

Maximizing Transportation Assets by Building Community Connection Through Innovative Deployment of Rights of Way and Airspace: Appendices

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16. Abstract (Limit: 250 words) This Minnesota Department of Transportation-sponsored research effort examined innovative right-of-way projects nationwide, focusing on how new and innovative practices for redeveloping transportation assets can meet ambitious goals such as mitigating environmental impacts, encouraging placemaking, and enhancing economic opportunity while continuing to meet their transportation purpose. The team explored case studies from across the nation and identified best practices and lessons learned to inform future agencies and planners of new trends in transportation right-of-way projects.			
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APPENDIX A

INNOVATIVE RIGHT OF WAY SYMPOSIUM SYNOPSIS

The Innovative Right of Way Symposium was held on August 15th, 2022, over the course of three hours from 12:00 pm – 3 pm CDT using Zoom. There were a total of 90 participants, who were able to utilize the live question and answer function throughout the symposium to ask questions from speakers.

The agenda for the event was as follows:

- 12:00** Welcome, Introductions and “Charge”
- 12:10** Keynote #1: Peter Park
- 12:30** Case Studies: Atlanta & Milwaukee
- 1:00** Keynote #2: Paul Angelone
- 1:20** Case Studies: Pittsburgh & Washington, D.C.
- 1:50** Presentation of *draft* “Best Practices”
- 2:10** Workshop Activity: 3 questions
- 2:30** Discussion
- 2:40** Local Perspective: Reconnect Rondo, St. Paul
- 2:50** Summary, next steps and adjourn

The Symposium was recorded, and the recording is available at: <https://youtu.be/HgTaicQOXYQ>

This appendix provides a time-stamped synopsis of that recording.

00:04:49

Frank Douma welcomed everyone to the Innovative Right of Way Symposium with an overview of the agenda, and an outline of the project scope and deliverables through a presentation. Frank introduced the keynote speaker, Peter Park.

00:16:49

Peter Park presented his slides and discussed a high-level overview of the impacts of highways in urban environments. Mr. Park discussed the choices everyday planners make, the long-term implications and impacts of these decisions on land use, transportation, and the ability of people to freely move throughout cities. Mr. Park discussed the Park East Freeway removal project in Milwaukee that he led, and the recently completed I-70 corridor in Denver. In discussing the Park East Freeway, I-70 Corridor examples, and global examples of freeway reconstruction or demolition, Mr. Park encouraged participants to think differently about how investing in different infrastructure projects can create long-term benefits for human connectivity, travel, and our shared spaces.

00:41:33

After Mr. Park's presentation, Mr. Douma introduced LeJuano Varnell using the bio provided. Mr. Douma framed the presentation as one that delves deeper into community engagement and placemaking within a planning context.

00:43:38

LeJuano Varnell began his presentation with a note of appreciation for Mr. Park's words about community engagement and the impact of transportation infrastructure on communities. Then, Mr. Varnell provided background on the I-75 freeway that cut through a primarily Black neighborhood, demolishing homes, businesses, and a significant gathering space for the community. Now, in his work at Sweet Auburn Works, Mr. Varnell shared how much of his work includes engaging the community. Through the Auburn Avenue Under bridge project and ongoing transportation projects in the Sweet Auburn neighborhood, Mr. Varnell emphasized the importance of placemaking with community engagement to preserve the historical and cultural legacy of Sweet Auburn through murals, informational plaques, and tours that promote walking and learning through the historical neighborhood. In closing, Mr. Varnell briefly discussed the Reconnecting Communities funding and the creative ways it could be leveraged in Atlanta.

00:57:23

Mr. Douma encouraged questions through the Zoom function and shifted the focus to the presenters from the Wisconsin Department of Transportation to discuss the Park East Freeway removal project in greater detail. After introducing the Wisconsin Department of Transportation speakers briefly, David Nguyen began presenting the design and reconstruction of the Park East Freeway removal project.

00:59:14

The presenters from the Wisconsin Department of Transportation provided detailed information about the Park East Freeway Removal area and surrounding area use, value, and funding to remove the Park East Freeway spur. From there, Adrian Lopez and Mr. Nguyen discussed the agreements between the city and Wisconsin Department of transportation for the removal and subsequent use of the area. The technical portion of the presentation concluded by describing the Environmental Impact Study, funding, Right-of-Way Use Agreements, and the work it took to reconnect the transportation grid.

Next, the Wisconsin Department of Transportation presenters introduce Christopher French. Mr. French discussed the continued use of Right-of-Way Use Agreements by the Wisconsin Department of Transportation and the Federal Highway Administration. Through dog parks, improved parking lots shared by multiple agencies, mountain bike courses, and more, Mr. French shared how creative Right-of-Way Use Agreements can be utilized to improve transportation connections, add green spaces, and connections between downtown and west Milwaukee.

1:30:11

Next, Mr. Douma introduced Scott Kratz, who began his presentation about the 11th Street Bridge. After providing background information on the project and area, Mr. Kratz shared information about the

years of planning and community involvement that took place for the 11th Street Bridge Project. Through discussing the equitable development plan, Mr. Kratz shared the economic development, placemaking, design, and future programming goals shaped by the community. Mr. Kratz described the project as necessary to reconnect divided communities, and the engagement work done to ensure the project supported inclusive and equitable growth for the community. Through anti-gentrification measures, workforce development within the community, and youth engagement programs, Mr. Kratz emphasized the 11th Street Bridge will be an asset to the community that mitigates displacement and harms to the community.

1:44:40

After Mr. Kratz concluded his presentation, Mr. Douma reminded the audience and speakers about the question-and-answer function available during the Symposium. Next, Mr. Douma introduced Paul Angelone.

1:46:13

Mr. Angelone's presentation provided an overall background of what highway caps and stitches are, and pathways to funding cap and stitch projects. Resilient spaces, Mr. Angelone said, can be spaces where the transportation function of a freeway is preserved, and still offer community connections and economic development opportunities. Briefly describing highway cap and stitch projects nationwide, Mr. Angelone described the importance of public sector funding that encourages developments and private sector investments. Through discussing the Capitol Crossing Highway Cap project, Mr. Angelone described the potential economic benefits and community placemaking that can occur when private investments truly encourage community engagement. By highlighting the environmental considerations undertaken in the Capitol Crossing project, Mr. Angelone emphasized these transportation projects can reframe an entire community through restorative infrastructure. For participants, Mr. Angelone provided a brief overview of the Federal Infrastructure Investment and Jobs Act as a resource of funding for discretionary projects and as an entire pool of funding to be spend on projects that reconnect communities. Mr. Angelone then discussed the Reconnecting Rondo project, and described the background of the project area and his work analysing the value of the land in the surrounding area. A mix of private and public funding, Mr. Angelone continued, can shape a project area for generations to come. Innovative transportation projects, Mr. Angelone concluded, have the potential to influence our climate resiliency, improve access to housing, businesses, and provide means to travel without relying on private vehicles.

02:01:22

After Mr. Angelone's presentation, Mr. Douma read aloud questions and answers from participants and panelists to participants, providing time for panelists to expand upon their written answers. A question asked how projects reconcile the history of disinvestment and racism with future project planning. Mr. Kratz answered live, describing the analysis of the 11th Street Bridge project area and how it informed the Equitable Development Plan described in his presentation. Mr. Angelone also shared how project planners are becoming more aware of the potential for these projects to push communities out, and

that building in housing trusts or workforce development and education opportunities can mitigate these risks of displacement. Mr. Park added that establishing community-identified outcomes for freeway projects is as critical as mitigating the harms highway construction can cause. Mr. Varnell provided his insights as well, and shared that empowering a community to direct their own infrastructure investments is critical, and can open a pathway to cooperative relationships between existing stakeholders, businesses, development districts, and communities.

02:15:19

After the brief question and answer session, Mr. Douma instructed participants to continue asking panelists questions about their presentations and their work in general. Then, Mr. Douma shifted the Symposium discussion to describe the overview and lessons learned from the Innovative ROW research. The presentation began with brief description of how the case studies were selected and information on the yearlong research effort. Mr. Douma shared an overview of each lesson learned through a matrix that included the case studies each lesson informed. In the following slides, both Mr. Douma and Maya Sheikh connected each lesson learned with one or more case studies examined through the Innovative Right of Way project. Mr. Douma and Ms. Sheikh described lessons learned in greater detail and how the lessons were pulled together from the research into each case study.

2:28:21

After the best practices and lessons learned presentation, Mr. Douma encouraged participants to engage in a feedback session through an interactive Qualtrics poll. The Qualtrics poll asked for participant feedback on lessons learned through ranked choice questions and asked for general feedback about valuable information from the symposium through open ended questions. Providing time for participants to complete the survey and provide feedback, Mr. Douma opened the Symposium up for participants to ask questions and panelists to answer questions live.

Mr. Angelone described the innovative traffic modeling and newly implemented Vehicle Mile Travel (VMT) and greenhouse gas emissions guidelines in Denver. These new guidelines and rulemaking processes, spurred by advocacy efforts statewide, are critical to mitigating harmful highway expansion and construction in Denver, Mr. Angelone said. Mr. Park expanded on this discussion by articulating how the NEPA process began, and became critical to understanding the impact of transportation infrastructure on the environment. Mr. Park also described his work on the I-70 project, articulating the balance planners and community members have to achieve when making infrastructure investments, and the limiting factors that state guidelines place on area analysis and decision-making options. Mr. Park continued discussing how transportation investment decisions happen as a result of systems, which often reflect future planning and development goals. Mr. Park closed this portion of the live question and answer portion by sharing how the Park East Freeway Project was successful in re-shaping Milwaukee because it provided a different vision for the future.

2:30:31

Next, Mr. Douma read aloud another question from the Zoom question and answer function, which asked about alternative sources of funding for projects given that highway funding can be constrictive. Mr. Angelone answered by sharing more information about the discretionary funding available to states and the reconnecting communities pilot funding. Mr. Angelone also shared that state Departments of Transportations can leverage funding for a variety of projects. Finally, Mr. Angelone encouraged the participant to look into community based not for profit organizations and coalitions that work to identify funding opportunities. Mr. Park joined the conversation to share the complex funding that went into the Park East Freeway project, and how instrumental the city of Milwaukee funding was to assist in the reconstruction. The Park East Project, Mr. Park concluded, was a good example of the city leveraging state and federal funding.

02:43:49

Mr. Douma began sharing the results of the Qualtrics survey, sharing his screen to show the results through bar charts. In the first snapshot of the Qualtrics survey results, participants ranked community engagement as significantly important to projects. Participants also ranked a transparent governance process, and ensuring the primary transportation function is not lost as the next most important. Finally, ensuring funds return the community was the third highest ranked lesson learned. Reviewing the open-ended questions through a word cloud generated by Qualtrics, Mr. Douma shared participant feedback. Participants learned more about the role transportation planners have in encouraging active transportation modes, the importance of ensuring the community defines the problem and solutions, and uplifting efforts to encourage community engagement for projects large and small. Slides showing final results are below:

Q1 - Please group the lessons learned / best practices according to importance to successfully implementing an innovative right of way use.

Please group the lessons learned / best practices according to importance t...

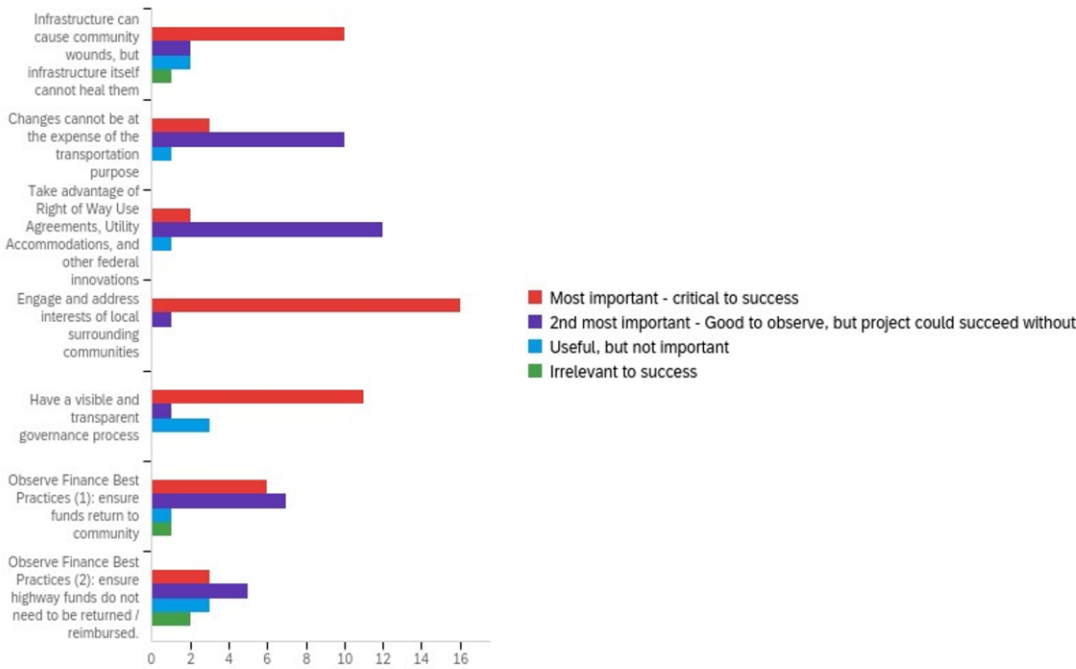


Figure A-1: Response to first question

Q2 - What has been the most interesting piece of information for you today?



Figure A-2: Word Cloud Response to second question

Q3 - What will you take away / do differently when approaching Right of Way planning?

What will you take away / do differently when approaching Right of Way planning?
Start with the community and a transparent process
Not applicable
right of way design needs to be considered within a broader context of adjacent properties and more broadly nearby neighborhoods.
expand my scope/impact area
I will think more carefully about how the community defines the problem.
Opportunities can vary by size of impacts; ability to mitigate
encourage/ require a more expansive community engagement as early as possible.
State DOT Planners should be more like City Planners- we must care about people and places
Everyone points a finger at someone else; get people to the table to discuss. So much that seems immutable and too large to tackle can be improved, sometimes dramatically.
Being bold when advocating for community-centered innovation and using government process creatively

Figure A-3 Responses to third question

Q3 - What will you take away / do differently when approaching Right of Way planning?

What will you take away / do differently when approaching Right of Way planning?
being more proactive reaching out to the community with their visions for the area

Figure A-4: Additional response to third question



Figure A-5 Question 3 Answers in Word Cloud form

2:46:31

Nearing the end of the allotted time for the Symposium, Mr. Douma introduced Keith Baker who began his presentation. Mr. Baker articulated his appreciation for the previous panelists presentations and reflected on some of the key lessons he learned from the Symposium. Mr. Baker described the foundation of the Reconnecting Rondo group, and the background of the 7.5-mile project area. Mr. Baker shared the restorative movement goals at the core the Reconnecting Rondo project, describing the relationships between local and state jurisdictions, local non-profits, and businesses in the area. Mr. Baker described the five basic goals outlined by the community within the feasibility study, articulating it as a foundational community engagement effort for the project. ReConnect Rondo's work, Mr. Baker shared, set the stage for guiding future investments within the project guidelines, and emphasized the importance of community engagement and leadership throughout the planning process. Mr. Baker continued by describing how many of the lessons learned from the Innovative ROW study were reflected in the ReConnect Rondo goals, namely: mitigating displacement of residents and businesses, transparent governance, and encouraging equitable community and economic development in the project area. Mr. Baker emphasized the process of the Cap project came from years of community

engagement and collaboration across multiple jurisdictions and in consideration of comprehensive plans. Mr. Baker continued sharing how ReConnect Rondo's vision amplifies the existing ecosystem as a resource, while protecting the current neighborhoods' ecosystem, culminating as a restorative movement. Mr. Baker concluded by sharing his enthusiasm for the cap, and emphasizing the importance of community engagement around future transportation projects.

03:02:19

Mr. Douma thanked Mr. Baker for his presentation and cited it as a wonderful culmination of the topics and discussion throughout the Symposium. Finally, Mr. Douma introduced Cyrus Knutson as the Minnesota Department of Transportation coordinator for the Innovative ROW research project to provide final remarks.

3:03:11

Mr. Knutson offered brief closing remarks by thanking the panelists for their insightful presentations and active participation in answering questions from the audience. Mr. Knutson highlighted two critical notes, both listening to the community impacted by a project and asking a community for their outcomes. Mr. Knutson emphasized the importance how critical community leadership is when planning transportation projects. Discussing the role of State Departments of Transportation, Mr. Knutson articulated that planners consider how to deliver transportation needs while balancing the needs of a community and furthering connections. Finally, Mr. Knutson relayed that the ongoing work of State DOT's are not done alone, and how critical new partnerships can be to influence community engagement and community-led outcomes.

3:05:11

Mr. Douma concludes the presentation by providing a brief overview of the final Innovative ROW project process, sharing that it will be publicly available shortly.

3:06:10

Symposium adjourned.

APPENDIX B

SYMPOSIUM SPEAKER BIOGRAPHIES

Peter Park – Associate Professor Adjunct of Urban Design

Peter Park is a city planner with more than 20 years experience specializing in innovative solutions that balance community, development, and design quality concerns. His integrated approach to comprehensive planning, urban design, and development review has created clear visions for sustainable urban development, places of high quality design, and streamlined permitting systems. He has overseen numerous planning efforts and implementation of major infrastructure and development projects in his role as Planning Director of two large U.S. cities, Milwaukee, Wisconsin, and Denver, Colorado.

Mr. Park teaches at the University of Colorado at Denver and was instrumental in shaping its new Master of Urban Design program. Previously, he taught at the University of Wisconsin-Milwaukee and coordinated the Joint Master of Architecture/Master of Urban Planning program. Over the last 20 years, he has focused on integrating teaching and practice. The work explored in his urban design studios has significantly influenced real world planning and development outcomes such as the removal of the Park East Freeway in Milwaukee and adoption of the Denver Zoning Code.

Mr. Park was the 2012 Lincoln Loeb Fellow at the Harvard Graduate School of Design and Lincoln Institute of Land Policy. He holds a Bachelor of Architectural Studies from Arizona State University and a Master of Architecture and a Master of Urban Planning from the University of Wisconsin-Milwaukee.

LeJuano Varnell – Executive Director, Sweet Auburn Works, Inc.

LeJuano Varnell is the Executive Director of Sweet Auburn Works, Inc., the preservation-based economic development organization created to protect and enhance the commercial and cultural legacy of the Sweet Auburn Historic District. Mr. Varnell brings more than 18 years of private sector operating and finance experience in Africa, Asia and the US to this role, and has employed those skills to create a career of using private capital to solve difficult market problems. Mr. Varnell received a BA in Economics from Morehouse College and an MS in Finance from the Carroll School of Management, Boston College. He is an avid outdoorsman, and when not hiking or biking, enjoys cooking with his friends and family.

David Nguyen, P.E. – Wisconsin Department of Transportation

Mr. Nguyen works for State of Wisconsin Department of Transportation as a project development chief. Graduated from Marquette University with a B.S in Civil and Environmental Engineering in 1992. He's a licensed engineer with 30 years of experience in highway transportation projects.

Adrian Lopez – Wisconsin Department of Transportation

Adrian Lopez is currently a construction supervisor for the Wisconsin Department of Transportation. He has 30 years in the planning, design, construction, and maintenance of local roads, state highways, and freeway facilities; ranging from the Park East Freeway project to Mega projects in Milwaukee, Racine, and Kenosha Counties. He has been involved with community sensitive design; and identifying and mitigating transportation impacts to communities throughout his career.

Chris French – Wisconsin Department of Transportation DTSD SE Region Property Management/Leasing

Chris French came to the WisDOT Real Estate department in the SE Region (Waukesha, WI) in 2012 with a strong engineering background having been educated at the University of Minnesota, and an experiential background in business brokering small to midmarket companies in the Milwaukee area. He has been working in the region's Property Management group since 2018 with his responsibilities focusing on developing and managing leases of ROW properties not used for roadway. Most of these properties are in urban Milwaukee but there are also some more rural properties. He has been told he is the statewide DOT leasing expert but actively denies that moniker stating that somebody has to bring money back IN to the DOT to help the transportation budget.

Bao Tran, P.E. – Wisconsin Department of Transportation

Bao Tran is currently the Technical Services Section 1 Chief overseeing Materials, Real Estate, Survey/plat, and Utility unit. He has 28 years of design, construction, and system operations experience. Bao's has worked 10 years as a consultant working on WisDOT projects and 18 years with WisDOT as a construction/design lead, project manager, and supervisor on numerous and diverse projects. He has spent the last 6 years as the supervisor in the Maintenance unit focusing on maintaining state owned facilities and right of way. Bao graduated from Marquette University with BA in Civil Engineering.

Paul Angelone – Senior Director, Curtis Infrastructure Initiative ULI—The Urban Land Institute

Paul Angelone is a Senior Director at the Urban Land Institute, a nonprofit education and research organization that focuses on land use, real estate, and urban development. Paul leads the Curtis Infrastructure Initiative which identifies and promotes infrastructure solutions that make cities more equitable, resilient, and that enhance long-term community value. Smart infrastructure investments are necessary for meeting ULI's mission to positively shape the future of the built environment for transformative impact in communities worldwide.

