1) Approve the 2014 and 2015 Ramsey County Regional Railroad Authority Budget and 2014 Tax Levy Statement.

CORRIDOR UPDATES

ADJOURNMENT

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

December 3, 2013

The Ramsey County Regional Railroad Authority met with the following members present: Carter, Huffman, McGuire, Ortega, Reinhardt, Rettman, McDonough – 7. Absent: 0. Also present were Julie Kleinschmidt, Ramsey County Manager and Paul Zisla, Assistant County Attorney, Ramsey County Attorney's Office.

Chair McDonough called the meeting to order at 9:20 A.M.

AGENDA

Commissioner Huffman moved approval of the Agenda of the December 3, 2013 Regional Railroad Authority Meeting, seconded by Commissioner Carter. Roll Call: Ayes – Reinhardt, Rettman, Carter, Huffman, McGuire, Ortega, McDonough – 7. Nays – 0.

MINUTES

Commissioner McGuire moved approval of the Minutes of the November 12, 2013 Regional Railroad Authority Meeting, seconded by Commissioner Reinhardt. Roll Call: Ayes – Reinhardt, Rettman, Carter, Huffman, McGuire, Ortega, McDonough – 7. Nays – 0.

1. Maintenance Agreement with Union Pacific Railroad

Commissioner Ortega moved approval of following resolution, seconded by Commissioner Reinhardt. Roll Call: Ayes – Reinhardt, Rettman, Carter, Huffman, McGuire, Ortega, McDonough – 7. Nays – 0. R13-39

WHEREAS, The Ramsey County Regional Railroad Authority has identified the completion of The Union Depot Multi-Modal Transportation and Transit Hub ("Union Depot") as a high priority and has expressed an interest in maximizing its development and economic output potential; and

WHEREAS, In order to accomplish this interest, the Ramsey County Regional Railroad Authority has identified the need to accommodate Amtrak's Empire Builder passenger rail service; and

WHEREAS, The Empire Builder will utilize BNSF Railway, Canadian Pacific Railway, and Union Pacific Railroad track to access the Depot; and

WHEREAS, Accessing the BNSF Railway, Canadian Pacific Railway, and Union Pacific Railroad track will require capacity improvements so that the Empire Builder can maintain on-time performance without negatively impact existing freight operations; and

WHEREAS, The Ramsey County Regional Railroad Authority has worked with BNSF Railway, Canadian Pacific Railway, and Union Pacific Railroad to develop and execute a Union Depot Renovation Project Term Sheet (Term Sheet) with each railroad that identifies the capacity improvements necessary to maintain on-time performance and mitigate the impact to freight rail operations; and

WHEREAS, The Ramsey County Regional Railroad Authority has worked with BNSF Railway, Canadian Pacific Railway, and Union Pacific Railroad to develop and execute a Engineering/Public Project Reimbursement Agreement and a Construction Agreement with each railroad that allows for final track and signal design and construction to be completed; and

WHEREAS, The Union Pacific Railroad requires the execution of an agreement for the maintenance of track and signal improvements; and

WHEREAS, The Ramsey County Regional Railroad Authority will provide funds Union Pacific Railroad for the track and signal maintenance identified in the Maintenance Agreement; Now, Therefore, Be It

RESOLVED, The Ramsey County Regional Railroad Authority approves the Maintenance Agreement with the Union Pacific Railroad for the maintenance of the identified track and signal improvements including the East Terminal Lead and the St. Paul Union Depot Track signal system, And, Be It Further

RESOLVED, The Ramsey County Regional Railroad Authority authorizes the Chair to execute the Maintenance Agreement with Union Pacific Railroad on behalf of the Ramsey County Regional Railroad Authority.

2. Terminal and Track Maintenance and Operating Agreement Canadian Pacific Railway

Commissioner Carter moved approval of following resolution, seconded by Commissioner McGuire.
Roll Call: Ayes - Reinhardt, Rettman, Carter, Huffman, McGuire, Ortega, McDonough - 7. Nays - 0.
R13-40

WHEREAS, The Ramsey County Regional Railroad Authority has identified the completion of The Union Depot Multi-Modal Transportation and Transit Hub ("Union Depot") as a high priority and has expressed an interest in maximizing its development and economic output potential; and

WHEREAS, In order to accomplish this interest, the Ramsey County Regional Railroad Authority has identified the need to accommodate Amtrak's Empire Builder passenger rail service; and

WHEREAS, The Empire Builder will utilize BNSF Railway, Canadian Pacific Railway, and Union Pacific Railroad track to access the Depot; and

WHEREAS, Accessing the BNSF Railway, Canadian Pacific Railway, and Union Pacific Railroad track will require capacity improvements so that the Empire Builder can maintain on-time performance without negatively impact existing freight operations; and

WHEREAS, The Ramsey County Regional Railroad Authority has worked with BNSF Railway, Canadian Pacific Railway, and Union Pacific Railroad to develop and execute a Union Depot Renovation Project Term Sheet (Term Sheet) with each railroad that identifies the capacity improvements necessary to maintain on-time performance and mitigate the impact to freight rail operations; and

WHEREAS, The Ramsey County Regional Railroad Authority has worked with BNSF Railway, Canadian Pacific Railway, and Union Pacific Railroad to develop and execute a Engineering/Public Project Reimbursement Agreement and a Construction Agreement with each railroad that allows for final track and signal design and construction to be completed; and

WHEREAS, The Canadian Pacific Railway requires the execution of an agreement for the maintenance of track and signal improvements; and

WHEREAS, The Ramsey County Regional Railroad Authority will provide funds to Canadian Pacific Railway for the track maintenance identified in the Terminal Track Maintenance and Operating Agreement; Now, Therefore, Be It

RESOLVED, The Ramsey County Regional Railroad Authority approves the Terminal Track Maintenance and Operating Agreement with the Canadian Pacific Railway for the maintenance of the identified track and signal improvements including the West Terminal Lead and the CP 1 / St. Paul Union Depot Track Crossover; And, Be It Further

RESOLVED, The Ramsey County Regional Railroad Authority authorizes the Chair to execute the Maintenance Agreement with Canadian Pacific Railway on behalf of the Ramsey County Regional Railroad Authority.

3. Contract for the Rush Line Corridor Pre-Project Development Study

Commissioner Reinhardt moved approval of following resolution, seconded by Commissioner Ortega.

Commissioner Rettman wanted to note the importance of Pine County's participation in this.

Commissioner Reinhardt said initially the Rush Line Task Force did not ask Pine County to be involved because the corridor does not reach Pine County. Pine County Commissioner Doug Carlson was the one who urged that Pine County provide funding. Commissioner Carlson has since passed away, and this really will be a legacy for him and for Pine County. The Pre-Project Development Study is an important step in the project and really shows that we are all working together.

Roll Call: Ayes - Reinhardt, Rettman, Carter, Huffman, McGuire, Ortega, McDonough – 7. Nays – 0.
R13-41

4. Transitway Impacts Research Program 2014 Funding Request

Commissioner Ortega moved approval of following resolution, seconded by Commissioner Reinhardt.

Commissioner Rettman asked if there is an anticipation of when this research program will conclude. she also asked how much funds have come from foundations verses government.

Dawn Spanhake, Associate Director of Development and Finance, Center of Transportation Studies, replied that there are still a number of unanswered questions related to the impacts of transitways. As of today, there are still a number of unfunded units that are benefiting our local communities through our research. Hopefully there will be an end when they can say they've figured it out and we have what we need in our metro region. A definitive date cannot be determined at this time. Since 2006, \$900,000 has come from local agencies, and most of these are government agencies; \$450,000 has come from the private sector, foundations, and other.

Commissioner Ortega said it is a point well taken that we should seek more private funding, as transit is so critical to the private and corporate sector. He added that the Center of Transportation Studies is a research center and there are always ways to improve what we do as time goes on. There really is never an end to research.

Commissioner Reinhardt wanted to point out and confirm that the private sector is providing funding through its research or its nonprofit units.

Ms. Spanhake said that is correct. She said developers along the lines, for example, have not been actively involved financially, but they have been involved in our research to help inform what we are learning.

Roll Call: Ayes - Reinhardt, Rettman, Carter, Huffman, McGuire, Ortega, McDonough – 7. Nays – 0.
R13-42

WHEREAS, Ramsey County and other Railroad Authorities and the University of Minnesota have supported research initiatives to study transitway projects' economic and community impacts through the Transitway Impacts Research Program; and

WHEREAS, The Transitway Impacts Research Program has requested \$25,000 from the Ramsey County Regional Railroad Authority to research residential and commercial property values, land use patterns, neighborhood impacts, and travel behaviors; Now, Therefore, Be It

RESOLVED, The Ramsey County Regional Railroad Authority approves the expenditure of \$25,000 for Ramsey County Regional Railroad Authority's share of the Transitway Impacts Research Program for 2014.

5. Transitway Impacts Research Program - Presentation

Dawn Spanhake, Associate Director of Development and Finance, Center of Transportation Studies, and Andy Guthrie, Research Fellow, Humphrey of Public Affairs, gave the presentation on the Transitway Impacts Research Program (TIRP).

[The Transitway Impacts Research Program presentation is available online at <http://www.co.ramsey.mn.us/cb/meetings/>, and is also on file with the office of the Ramsey County Regional Railroad Authority].

Commissioner Reinhardt asked which areas of the seven metro counties were covered with the interviews of the developers.

Mr. Guthrie said any developer working in the seven county metro was eligible to participate. He couldn't immediately recall if they had developer representation from all seven counties, but believed they did. Not surprisingly, most were within Hennepin and Ramsey County.

Commissioner McGuire asked and Mr. Guthrie confirmed that the size of the words on slide 10 containing the list of 100 Most Frequent Words used by developers and business leaders indicate the frequency of word use.

Commissioner Carter asked if the parking focus is more for residential purposes or if the focus includes mixed use for businesses, amenities and services within that potential development.

Mr. Guthrie said the focus is for both residential and mixed use.

Commissioner Rettman mentioned a multi collaborative report on economic prosperity by Ramsey County, and recommended it to the TIRP team. She discussed affordable housing on transit lines and the conceptual issue of where they are congregated on the line. She also mentioned the idea from one of the other TIRP reports that low income wage earners are getting a benefit and wondered if that will increase to a living-wage with benefits. She said these sorts of issues are important to the research.

Mr. Guthrie said the low income study is from a light rail job accessibility research, which is a different project that he happened to be involved in. The data used for that research didn't track individual employees for privacy reasons. In that research, they were examining if transit is expanding the opportunity to reach entry level jobs. In this example, they were using wage as a proxy for qualifications because there is no equivalent data on job qualifications. He added that they are focusing their research on the competitive clusters industries and not directing their focus on service sector jobs because those do not offer as much opportunity to move up the job ladder.

