

Fort Snelling: A Vision and Action Plan for a TOD Future

Master of Urban and Regional Planning
Capstone Project

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An Introduction to the Fort Snelling Area

Fort Snelling's Upper Post is a forgotten area. In the decades since World War II, the post has been divided among more than a dozen owners. To many, Fort Snelling has been a location of last resort. Processing tree trimmings into mulch is one of the few revenue generating uses on the site. However, The success of light rail has renewed interest in the site as awareness of Transit Oriented Design (TOD) potential has grown. Suddenly it has become apparent that surface parking lots, cold storage and wood chips are not the highest and best use of the site. The problems now are to reclaim ownership of the site under a single entity, restore utilities and infrastructure, and to celebrate the region's claim as "birthplace of Minnesota."

This report tells the story of the Fort Snelling area and provides the foundation for a potential transit-oriented development plan. This report is broken into three sections. First, a neighborhood profile highlights employment and types of users in the area, as well as current land use. Second, a short vision describes a potential future of Fort Snelling. Third, an action plan identifies several steps to achieve the vision for the study area. See Appendix A for a further description of the area.

Interviews with stakeholders provided much of the insight used for this analysis. These experts on the area provided historical data, current conditions, and potential strengths and weaknesses of the study and analysis areas. See interview list (Appendix B), stakeholder analysis (Appendix C), and SWOT analysis (Appendix D) for a further discussion of this information.

The Story of Fort Snelling

Historical Context: A Great Fort in Decline

Fort Snelling was one of the great forts on the Mississippi in the 19th Century, sitting at the point where the Minnesota River flows into the Mississippi. The fort was the hub of activity in the area, trading with both the Dakota and Ojibwa. Later, the fort served as a military training center, from the Civil War, through the Indian Wars of the late 1800s through World Wars I and II (Minnesota Historical Society, 2009).

After World War II, Fort Snelling was decommissioned, and the fort was designated a National Historic Landmark in 1960. Today, there are approximately 2,300 landmarks in the nation with only 23 in Minnesota. The landmark designation includes the 1820s-era fort overlooking the Mississippi River as well as 28 buildings and the surrounding open space on the Upper Post to the east of Bloomington Road. The Fort Snelling Historic District encompasses a larger area extending west of Bloomington Road.

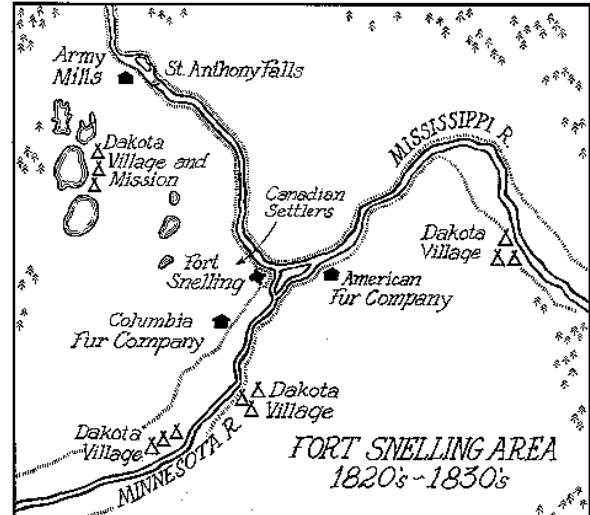


Figure 1. Early Map of Fort Snelling
source: Minnesota Historical Society

Despite this landmark designation, Fort Snelling has decayed in recent years. Fort Snelling was identified three times as one of the ten most endangered sites in Minnesota by the Preservation Alliance of Minnesota, and in 2006, the National Trust for Historic Preservation proclaimed Fort Snelling one of the 11 most endangered historic sites in the nation (National Trust for Historic Preservation 2009).



Figure 2. Historic Designations
Source: Presentation to Fort Snelling Task Force Working Group, January 26, 2009
Base Image: <http://maps.live.com/>

To date, much of the attention at the Upper Post has been focused on the 141 acre area within the National Historic Landmark district, as outlined in red in

figure 2. With funding from a National Park Service - Save America's Treasures grant, Hennepin County and Sentence to Serve crews have worked to stabilize and "mothball" 28 buildings along Taylor Avenue and Sibley Street. Sentence to Serve Crews have successfully repaired holes in roofs, boarded windows and sealed buildings, protecting them from further deterioration. These same buildings and the surrounding open space were the subject of a historic analysis funded in part by the National Trust for Historic Preservation's Johanna Favrot Fund. The result of the study was the 2008 Fort Snelling Upper Post Open Space and Landscape Development Guidelines.

An application has been submitted to the National Trust for Historic Preservation for additional funding to study the historic significance of the remaining area of the Upper Post, West of Bloomington Road. Of primary concern are the remaining buildings and open space that is identifiable on a 1939 plan of the fort. Together with the 2008 Open Space and Landscape Development, the studies provide a framework for future planning and development efforts (Liddy, 2009).

Completed in 2008, the Open Space and Landscape Development Guidelines specifically address the preservation and restoration of the open space of the upper post. This study provides recommendations for the location, massing, and orientation of potential new development. Primary growth areas are found nearest the airport on lands currently occupied by the golf course. This zone is designated for new growth with the assumption that it will provide an economic incentive to developers to invest in rehabilitation of the existing structures as well.

Guidelines prepared for the Upper Post are intended to supplement the standards established by the Department of the Interior. The *Secretary of the Interior's Standards for the Treatment of Historical Properties* must be followed for a project to be eligible for federal tax benefits. Ultimately, any development plans will have to be approved by the National Park Service.

Additionally, all of the lands within the Upper Post are subject to the requirements of the Federal Lands to Parks program. Lands transferred to state control under this program must be maintained for recreational use. Currently, the Minneapolis Park and Recreation Board leases land east of Bloomington Road from the Minnesota DNR. The park board operates a youth baseball complex and a nine-hole golf course on the site, meeting the program requirements. For future development other than recreational use to occur, the area subject to Lands to Parks restrictions must be transferred to the Historic Surplus Property program. Efforts are currently underway to make the transition. According to the National Park Service, "Historic properties transferred under this 'Historic Surplus Property' program may be used for public facilities, such as museums and government offices; properties can also be leased to not-for-profit organizations and to developers who may be eligible to take advantage of Federal Historic Preservation Tax Incentives" (National Parks Service n.d.).

Once transferred to the Historic Surplus Property program, the site will face fewer restrictions on future use. Current attitudes towards historic preservation, even for those lands within the National Historic Landmark, recognize the need for an economic driver to rehabilitate Fort Snelling's historic assets. The Preservation Alliance of Minnesota would like to see redevelopment that is self-sustaining, long term, income-producing, mixed-use and that takes advantage of light rail. Historic uses have included gymnasiums, dining, living areas, work space and should serve as a goal for future development.

Prior to decommissioning of the fort following World War II, the Upper Post was a destination for residents of Minneapolis and St. Paul. The primary focus of historic guidelines is the preservation of the historic appearance and feel of the region rather than specific use. The approach to preservation might be interpreted as form-based zoning.

Getting Around the Site

In the past, the Fort Snelling site was easier to navigate. Today, the area is isolated from the communities and neighborhoods around it. With an airport to the south, military development to the west, and two divided highways on its north and east, referring to Figure 3, Fort Snelling is accessible in one of two ways: by car or truck at three points along MN-55/62 or MN-5 and by the Fort Snelling LRT Station. Appendix A provides a detailed description of the area.



Figure 3.Site Access
Base Image: <http://maps.live.com/>

In response to the September 11th terror attacks, the once open Fort Snelling was closed for security measures. The military erected a fence completely encasing all military property. These increased measures had significant impacts on getting around the site. Today, all traffic must enter and exit guarded gates. These increased security measures also had massive impacts on the public's ability to access the Air National Guard and Army Reserve Museums.

Access for pedestrians and bicyclists remains limited. Any pedestrians coming from area bike trails must cross under MN-55 at Bloomington Road through an underpass that has no sidewalk or bike path. In addition, although the LRT station provides a point of arrival in the middle of the area, the sidewalks throughout the area are unwelcoming – especially in the winter when cold temperatures and brisk winds blow across the area.

However, there is great potential for the area for pedestrian and bike access. Dedicated paths lie to the east of the site as well as the natural and historical amenities of the Mississippi National River and Recreation and both the Historic Fort Snelling site and Fort Snelling State Park. Pike Island lays just to the east as well as the Minneapolis dog park to the north. A pedestrian and bike-friendly connection across MN-55 would tie the site to a larger network of regional trails, allowing the site to be an access point for people who enjoy longer hikes and bicycle trips.

Current Land Use

Land Ownership

There are many different agencies that use and maintain the land in the Fort Snelling area. For example, the area that currently contains the park and ride originally contained barracks. However in an agreement with the MnDOT during the LRT construction, MnDOT removed the buildings including asbestos abatement in exchange for equipment storage. The Metropolitan Council and the VA eventually reached a \$2.5 million agreement for the long-term use of the land for the park and ride. This money went to fund additional hospital beds at the VA.

Since nearly all of the land is leased on a long-term basis from the federal government by these agencies, the Veterans Administration is the ultimate steward of the land. If an agency uses a piece of land for a use not specified in its lease or abandons its claim to a piece of land, the land reverts to VA control. Appendix J provides an inventory of the VA's current building ownership in the area. The VA does not necessarily wish for land to revert to its control and prefers an overarching site-wide mechanism through which land can be controlled that is not in their hands.

Transportation, Light Rail Transit, and Parking

With the addition of the Hiawatha LRT Line to the area in 2004, Fort Snelling has great potential for transit oriented development. It holds a prime location as the last southbound station before the

airport. Trains stop every seven to eight minutes during rush hours, and the park-and-ride lot contains nearly 1079 spaces.¹

However, there are many hurdles that need to be overcome with regards to transportation. The parking lots serving the Whipple Building are regularly filled to capacity. The park-and-ride lots experience the same. There is no bus service to the area around the light rail stop and the Whipple Building.² In addition, there is no internal transit service from the LRT station to other areas of the Fort Snelling, such as the Neman ball fields or the Historic Lower Fort.

Anecdotal evidence suggests that airport employees use the park and ride lot in combination with LRT service to reach jobs at the airport, although there are no formal studies that have been performed to verify this information (Dillery 2009). Further, there are a few spaces at the park-and-ride lot that are reserved for overnight parking. Individuals often use these spots as an inexpensive alternative to airport parking, similar to Bloomington's Park-and-Fly service.

The Military

The two largest single users are the military and the federal government. Military operations occur almost exclusively within a secured area west of the light rail tracks. Military operations in the secured area include the Air Force, Air Force National Guard, Army Reserves, and Naval Reserve.

There are roughly 1,500 reservists, civilians, or active military duty personnel at any given time within the secured perimeter, with the highest use occurring during weekends. Although weekends are the typical time for reservists to come to the base for ongoing training, the trend is changing: reservists are spreading their training out over time, resulting in a more constant population within the secured area. There are no permanent residences on the base.



Figure 4. Military Property

¹ The Metro Transit park-and-ride contains 398 parking spaces at the northern park and ride lot, 576 spaces for the south lot, and 105 in the Fort Snelling Club overflow lot, for a total of 1079 surface parking spaces. (Dillery, 2009) The park and ride remains one of the most heavily used in the area with most of its ridership coming from an area east and southeast of the facility, mainly in Mendota Heights, West St. Paul, Eagan, Inver Grove Heights, and area of the Highland Park neighborhood in St. Paul just across the Fort Road bridge. (Metro Transit, 2008)

² Metro Transit bus routes 446 and 515 do stop on the northwest side of the Fort Snelling area, near the 34th Street gate off of MN-62. The majority of the riders using those routes are low-skilled labor staffing the lodging, commissary and fitness centers on the military side of the fence.