Hailing from the Midwest, Paul has a wide variety of policy, program management, and coordination experience at the international, national, and municipal levels with an ability to bring people together and manage complex processes. His professional knowledge spans topics such as real estate and community development, infrastructure, building resilience, and enabling effective governance.

Paul holds an urban planning degree from Ball State University where he focused his studies on environmental and international planning. While at Ball State, Paul attended CEPT University in Ahmedabad, India. He lives with his wife, daughter, and two beagles in the Capitol Hill neighborhood of Washington, D.C.

Scott Kratz – Senior Vice President, Building Bridges Across the River (Building Bridges)

For the last ten years, Scott Kratz has been working with the Ward 8 non-profit Building Bridges Across the River and District agencies to transform an old freeway bridge into a park above the Anacostia River. The old 11th Street Bridges that connect Capitol Hill with communities east of the river have reached the

end of their lifespan, Kratz is working with the community to use the base of one of the bridges to create a one-of-a-kind civic space supporting active recreation, environmental education and the arts.

Kratz is a resident of Barrack's Row and has lived in Washington D.C. for the last 16 years. He has worked in the education field for over twenty years and began his career teaching at Kidspace, a children's museum in Pasadena, California and later as the Associate Director of the Institute for the Study of the American West at the Autry National Center in Los Angeles, CA. While at the Autry, he supervised a staff that planned and implemented programs including theater, film, music, festivals, family programs, lecture series, and academic symposia. Most recently, he was the Vice President for Education at the National Building Museum in Washington D.C. He served on the board of the United Planning Organization, currently sits on boards of the Anacostia Coordinating Council and the Anacostia Business Improvement District and serves on the High Line Network's Steering Committee.

Keith Baker – Executive Director, Reconnect Rondo

Keith Baker is the executive director for ReConnect Rondo, Inc., an umbrella advocacy organization committed to addressing racial disparities in Minnesota. Keith is leading the organization's mission to revitalize the Rondo Community with a land bridge that reconnects Rondo and creates Minnesota's first African American cultural enterprise district.

Keith has more than 35 years of experience in the public, private and nonprofit sectors. His 18 years with the Minnesota Department of Transportation included oversight of federal and state professional technical contract administration and construction compliance monitoring.

Keith served as a member of the Ramsey County Blue Ribbon Commission in 2010, which was in the forefront of elevating Minnesota's ranking as 50th in the nation for racial disparities. Over the years, he has identified and executed strategies supportive of equitable development, entrepreneurship, ownership, business and workforce, and opportunity access.

As a strategist, connector and influencer, Keith has a reputation for seeing the big picture, along with the connective links needed for genuine progress. He's known for skillfully navigating within constrained environments, creating outputs that result in equitable outcomes. These characteristics were instrumental in the successful orchestration of a collective impact approach that ensured equitable inclusion of minority- and women-owned engineering and architect firms on the billion-dollar U.S. Bank Stadium project.

APPENDIX C
QUESTIONS AND ANSWERS SUBMITTED DURING THE
INNOVATIVE RIGHT OF WAY SYMPOSIUM

Question 1: How to address land use decisions that limited where in cities BIPOC folks could live and the jobs they were able to hold?

Answer 1: This gets at some of your question Gloria but a report we put together last September gets at some of this question about the need to think about developing a framework for thinking about these investment decisions as well as the importance of access to opportunities.

<https://knowledge.uli.org/reports/research-reports/2021/shaw-symposium-on-urban-community-issues-equitable-investment-in-infrastructure-and-housing>

Answer 1: This will be discussed in various ways in the upcoming presentations. Happy to answer live during the discussion at about 2:30

Question 2: How is gentrification considered for some of these reclaiming projects? Especially when we consider the marginalized communities that were destroyed or harmed by highway construction? Is there any way to try to make sure marginalized groups benefit from the reclamation projects?

Answer 2: Paul Angelone's presentation, along with the 11th Street Bridge case will discuss this question. Thank you!

Answer 2: I'd suggest checking out the 11th Street Bridge Park's equitable development plan at bridgepark.org/equity. We've created short 5 min. videos about this work at bridgepark.org/equitytools. Finally, the NYT posted a large article about these efforts here:

<https://www.nytimes.com/interactive/2022/08/09/headway/11th-street-bridge.html>

Question 3: How do you see these projects connecting with intercity rail?

Answer 3: There are a number of bus trunk lines that go across the 11th street local bridge with stops on either side of the park. Additionally, the park will be within a half mile of 4 metro stations and three subway lines.

Question 4: 1. Mr. Varnell, I'd be interested to learn more about how your organization came to be, how being part of the national Mainstreet Program has been helpful; and how that interaction (Mainstreet + Sweet Auburn Works) has been an asset to the economic development initiatives and preservation/activities in the neighborhood and in Atlanta more generally (if at all....like, has there been a positive spin-off effect in other historic neighborhoods?)

2. I am curious to learn about the costs associated with some of the reclamation/reconnecting ideas (fills/land bridges vs. filling in a highway trench as in Park East etc. etc.) and what these experts see as the most cost-effective option for the "physical" reparation of the harms caused by the activities following the passage of the Federal-Aid Highway Act of 1956 (et seq.).

Answer 4: Hey Jake, 1) A group of concerned stakeholders formed a 501(c)3 org to help guide the growth of the historic commercial district of Sweet Auburn. During the planning for that organization, the leadership chose to adopt the Main Street model as the method for preserving the district and guiding its growth. BOTH were of equal importance in their eyes. The National Main Street Center has been a great partner in this work, and has been helpful in learning from and with other practitioners in this space who have similar challenges as our District. And because of our success in using this model, the city of Atlanta's economic development office, had started to create its own program for other intown historic districts. Feel free to reach out to me at lvarell@sweetauburnworks.com to discuss further.

Answer 4: 2) Jake, we haven't gotten that far with mitigants for our neighborhood yet. We hope to have those studies performed with the Reconnecting Communities Grant Program. BTW, we are not necessarily urging "the most cost-effective option". We will advocate for the most effective solution(s) for the challenges we end up defining. Again, feel free to reach out for more detail.
Cheers!

Answer 4: I'll talk a little about financing but it is different for different projects. But, if you go to page 32, there is a cost chart of some project https://americas.uli.org/wp-content/uploads/ULI-Documents/ULI_StPaul_Rondo_FINAL.pdf

Question 5: Who paid for the murals and who will maintain?

Answer 5: The business improvement Districts pay for them and maintain them, especially cleaning up graffiti

Question 6: For Chris and Bao – You mentioned that you are highway people/pro-highway, but you have gained awareness around what more the highways impact (ex – the space under the highways). Was that awareness built solely by being approached by folks with greater awareness than your own, or was there some push of this at the internal (for example – coming from WI Department of Transit)?

Answer 6: It has been a bit of both. Bao regularly meets with the city and MMSD, and I am in touch with the two BIDs. So we get a lot of input from them.

Answer 6: Another factor when land is underutilized creating unwanted activities (homeless, criminal) on our right of way, taking more resources from governmental entities to prevent and discourage it from happening. The local communities typically approach the DOT and propose to us what their visions and concepts for utilizing the area and we would get the process started.

Question 7: Thank you, very much! I will likely email you.

I think Mr. Baker may be familiar with the genesis of my second query (I'm also here in Saint Paul) and I

appreciate that “cost-effective” is not necessarily the goal. Fwiw, I am personally more interested in those most impacted making the decisions and don’t believe “cost-effectiveness” should be a consideration, at all, unless identified by the impacted community. Much appreciated.

And, to Frank: this is a fantastic session. Thank you for putting it together.

Answer 7: Thank you, Jake! I’ll also note that we have more information about project costs and financing in our written report

Question 8: For the 11th Street Bridge, what are the noise levels from the nearby freeway? What are the pollution levels?

Answer 8: The park will be adjacent to a local street (the new freeways are upstream) so the noise isn’t that much an issue. For pollution, we are planting 96 new native trees and there is a prevailing upstream wind that will blow particulate matter away from the park.

Question 9: Scott, how will you mitigate for all of the noise and air pollution generate by the highways adjacent and north and west of the structure?

Answer 9: Live Answered

Answer 9: In addition to the comments above, the Bridge Park is designed to be a different grade (above & below) of the adjacent local 11th Street vehicular bridge. Keep in mind that the two freeways have been constructed further upriver from the park, so noise / air pollution shouldn’t be that much of an issue. Our largest noise pollution from our sound studies is actually helicopters flying up the river including Marine One.

Question 10: How can competing visions (boulevard vs land bridge) work together to achieve common goals and not

Answer 10: Hi Spencer – this is one of the questions we’ll address in our lessons learned – and Peter Park is responding now

Question 11: Where is the ULI doc Paul posted?

Answer 11: He posted it in his answer to this question – here it is again:

<https://knowledge.uli.org/reports/research-reports/2021/shaw-symposium-on-urban-community-issues-equitable-investment-in-infrastructure-and-housing>

Question 12: Ward 8 has seen significant changes in its population. More and more folks who have been in the community 10 years or less are driving the changes and the nature of solutions. The National Park Service has facilities along the Anacostia and the need for additional recreational services was not as important as the quality of housing and who is benefitting from the proposed park.

Answer 12: Hello Gloria. You are correct – housing is critical to ensure long term residents can stay & thrive in place. That’s why we’ve worked so hard to stand up the Douglass Community Land Trust (2/3 of the board are Ward 8 residents) and raised funds for land acquisition. And leading the Ward 8 Home Buyers Club + tenant rights programs. Happy to chat further – reach out at scott@bridgepark.org!

Question 13: What is the role of overall city/regional planning in relationship to neighborhood planning?

Answer 13: Answered Live

Question 14: This is a question for Frank and Maya maybe – who were the primary funders of some of the most successful efforts you researched? My understanding is that highway project funding, where funding is primarily coming from FHA and state legislatures, is really limited because the dollars are so focused on trying to maintain failing infrastructure rather than improve/fix the problems highways have created. It feels like the funding for anything beyond maintenance often falls on non-profits or local municipalities. Are there ideas or examples of innovative funding strategies, so the burden is not on the folks who did not create the problem?

Question 14: Answered Live

Question 15: The need to talk about transportation as only being about how people move misses a significant part of what transportation does – it also moves goods, raw materials and agri products. Transportation is about people and goods.

Answer 15: I totally agree Gloria but I think we can rethink how we do last mile delivery. Though this could be a reason why a particular project moves forward or not. For example, 70 percent of traffic on I-35 in downtown Austin is for local transportation uses. Whereas 30 percent is for national freight movement. But those could use the loop around the city but it takes same time (and cheaper—no tolls) to just go through the city. So we can think more holistically about how we move freight as part of our local and regional transportation systems!

Question 16: Will there be additional symposiums?

Answer 16: We will be sharing our research through the University of Minnesota in November!

APPENDIX D

RIGHT OF WAY SYMPOSIUM PRESENTATIONS

Maximizing Transportation Assets by Building Community Connection Through Innovative Development of Rights of Way and Airspace

A Case Study Workshop and Symposium



Monday, August 15, 2022
Virtual Meeting



HUMPHREY SCHOOL
OF PUBLIC AFFAIRS
UNIVERSITY OF MINNESOTA

Agenda

12:00 Welcome, Introductions and “Charge”

12:10 Keynote #1: Peter Park

12:30 Case Studies: Atlanta & Milwaukee

1:00 Keynote #2: Paul Angelone

1:20 Case Studies: Pittsburgh & Washington, D.C.

1:50 Presentation of *draft* “Best Practices”

2:10 Workshop Activity: 3 questions

2:30 Discussion

2:40 Local Perspective: Reconnect Rondo, St. Paul

2:50 Summary, next steps and adjourn

A decorative graphic at the bottom of the slide consisting of several overlapping triangles in shades of blue, teal, maroon, and yellow.

Project Background

- **MnDOT Funded Research**

- Independently conducted at the University of Minnesota
- Technical Advisory Panel reviews for rigor and implementation opportunities
- **Case Study Research Looking at Innovative Uses of Rights of Way:**
adjacent, caps, under-bridge
- **18-month project**
- **Today's Event:**
 - Hear 1st hand presentations from select cases
 - Present *draft* best practices and lessons learned

Cases Selected

- **Under Bridge**
 - Sweet Auburn, Atlanta
 - Claiborne Cultural Innovation District, New Orleans
- **Adjacent**
 - Oregon DOT solar gardens
- **Caps Over Highway**
 - Central 70 Project, Denver
 - I-579 Cap, Pittsburgh
- **Highway Removal**
 - Milwaukee Park East
- **Added “Insightful Cases” from Washington, D.C.**
 - 11th Street Bridge
 - Capitol Crossing

Methodology

- **6 Areas of “Data Collection”**
 - Stakeholder Engagement
 - Governance Structures
 - Finance Strategies
 - Community and Economic Development
 - Human and Natural Environment and Health
 - Design Features and Placemaking
- **Discern Lessons and Best Practices**
 - 7 presented today



Auburn Avenue History and Culture Project

Sweet Auburn, Atlanta GA

There may have been a time when historic preservation was about saving an old building here or there, but those days are gone. Preservation is in the business of saving communities and the values they embody.

– Richard Moe, National Trust for Historic Preservation



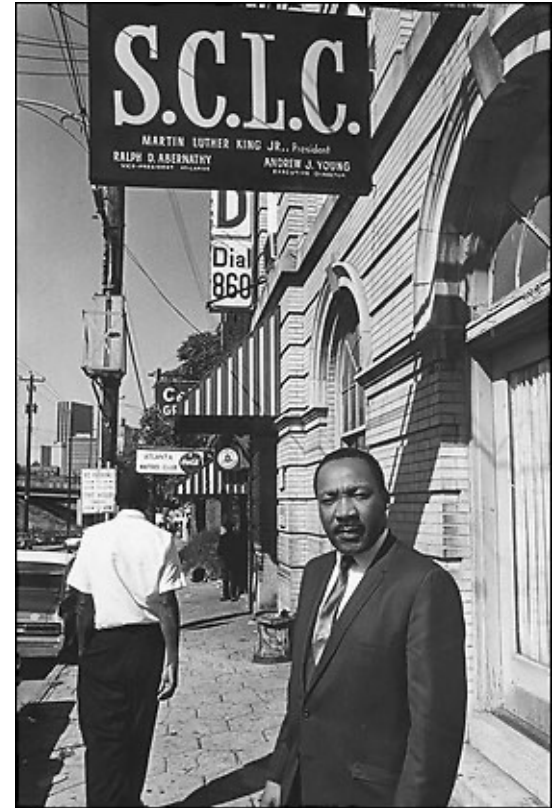


SAW is a preservation-based economic development organization, and is the only member of the National Main Street Center in Atlanta. As such, we bring national best practices to creating a dynamic Sweet Auburn community poised for new opportunities for growth and development.

What we do



Our History



The Vision

Property Owners' Vision For the Future

- Adaptive Reuse of Historic Building inventory
- Cultural Heritage preservation as a catalyst for future growth
- Promote a holistic growth of the neighborhood that is green, equitable, and supports an enhanced quality of life for its residents, visitors and owners

The Problem



The Problem



The Fix?



The Fix?



The Fix?



The Fix?



Design Execution



Design Execution



Existing Conditions



Existing Conditions



Existing Conditions



Existing Conditions



Existing Conditions





SWEET AUBURN
WORKS

THANKS YOU!

LeJuano Varnell

lvarnell@sweetauburnworks.com

404-441-3420

www.sweetauburnworks.com



Park East Reconfiguration



August 15, 2022

Cooperative Agreement



- **County of Milwaukee**



- **FHWA**



- **City of Milwaukee**



- **State of Wisconsin**



Project Benefits

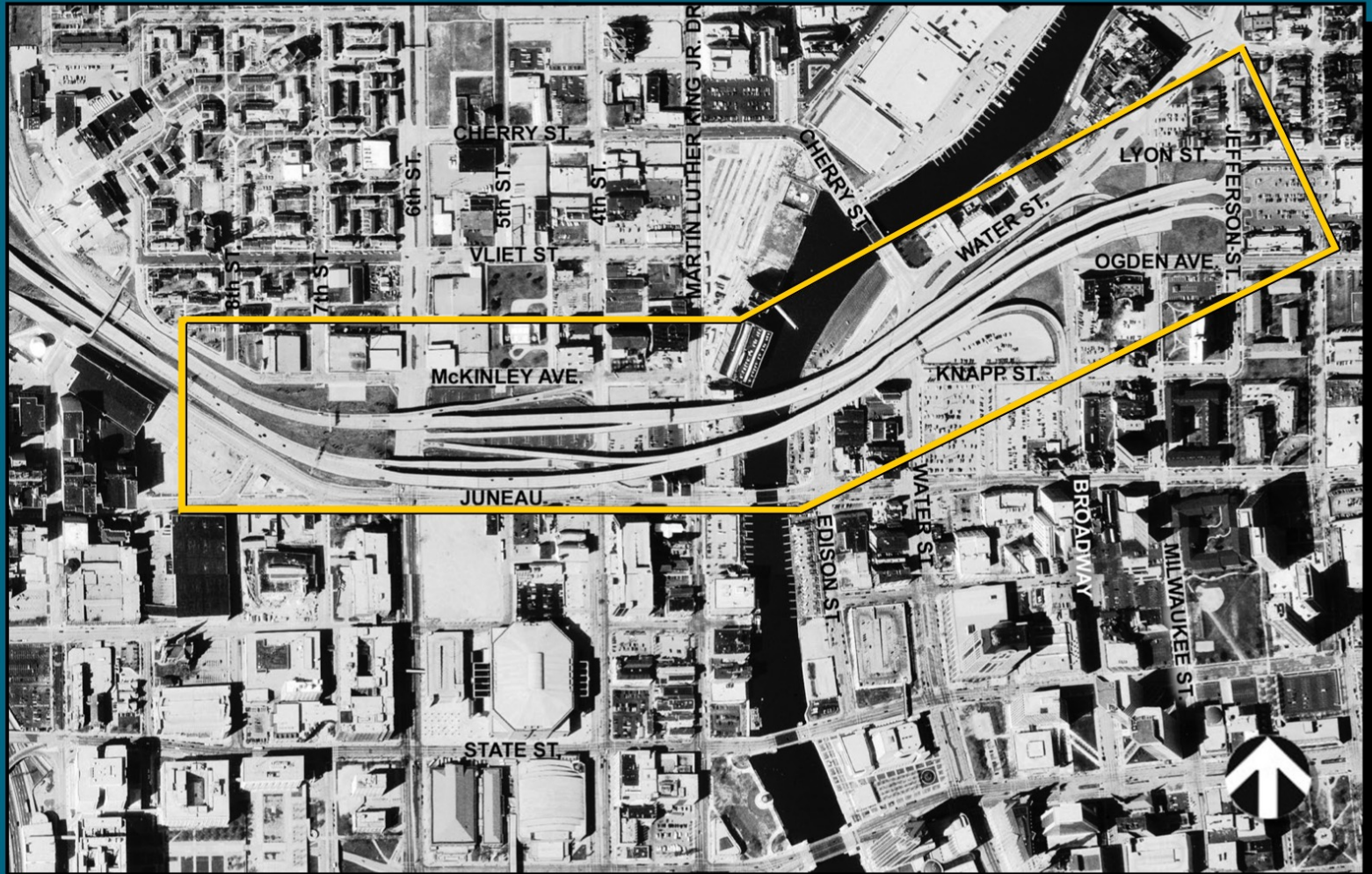


- Underutilized land made available
- Better connection to local street system
- Provides more green space
- Consistent with downtown Master Plan
- Removes barrier between downtown and near north side