Commissioner Ortega asked for further explanation of why they aren't focusing on the service sector.

Mr. Guthrie said they are not deliberately excluding service sector businesses. There are service sector employees who work in many of the companies they interviewed. The focus on the competitive clusters is partly to provide a counterpoint to the low-wage job accessibility research that had been completed earlier, and to assure they are capturing the ability to attract more living-wage jobs to transit station areas. In Transit Oriented Development, it is relatively easier to use service sector businesses for economic development in transit corridors, but it's often harder to attract types of businesses that offer a greater range of wage levels to transit stations. These types of businesses don't necessarily see a benefit in terms of directly attracting customers the way a more service oriented business often would. For businesses that are able to provide better wages and offer the opportunity for people to move up the income scale, while still taking advantage of transit, is one of the more difficult problems and requires getting employers to think about this in terms of their employees perspective.

Commissioner Ortega said it is also important to be able to track the results of that industry and how it affects the workers; not just track opportunities but the outcomes as well.

Commissioner McGuire referred to the *Unconventional Wisdom* list on page 15 of the board packet insert titled *Transforming Community*, and she noted number four which says, "Low-income commuters make up the largest percentage of transit riders but don't uniformly support transit." She asked for further explanation of this and wanted to know how the support of transit is being measured.

Mr. Guthrie said in their survey project, they found current frequent transit users to have a strong positive outlook on the impacts of transit on their neighborhood. This was not unanimous, but there is never a group that has a unanimously positive outlook and anytime you make a profound change like this there will be some people who do not benefit. He said for his neighborhood change study he mentioned earlier, they were measuring whether or not, and to what extent, respondents saw transit as a positive or negative impact on their neighborhood.

Ms. Spanhake said on a national level, there are broad assumptions being made as people approach planning for transitways; however, these assumptions counter what is happening. From the passage in the handout, one might assume that all low-income communities are going to support transit, and what we are saying is that's not necessarily true.

Chair McDonough said one issue he always raises with the Green Line is that we have to be deliberate and recognize that everyone needs to benefit from these investments. It has to be deliberate policy making to assure everyone benefits.

Mr. Guthrie said this is a conclusion that is echoed in the neighborhood change study they conducted which shows how crucial it is to involve low-income communities, and communities that may see itself as vulnerable to gentrification or changes in the transportation system, as early as possible. This study was called *Assessing Neighborhood and Social Influences with Transit Corridors*.

Commissioner Ortega said in terms of research we can continue to talk about the positive benefits, but the distribution of that benefit is critically important.

Chair McDonough said bringing transit into the metro counties is about more than just transporting people in the communities. While the Metropolitan Council and Metro Transit own and operate the transit system, and their role is transporting people, it is important to us that these transit projects become catalytic investments that have greater value to our communities. This doesn't mean we need to have light rail transit in every corridor, but we do need to advocate for a permanency in our transit investment which gives the private market confidence that the transit investment will not be removed. This allows the private market to invest in our communities with the confidence that transit will continue to be a vital part of community. He said Bus Rapid Transit (BRT), for example, is not well defined in our community, and this lack of a clear definition is playing-out in the Gateway Corridor as they are struggling to decide how to define BRT for the corridor and its level of investment. He said the research that TIRP provides can help in determining at what point the private market is and isn't willing to commit funds for Transit Oriented Development. Additionally, a diluted BRT investment that focuses more on just transporting people will not drive that catalytic investment and permanency as we are striving for in these projects.

Mr. Guthrie said looking at BRT is actually research project we are kicking off the first of the year.

Commissioner McGuire asked what the plans are for sharing this information with other partners such as the state legislators and federal partners.

Ms. Spanhake said they are organizing a distribution list and it has gone out to all of our partners to share with their commissions as well. The Center for Transportation Studies does occasionally have sessions with the legislative committees. These sessions typically cover very general topics on transportation funding and financing. We've been asking to have a transitway related session for a number of years, it hasn't been a top priority, but we continue to push this and we welcome any influence this board may have to encourage them to have this session. We would be open to any future ideas you may have on this effort.

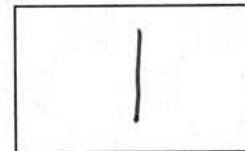
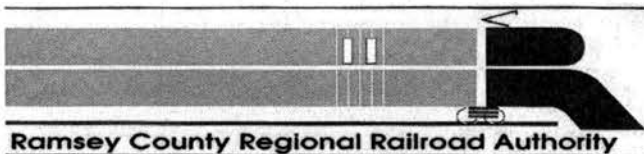
Chair McDonough thanked the presenters for the conversation. This project has a great deal of value to us.

CORRIDOR UPDATES

- High Speed Rail

Commissioner Rettman reported that Jerry Miller, former Mayor of Winona, who had retired at the end of December 2012 , plans to return as a spokesperson for the High Speed Rail Commission and will meet with cities, counties and community groups to advocate for High Speed Rail.

There being no further business, Chair McDonough declared the meeting adjourned at 10:50 A.M.



REQUEST FOR ACTION

Type of Agenda: ☐ Policy ☒ Discussion
☐ Administrative ☒ Information

Regional Railroad Authority Meeting Date:

Regional Railroad Authority Meeting Date: **12/17/2013**

SUBJECT: Corridors of Opportunity - Presentation of Ramsey County Regional Railroad Authority Activities

EXECUTIVE SUMMARY:

Since 2009, Ramsey County Regional Railroad Authority / Ramsey County have been actively involved in a multi-jurisdictional effort around regional transit-oriented development planning and implementation. These efforts have included key visits to the Twin Cities from heads of federal agencies, building momentum and support for investments into the Union Depot and the Central Corridor. This multi-jurisdictional effort led to the creation of the Corridors of Opportunity Initiative. A 24-member policy board made up of leadership from government, philanthropy, non-profit and private sector interests governs the work of the Corridors of Opportunity. Ramsey County Regional Railroad Authority (RCRRA) is member of the policy board.

Corridors of Opportunity partners are engaged in nearly two dozen planning and implementation activities. The work spans from direct investment into real estate projects and small business development to comprehensive corridor-wide planning and intensive community engagement. The work also includes demonstration projects – designed to test theories on one corridor and potentially scale to others; tool development; and policy analysis.

Three Corridors of Opportunity activities are managed by the RCRRA. Mary Karcz, Senior Policy Analyst, County Manager's Office, Janet Guthrie, Senior Policy Analyst, County Manager's Office, Mary T'Kach, Coordinator of Energy & Sustainability, County Manager's Office, and Josh Olson, Planning Specialist II, RCRRA, will present on the three RCRRA led activities.

Funding for these activities comes from the Department of Housing and Urban Development and the Sustainable Communities Initiative. The grants did not require a local funding match from RCRRA. The RCRRA managed activities are: (continued on next page)

(The Executive Summary is continued on the following page)

ACTION REQUESTED:

None. For information and discussion only.

1

SUBJECT: Corridors of Opportunity - Presentation of Ramsey County Regional Railroad Authority Activities

Jobs Central—also known as **Corridors 2 Careers**—is a demonstration project focused on connecting low-income unemployed residents in five Central Corridor communities (Frogtown, Summit University, Skyline Tower, Glendale Townhomes and Cedar-Riverside) and corridor employers in three industries (manufacturing, health services and transportation / warehousing) to existing workforce development resources.

Seven community residents were hired as "Connectors" to reach out to job-seekers, and to partner with workforce providers and community organizations to bring workforce tools and resources into local gathering places. Employers were engaged by Workforce Solutions and project staff. Ramsey County Regional Railroad Authority contracted with the District Councils Collaborative of Saint Paul and Minneapolis, Workforce Solutions, and Civic Source, Inc. for services in implementing the Project.

Gateway Corridor—also known as **Fostering an East Side Transit Conversation** -- is a community engagement project intended to cultivate a more informed constituency that can more effectively influence transit decision making on the East Side of Saint Paul. In addition to an informed constituency, RCRRA is hoping to foster better working relationships among constituents, government partners, and decision makers. RCRRA contracted with a collaborative alliance of East Side organizations, led by Dayton's Bluff District 4 Community Council (DBCC) and its partners, District 1 Community Council, District 2 Community Council, Payne-Phalen District 5 Planning Council, the Engage East Side Initiative, and the East Side Area Business Association.

DBCC and its partners are utilizing the use of multiple strategies to achieve the project's goals. Their strategies to connect with neighborhood residents include a community survey, facilitated discussion, and Town Hall style meetings. In addition, a cohort of new community organizers were trained by the Organizing Apprenticeship Project and employed by DBCC to do the important work of organizing and engaging people who live, work, and do business on the East Side, with particular attention to racial, ethnic, and cultural minority groups, as well as low-income residents.

The **Energy and Resource Efficiency-Central Corridor** project was created to identify challenges to improving energy and resource efficiency in small restaurant and food service businesses on the Central Corridor, especially those owned by immigrants and people of color. These businesses are relatively intense energy and resource users resulting in high costs that threaten long term business viability and community stability.

Previous experiences with energy outreach efforts have either had limited impact on this business group or the effort required to successfully engage a business had an unsustainable cost. This project was intended to provide a more detailed understanding from the business perspective. The project had three key components. First, the project was implemented by a multi-disciplinary team that included existing intense connections with the Central Corridor small business community, small business expertise and energy expertise. Second, energy service providers were interviewed to include their experiences in serving these types of businesses. Third, one-on-one structured contacts were made with individual small business owners and building owners in order to explore their current knowledge of energy issues, to help them understand the business impact of making changes and to explore whether they were interested in addressing energy and resource improvements.

The RCRRA contracted with the Neighborhood Development Center (NDC) to implement the project due to its deep expertise with Central Corridor businesses. NDC contracted with Michaels Energy due to their expertise with energy issues in restaurant and food service related businesses.

SUBJECT: Corridors of Opportunity - Presentation of Ramsey County Regional Railroad Authority Activities

ATTACHMENTS:

1. Project overviews for three Ramsey County Regional Railroad Authority led activities
Jobs Central—also known as ***Corridors 2 Careers***
Gateway Corridor—also known as ***Fostering an East Side Transit Conversation***
Energy and Resource Efficiency-Central Corridor
2. PowerPoint Presentation (to be distributed at the Ramsey County Regional Railroad Authority Meeting)

PREVIOUS ACTION:

On March 12, 2013, in Resolution R13-11, the Ramsey County Regional Railroad Authority authorized acceptance of a grant from the Metropolitan Council for the HUD Sustainable Communities Planning Grant Energy Demonstration Project - Central Corridor for the period of October 10, 2012 through January 31, 2014, in the amount of \$137,700,

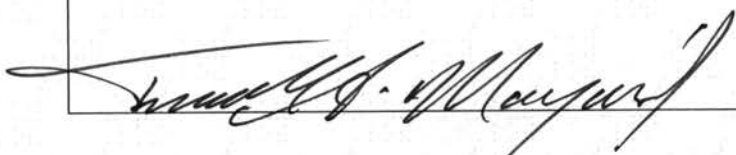
On June 7, 2011, in Resolution R11-19, the Ramsey County Regional Railroad Authority approved the Corridors of Opportunity Consortium Agreement and expiring January 31, 2014, approved Subrecipient Agreement SG011-031 with the Metropolitan Council for the Corridors of Opportunity Gateway Corridor Project, effective upon signature by parties through January 31, 2014, in the amount of \$150,000 in federal funds, and approved Subrecipient Agreement SG011-045 with the Metropolitan Council for the Corridors of Opportunity Workforce/Economic Development Project, effective upon signature by parties through January 31, 2014, in the amount of \$247,000 in federal funds.