Within the secured area – often dubbed “behind the fence” – military operations are completely contained. While on base, military personnel dine at the canteen in the Whipple Building or at the commissary. Other amenities are located on base as well: there is a recreational and physical training facility located in the Air Force side of the base as well. However, outdoor recreation and physical training occurs outdoors in the summer. The North Country Hotel, located just south of MN- 62 has the ability to accommodate up to 200 people. The hotel is mainly designed for short-term temporary housing.

Their biggest need is for the military is additional hotel space. While the North Country Hotel can meet a significant need, there is demand for hotel space for reservists and their families, especially when just before and after times of deployment.



Figure 5. GSA Property / Whipple Building

The Whipple Building

The Whipple Building, shown in Figure 5, houses the largest number of civilian employees in the area. The General Services Agency (GSA) administers the building, housing more than 40 agencies and approximately 1,500 employees in a secure building. A complete listing of Whipple Building tenants may be found in Appendix E. The largest of these agencies, drawing the most visitors, are the Veterans Health Administration (VA), Department of Homeland Security (DHS), and the U.S. Fish and Wildlife Service (FWS). Between 1,400 and 1,700 public visitors use the Whipple Building each day, making the building

the biggest draw in the area. Most of the visitors use the building for the services of the benefits department of the VA.

With the VA adding more and more staff to handle veterans’ benefits, the Whipple Building is becoming overcrowded. Moving agencies, such as FWS, that do not need a secure building into rehabilitated historic buildings east of Bloomington Road may be one solution to Whipple’s overcrowding problems.

In addition to the building’s overcrowding issues, parking is growing scarce. Employees use the park-and-ride lots from time to time, and overflow into other unauthorized parking areas. GSA has said their supply of parking is currently about 100 spots less than their current demand.

GSA is not against structured parking, but realizes that structured parking is expensive. The Whipple Building currently has a carpool program, but no program with Metro Transit to take advantage of the LRT line. Any outcomes that involve using GSA land must maintain or expand the number of parking spots used by the Whipple Building.

The Boy Scouts

The Northern Star Council of the Boy Scouts of America (BSA), shown in Figure 6, recently purchased the former hippodrome building at the northeast corner of the area between Tower Road and MN-55 along Bloomington Road. The council has plans to renovate the historic building to serve as a “base camp” for outreach to urban scouts, an activity center including bouldering and climbing walls and a high ropes course, an administrative center for the council, and a gateway for youth to the natural and historic areas nearby. The council plans to begin construction in 2009 and open the base camp for the BSA’s centennial celebration in October 2010 (Andrews 2009).



Figure 6. Boy Scouts Property

The Boy Scouts are a natural fit for the Fort Snelling area. Their organization’s values mesh well with the historical and natural amenities to the north and east. In addition, current uses such as the Fred Wells Tennis and Education Center and the ball fields to the east of Bloomington Road fit with the youth-oriented uses that the Scouts wish to expand.

It should not be forgotten that the Northern Star Council’s location is one of the first that is seen by people who enter the site from MN-55 using Bloomington Road. With their outreach to other youth groups and other potential users whose goals complement their own, the Northern Star Council has a great potential to be ambassadors for the future of the entire area.

MnDOT’s Central Services Building

Built in the mid 1980s, the Central Services Building, shown in Figure 7, is the central assembly, fabrication, and repair facilities for the Minnesota Department of Transportation (MnDOT). MnDOT employs approximately 80 to 100 people. Between 50 and 60 snowplows are fabricated/assembled at the building each year. In addition, maintenance of the lighting and signals for the 11-county metro area is based from the building as well as many crews for repairs for bridges and rigs.



Figure 7. MnDOT Property

The area around the Central Services Building is fenced with a standard six-foot fence on three sides of the building and an eight-foot fence on the LRT right-of-way side of the building. From time to time, MnDOT will use a portion of a dirt area adjacent to

their property to store vehicles when a large number of vehicles are awaiting maintenance or fabrication (Miller, Lund and Lagerquist 2009).

MnDOT's property is located very close to the LRT station and is considered a prime redevelopment location. Although MnDOT would not object to moving, involving a land swap in another location, any land swap would need to be accompanied by funds to build a comparable building and move the department. In times of economic downturn when state budget money is at a premium, any chance of funding from the state for this type of relocation would be slim to none. Any plans for redevelopment should integrate the Central Services Building and MnDOT's needs into the design, with a possibility of a move by MnDOT and redevelopment of the CSB site at an undetermined later stage.

The Air Guard Museum

The Air Guard Museum has expressed interest in relocating to an area "outside of the fence" for some time. The group has developed plans for the golf course area east of Bloomington Road; however, the museum's current design may not fit within the area's overall historic context. The museum is still searching for a home.

Native American Historical Museum

Native Americans have a long history with the Fort Snelling site as well, dating back to pre-European settlement times. As such, Native American groups would be a natural fit with the site, either as future tenants or in a historical aspect such as a historical museum.

The Fort Snelling Club

Open from 3:30 p.m. to midnight, seven days a week, the Fort Snelling Club, a restaurant and bar run by the VA's Canteen³, is one of the larger late-night social draws in the area. Because the VA Canteen runs the club, the VA provides maintenance and services to the building and its full time workers are considered federal employees.⁴ The club pays no overhead for taxes, repair, heating or electric, and therefore can provide inexpensive food and drink for its clientele.

Framework for the Future Story of Fort Snelling

Fort Snelling's future is based on what is happening today at the site. Any vision must consider the area's strengths and weaknesses and take advantage of the opportunities that are present today. This following section delineates common themes that provide a framework from which a future vision of the area can take form.

³ The club does not reimburse the VA for any expenses and the VA does not have access to the club's financial records. As such, there is no economic data available for the club.

⁴ The full-time permanent employees are considered federal employees. The part-time employees are not. On a normal night, there may be one or two bartenders on, including a cook a dish washer and a couple of waitstaff. The estimate is that there are about 10 people per night working the site. This number will increase if there is a wedding, funeral or other function. In total, the club may employ up to 20 people, but probably not much more.

Other Historical Forts

Communities across the United States have rehabilitated other decommissioned historic forts. The most successful of these might be the Presidio near downtown San Francisco. The Presidio now offers housing, office space, camping and entertainment - all served by an extensive transit system. Others such as Fort Hancock in Sandy Hook, NJ, have struggled to achieve the same redevelopment. A third site, Fort Monroe in Hampton, VA, has yet to be vacated by the army. In anticipation, the state of Virginia has established the Fort Monroe Federal Area Development Authority to lead the process of restoration and reuse. Further descriptions of these forts may be found in the Appendix F.

In addition to these forts, others have achieved success as well: Fort Robinson, NE, has turned many of its older buildings into overnight accommodations and office space; the Charleston Naval Shipyard has used its space for recreational purposes as well as community support services; and Fort Vancouver, WA, has been restored into a commercial, residential, and office center as a piece of the Vancouver National Historic Reserve.

An Employment Center

Currently, the Fort Snelling area employs over 3,000 people in total in the civilian areas east and military areas west of the LRT line. Although much rehabilitation needs to occur, the buildings east of Bloomington Road are prime candidates for adaptive reuse. Agencies such as the Nation of Park Service have expressed interest in moving to the area (Anfinson 2009). With the Whipple Building nearing capacity and the Veterans Administration increasing in both staff and services rendered, agencies from the Whipple Building that do not need a secure building such as the National Wildlife Service or the VA would be able to move to these historic buildings (Weingartz 2009). Other nonprofit organizations and private firms would also be able to rent these buildings for office and office-related space.

A Retail Hub

One reason many commuters say they use automobiles is for midday trips. In places that are oriented to one use, such as Fort Snelling as a primarily office-based employment center, having an automobile on-site is often needed to perform one's day-to-day business – personal or professional. The Whipple Building, for example, has a small cafeteria and a few other retail amenities, but many workers leave the area for eating establishments and other retail spots as far distant as Fort Road in St Paul, Cedar Avenue in Richfield, or even places along the I-494 strip in Bloomington (Weingartz, 2009).

Providing retail options in the general area gives opportunities for workers to perform mid-day functions without leaving the general area or the need for a car. Possible options that would fit with Fort Snelling and its role as an employment center are: banking establishments, restaurants, convenience stores or drug stores, establishments oriented toward white-collar workers (such as dry cleaners, health care, and hair salons), retail establishments oriented toward businesses (such as copy centers, office supply stores, and delivery services), parks and plazas, and child-care facilities. Appendix G discusses best practices for TOD that meet Fort Snelling's circumstances.

A New Park-and-Ride Mentality

Parking should be located away from the area designed for pedestrians, with retail establishments built between the parking structures and the station itself (or between the station and the employment centers), to encourage use of the retail facilities and make them easy to use. This design would also break up the monotony of endless acres of surface parking. Other suggestions include providing connections to walking and bicycling networks within the area (Daisa, 2004).

Connecting the stop with the bus routes in the area is also advised (Daisa, 2004); however, with Fort Snelling’s out-of-the-way location, bus connections may make more sense at LRT stops further south in Bloomington or further north in Minneapolis.

A Historic and Natural Place

The Fort Snelling area provides a link between the urban and natural areas at the confluence of the Mississippi and Minnesota Rivers, including state parks, regional recreational areas, and hiking and biking trails, as shown in Figure 8.

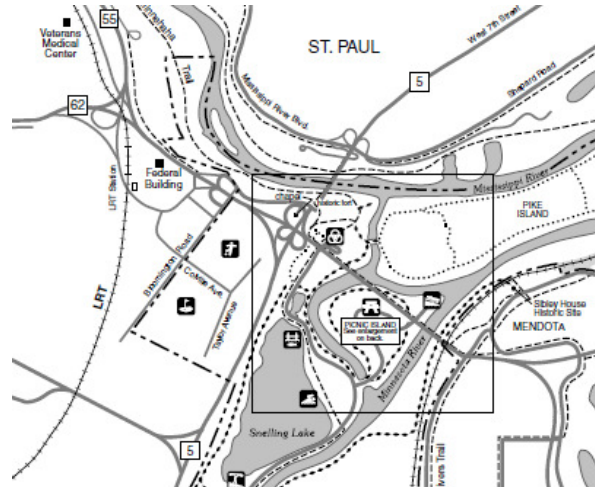


Figure 8. Fort Snelling State Park Map
Source: <http://www.dnr.state.mn.us>

The fort’s historical past, too, fits well with the natural place that surrounds it. Any framework that directs future growth and redevelopment should integrate the existing natural and historic features of the area into an overall plan, highlighting their nature and making them more accessible.

A Connection Between Military and Civilian

With a large number of military personnel on one side of the LRT line and a large number of civilian employees in and near the Whipple Building, there is a great opportunity to emphasize the connection between the area’s military and civilian characteristics. Plans should find a way to connect these two groups of people who currently rarely interact. By bringing these two groups together, the Fort Snelling area may feel less like two distinct places – each on its own side of the fence – and more like one community.

Development Restrictions

Fort Snelling sits next to the largest airport in the region and one of the most active in the world. As such, height and noise restrictions cover the area and limit what can be built in the area. Likewise, its designation as a historic place places restrictions on the types of urban design that can be developed in the area. Refer to the airport zoning summary in the Appendix H for a detailed discussion of these airspace restrictions.

Finally, any long-term plans should integrate existing plans which are in the works to have a single entity control land use. A single-entity control over land use will minimize land use obstacles to any development.