August 15, 2022

Project Limits



August 15, 2022

Project Schedule



1. Temporary Ramp Contract

April 2002 - May 2002



2. Demolition/Roadway Contract

May 2002 - December 2003



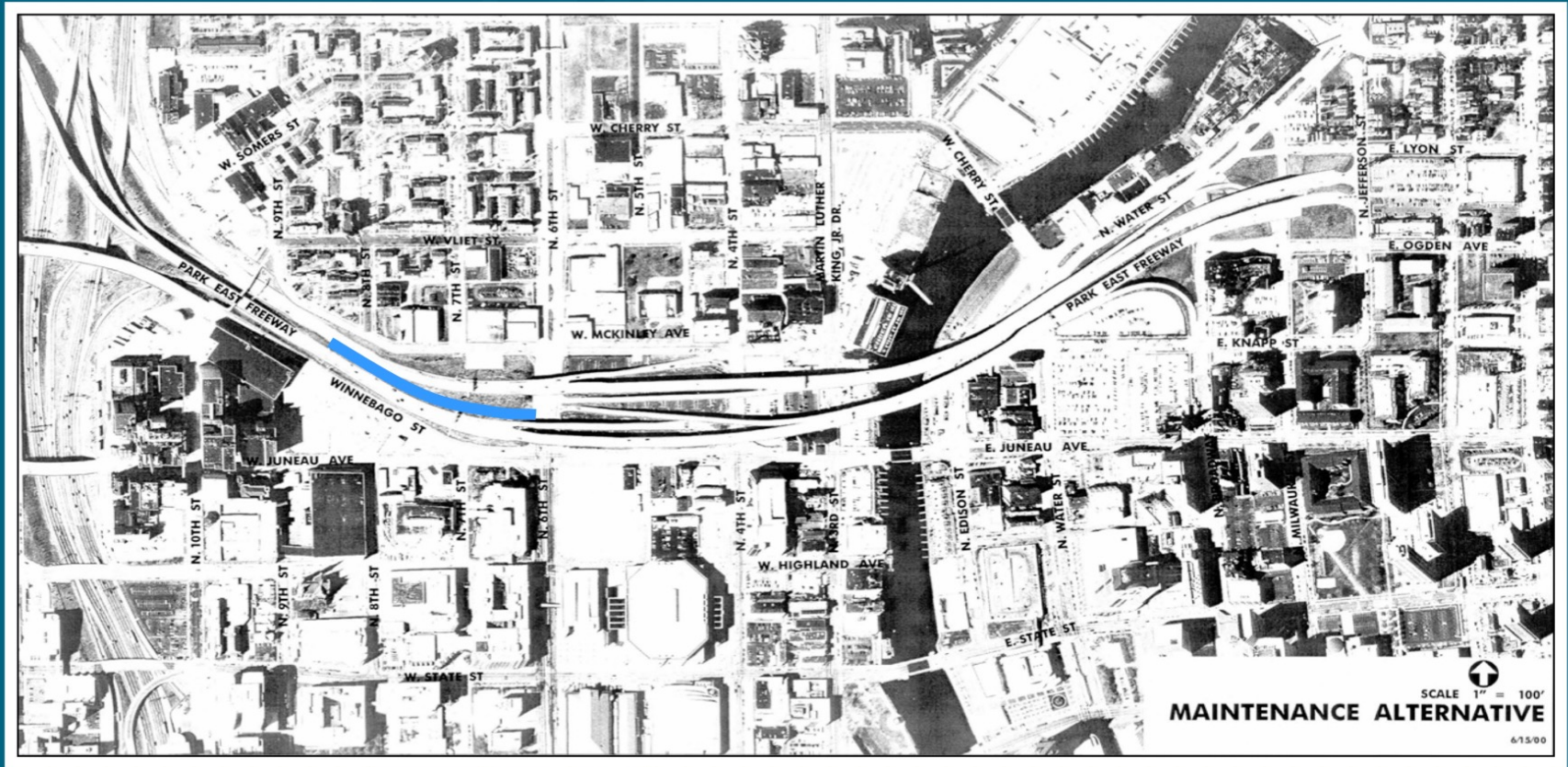
3. Lift Bridge Contract

September 2002 - April 2004



Contract 1

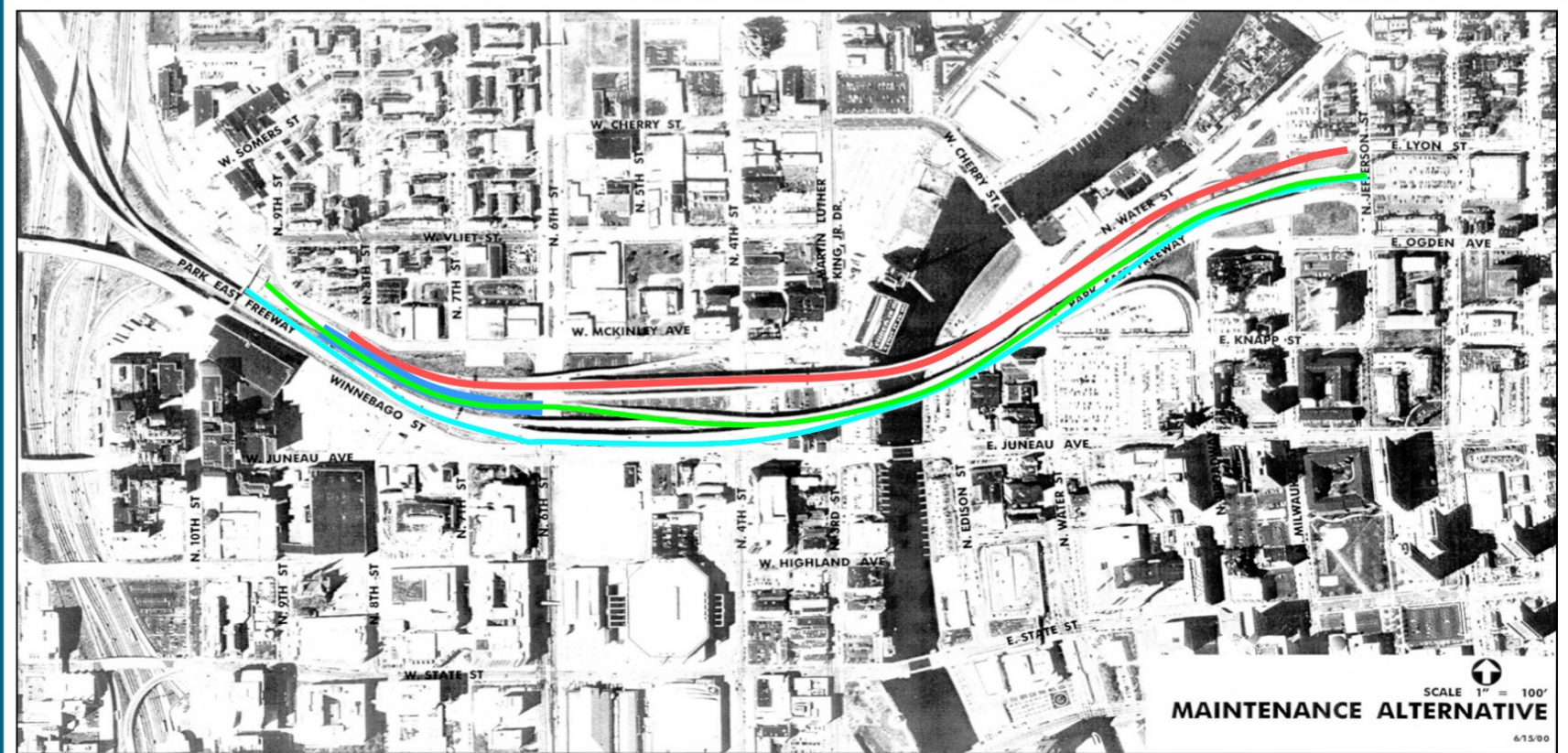
- Construct temporary ramp



August 15, 2022

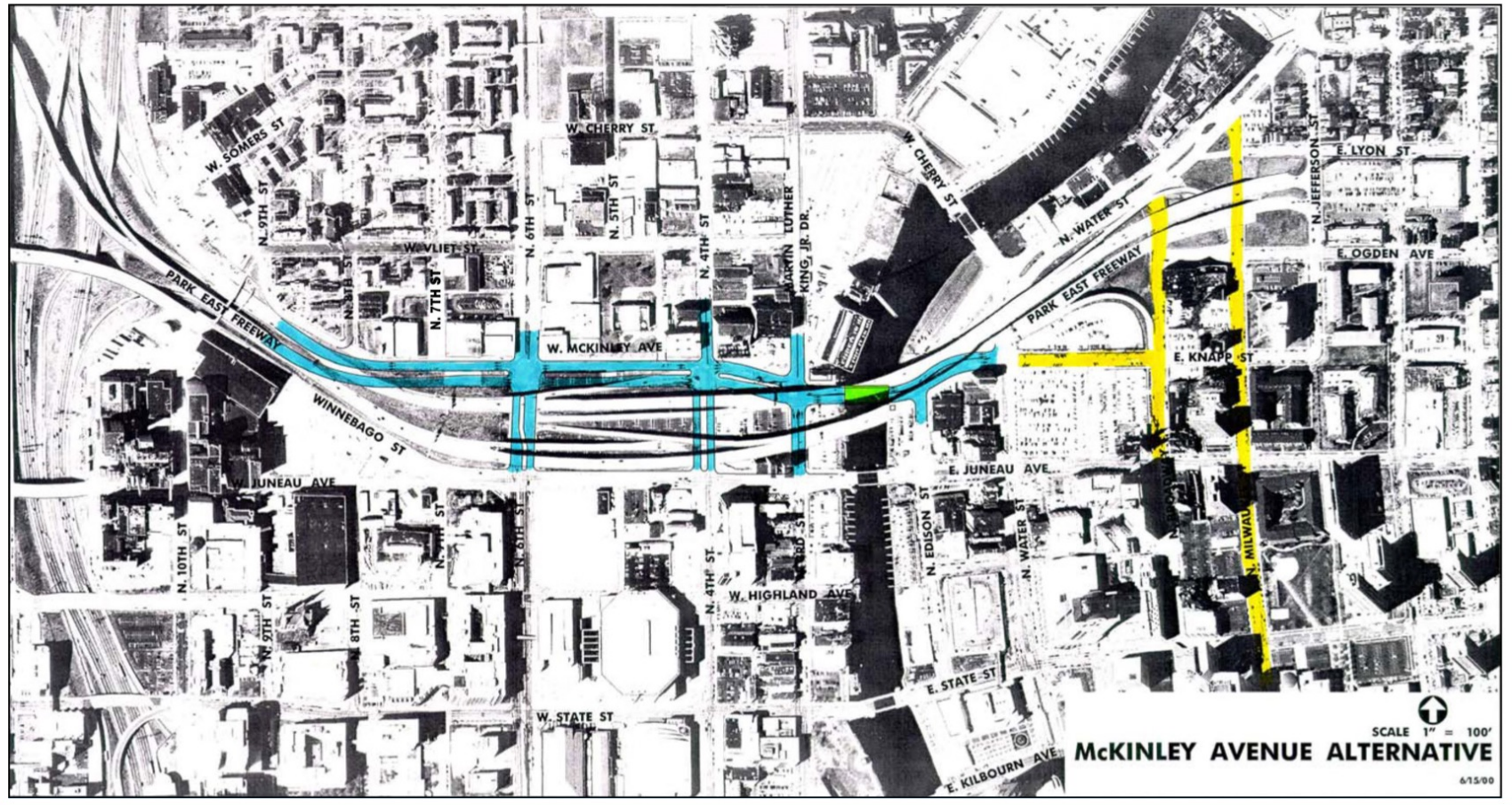
Contract 2

- Convert EB lanes into two-way traffic
- Demolish WB structures



Contract 2

- Construct new boulevard and **local streets**

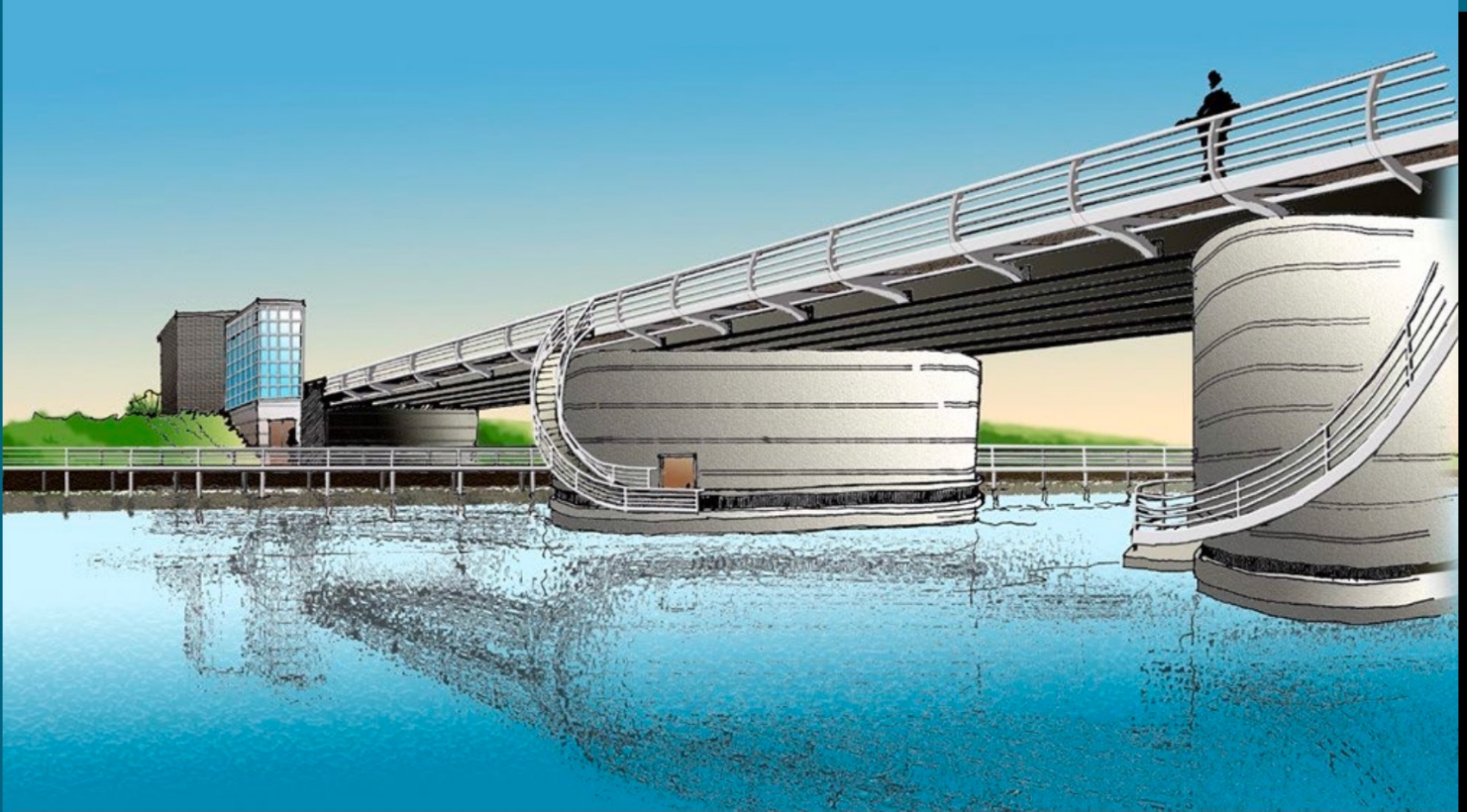


August 15, 2022

-

August 15, 2022

Knapp Street Bridge



August 15, 2022

Cooperative Agreement



- **County of Milwaukee**



- **FHWA**



- **City of Milwaukee**



- **State of Wisconsin**



Space Utilization



OVERVIEW OF UNDER I-794 PROJECTS
Strengthening Neighborhood Connectivity through Strategic Partnerships

Right of Way Use Agreement



- Underutilized land made available
- Better connection to local street system
- Provides more green space
- Consistent with downtown Master Plan
- Improves connectivity between downtown and Historic 3rd Ward

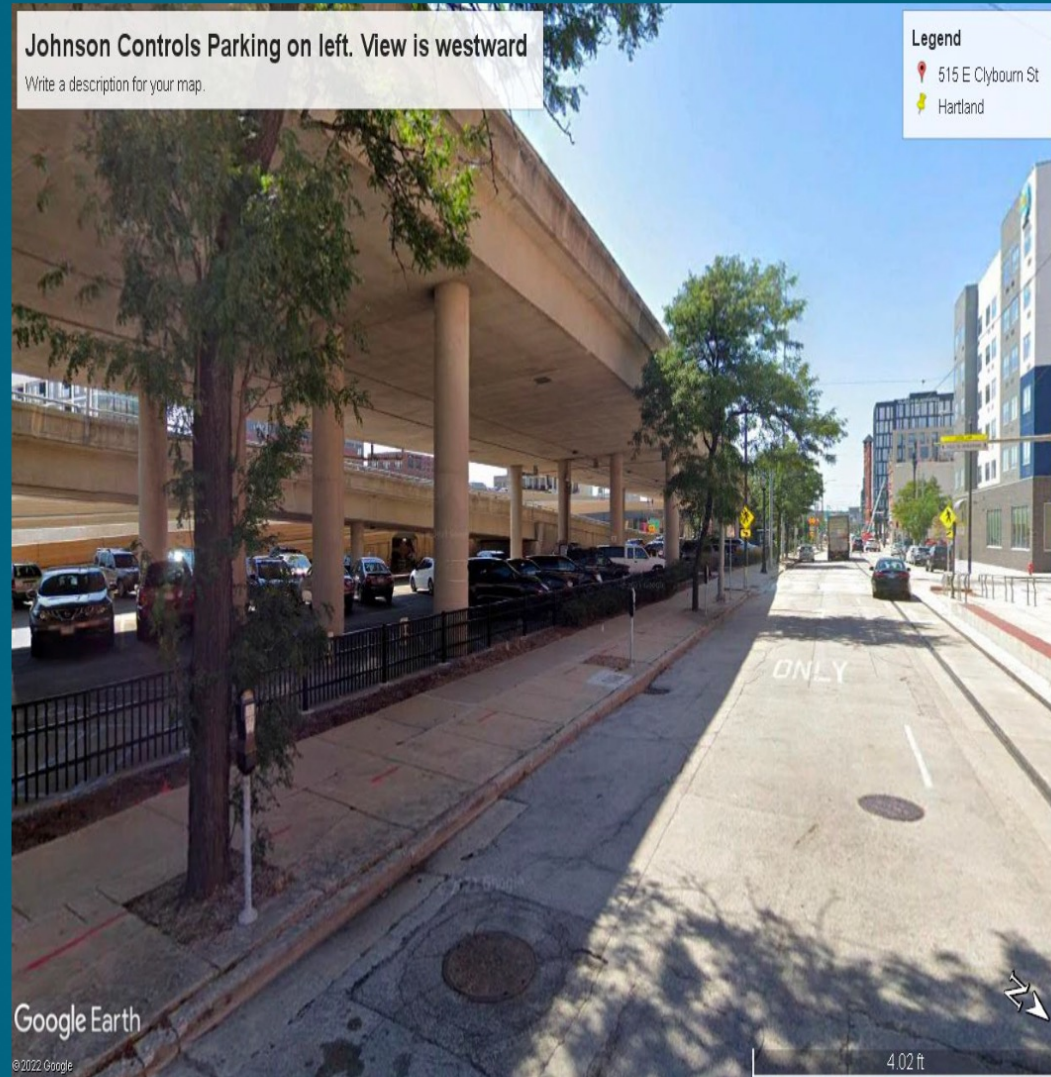


August 15, 2022

Air Space Lease Agreement



- Underutilized land made available, typically for private or public parking
- Better connection between local streets
- Provides County and WisDOT income
- Consistent with downtown Master Plan



August 15, 2022



11th Street Bridge Park

*A public private partnership between the
District Department of Transportation & the
Ward 8 non-profit Building Bridges Across the River*



@DCBridgePark

www.bridgepark.org



i can

@ thearc theater



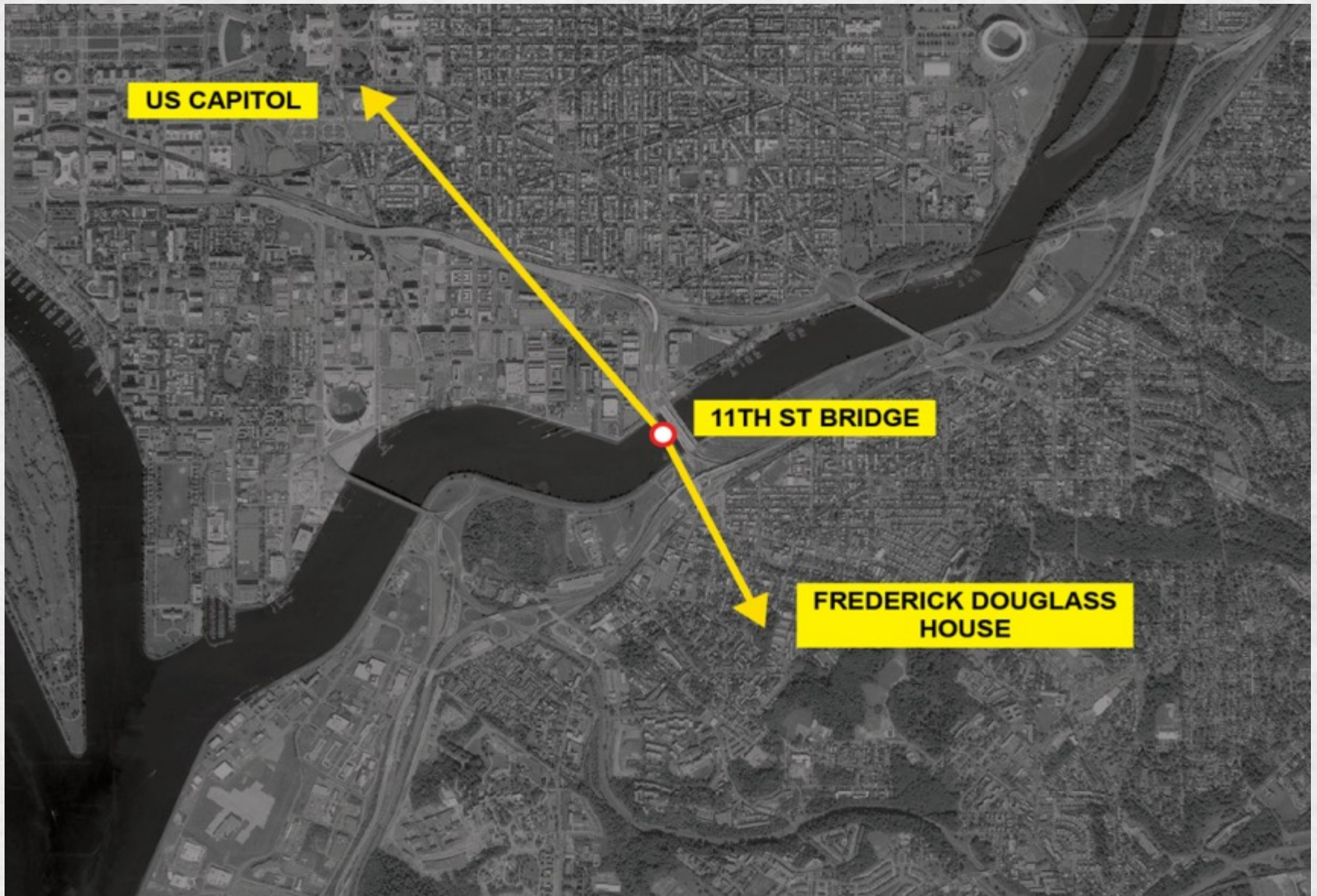
THEARC
THEATER



SKYLAND
WORKFORCE
CENTER



Where is the Bridge Park?



