

Let's GO!



SouthWest Transit

2024-2027 Strategic Plan

SouthWest Transit Commission

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Let's GO!

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Dear SouthWest Transit Commission,

Let's Go! embraces SouthWest Transit's future. This three-year plan leverages technology to grow while focusing our efforts on the people we serve. I invite you to share in this vision.

In the next three years we will greatly expand our use of technology and harness data to improve operational efficiencies and meet the needs of our customers. With a full customer database will do something revolutionary in the transit industry by marketing to our customers individually to meet their personal transportation needs. By utilizing data we will be able to provide more cost-effective service, enabling us to serve more customers. In leveraging new technologies such as electric and autonomous vehicles we will nimbly stay ahead of the trend and become a national leader for transit.

People are the focus of this plan. We will collaborate with stakeholders throughout our service area, in the Twin Cities Metro area, and the state of Minnesota, to ensure that Southwest Transit is a valued transit agency. Our customers will see us as the go-to transportation provider of choice, whether they are going down the block or connecting to destinations throughout the world. We will meet the needs of all of our customers, particularly the ones who need it the most, our most vulnerable citizens.

We intend to grow SouthWest Transit both geographically and with new services in the next three years. Our SW Transit bus service will connect people to downtown, along the 494 corridor, and beyond. SW Prime will expand within our service area and grow to serve new customers throughout Carver County and surrounding communities. Finally, SW Shuttle will expand beyond our tradition concerts, sporting events, and State Fair service to include other cultural celebrations and festivals throughout the Twin Cities.

Let's Go! is not only aspirational, it is an achievable vision with actionable and measurable steps. It is with great pleasure that I present this collaborative effort to achieve our collective vision.

Erik Hansen, CEO

Strategic Outcomes

Outcome Measures

Strategic Initiatives

Vision

SouthWest Transit is the leading provider of innovative transit solutions that improve livability and enhance economic opportunity in the communities we serve.

Mission

We provide a premium experience for the southwest Twin Cities through safe, reliable, and cost-effective transit that builds community and connects our customers from where they are to where they want to go.

Strategic Priorities

Financial Sustainability

- Maintain reserves at healthy levels
- Maintain a structurally balanced budget
- Growth that maintains financial stability

- Min 35% GF reserve and 50% overall at the end of the fiscal year
- Operating revenues that exceed operating expenditures
- Cost per rider below \$30 annually
- Less reliance on MVST

- Gain a sustainable piece of regional sales tax
- Diversify revenue streams through alternative sources
- Improve efficiency by aligning resources with cost centers

Premium Customer Experience

- High satisfaction amongst existing & new customers
- Safe and comfortable riding experience
- Reliable transit service

- Rider satisfaction at 90%
- Rider compliments outnumber complaints
- Meet safety targets in EPP
- 87% on-time departure within 3M early/5M late
- Prime wait time under 25M

- Add outsourced call center
- Improved accessibility through technology
- Enhanced customer experience training
- Implement proactive customer experience

Growth & Innovation

- Increase brand awareness
- Increase ridership
- Improve cost-effective service delivery using technology

- Increase transit usage 5% by 2027
- Increase ridership 10% annually
- 10% of the fleet is hybrid or electric by 2027

- Service area expansion
- Enhance community engagement and marketing
- Build technology infrastructure

Community & People

- Motivated, inspired & competent workforce
- Broad engagement within the communities we serve
- Workforce that reflects the community

- 80% employee satisfaction annually
- Participate in 100 community events annually
- Passing pay equity reports
- Every employee has at least 1 training annually

- Strengthen collaboration with local stakeholders
- Internal communications
- Enhanced training
- Strengthened regional partnerships
- Open and competitive employment recruiting



Let's Go! sets the mission, vision, and priorities. It is a living document that is meant to evolve and is a guide for other organization-wide plans (i.e., Sustainability Plan). What sets Let's Go! apart from other strategic plans is that it is not only aspirational but also a work plan with high-level tactics meant to be achieved. These tactics broadly include:

- Transitioning the organization to a **cost-center, priority-based budgeting** process.
- Building a **technology infrastructure** that helps SWT make data-driven decisions.
- Developing a new **branding and marketing plan** to make sure customers and stakeholders know what services are available to them and for the agency to discover who isn't being served – yet!
- Creating a **long-term operations plan and short-term service change process** to reflect the future build-out of SWT's system along with setting service delivery standards for the coming years.
- Leveraging **SWT assets and partnerships** to branch into new markets.
- Establishing a **stakeholder and community outreach process** needed to make short-term changes that have long-term impact.
- Implementing the agency's existing **Sustainability Plan**.
- **Developing departmental work plans** that tie back to the goals and measurements in the Strategic Plan.

Let's Go! builds on SouthWest Transit's past successes while reimagining itself as an innovative and people-centered organization for the employees, customers and communities it serves. With new leadership, evolving transit technologies, and ridership still recovering from a worldwide pandemic, now is the time to chart a new course. The planning process involved four broad steps: assessment, strategic framework, analysis, and strategic initiatives and tactics.

STEP 1

Assessment

- Conducted a community survey
- Held a strategic planning retreat with SWT Commissioners
- Held a staff planning retreat
- Conducted listening sessions with community stakeholders
- Identified issues, priorities, and desired outcomes

STEP 2

Strategic Framework

- Refined and updated SWT's vision and mission
- Identified key strategic priorities

STEP 3

Analysis

- Reviewed local land use plans
- Analyzed workforce and land use data
- Developed community transit profiles
- Created a conceptual operations plan

STEP 4

Strategic Initiatives and Tactics

- Developed strategic initiatives & performance measures
- Created realistic & meaningful tactics for departments

Let's Go! is designed to be a living document that adapts to realities as they emerge in the coming three years. This means that this plan may need adjustments and will require a pragmatic approach to balance resources while acting boldly to achieve the agency's goals. This strategic framework allows flexibility while aligning resources and measures to the strategic priorities set by the SouthWest Transit Commission.

Strategic Plan Framework



SouthWest Transit is the leading provider of innovative transit solutions that improve livability and enhance economic opportunity in the communities we serve.

We provide a premium experience for the southwest Twin Cities Through safe, reliable, and cost-effective transit that builds community and connects our customers from where they are to where they want to go.

Financial Sustainability - *"We are good stewards of our resources."*
Premium Customer Experience - *"We provide a premium transit service."*
Growth & Innovation - *"We grow through innovative transit solutions."*
Community & People - *"We serve our community and each other."*

Each Strategic Priority Includes



The cornerstone of Let's Go! is the Mission and Vision. Each strategic priority and its high-level tactics is designed to align directly with these key statements.

Vision

SouthWest Transit is the leading provider of innovative transit solutions that improve livability and enhance economic opportunity in the communities we serve.

Mission

We provide a premium experience for the southwest Twin Cities Through safe, reliable, and cost-effective transit that builds community and connects our customers from where they are to where they want to go.



Financial Sustainability - *“We are good stewards of our resources.”*

SouthWest Transit will achieve financial sustainability through a priorities-based budget framework by optimizing expenditures, maximizing revenues, and continuously evaluating the impacts of our financial decisions on service quality and community outcomes.