Fort Snelling: A Vision

Fort Snelling stands at a jumping off point. The area has potential to be a vibrant, dynamic neighborhood. Its bustling, pedestrian-friendly streets fill the district with a hustle-bustle not seen in the area since its heyday during World War II. This is one possible vision for its future...

Stepping off the Hiawatha Line to Fort Snelling, one is greeted by a statue of Whiskey, Fort Snelling's legendary renegade trick horse. Once an attraction at Fort Snelling in the 1920s and 1930s, Whiskey returns to prominence in this new century as the focal point for an open-air gathering place for socializing and commerce. The plaza caters to employees exiting the train for work and commuters boarding trains bound for Downtown Minneapolis and the airport.

Expanded and easily accessible, the structured parking of the Fort Snelling park-and-ride with its familiar Metro Transit logo is tucked neatly behind the plaza's buildings. Commuters walk past the coffee shop, dry cleaners, restaurants, drug store, and day care center that provide their daily needs. The area florist is well-known for his "direct from Amsterdam" tulips every spring; likewise, the popular Fort Snelling fishmonger gets her saltwater shipment fresh from both coasts every day.

With its state-of-the-art amenities, glass-enclosed stairwells, and user-friendly atmosphere, the park-and-ride has been ranked by City Pages three years in a row as the Best Park and Ride Lot in the Twin Cities. The kiss-and-ride lane is active and busy, with commuters being dropped off and picked up by spouses and partners. The lane nearly surpasses the popularity of Whiskey and "his plaza" as Fort Snelling "kissing fundraisers" raise money for area non-profit groups.

Getting around Fort Snelling is easy thanks to an innovative pulse-and-ride transit opportunity. This cousin of the dial-a-ride system provides easy access to the farther reaches of the area. A Metro Transit minibus stands at the ready to pick up passengers at the light rail station every half-hour to provide trips to the Whipple Building, the historic office buildings east of Bloomington, or to the Historic Lower Fort. Return rides are a mere phone call away. The military, likewise, uses its own transport service to shuttle its personnel from the park-and-ride area to its facilities. The entire area on both sides of the fence becomes easily accessible.

Once-mothballed buildings east of Bloomington Road stand tall and proud along the restored parade grounds, providing adapted reuse office space for the National Park Service, as well as several local non-profit groups and small businesses. This mix of old and new breathes new life into the former building shells: National Park Service personnel patrol the area in full uniform, providing a visible presence for the service and reviving the fort's historic nature, as they mingle with youth at the ball fields, users of the state-of-the-art fitness center in the old gymnasium building, and enthusiasts that simply like to take a walk through the historic area. There is a new sense of place to an area that was once abandoned.

New youth-oriented programming outreaches to area boys and girls alike. The newly-finished Boy Scouts' Northern Star Council Base Camp connects the urban community to its historic and natural past.

Boy Scouts earn their Orienteering merit badge in the open areas along Officers' Row as the soccer fields host finals of the State Girls' High School Soccer Championships.

A well-designed, pedestrian-friendly bike path connects the LRT station to the Whipple Building, the Boy Scout Base Camp buildings, and the regional bike trails beyond. A resident of Powderhorn Park is able to ride her bike to the Midtown Greenway, load it on the train to Fort Snelling at the Lake Street Station, and take a safe, peaceful ride from the station to Fort Snelling State Park, Pike Island, a Fort Snelling Historic Museum featuring aviation or Native American history, or even to the Sibley House Historic Site across the Mendota Bridge in Mendota Heights.

The military heritage of the area is shown through its integration into the street life. Officers, enlisted men, and reservists regularly visit the retail shops on the civilian side of "the fence" and use the Hiawatha Line to get to and from the base. When deploying or reintegrating, their families stay at a new hotel in the area, catering to military personnel and their families, as well as to businesspeople who can hop the light rail to downtown or tourists who want to see the Mall of America or touch the Mississippi River before hopping on their all-rail journey to see Duluth, Lake Superior, and all of northern Minnesota.

The Whipple Building stands as just one focal point of the employment node. Its employees take full advantage of their MetroPass program, utilizing the light rail to get to and from work. In winter, people can grab a warm cup of coffee at the Caribou on the short walk from the LRT station to the office. For lunch, there is no need to try to warm up a cold car when a restaurant's soup and sandwich special is so close at hand. When weather is pleasant, all are free to eat lunch in Whiskey's open-air plaza near the station.

Late in the afternoon, the first employees to sneak away from the office have multiple choices to finish off their day: they can grab a bite at the trendy, locally-sourced restaurant to recover from the day or unwind with a beverage or two at the Fort Snelling Club. As the evening progresses, their co-workers arrive and are eventually greeted by friends disembarking from the LRT.

Bookending the summer, Fort Snelling celebrates its history. On Memorial Day, the fort's past history is remembered in a weekend-long tribute to the nation's veterans, past and present. The solemnity is marked with a tribute to those who have sacrificed to protect what we cherish and a celebration to recognize that what we cherish lives on. The whole neighborhood comes alive: Boy Scouts and Girl Scouts demonstrate their skills, the National Park Service and the Department of Natural Resources give informational sessions and tours. The past comes alive.

On Labor Day, the Fort Snelling community celebrates the civilians who work at the fort today. A community fair showcases the work that goes on today, with a family-friendly atmosphere of picnics and carnival rides. The present, too, comes alive.

Action Plan

With this vision in place of a vibrant and lively Upper Post, the number of paths that redevelopment of this area could take are many, to say the least. What follows is an Action Plan for one of these many paths that helps bring this vision to life.

The purpose of this Action Plan is to support the long-term view of the Vision Statement. This Action Plan provides the tactile information necessary to reach the Vision's goal for the area. The assumption here is at some time, in the near or distant future, a structure for overall land governance of the Upper Fort is in place. This Action Plan is divided into three sections:

- Near-term Action Items
- Medium-term Action Items
- Long-term Action Items

Near-term action items are those implementation tasks that can be completed without an overall land governance in place. These tasks could be completed with no or low costs. Mid-term action items are tasks that could be still be completed without the overall land governance in place, but at higher costs and with more effort. Long-term action items are tasks that require the overall land governance to be in place and will have the highest costs and efforts.

Immediately following are a series of tables that summarize each phase of action items. These tables are broken into the following categories:

- Administrative Tasks
- Infrastructure Improvements
- Parking / Transportation
- Military
- Art
- Land Development

Each implementation category is further divided into the following sub-categories:

- The Purpose of the Task
- Who owns the task
- Potential Resources
- High-level Estimates
- Potential Funding Sources

Following these tables is a more comprehensive discussion of each of items within the six categories for the near, mid and long-tem action items. This discussion includes high-level site maps with images that help illustrate the proposed changes in the context of current land use.

Near Term

Table 1, Near-term Action items, presents action items that could be completed today, even before the land has been consolidated under one governing body. These items could be completed with little or minimal funding. This section assumes that some of the infrastructure items are a temporary, “band-aid” solutions with the goal of showing forward movement towards the Vision. As such, some items, especially infrastructure items, are to be installed with the notion that items will eventually require replacement given wear and tear with items that better support the final Vision.

Table 1: Near-term Action Items						
Category	Action Item	Relates to Vision	Potential Owner	Potential Resources	High-level Estimate	Potential Funding Source
Administrative	Create a Transit Communication Program	To expand the understanding of transit options for those using the area	<ul style="list-style-type: none"> Whipple Building / GSA Military 	MetroTransit	<ul style="list-style-type: none"> \$76/per pass⁵ User fees / company subsidizes the remainder 	Training and personnel costs to administer program.
	Create a Fort Snelling “Upper Fort” Branding Campaign	Create a structure to continually promote the upper fort area.	<ul style="list-style-type: none"> All Current Land Owners 	University of Minnesota MBA Capstone Project	Minimal costs: Personnel time necessary to inform resource and provide feedback.	<ul style="list-style-type: none"> Friends of Fort Snelling Current Land Owner
Infrastructure	Install Wayfinding	Improve area usability	<ul style="list-style-type: none"> All Current Land Owner 	<ul style="list-style-type: none"> Sentence to Serve Volunteers Boy Scouts Military Service Projects 	\$25,000 ⁶	<ul style="list-style-type: none"> Recycled from other cities Heritage Grants
	Install Streetscaping	Improve the area experience and provide unifying elements to the area	<ul style="list-style-type: none"> All Current Land Owner 	<ul style="list-style-type: none"> Sentence to Serve Volunteers Boy Scouts Military Service Projects 	\$100,000 ¹	<ul style="list-style-type: none"> Recycled from other cities Heritage Grants
	Create Bike Lanes on Existing Streets	Promote and improve bicycle use in the area	<ul style="list-style-type: none"> MnDOT All Current Land Owner 	<ul style="list-style-type: none"> MnDOT Other Public Works Facilities 	Personnel time and paint materials.	None. Use as a training exercise for new employees that are street striping.

⁵ MetroCouncil Metropass Program

⁶ Project estimate based on a similar project completed by the City of Minneapolis

Table 1: Near-term Action Items						
Category	Action Item	Relates to Vision	Potential Owner	Potential Resources	High-level Estimate	Potential Funding Source
	Kiss-and-Ride Lane	Provide access to LRT for drop offs	Metro Transit	<ul style="list-style-type: none"> • Sentence to Serve • Volunteers • Boy Scouts • Military Service Projects 	\$10,000 (design and installation)	Metro Transit
Parking/Transportation	Complete a Parking Study	Identify and Document Parking Behaviors in the Area.	<ul style="list-style-type: none"> • MnDOT • Metro Transit 	<ul style="list-style-type: none"> • Volunteers • Boy Scouts • Planning Student 	Personnel time necessary to research, document and provide recommendations.	None. Infrastructure exists.
	Install More Descriptive Parking Signage	Improve Area Usability	All Current Land Owners	<ul style="list-style-type: none"> • Sentence to Serve • Volunteers • Boy Scouts • Military Service Projects 	\$15,000 (source: San Diego)	Recycled signage from other cities.
	Establish Reserved Carpool Parking	Improve Area Usability	<ul style="list-style-type: none"> • Whipple Building/GSA • MetroTransit 	<ul style="list-style-type: none"> • Whipple Building / GSA • MetroTransit 		Recycled signage from other cities.
Military	Additional Pedestrian Gates	Improve Area Circulation	Military	<ul style="list-style-type: none"> • Military Service Projects 	\$16,000 per secured gate system.	Military

Medium Term

Table 2, Medium Term Action Items, presents action items that could be completed in the medium, but require some investment of time or money to be completed. Like near term projects however, these may be completed on an individual basis by current site users. The intent behind medium term projects is to further increase the accessibility and usability of the upper fort and to encourage larger redevelopment efforts in the long term.

