

# Assessing Street Life Along the Zane Avenue Corridor: Final Reports



## Prepared by

Students in DES 3331: Street Life Urban Design Seminar  
University of Minnesota  
Instructor: Carrie Christensen

---

## Prepared on Behalf of

City of Brooklyn Park Community Development Department

Spring 2017



Resilient Communities Project

---

UNIVERSITY OF MINNESOTA

Driven to Discover<sup>SM</sup>

The project on which this report is based was completed in collaboration with the City of Brooklyn Park as part of the 2016–2017 Resilient Communities Project (RCP) partnership. RCP is a program at the University of Minnesota’s Center for Urban and Regional Affairs (CURA) that connects University faculty and students with Minnesota communities to address strategic projects that advance local resilience and sustainability.

The contents of this report represent the views of the authors, and do not reflect those of RCP, CURA, the Regents of the University of Minnesota, or the City of Brooklyn Park.



This work is licensed under a Creative Commons Attribution-NonCommercial 3.0 Unported License. To view a copy of this license, visit [www.creativecommons.org/licenses/by-nc/3.0/](http://www.creativecommons.org/licenses/by-nc/3.0/) or send a letter to Creative Commons, 444 Castro Street,

Suite 900, Mountain View, California, 94041, USA. Any reproduction, distribution, or derivative use of this work under this license must be accompanied by the following attribution: “Produced by the Resilient Communities Project ([www.rcp.umn.edu](http://www.rcp.umn.edu)) at the University of Minnesota. Reproduced under a Creative Commons Attribution-NonCommercial 3.0 Unported License.”

This publication may be available in alternate formats upon request.

**Resilient Communities Project**

University of Minnesota  
330 HHHSPA  
301—19th Avenue South  
Minneapolis, Minnesota 55455  
Phone: (612) 625-7501  
E-mail: [rcp@umn.edu](mailto:rcp@umn.edu)  
Web site: <http://www.rcp.umn.edu>



*The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.*

## Table of Contents

2017 Updated Stable Neighborhoods Action Plan  
By Brandon Hubbard

Equitable Mobility in Brooklyn Park, MN  
By Sam Jones

Creative Place Making Policy  
By Ellie Meyer

Mobility in the Huburb: A Guide to Maximizing the Potential of Shared-Use Mobility in Brooklyn Park  
By Ella Rasp

Creative Place Making Policy  
By Natasha Mara Victa



## Introduction

This project was completed as part of a year-long partnership between the City of Brooklyn Park and the University of Minnesota through the Resilient Communities Project (<http://www.rcp.umn.edu>).

The Zane Avenue Corridor (from 63<sup>rd</sup> Ave. N. to 85<sup>th</sup> Ave. N.) in Brooklyn Park has a large transit-dependent population and is a HUD-designated racially concentrated area of poverty (RCAP). As part of the City's 2005 Stable Neighborhood Action Plan (SNAP), and with support from Hennepin County, the corridor has seen significant investment and redevelopment during the past decade in an effort to improve housing opportunities, infrastructure, and neighborhood safety and stability. However, investments in public areas (e.g., sidewalks, trails, streetscape elements) along the corridor have been inconsistent, and challenges still remain, particularly with respect to connectivity, safety, and perceptions of how inviting (or not) public areas are for pedestrians and bicyclists.

The goal of this project was to evaluate and identify opportunities for streetscape design, placemaking, and other design concepts and interventions that can create a safe, inviting, walkable Zane Avenue corridor that contributes to overall quality of life for residents, and connects them to transit, jobs, schools, nearby retail and services, and neighborhood parks and other amenities. A team of students in DES 3331: Street Life Urban Design Seminar worked in collaboration with city project leads Todd Larson, Senior Planner for Brooklyn Park, and Angelica Klebsch, Business Development Coordinator for Brooklyn Park. This document includes final reports from five students who participated.



# **2017 Updated Stable Neighborhoods Action Plan**

**Brandon Hubbard**

**Des 3331, Project 3**

## **Executive Summary**

The Stable Neighborhoods Action Plan, or SNAP, was put into place in 2005. It was a course of action created by the city of Brooklyn Park MN, in response to higher than average student mobility rates among local schools, high resident turnover, limited housing options and declining property values. The Plan, which had held significant support from Hennepin County, sought to address these city problems by focusing city resources to these areas of need. City officials hoped to expand affordable housing to more residents in order to meet broader housing needs and young growing families. The plan also hoped to address ways to keep students from having to move schools on a regular basis. The plan was also meant to tackle growing crime rates within the city and in which greater community stability could reduce rates.

Since the plan was implemented the city has bought large acres of land for redevelopment to benefit residents, especially those with lower household incomes. They also removed 380 one bedroom housing units and created 290 multi bedroom units to address the growing amount of young families. However, the city continues to own 2 acres of land with an undetermined purpose. Crime rates have also...