On August 17, 2010, in Resolution R10-42, the Ramsey County Regional Railroad Authority took action to commit to working collaboratively with consortium members in supporting regional planning efforts that advance federal Housing and Urban Development ("HUD"), Department of Transportation ("DOT") and the Environmental Protection Agency ("EPA") agencies' joint *Livability Principles*; supported the submission of a proposal to HUD for a Sustainable Communities Regional Planning Grant; and authorized the Chair to sign a letter of commitment to accompany the HUD grant proposal.

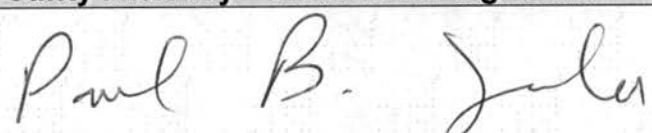
COUNTY MANAGER'S COMMENTS:

This is an opportunity for the Ramsey County Regional Railroad Authority to receive the latest information on the three Corridors of Opportunity projects that are being managed through the Regional Railroad Authority. This update provides an overview of key preliminary findings and recommendations that will be included in final reports to the Corridors of Opportunity Policy Board, the Metropolitan Council, and the U.S. Department of Housing and Urban Development as the projects conclude their contracts at the end of January 2014.

SUBJECT: Corridors of Opportunity - Presentation of Ramsey County Regional Railroad Authority Activities

Regional Railroad Authority – Authorized Signature	Date
	12/11/13

Finance – Authorized Signature	Date
	12/10/13

County Attorney – Authorized Signature	Date
	12/10/13

Property Management – Authorized Signature	Date

Information Services – Authorized Signature	Date

Other – Authorized Signature	Date

EAST SIDE TRANSIT CONVERSATION

Fostering an

This project is made possible through a grant through the Sustainable Communities Initiative and U.S. Department of Housing and Urban Development



**Cultivate an
informed constituency to
effectively influence
transit decision making
In Saint Paul's East Side**

Project Lead

Ramsey County Regional Railroad Authority

Project Partners

City of Saint Paul

Metro Transit

Washington County RRA

Steering Committee (Hired)

Dayton's Bluff District 4 Community Council (Lead)

District 1 Community Council

District 2 Community Council

Payne-Phalen District 5 Community Council

Engage East Side/Prosperity Campaign

East Side Area Business Association

Budget/Time

\$150,000

Six Months

Staff Contact

Josh Olson, Planning Specialist II

Regional Railroad Authority

651-266-2772

**Corridors of
Opportunity**

Connecting People, Places and Prosperity

Overview

Fostering an East Side Transit Conversation is a community engagement project intended to cultivate a more informed constituency that can more effectively influence transit decision making on the East Side of Saint Paul. In addition to an informed constituency, RCRRRA is hoping to foster better working relationships among constituents, government partners, and decision makers.

The initial intent of this project focused on analyzing ridership issues and opportunities along the Gateway Corridor. After thoroughly exploring the best way to deliver its objectives, the project evolved into a broader and more inclusive look at the challenges and desires for transit in St. Paul's East Side. The East Side of Saint Paul is at the confluence of several major transit enhancement efforts (Rush Line Corridor, East 7th Street Arterial Bus Rapid Transit, and City of Saint Paul's Citywide Streetcar Plan). A consequence of all the work around transit is confusion as to what is best for the East Side and whether voices of the East Side are being heard.

This project centers around two key objectives:

Learning about the travel behaviors of transit and non-transit users within the East Side and **Educating** East Side residents, employees, businesses, decision makers about current travel options available and the transit planning process as future options are explored.

RCRRRA contracted with a collaborative alliance of East Side organizations, led by Dayton's Bluff District 4 Community Council and includes District 1 Community Council, District 2 Community Council, Payne-Phalen District 5 Planning Council, the Engage East Side Initiative, and the East Side Area Business Association. The six organizations formed a Steering Committee to guide the work.

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Key Activities

The Steering Committee deployed the use of multiple strategies to achieve the project's goals within its constricted six-month timeline.

- **Community Surveys.** Focused on collecting information to complete a picture of transit use on the East Side. Wilder Research was contracted to create meaningful questions, oversee data collection and produce a final report on the results.
- **Hired a cohort of ten community organizers.** Organizers were trained by the Organizing Apprenticeship Project, organize and engage people who live, work, and do business on the East Side, with particular attention to racial, ethnic, and cultural minority groups, as well as low-income residents. The majority of organizers were from the East Side and members of the diverse communities that make up the East Side.
- **Focus Groups.** Focused around the core areas of business, seniors, and youth.
- **Transit Equity Café.** On November 7, close to 100 East Siders came together to share their ideas, priorities, and concerns about transit development on the East Side.
- **Transit Equity Summit.** On December 5, community came together

Initial Takeaways

- Limited time for organizers to gain a level of project knowledge and community relations expertise that both community-based organizations and system staff might prefer
- The new organizers, with their passion for (and ability to act towards) equity will be permanent human capital asset
- A community driven process brings new connections, energy and enthusiasm between organization and system partners
- Deep rooted community engagement takes time and lots of energy
- Even with multiple transit efforts ongoing, community awareness of particular transit projects is limited.

Building on the Learning/ Next Steps

This project is winding down and the results of the survey work and corresponding recommendations will be forthcoming. Organizers presented a draft of a *East Side Transit Equity Community Covenant*. The covenant lists principles developed through the project that are intended to 'guide transit developments in an equitable manner ensuring all share in the benefits and burdens with transit development on the East Side.' A second document, *East Side Transit Equity Community Recommendations* will serve as a supplemental document to the Covenant.



FESTC Organizers and trainers from Organizing Apprenticeship Project

JOBS CENTRAL/ CORRIDORS 2 CAREERS

This project is made possible through a grant through the Sustainable Communities Initiative and U.S. Department of Housing and Urban Development



**A pilot creating connections
to existing resources
in new ways
to support
unemployed/under-employed residents
and businesses
in Central Corridor**

Project Oversight/Advisory Team

Eighteen members from foundations, cities, counties, state agencies, and community organizations

Joint Implementation Team

Ramsey County Manager's Office
District Councils Collaborative of Saint Paul & Minneapolis (contract)
Workforce Solutions (contract)
Ellen Watters, Civic Source Inc. (contract)

Target Audience

Central Corridor employers and long-term unemployed residents

Budget/Time

\$247,000
Implementation - Ten Months

Staff Contact

Janet Guthrie, Senior Policy Analyst
County Manager's Office
651-266-8021

**Corridors of
Opportunity**
Connecting People, Places and Prosperity

Key Activities

- Engage and connect unemployed Corridor residents in Frogtown, Summit University, Skyline Tower, Glendale Townhomes, and Cedar-Riverside to existing workforce resources
- Engage and connect Corridor Employers in manufacturing, Transportation/Warehousing, and Health Services to existing workforce resources
- Work to better align workforce development and economic development
- Develop recommendations for improving workforce development and economic development systems

Key Outcomes / Findings

Job-seeker residents:

- 1,448 contacted through outreach and engagement activities*
 - 679 participated in at least one community "learning session"
 - 299 registered for Job Connect; 77 completed the "NCRC" (National Career Readiness Certificate)
 - 177 applied for jobs; 79 interviewed for jobs; 65 gained employment**
 - 147 received 3+ Connector contacts; 108 residents referred to workforce provider
 - 133 received Metro Transit bus passes
 - 64 community organizations were contracted through the Project
- * individuals may have participated in one or more events
**based on resident self-report, which may lead to under-reporting

Employers:

- 56 contacted and interviewed
- 8 reported hiring residents through Project; 7 recognize NCRC in hiring;

Additional Project Resources

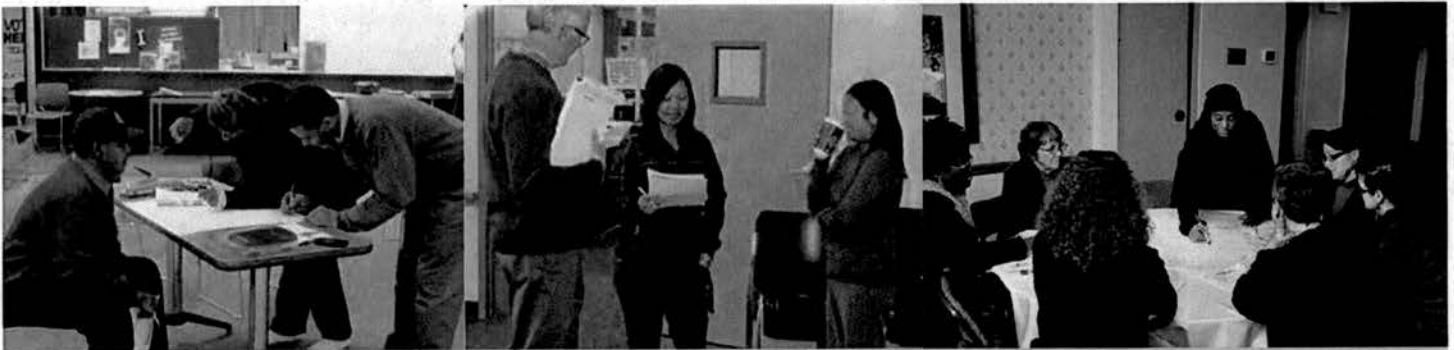
\$ 93,000 Professional Support EMSI License
\$75,000 - Central Corridor Funders Collaborative
\$18,000 - McKnight Foundation
\$ 200,000 est. In-kind Project Management, support
Ramsey County RRA, DEED, Metro Transit
\$ 4,500 In-kind NCRC; in-kind Bus Passes