Table 2: Medium-Term Action Items						
Category	Action Item	Relates to Vision	Potential Owner	Potential Resources	High-level Estimate	Potential Funding Source
Administrative	Create Comprehensive Land Use TOD Plan	Provide a site-wide development plan and direct future development efforts	<ul style="list-style-type: none"> Fort Snelling Task Force Friends of Fort Snelling 	<ul style="list-style-type: none"> Private Sector Consultant Landscape Architecture / MURP Capstone Project 	\$300,000 (consultant fees)	<ul style="list-style-type: none"> Nation and Local Grants Hennepin County
	Repair / Replace Sidewalks	Improve and encourage pedestrian circulation.	All Current Land Owners	<ul style="list-style-type: none"> MnDOT Sentence to Serve 	\$10 / lineal foot	Current Land Owners and Lessees
Infrastructure	Repair Roads	Improve circulation on site. Leverage further private investment.	All Current Land Owners	MnDOT	\$50,000 / mile (minor resurface)	Current Land Owners and Lessees
	Install Lights at Underpass	Increase pedestrian and bicycle safety. Improve connection to Historic Fort.	MnDOT	MnDOT	Undetermined	MnDOT
	Install Public Art	Place Making, Citizen Participation	<ul style="list-style-type: none"> Friends of Fort Snelling NACDI 	<ul style="list-style-type: none"> Minnesota Historical Society Minneapolis Arts Policies Preservation Alliance 	Volunteer Time	Gift / Volunteers / Foundation
Art	Additional Boy Scout Facilities	Northern Star Council Headquarters and Programming	Boy Scouts	<ul style="list-style-type: none"> Preservation Alliance Minnesota Historical Society 	Funding acquired	Boy Scouts
Land Development	Retail	Serve existing demand, increase vitality of Upper Fort	<ul style="list-style-type: none"> Whipple Building / GSA VA (food) 	<ul style="list-style-type: none"> Local retailers 	\$50 - \$75 / sf (build-out)	Retail Tenants
			<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 		

Long Term

Table 3, Long-term Action items, displays items that will take some time, effort and larger dollar amounts to complete. These items are contingent on many if not all of the near- and mid- term actions.

Table 3: Long-Term Action Items						
Category	Action Item	Relates to Vision	Potential Owner	Potential Resources	High-level Estimate	Potential Funding Source
Administrative	Action items must incorporate the one-party regulatory body in place at this point and with the assumption that all land ownership concerns are resolved.					
Infrastructure	Historical Wayfinding	Improve area usability in a manner that adheres to a natural, historical, and/or aesthetic plan. Brand site with a logo that emphasizes natural, historical, and/or aesthetic qualities	Friends of Fort Snelling	<ul style="list-style-type: none"> Other historical redeveloped forts Districts in historic downtowns 	Range depends on numbers and design of signs. Most signs cost between \$1000 and \$3000 for design, production, and installation.	<ul style="list-style-type: none"> State/Federal renovation grants Friends of Fort Snelling
	Bloomington Road Underpass	To connect the historic and natural areas east and north of MN-55, including the Historic Lower Fort and Fort Snelling State Park to the LRT development area, in a way that is friendly to both pedestrians and bicyclists	<ul style="list-style-type: none"> MnDOT Fort Snelling Task Force 	BikeWalk Twin Cities, Shared The Road MN (joint task for of MnDOT and the State Nonmotorized Transportation Advisory Committee (SNTC)	\$550,000 (if done with highway reconstruction)	<ul style="list-style-type: none"> MnDOT Minnesota State Legislature
	Recreate Street Grid	Promote and improve pedestrian use and bicycle use in the area and improve circulation.	MnDOT	MnDOT	A smaller project in the city of Anoka for two city blocks cost \$2.2 million for streets, sewer, and drainage. This project would be approximately 5 times as large. Very rough estimate: \$11 million.	MnDOT
Parking/Transportation	Develop structured parking	Provide additional parking while freeing up surface parking for retail and other development	<ul style="list-style-type: none"> Metro Transit GSA 	<ul style="list-style-type: none"> Bloomington's 28th Avenue Station Roseville Park-and-Ride Lakeville Park-and-Ride 	<p>A similar 450-space ramp in Roseville has a budget of \$10.6 million</p> <p>A 750-space ramp in Lakeville has a budget of \$11.9 million. (Urban Partnership Agreement, 2009)</p>	State and federal transportation dollars

Table 3: Long-Term Action Items						
Category	Action Item	Relates to Vision	Potential Owner	Potential Resources	High-level Estimate	Potential Funding Source
	Pulse-and-Ride Transit	Provide access to far-reaching portions of the Fort Snelling area	Metro Transit	Metro Transit Route # 678 in Mound	\$45,000 / year operating costs. \$2 per ride.	<ul style="list-style-type: none"> User fees Possible subsidies from Fort Snelling tenants
Land Development	Renovation of Historical Buildings	<ul style="list-style-type: none"> Reducing blight Providing daily use for older buildings Providing office space Prevention of further decay 	<ul style="list-style-type: none"> Fort Snelling Trust Private developer Boy Scouts National Park Service 	Examples at Historic Forts: <ul style="list-style-type: none"> Fort Vancouver, WA Presidio, CA Fort Monroe, VA Fort Sheridan, IL 	See numbers in updated 2006 Upper Fort Reuse Study	<ul style="list-style-type: none"> National and State grants Private Development Money Boy Scouts
	Relocation of MnDOT Building	To free up land around the LRT station	<ul style="list-style-type: none"> MnDOT Minnesota State Legislature 		\$10 million (for construction costs alone, land swap assumed) source: RSMMeans Construction	State Legislature
	Development of Museums	Provide a destination place	<ul style="list-style-type: none"> Minnesota Air National Guard Museum Native American Community Organizations Minnesota Historical Society National Park Service 	Other historic museums <ul style="list-style-type: none"> EAA AirVenture Museum at Oshkosh, WI Museum of Aviation at Robins AFB, GA 	\$40 million for Air National Guard Museum source: Minnesota Air National Guard Museum	<ul style="list-style-type: none"> Minnesota Air Guard Museum Foundation Native American Community Organizations
	Hotel Development	Provide lodging and training facilities for military personnel, their families, businesspeople and tourists	<ul style="list-style-type: none"> Private developer US Military 	Examples at Historic Forts: <ul style="list-style-type: none"> Fort Mason, CA Fort Vancouver, WA Fort Sandy Point, NJ 	\$30 million (300-room hotel, mid-priced hotel) source: JLC Hospitality Consulting	Private developer
	Retail Development	Provide on-site amenities for employees and commuters Incentivize LRT use by reducing need for midday trips		Private developer	Eagan's MVTA retail development	\$1.5 million (~100/sq ft, 15000 sq ft) source: RSMMeans Construction

Near-Term Action Items Description

These near-term strategies set the path toward the final Vision. Small, incremental changes that are generally low or no cost helps to bring the Vision closer in the minds of those currently using the area or to potential developers. Not implementing these changes merely keeps the Vision farther away and keeps the Upper Fort a hodge-podge of incongruent uses that fail to provide the best and highest use of the land.

Infrastructure Improvements

At the near term, the biggest risk of not moving toward the final Vision is the absence of wayfinding and streetscaping. Foremost, these action items are the beginning of creating a sense of place for the Upper Fort. Secondly, these action items help to improve circulation as well as conductivity to the area. These two items are the foundation of bringing the Vision forward. As true for the entire Upper Fort, a lack of funding stands in the way of completing these key items. However, these two items could easily rely on volunteerism, community activism, as well as using recycled or repurposed items to move the Vision forward.

Figure 9 provides examples of possible that improvements might be implemented in the near-term for the Upper Fort area. Different colored dots identify the various infrastructure improvements as designated below.

Wayfinding

As the Diagnosis Report indicates, navigating the Upper Post on bike, by car, or simply walking is incredibly difficult. Wayfinding, or site signage, offers the opportunity to significantly increase the user experience in the area, given the low costs of signage. Wayfinding will include signs identifying how to access trails to the Lower Fort, Scenic Views as well as historic structures. The green dots in Figure 9 identify possible wayfinding devices.

Signage does not need to adhere to any particular guideline or style, but rather be informative. The assumption is that these signs will need eventual replacement. At replacement time, decisions can occur addressing how wayfinding could reflect the historic significance of the area. Ideas for wayfinding could easily be recycled from other cities as replacements or repairs occur and installed with volunteer, military or Sentence to Serve assistance.

Streetscaping

Streetscaping at the near-term, shown with blue dots in Figure 9, will include items supporting the creation of a sense of place for the area. Streetscaping may include concrete, benches for resting or enjoying the scenery, trash receptacles as well as bike parking areas. Light post banners will also help begin forming a sense of place to the area.

Bike Lanes

Using the existing street grid and in conjunction with wayfinding, bike lanes are stripped on to the road, identified with blue dots as well. To keep costs low, MnDOT or other cities training in public works

employees may use the area to practice striping. Designating bike lanes improves the bicycling experience as well as may promote bicycle safety within the area.



Figure 9 - Near-term.

Parking / Transportation

Orange dots identify Parking and transportation items in Figure 9.

Kiss-and-Ride Lanes

Kiss and ride lanes provide an easy way for people to drop off transit riders at a bus or train station. Named such because typically the person being dropped off is given a kiss by a loved one who is doing the dropping off, kiss and ride lanes need close access to the transit station.

Parking Study

The purpose of a parking study is to understand the current parking patterns in the area. A parking study will provide the data necessary to determine if parking is configured properly. The primary area of focus is the Whipple Building and the small over-flow lot to the southwest. Secondary will be the MetroTransit Park-and-Ride lot. The outcome of this study will provide the information to make

decisions concerning parking re-stripe as well as possible recommendations on improving auto circulation within the area.

Establish Reserved Carpool Parking

Soon after the Transit Communication Program is implemented and carpooling numbers are established, next steps are to establish reserved parking for carpoolers. As an incentive to carpool, reserved parking will be closest to the doors in the Whipple Building and closest to the LRT station in the park-and-ride lot.

Install More Descriptive Parking Signage

Though the Whipple Building and the park-and-ride parking lots are well signed, other areas are not. This is especially true around the MnDOT facility, the VA property, and to a lesser extent in front of the Fort Snelling club. To improve the usability of the area, additional signs in these three areas will communicate to users where it is and is not appropriate to park. Parking signage could easily be recycled from other cities as replacements or repairs occur and installed with volunteer, military or Sentence to Serve assistance.

Administrative Tasks

Create a Fort Snelling “Upper Post” Branding Campaign

The purpose of a branding campaign for the Upper Fort is to create a structure that is able to promote the Upper Fort region on an on-going basis. A campaign would include promotional material, a unified mission statement as well as a logo or branding feature that encompasses the spirit of the Upper Fort. A possible resource for this work would be an MBA candidate, maybe specializing in marketing or community relations.

Create a Transit Communication Program

The purpose of a Transit Communication Program is to promote the existence of the current LRT capabilities as well as alternative transit options, such as promote car pooling and bicycling. Currently, MetroTransit has a toolbox of transit-related options and resources available to companies as small as 10 employees. The most popular of these transit-related options is the Metropass where the cost of unlimited transit ridership is greatly reduced.



Source: MetroTransit

Given the number of individuals that are coming into the area for services, specifically for VA and military benefits processing, the opportunity exists to “get the word out” about using transit for travel into the Fort Snelling area. Where ever benefits are processed, small point-of-sale brochure holders are used to distribute existing printed material concerning transit options. As well, limited amounts of free transit tokens are distributed at these benefits processing areas and staff is encouraged to promote and inform clients of transit options.

Military

Since the military portion of the fort was locked down after September 11th, circulation within the overall Upper Fort has decreased considerably. A low-cost solution to improve pedestrian circulation as well as bring more military personnel into the fort area is to install additional security gates, similar to the existing gate near the army facility. These gates would have the necessary security measures in place as not to breach security protocol.

Art

Art installations are addressed in the medium and long-term sections.

Land Development

All Land Development is addressed in the medium and long-term sections.

Mid-Term Action Items Description

Each of the proposed projects is recommended to address a specific challenge at Fort Snelling as identified in the diagnosis section of this report. As such, should the projects not be completed it may be expected that the current challenges will remain. Challenges to be addressed include poor bicycle and pedestrian circulation on site, limited sense of place, and lack of access to the historic fort and Mississippi River. In addition, there is also potential to begin restoration of historic structures east of Bloomington Road during this phase.