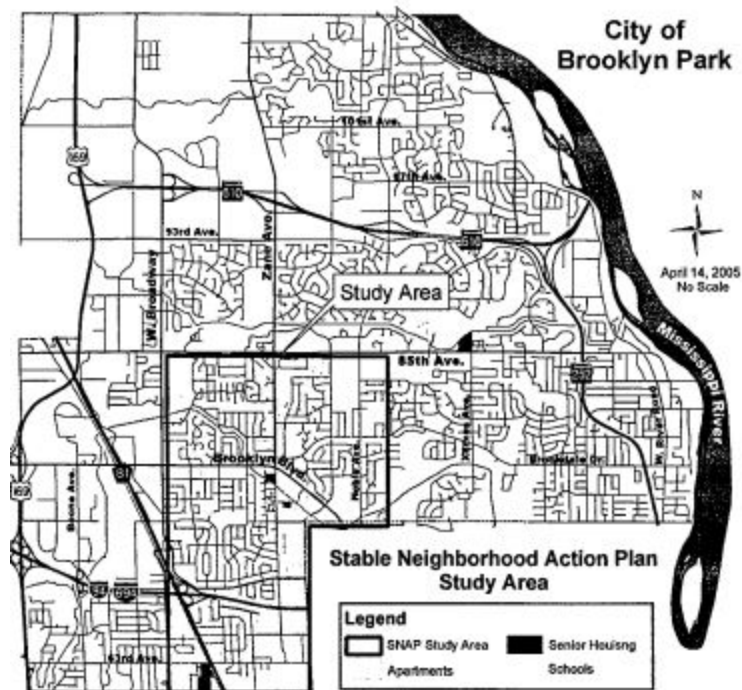
The task of this report is to analyze the effectiveness of the city's expended affordable housing and determine rooms for improvement. Changes in school mobility rates will also be analyzed and compared to those since the 2005 SNAP to reveal what has changed and what can continue to be improved. Lastly, crime rates will be evaluated to determine recent changes and



compare such rates to those of the broader metro area for reflection. This report hopes to aid the City of Brooklyn Park in evaluating the work that has been done and to recommend further work that can be implemented to build more stable neighborhoods within the community.

### Context Area

Image 1 represents the 2005 SNAP context map that will once again define the study boundaries for this paper. Included within the study boundaries is the Zane Avenue corridor which represents a large commercial district and economic center. Village Creek, which had faced decreasing property values is also located within the boundaries.



### Previous Findings

The following findings are those collected during the original 2005 SNAP and reflect the community until that point in time. Data collected was by those who crafted the original plan and are only being referred to as a reference.

*Demographic Trends:* Between 1990 and 2000 the percent of families decreased by 14% even though of a modest increase city wide. In 2005, Brooklyn Park had a lower share of elderly residents and a higher percentage of younger residents compared to those of the surrounding areas.

*Housing Stock:* The rental properties in the SNAP area held a higher proportion of one bedroom units (60%) compared to two or more bedroom units. The previous SNAP study also found that the study area had quite a small proportion of single family rental homes (1.3%) compared to the surrounding areas.

*School Mobility:* Brooklyn Park schools, which reside in the Osseo and Robbinsdale school districts, experienced about 30 percent higher school mobility rates than those of surrounding schools.

*Crime Rates:* Between 2000 and 2004, part 1 and part 2 crimes dropped 15% and 8.9% respectively. Although, the city continued to hold higher crime rates compared to surrounding cities (51%).

## **2017 Updated Stable Neighborhoods Action Plan**

Data used is provided by MNCompass.org which acquires its data from a variety of credible sources, including the latest census information. Crime data and additional housing information is provided by NeighborhoodScott.com.

### **Demographic Trends**

Brooklyn Park continues to hold higher proportions of younger residents than the Twin Cities metro area. 20.3% of Brooklyn Park's residents are between the age of 5 and 17 compared to 17.4% for the metro area as a whole. Jointly, 18.8% of Brooklyn Park residents are between the age of 55 and 84 while 22.6% of the population of the metro is between these ages. As you can see Brooklyn Park deviates toward a younger population which is consistent with the findings of the 2005 SNAP. This can indicate that the city continues to be a popular area for younger families starting out. It could also suggest that the city lacks adequate housing for more elderly residents. Older residents typically prefer one story housing as it avoids the need to navigate stairs which can be difficult at older ages. Retirement homes, which are scarce in the city, can also be preferred for those who need additional help and assistants.

Brooklyn Park also shows to be a much more diverse city in regards to race than the metro area as a whole. 51.9% of the city's residents are those of color compared to only

25.2% for the metro area. Currently 26.4% of residents report being African American followed by 15.3% for Asian descent. This statistic shows changes from that of the 2005 SNAP findings. 2000 Census data shows that at the time 60% of those in the SNAP study area were white while only 24% identified as black. This shows significant changes in racial backgrounds of residents. This change can be partly seen and reasoned today by a trip through the city where many cultural restaurants and markets are situated. The cause and reason for this higher proportion of nonwhite residents is difficult to determine. Perhaps those of color flocked to the area due to job opportunities. Once a cultural hub had been developed others may have seen this and followed suit to live near those of similar backgrounds and cultures, similar to that of the Cedar Riverside area and its Somali community.

### **Housing Stock**

The original SNAP found that the city had affordable and multi bedroom housing deficiencies. A large proportion of available apartments had only one bedroom apartments. This makes having a variety of household sizes difficult, especially for new families expecting children as they will need additional bedrooms. Currently, 70% of housing is owner occupied while only 30% is renter occupied. This closely aligns with that of the twin cities. Additionally, Census data shows that 63.4% of housing units were built between 1970 and 1999 which compares to only 44.6% by the twin cities. This shows that the area was largely developed during that time period. Although, Brooklyn Park appears to lag behind the twin cities in new developments by a percentage point (13.7% to 14.6% respectively).

Brooklyn Park holds a diverse range of household types. Households with one or more children composed 41.3% of households compared to 32.1% for the twin cities. Meanwhile the city has 18.9% of households with one or more persons over the age of 65 compared to 21.6% for the twin cities. This again shows that Brooklyn Park is in the midst of a youthful phase compared to the surrounding areas. Among those households with a family (72%), 24.5% are composed of a married couple with children under the age of 18 and 16.6% are households with a single parent with children under the age of 18. Of the later, that is starkly different than the metro area which sits at 9.6%.

