

2 Set Up the Team

Purpose of Corridor Implementation Team

In evaluating organizational precedents and alternatives for guiding implementation of the Strategic Investment Framework, the following questions were considered:

- » *What benefits would be derived from a new organization that could not be realized from existing organizations?*
- » *What organizational options exist? What are the advantages and disadvantages of each option?*
- » *What would be the relationship of the new organization with existing organizations? How would a new organization alter roles and responsibilities for implementation?*
- » *How might a new organization establish credibility, offer value, and be sustainable?*

Existing Corridor Implementation Organizations

Existing organizations that have been involved in the implementation of projects in the Minnehaha-Hiawatha corridor include Hennepin County (HCWT, Transportation, Libraries), City of Minneapolis (CPED South Sector Team, Public Works, MPRB), Metro Transit, Minnehaha Creek Watershed District, neighborhood organizations (Longfellow, Standish-Ericsson, and Corcoran), and Longfellow Business Association; however, each of these organizations primarily works toward achieving their individual plans within the corridor. Tremendous opportunities exist for improving cross jurisdictional and organizational communications within the Minnehaha-Hiawatha corridor agencies. There is a critical need to bring these groups together on a regular and ongoing basis to coordinate priorities, projects, and investments.

A foundation for creating corridor implementation partnership teams can be found in the Hiawatha Corridor Working Group (HCWG). The City of Minneapolis established the HCWG in conjunction with opening of the Hiawatha LRT project in 2004 as a City interdepartmental working group to coordinate ongoing planning, public works, housing and economic development activities in the City's neighborhood portion (rather than downtown) of the Hiawatha LRT Corridor. The focus was on the implementation of the City toolkit to achieve the land use and infrastructure visions and project priorities in the LRT station area master plans, and to identify opportunities and avenues for collaborating with other jurisdictions, neighborhood groups, property owners, and developers around strategic priorities in the neighborhood LRT station areas.

In 2007 the City adopted a geographical sector team approach to coordination around implementation of the Minneapolis Plan for Sustainable Growth (the City's 2030 Comprehensive Plan) and the Hiawatha Corridor Working Group became the core of the South Sector Team, which encompasses the quadrant of the City of Minneapolis south of I-94 and east of I-35W. LRT station area development has remained one of

The Strategic Investment Framework is a collaborative planning effort working towards more livable, sustainable communities—where transportation, housing, and commercial development investments are coordinated to serve the people living and working in the corridor.



Many local businesses exist along Minnehaha Avenue/CSAH 48.



Existing crosswalk at a Minnehaha Avenue/CSAH 48 intersection.



Lake Street looking west toward LRT station.

the core priorities of the South Sector team. In 2008 Hennepin Housing, Community Works & Transit staff began to participate regularly in South Sector team meetings to strengthen inter-jurisdictional coordination, and more recently meetings of the South Sector Team have been alternating with the Technical Advisory Committee meetings of the Minnehaha-Hiawatha Community Works Project to continue this cooperative working relationship.

Recommended Implementation Partnership Team

Based on the assessment of precedent implementation organizations and the specific context of the Minnehaha-Hiawatha Corridor, a critical implementation step is to set up implementation partnership teams focused on the needs and priorities of the corridor. These implementation partnership teams would facilitate an ongoing, focused, and collaborative implementation approach and champion the implementation of the Strategic Investment Framework's values, strategies and projects.

Because the issues and needed improvements of the corridor span multiple interests and jurisdictions, the Minnehaha-Hiawatha Corridor implementation teams must facilitate collaboration between the County, City, regional government agencies, the State, and area business and community organizations. To accomplish the goals of this project, it is recommended that two implementation teams be created: a **Policy Steering Committee** - responsible for overall strategic direction, policy development, project approval, and funding - and a **Projects Coordination Team** - charged with project implementation, technical review, and community outreach. For individual projects, ad hoc working groups will be organized to bring together staff from the appropriate agencies that are most affected by the project. These project-based working groups will further define and manage individual projects at the time that they are actually being planned and implemented.