Transforming Infrastructure





Project Goals

ENVIRONMENT

RE-ENGAGE THE COMMUNITY WITH THE RIVER

HEALTH

IMPROVE PUBLIC HEALTH DISPARITIES

SOCIAL

RECONNECT THE NEIGHBORHOODS ON BOTH SIDES OF THE RIVER

ECONOMIC

SERVE AS AN ANCHOR FOR INCLUSIVE ECONOMIC OPPORTUNITY



Image courtesy of Becky Harlan Photography

Shaped By the Community



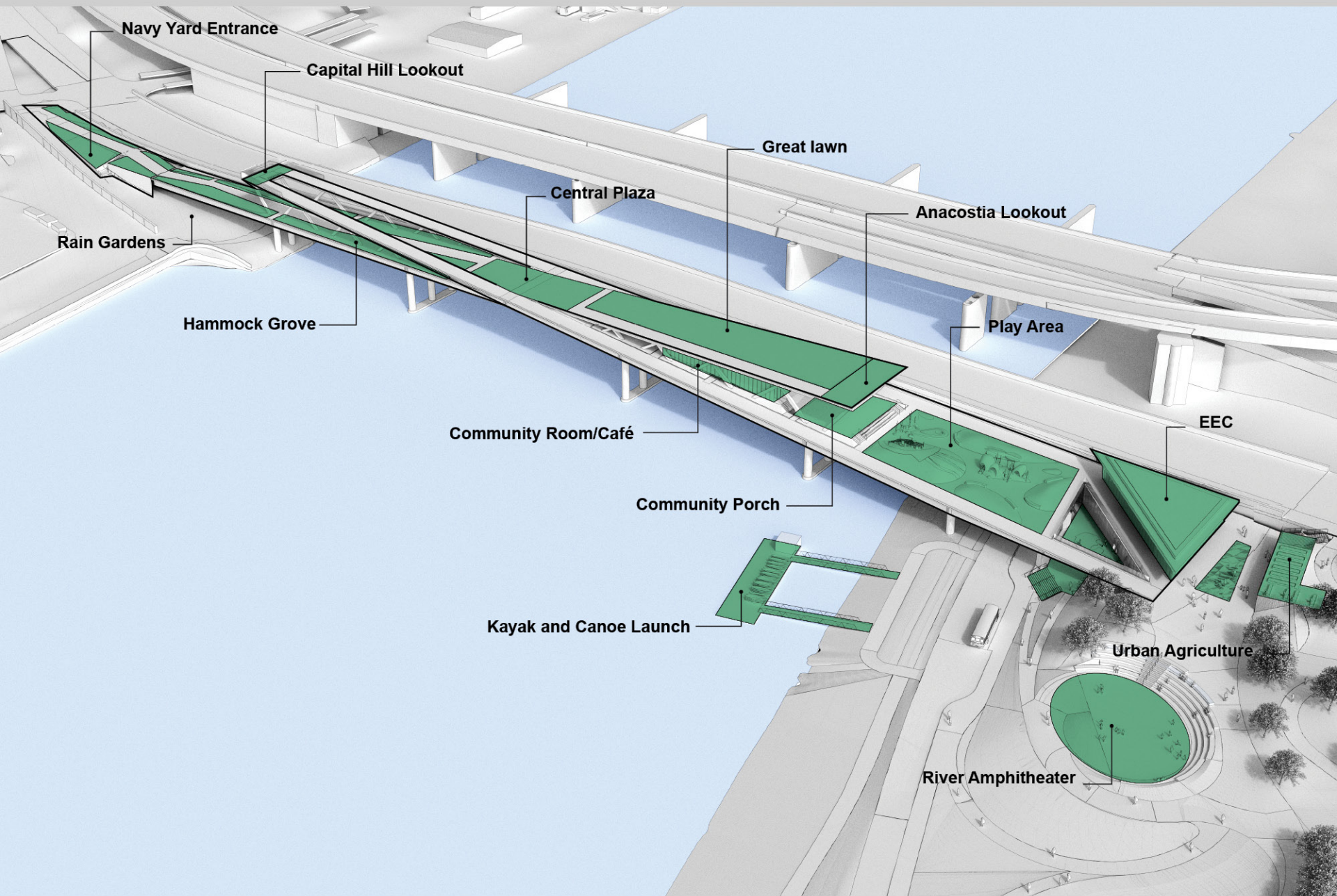
Community-Driven Programming

- Environmental Education Center
- Kayak & Canoe Launch
- Urban Agriculture
- Public Art
- Performance Space
- 21st Century Playground
- Café / Restaurant





11th Street Bridge Park rendering courtesy of OMA + OLIN



Navy Yard Entrance

Capital Hill Lookout

Great lawn

Anacostia Lookout

Rain Gardens

Hammock Grove

Central Plaza

Play Area

Community Room/Café

Community Porch

EEC

Kayak and Canoe Launch

Urban Agriculture

River Amphitheater



11th Street Bridge Park rendering courtesy of OMA + OLIN





11th Street Bridge Park rendering courtesy of OMA + OLIN



11th Street Bridge Park rendering courtesy of OMA + OLIN



11th Street Bridge Park rendering courtesy of OMA + OLIN



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11th Street Bridge Park rendering courtesy of OMA + OLIN



11th Street Bridge Park rendering courtesy of OMA + OLIN



11th Street Bridge Park rendering courtesy of OMA + OLIN

Project Timeline

Community Engagement

2012-ongoing

Design Competition

2014

Pre-Construction

2016-2022

100% Design & Solicit General Contractor

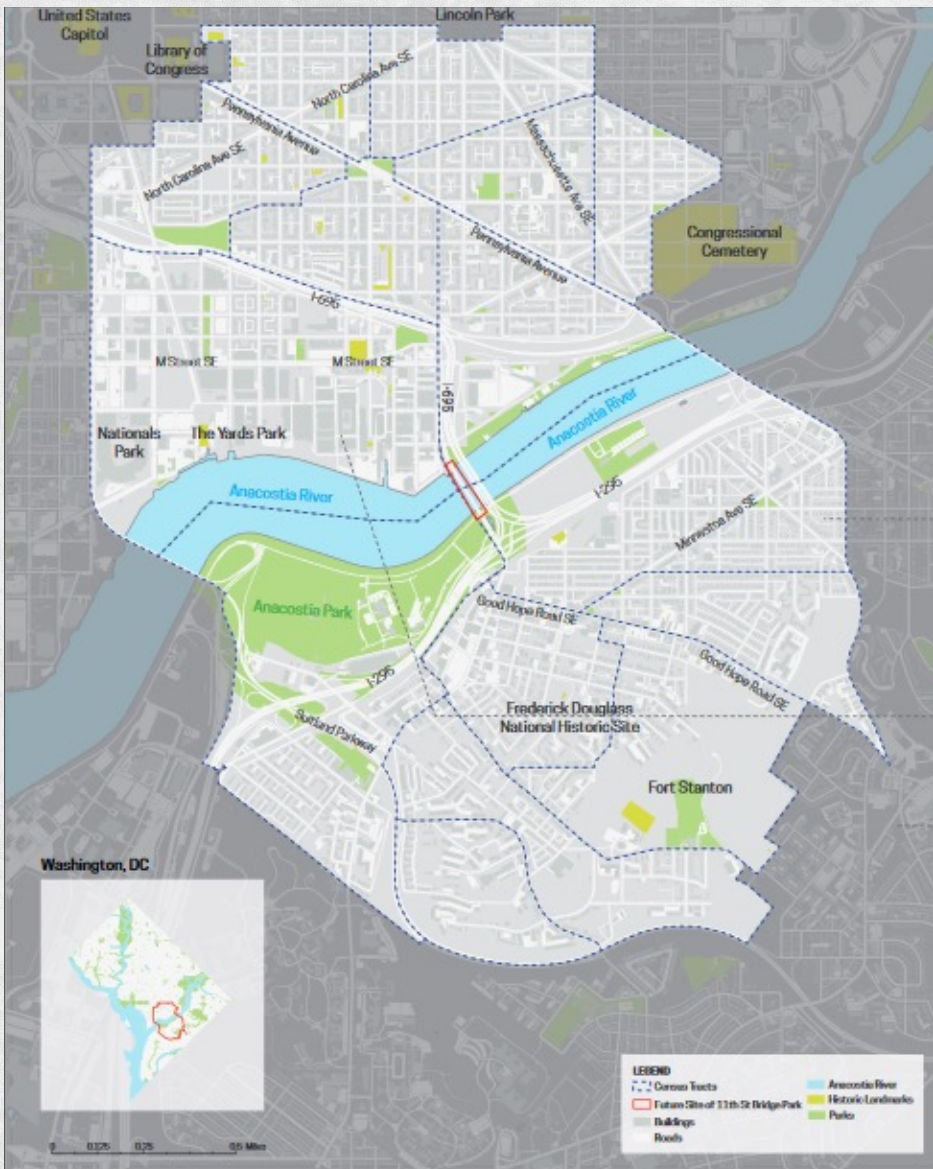
2022

Expected Opening

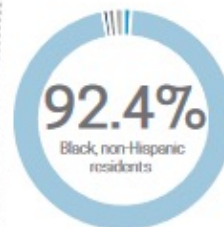
2025



Bridging the Economic Divide



East of the River surrounding 11th Street Bridge Park



22,622 Population

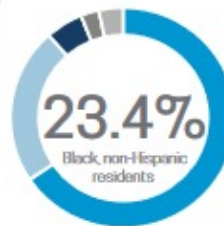
Median Value of Owner-Occupied Housing
\$329,500

Child Poverty
49.2%

Unemployment
15.9%

Renter-Occupied Units
74.4%

West of the River surrounding 11th Street Bridge Park



24,335 Population

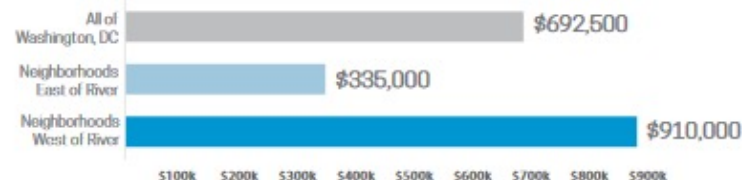
Median Value of Owner-Occupied Housing
\$777,000

Child Poverty
15.7%

Unemployment
5.3%

Renter-Occupied Units
53.9%

2017 Median Sales Price Single Family Units



A Community Driven Process



11th Street Bridge Park's Equitable Development Plan



Housing



Workforce Development



ONE WEEK INTENSIVE Construction Certification & Training

Training Dates: Friday, July 6 - Friday, July 13

Location: Skyland Workforce Center, 2509 Good Hope Rd SE, Washington, DC 20020

Interested? Contact: 202.793.2145 or sfinley@skylandworkforcecenter.org

Eligibility Requirements:

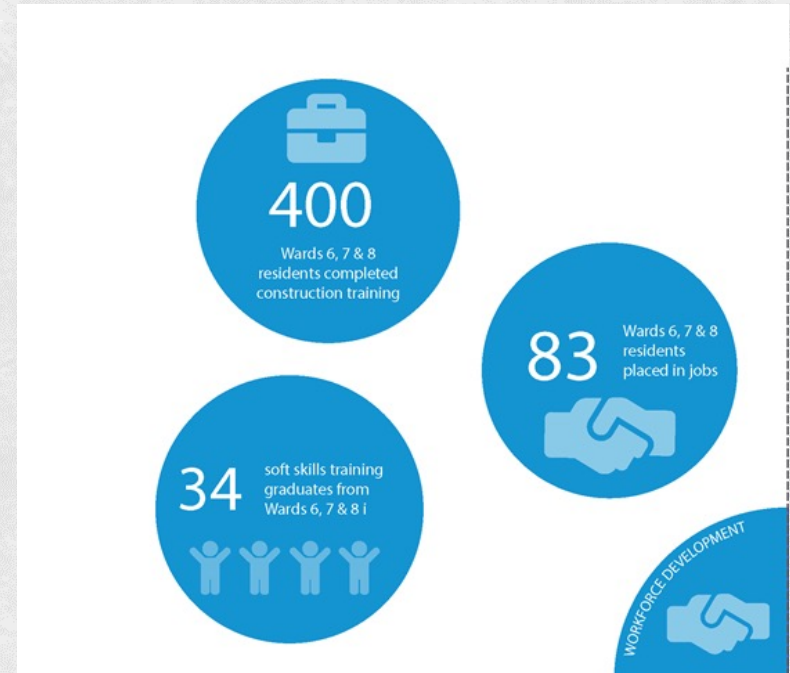
- + 18 years or older
- + Resident of Ward 7 or 8
- + High school diploma or GED
- + Interest in construction work required
- + Possess or potential to obtain valid driver's license or learner's permit

Registration Deadline: Wednesday, June 27

Proudly Presented in Partnership with:



American Road
& Transportation
Builders Association



SKYLAND WORKFORCE
CENTER

Small Business Enterprise



Cultural Equity





Anacostia River Festival





Where Community and
Family Come First





Visit bridgepark.org
to learn more

#BridgingDC
#BridgeParkEquity



@DCBridgePark



11th Street Bridge Park



@DCBridgePark



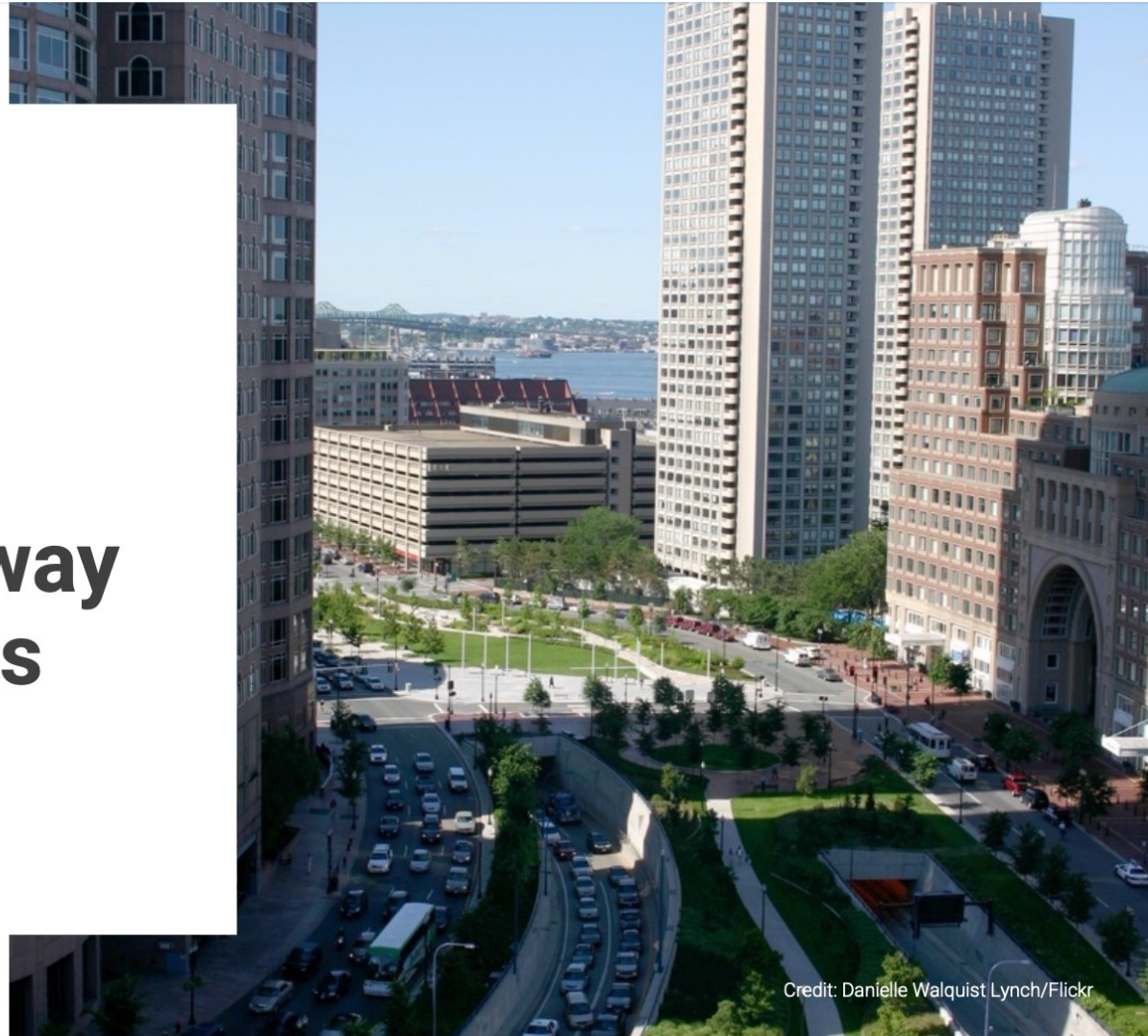
**Urban Land
Institute**
Curtis Infrastructure
Initiative

Guiding and Financing Highway Cap and Stitches

PAUL ANGELONE

SENIOR DIRECTOR, INFRASTRUCTURE

AUGUST 15, 2022



Credit: Danielle Walquist Lynch/Flickr



ULI Curtis Infrastructure Initiative

Promotes locally driven infrastructure solutions that are equitable and resilient, and that enhance long-term community value.

- Brings together global networks of ULI members focused on infrastructure to enable strategic partnerships and local action.
 - ULI Spring/Fall Infrastructure Forum
 - District Council Infrastructure Grant Cohort
 - Infrastructure and Land Use Exchange
- Provides capacity building and technical assistance intended to result in shifts in policy practice, change in community/industry prioritization, change in design/planning, and/or new infrastructure investments.
- Conducts primary research, develops case studies, and curates resources with significant infrastructure focus to provide replicable, sustainable, and model solutions.



**Real Estate is about
People and their Experiences**

Credit: Sam Kittner/NoMa Parks Foundation

uli.org/infrastructure



Transportation is A Social Experience

Credit: Maura Moro/Unsplash

ull.org/infrastructure



**Land Use and Design Matter
Prioritization is Key**

Credit: ULI Toronto

uli.org/infrastructure

PRIORITIZING EFFECTIVE INFRASTRUCTURE-LED DEVELOPMENT

A ULI Infrastructure Framework



ULI Urban Land Institute
Curtis Infrastructure Initiative

ULI Curtis Infrastructure Initiative

Promotes locally driven infrastructure solutions that are equitable and resilient, and that enhance long-term community value.

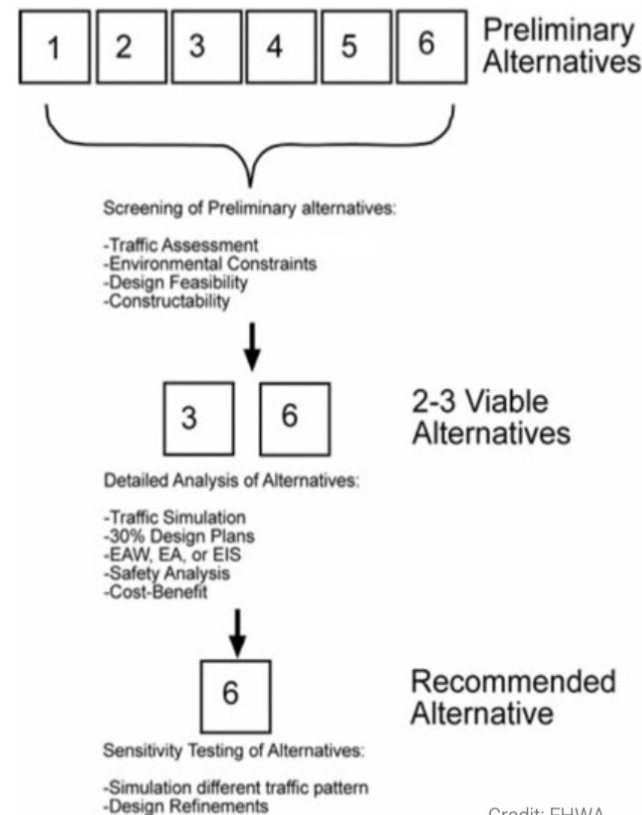
- We need **restorative infrastructure investment** that increases equity and sustainability.
- We need to invest in **public transportation and mobility**.
- We need infrastructure that helps us **combat the global threat of climate change**.
- We need to connect everyone to **affordable and high-quality internet**.
- We need supportive infrastructure investment that **increases housing affordability and attainability**.

uli.org/infrastructure

Increasing Mobility and Access

Guiding Questions for Recommended Alternatives

- How does this project improve mobility and access to employment, education, and social opportunities? Who benefits the most and least from this project?
- How does this project integrate with broader regional transportation goals and systems (e.g., equity, climate, and housing attainability)? Will it reduce or increase vehicle-miles traveled (VMT)?
- Does this project maximize opportunities to leverage public/private resources? What are the land uses?
- How will this project be operated and maintained at the highest quality? Who maintains and operates? What's the long-term funding source(s)?