Strategic Outcomes

- Maintain reserves at healthy levels
- Maintain a structurally balanced budget
- Growth that maintains financial stability

Outcome Measures

- Min 35% GF reserve and 50% overall at the end of the fiscal year
- Operating revenues that exceed operating expenditures
- Cost per rider below \$30 annually
- Less reliance on MVST

Strategic Initiatives

- Gain a sustainable piece of regional sales tax
- Diversify revenue streams through alternative sources
- Improve efficiency by aligning resources with cost centers

**High-Level
Tactics**

LEAD: Administration
Supporting: Operations, Marketing

	FY 2024	FY 2025	FY 2026	FY 2027
<u>Priority-Based Budgeting (PBB) System.</u> Fully transition technology, workflow, operations data, etc., to a cost-centered, PBB system.		•	•	•
<u>Lead:</u> Administration				
<u>Motor Vehicle Sales Tax (MVST).</u> Advocate for a dedicated part of the new sales tax revenues from the MN Legislature, Met Council and county allocations	•	•	•	•
<u>Lead:</u> Commission, CEO				
<u>Federal Funding Direct Recipient.</u> Evaluate the pros and cons and implement as necessary.	•	•		
<u>Lead:</u> CEO, Administration				
<u>SouthWest Partnership Program.</u> Design a grant funding program to help communities meet local mobility needs through transportation pilots of their own design.			•	•
<u>Lead:</u> Operations				

Premium Customer Experience - *“We provide a premium transit service.”*

SouthWest Transit will achieve a premium customer experience by exceeding our customers' expectations with a safe, reliable, and convenient ride that takes our customers where they want to go.

Strategic Outcomes

- High satisfaction amongst existing & new customers
- Safe and comfortable riding experience
- Reliable transit service

Outcome Measures

- Rider satisfaction at 90%
- Rider compliments outnumber complaints
- Meet safety targets in EPP
- 87% On-time departure within 3M early/5M late
- Prime wait time under 25M

Strategic Initiatives

- Add outsourced call center
- Improved accessibility through technology
- Enhanced customer experience training
- Implement proactive customer experience

**High-Level
Tactics**

LEAD: Administration
Supporting: Operations, Marketing

	FY 2024	FY 2025	FY 2026	FY 2027
<p><u>Add outsourced call center.</u> Contract with outsourced resources to fill gaps and improve service.</p> <p>Lead: Administration</p>		•	•	
<p><u>Enhance Limited English Proficiency Plan.</u> Includes using tools across channels to better communicate opportunities in the community.</p> <p>Lead: Administration</p>	•	•		
<p><u>Customer Experience Plan.</u> Create focused plan to get feedback from riders and enhance their experience.</p> <p>Lead: Administration, Marketing</p>	•	•		
<p><u>Operations & Service Plan.</u> Work with Metro Transit and local stakeholders to refine the Conceptual Operations Plan. Includes establishing service standards, optimizing Prime, conducting a comprehensive route analysis to identify underserved areas and collaborating with local stakeholders for both service and infrastructure development.</p> <p>Lead: Operations</p>	•	•		
<p><u>Facilities Master Plan.</u> Create a plan includes asset management, preventative maintenance routines, safety improvements, and potential shared facilities. Evaluates the future use of CTS.</p> <p>Lead: Operations</p>			•	•
<p><u>Safety protocols and training</u> for both internal and external customers.</p> <p>Lead: Administration</p>	•	•		

Growth & Innovation - “We grow through innovative transit solutions.”

SouthWest Transit will achieve growth and innovation by embracing new technology while systematically increasing our service area and capacity through innovative strategies that are adaptable and responsive to evolving market needs and our customers’ preferences.

Strategic Outcomes

- Increase brand awareness
- Increase ridership
- Improve cost-effective service delivery using technology

Outcome Measures

- Increase transit usage 5% by 2027
- Increase ridership 10% annually
- 10% of the fleet is hybrid or electric by 2027

Strategic Initiatives

- Expand service areas
- Enhance community engagement and marketing
- Build technology infrastructure

High-Level Tactics

LEAD: Marketing, Operations
Supporting: Administration

	FY 2024	FY 2025	FY 2026	FY 2027
Data Integration. Database development, systems integration, business intelligence software, and reporting (i.e., public dashboard).
Lead: Operations				
Service Expansion Projects. AV project, 494 fixed route, Waconia expansion, Southwest Assist & Southwest Access, Prime expansion, expanded special events services.
Lead: Operations, Marketing				
Marketing & Engagement Plan. Use data to understand SWT's current and future customers and develop a marketing, communications, and engagement strategy to meet the needs of a diverse customer base.	.	.		
Lead: Marketing				
Branding Refresh. Refresh branding to effectively reflect SWT as a premium brand committed to innovation and the community.	.	.		
Lead: Marketing				
Sustainability. Rescope solar energy project identify potential opportunities using EVs, solar panels, charging/other green infrastructure.		.	.	.
Lead: Operations				

Community & People - *“We serve our community and each other.”*

SouthWest Transit will achieve community and people by collaboratively serving our community and engaging with a diverse range of internal and external stakeholders while fostering mutual and inclusive benefit.

Strategic Outcomes

- Motivated, inspired & competent workforce
- Broad engagement within the communities we serve
- Workforce that reflects the community

Outcome Measures

- 80% employee satisfaction annually
- Participate in 100 community events annually
- Passing pay equity reports
- Every employee has at least 1 training annually

Strategic Initiatives

- Strengthen collaboration with local stakeholders
- Internal communications
- Enhanced training
- Strengthened regional partnerships
- Open and competitive employment recruiting