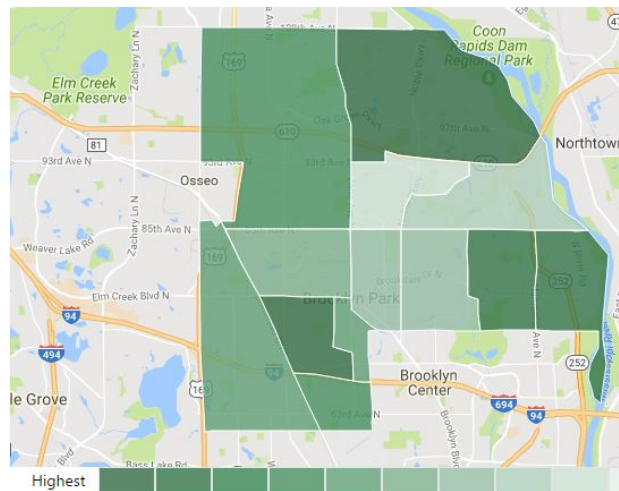


Image 2 above shows the highest appreciating neighborhoods since 2000.

One of the most important sets of data to analyze is that of those who are cost burden, meaning those who spend more than 30% of their income on housing. This can show the affordability of the housing stock available as well as the financial situation some residents are in. The percent of cost burden household owners currently sits at 24.6% which compares to 22.5% for the metro area. This isn't a wide difference but it still does show that those that own

homes within the study area struggle to make payments as they spend over 30% of their income. The percent of those who are cost burden renters is 58% compared to 48.5% for the metro. This shows a much wider difference as 10% more people struggle to pay rent. Over 50% of households within the study area pay more than 30% of their income. Though this doesn't necessarily mean rent prices are too high or affordable housing is scarce. Job salaries in the area and of those who rent such apartments could also be lower. In fact, 25.6% of residents make less than \$35,000 annually and 15.4% make between \$35,000 and \$50,000. Still, more affordable housing must be available if over 50% of residents spend more than 30% of their income. This was a primary finding of the original SNAP and plans were developed to address the issue. However, as data shows, the city continues to struggle with an affordable housing options. Average rent price within the city sits at \$1,364 per month. Divide that by two working parents and they each would pay \$684. That price can be a struggle for some, especial if they make minimum wage or near that and have to care for children. This is an issue that still needs to be addressed.

### **School Mobility**

Brooklyn Park and the SNAP study area reside mainly in the Osseo school district but also the Robbinsdale school district. The previous SNAP study found that these schools face higher than average student mobility rates which can effect student's learning and retention levels. It can also be an indicator of poor neighborhood stability as parents have to move frequently. The original study found that the study area had a student mobility rate four times higher than the surrounding area, 33% during the 2003-2004 academic school year. This was an alarming finding due to the significant difference compared to surrounding schools.

Information regarding current school mobility numbers proved difficult to find but other information still proves helpful in understanding the issue.

Currently, Minnesota ranks second in the nation for quality of public education K-12. Yet the state faces large achievement gaps based on race. Looking more closely at Brooklyn Park, it is already known that the city's population is 51.9% of color. This right away could be a reason for the area's higher school mobility rates. This achievement gap based on race may have strong effects on the study area due to its demographic makeup such as race, household income and economic levels. Such a high achievement gap compared to other students may force parents to move their children to surrounding schools that provide better education and resources.

From the available information, it appears that school mobility only decreased slightly and not to the desired levels. The cause of this can be linked back to parents housing options. Due to the fact that over 50% of renters in the study area are cost-burden it is likely that much of the reason for high school mobility can be linked to the student's parent needing to move due to not being able to stay ahead of rent payments. One possible option for better analyzing this trend to change its course is to provide a questionnaire to parents withdrawing their children from these schools to understand why the decision was made. It would be an easy and low cost option.

What's promising, however, is the fact that each school website contains a school improvement plan which is updated each academic school year. Such improvements include increasing ACT scores, decreasing the achievement gap and increasing math and reading

proficiency scores. Each goal is then carefully measured and given a grade of if its effectiveness. Although, following 2016 many of the goals had not been reached, partially due to too lofty goals. For example, one goal stated, "We will increase the percent of students meeting spring state proficiency targets in third grade reading from 51.4% in 2013 to 75.7% in 2017." However, in 2016 The percent of students meeting spring state proficiency targets in third grade was 51.9%. Quite a ways off from the desired outcome. Poor school results such as this could be an additional reason for the high school mobility rates. Parents may find it better for their children to put their children in other schools with better quality education.

### **Crime Rates**

Low crime rates are essential to maintaining a stable community. High crime rates can decrease property values and make residents feel unsafe which can in turn make less people want to walk outside or go to parks. Brooklyn Park unfortunately holds stronger crime rates than those of the surrounding area. In 2015, the most recent available data, shows that the city had a crime rate of 33.5 per 1000 people. For violent crimes the rate was 3.7 compared to 2.4 for Minnesota as a whole; the national average was 3.8. As one can see the city's crime rate was quite higher than that of the surrounding cities which aligns with that of the previous SNAP findings. In fact 1 in 267 people in Brooklyn Park were a part of a violent crime compared to only 1 in 412 in Minnesota. Still, it appears that the crime rate has decreased since the original study which is consistent with crime rates statewide. However, some discrepancies exist due to differences in how crimes were labeled. It is also hard to determine an exact cause for the down tick in crimes due to a number a variables. Better police practices are likely one factor



while greater community policing may be another. Better job opportunities is another likely factor as more residents are employed.