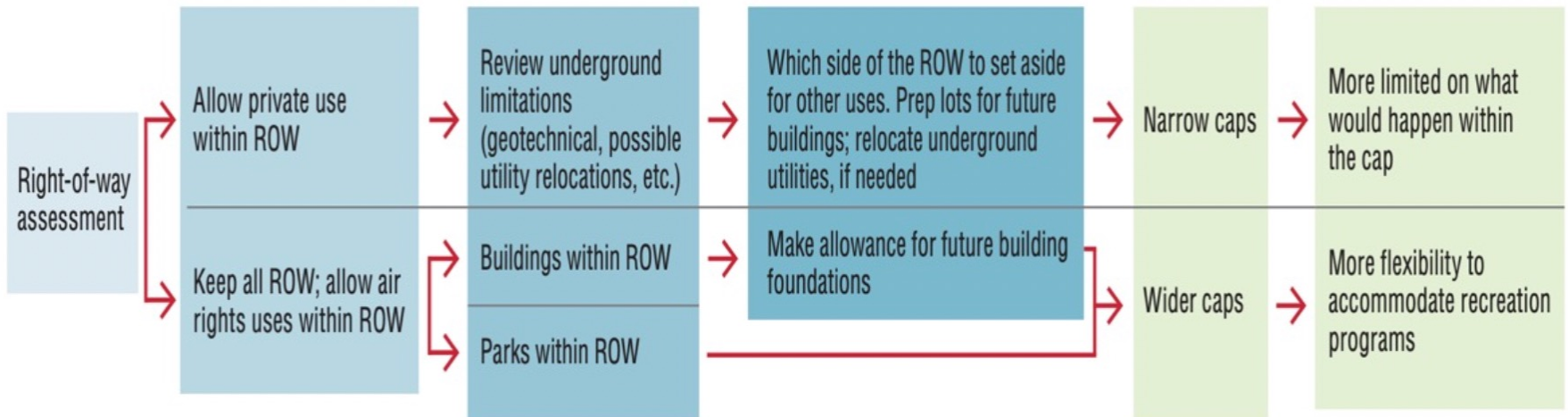


Credit: FHWA

uli.org/infrastructure

Design Considerations

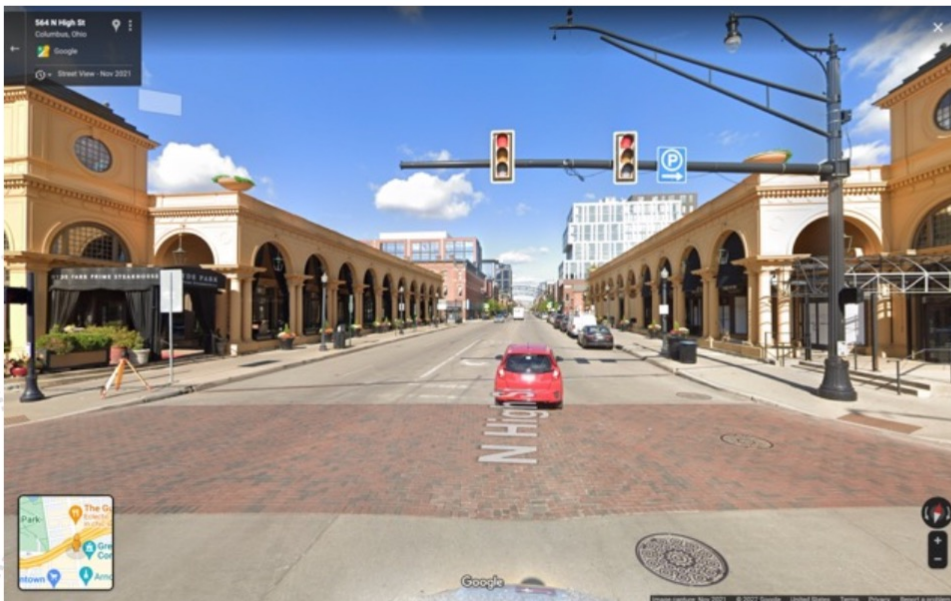
Moving forward with the urban highway



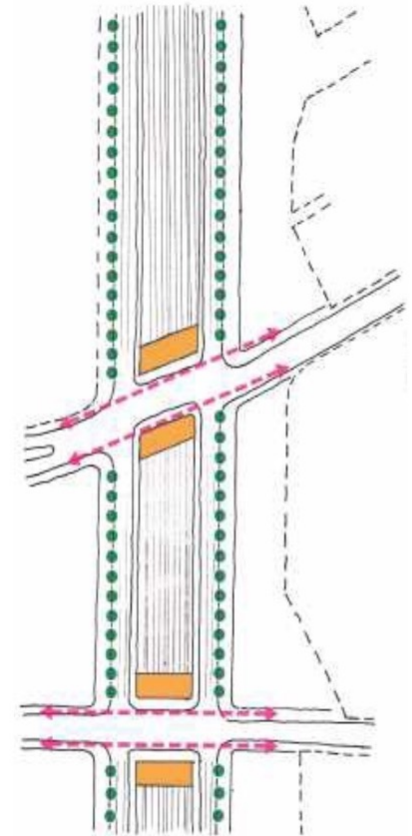
Credit: ULI

Defining Caps and Stitches

The Stitch: Columbus, Ohio



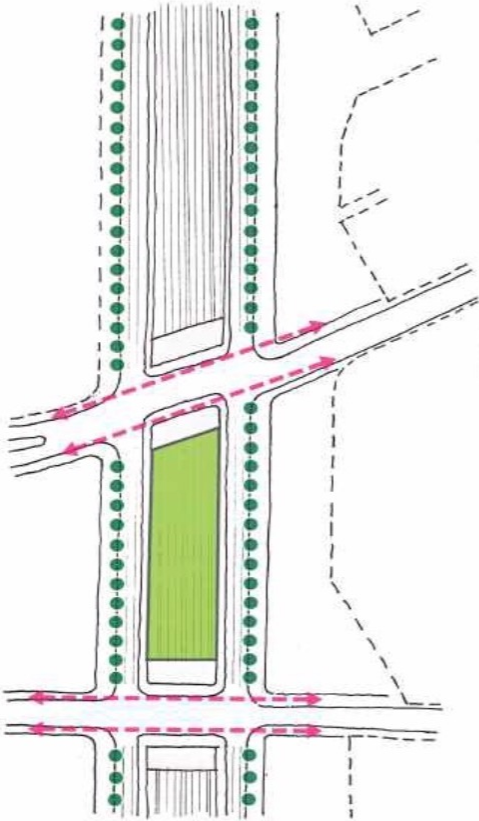
Credit: Google Maps



Credit: Antonio Fiol-Silva/ULI

Defining Caps and Stiches

The Cap: Teralta Park, San Diego



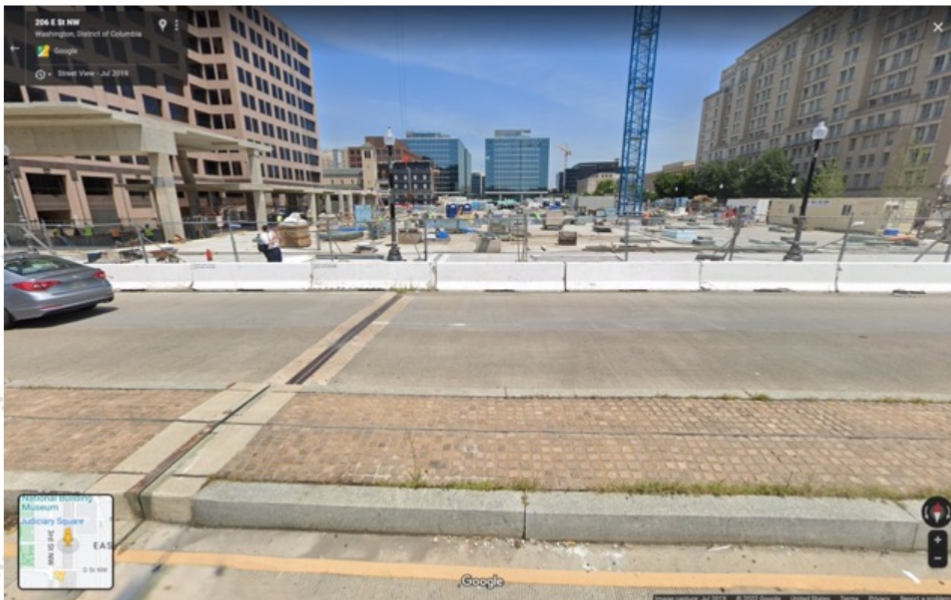
Credit: Antonio Fiol-Silva/ULI



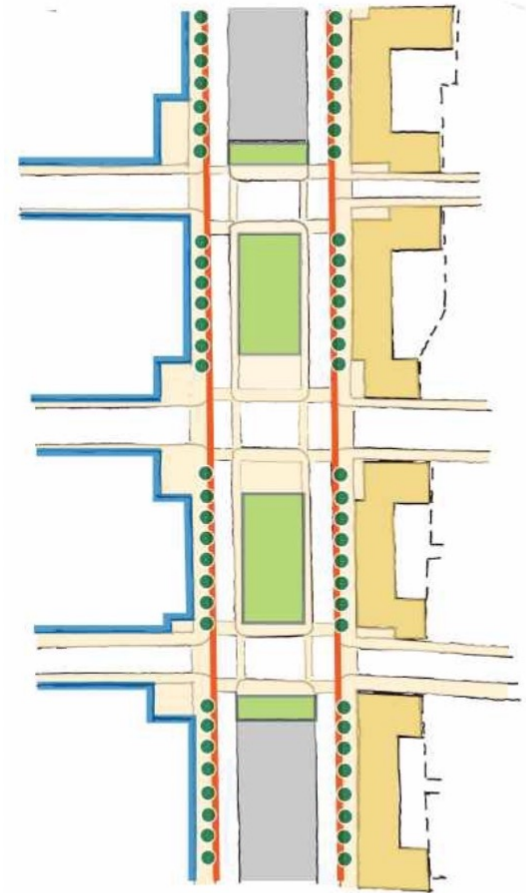
Credit: Google Maps

Defining Caps and Stitches

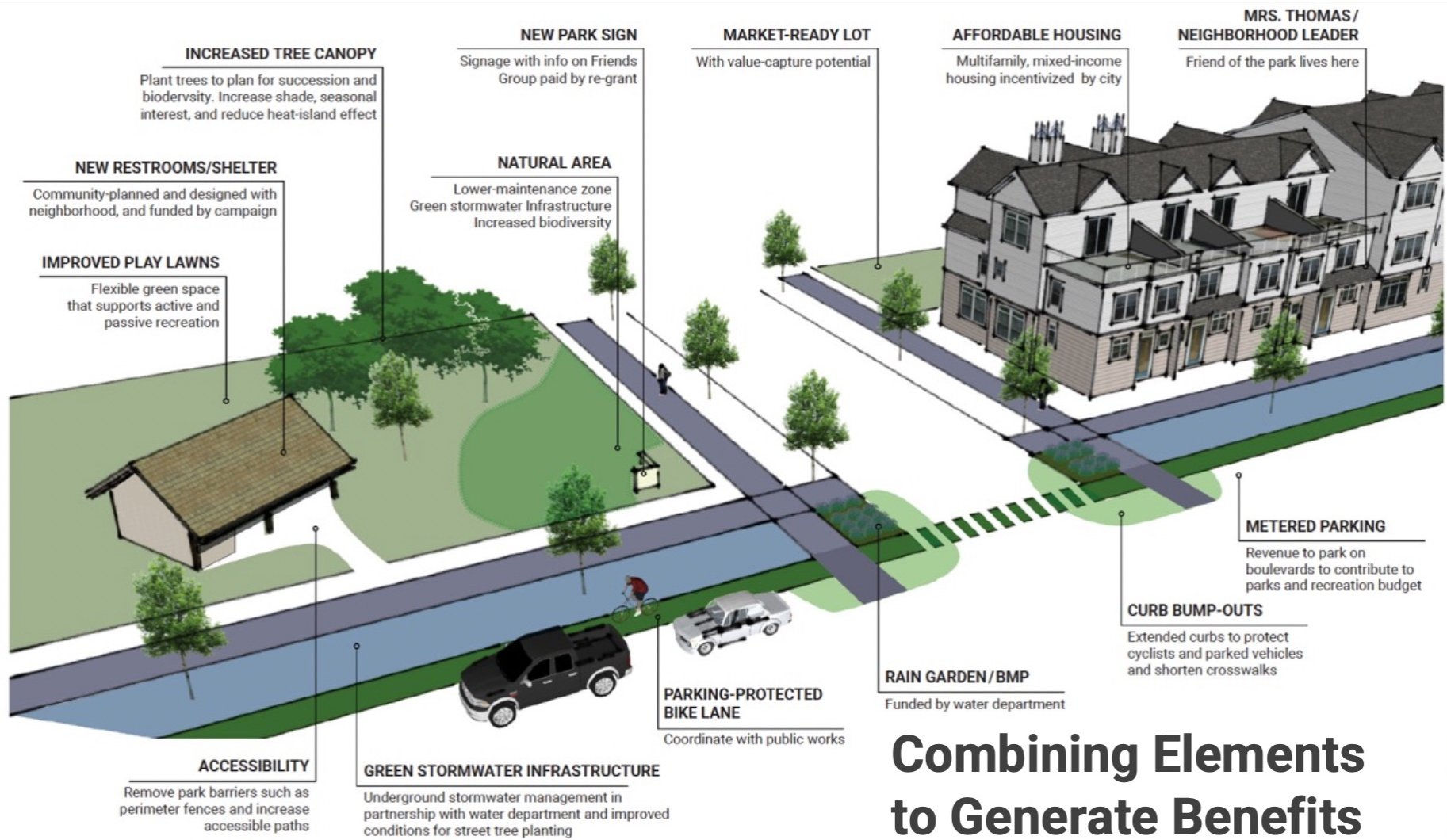
Combining Elements: Capitol Crossing, Washington, DC



Credit: Google Maps



Credit: Antonio Fiol-Silva/ULI



Combining Elements to Generate Benefits

Infrastructure Investment and Jobs Act

Broadband Internet Spending

\$65 billion

\$65 billion

Bring high-speed internet to rural/underserved areas and close the digital divide

ARP funding covers significant existing programs

Data sources: US Chamber of Commerce, Updated White House Fact Sheet, EY

ULI Urban Land Institute
Curtis Infrastructure Initiative

Public Transit Programs

\$105 billion

\$39 billion

Modernize transit and improving accessibility

Authorized existing transit programs for the next 5 years (\$50.9B)

\$66 billion

Eliminate Amtrak backlog, modernize the NE corridor and extend rail service outside of the Northeast and Mid-Atlantic

Transportation Infrastructure

\$164 billion

\$110 billion

Rebuild and repair roads and bridges

\$11 billion
Transportation safety programs

\$25 billion
Repair backlogs and reduce congestion in airports

\$1 billion
Redesign street grids

\$17 billion
Port infrastructure

Electrification Systems

\$80 billion

\$7.5 billion
Build national network of EV chargers

\$2.5 billion
New low carbon ferries

\$65 billion
Power transmission upgrades, research of smart grid technologies, nuclear, carbon capture, and clean hydrogen energy

\$5 billion
New zero emission and clean school buses

Environmental Resilience

\$131 billion

\$55 billion
Clean drinking water initiatives

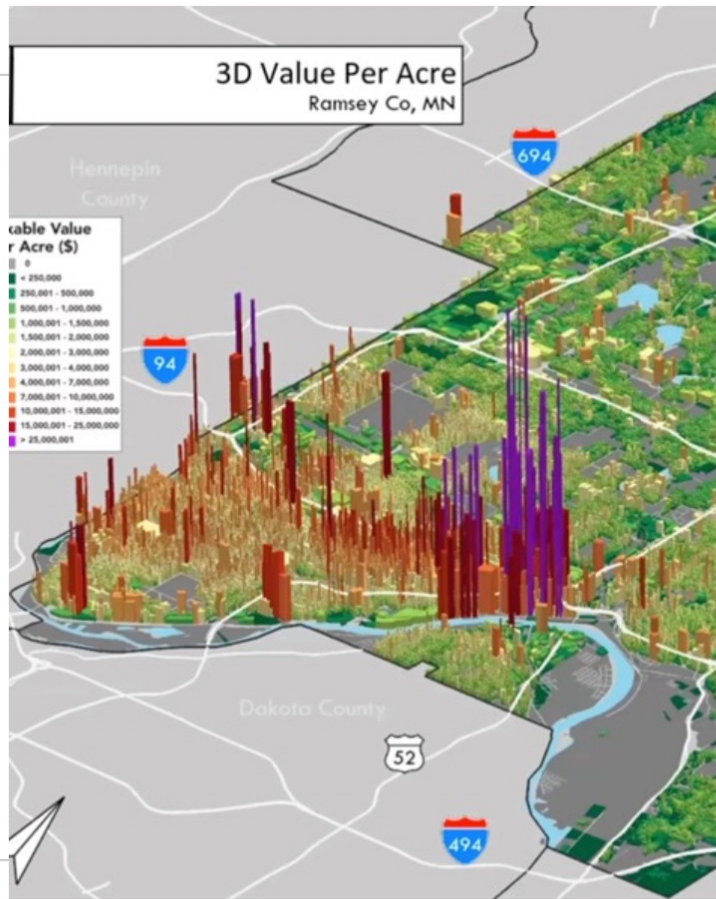
\$47.2 billion
Resiliency from hazards and cyber, ecosystem restoration, waste management, efficiency

\$21 billion
Address legacy pollution cleanup

\$8.3 billion
Western water infrastructure

uli.org/infrastructure

Credit: EY



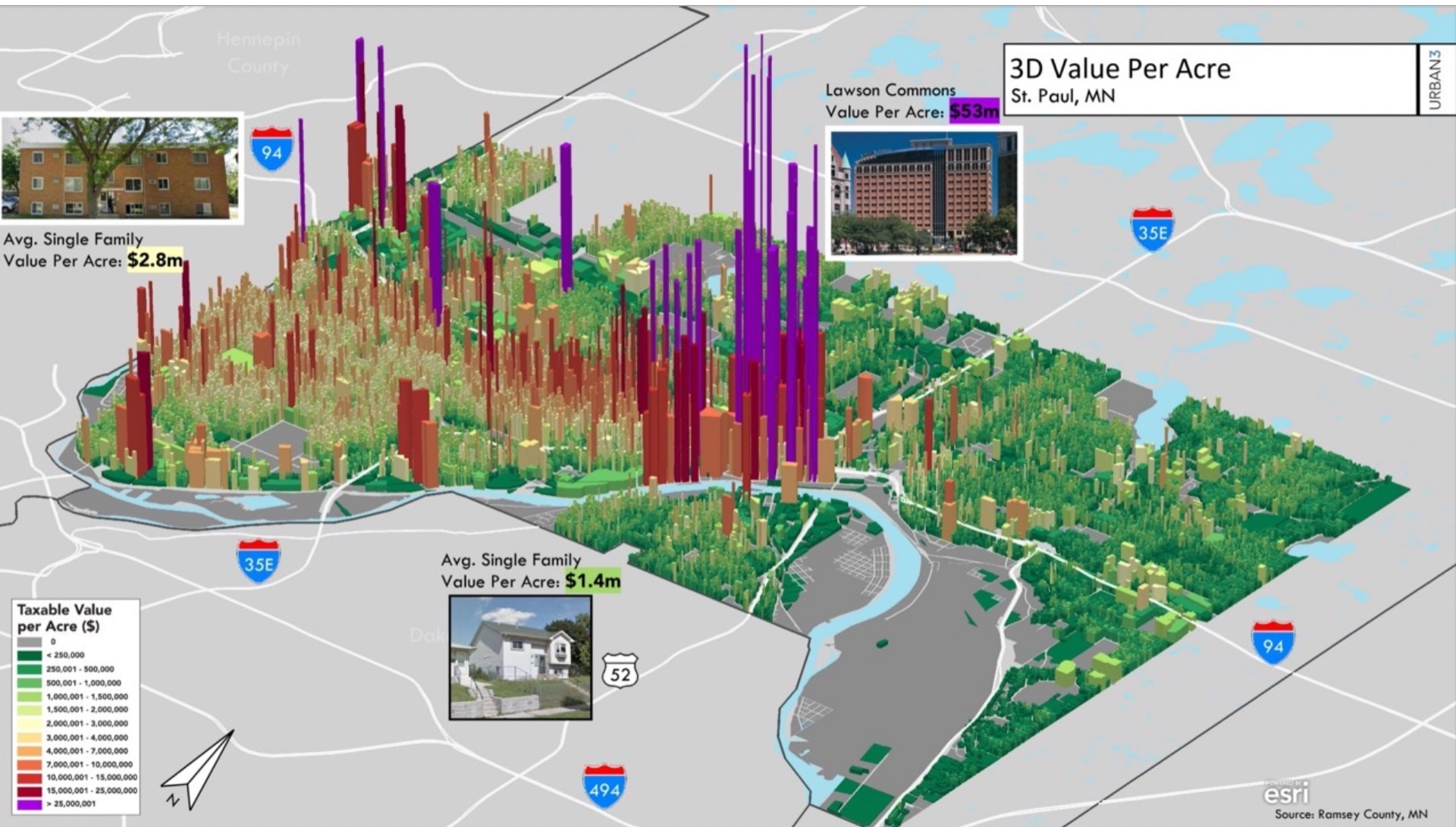
Credit: Urban3

“

[R]eal estate is a two-tiered system. Capital flows to where wealth concentrates and encounters barriers where household sustainability is highly vulnerable. This is manifested in geographic disparities, which then translate into **how to allocate resources for infrastructure investment which serves the whole and closes the gaps** in income, community health, and opportunity.