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7

FINDINGS

- Most unemployed residents unaware of, don't know how to connect to existing workforce resources
- People want jobs NOW, but many have significant employment barriers and not "job-ready"
- Many long-term unemployed residents have unmet basic needs and cannot focus on careers or skill-building
- Most employers do not know about and/or use workforce system
- Workforce providers lack communication/coordination with each other and with community service providers
- Connector outreach uncovered people not served before; built "trust by association" with workforce providers
- Workforce providers saw value in doing work differently and in collaboration
- Funding streams create silos and competition; limit collaboration and sharing resources/promising practices
- Scarce funding for on-the-job supports that assure those with little work history can retain jobs
- Many residents—not all—gain confidence and self-determination by "teach to fish" model, Job Connect and NCRC
- Location mismatch between entry-level job openings and entry-level job-seekers
- Scant communication or coordination between economic development and workforce development efforts
- Employers want single contact system to access both resources
- Workforce system seen as lacking sufficient cultural competence and responsiveness to community



Key Recommendations

- **Workforce – Local, State, National:**
 - Co-locate staff and provide workforce services in local community gathering places, housing complexes
 - Create stronger ties between employers with job openings and training programs
 - Create expectation of collaboration and coordination among workforce providers
 - Provide funds for on-the-job supports for new hires, and on-the-ground outreach in communities
 - Revise funding disincentives to work with hard-to-employ
 - Create communication/coordination mechanisms to work closely with local economic development partners
- **Economic Development:**
 - Create location-efficient economic development strategy to build employer density along the Green Line
 - Help employers refer low-skill applicants to Workforce Center for assistance, rather than no communication
 - Encourage employers' receptivity to hiring locally, hiring ex-offenders, and identifying "first job" positions
 - Create communication/coordination mechanisms to work closely with local workforce system/providers
- **Policy-Makers:**
 - Create one contact for employers to access workforce and economic development resources, information
 - Create universal marketing campaign for all public workforce programs – for jobs seekers and employers
 - Create a "hire local" campaign and stronger community hiring agreements with businesses
 - Support formal recognition and acceptance of immigrants' credentials gained from other countries
- **Employers:**
 - Prepare for future workforce; modify hiring practices to improve access to talent in communities of color
 - Recognize benefits of hiring locally, hiring ex-offenders, and identifying "first job" positions

DRAFT



8

ENERGY & RESOURCE EFFICIENCY

Central Corridor

This project is made possible through a grant through the Sustainable Communities Initiative and U.S. Department of Housing and Urban Development



TO IDENTIFY
challenges to improving energy and resource efficiency in small restaurants and food service businesses on the Central Corridor, especially those owned by immigrants and people of color

TO RECOMMEND
strategies for improvement

Project Partners

Neighborhood Development Center (NDC)
Michaels Energy

Budget/Time

\$137,000
Nine Months

Staff Contact

Mary T'Kach, Coordinator of Energy & Sustainability
County Manager's Office
651-266-1154

Mary Karcz, Senior Policy Analyst
County Manager's Office
651-266-8015

Corridors of Opportunity

Connecting People, Places and Prosperity

Food service businesses use 2.5 times more energy per square foot than the average commercial business. On the Central Corridor-Green Line, food service businesses have a significant presence, especially small immigrant and minority owned businesses. In order to have a thriving business community along this corridor with a solid core of long term businesses, the impact of energy and resource costs must be addressed.

This project identified challenges to improving energy and resource efficiency in small restaurants and food service businesses on the Central Corridor, especially those owned by immigrants and people of color. Previous experiences with energy outreach efforts have had limited impact. Either few businesses participated or the effort to engage a business had an unsustainable cost for the program provider.

Energy and other utility costs can threaten the viability of small businesses. This project aimed at understanding why businesses do not engage in energy and resource efficiency improvements and to provide a more detailed understanding from the business perspective.

The project is special because it:

- Includes a cross-sector, multidisciplinary engagement team: business case experts, energy experts and community organizers;
- Builds on existing relationships and trust;
- Includes information from energy and resource industry vendors;
- Includes one-on-one interviews with small restaurant and food service businesses; and
- Provides assessments of conditions at several business.

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Observations on Engagement and Outreach – instigating change

- Relationships, expertise and credibility matter.
- Relationships and credibility are developed over time, in increments through continuing communications and connections.
- More than language skills are needed to create a credible relationship.
- Trust is an issue; the owners are skeptical about programs or opportunities.

Observations on Business, Energy and Resources

- Day-to-day operations and survival are the primary concerns of these small businesses. This is an industry with slim profit margins and few employees.
- The small businesses had limited awareness of and experiences with energy improvements, conservation, rebates, incentives or financing.

- Most business owners did not track their energy costs; many were concerned about the costs.
- Equipment conditions are a main source of high energy and resource use: business process related equipment such as chillers, kitchen exhaust fans and building connected systems such as HVAC.
- Financial challenge: some improvements are expensive and business owners may not benefit (get payback) if they do not pay energy bills.
- Lease disincentives emerged as a key problem. It is hard to make a direct business case to the small food service business for significant improvements.

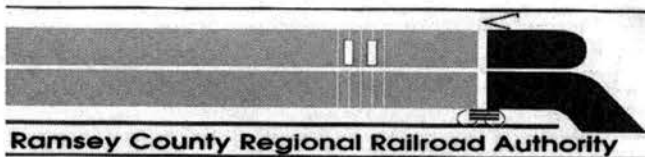
Lessons Learned

- Businesses respond best to a business argument for energy efficiency improvements.
- Cultural competence and pre-existing relationships help entrepreneurs hear the message.
- Accessible, reliable technical expertise is a critical element of an implementation strategy.
- Energy and resource conservation issues are complicated; business owners appreciate and respond to clarity.
- A continuum of communication is critical.
- Accessible financial assistance is an effective way to incent action.
- Timing of communication about energy conservation programs and opportunities is important.
- Testimonials are a powerful motivator.

Recommendations

NDC concluded that "...the need and opportunity for impactful energy conservation action among this cohort is glaring and profound... improving utilization of energy and resource conservation programs among these businesses will be a resource and attention intensive proposition." NDC made the following recommendations for this Corridors of Opportunity project.

- Incent equipment replacement by creating a loan guaranty pool to make borrowing for new equipment easier.
- Utilize dynamic, multi-sector teams to market, explain, and help implement energy efficiency and resource conservation programs in targeted geographies.
- Invest in educating and marketing programs to financial institutions (including Community Development Finance Institutions), architects, contractors, and city/state departments responsible for inspections, licensing and permitting.
- Incentivize shifting energy costs more directly to those who utilize energy.
- Align food safety and code regulation with energy efficiency best practices.
- Support the creation of data led case studies to more effectively demonstrate the power and impact of making improvements.
- Provide information about rebate program compliance



REQUEST FOR ACTION

Type of Agenda: ☒ Policy ☐ Discussion
☐ Administrative ☐ Information

Regional Railroad Authority Meeting Date: **12/17/2013**

Regional Railroad Authority Meeting Date: _____

SUBJECT: Approval of the 2014 - 2015 Ramsey County Regional Railroad Authority Budget and the 2014 Tax Levy

EXECUTIVE SUMMARY

The County Manager presented the 2014-2015 Proposed Budget to the Ramsey County Regional Railroad Authority (RCRRA) on August 6, 2013. The RCRRA certified a proposed maximum levy of \$19,053,307 for 2014 on September 10, 2013. The proposed \$19,053,307 levy is a 4.4% decrease from last year's levy of \$19,938,811.

Two public hearings were held to receive public testimony on the budget; on August 20, 2013 at 1:30 p.m. in Council Chambers at the Ramsey County Courthouse 15 W Kellogg Blvd and on November 25, 2013 at 6:30 p.m. at Central High School 275 N. Lexington Parkway, St. Paul, MN.

The proposed 2014 RCRRA budget is \$29,868,241. The proposed 2015 RCRRA budget is \$22,450,735. Significant events, which influence the levy and 2014/2015 budgets are:

1. Obligations to the construction of the Central Corridor light rail transit line through 2014;
2. Estimated operating costs for the Union Depot;
3. Debt service payments for \$20 million bank loans taken in 2012.

The proposed 2014/2015 RCRRA budgets are consistent with the plan for capital improvements that the RCRRA agreed to in 2005.

ACTION REQUESTED

1. Approve the 2014 and 2015 Ramsey County Regional Railroad Authority Budget and 2014 Tax Levy Statement.

SUBJECT: Approval of the 2014 - 2015 Ramsey County Regional Railroad Authority Budget and the 2014 Tax Levy

ATTACHMENTS:

Proposed 2014/2015 RCRRRA Budget

PREVIOUS ACTION:

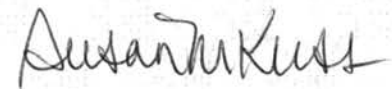
RCRRRA certified a proposed maximum levy of \$19,053,307 for 2014 on September 10, 2013.

COUNTY MANAGER'S COMMENTS:

County Board approval is required for the 2014-2015 budgets and to pay the 2014 property tax levy.

SUBJECT: Approval of the 2014 - 2015 Ramsey County Regional Railroad Authority Budget and the 2014 Tax Levy

Regional Railroad Authority – Authorized Signature	Date
	12/11/13

Finance – Authorized Signature	Date
	12/10/13

County Attorney – Authorized Signature	Date
	12/10/13

Property Management – Authorized Signature	Date

Information Services – Authorized Signature	Date

Other – Authorized Signature	Date

SUBJECT: Approval of the 2014 - 2015 Ramsey County Regional Railroad Authority Budget and the 2014 Tax Levy

Draft Resolution

WHEREAS, The Ramsey County Regional Railroad Authority was organized by Resolution 87-230, April 20, 1987, Board of Ramsey County Commissioners, pursuant to Minnesota Statutes, 1986, Chapter 398A, as a political subdivision and local government unit of Minnesota, to exercise thereunder part of the sovereign power of the state; and

WHEREAS, The Ramsey County Regional Railroad Authority adopted the County's plan to develop and implement two year budgets beginning in 2006; and

WHEREAS, The Director of the Ramsey County Regional Railroad Authority, on September 10, 2013, submitted the 2014 - 2015 Proposed Budget and 2014 tax levy of \$19,053,307; and

WHEREAS, The Truth in Taxation Law requires the Ramsey County Regional Railroad Authority to certify a maximum net tax levy to the County Auditor on or before September 15; and

WHEREAS, The Ramsey County Regional Railroad Authority certified a maximum net tax levy of \$19,053,307 for 2014 by Resolution R13-29, on September 10, 2013, to finance the 2014 budget; and

WHEREAS, The Ramsey County Regional Railroad Authority wishes to continue to improve access to transit services in the region with other agencies, including the Metropolitan Council and other county regional railroad authorities; Now, Therefore, Be It

RESOLVED, The Ramsey County Regional Railroad Authority hereby approves the 2014 budget of \$29,868,241; an increase of \$9,367,952, or 4.6%, from the adjusted 2013 budget of \$20,500,289; and Be It Further

RESOLVED, The Ramsey County Regional Railroad Authority hereby approves the 2015 budget of \$22,450,735; a decrease of \$7,417,506, or 2.5%; and Be It Further