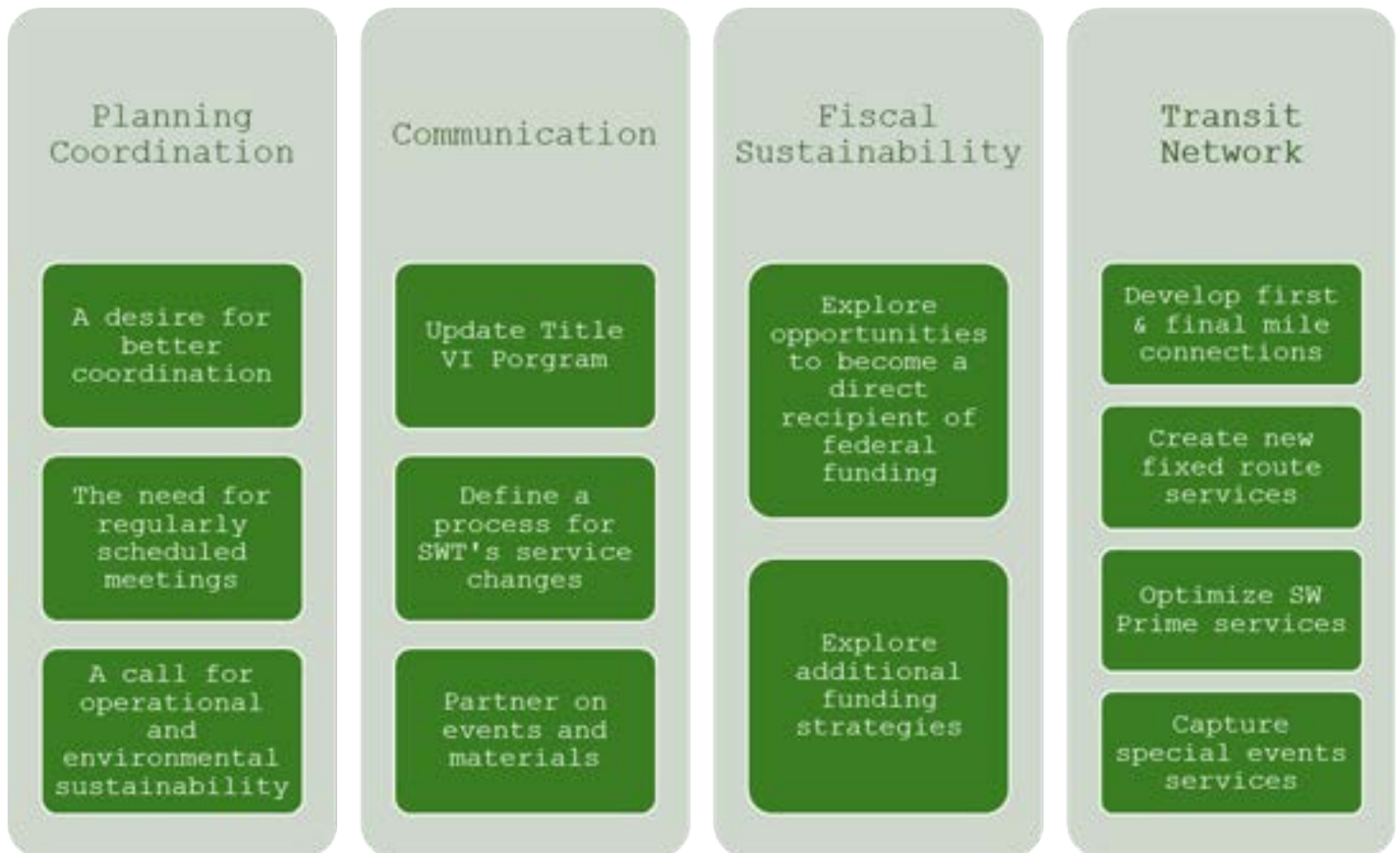
High-Level Tactics

LEAD: Marketing, Administration
Supporting: Operations

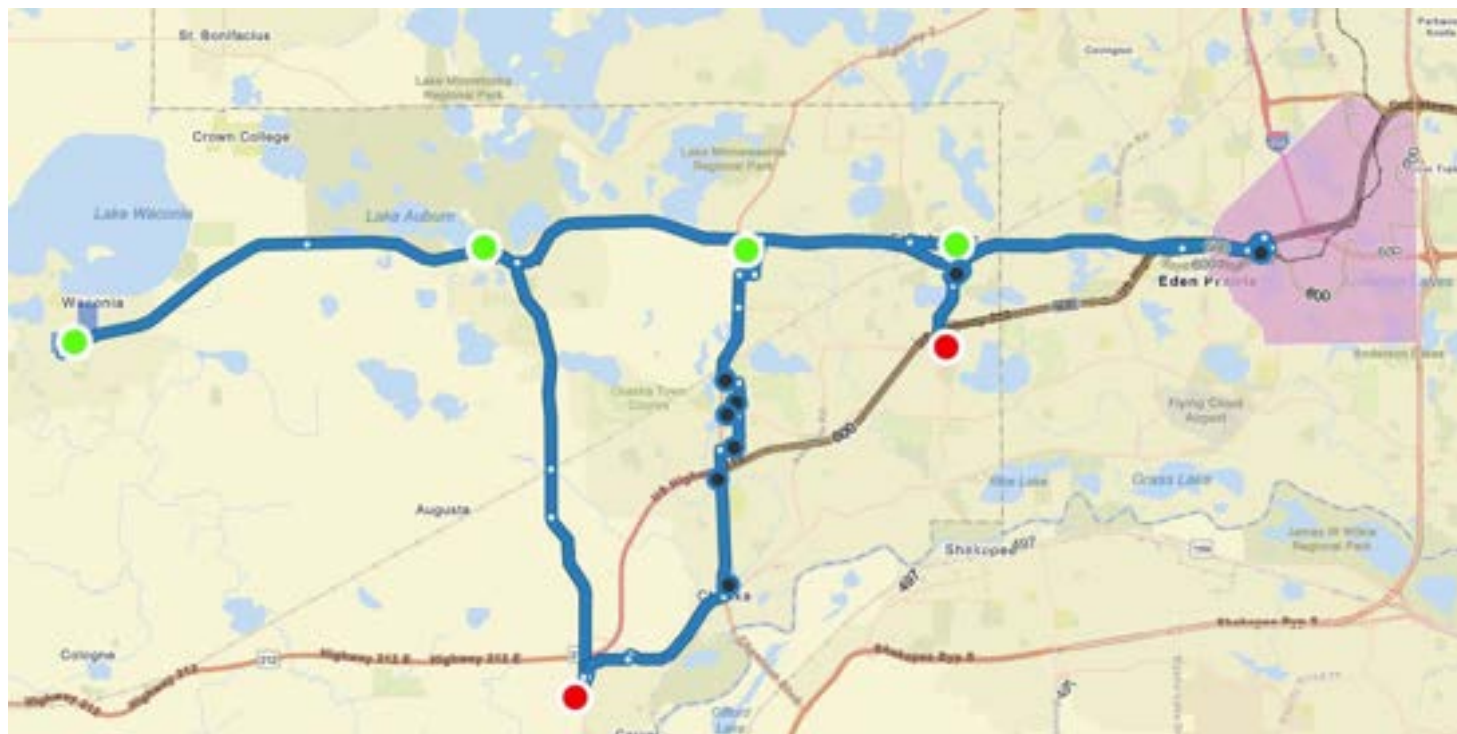
	FY 2024	FY 2025	FY 2026	FY 2027
Stakeholder Outreach. Create systems and opportunities to engage local partners such as courtesy development reviews, quarterly stakeholder meetings, and memberships on committees, non-profits, and other task forces. Monitor/influence planning and policy processes.	•	•	•	•
Lead: CEO, Marketing, Operations				
Employee Development. Develop an overall strategy for risk management, promote internal collaboration and communications, set standards for and promote professional development, and ensure HR policies and procedures are legally compliant.	•	•	•	•
Lead: Administration				
Develop departmental work plans. To realize successful outcomes, the departments will develop individual work plans that connect to the strategic	•	•	•	•
Lead: CEO				

Conceptual Operations Plan

JMS Strategies gathered and analyzed basic demographic and workforce data, conducted listening sessions, and reviewed local plans to identify mutual goals and efforts related to land use trends, economic development opportunities, and community needs over the next three years. These and other inputs were then used to develop a conceptual operations plan and short-range community transit profiles that SouthWest Transit can use to help facilitate conversations with local communities. These efforts identified the following key themes:



Conceptual Operations Plan



The conceptual operations (Ops) are further broken down into tables. As the strategic plan is future forward, the Ops plan does not include SWT's existing 600 series fixed route buses or the 494 corridor that is currently in development.