Image 3, NeighborhoodScout.com

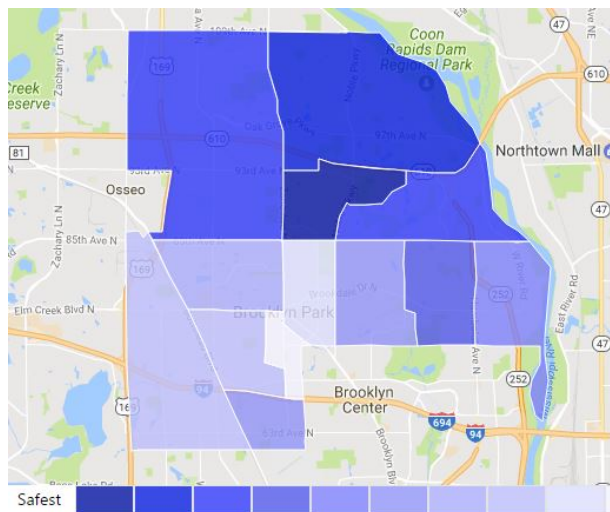
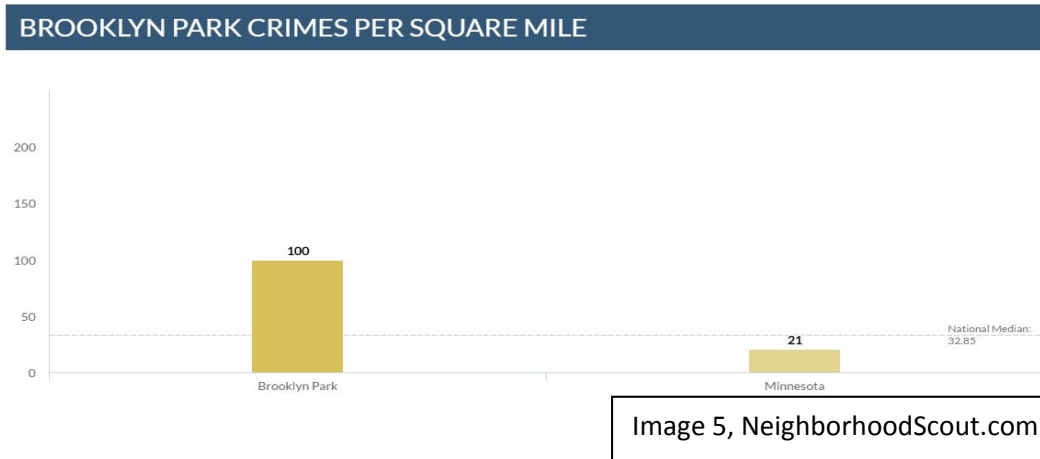


Image 4, Safety by neighborhood

For property crime which is more common the crime rate is 29.78 compared to 22.22 for Minnesota as a whole and 26 for the national average. Again, this is much higher than that of the surrounding cities, and that of the nation as well.

If you look at crimes per square mile the differences are drastic and alarming. Brooklyn Park had 100 crimes per square mile in 2015 compared to only 21 for Minnesota and 32.8 nationally. This is a significantly higher which is concerning. However, this statistic can be

misleading in part due to differences in population density. Rural towns are going to have a much lower rate due to smaller populations and households being more spread out.



All together Brooklyn Park has a crime rate that is higher than 90% of cities of all sizes in Minnesota. Still, if you compare Brooklyn Park to that of other cities with similar populations the crime rate is still significantly higher. This is the reason that the city scored an index of 16 out of 100 where 100 is the safest. Unfortunately this can have negative effects on a city. High crime can decrease property values, bad neighborhoods, it can effect businesses and it can decrease neighborhood stability and lead to people not feeling safe were they live. This can cause individuals to not walk on the streets or not use public spaces, such as parks as often. Decreased neighborhood stability negatively effects everyone and can hinder a city's quality of life.

## References

- <http://38.106.4.141/home/showdocument?id=261>
- <https://www.leg.state.mn.us/docs/2006/mandated/060110.pdf>
- <http://www.minneapolismn.gov/www/groups/public/@ncr/documents/webcontent/wcms1p-143185.pdf>
- <http://kcmo.gov/wp-content/uploads/sites/10/2013/12/NeighborhoodActionPlansFinal.pdf>
- <http://www.mncompass.org/profiles/city/brooklyn-park>
- <https://www.neighborhoodscout.com/mn/brooklyn-park/real-estate>