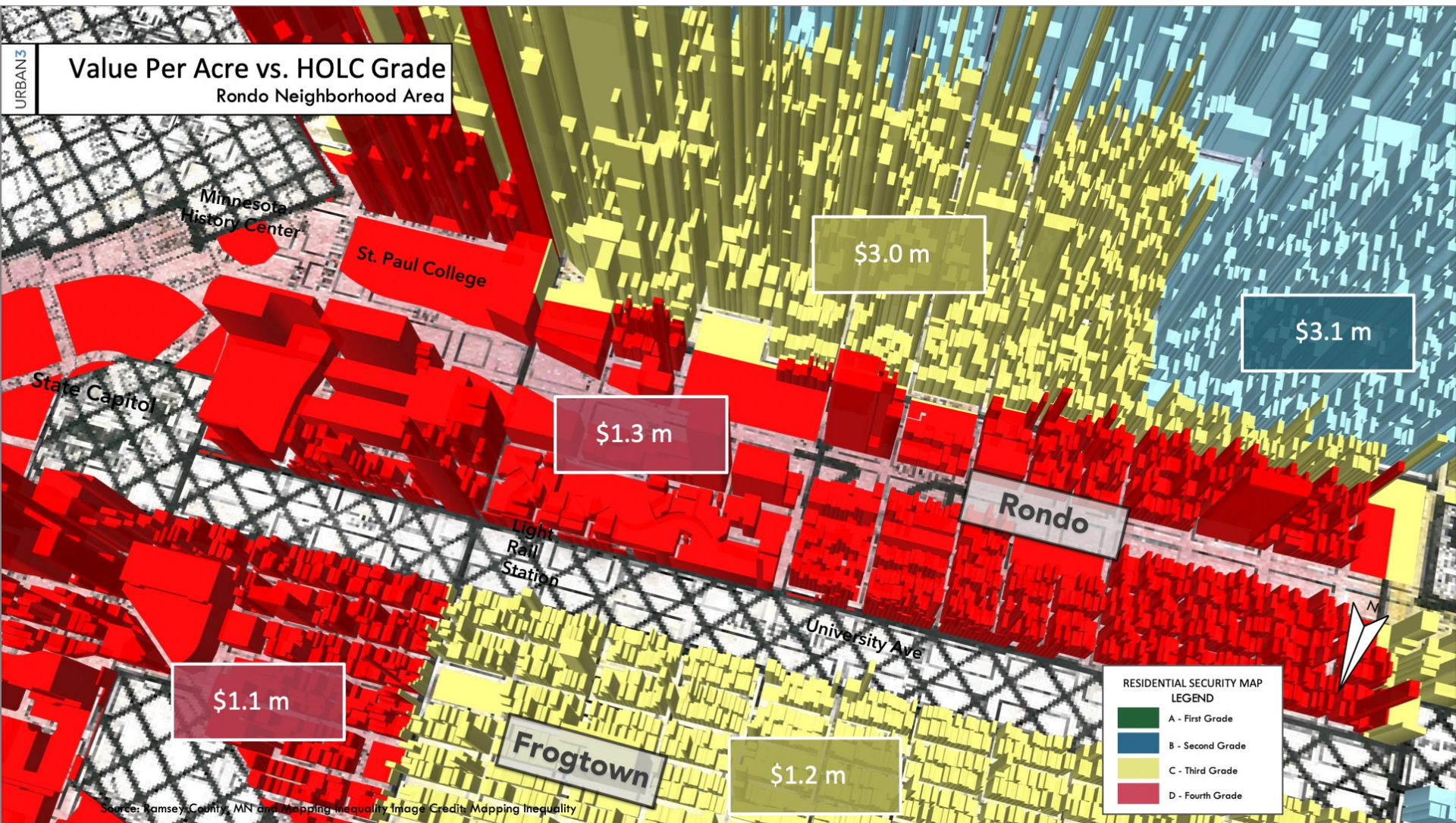
ULI survey respondent

”



Value Per Acre vs. HOLC Grade

Rondo Neighborhood Area



Source: Ramsey County, MN and Mapping Inequality Image Credit Mapping Inequality

Isometric 3D Value Per Acre

Rondo Neighborhood Area

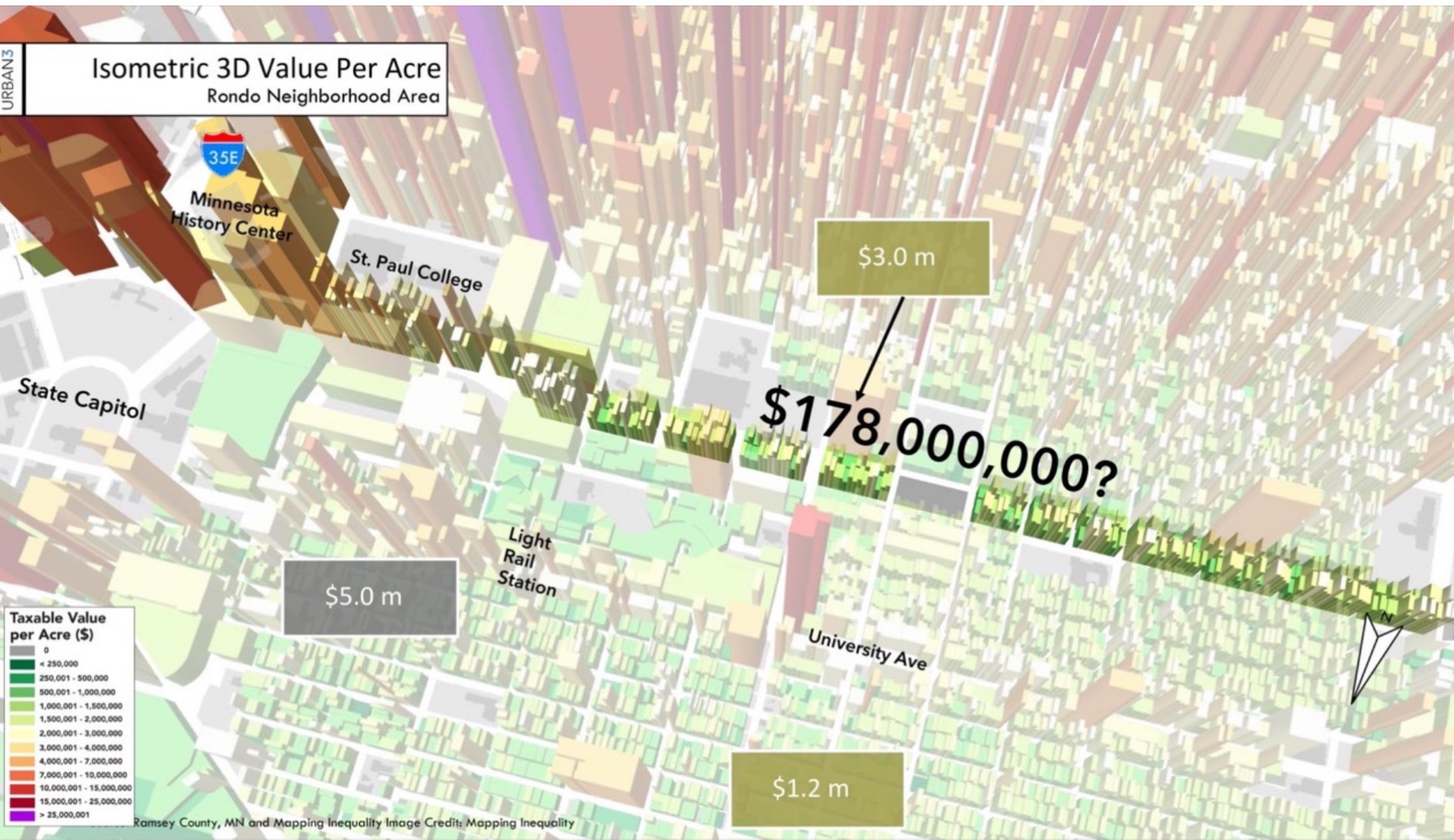


Taxable Value per Acre (\$)

0
< 250,000
250,001 - 500,000
500,001 - 1,000,000
1,000,001 - 1,500,000
1,500,001 - 2,000,000
2,000,001 - 3,000,000
3,000,001 - 4,000,000
4,000,001 - 7,000,000
7,000,001 - 10,000,000
10,000,001 - 15,000,000
15,000,001 - 25,000,000
> 25,000,001

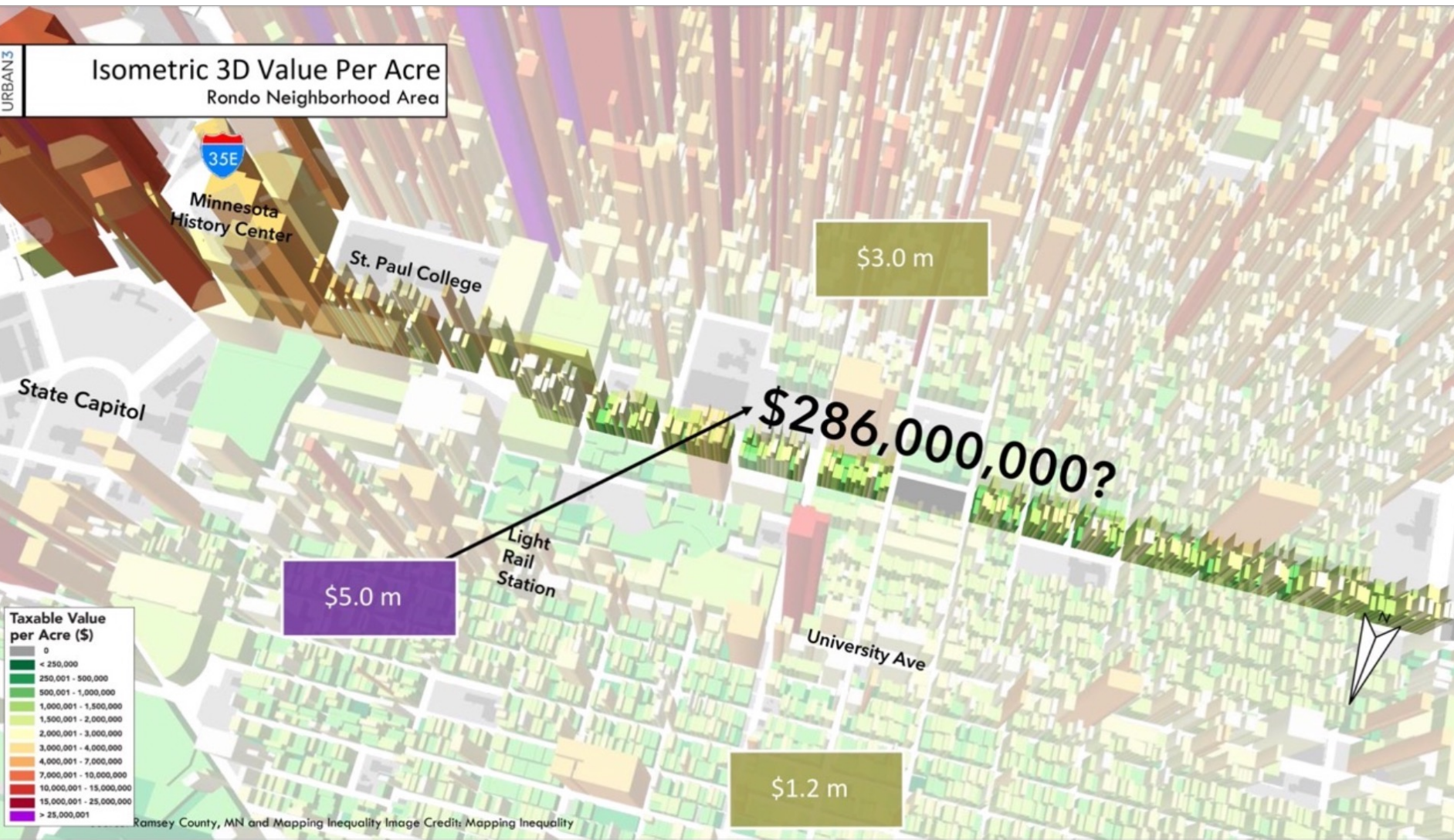
Isometric 3D Value Per Acre

Rondo Neighborhood Area



Ramsey County, MN and Mapping Inequality Image Credit: Mapping Inequality

Isometric 3D Value Per Acre
Rondo Neighborhood Area



Taxable Value per Acre (\$)

< 250,000
250,001 - 500,000
500,001 - 1,000,000
1,000,001 - 1,500,000
1,500,001 - 2,000,000
2,000,001 - 3,000,000
3,000,001 - 4,000,000
4,000,001 - 7,000,000
7,000,001 - 10,000,000
10,000,001 - 15,000,000
15,000,001 - 25,000,000
> 25,000,001

Implementing the Project

Guiding Questions for Equitable Governance

- What is the decision-making structure? Who holds decision-making authority?
- How will institutional power and privilege be balanced?
- How will you co-create goals, metrics and rules of engagement for the group?
- What is your eco-system of stakeholder and assets? Who/what is missing?



Credit: GBBN



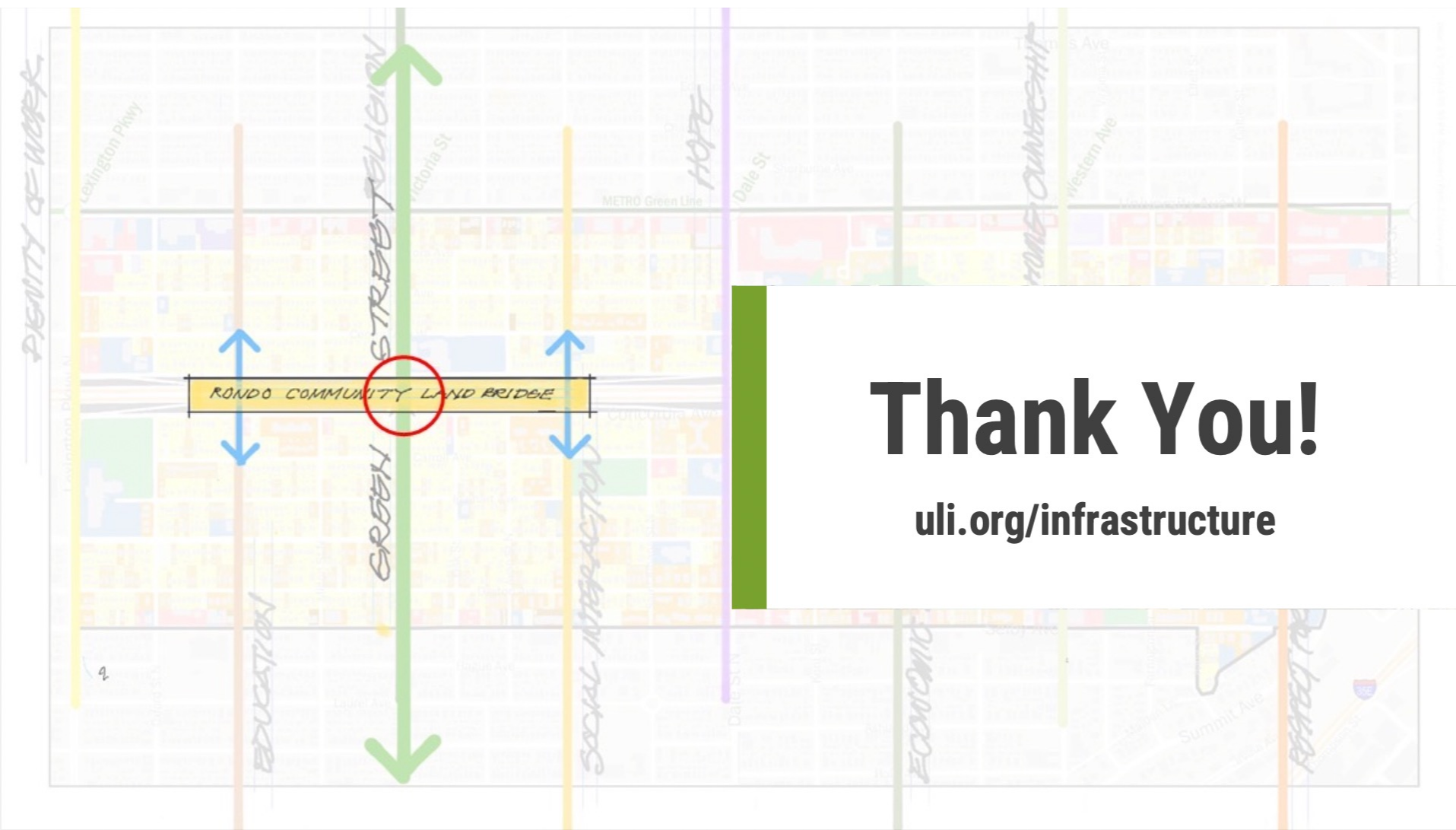
Implementing the Project

Guiding Questions for Equitable Implementation

- How can you incorporate placemaking and temporary activations in existing physical assets?
- Can you prototype ideas to visualize concepts and deliver small wins?
- How will you communicate progress publicly and create feedback loops?
- How will you measure outcomes against community vision and equity concerns?

COMMON REAL ESTATE APPROACHES TO DELIVER INFRASTRUCTURE

Type	Description	Example
Public master developer	The local jurisdiction provides horizontal infrastructure work for the project site, then sells or leases development rights for phased vertical development. Alternatively, the local jurisdiction hires a third-party fee developer to execute the horizontal development, then sells development rights to one or several vertical developers.	The 28-acre (11.3 ha) Encore! is a mixed-use, mixed-income project in Tampa. The project included \$25 million in horizontal infrastructure and \$132.2 million in vertical construction. The project was financed with mortgage debt, deferred developer fees, low-income housing tax credits, local funds, U.S. Department of Housing and Urban Development grants, brownfield credits, and funds from the Federal Home Loan Bank.
Private master developer	A private real estate developer executes site assemblage, horizontal infrastructure work, and development, then one or more vertical construction developers builds on sites as they are made available.	The 19.5-acre (7.9 ha) Denver Union Station project is a large-scale mixed-use development that includes office, residential, retail, hotel, and transit uses. Financing for the \$487 million project includes company and partner equity as well as U.S. Department of Transportation loans through the Transportation Infrastructure Finance and Innovation Act and Railroad Rehabilitation and Improvement Financing programs.
Full-service private developer	In this “all-in-one” approach, a private developer controls all land assemblage and executes phases of the future development on the basis of the risk and value proposition of the potential development opportunity.	The Capitol Crossing/Third Street Tunnel project in Washington, D.C., is a seven-acre (2.8 ha), 2.2 million-square-foot (204,000 sq m) development over Interstate 395. Private capital financed the \$270 million horizontal and \$1.03 billion vertical construction costs.