Conceptual Operations Plan

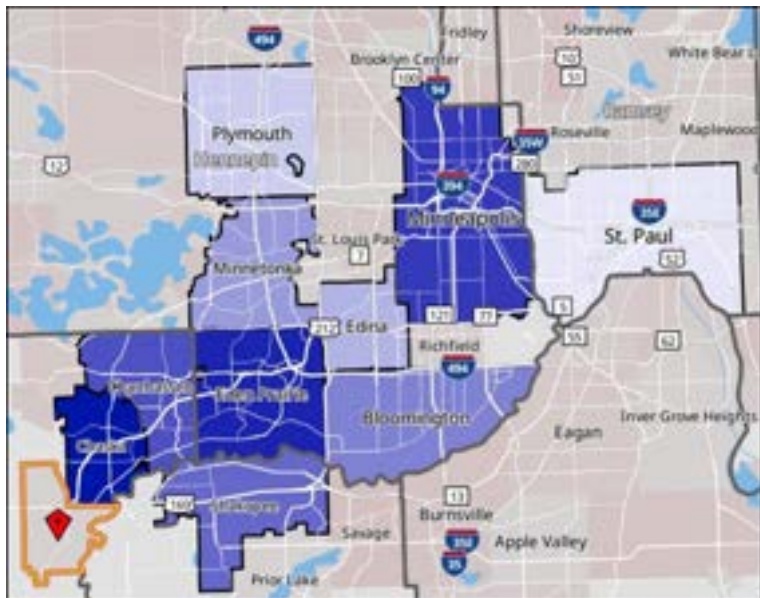
Community	Chanhassen	Chaska	Eden Prairie
Route # In OptiBus	502/503	504	N/A
Service Class/Type	PRIME Shuttle/ FLEX/Fixed Route	PRIME Shuttle/ FLEX/Fixed Route	PRIME Shuttle
Operational Hours	PRIME: 5:30am – 7pm FLEX/ Fixed: 10am – 6pm	PRIME: 5:30am – 7pm DT FLEX/ Fixed: 10am – 6pm	PRIME: 5:30am – 7pm
Service Frequency	PRIME: Allow for ½ hourly meets at SW Village Station. FLEX/Fixed: Allow for ½ hourly meets at SW Village Station.	PRIME: Allow for ½ hourly meets at East Creek Station. DT FLEX/ Fixed: Allow for ½ hourly meets at Chaska PnR.	PRIME: Allow for ½ hourly meets at SW Station
Day of the Week Operations	PRIME: M – Sat FLEX/ Fixed: M - F	PRIME: M – Sat DT FLEX/ Fixed: M -Sun	PRIME: M - Sat
Seasonal	PRIME: NO FLEX/ Fixed: YES	PRIME: NO FLEX/ Fixed: YES	PRIME: NO
Main Connections	Hwy 5/ Hwy 41, SW Transit Station	Community Center, Middle School, Business Park, Hospital, East Creek Station, Chaska PnR; Chaska High School	SW Station, Golden Triangle, Sports/Events Center, Walmart Super Center, Eden Prairie Center, City West Business Center, Optum Technology,
New Terminals/HUB's needed	Hwy 5/ Hwy 41 (LIFE Time parking lot)	Reactivate former Chaska PnR at Walnut Street	2-3 locations within Golden Triangle to allow for meets between PRIME and new AV service

Conceptual Operations Plan

Community	Carver (City)	Community Connector (Hwy3)	494 Airport Flyer	Waconia	Victoria
Route # In Optibus	N/A	501	N/A	505	505/ 507/508
Service Class/Type	PRIME Shuttle	REGIONAL	Airport/FLYER	PRIME Shuttle FIXED/LOCAL	PRIME Shuttle/ FLEX/Fixed Route
Operational Hours	PRIME: 5:30am – 7pm	REGIONAL: 5:30am – 9:30am & 2:30pm – 6pm	FLYER: (1) 4:30am – midnight, M – Sun (2) 4:30am – 10:30pm (M – Sun) (3) 7:30am – 10am & 2pm – 5:30pm (match College class start/end times)	PRIME: 5:30am – 7pm Fixed Local: 6am – 7pm FLEX/Shuttle: 9am – 7pm	PRIME: 5:30am – 7pm FLEX/Fixed: 6am – 7pm FLEX/Shuttle: 10am – 6pm
Service Frequency	PRIME: Allow for 1/2 hourly meets at Carver Station, depending on regional connections	REGIONAL: 30-minute frequency	FLYER (1): 60-minute frequency FLYER (2): 60 minutes FLYER (3): 30 minutes (overlay of FLYER 1 & 2 allows for 30-minute frequency in trunkline)	PRIME: Allow for 1/2 hourly connections at Ridgewood Hospital. Fixed Local: 30-minute frequency FLEX/Shuttle: Allow for 1/2 hourly connections at Ridgewood Hospital	PRIME: Allow for 1/2 hourly connections at Town Hall/Library area. FLEX/Fixed: 30-minute frequency FLEX/Shuttle: 15-minute frequency Allow for at least 1/2 hourly connections at Town Hall Library area
Day of the Week Operations	M - F	M - F	FLYER (1): M – Sun FLYER (2): M – Sun FLYER (3): M - F	PRIME: M – Sat Fixed Local: M – F FLEX/Shuttle: M - Sat	PRIME: M – Sat DT FLEX/ Fixed: M – Sun FLEX/Shuttle: M - Sun
Seasonal	NO	NO	FLYER (1): NO FLYER (2): NO FLYER (3): YES	PRIME: NO Fixed Local: NO FLEX/Shuttle: YES	PRIME: NO DT FLEX/Fixed: NO FLEX/Shuttle: YES
Main Connections	Carver Station	Waconia, Victoria, Hwy5/ Hwy 41, Charhassen, Eden Prairie	SW Station, Normandale College, Normandale Lake Business Park, Penn-American, METRO BRT Mall of America, MSP Terminals 1 and 2	Ridgewood Medical Center (and surrounding medical businesses), Waconia High School, Historic Downtown area, Southview Elementary School,	Victoria Townhall, Victoria Library, Historic Downtown, new Downtown Development, Lions Park, St. Victoria Catholic Church.
New Terminals/HUB's needed	Hwy 5/ Hwy 41 (LIFE Time parking lot)	Waconia, Victoria, Hwy 5/ Hwy 41	No - can use stops already in place	Ridgewood Medical Center, Downtown area, Waconia High School	New Downtown Development, by Townhall and/or Library. Future connection to new hub on HWY 5.