# ***EQUITABLE MOBILITY IN BROOKLYN PARK, MN***



***Sam Jones  
DES 3331  
University of Minnesota***

**CONTENTS**

**I. INTRODUCTION-----2**

**II. MAPS OF STUDY AREA-----2**

**III. CURRENT CONDITIONS-----3**

**IV. BROAD CULTURAL CONTEXTS-----4**

    MOBILITY IN LIBERIA-----4

    MOBILITY IN SOMALIA-----4

    MOBILITY IN HMONG CULTURE-----5

    MOBILITY IN HISPANIC/LATINX CULTURE-----5

**V. PRECEDENT: LA LIGA PEATONAL-----6**

**VI. PRECEDENT: AMIGOS DE LOS RIOS-----7**

**VII. PRECEDENT: TOWARDS ZERO-----7**

**VIII. PROPOSED SAFETY CAMPAIGN-----8**

**IX. PROCESS GRAPHIC-----12**

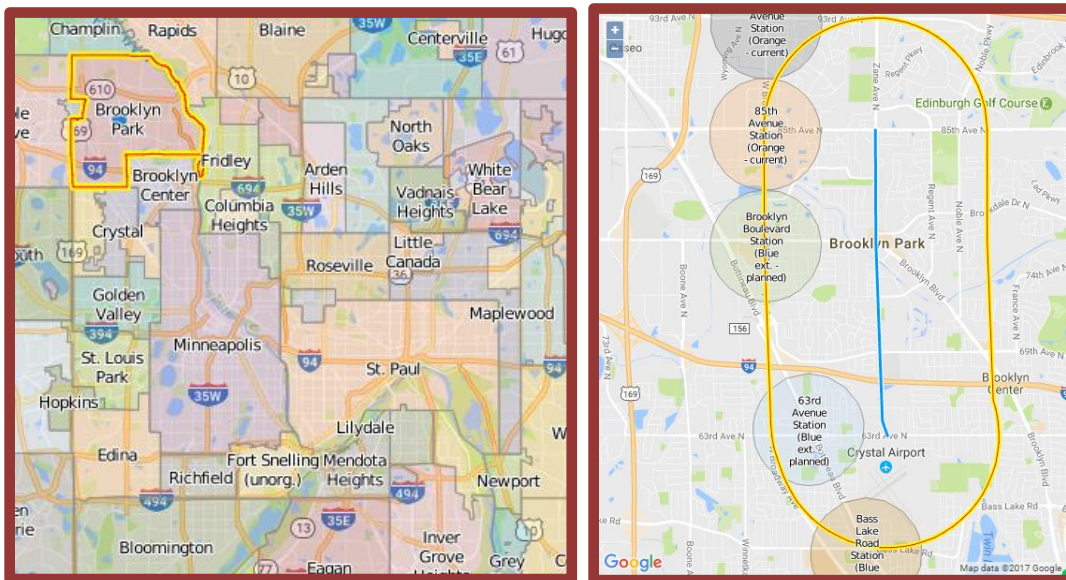
**X. INTERVIEW TRANSCRIPT-----12**

## ***I. INTRODUCTION***

Brooklyn Park is among the most culturally, ethnically, and economically diverse cities in Minnesota, and with a population of nearly 80,000, it is also one of the largest. Brooklyn Park’s location (along the Mississippi River northwest of Minneapolis, at the crossroads of several major highways, and at the terminus of the future METRO Blue Line LRT extension) gives residents a high degree of access to work, cultural, and social opportunities within the city and throughout the greater Twin Cities area. However, outdated suburban road design has resulted in streetscapes dominated by fast-moving cars – and a population of both drivers and pedestrians with a wide range of cultural understandings of mobility. This report will describe the current demographics and conditions of mobility on and around the Zane Ave SNAP Corridor, lay out broad cultural context for some predominant ethnic groups in the area, and propose an educational safety campaign that addresses some of the diverse needs specific to Brooklyn Park.

## ***II. MAPS OF STUDY AREA***

The primary study area for this report is limited to a one-mile radius around the Zane Ave SNAP Corridor in southern Brooklyn Park (between 63<sup>rd</sup> Ave N and 85<sup>th</sup> Ave N). The map below (right) includes station areas along the future METRO Blue Line LRT extension.<sup>1</sup>



<sup>1</sup> Minnesota Compass. “Twin Cities Region Custom Profiles.” <http://www.mncompass.org/profiles/custom/twin-cities-region>

### **III. CURRENT CONDITIONS**

According to data from Minnesota Compass (ACS 2011-2015), there are 42,311 people living within one mile of the SNAP corridor in Brooklyn Park. Major national/ethnic origins throughout the city are identified as White American, Black American, Liberian, Somali, Hmong, and Latinx.<sup>2</sup>

<b>Demographic group</b>	<b>Percentage</b>
Under age 18	28.7%
Over age 64	9.1%
Households with children under 18	40.0%
White (Non-Hispanic)	40.5%
Black/African American	33.6%
Asian/Pacific Islander	12.8%
Hispanic/Latinx	8.8%
Foreign-born	23.3%
Speaks language other than English	28.0%
Speaks English less than “very well”	14.3%
Below poverty line	16.5%
Lacking health insurance	14.5%
Households with no access to a vehicle	12.5%

Annual average daily traffic counts (AADT) along the Zane Ave corridor ranged from 8200 to 12,500 vehicles per day in 2013, and from 17,700 to 19,800 vehicles per day on Brooklyn Boulevard, the main cross-street.<sup>3</sup> Prominent commercial nodes exist along Zane Ave at 85<sup>th</sup> Ave N and Brooklyn Boulevard/Brookdale Dr (Village Creek), and some light industrial land use exists at the southern end of the corridor near 63<sup>rd</sup> Ave N. Four public schools and six public parks are directly adjacent to Zane Ave.

<sup>2</sup> Minnesota Compass. “Twin Cities Region Custom Profiles.” <http://www.mncompass.org/profiles/custom/twin-cities-region>

<sup>3</sup> Minnesota Department of Transportation. “Annual Traffic Counts.” By City\_of\_Brooklyn\_Park. <http://brooklynpark.maps.arcgis.com/home/item.html?id=1a6e8cbfe0a14b0eb52e40a108cd9366>



Zane Ave is served by five Metro Transit bus routes:<sup>4</sup>

<b>Rte #</b>	<b>North Terminus</b>	<b>South Terminus</b>	<b>Headway</b>
716	Village Creek	Downtown Robbinsdale	60 min
722	Target North Campus	Brooklyn Center TC	30 min
723	Starlite TC	Brooklyn Center TC	30-60 min
760	North Hennepin CC	Downtown Minneapolis	Peak hour only
761	Village Creek	Downtown Minneapolis	Peak hour only

Brooklyn Park does not currently have a Complete Streets policy in place, but Hennepin County and MnDOT both do, as do several surrounding cities, including Brooklyn Center, New Hope, and Minneapolis.

#### ***IV. BROAD CULTURAL CONTEXTS***

##### ***MOBILITY IN LIBERIA***

Brooklyn Park is home to one of the largest concentrations of Liberian Americans in the region. Liberia itself has a population of 4.5 million, 30% of whom live in the capital city of Monrovia. Most transit in Monrovia is informal and most transportation is on foot.<sup>5</sup> Some efforts have been made to increase cycling mode share, but financial access to bicycles and actual ability to ride a bicycle have proven to be major obstacles (nearly 50% of Liberian women do not know how to ride a bike, according to a 2014 study).