Figure 10 provides examples of possible improvements might be implemented in the mid-term for the upper post area. Different colored dots identify the various infrastructure improvements designated below.

Master Land Use Plan

Developing a historic redevelopment and reuse master plan is necessary to achieve the future Fort Snelling as described in the Vision. Minimally, the land use plan will contain provisions for development densities, architectural and open space design guidelines, parking regulations, and signage. If adopted by a future governance body, the land use plan should include enforceable requirements to ensure proper development. Current efforts are underway by Hennepin County to begin the master plan during Summer 2009. Failure to develop and implement a plan may result in haphazard, piecemeal development and a squandered opportunity to capture the vitality of the region.



Figure 10. Mid-term

Infrastructure Improvements

Install New and Restore Existing Sidewalks

With few exceptions, the remaining sidewalks of the upper fort are in poor condition. The picture in the upper-left area with the blue dot in Figure 10 provides an example of poor sidewalk conditions. One exception being newly constructed pathways between the park and ride and the LRT station. Pedestrian circulation throughout the site may be improved by replacing the crumbling sidewalks, particularly along Bloomington Road. Further extensions of the sidewalk are necessary to provide access to the historic fort and to proposed museum developments at the Upper Post.

Repair Existing Roads

The current condition of Bloomington Road and others to the east present an obstacle to further investment, as shown by the picture near the bottom of Figure 10 with the blue dot. Restoration of key streets including Bloomington Road and Taylor Avenue will improve access to the historic areas of the site. Public sector investment in the existing street network will demonstrate a commitment to the revitalization of the Upper Post and may help to leverage private funds.

Install Lighting at Bloomington Road Underpass

Ball fields bring people to the Upper Post beyond daylight hours. As development continues into the future, additional uses may be expected late in the day. The installation of lights at Bloomington Road beneath Highway 55 will help to improve safety and visibility for both pedestrians and drivers. Underpass lighting fixtures are included on the MnDOT list of approved/qualified products.

Install Public Art

Placemaking begins in the medium term with the installation of public art. Through this process, citizen organizations are given the opportunity to join in the revitalization efforts. A potential candidate for a statue is Fort Snelling's legendary renegade trick horse, Whiskey. Once an attraction at Fort Snelling in the 1920s and 1930s, Whiskey is today buried on one of the bluffs overlooking the river near the Historic Fort. The statue will serve as a focal point of a larger open-air gathering place for socializing and retail development to be developed in the long term.

Boy Scout HQ/Programming Facility

The presence of the Boy Scouts – and potentially Girl Scouts – add to existing youth oriented functions at the Upper Post. The Boy Scouts are presently restoring the hippodrome building for its Base Camp and the Northern Star Council Headquarters. This project may serve to encourage other organizations to locate at the Upper Post.

Retail Build-Out at Whipple

Slowly expanding uses at the Upper Post will add to the existing demand for retail services. Coffee shops, small food service venues, and other small scale retail should be developed in the medium term to serve existing demand. Kiosks both within the Whipple Building and outside nearer to the LRT station can provide interim retail uses until a permanent retail plaza area built around a structured park and ride can be constructed.

Long-Term Action Item Descriptions

Figure 11 provides examples of possible improvements that might be implemented in the long-term, after any and all of the land ownership issues have been resolved and a single body of land ownership exists. Different colored dots identify the various infrastructure improvements as designated below.

For the short and mid-term action items, the primary roadblock for bringing the vision forward for the Upper Post was a system of single land ownership. The assumption going forward is that this single land ownership issue is resolved. With that, many of the following action items should be seen as individual projects that reach towards the vision. Failure to complete one or more of the following items may not only delay when the vision is attained, but have other impacts as well. These impacts are discussed in the context of each project.



Figure 11. Long-term

Infrastructure

Historic Wayfinding

Developing historic wayfinding guidelines is paramount for the area that provides a framework in which to develop a sense of community and a sense of place, as shown in Figure 11 with the yellow dots. Highlighting the area’s historic and natural amenities in an aesthetically pleasing manner, improves accessibility while emphasizing the heritage of the area.

Bloomington Road Underpass

To make Bloomington Road safer for pedestrians and bicyclists, reconstruction of the underpass will occur in the future. Ideally, separate right-of-ways would be best for safety, similar to the Margaret Street overpass on MN-36 in North Saint Paul, as indicated by the image with the green dot. If MnDOT can construct the mid-term safety measures listed above, complete reconstruction of the Bloomington Road underpass may be able to wait until MN-55 is reconstructed, which would be the most cost-effective way to achieve this design as well. (Note that a reconstruction will most likely involve a two-lane Bloomington Road, not four lanes as shown in the MN-36 photograph above.)

Land Development

Land development around the LRT station would take the form of a small retail plaza fronting the station and Whiskey Plaza, a hotel providing lodging for military personnel, their families, businesspeople, and tourists as well as office restoration.

The retail development around the central station-oriented plaza would wrap around the park and ride's first story, with direct access to commuters and employees as shown in Figure 13. Most of the funding would come from private development money. Lack of retail development would limit activity around the station and limit any decrease in auto activity.



Figure 13: Parking garage with ground floor retail in the Belman Shopping District, Lakewood, CO
source: *sitaphocus.com*

A new hotel in the area would provide lodging for military personnel, businesspeople, and tourists. Although a hotel is not a key for a successful Fort Snelling TOD, it would provide extra traffic for the area in ridership for the LRT and for the retail areas.

Finding tenants for these buildings is key toward any land development process. Empty buildings, whether rehabilitated or newly constructed, will prevent the development from being successful.

MnDOT Property

The MnDOT property is in a prime location for redevelopment either as Park-and-Ride location or as office or retail space. Any relocation of the MnDOT property would require a land swap and/or money for relocation including land acquisition and construction of a similar building.

However, given the expense of moving the facility and other transportation priorities, the property is an unlikely candidate for redevelopment. Any redevelopment plan for the area should work without a MnDOT relocation. Instead, the Central Services Building could fit into the overall development scheme with some simple landscaping and beautification procedures such as colorful awnings or flower beds and including historical wayfinding and streetscaping within its area.

Museums

Both the Minnesota Air Guard Museum and the Native American Community Development Institute have expressed interest in developing a museum at the Fort Snelling site. The Fort Snelling area is an ideal location for a museum with historical connections to either or both the military and the Native Community.

There are two large obstacles to developing a Minnesota Air Guard Museum: the amount of land needed for an aviation-based museum and any potential design of the building. The Minnesota Air Guard Museum estimates a need for approximately 20 acres for its museum. Twenty acres may not be

available in the open areas nearest to the LRT station. Higher priorities are park-and-ride structures and retail that is oriented to everyday users of the light-rail line.

The Museum of Aviation at Robins Air Force Base, shown as an orange dot in Figure 11, shows the scale of an aviation museum. This museum is located on nearly 50 acres, which is double the size of the proposed Air National Guard Museum at Fort Snelling.

There may be 20 acres of land located east of Bloomington Road; however, this land is slated for historical reuse and open space. Any building design east of the Bloomington Road must fit within the context of rehabilitated buildings and be approved by the National Park Service.

A Native American history museum would also fit within the context of the area. With a smaller footprint, a museum of this type may fit within the context of a TOD design nearer the light rail station. If a Native American history museum were proposed for an area east of Bloomington Road, the museum would need to meet the same qualifications as the Minnesota Air Guard Museum.

Incorporating a museum into the final plans for Fort Snelling is not required; however, a museum will draw additional people to the site and fit in with the vision of an active, dynamic and vibrant place.

These long-term action items are the key to fleshing out the Fort Snelling Transit-Oriented Development Plan Vision. However, only when the structural reorganization of area land ownership is complete can reuse be fully realized. Without this component Fort Snelling will continue to just “get by”, perpetuating the reliance on auto-oriented access.

Appendix A: Study Area

The study area consists of the area west of Bloomington Road. Figure 14 shows that the study area borders State Highway 62 / State Highway 55 to the north and northeast. To the south the study area borders the land used for the Minneapolis / St. Paul International Airport. The study area ends to the west at 34th street

The study area naturally breaks into two areas at Military Highway / 46th Avenue South. To the east of Military Highway / 46th Avenue South is part of South Minneapolis neighborhood of Morris Park within the 55417 zip code. This area is part of the 5th Congressional District represented by Keith Ellison. To the east of Military Highway / 46th Avenue South is part of unincorporated Hennepin County within the 55111 zip code. Total acreage of the study area is about 319 acres.

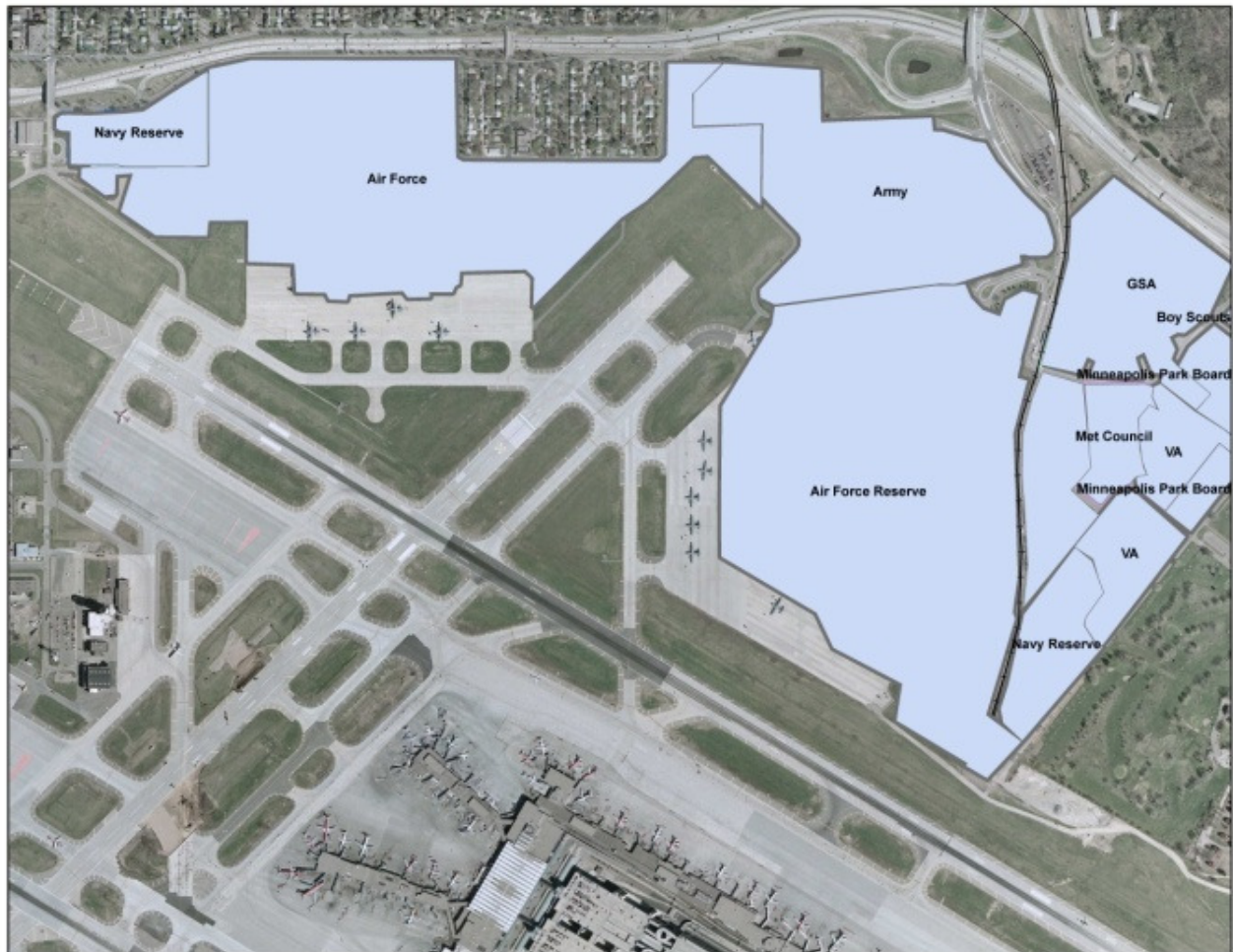


Figure 14: Study Area

Appendix B: Interviews

The methodology used in this report includes data gathering, stakeholder interviews and a literature review. The following list includes stakeholders who were interviewed for this research.