City of Carver Community Profile

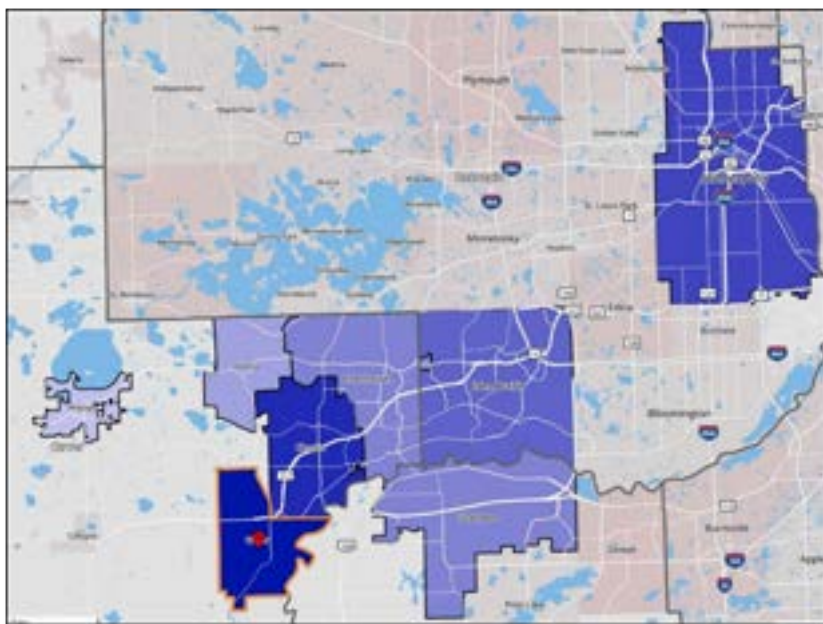
Carver is currently served by the 698C and 698T express buses into Minneapolis with stops in Chaska, Chanhassen, and Eden Prairie. This is in line with where the City’s residents commute to:



- 368 work in Chaska (12%)
 - 325 work in Eden Prairie (10.6%)
 - 255 work in Minneapolis (8.3%)
 - 217 work in Chanhassen (7.1%)
 - 141 work in Shakopee (4.6%)
 - 137 work in Bloomington (4.5%)
 - 134 work in Minnetonka (4.4%)
 - 59 work in the city (1.9%)
- 1,014 (33%) of residents’ commute < 10 miles
 1,522 (49.5%) of residents commute 10-24 miles

The express bus service is also consistent with workers coming into the city:

- 59 live in Carver (11.3%)
- 42 live in Chaska (8%)
- 27 live in Minneapolis (5.2%)
- 17 live in Eden Prairie (3.3%)
- 16 live in Chanhassen (3.1%)
- 16 live in Shakopee (3.1%)
- 15 live in Belle Plain (2.9%)
- 15 live in Victoria (2.9%)
- 13 live in Waconia (2.5%)

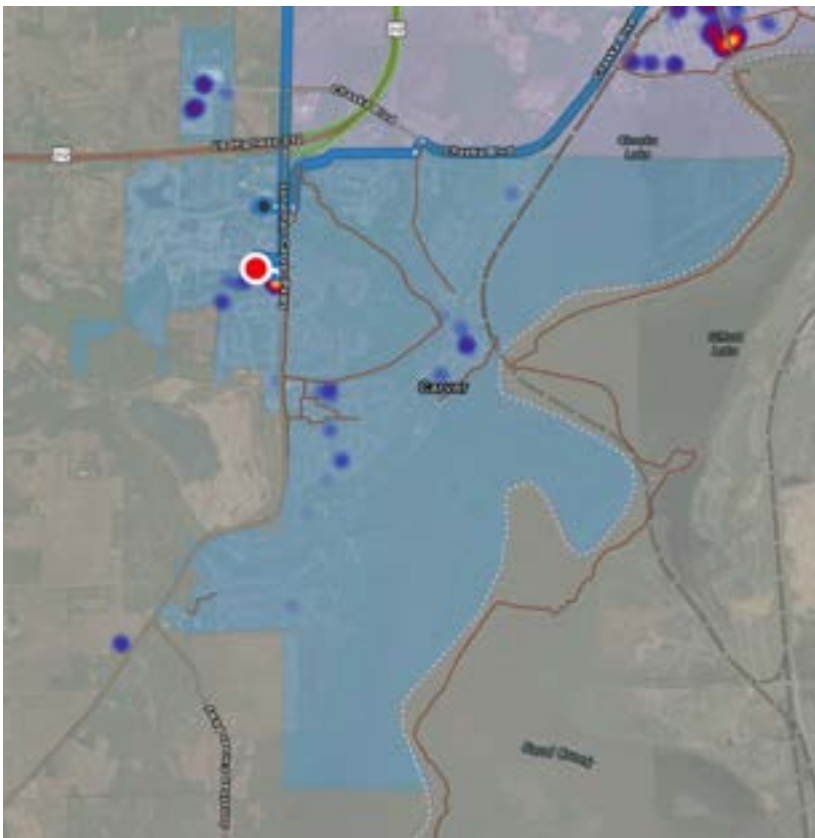


City of Carver Community Profile

Strategic Initiatives/Top Opportunities to Work w/ Stakeholders:

<p>C&P: Enhanced planning collaboration with local stakeholders</p> <p>G&I: Service area expansion</p> <p>FS: Diversify revenue streams</p>	<p>Referring to the Carver City... Map below, consider new connections to Chaska & Chanhassen via Chaska Blvd, and to/from Victoria using Jonathan Carver Pkwy.</p> <p>Transfer opportunities at Victoria mobility hub in the new downtown area with connections to Waconia on the 501-community. Make sure to allow for meets between SW Prime/regional services at Carver Station.</p> <p>Coordinate on future redevelopment of HUB with Southwest Assist and Southwest Access</p>
<p>C&P: Improved internal communications with SWT and drivers.</p> <p>C&P: Enhance accessibility through technology & resources</p>	<p>Consider minor adjustments to Carver Stn to allow operators to clock in/out and keep keys.</p>
<p>PCE: Add outsourced call center agents</p>	<p>Add customer service agents</p>

Carver Conceptual Operations Map



Chanhassen City Profile

Chanhassen is served by the 600 series express buses and SW Prime. Current Service is consistent with where residents work.



- 13,721 residents work
- 1,564 live and work in the City (11.4%)
- 12,157 work outside the City
 - 14% to MPS
 - 11% to EP
 - 7% Minnetonka
 - 5% Bloomington
 - 4% Chaska
- 43.6% of residents commute less than 10 miles
- 47.4% of residents commute 10-24 miles

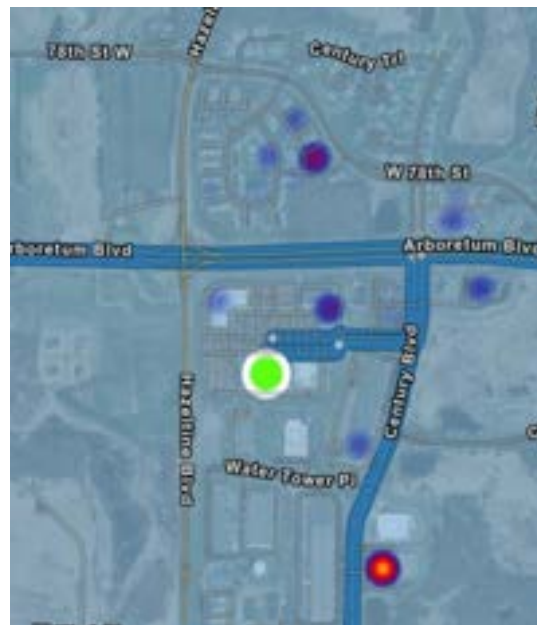
- 1,564 live and work in the City (14.7%)
- 21,801 commute in
- Top 5 cities coming into Chan
 - 6% MPS
 - 5% Chaska
 - 5% EP
 - 4% Shakopee
 - 3% Bloomington



Chanhassen City Profile

Strategic Initiatives/Top Opportunities to Work with Stakeholders:

Map 1 shows a new conceptual P&R at HWY5 & HWY 41 (Lifetime Corp area). This would facilitate the new 501 community connector service that runs along HWY 5 from Eden Prairie to Waconia, and a new Flexroute to/from downtown Chaska.