##### ***MOBILITY IN SOMALIA***

Mogadishu, the largest city in Somalia, experiences heavy car traffic, but lacks traffic infrastructure beyond its main street system (traffic signs, traffic signals, etc).<sup>6</sup> Many drivers are not licensed, and the Somalia’s traffic service is only capable of issuing 20 new licenses per day. There is political will to make Mogadishu’s streets safer for all users, but there is little financial ability to enact meaningful changes in the short term.

<sup>4</sup> Metro Transit. <https://www.metrotransit.org/default.aspx>

<sup>5</sup> Czech, Alexander. "Cycling in Monrovia – Transport and more." 2014.

[http://www.sutp.org/files/contents/documents/resources/C\\_Case-Studies/GIZ\\_SUTP\\_CS\\_Cycling-in-Monrovia\\_EN.pdf](http://www.sutp.org/files/contents/documents/resources/C_Case-Studies/GIZ_SUTP_CS_Cycling-in-Monrovia_EN.pdf)

<sup>6</sup> Mohamed, Hamza. "Somali traffic cops battle gridlock and chaos." Al Jazeera. 2014.

<http://www.aljazeera.com/indepth/features/2014/03/somali-traffic-cops-battle-gridlock-chaos-mogadishu-201431112853418719.html>

## **MOBILITY IN HMONG CULTURE**

Most Hmong people live in southern China and Southeast Asia, and are overall a culturally distinct ethnic group throughout that region. The Hmong American communities in the Twin Cities metropolitan area represent the largest Hmong population outside of Asia, and in large part exist because of refugee resettlement efforts following the Vietnam and Laotian Civil Wars. In Southeast Asia, Hmong populations are chiefly rural, and in fact the world's largest urban Hmong population is in St. Paul.<sup>7</sup> Laos and its capital and largest city Vientiane are generally distinct from but geographically proximal to Hmong culture; however, it is notable that Laos and neighboring countries have reported an extremely high rate of serious and fatal crashes caused by drunk or impaired driving and speeding.<sup>8</sup>

## **MOBILITY IN HISPANIC/LATINX CULTURE**

Hispanic and Latinx people are extremely diverse and come from an enormous variety of national, ethnic, and cultural backgrounds, and have lived in what is now the United States for centuries. Many American, Mexican, Central American, and South American cities have made efforts to enhance walkability, public transit access, and cycling infrastructure; however most urban areas in the Americas continue to rely primarily on private cars for transportation.<sup>9</sup> Mexico City, the largest city in North America, struggles with pollution, congestion, and general frustration with the status quo of mobility, patterns that are repeated in cities all over the Americas.<sup>10</sup>



Mexico City pedestrian advocate “Peatónito” keeps a crosswalk clear wearing his signature cape and mask

<sup>7</sup> “St. Paul: Annual Hmong New Year celebration begins today.” Pioneer Press. 2013.

<http://www.twincities.com/2013/11/26/st-paul-annual-hmong-new-year-celebration-begins-today/>

<sup>8</sup> Slesak, Günther, et al. “Road traffic injuries in northern Laos: trends and risk factors of an underreported public health problem.” *Tropical Medicine and International Health*: vol.. 20, no. 11. 2015.

<http://onlinelibrary.wiley.com/doi/10.1111/tmi.12562/pdf>

<sup>9</sup> De Llano, Pablo. “Peatónito contra el chófer diabólico.” *El País*. 2013.

[http://cultura.elpais.com/cultura/2013/08/04/actualidad/1375634126\\_703695.html](http://cultura.elpais.com/cultura/2013/08/04/actualidad/1375634126_703695.html)

<sup>10</sup> Camhagi, Elías. “Road to nowhere: Mexico City struggles with traffic woes.” *El País*. 2017.

[http://elpais.com/elpais/2017/01/11/inenglish/1484137031\\_126793.html](http://elpais.com/elpais/2017/01/11/inenglish/1484137031_126793.html)

## V. PRECEDENT: LA LIGA PEATONAL

La Liga Peatonal is a Mexican pedestrian activist organization formed in 2014.<sup>11</sup> The group promotes safe, healthy mobility in public space through tactical urbanism, social networking and events, and direct, policy-based political advocacy. In 2014, Liga Peatonal published an illustrated version of the Mexican Charter of Pedestrian Rights in both Spanish and English, which defines public space as “abierto a la ciudadanía, sin importar su credo, género, raza, etnia, condición física, sexualidad o apariencia [open to citizens regardless of their creed, gender, race, ethnicity, physical condition, sexuality or appearance].”



The guide features colorful illustrations by Mexican artist Edgar Seis of an active, cheerful, and highly diverse pedestrian public, which take visual priority over the easily-translatable text.

The full illustrated charter is available in Spanish and English at: <http://ligapeatonal.org/home/carta-de-los-derechos-del-peaton-ilustrada>.

<sup>11</sup> Liga Peatonal. <http://ligapeatonal.org/>

## **VI. PRECEDENT: AMIGOS DE LOS RIOS**

Amigos de los Rios is a nonprofit working to build and improve parks, trails, and green infrastructure in eastern Los Angeles County, California.<sup>12</sup> While the mission of Amigos de los Rios is not explicitly mobility-related, their focus is on active transportation and amenities like street trees and cycling infrastructure in an ethnically, linguistically, and economically diverse suburban American context. This kind of work demonstrates the capability of equitable mobility projects to extent community benefit far beyond safety improvements – the organization’s urban forestry project, for example, promotes tree plantings that not only enhance the pedestrian realm and calm traffic, but also provide shade canopies, reduce greenhouse gas uptake, help to regulate air and water quality, and create opportunities for education by engaging with local schools.