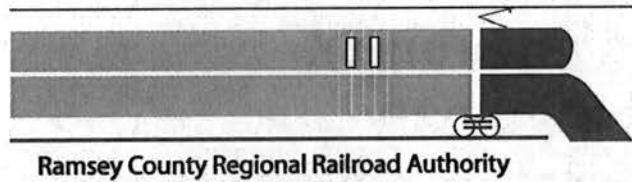
RESOLVED, The Ramsey County Regional Railroad Authority hereby approves that there be and hereby is levied in the year 2014 to be collected in the year 2014, a levy on all taxable properties in Ramsey County of \$19,053,307, a decrease of \$885,504, or 4.4% as summarized below:

	RCRRA Operations	CIP	Debt Service	2014 RCRRA Total
Gross Budget	\$ 11,777,624	\$ 14,465,617	\$ 3,625,000	\$ 29,868,241
Less - Revenues	- 1,427,584	-	-	- 1,427,584
Subtotal	\$ 10,350,041	\$ 14,465,617	\$ 3,625,000	\$ 28,440,657
Less - Fund Balance	+	- 9,867,562	-	- 9,867,562
Subtotal	\$ 10,350,041	\$ 4,598,055	\$ 3,625,000	\$ 18,573,095
Plus - Estimated Tax Delinquency	+ 207,001	+ 91,961	+ 181,250	\$ 480,212
Total Tax Levy	\$ 10,557,041	\$ 4,690,016	\$ 3,806,250	\$19,053,307

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Department Summary

Attachment



DEPARTMENT MISSION

REGIONAL RAILROAD AUTHORITY

Providing effective and efficient transit alternatives for Ramsey County and surrounding regions.

DEPARTMENT VISION AND DIRECTION

The RCRRA will develop the Union Depot into a multi-modal transit and transportation hub as a sustainable facility that offers a vast array of modal choices as well as a vibrant meeting place for the public that will include commercial activity, programmed events, and a showcase for artists and other vendors. The RCRRA will also continue to pursue advancement of its various corridor studies currently underway in order to continue expanding transit options for residents of Ramsey County. Realization of these corridors will bring the Union Depot vision to fruition by bringing in more people to utilize the facility.

PROGRAMS / SERVICES

Ramsey County Regional Railroad Authority is comprised of the seven elected Ramsey County Commissioners.

The Ramsey County Regional Railroad Authority recognizes the importance of transit to the mobility of people in the county and its importance in maintaining a strong economy in the county. For those reasons, the Railroad Authority plans, advocates, designs, communicates, educates, coordinates, implements, operates, preserves and funds transit options in Ramsey County.

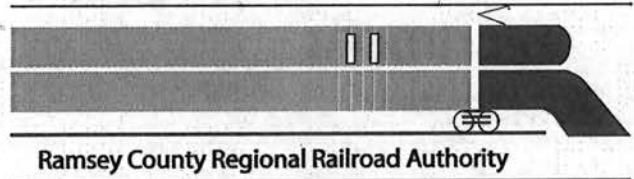
The Ramsey County Regional Railroad Authority performs its activities to address the needs for mobility, improved transportation affordability, mitigation of traffic congestion, enhanced environmental quality and recognizes the economic health of the county depends on accessibility to jobs, services and recreation.

CRITICAL SUCCESS INDICATORS

A variety of safe and effective transportation options are accessible and safe for users of all abilities and incomes.

Transit and transportation investments support economic growth and stability and minimize resource impacts and pollution.

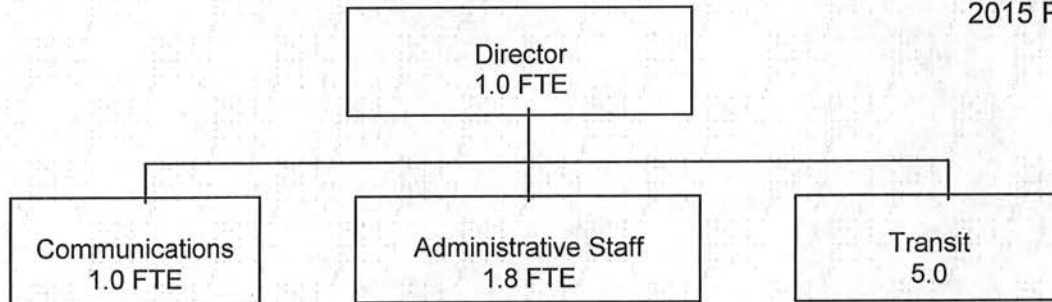
Department Summary



2013 ORGANIZATION CHART

Personnel - FTE

2012 Budget	-	8.8
2013 Budget	-	8.8
2014 Proposed	-	8.0
2015 Proposed	-	8.0



PERSONNEL SUMMARY BY DIVISION

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

Permanent FTE	2012 Budget	2013 Approved	2014 Proposed	2015 Proposed
Director	1.00	1.00	1.00	1.00
Administrative Secretary II	1.00	1.00	1.00	1.00
Senior Transportation Planner	1.00	1.00	1.00	1.00
Transit Project Manager	1.00	1.00	1.00	1.00
Administrative Assistant III	0.80	0.80	1.00	1.00
Public Information Associate	1.00	1.00	0.00	0.00
Engineer IV	1.00	1.00	0.00	0.00
Planning Specialist II	1.00	1.00	1.00	1.00
*Project Manager	1.00	1.00	0.00	0.00
Public Communications Manager	0.00	0.00	1.00	1.00
Real Estate Asset Manager	0.00	0.00	1.00	1.00
Total FTE	8.80	8.80	8.00	8.00
Inc/(Dec) from Previous Year			(0.80)	-
Inc/(Dec) for 2 Years			(0.80)	(0.80)

Notes:

* - Starred position.

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

BUDGET SUMMARY

	2012 Actual	2013 Approved	2014 Proposed	2015 Proposed
Expenditure/Appropriation	63,395,561	20,500,289	29,868,241	22,450,735
Revenue/Estimated Revenue	52,197,988	1,062,456	1,427,584	1,882,638
Fund Balance	8,311,791	24,159	(9,867,562)	(1,959,953)
RCRRA Tax Levy	19,460,831	19,461,992	18,573,095	18,608,144
Allowance for Uncollectible Taxes	477,980	476,819	480,212	581,563
Total RCRRA Tax Levy	19,938,811	19,938,811	19,053,307	19,189,707

Inc/(Dec) from Previous Year
% Inc/-Dec from Previous Year

Inc/(Dec) for 2 Years
% Inc/-Dec for 2 Years

TAX LEVY SUMMARY BY BUDGET

	2012 Actual	2013 Approved	2014 Proposed	2015 Proposed
OPERATING BUDGET				
Total Expenditure/Appropriation	2,861,863	8,632,289	11,777,624	12,170,735
Total Revenue/Estimated Revenue	108,152	1,062,456	1,427,584	1,732,638
Fund Balance	-	-	-	-
Operating Tax Levy	2,753,711	7,569,833	10,350,040	10,438,097
Allowance for Uncollectible Taxes	67,466	185,461	207,001	208,762
Total Operating Tax Levy	2,821,177	7,755,294	10,557,041	10,646,859

Inc/(Dec) from Previous Year
% Inc/-Dec from Previous Year

Inc/(Dec) for 2 Years
% Inc/-Dec for 2 Years

	2012 Actual	2013 Approved	2014 Proposed	2015 Proposed
CAPITAL PROJECTS				
Total Capital Projects Appropriation	60,485,165	11,700,000	14,465,617	3,300,000
Total Revenue/Estimated Revenue	52,089,836	-	-	150,000
Fund Balance	8,311,791	24,159	(9,867,562)	(1,959,953)
Capital Tax Levy	16,707,120	11,724,159	4,598,055	1,190,047
Allowance for Uncollectible Taxes	409,324	287,242	91,961	23,801
Total Capital Tax Levy	17,116,444	12,011,401	4,690,016	1,213,848

Inc/(Dec) from Previous Year
% Inc/-Dec from Previous Year

Inc/(Dec) for 2 Years
% Inc/-Dec for 2 Years

	2012 Actual	2013 Approved	2014 Proposed	2015 Proposed
DEBT SERVICE				
Total Debt Service payments	48,533	168,000	3,625,000	6,980,000
Total Revenue/Estimated Revenue	-	-	-	-
Fund Balance	-	-	-	-
Debt Service Tax Levy	48,533	168,000	3,625,000	6,980,000
Allowance for Uncollectible Taxes	1,189	4,116	181,250	349,000
Total Debt Service Tax Levy	49,722	172,116	3,806,250	7,329,000

Inc/(Dec) from Previous Year
% Inc/-Dec from Previous Year

Inc/(Dec) for 2 Years
% Inc/-Dec for 2 Years

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RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Code	Title	2012 Actual	2013 Approved	2014 Approved	2015 Proposed
OPERATING BUDGET					
150101	Regional Railroad Administration	1,705,637	1,516,964	1,609,516	1,752,455
150201	Central Corridor	159,321	67,000	48,500	-
150301	Union Depot	726,778	5,279,240	7,781,071	7,682,888
150401	Diagonal Property - Roseville	428	5,000	2,500	2,500
150402	NE Corridor Maintenance Kellogg to Beam	55,465	72,485	76,237	77,992
150501	Rush Line Corridor	8,504	298,200	145,800	45,300
150601	Red Rock Corridor	21,594	38,800	88,200	87,600
150701	Robert Street Corridor	2,847	225,800	274,200	322,600
150801	Gateway Corridor	154,296	798,200	147,050	95,900
150901	Passenger Rail	26,993	298,200	1,555,150	1,554,100
151001	Riverview Corridor	-	32,400	49,400	549,400

Total Expenditure/Appropriation RCRRA	2,861,863	8,632,289	11,777,624	12,170,735
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REVENUE/ESTIMATED REVENUE SUMMARY BY DIVISION

Code	Title	2012 Actual	2013 Approved	2014 Approved	2015 Proposed
OPERATING BUDGET					
150101	Regional Railroad Administration	12,282	30,000	6,000	7,000
150301	Union Depot	70,122	1,018,056	1,406,184	1,709,238
150402	NE Corridor Maintenance Kellogg to Beam	24,726	14,000	15,000	16,000
150501	Rush Line Corridor	1,022	400	400	400
Total Revenue/Estimated Revenue		108,152	1,062,456	1,427,584	1,732,638

Fund Balance

- - -

RCRRA OPERATING TAX LEVY SUMMARY

Tax Levy	2,753,711	7,569,833	10,350,040	10,438,097
Allowance for Uncollectible Tax	67,465	185,460	207,001	208,762
Net Tax Levy	2,821,176	7,755,293	10,557,041	10,646,859