Table 4: Interviews	
Name	Organization
John Andrews	Northern Star Council, Boy Scouts of America
John Anfinson	National Park Service, Mississippi National River and Recreation Area
John Bochek	Veterans Health Administration
Les Canarr	U.S. Air Force Reserve
John Dillery	Metropolitan Transit
Erin Hanafin Berg	Minnesota Preservation Alliance of Minnesota
Katie Hatt	Hennepin County
Capt. Kevin Hempel	U.S. Navy Reserve
Chuck Liddy	Miller-Dunwiddie Architecture
Robert Miller	Minnesota Department of Transportation (MnDOT)
Steven Lund	
Ronald Lagerquist	
Larry Peterson	Division of Parks and Recreation, Minnesota Department of Resources
Dennis Probst	Metropolitan Airport Commission
Judd Rietkerk	Minneapolis Park & Recreation Board
Milton Schoen	Hennepin County Veteran's Service
Kathleen Sundy	Air National Guard Museum
Mike Walton	U.S. Army Reserve
Dorothy Waltz	Friends of Fort Snelling
Justin Weingard	General Services Administration
Royce Yaeter	National Trust for Historic Preservation

Input from these individuals was instrumental in developing an overview comprehensive analysis of current conditions. From there, potential strengths and weaknesses for the area, as well as opportunities and threats that may lie ahead were determined. Finally, information from all of the interviews, as well as information from the literature review, provided input toward future courses of action in upcoming deliverables.

Appendix C: Stakeholder Analysis

Based on the list of stakeholders identified, Figure 15 displays the outcome of the analysis prepared. The purpose of this analysis is to draw conclusions concerning what stakeholders could perceivably have the highest impact to the success of a Upper Port redevelopment project. Stakeholders are coded according to Table 5 for visualization purposes. Arrows extending from stakeholders indicate potential movement in their power/interest status as plans that are already underway unfold.

This analysis shows that regional and state-wide governmental bodies have considerable power to influence development activities at Fort Snelling. However, this analysis reveals that decisions at a national level will have the greatest influence over development decisions at the fort. However, the challenges may come in the form

of getting these national decisions made, for there may be little interest in Fort Snelling, giving more pressing national matters.

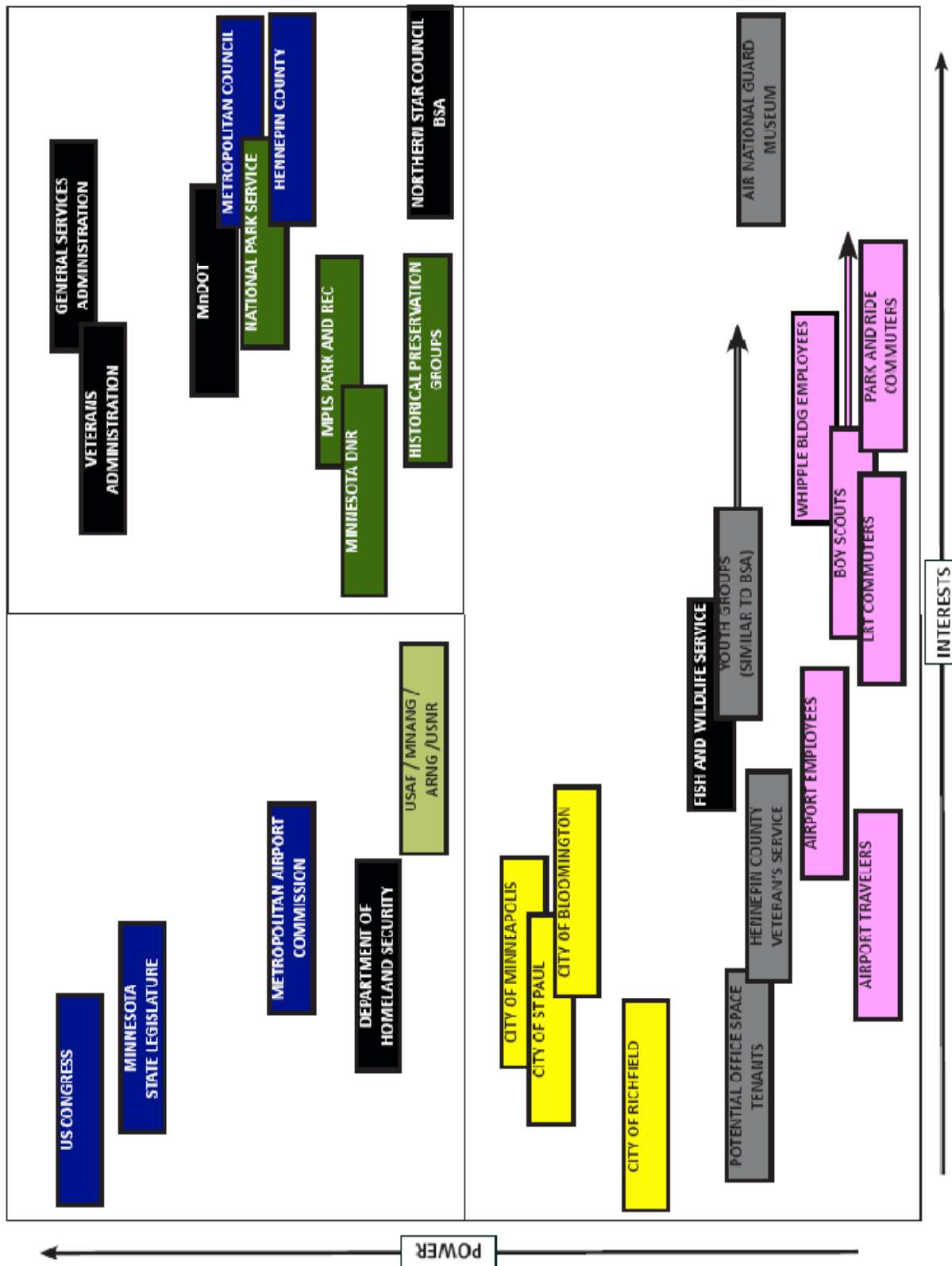
Those groups having the most interest in the site are identified as having the least amount of

power concerning development decisions. These groups are also the ones that use the area the most. Given their growing presence in the area, youth group interest in the area is increasing in proportion. The Air National Guard Museum may be seen as the group having the most interest in the area, given their current reliance on security policy affecting its operations as well as recent proposals for a new museum facility.

Table 5.

Black	Current tenants on the land between the Hiawatha Line and Bloomington Road
Blue	Policy making bodies that are not located on site
Pine Green	Groups that are primarily concerned with preservation natural and historic amenities
Olive Green	Military agencies located west of the Hiawatha Line
Yellow	Neighboring municipalities
Grey	Potential tenants for areas both west and east of Bloomington Road
Pink	Groups of individual stakeholders

Figure 15. Stakeholder Power vs. Interest Grid



Appendix D: Strength, Weakness, Opportunity, Threat (SWOT) Analysis

Based in part on the stakeholder analysis as well as stakeholder interviews, the following table displays the results of the SWOT analysis. The purpose of this analysis is to articulate the continuum of strengths, weaknesses, opportunities and strengths concerning the Analysis Area. Once fully articulated, the final development should be constructed to capitalize on these strengths to further promote them and create opportunities to minimize or eliminate the effects of weaknesses and abolish threats where possible.

A key finding from this analysis is that the area’s prime strength is its historical importance. Over time, the area has had many uses. As such, its strength is that Fort Snelling has been an important part of history for many groups of people. However to build on this strength, many basic things must be fixed in order to draw these people back into the area. Specifically, the circulation in the area is problematic with no sidewalks, roads in disrepair and non-existent site signage, or wayfinding.

Table 6: SWOT Analysis

Table 6: SWOT Analysis		
Internal	Strengths	Weaknesses
	Good freeway access	Multiple owners
	Centrally located	In-perpetuity lease on park and ride
	1,400 in Whipple Building and 1,700 daily users above 1,400 workers	Limited nearby options for overnight and long-term temporary housing options for the military.
	1,100 park and ride spots	1,100 park and ride spots
	Strong stakeholder engagement	Circulation issues
	Task force	Greenspace is not the highest use of the land
	Historical importance is widely accepted	Development constraints based on historic values
	No Euclidian zoning	No centralized ownership
	Metropolitan Council is expanding existing LRT platform for three cars	Parking shortage
External	Opportunities	Threats
	Up to 1,500 military or military support personnel on the base at any one time.	Bloomington is developing the American Boulevard station to include retail and housing
	Transit Oriented Development	No current development needs
	Food, Retail/place possibilities	Poor economy
	Historic site in state	Time – buildings continue to decay
	Historic Fort access to existing amenities	Complex GSA land use approval process
	Some military programs for light rail transit reimbursement	Major players have more information than the minor players.
	Manny possible tenants for the historic buildings that do not require additional security measures: GSA; NPS; BSA; Fish and Wildlife; VA	

Appendix E: Whipple Building Tenants

What follows is a complete list of Whipple Building tenants. Data is not available for the number of people working within each tenant.

- Bureau of Indian Affairs
- CNV Service Company, LLC
- Defense Contract Management Company
- Drug Enforcement Administration
- Federal Executive Board
- Federal Health Unit
- Federal Protective Service
- Federal Railroad Administration
- Fort Snelling Corner Shop
- Fort Snelling Credit Union
- Kinderplatz (day care)
- Military Entrance Processing Station (Minneapolis)
- Office of Hearing and Appeals
- Sodexo
- Tasks
- US Army Recruiting
- US Army Transportation
- US Bureau of Labor and Statistics
- US Coast Guard
- US Department of Agriculture / Animal and Plant Health Inspection Service
- US Department of Homeland Security / US Customs and Border Protection
- US Department of Homeland Security / US Immigration and Customs Enforcement
- US Department of the Interior / Office of the Field Solicitor
- US Equal Employment Opportunity Commission
- US Federal Credit Union
- US Fish and Wildlife
- US Forest Service
- US General Services Administration
- US Marines
- US Navy Recruiting
- US Office of Personnel Management
- US Postal Service
- Veterans Administration
- Veterans Administration Debt Management

Appendix F: Historic Fort Redevelopment Projects

Fort Hancock (at Sandy Hook), New Jersey

Area:	1,665 Acres
Structures:	100 Total; 36 Leased to Sandy Hook Partners
Management Organization:	National Parks Service; Sandy Hook Partners, LLC

Sandy Hook is a peninsula extending from New Jersey, just south of New York City. The entire area contains 264 historic landmark structures, 100 of which make up Fort Hancock. The National Park Service received control of Sandy Hook in 1974 with the establishment of the 26,000 acre Gateway National Recreation Area.