## **VII. PRECEDENT: TOWARDS ZERO**

New South Wales, Australia’s transportation authority Transport for NSW has created an educational safety campaign called Towards Zero, pursuing the goal of reducing deaths on New South Wales roads to zero by appealing to human empathy and individual interpersonal relationships. New South Wales is a large state (naturally much larger than a single municipality like Brooklyn Park), but it is also highly diverse – 32% of its population was born outside Australia and 23% speak a language other than English at home, according to Australia’s 2011 census.<sup>13</sup> Towards Zero defines their approach with three overarching principles:

“[1] People are human and sometimes make mistakes – a simple mistake shouldn’t cost anyone their life. [2] Roads, roadsides and vehicles need to be designed to minimise crashes or reduce forces if a crash happens. [3] Road safety is a shared responsibility – everyone needs to make safe decisions on and around the road to prioritise safety.”<sup>14</sup>

The first of these principles is what makes this campaign especially effective, and potentially especially useful in a place like Brooklyn Park,

---

<sup>12</sup> Amigos de los Rios. <http://www.amigosdelosrios.org/>

<sup>13</sup> Australian Bureau of Statistics. “2011 Census QuickStats.” 2011.

[http://www.censusdata.abs.gov.au/census\\_services/getproduct/census/2011/quickstat/UCL101001?opendocument&navpos=220](http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/quickstat/UCL101001?opendocument&navpos=220)

<sup>14</sup> Transport for NSW. “Towards Zero.” <http://www.towardszero.nsw.gov.au/>

where clear, easily-translatable messaging with a focus on strength in community is decidedly relevant.



In their minute-long campaign video “Other people make mistakes. Slow down,” two drivers on a rural or suburban road have a conversation in the last seconds before they crash:

FIRST DRIVER: I’m so sorry, I thought there was time.

SECOND DRIVER: You just pulled out. I didn’t have time to stop.

FIRST DRIVER: Come on, mate, it was a simple mistake.

SECOND DRIVER: I know if I was going a bit slower...

FIRST DRIVER: Please... I’ve got my boy in the back.

SECOND DRIVER: I’m going too fast... I’m sorry.”<sup>15</sup>

## **VIII. PROPOSED SAFETY CAMPAIGN**

An educational safe mobility campaign addressing Brooklyn Park’s unique cultural, ethnic, and socioeconomic landscape must first and foremost emphasize safe driving. While pedestrians and cyclists can be and often are at fault in mobility-related accidents, the actual cause of fatalities and serious injuries is nearly always the inherent danger of automobiles. Driver-oriented safety messaging is particularly

<sup>15</sup> Transport for NSW. “Other people make mistakes. Slow down.”  
<https://www.youtube.com/watch?v=Jzt6rAOnK8M>

appropriate for the Zane Ave corridor because of the relatively high percentage of nearby residents who do not themselves have access to vehicles (12.5% of households, compared to only 6.2% in all of suburban Hennepin County).<sup>16</sup>

With this in mind, the principles of Transport for NSW's Towards Zero campaign are an ideal fit. For this proposal, I have adopted the working slogan "Our Brooklyn Park, Our Responsibility" to reflect a similar meaning: "this is a place where people live, and a place we take pride in, and that makes it a place we expect you to respect by driving safely."

The visual language of La Liga Peatonal's illustrated charter is also a helpful guide. Bold colors and vibrant portrayals of public life make the message clear and pleasant to look at, and the text itself is relatively simple to translate into multiple languages. A final product following this proposal's trajectory would include images or illustrations of real Brooklyn Park community members (although this was beyond the scope of this assignment).

One of Brooklyn Park's strengths, especially along Zane Ave, is the presence of many small locally owned businesses. Commercial nodes like Village Creek show the strong sense of ownership Brooklyn Park residents have over their community. That same sense of ownership can be translated to safe mobility with the help of some of those locally owned businesses. This proposal consists of a first step toward shared mobility safety: a series of posters for local business owners to display in their windows asking thanking their customers for driving safely and asking them to "slow down in our community."

Drafts of a potential design for this poster are included on the following pages in English, Spanish, Hmong, and Somali.

---

<sup>16</sup> Minnesota Compass. "Twin Cities Region Custom Profiles." <http://www.mncompass.org/profiles/custom/twin-cities-region>

**ENGLISH:**

**OUR**  
**BROOKLYN PARK**  
**OUR**  
**RESPONSIBILITY**

**THIS BUSINESS WELCOMES SAFE DRIVERS**  
**SLOW DOWN IN OUR COMMUNITY**



**SPANISH:**

**NUESTRA**  
**BROOKLYN PARK**  
**NUESTRA**  
**RESPONSABILIDAD**

**ESTE NEGOCIO DA LA BIENVENIDA**  
**A LOS CONDUCTORES SEGUROS**  
**REDUZCA SU VELOCIDAD EN NUESTRA COMUNIDAD**



**HMONG:**

**PEB LUB**  
**BROOKLYN PARK**  
**PEB LUB**  
**LUAG HAUJ LWM**

**QHOV NO UA LAG UA LUAM ZOO SIAB TXAIS TOS**  
**KEV RUAJ NTSEG COV NEEG TSAV TSHEB**  
**MAJ MAM NYOB RAU HAUV PEB LUB ZEJ ZOS**