Map 2 highlights the Chanhassen Station-Chanhassen Dinner Theatre area due to its TOD redevelopment potential, including shared parking, repurposing some of the parking structure space. This area would connect to SouthWest Station in Eden Prairie via the new 501 community connector and existing SW Prime service, and SWLRT in 2027. The below picture shows the available space for in-fill development between the theatre and SWT's Chan parking structure.



Map 3 shows a potential Flexroute between the dinner theatre/Chan station and SouthWest Village Station, with stops in between. Riders would be able to connect to the 600 series, and eventually the SWLRT in 2027.

Chaska City Profile

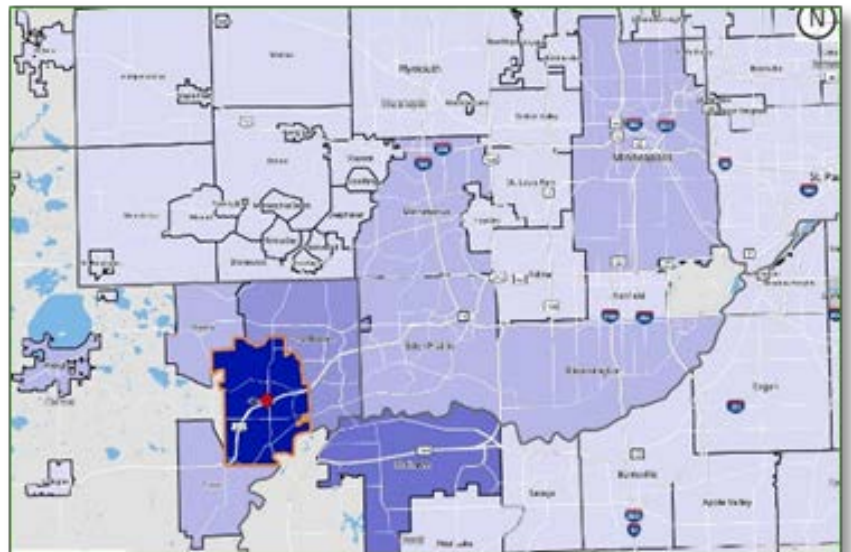
Chaska is served by the 600 series express buses and SW Prime. Current Service is consistent with where residents work.



- 14,668 residents work
- 1,711 live and work in the City (11.7%)
- 12,957 work outside the City
 - 11% Eden Prairie
 - 11% MPS
 - 8% Chanhassen
 - 5% Bloomington
 - 5% Minnetonka

44.4% of residents commute less than 10 miles
39% of residents commute 10-24 miles

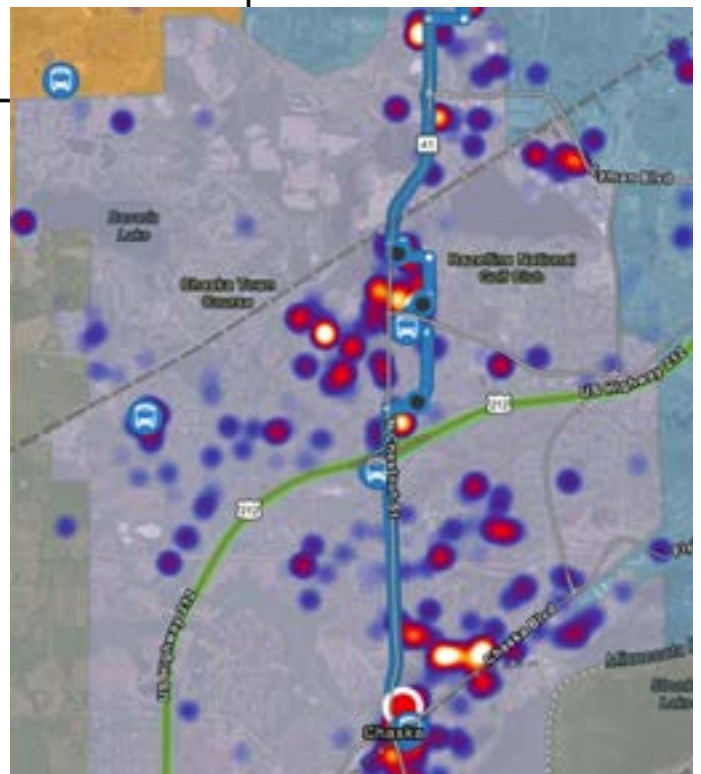
- 11,626 workers commute in
- 1,711 live and work in the City (14.7%)
- 8,827 people commute into the City for work
 - 6% Shakopee
 - 4% Chanhassen
 - 4% Eden Prairie
 - 4% MPS
 - 3% Carver



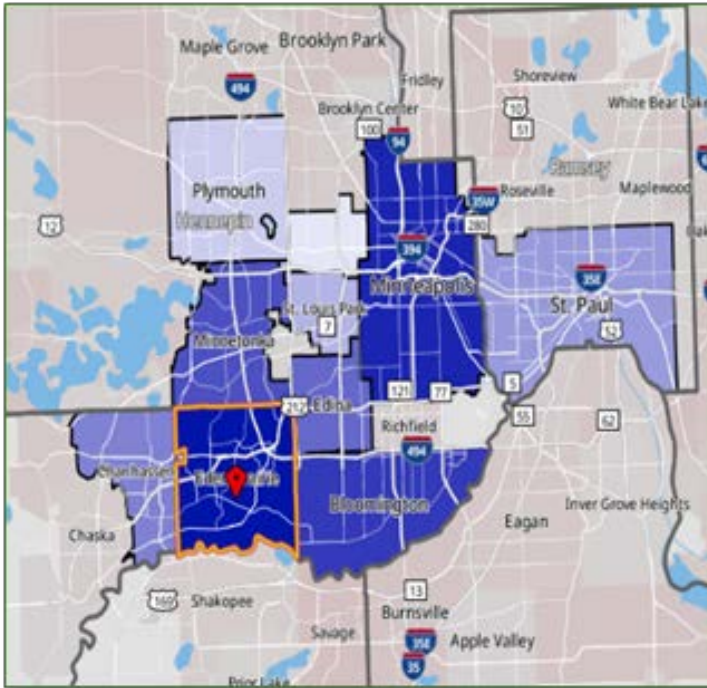
Chaska City Profile

Strategic Initiatives/Top Opportunities to Work with Stakeholders:

<p>C&P: Enhanced planning collaboration with local stakeholders</p>	<p>Reactivate/relocate Walnut St PnR at the former Cooper's Market (CM) location. Potential to transform CM lot into an iconic suburban TOD redevelopment /mobility hub that accommodates: Walkable connections to Curling Center area, downtown/City Square West.</p>
<p>FS: Diversify revenue streams</p>	<p>Southwest Assist/Southwest Access Prime micro-transit service to affordable /older adult housing communities along Stoughton Ave & Yellow Brick Rd., south to downtown /City Square West and southwest area development via HWY 41.</p>
<p>C&P: Enhanced planning collaboration with local stakeholders G& I: Service area expansion (Lifetime hub)</p>	<p>Flexroute (Map 1) /regional route north to East Creek Station to conceptual new P&R at HWY5 & HWY 41 (Lifetime).</p>



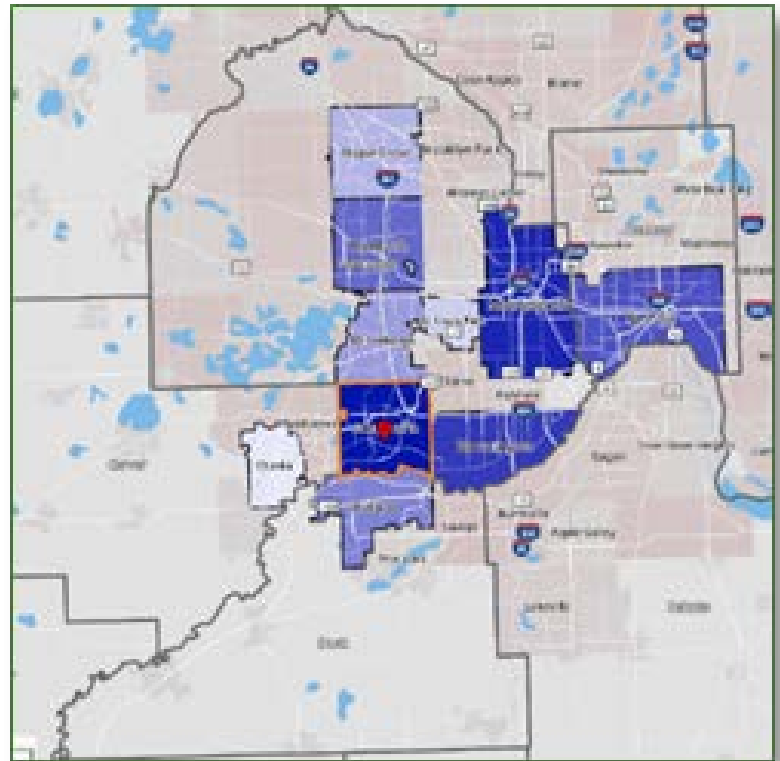
Eden Prairie City Profile



- 31,091 residents work
- n 6,065 live and work in the City (19.5%)
- 25,026 work outside the City
 - 16% to MPS
 - 7% to Bloomington
 - 7% Minnetonka
 - 5% Edina
 - 4% Chanhassen

55% of residents commute less than 10 miles
39% of residents commute 10-24 miles

- 6,065 live and work in the City (9.3%)
- 58,827 people commute in
 - 9% MPS
 - 4% Bloomington
 - 3% St. Paul
 - 3% Plymouth
 - 3% Shakopee



Eden Prairie City Profile

Strategic Initiatives/Top Opportunities to Work with Stakeholders:

<p>C&P: Enhanced planning collaboration with local stakeholders</p>	<p>First/final mile connections that are coordinated with 2-3 locations within the AV service area. This includes any technology, new bus stops, etc., needed for buildout. 494 Flyer that transforms SW Prime into a fixed route service with additional connections to Normandale College, Veteran's Center, Mall of America. Evaluate 501 Community Connector along HWY 5, w/ connections to Victoria and Waconia. Includes mobility hub on HWY 5 as part of Victoria's new downtown development/other needed infrastructure.</p>
<p>FS: Diversify revenue streams</p>	<p>Southwest Assist/Southwest Access Prime micro-transit service to affordable /older adult housing communities along Stoughton Ave & Yellow Brick Rd., south to downtown /City Square West and southwest area development via HWY 41.</p>
<p>C&P: Enhanced planning collaboration with local stakeholders G&I: Build technology infrastructure</p>	<p>Autonomous vehicle (AV) demonstration project generally bounded by the orange shaded area on Map 1.</p>



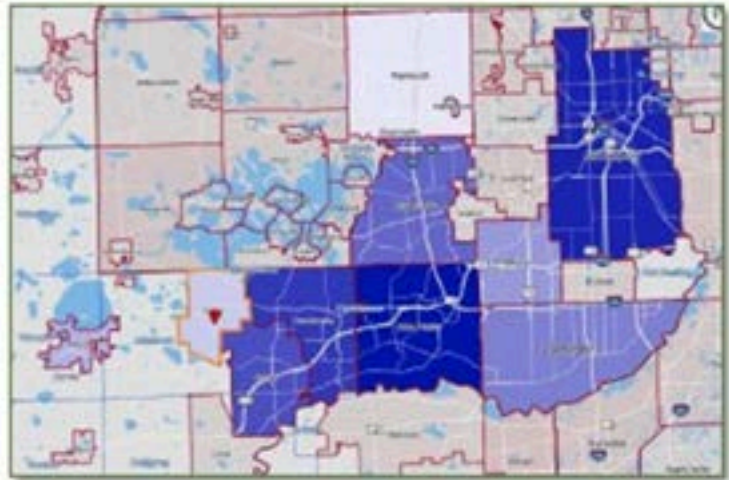
Victoria City Profile

Where Victoria's Residents Commute to:

Characteristics:

5,299 residents

- 156 LIVE AND WORK IN THE CITY
- 5,143 WORKS OUTSIDE THE CITY



30% of residents commute to Chaska and Chanhausen for work (< 10 miles)

55% of residents commute mostly to Eden Prairie and Minnetonka (10-24 miles)

Where Victoria's Workers are Coming from:

Characteristics:

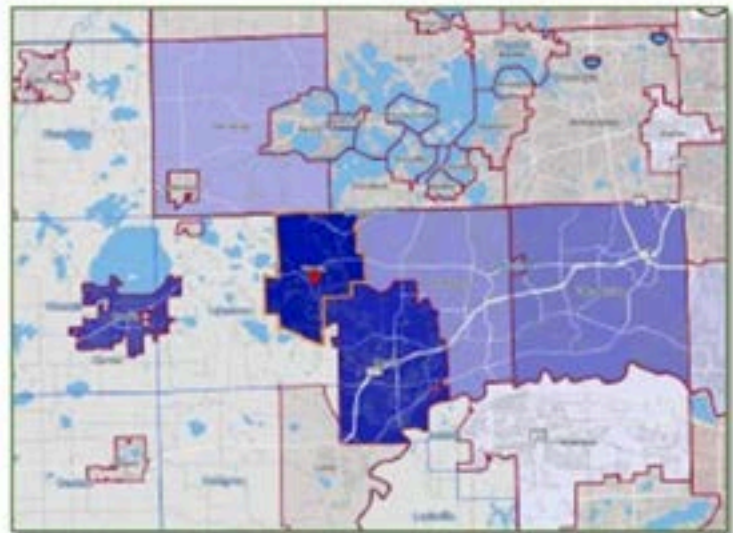
1150 workers in the city

- 156 LIVE AND WORK IN THE CITY
- 994 PEOPLE COME INTO THE CITY FOR WORK

13.6% of workers live in the city

9.6% commute from Chaska (110)