Inc/(Dec) from Previous Year	2,801,748	89,818
% Inc/-Dec from Previous Year	36.1%	0.9%

Inc/(Dec) for 2 Years	2,891,566
% Inc/-Dec for 2 Years	37.3%

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RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY
17801 - CAPITAL PROJECTS

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Code	Title	2012 Actual	2013 Approved	2014 Approved	2015 Proposed
CAPITAL PROJECTS					
150280	Central Corridor PE	11,200,217	11,200,000	13,665,617	-
150380	Union Depot	49,284,948	-	-	-
150480	Property Acquisition	-	500,000	500,000	500,000
150580	Rush Line DEIS	-	-	-	1,500,000
150880	Gateway Corridor PE	-	-	-	1,000,000
15XXX	Capital Reserves	-	-	300,000	300,000
	Total Capital Projects	60,485,165	11,700,000	14,465,617	3,300,000
Inc/(Dec) from Previous Year				2,765,617	(11,165,617)
% Inc/-Dec from Previous Year				23.6%	(1)
Inc/(Dec) for 2 Years					(8,400,000)
% Inc/-Dec for 2 Years					-71.8%

REVENUE/ESTIMATED REVENUE SUMMARY BY DIVISION

Code	Title	2012 Actual	2013 Approved	2014 Approved	2015 Proposed
CAPITAL PROJECTS					
150380	Participation - Construction	19,946	-	-	-
150380	Participation - Other	53,668	-	-	-
150380	Special Projects - Federal	32,008,486	-	-	-
150380	Rocover - Current Years Expense	7,736	-	-	-
150380	Proceeds from Commercial Loan	20,000,000	-	-	-
150580	Participation - Other	-	-	-	150,000
	Total Capital Projects	52,089,836	-	-	150,000
Inc/(Dec) from Previous Year				-	150,000
% Inc/-Dec from Previous Year				#DIV/0!	#DIV/0!
Inc/(Dec) for 2 Years					150,000
% Inc/-Dec for 2 Years					#DIV/0!

RCRRA CAPITAL TAX LEVY SUMMARY

Subtotal Capital Budget Levy	8,395,329	11,700,000	14,465,617	3,150,000
Fund Balance	8,311,791	24,159	(9,867,562)	(1,959,953)
Tax Levy	16,707,120	11,724,159	4,598,055	1,190,047
Allowance for Uncollectible Tax	409,324	287,242	91,961	23,801
Net Tax Levy	17,116,444	12,011,401	4,690,016	1,213,848

Inc/(Dec) from Previous Year		(7,321,385)	(3,476,168)
% Inc/-Dec from Previous Year		-61.0%	-74.1%
Inc/(Dec) for 2 Years			(10,797,553)
% Inc/-Dec for 2 Years			-89.9%

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RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY
16801-840401 - RCRRA DEBT SERVICE

EXPENDITURE/APPROPRIATION SUMMARY

Code	Title	2012 Actual	2013 Approved	2014 Proposed	2015 Proposed
424605	Interest	48,533	168,000	365,000	280,000
491701	Principal	-	-	3,260,000	6,700,000
	Total Expenditures/Appropriations	48,533	168,000	3,625,000	6,980,000
	Inc/(Dec) from Previous Year			-	3,355,000
	% Inc/(Dec) from Previous Year			N/A	N/A
	Inc/(Dec) for 2 Years			-	
	% Inc-/Dec for 2 Years			N/A	N/A

REVENUE/ESTIMATED REVENUE SUMMARY

Code	Title	2012 Actual	2013 Approved	2014 Proposed	2015 Proposed
	Revenue/Estimated Revenues	-	-	-	-
	Total Revenues/Estimated Revenues	-	-	-	-
	Inc/(Dec) from Previous Year			-	-
	% Inc/(Dec) from Previous Year			N/A	N/A
	Inc/(Dec) for 2 Years			-	-
	% Inc-/Dec for 2 Years			N/A	N/A

RCRRA DEBT SERVICE TAX LEVY

Tax Levy	48,533	168,000	3,625,000	6,980,000
Allowance for Uncollectible Taxes	1,189	4,116	181,250	349,000
Total Tax Levy	49,722	172,116	3,806,250	7,329,000
Inc/(Dec) from Previous Year			-	3,522,750
% Inc/(Dec) from Previous Year			N/A	N/A
Inc/(Dec) for 2 Years			-	7,156,884
% Inc-/Dec for 2 Years			N/A	N/A

PROGRAM / SERVICE ALLOCATION (2014 PROPOSED)

REGIONAL RAILROAD AUTHORITY

Program / Service	Mand./ Discr.	2014 Proposed			
		FTE's	Budget	Financing	Levy
Administration (RCRRA)	D	3.60	1,609,516	6,000	1,603,516
Central Corridor	D	0.05	48,500	-	48,500
Union Depot	D/M	2.00	7,781,071	1,406,184	6,374,887
Other Corridor Projects	D	2.25	2,338,537	15,400	2,323,137
Capital Projects					
Union Depot	D/M	0.00	-	-	-
Central Corridor	LO	0.10	13,665,617	9,867,562	3,798,055
Property Acquisition	D	0.00	500,000	-	500,000
Rush Line DEIS	D	0.00	-	-	-
Gateway Corridor PE	D	0.00	-	-	-
Capital Reserves	D	0.00	300,000	-	300,000
Debt Service	LO	0.00	3,625,000	-	-
		8.00	29,868,241	11,295,146	18,573,095

SUMMARY

		Levy %	FTE's	Budget	Financing	Levy
Total Mandated	M	0.0%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.0%	0.00	-	-	-
Total Discretionary/Mandated	D/M	34.3%	2.00	7,781,071	1,406,184	6,374,887
Total Discretionary	D	25.7%	5.90	4,796,553	21,400	4,775,153
Total Legal Obligations	LO	40.0%	0.10	17,290,617	9,867,562	7,423,055
			8.00	29,868,241	11,295,146	18,573,095
2013 Approved Budget			8.80	20,500,289	1,038,297	19,461,992
Inc/(Dec) from 2013 Year			(0.8)	9,367,952	10,256,849	(888,897)
% Inc/(Dec) from 2013 Year			-9.1%	45.7%	987.9%	-4.6%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

PROGRAM / SERVICE ALLOCATION (2014 PROPOSED)
CHANGE FROM 2013 BUDGET

REGIONAL RAILROAD AUTHORITY

Program / Service	Change from 2013 Budget			
	FTE's	Budget	Financing	Levy
Administration (RCRRA)	(1.52)	92,552	(24,000)	116,552
Central Corridor	(0.03)	(18,500)	-	(18,500)
Union Depot	1.41	2,501,831	388,128	2,113,703
Other Corridor Projects	0.83	569,452	1,000	568,452
Capital Projects				
Union Depot	0.00	-	-	-
Central Corridor	(1.49)	2,465,617	9,891,721	(7,426,104)
Property Acquisition	0.00	-	-	-
Rush Line DEIS		-	-	-
Gateway Corridor PE		-	-	-
Capital Reserves		300,000		300,000
Debt Service	0.00	3,457,000	-	3,457,000
Inc(Dec) from 2013 Year	(0.80)	9,367,952	10,256,849	(888,897)
% Inc(Dec) from 2013 Year	-9.1%	45.7%	987.9%	-4.6%

PROGRAM / SERVICE ALLOCATION (2015 PROPOSED)

REGIONAL RAILROAD AUTHORITY

Program / Service	Mand./ Discr.	2015 Proposed			
		FTE's	Budget	Financing	Levy
Administration	D	3.65	1,752,455	7,000	1,745,455
Central Corridor	D	0.00	-	-	-
Union Depot	D/M	2.00	7,682,888	1,709,238	5,973,650
Other Corridor Projects	D	2.15	2,735,392	16,400	2,718,992
Capital Projects					
Union Depot	D/M	0.00	-	-	-
Central Corridor	LO	0.00	-	-	-
Property Acquisition	D	0.00	500,000	-	500,000
Rush Line DEIS	D	0.10	1,500,000	1,109,953	390,047
Gateway Corridor PE	D	0.10	1,000,000	1,000,000	-
Capital Reserves	D	0.00	300,000	-	300,000
Debt Service	LO	0.00	6,980,000	-	6,980,000
		8.00	22,450,735	3,842,591	18,608,144

SUMMARY

		Levy %	FTE's	Budget	Financing	Levy
Total Mandated	M	0.0%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.0%	0.00	-	-	-
Total Discretionary/Mandated	D/M	32.1%	2.00	7,682,888	1,709,238	5,973,650
Total Discretionary	D	30.4%	6.00	7,787,847	2,133,353	5,654,494
Total Legal Obligations	LO	37.5%	0.00	6,980,000	-	6,980,000
			8.00	22,450,735	3,842,591	18,608,144
2014 Proposed Budget			8.00	29,868,241	11,295,146	18,573,095
Inc/(Dec) from 2014 Year			-	(7,417,506)	(7,452,555)	35,049
% Inc/(Dec) from 2014 Year			0.0%	-24.8%	-66.0%	0.2%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

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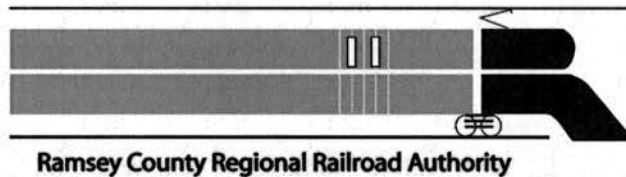
PROGRAM / SERVICE ALLOCATION (2015 PROPOSED)
CHANGE FROM 2014 PROPOSED BUDGET

REGIONAL RAILROAD AUTHORITY

Program / Service	Change from 2014 Proposed Budget			
	FTE's	Budget	Financing	Levy
Administration (RCRRA)	0.05	142,939	1,000	141,939
Central Corridor	(0.05)	(48,500)	-	(48,500)
Union Depot	-	(98,183)	303,054	(401,237)
Other Corridor Projects	(0.10)	396,855	1,000	395,855
Capital Projects				
Union Depot	-	-	-	-
Central Corridor	(0.10)	(13,665,617)	-	(13,665,617)
Property Acquisition	-	-	-	-
Rush Line DEIS	0.10	1,500,000	150,000	1,350,000
Gateway Corridor PE	0.10	1,000,000	-	1,000,000
Capital Reserves	-	-	-	-
Debt Service	-	3,355,000	-	3,355,000
Fund Balance	-	-	(7,907,609)	7,907,609
Inc(Dec) from 2014 Year	(0.00)	(7,417,506)	7,452,555	35,049
% Inc(Dec) from 2014 Year	0.0%	-24.8%	66.0%	0.2%

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Department Summary



CRITICAL SUCCESS INDICATOR & PERFORMANCE MEASURES

A VARIETY OF TRANSIT AND TRANSPORTATION OPTIONS ARE ACCESSIBLE AND SAFE FOR USERS OF ALL ABILITIES AND INCOMES

PERFORMANCE MEASURES – HIGHLIGHTS

The Regional Railroad Authority is developing a multi-modal transit hub at the historic Union Depot. Construction began January 2011 and the project was substantially completed in December 2012.