The Minnehaha-Hiawatha Projects Coordination Team (MHPCT) would facilitate implementation of the critical public projects within the corridor and collaborate with developers upfront on private redevelopment issues. Involvement in private redevelopment projects would be focused on projects that require a significant public investment or are linked to a public project that would advance the vision and strategies of the corridor. The MHPCT is not intended to displace or duplicate services already provided through existing agencies.

Who: It is recommended that initially the MHPCT be led by HCWT and CPED staff to ensure that the team maintains its focus on the Corridor Framework as well as the Community Works mission and guiding principles. Other governmental team members would include staff from Hennepin County Environmental Services and Transportation, Minneapolis Public Works, Minneapolis Parks & Recreation Board, Metro Transit/Metro Council, Mississippi Watershed Management Organization, Minnehaha Creek Watershed District, Minneapolis School District, and Minnesota Department of Transportation. In addition, the team would include corridor business, community, and neighborhood organizations to maintain the link between community and government agencies as projects are implemented and to facilitate ongoing public outreach. Major private stakeholders, although not official members of the implementation team, could be partners in implementing specific corridor projects, such as the freight railway companies, major employers, major property owners, etc.

What: The purposes of the MHPCT would include the following.

- » Expedite projects through coordination
- » Create ad hoc and specialized working groups to implement specific projects
- » Promote awareness and communications among a broader audience of stakeholders, including community members and businesses
- » Build and maintain an identity for the corridor
- » Establish/maintain credibility and value to the planning process
- » Review progress and report on advancements on an annual basis through the Corridor Livability Indicators program

Implementation of Minnehaha-Hiawatha Projects

Minnehaha-Hiawatha Community Works Action Plan Partnership





Recent redevelopment at corner of 46th Street & Snelling Avenue.

- » *Identify and recommend implementation steps to be taken in the next year*
- » *Assign responsibilities for guiding implementation steps*
- » *Create design scenarios, concepts, and guidelines for potential public infrastructure improvements and redevelopment areas*
- » *Provide preliminary project design review by working with public agencies and developers to achieve the Corridor Framework's values, strategies and desired outcomes*
- » *Research and develop tools, reports, best practices, studies, plans, and other resources*

When: It is recommended that the MHPCT initially meet four to six times per year. Working groups organized around specific projects would meet on a more frequent basis as needed.

Minnehaha-Hiawatha Policy Steering Committee (MHPSC) To empower the project coordination efforts of the MHPCT, a second corridor team is recommended to focus on overall strategic direction, interagency policy coordination, project review, and project funding. This steering committee would provide policy leadership from the both the County and City.

Who: It is recommended that the MHPSC consist of the following team members:

- » *two (2) Hennepin County Commissioners (District 4, Chair of Housing & Redevelopment Authority)*
- » *two (2) City Council members (Wards 9 and 12)*
- » *Minneapolis Park & Recreation Board (MPRB)*
- » *Metropolitan Council*
- » *Minnesota Department of Transportation (Mn DOT)*
- » *Minnehaha Creek Watershed District (MCWD)*
- » *Mississippi Watershed Management Organization (MWWO)*
- » *Appointed neighborhood and business representatives*

See the Interagency Project Teams & Process diagram.

What: The purposes of the MHPSC would be to:

- » *Build consensus among stakeholder groups*
- » *Set project priorities*
- » *Provide recommendations to decision-making agencies on potential policy changes*
- » *Review and approve projects recommended by Project Coordination Team*
- » *Work with Project Coordination Team to identify funding for projects*
- » *Align and leverage investment interests/opportunities across jurisdictions and organizations*
- » *Monitor project progress on a periodic basis*

When: It is recommended that the MHPSC initially meet approximately four times a year.