Thank You!

uli.org/infrastructure

OBSERVED BEST PRACTICES AND LESSONS LEARNED



HUMPHREY SCHOOL
OF PUBLIC AFFAIRS
UNIVERSITY OF MINNESOTA

Corridor		I-579	Solar Program	Auburn Avenue	I-70	Park East Freeway (and I-794)	Claiborne Corridor	Eleventh Street Bridge	Capitol Crossing
City		Pittsburgh	State of Oregon	Atlanta	Denver	Milwaukee	New Orleans	Washington, DC	Washington, DC
Innovation type		cap	adjacent	under bridge	cap	removal	Under bridge	Non-category (adjacent bridge)	Non-category (tunnel)
Best Practices and “Lessons Learned”	Infrastructure can cause community wounds, but infrastructure itself cannot heal them	>			>		>		
	Changes cannot be at the expense of the transportation purpose		X		>	X	O		
	Take advantage of Right of Way Use Agreements, Utility Accommodations, and other federal innovations		X			X			>
	Engage and address interests of local surrounding communities	>		X	O	X		X	
	Have a visible and transparent governance process	>		X	O			X	
	Observe Finance Best Practices (1): ensure funds return to community				>	X		X	
	Observe Finance Best Practices (2): ensure highway funds do not need to be returned / reimbursed.					X			

X =
exemplary
possible
best
practice

> =
exists, but
not
exemplary

O = Lesson
from lack
of this
activity

Infrastructure can cause community wounds, but infrastructure itself cannot heal them

- Infrastructure (urban freeways) caused harm in the cases studied
- Many of these cases tried to “fix” the harm caused
 - with infrastructure solutions
 - with less than successful results
- Conflicting interests show weakness of infrastructure solutions
- Cases: Denver, Pittsburgh, New Orleans

Changes cannot be at the expense of the transportation purpose

- Infrastructure built with federal funds must serve a “public highway purpose,” as stated in 23 CFR 1.23(b)
- Does not need to be *only* purpose
- Cases with innovative combinations:
 - Milwaukee, Oregon, Denver
- Cautionary case: New Orleans

Take advantage of Right of Way Use Agreements, Utility Accommodations, and other federal innovations

- CFR 1.23(c), allows for non-highway uses, if
 - use is in the public interest,
 - does not impair the highway itself, and
 - will not interfere with . . . flow of traffic
- Oregon & I-794 in Milwaukee utilize this
- Capitol Crossing shows complexity of conventional process (fee simple)

Engage and address interests of local surrounding communities

- Purposeful engagement with surrounding community, or lack of such engagement, is critical in whether the project is embraced as an amenity or seen as a continued affront to their well-being
- Denver: cap etc. only followed lawsuits, etc.
- Pittsburgh: not enough
- Positive examples: Atlanta, Milwaukee, 11th Street bridge (D.C.)

Have a visible and transparent governance process

- Governance can allow for engagement over the life of the facility
- Helps public awareness of
 - who is leading the project,
 - how decisions are made, and
 - how to get involved in the decision-making process
- Cautionary examples: Denver, Pittsburgh
- Best Practices: Atlanta, 11th Street bridge (D.C.)

Observe Finance Best Practices (1): ensure funds return to community

- Intuitive? Note that benefits of urban highways flowed away from cities
- Denver – Central I-70 will receive cap, Health Impact Assessment*, but does that balance?
- Milwaukee – driven by considerations that reduced expenditures and increased revenue
- 11th Street bridge goes one step further: created structures to
 - Ward off property value increases / gentrification
 - Direct investments towards needs and interests of existing residents

*Health Impact Assessments also appear to be an emerging Best Practice

Observe Finance Best Practices (2): ensure highway funds do not need to be returned / reimbursed.

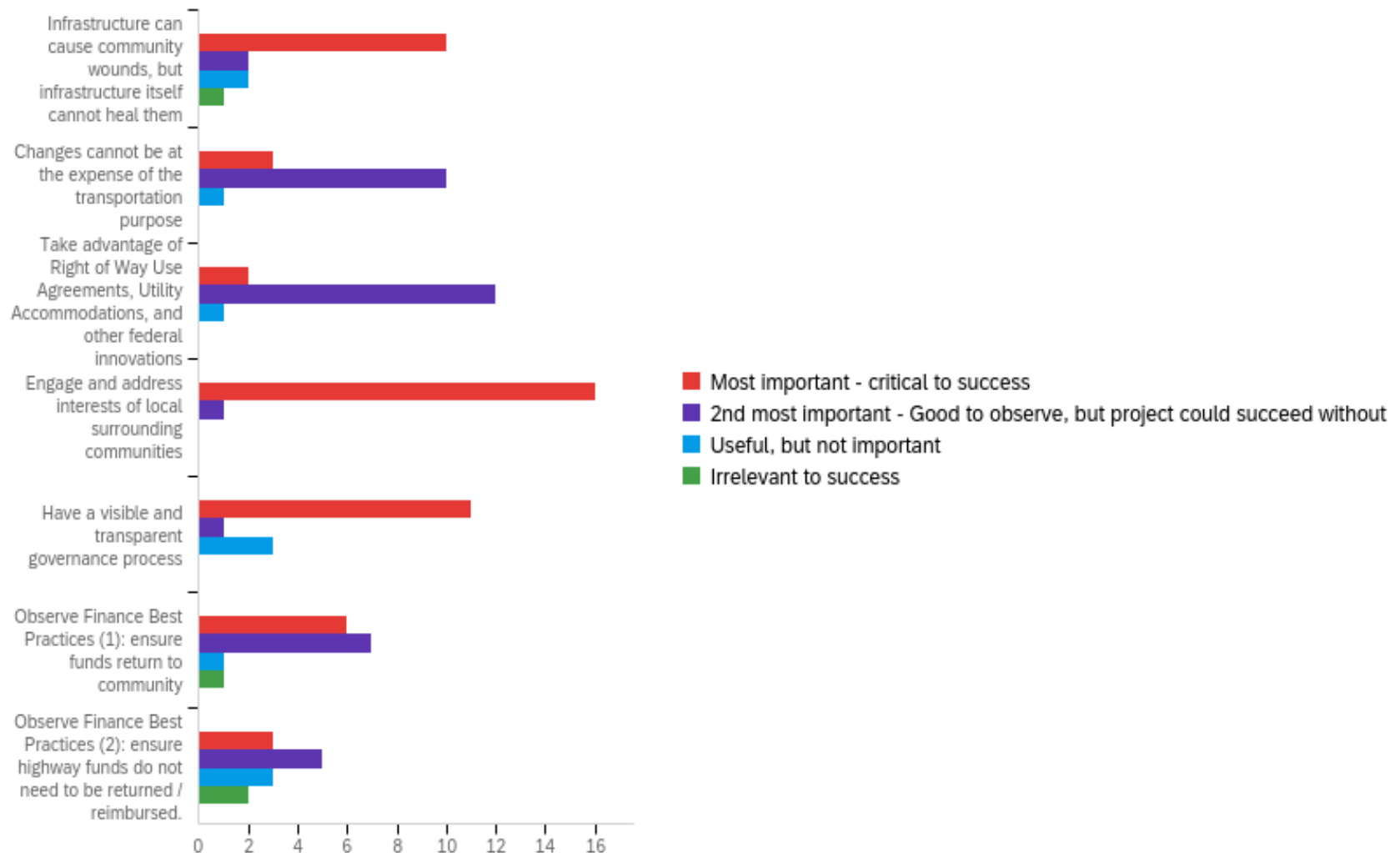
- One more example from Milwaukee
- 23 CFR 1.23(b) requires funds be spent in support of “public highway purposes.”
- Removal of a public highway means that the federal funds be returned as their expenditure no longer supports a highway purpose
- Showing how Park East removal eased congestion and enhanced mobility led FHWA to waive this requirement

Workshop Report

August 15 Innovative ROW Symposium

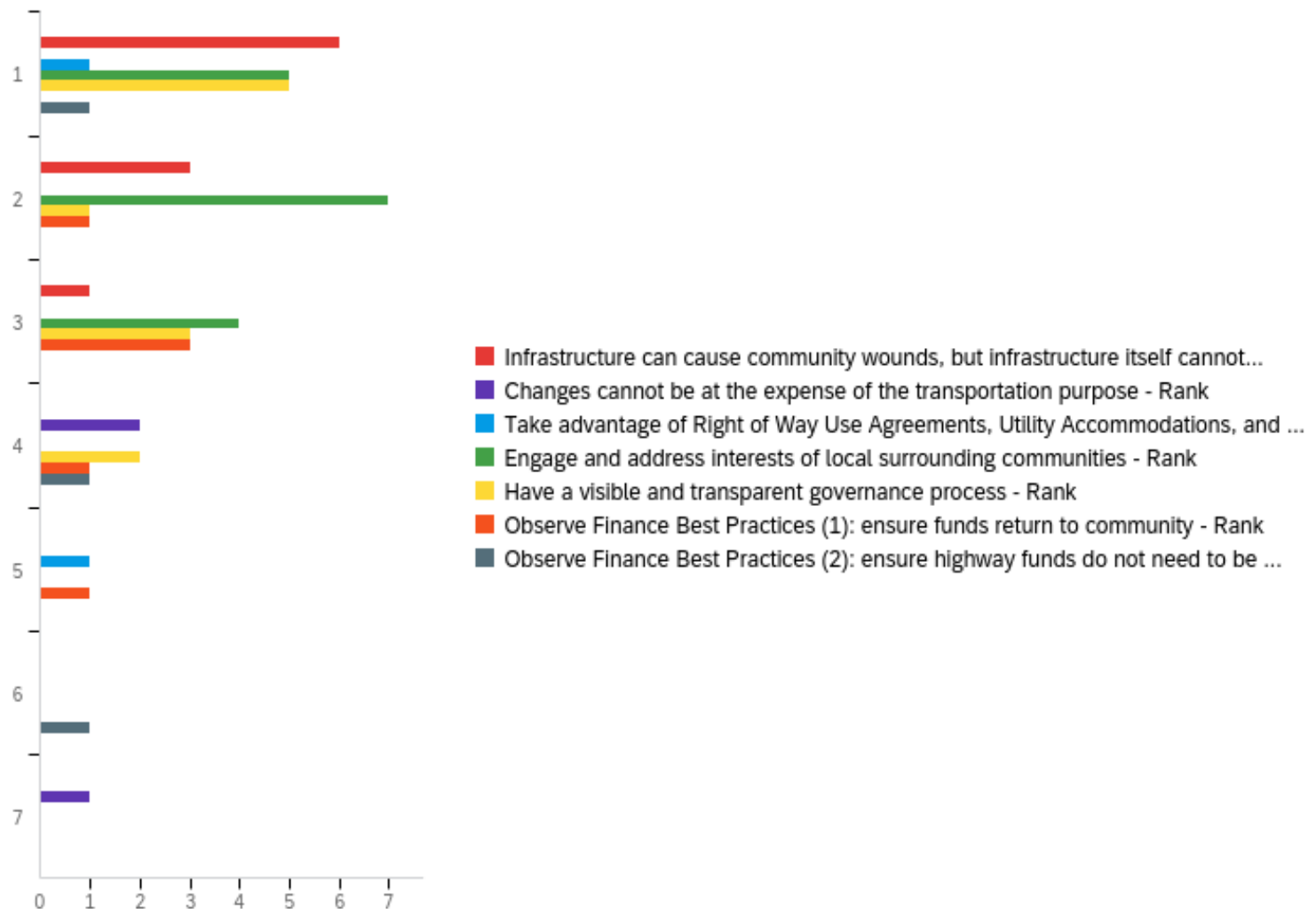
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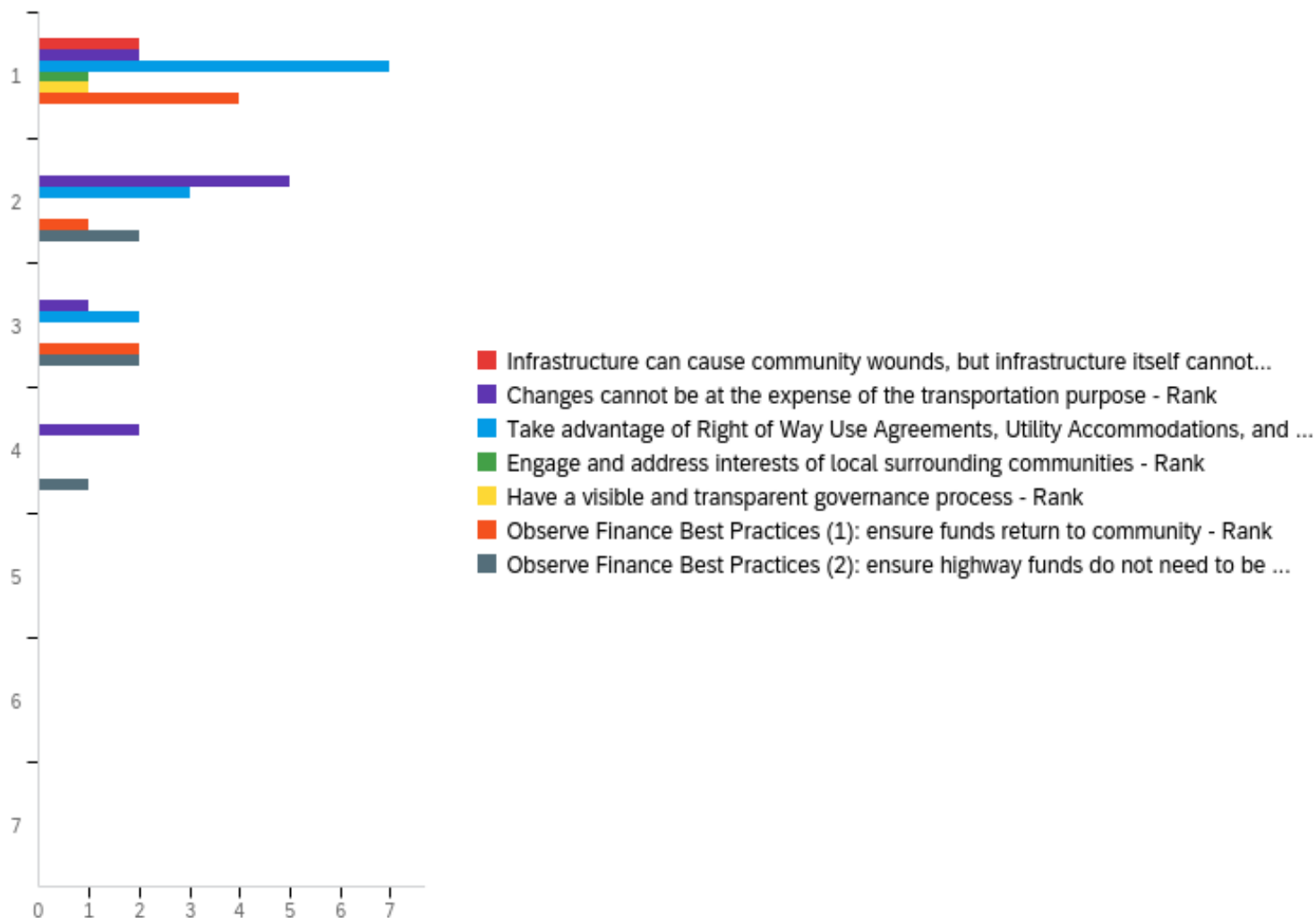
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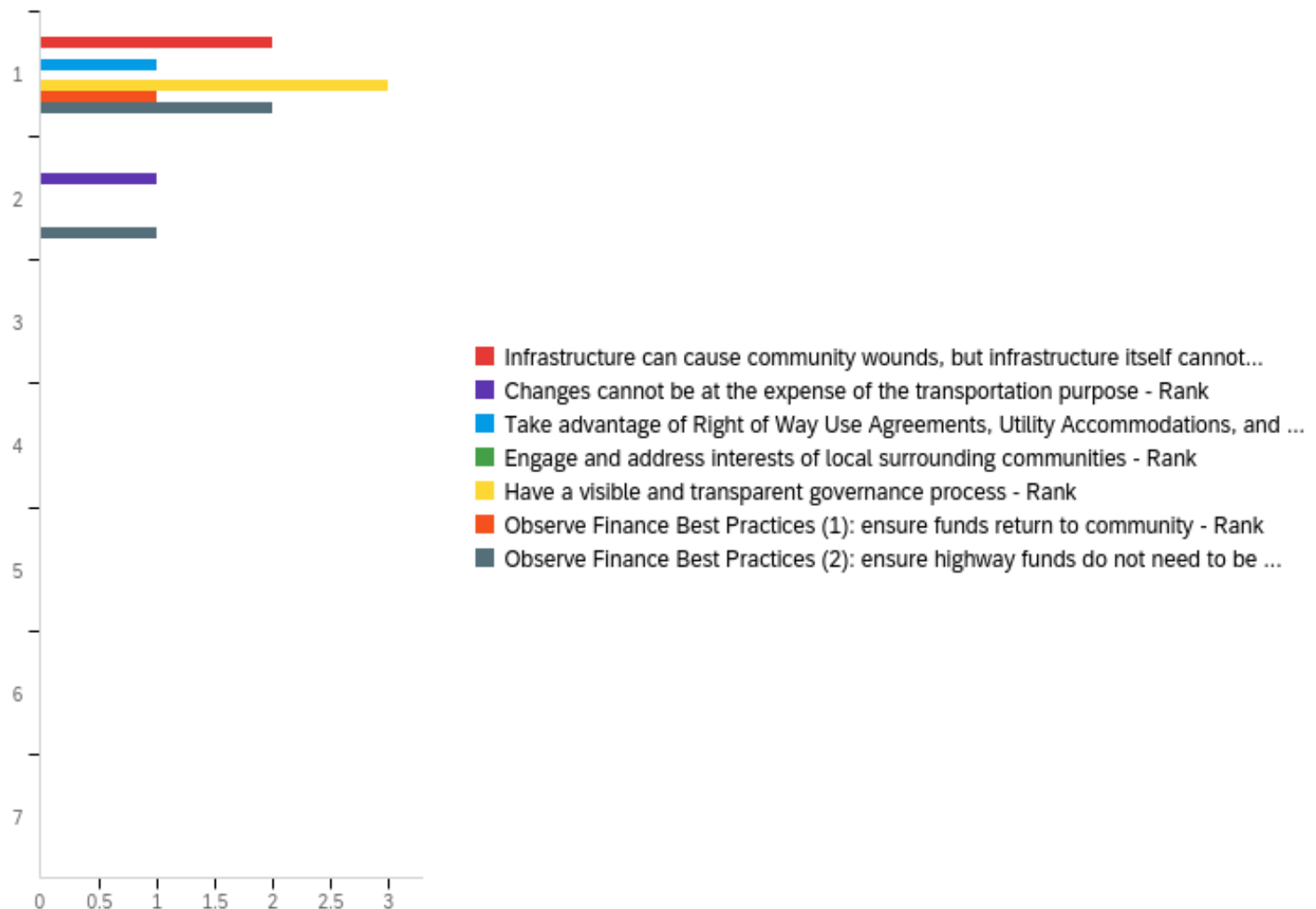
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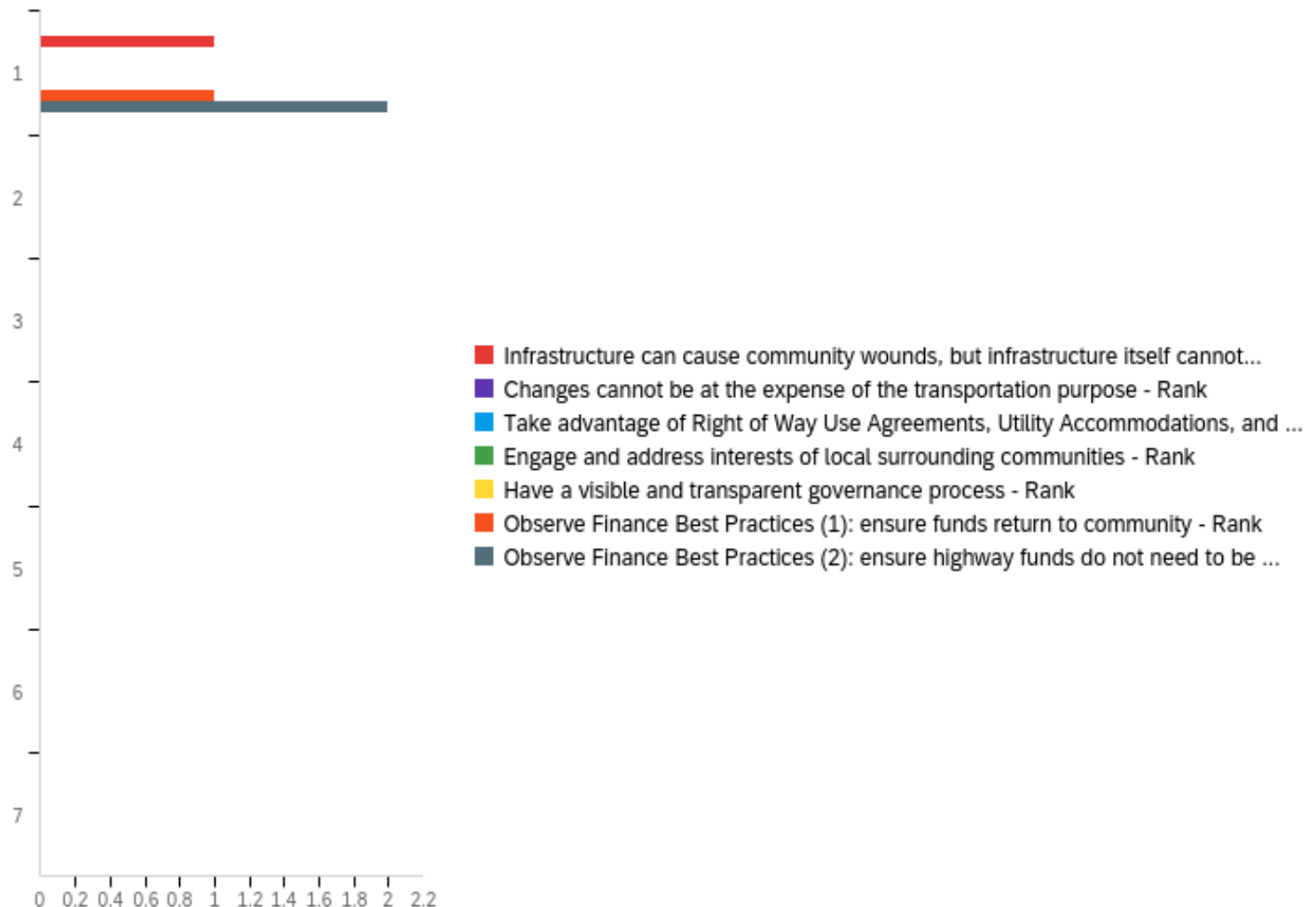
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Q2 - What has been the most interesting piece of information for you today?