In the early 1990s it became apparent that federal funding was not going to be available to preserve the historic structures at Fort Hancock. The realization led to a plan to attract private investment to the site. Utilizing a model similar to that of the Presidio Trust, the National Parks Service sought a private partner for need capital. In 2004, Sandy Hook Partners won against 22 other proposal for redevelopment rights. Under the signed agreement with the NPS, Sandy Hook Partners holds a 60-year lease on the property. In return, the private developer is required to rehabilitate the 36 national historic landmark buildings in accordance with NPS and New Jersey State Historic Preservation Office requirements. The proposal called for \$75 million in new investment.

Soon after the agreement was signed, opposition arose to the apparent commercialization of the historic landmark. A citizen group, Save Sandy Hook, filed suit to terminate the lease agreement but lost in court. In September of 2008, the Third Circuit Court upheld the lease agreement. Finding fault with the court's decision, U.S. Rep. Frank Pallone, Jr. (D-NJ) wrote letters to the director of the National Park Service and the Inspector General of the Department of the Interior urging no further extensions to the lease agreement and questioning the ability of Sandy Hook Partners to finance the committed renovations. (http://www.house.gov/list/press/nj06_pallone/pr_oct14_fthancock.html) In March 2009, Pallone proposed the use of stimulus funding for to begin restoration efforts.

Under the lease agreement, Sandy Hook Partners will renovate historic buildings for the proposed uses of education, fitness, research, arts, lodging and corporate training. Future tenants will include Rutgers University, Brookdale Community College, the Hyperbaric Research Center and a non-profit Military Club and Museum which will be open to the public.

Transit access to the Fort at Sandy Hook is limited to water ferry services. The ferry connects the fort to Manhattan with a 25 minute ride.

Resources:

Sandy Hook Partners (www.thefortatsandyhook.net/)

National Park Service (<http://www.nps.gov/gate/index.htm>)

Save Sandy Hook (<http://www.savesandyhook.org/>)

National Parks Conservation Association (<http://www.npca.org/northeast/gateway/>)

The Presidio, San Francisco, California

Area:	1,461 Acres Total; 1,168 Acres managed by Presidio Trust
Residential:	1,116 units (2002)
Commercial:	3.5 million SF
Management Organization:	National Park Service; Presidio Trust

The Presidio was an active military base until 1994. Early efforts in the 1970s ensured that the Presidio would become a part of the Golden Gate National Recreation Area in the event that the military vacated the base. The cost of restoring and maintaining the nearly 1,500 acre fort led to a search for alternatives. Ultimately, the Presidio was divided into two zones. Zone A, encompassing much of the waterfront, is owned and managed by the National Park Service. Zone B represents 80 percent of the land area and includes the majority of historic structures. This area is managed by the Presidio Trust. The shared management structure first created at the Presidio is now considered a model for other historic fort redevelopments. The trust is operated by seven members. Six are appointed by the president of the United States. The seventh seat is filled by the Secretary of the Interior or designee. With a mandate to be economically self-sustaining, federal subsidies for the Trust expire in 2013.

Today, the Presidio includes both residential and commercial space. The management plan outlines a future that includes 1,400 to 1,645 units. More than 250 restored or newly constructed buildings offer 3.5 million square feet of non-residential space. Restaurants, a bowling alley, a golf course, spas, historic trails and the only overnight campground within the City of San Francisco may all be found at the fort. A youth program begun in 2007 introduces urban children to camping and the natural environment for the first time. Commercial tenants include a printing press, law firms, software developers and stock brokers. The Walt Disney Family Museum plans to open in the Fall of 2009.

There are likely few historic fort redevelopments that are as well served by transit as the Presidio. Visitors may travel by any of seven different transit services including Muni, BART, AC Transit, GGT Buses, Caltrain and PresidiGO. PresidiGO is a shuttle service, provided free of charge, with more than 30 stops on its route with connections to each of the regional lines. A transit pass is available to ride the PresidiGO downtown route for those who live in the park and commute to work elsewhere as well as people commuting to work at the Presidio. This dedicated transit line provides access to downtown San Francisco and other locations. A once per week lunch time shuttle connects to a nearby retail corridor. The Trust facilitates transit use with the Commuter Check program (allows pre-tax deductions for transit), a guaranteed ride home and assistance in establishing carpools.

Resources:

Presidio Trust (<http://www.presidio.gov>)

Letterman Digital Arts Center (<http://www.onelettermandrive.com>)

PresidiGO (<http://www.presidio.gov/directions/presidigo.htm>)

Fort Monroe, Virginia

Area:	570 Acres
Residential:	300 units
Commercial:	1.5 million SF
Management Organization:	Fort Monroe Federal Area Development Authority

Fort Monroe is a 570 acre active military base in Hamptons Roads, Virginia, established in 1819. With numerous significant historic structures and spaces, the base was declared a national historic landmark in 1960. Today, the base maintains a population of approximately 1,100 men and women in uniform and nearly 2,000 civilian employees. In 2005, the base was placed on the BRAC list and is fast approaching the 2011 date for ending operations.

As the future landowner once the army has vacated the base, the state of Virginia has taken a leading role in the redevelopment process. In 2007, the state established the Fort Monroe Federal Area Development Authority. FMFADA was given the task of studying, planning for and recommending the best use for the site in 2011. The authority is comprised of eighteen members appointed by the governor, state congress and citizens. Executive Director William Armbruster is a retired Navy officer with experience handling BRAC actions at more than 25 military installations. Additional experience is retained with numerous consultants specializing in areas of Section 106 programmatic agreements, urban planning, BRAC law, historic preservation, market analysis, utilities and infrastructure, environment, public/private partnerships and entertainment industries.

The redevelopment process attracted the attention of numerous stakeholders. Among these are national and state non-profit historic preservation organizations. In 2007, Fort Monroe was placed on a list of the most endangered historic sites in Virginia by Preservation Virginia. The same group, joined by three other non-profits wrote a letter to the FMFADA, urging the authority to consider a variety of alternatives for the future of the base. The groups' recommended strategies include the establishment of design standards, a form-based code, a historic preservation ordinance, the use of state and federal rehabilitation tax credits, long-term lease agreements, preservation easements, establishment of a trust (modeled after Presidio) and promotion of cultural heritage tourism.

In 2006, the redevelopment authority began a study of reuse opportunities. Central to the Reuse Plan, published in August 2008, is the preservation and rehabilitation of the existing historic features. In its present state, the fort contains 300 residential units, 1.5 million square feet of non-residential space and 130 acres of parks and open space. The National Historic Landmark designation includes 157 contributing elements. Approximately 170 structures will be preserved according to the Reuse Plan and infill development will be allowed in appropriate locations. Anticipated uses include year-round and vacation home residential, office space, small retail to serve the resident population and lodging.

Getting to Fort Monroe today requires an automobile. Currently, the local transit authority does not provide service to Fort Monroe. The Reuse Plan acknowledges the importance of improving access to the site for the redevelopment to be a success. Further study of transportation impacts and opportunities was recommended.

New developments occur in the reuse effort each day. At the end of March 2009, FMFADA completed the Programmatic Agreement which is now awaiting the signature of the governor of Virginia. The Programmatic Agreement explains in detail how historic preservation requirements of the National Historic Preservation Act will be met. Currently in progress are an operations study by the National Parks Service for a potential national park at the fort and a building suitability study for potential museum spaces. In addition consultants Kimley-Horn and Bay Area Economics are assessing the state of utilities and infrastructure.

Resources:

Fort Monroe Federal Area Development Authority (www.fmfada.com)

Citizens for a Fort Monroe National Park (<http://www.cfmnp.org/>)

Preservation Virginia (<http://www.apva.org>)

Press (<http://hamptonroads.com/2008/05/interactive-graphic-what-does-future-hold-fort-monroe>)

Restoration Advisory Board (<http://www.monroe.army.mil/Monroe/sites/RAB/rab.aspx>)

NTHP, APVA, CWPT, NPCA Joint Letter to FMFADA, April 18, 2008

(www.virginiaparks.org/2008/docs/FortMonroeJointLettertoFMFADA04-18-08.pdf)

Appendix G: Transit Oriented Development (TOD)

James M. Daisa in his chapter of *The New Transit Town: Best Practices in Transit-Oriented Development* entitled, “Traffic, Parking, and Transit-Oriented Development,” provides an overall insight into an area such as Fort Snelling’s LRT area as it relates to parking and development.

One reason many commuters say they use automobiles is for midday trips. In places that are oriented to one use, such as Fort Snelling as a primarily office-based employment center, having an automobile on-site is often needed to perform one’s day-to-day business – personal or professional. As such, retail options in the general area provide opportunities for workers to perform mid-day functions without leaving the general area. (Daisa, 2004) Daisa suggests services such as:

- banking establishments
- restaurants and other places to eat of varying types
- convenience stores and drug stores
- retail establishments oriented toward workers such as dry cleaners, health care, and hair salons
- retail establishments oriented toward businesses such as copy centers, office supply stores, and delivery services
- parks and plazas
- child-care facilities

He continues, stating that rail-oriented development should be centered on the station itself. Transit-Oriented Development works best when it is nearest to the station where people can walk from their car or place of employment to the station. The most effective distance for places of employment is 500 to 1,000 feet from the station. Parking should be located away from the area design for pedestrians, with retail establishments built between the parking structures and the station itself (or between the station and the employment centers), to encourage use of the facility and break up the monotony of endless acres of surface parking. Other suggestions include providing connections to walking and bicycling networks within the area (Daisa, 2004).

Connecting the stop with the bus routes in the area is also advised (Daisa, 2004); however, with Fort Snelling’s out-of-the-way location, bus connections may make more sense at LRT stops further south in Bloomington or further north in Minneapolis.

Development Design

It is acceptable to specialize at individual transit-oriented sites. Belzer and Autler state in their report for the Brookings Institute that is perfectly reasonable to not have all of the “traditional” aspects of TOD at each and every sight, stating that forcing a mix that is different than what is in demand does not make sense from a market perspective. The line’s stations, in aggregate, and its corresponding development will provide a mix of housing, employment, retail, and parking. Specialization can work well. (Belzer & Aulter 2002)

Best practices in TOD design aspects, as stated in *Planning for Transit-Friendly Land Use: A Handbook for New Jersey Communities*, include: (New Jersey Transit, 1994)

- A central, visible point that serves as an identity-setting place for the community it serves
- A station that has access that is clear, direct, and convenient
- Pedestrian pathways that are safe and continuous
- Bicycle pathways and storage locations that encourage bicycle use
- Places that are safe and comfortable to meet others, park, and drop off and pick up passengers and transfer between modes of transportation
- Destination points for transit users that are within walking distances of the transit station, that are both easy to reach and interesting to experience
- A mix of land uses
- Essential services near to the stop that encourage trip chaining
- A human-scaled, active, visually appealing and diverse environment where walking is encouraged