5.9% commute from Waconia (68)



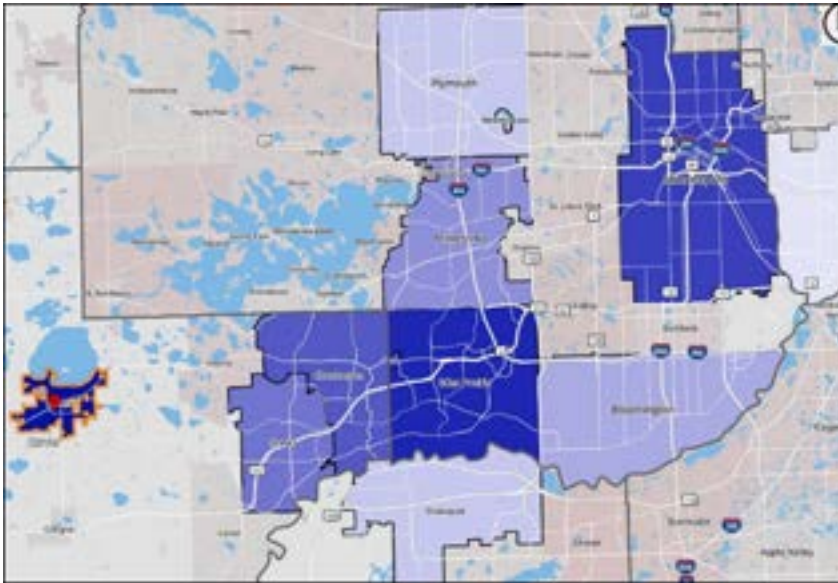
Victoria City Profile

Strategic Initiatives/Top Opportunities to Work with Stakeholders

<p>C&P: Enhanced planning collaboration with local stakeholders</p>	<p>Victoria's current downtown and westward expansion area along HWY 5 provides the city with an opportunity to create one or more mobility hubs to accommodate both bus service and connections to the regional trail. Map 1 highlights the Roers mixed use development (blue circle), and the McLane 145-unit market-rate apartment complex (orange circle), which are expected to be completed by 2026. Additionally, the city expects to issue an RFP for a master contractor who will refine the city's conceptual site plan and develop an implementation strategy to build out the remaining 13.5 acres located west of the historic downtown. These short-term planning efforts provide SouthWest Transit with opportunities to work closely with the city to identify and integrate at least one "Mobility hub" (Map 2) that will facilitate transit along Highway 5 and help connect people with the regional trail in the future. Map 3 depicts the same Near-term development in relation to parking out-lots.</p>
<p>C&P: Enhanced planning collaboration with local stakeholders</p>	<p>First/final mile connections that are coordinated with 2-3 locations within the AV service area. This includes any technology, new bus stops, etc., needed for buildout.</p> <p>494 Flyer that transforms SW Prime into a fixed route service with additional connections to Normandale College, Veteran's Center, Mall of America.</p> <p>Evaluate 501 Community Connector along HWY 5, w/ connections to Victoria and Waconia. Includes mobility hub on HWY 5 as part Victoria's new downtown development/other needed infrastructure.</p>
<p>FS: Diversify revenue streams</p>	<p>Southwest Assist/Southwest Access</p> <p>Target older adult population.</p>
<p>C&P: Enhanced planning collaboration with local stakeholders</p>	<p>SW Prime Flexroute shuttle between parking out-lots and downtown for special event services.</p>
<p>G&I: Service area expansion</p>	



Waconia City Profile



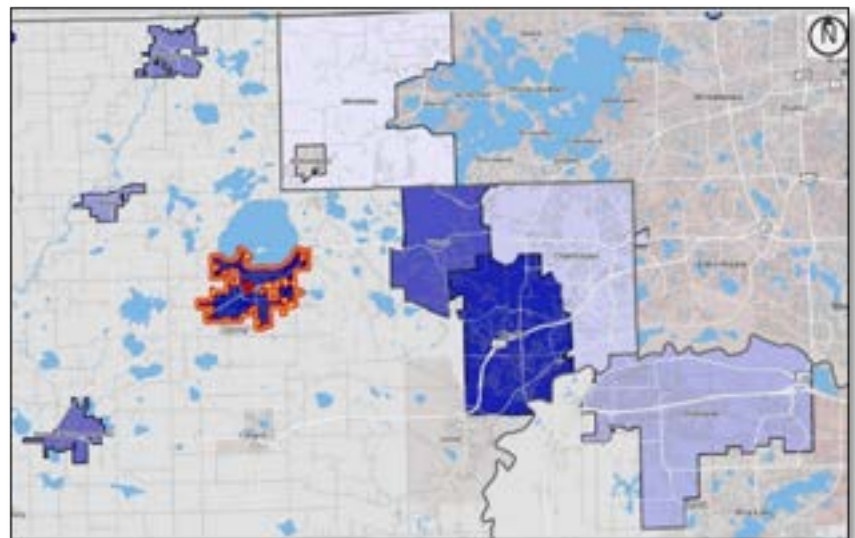
- 6,825 workers commute
- 1,183 work in Waconia (17.3%)
- Top commuting destinations:
 - Eden Prairie (8.6%)
 - Minneapolis (7.5%)
 - Chanhassen (6.1%)
 - Chaska (5.3%)
 - Minnetonka (4.1%)

1,881 (27%) of residents commute less than 10 miles

2,977 (43.6%) of residents' commute between 10 to 24 miles

1,685 (24.7%) of residents commute between 25 to 50 miles

- 5,314 workers in the city
- 1,183 live in Waconia (22.3%)
- 238 live in Chaska (4.5%)
- 214 live in Glencoe (4%)
- 179 live in Victoria (3.4%)
- 160 live in Norwood Young America (3%)
- 140 live in Watertown (2.6%)



Waconia City Profile

Strategic Initiatives/Top Opportunities to Work with Stakeholders

<p>C&P: Enhanced planning collaboration with local stakeholders</p> <p>G&I: Service area expansion</p>	<p>Evaluate 501 Community Connector along HWY 5, w/ connections to Victoria and Waconia. Includes mobility hub on HWY 5 as part of Victoria's new downtown development/other needed infrastructure.</p> <p>SW Prime service area that encompasses the existing commercial development. See map below.</p> <p>Additional shuttle/ circulator for seasonal service with focus on Downtown /special events</p> <p>Could be a fixed route with a fixed schedule (i.e. M – Sat, 8am – 6pm)</p> <p>Need to identify stop locations and implement ADA compliant stops.</p>
<p>FS: Diversify revenue streams</p>	<p>Southwest Assist</p> <p>Prime micro-transit service to affordable /older adult housing communities along Stoughton Ave & Yellow Brick Rd., south to downtown /City Square West and southwest area development via HWY 41.</p>