What has been the most interesting piece of information for you today?

The innovative approaches to use of the r/w.

Cost comparisons; atlanta's use of mainstreet program

The scope of Reconnect Rondo

the 11st Street Bridge project in DC was the most interesting to me. I also found it interesting, the fact that removal of some of these freeways improved traffic flow.

The lessons learned slides

How you engage the community/public in enormously important. The solution should emerge from the community identification of the problem.

Cities need to be invested in their residents and advocate for them

the Atlanta and Milwaukee presentations

Emphasis on Private Investment - State DOT's have little experience with advanced commercial real estate projects - this will limit support, comfort and collaboration

That transportation engineers are listening and noting that this work can actually decrease congestion!

Q2 - What has been the most interesting piece of information for you today?

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The process should not be lead by transportation agencies.

the illustration of successful case studies and creative ways in which they were approached really shows the power of collaborative partnerships

FHWA willing to waive return of dollars

The case studies - little details here and there that have been very relevant/helpful!

Peter Parker city planning plays a vital role in all mode of transportation

Q2 - What has been the most interesting piece of information for you today?



Q3 - What will you take away / do differently when approaching Right of Way planning?

What will you take away / do differently when approaching Right of Way planning?

Start with the community and a transparent process

Not applicable

right of way design needs to be considered within a broader context of adjacent properties and more broadly nearby neighborhoods.

expand my scope/impact area

I will think more carefully about how the community defines the problem.

Opportunities can vary by size of impacts; ability to mitigate

encourage/ require a more expansive community engagement as early as possible.

State DOT Planners should be more like City Planners - we must care about people and places

Everyone points a finger at someone else; get people to the table to discuss. So much that seems immutable and too large to tackle can be improved, sometimes dramatically.

Being bold when advocating for community-centered innovation and using government process creatively

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BUILD A BRIDGE TO BETTER



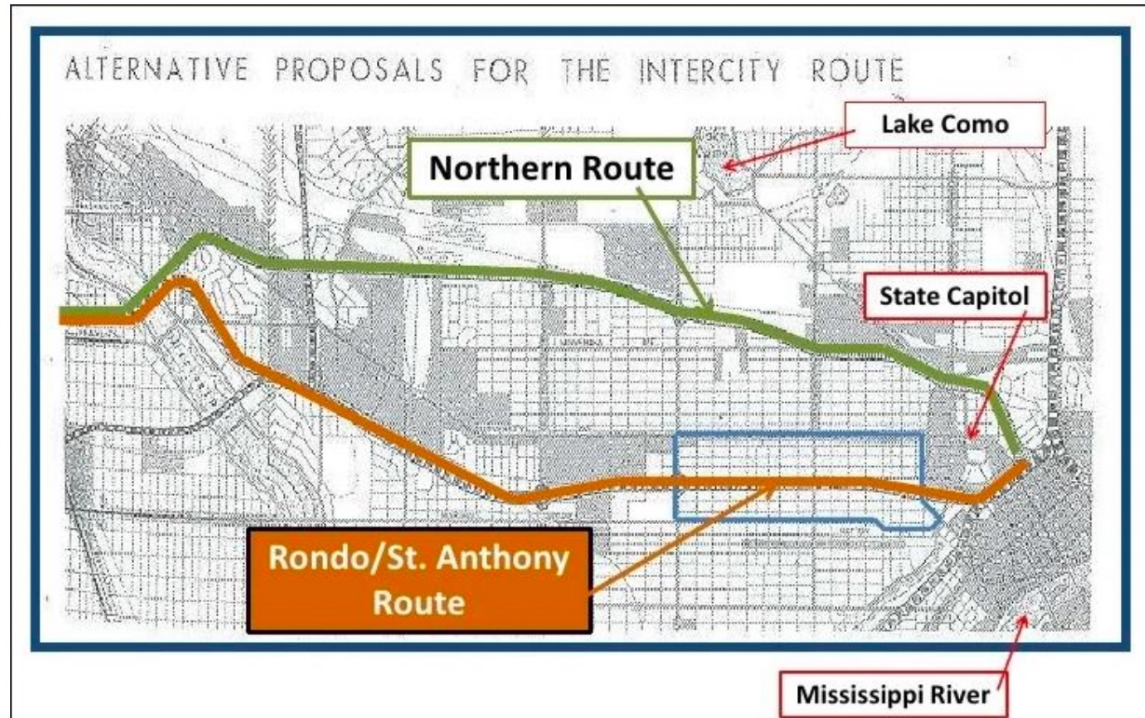
**BUILD A BRIDGE
THAT MAKES
MINNESOTA SHINE
BRIGHTER**



Innovation Symposium Presentation
August 15, 2022

It was an intentional decision

- Covenants and redlining
- Northern Route
- 1950s – 80% of the city's African American
- Rondo – a growing middle class community
- Designation as a slum

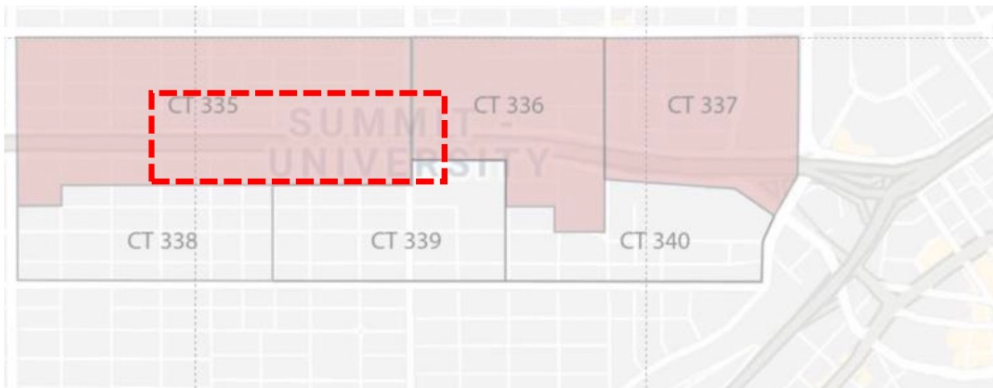


Restoring the loss (1956-present)

Past Prosperity Study/Restorative Rondo (2020)

Loss

- 700 homes 300 Business (1950-1969)
- Homeownership Loss 48%
- Population loss 61%
- Intergenerational wealth - \$35m (1980)
- A wealth gap - \$157m unrealized home equity value



- Annual earning gap \$370M – area of concentrated poverty
- 60% minority (BIPOC) population compared to 47% for the city.

ReConnect Rondo is leading a restorative movement

- **Mission:** Revitalize the Rondo community with a community land bridge that reconnects Rondo and reignites a vibrant African American cultural enterprise district in Saint Paul
- **Plan:** Connect Minnesota leaders, equity organizations and the Rondo community to ensure a better, brighter and more equitable future



Rondo Land Bridge Feasibility Study

Goals

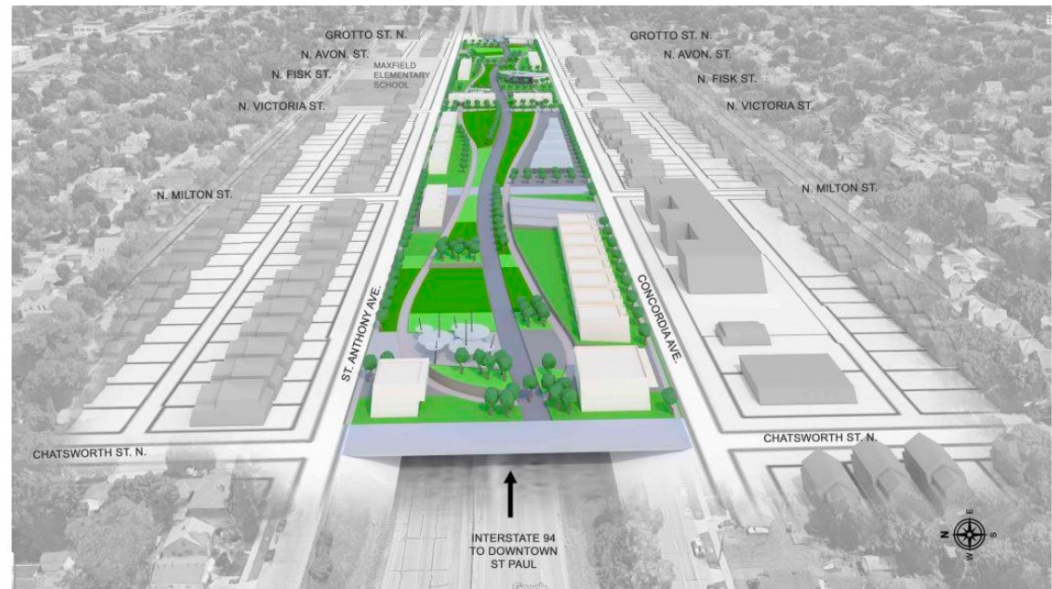
- Neighborhood Connections
- Housing Affordability
- Equitable Development
- Public Health/Green Space
- Community Leadership

Concept Screening

- 7 Ideas & Concepts
- 5 of 5 study goals
- 3200 lin. Ft. (up to 21 acres)
- 13.8 acres green space

Estimate

- \$459M



Economic opportunities are considerable



New housing

468 - 576 housing units in Rondo



Growing community

1000+ new residents



New jobs

1,304 - 1,872 new permanent and construction related jobs



Retail & Office

87,750 - 108,000 square feet



Nonprofit & Institutional

29,250 - 36,000 square feet



Increased city revenue

approximately \$3.8 million - \$4.2 million annually

On behalf of the community

ReConnect Rondo has set conditions for the community to access state and federal transportation investment to help:

- create new land to reignite a vibrant African American cultural enterprise district
- protect residents and businesses in the neighborhood
- actualize community and regional prosperity
- establish better health and wellness outcomes



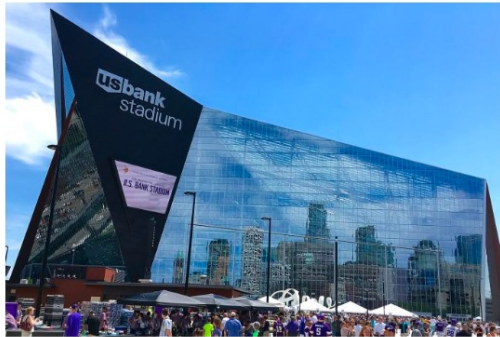
Actualizing existing policies

- MET Council Thrive 2040
- City of St. Paul Comp Plan
- Ramsey County Economic Competitiveness Plan
- State Carbon Reduction Goals

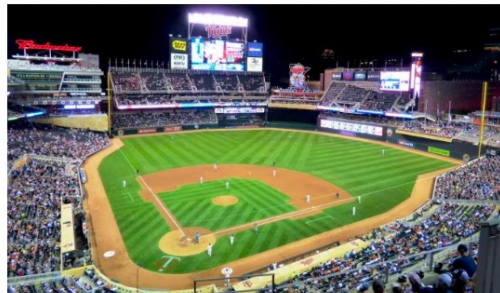


What we know

Publicly funded projects



US Bank Stadium



Target Field

- 4P Fund Model Exploration
 - Restorative financing
 - Community ownership and benefits



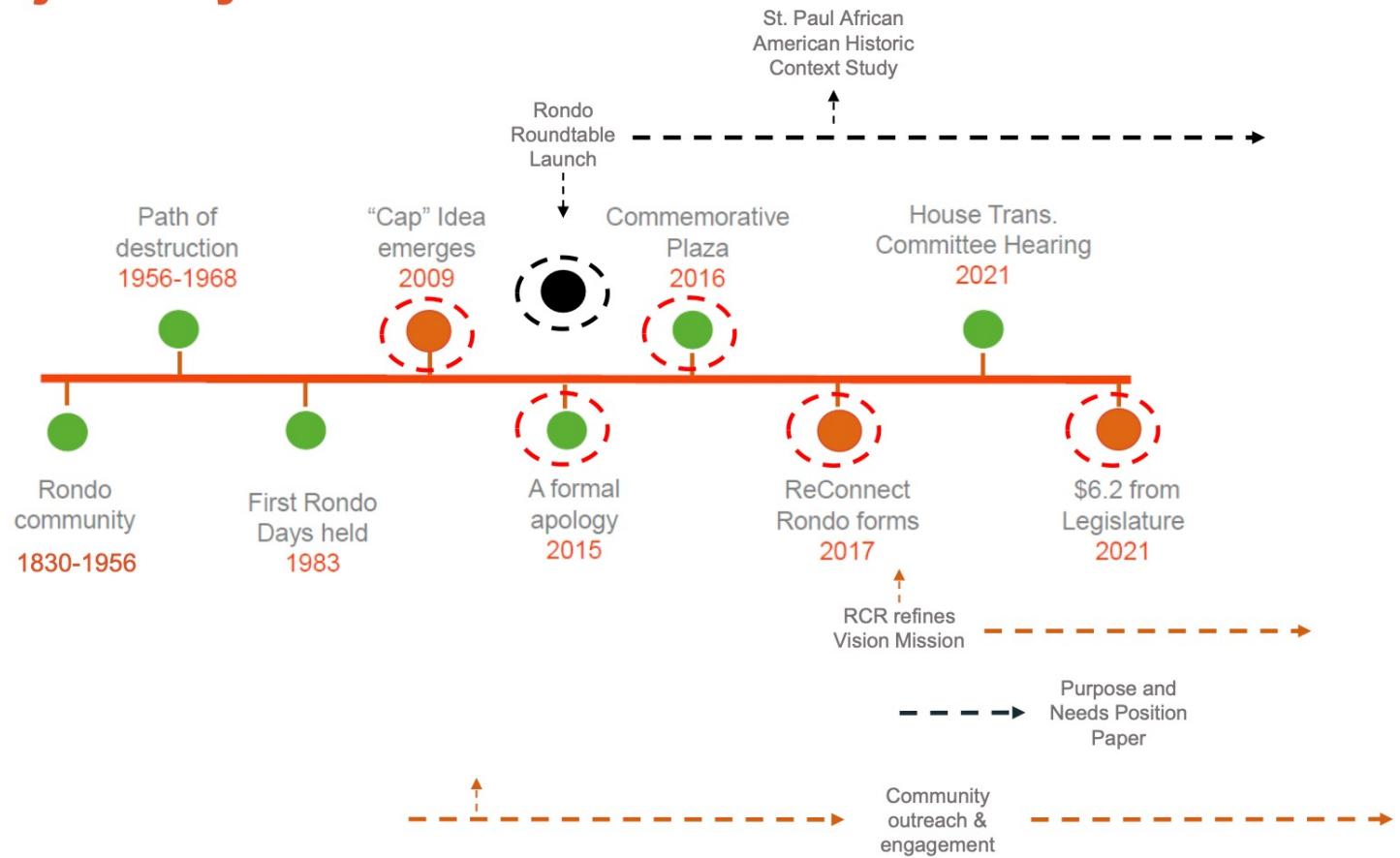
The image is a composite. The foreground features a woman with dark curly hair and glasses, wearing a blue and white striped turtleneck and black pants, riding a bright orange bicycle. She is smiling and looking back over her shoulder. A brown leather messenger bag is slung over her shoulder. The background is split: the left side shows a historical, sepia-toned photograph of a woman in a cap and dark coat, possibly a nurse or soldier, standing outdoors. The right side of the background is a blurred modern street scene. A large, dark, curved shape separates the historical photo from the modern scene.

BUILD A BRIDGE
BETWEEN YESTERDAY,
TODAY AND TOMORROW

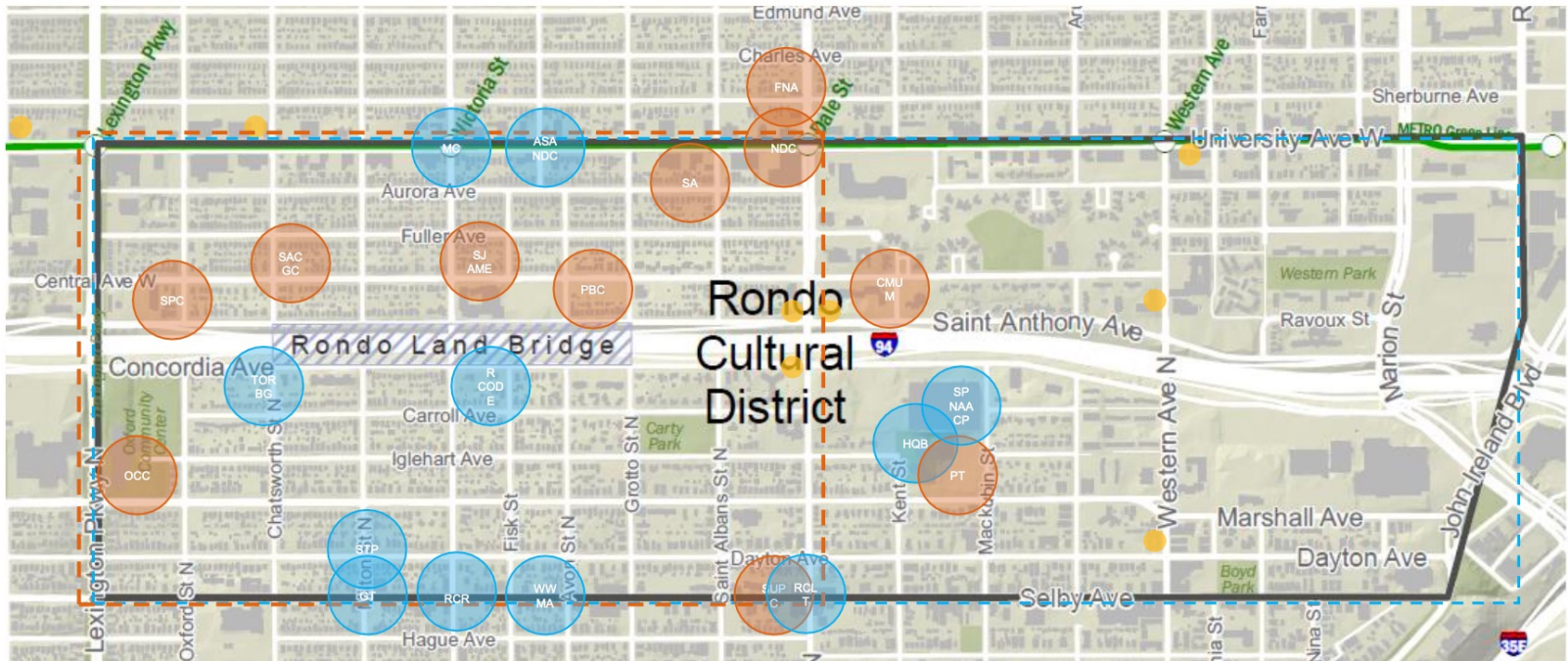


BUILD A BRIDGE TO BETTER

The journey



Amplify, resource and protect the neighborhood ecosystem



Summit University District
Protection & Prosperity Zone
Historic Rondo Boundary



Rondo Roundtable Partners



Rondo Stakeholders



Historic Organizations & Markers



**Where are we now – who
are our stakeholders and
partners.**

A purposeful path to equity



A plan is in place for restorative development

ESTABLISH TEAM

01

Onboard staff and expertise to fill organization gaps and provide strategic lift to processes.

ACTIVATE MASTER PLANNING PROCESS & FINANCE VEHICLE

02

Reach funding goals for Phase 0 in 12-24-months.

INCREASE NEIGHBORHOOD AWARENESS

03

Increase resident's awareness proximate to the Land Bridge in 12-months.

CONFIRM PARTNERSHIPS

04

Increase and formalize strategic partnerships and alliances in 12-months

COMMUNITY IMPACT

05

Identify anti-displacement measures strategies to mitigate gentrifications and other negative community impacts in 12-months.



BUILD A BRIDGE TO BETTER

THANK YOU!