The Union Depot will accommodate Amtrak, regional, inter-city, and para-transit buses, taxis, automobiles, bicycles, pedestrians, and the Central Corridor light rail line operations.

As other RCRRA corridor projects advance to construction, these lines will connect at the Union Depot, bringing in other modes of transit and transportation, such as commuter rail and high speed rail.

PERFORMANCE MEASURES

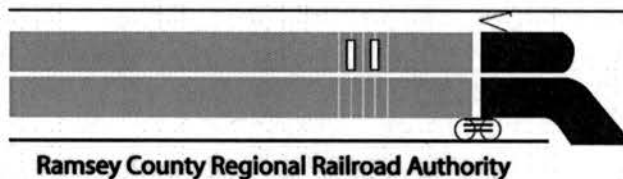
#	Performance Measures	2011	2012	2013	2014	2015
		Actual	Actual	Actual	Estimate	Estimate
1	Number of modes available at the Union Depot	N/A	6	8	9	9

PERFORMANCE MEASURES - DISCUSSION

1. The Union Depot Multi-modal transit hub will become the heart of future transportation in the east metro. In 2012, the Depot began serving inter-city, and para-transit buses, taxis, automobiles, bicycles and pedestrians. In 2013, the Depot began serving regional buses and will house and serve Amtrak later in the year. In 2014, the Central Corridor LRT line will open.

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Department Summary



CRITICAL SUCCESS INDICATOR & PERFORMANCE MEASURES

**TRANSIT AND TRANSPORTATION INVESTMENTS SUPPORT ECONOMIC GROWTH AND STABILITY AND
MINIMIZE RESOURCE IMPACTS AND POLLUTION**

PERFORMANCE MEASURES – HIGHLIGHTS

The Regional Railroad Authority is developing a multi-modal transit hub at the historic Union Depot. Construction began January 2011 and the project was substantially completed in December 2012.

Union Depot will be a hub for multiple modes of transit and transportation options, as well as a hub for programmed events including community activities, private gatherings, and a showcase for artists.

By developing Union Depot, other businesses in the region are allowed to compete with others globally by providing transit and transportation options.

PERFORMANCE MEASURES

#	Performance Measures	2011	2012	2013	2014	2015
		Actual	Actual	Actual	Estimate	Estimate
1	Number of programmed events at the Union Depot	N/A	7	100	300	450

PERFORMANCE MEASURES - DISCUSSION

1. Union Depot will become the living room of Ramsey County and be a catalyst for development of downtown St. Paul. Bringing people to Union Depot also brings them to other businesses downtown.

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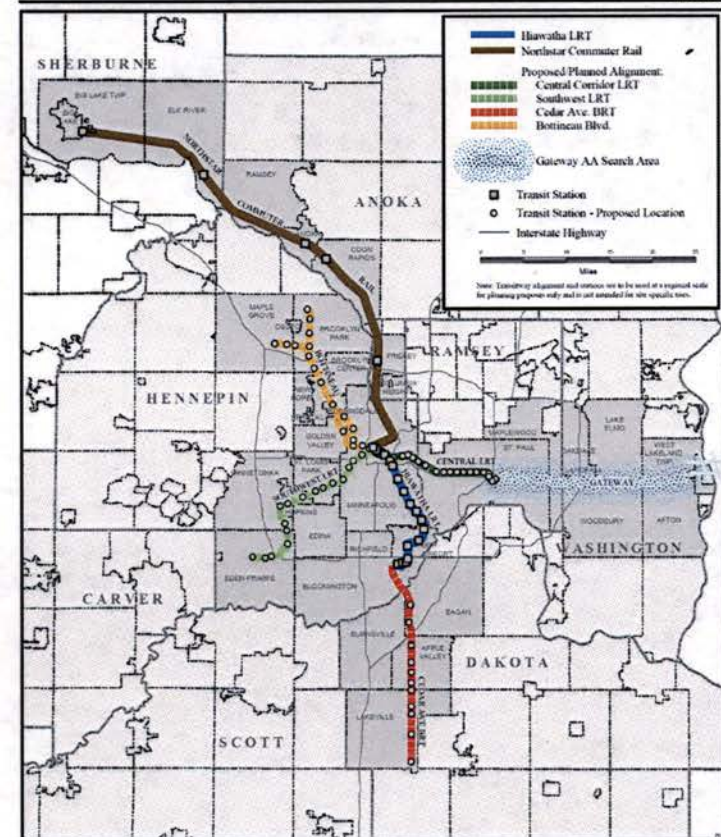
OVERVIEW

Vision: Transitway corridors will guide our region's growth, vitality and competitiveness. Development along transitways will create distinctive places and strengthen local assets while increasing ridership and expanding access to jobs, affordable housing, and essential services for residents of all incomes and backgrounds.

Equity • Economic Competitiveness

Twin Cities Metropolitan Area
Corridors of Opportunity

March 2011



Corridors of Opportunity

Connecting People, Places and Prosperity

RAMSEY COUNTY PROJECT UPDATES DECEMBER 17TH, 2013

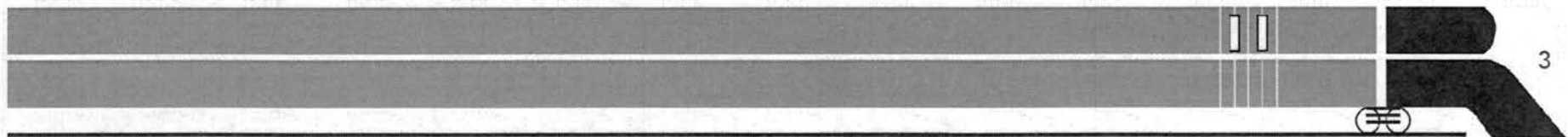


This work was supported by funding under an award with the U.S. Department of Housing and Urban Development



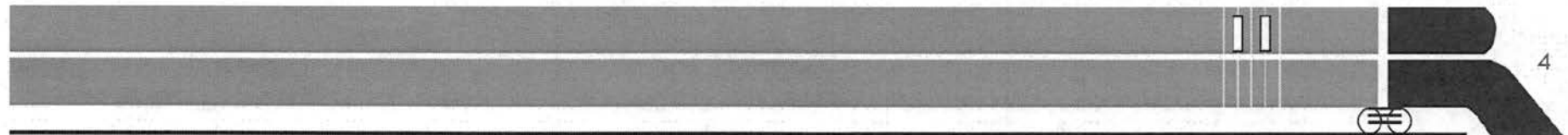
RCRRA's ROLE WITH CoO

- **Policy Board:** Commissioner McDonough
- **Management of three activities**
 - Jobs Central / Corridors 2 Careers
 - Energy & Resource Efficiency- Central Corridor
 - Fostering an East Side Transit Conversation
- ***Leaning into our Challenges***



TAKEAWAYS ACROSS RCRRA PROJECTS

- No substitute for face-to-face engagement
- Building trust and relationships is critical
- Discerning the right partner to do the work
- Learning goes all ways
- Process matters





Jobs Central/Corridors 2 Careers

Project Oversight/Advisory Team

Eighteen members from foundations, cities, counties, state agencies, and community organizations

Joint Implementation Team

Ramsey County Manager's Office

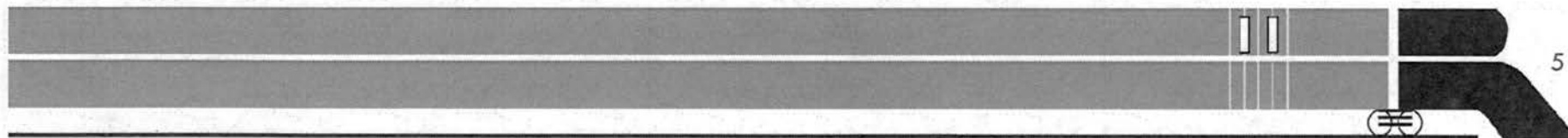
District Councils Collaborative of Saint Paul & Minneapolis (*contract*)

Workforce Solutions (*contract*)

Ellen Watters, Civic Source Inc. (*contract*)

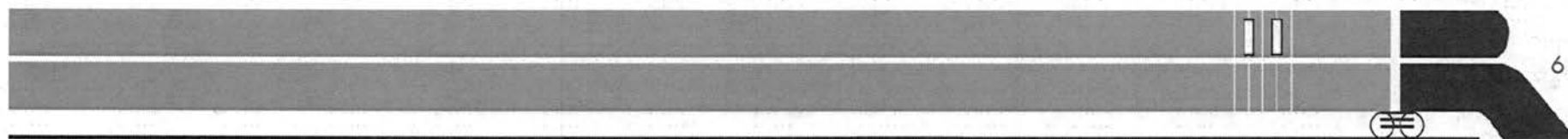
Staff Contact

Janet Guthrie, Senior Policy Analyst,
County Manager's Office



JOBS CENTRAL/CORRIDORS 2 CAREERS

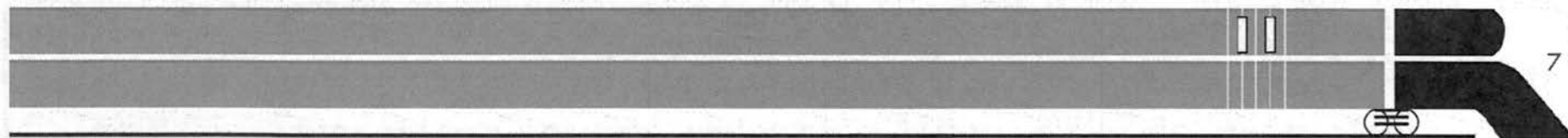
**A pilot creating connections
to existing resources
in new ways
to support
unemployed/under-employed residents
and businesses
in Central Corridor**



JOBS CENTRAL/CORRIDORS 2 CAREERS

Unique Characteristics:

- Seeking out those least likely connected to workforce
- Hiring “Connectors” for on-the-ground outreach
- Piloting efficacy of existing workforce tools
- “Teach to fish” approach to improve ongoing access
- Workforce services in community gathering places
- Learning through community group events, sessions
- Building trust and relationships
- Only workforce/economic development pilot
- 9 months on-the-ground implementation