Potential Implementation Partnerships

It is recommended that the MHCW project continue to explore opportunities to establish partnerships with local, regional, and state organizations to assist with technical analysis, funding and advocacy for corridor revitalization efforts. Examples of potential partnerships include:

Mobility

- » Mn DOT
- » Metropolitan Council/Metro Transit
- » Counties Transit Improvement Board
- » Freight rail corridor owners, operators and users
- » Transit for Livable Communities

Land Use & Physical Resources

- » Metropolitan Council
- » Urban Land Institute
- » Alliance for Metropolitan Stability

Environment & Natural Resources

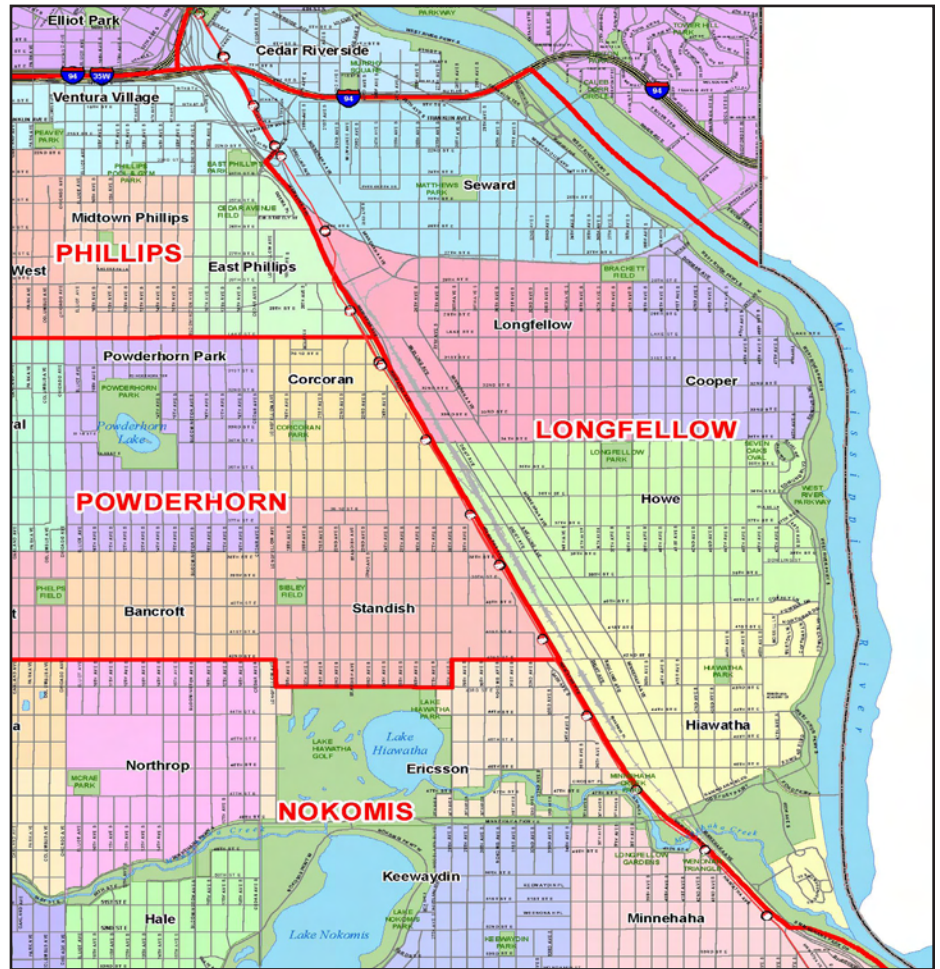
- » Minnehaha Creek Watershed District
- » Mississippi Watershed Management Organization
- » Minnesota Pollution Control Agency
- » People for Parks Minneapolis
- » Great River Greening
- » Center for Energy & Environment
- » Fresh Energy

Economic Development

- » Minnesota DEED
- » Minnesota Workforce
- » Minnesota Blue Green Alliance/Sierra Club
- » LISC Twin Cities

Social, Cultural & Heritage

- » Minneapolis Public Schools District
- » Minnesota Historical Society
- » Foundations



It is recommended that the Minnehaha-Hiawatha Projects Coordination Team include the neighborhood organizations both to the east and west of the diagonal corridor. Longfellow Community Council includes the Longfellow, Howe, Hiawatha and Cooper neighborhoods on the east side. Standish-Ericsson Neighborhood Association (SENA) and Corcoran Neighborhood Organization (CNO) represent the three neighborhoods on the west side.



The historic Robert F. Jones (Longfellow) House is located in the Minnehaha Historic District within Minnehaha Park.