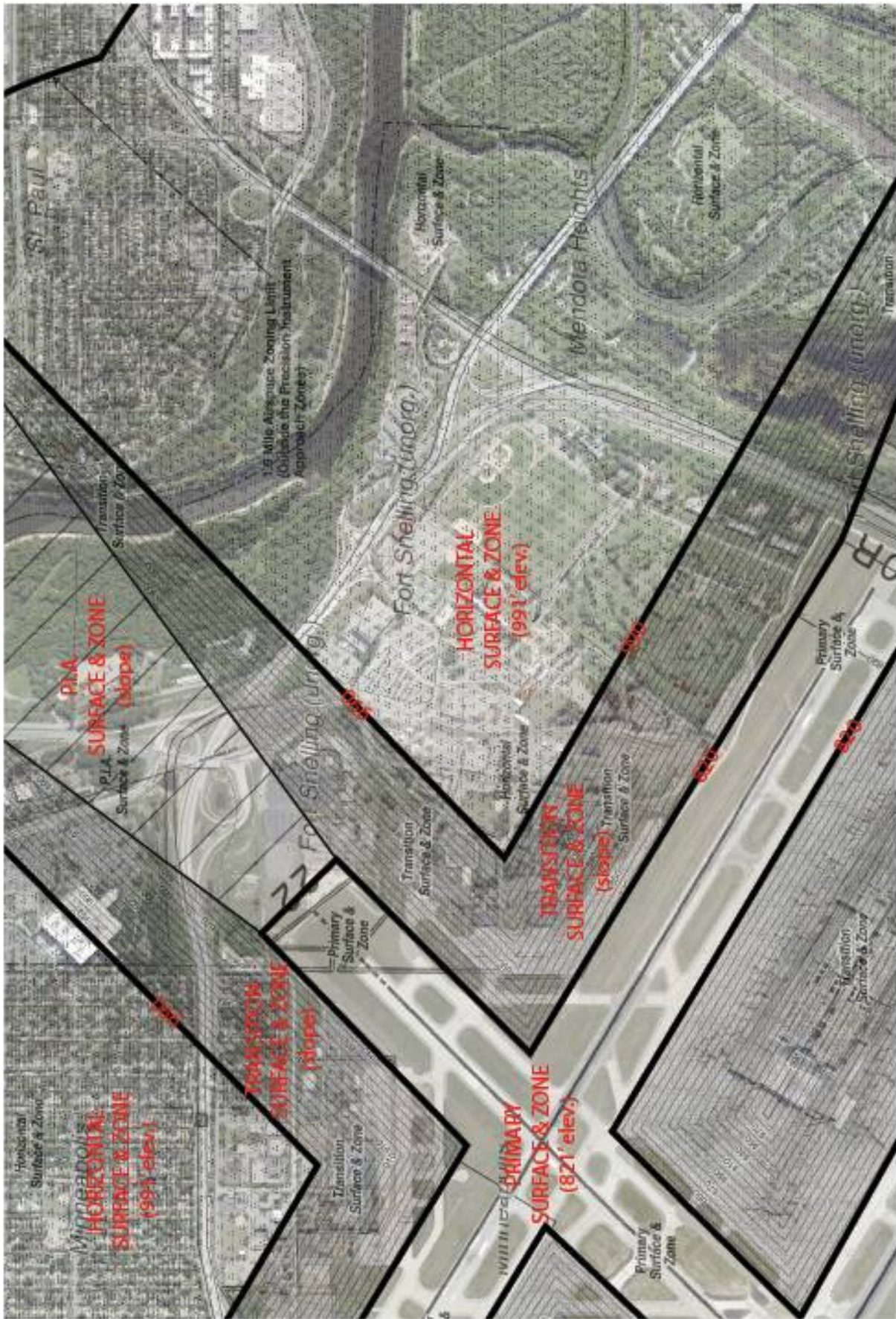
Appendix H: Airport Zoning Summary

Adopted in 1984 and revised in 2004, the Minneapolis / St. Paul International Airport Zoning Ordinance places specific restrictions on building height and land use in designated areas surrounding the airport. The ordinance was written to ensure the safety of airport operations. The designated zoning administrator is responsible for administering the ordinance as well as approval of airport zoning permits. Typically these duties are assigned to municipal planning departments. For unincorporated Hennepin County, the Executive Director of the Metropolitan Airports Commission (or appointed representative) is designated as zoning administrator (Metropolitan Airports Commission 2004, 18) . None of the information contained in this report is intended to replace the zoning ordinance.

The following figures are derived from plates provided with the zoning ordinance. The first figure reveals the airspace zones that are present at the study area (Plates A-10, A-11, A-16 and A-17). Airspace zones restrict the maximum height of any structure. The majority of the site is restricted to a maximum height of 991 feet above sea level. Portions of the area nearest the runways are subject to more stringent restrictions, with a maximum height of 850 feet above sea level along the airport security fence, south of the golf course.

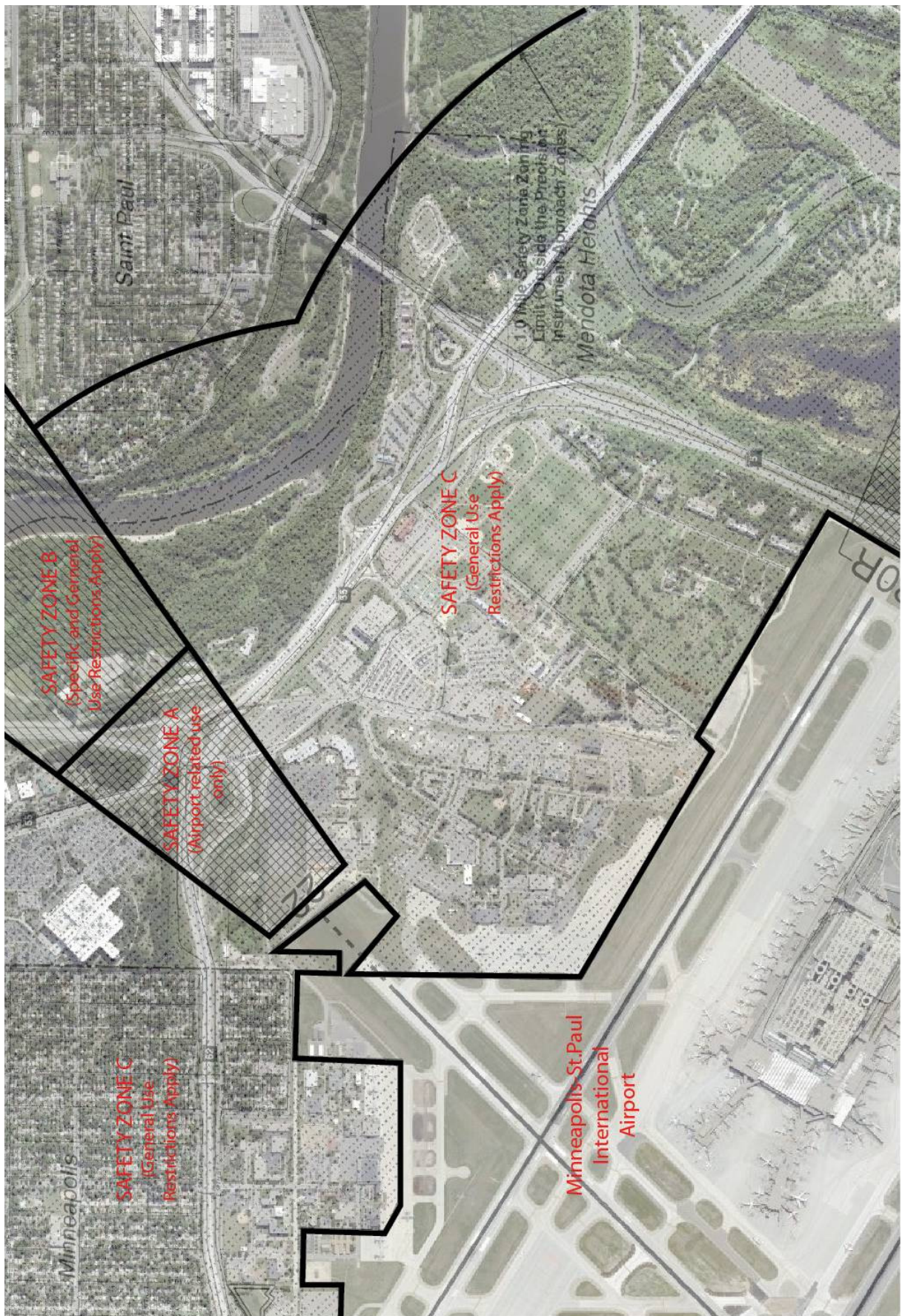
The second figure depicts safety zones as shown on Plates SZ-10, SZ-11, SZ-16 and SZ-17. Safety zones are established to regulate land uses that might interfere with air traffic. A full description of Safety Zones and permissible uses is available in Section V of the ordinance. Safety Zone A applies to a small portion of the site currently occupied by the North park and ride lot. Within this zone, only uses that contribute to the operation of the airport are permitted. Safety Zone B does not apply to the current study area. Safety Zone C covers the remainder of the area. Any use is permitted so long as the following do not occur:

- Create or cause interference with the operations of radio and electronic facilities on the Airport or with radio and electronic communications between Airport and Aircraft.
- Make it difficult for pilots to distinguish between Airport lights and other lights
- Result in glare in the eyes of pilots using the Airport
- Impair Visibility in the vicinity of the Airport
- Endanger the landing, taking off, or maneuvering of aircraft.



Airport Surfaces and Zones

Source: Minneapolis / St. Paul International Airport Zoning Ordinance; Plates A-10, A-11, A-16 and A-17



Safety Zones

Source: Minneapolis / St. Paul International Airport Zoning Ordinance; Plates SZ-10, SZ-11, SZ-16 and SZ-17

Appendix I: Acronyms

Table 7: Acronyms	
Acronym	Definition
ARNG	Army National Guard
ATM	Automatic Teller Machine
BSA	Boy Scouts of America
CSB	Central Services Building
DHS	Department of Homeland Security
DOD	Department of Defense
FWS	U.S. Fish and Wildlife Service
GSA	General Services Administration
LEED	Leadership in Energy and Environmental Design
LRT	Light Rail Transit
MAC	Metropolitan Airport Commission
MN DNR	Minnesota Department of Natural Resources
MNANG	Minnesota Air National Guard
MnDOT	Minnesota Department of Transportation
MPRB	Minneapolis Park and Recreation Board
NACDI	Native American Community Development Institute
USAF	United States Air Force
USNR	United States Navy Reserve
VA	Veteran's Health Administration
TOD	Transit Oriented Development

Appendix J: Veteran's Administration Building Holding Analysis

Table 8: Current VA Building Ownership				
Building #	Past Use	Current Use	Notes	
24/210/211	Originally the fort horse Barns. VA engineering buildings 30 years ago.	Empty/ cold storage.	No maintenance is given to these buildings other than repairing broken boards or damage control due to vandalism.	
215	Original gas station	None	Underground tanks were removed because of leaking. A lot of dirt was taken with the tanks as well.	
217/218	Unknown	Cold storage	Items such as lawn care equipment, snow blowers and office equipment not requiring heat.	
219	Unknown	Minneapolis Fire Department Training	The building is outfitted as a burn and capture building for training. Propane tanks are used to simulate a fire inside a building.	
220	Unknown	Neman's Garage	Land is leased from the VA for car repairs. The tanks were removed when they were removed from the 215 building.	
222	May have been the bakery for the fort.	VA warehouse. This is heated in the winter	The building has many functions. There are only scheduled deliveries to the area and the building holds excess equipment, bulk storage. There is some storage for the federal building as well as long-term document storage for the VA. No active employees, but one person may spend 3 or 4 hours a day there, on occasion. Building 222 is the most historic of the buildings for this was the quartermaster area, housing the supply department for the fort and the bakery	
223	Used to the the fire department for the area about 12 years ago.	Storage	Half the building was for storage, the other Half was the fire department. The building also contained the fire department's bunk house and kitchen. Minneapolis police had a training agreement for the building but the agreement expired a couple of years ago. It is uncertain if Minneapolis police are still using the building.	
224/225	Building was used to order and store supplies for the fort.	Cold Storage	Mainly chairs and desks. There is no heat to the building.	
227 / 229	Used as VA housing. One is a 4-plex and one is single-family	None.	Has not been used in over 20 years. The condition may be quite poor.	

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