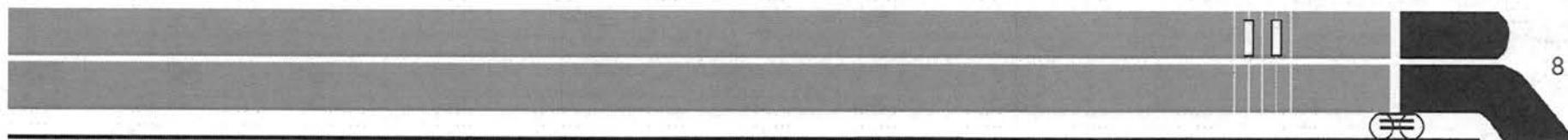


JOBS CENTRAL/CORRIDORS 2 CAREERS

Key Takeaways:

1,448 residents/56 employers

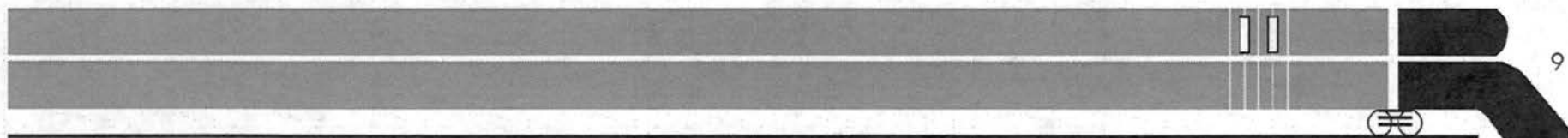
- Relationships and place matter in building trust
- Employers/Job-seekers do not know resources
- Many unmet basic needs – can't focus on careers
- Most need jobs NOW – not all job-ready
- Workforce lacks communication/coordination
- Do not dismiss low-wage, retail jobs
- Workforce funding creates silos, limits sharing
- Location mismatch between jobs and workers
- Hiring practices limit access



JOBS CENTRAL/CORRIDORS 2 CAREERS

Building on the learning/next steps:

- Locate workforce in community gathering places
- Strengthen relationships in and with community
- Fund/coordinate basic needs, on-the-job supports
- Improve WD/ED communication, coordination
- Stronger ties between training and employers/jobs
- Strategy to build employer density on Green Line
- Review hiring practices that limit access
- Create one-contact system for employers
- Address federal funding silos, disincentives



Energy and Resource Efficiency- Demonstration Project Central Corridor

Project Partners

Ramsey County RRA

City of Saint Paul

Neighborhood Development Center (NDC) *(Contract)*

Michaels Energy *(Contract)*

Staff Contacts

Mary T'Kach, Coordinator of Energy & Sustainability
County Manager's Office

Mary Karcz, Senior Policy Analyst
County Manager's Office

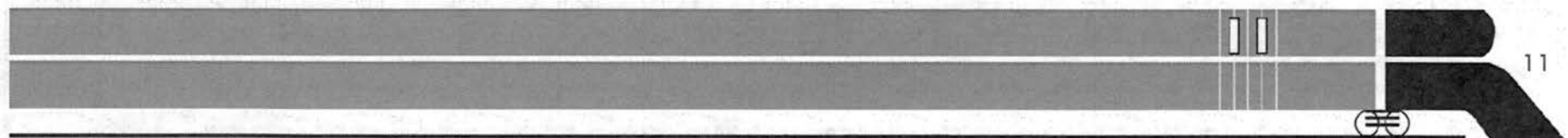


ENERGY AND RESOURCE EFFICIENCY

Identify Challenges to participating in energy and resource efficiency programs and reducing costs -

- In small restaurants and food service businesses on the Central Corridor
- Especially those owned by immigrants and people of color

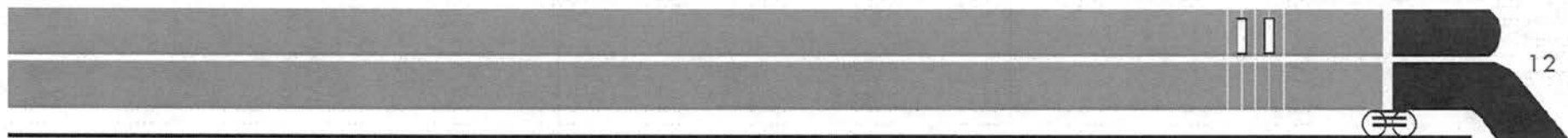
Recommend Strategies for improving existing programs and outreach efforts



ENERGY AND RESOURCE EFFICIENCY

Unique Characteristics

- **Trusted messengers** are the foundation for success
- **Cross-sector engagement team**—business & energy experts working together
- **Current energy and resource service providers** included
- **One-on-one structured conversations** with small restaurant and food service business owners
- **Flexible implementation strategy**



ENERGY AND RESOURCE EFFICIENCY

Key Takeaways

Engagement and Outreach

1. Relationships, expertise and credibility matter
2. Trust is an issue; owners are skeptical
3. Diverse technical experts are important team members
4. Cross-train technical and outreach experts

Small Business Challenges

1. Limited awareness and experience with energy conservation programs
2. Day-to-day operations and business survival take precedence
3. Many owners do not track energy costs
4. Poor equipment maintenance affects energy use & operating costs
5. Structure of lease agreements creates financial challenges

ENERGY AND RESOURCE EFFICIENCY

Building on the Project

Opportunities to Develop Small Business Strength & Neighborhood Prosperity

Engagement and Outreach Initiatives

1. Design with credible partners and resources to grow relationships
2. Include appropriate technical & content experts

Business, Energy and Resource Strategies

1. Make the business case—clear, effective and relevant to the business owner
2. Include technical information and personal follow-ups
3. Address “low-hanging fruit” and larger opportunities
4. Improve rebate programs—make conditions clearer & processing timely

Systems Challenges

1. Address lease-based disincentives to maintenance and major improvements
2. Incent making the best infrastructure investments



Photos Courtesy of Metropolitan State University Media Studies and Darren Varley

FOSTERING AN EAST SIDE TRANSIT CONVERSATION

Project Partners

City of Saint Paul; Metro Transit; Washington County RRA

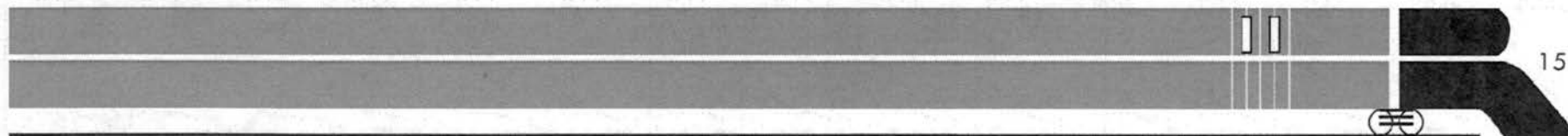
Steering Committee (Hired)

Dayton's Bluff District 4 Community Council (*Lead*)

District 1 Community Council; District 2 Community Council; Payne-Phalen District 5 Community Council;
Engage East Side/Prosperity Campaign; East Side Area Business Association

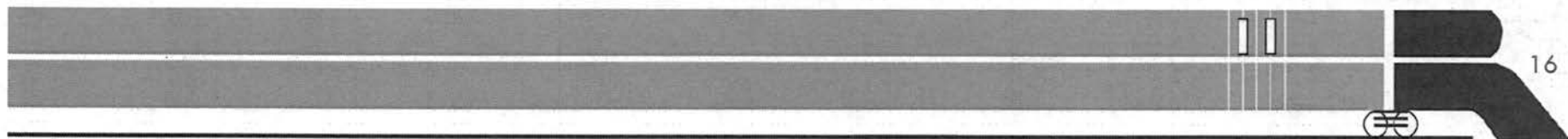
Staff Contact

Josh Olson, Planning Specialist II
Regional Railroad Authority



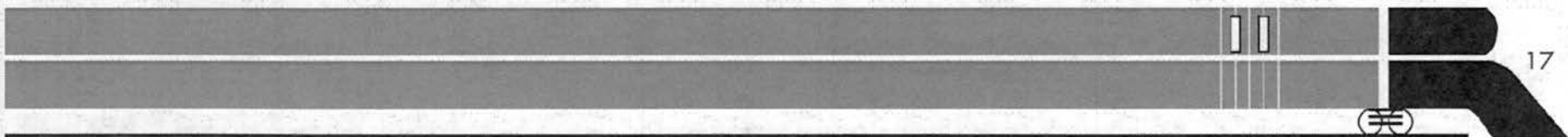
FOSTERING AN EAST SIDE TRANSIT CONVERSATION

**Cultivate a more informed constituency
to more effectively influence
transit decision making
on Saint Paul's East Side**



FOSTERING AN EAST SIDE TRANSIT CONVERSATION

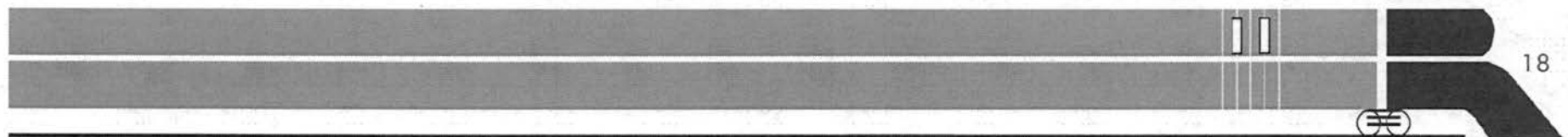
- **Unique Characteristics**
 - Holistic view to transit and transit projects
 - Bottom-up approach to community engagement
 - Steering Committee—District Councils, EES, ESABA
 - Hired and trained community organizers



FOSTERING AN EAST SIDE TRANSIT CONVERSATION

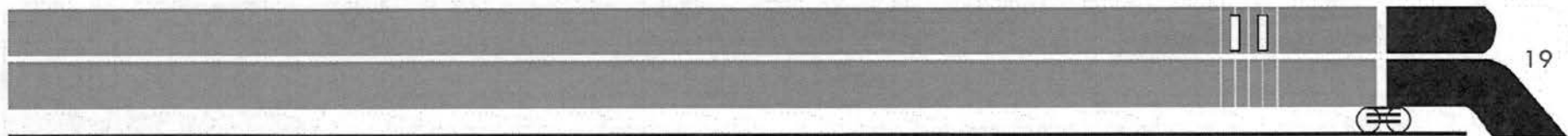
- **Key Takeaways**

- Deep rooted engagement takes time and energy
- Open lines of communication created
- District Councils, EES and ESABA positioned to move the needle
- Go where the community conversations are happening
- Organizers from the community can provide lasting impacts
- Steering Committee, organizers, and system partners learned a lot from the public but also one another



FOSTERING AN EAST SIDE TRANSIT CONVERSATION

- **Building on the learning/next steps**
 - Receipt of final report and recommendations
 - *East Side Transit Equity Community Covenant and Community Recommendations*



TAKEAWAYS ACROSS RCRRA PROJECTS

- No substitute for face-to-face engagement
- Building trust and relationships is critical
- Discerning the right partner to do the work
- Learning goes both ways
- Process matters