**SOMALI:**

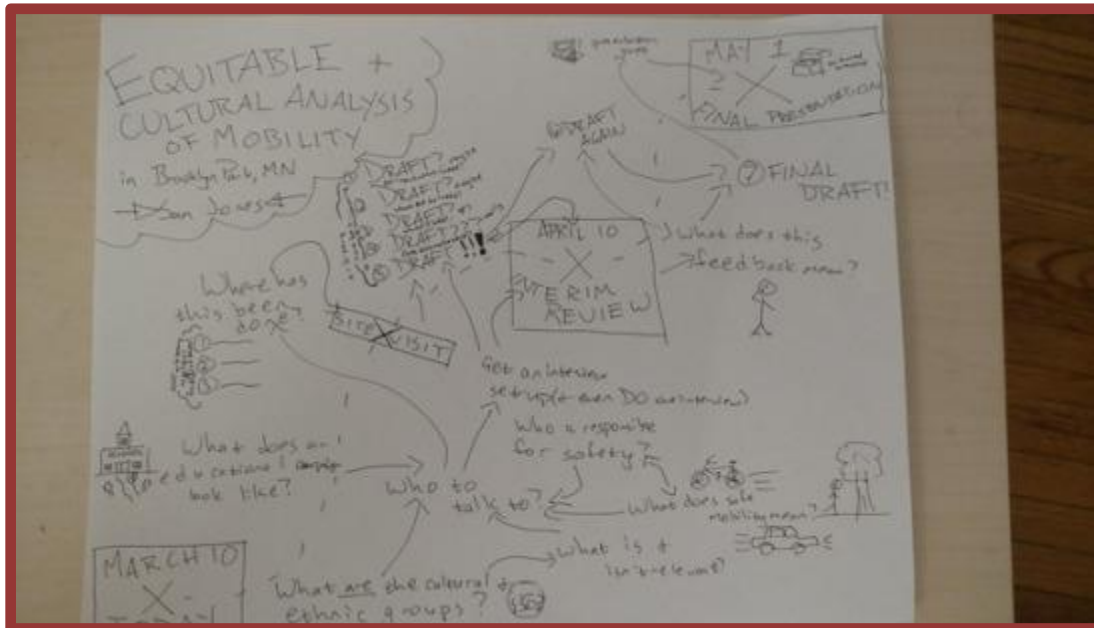
**TANI WAA**  
**BROOKLYN PARK**  
**TANI WAA**  
**MASUULIYAD**

**GANACSI TANI WAA JECAL YAHAY**  
**WADAYAASHA AMMAAN AH**  
**HOOS KA MIDA BULSHADEENNA**





## **IX. PROCESS GRAPHIC**



## **X. INTERVIEW TRANSCRIPT**

The following is the transcript of an interview with Kelsey Dawson Walton at Hennepin County Community Works. The interview occurred on Tuesday, April 11, 2017 at 2:00 p.m.

### **Can you tell me more about what you do here?**

Sure. So, my role, specifically, in Community Works is I lead the Penn Avenue Community Works Project, so it's North Minneapolis. Some of the things that we are looking at and some of the things that you have talked about already relate to infrastructure, and something that's added is mobility and connectivity. So, like, about – how do people get around? The traditional ways of cars and transit and things like connector buses, almost, to get within a corridor – to get around with the regular buses, but then, maybe someone needs to go from the senior center to the Cub Foods. You know, there's not an easy way to get there without taking four different buses or something.

And then part of that, of course, is also biking and ped. How do people utilize pedestrian and bicycle routes in different ways? And what we've found in North is it's kind of – and I'm sure it's probably similar in Brooklyn Park – the communities of color and immigrant communities –

it's becoming more normalized. But it's still, like, for example in North Minneapolis there's still a fear that biking is more of a gentrification technique. But I've heard on the other side people saying – okay, so one side is, “it's gentrifying the community,” but on the other side, it's “well, but it's also bringing health to the community and it's a good thing,” so, we're really balancing that out in my role. When you do have a road or a street and you're talking to people, how do you prioritize? What's a priority for people and what's not in a community that actually lives there?

And the other piece of the project that also goes into the livability is the beautification of the street. In North Minneapolis in particular, like around Queen and Oliver, that's where the tornado came through. So there's not a lot of resiliency in the community – you still go down Penn Avenue, you go down Queen, there's still areas where there's no greening.

**You can still see it on Google Maps.**

Yeah, exactly. Yeah, you can still see it on Google Maps, and what greening does to a community, what it adds – like, I just talked about traffic calming measures, but it's also about safety. And making it look nice. It used to be this tree canopy almost, and it's not that anymore, it probably never will be, but how do you kind of create that greening in that pedestrian-friendly environment? Those are things that matter.

And the other thing is economic development, which you talked about. Looking at housing components – what's preventing people from homeownership? Do people want homeownership? Because one of the things we've found is the affordable housing rental units aren't big enough for families. Mostly communities of color have bigger families. They don't just have one child, so a two bedroom isn't big enough.

**Right, and then where in the metro is that pushing them to? And what effect does that have on their quality of life?**

Exactly. And it's a numbers game. Some developers start out with three or four bedrooms, but the numbers don't work out. There's all these kind of barriers. So what I do is try to take the market realities that are

set and work with the communities realities and the aspirational kind of aspect of what people want, and try to merge the two – bring some understanding, say “what can we actually deliver?”

And I also do – I’m from Brooklyn Park, but I also do –

**Oh, perfect!**

Yeah! But I also have been working on the Bottineau Community Works Project in the last couple months, so leading a community engagement effort to look at advanced planning along the corridor. So I think some of the things that you’re referencing is in their station area plans. You talk about mobility, and lot is connecting the bus services. Right now we’re really looking at the station areas – you know, that half-mile. How are we engaging the communities? What do people need? At either the Bass Lake or the 63<sup>rd</sup> Station, I can’t remember, there’s a desire for, like, an ethnic market. So that’s an example of – okay, the market says no, but who does the market really reach? And that’s the engagement piece. You can get the technical analysis, but it’s only getting really raw technical surface information. And when the engagement can come in is really talking to people. So the market says it’s not sustaining. But then you have a whole community of people – immigrants – who are living here and are like, “absolutely, yes it would, and here’s why.”

So that’s how I think the influence can come in with city council decisions. Saying, “okay, we’ve done this engagement, and what we’ve done is we’ve taken the technical information and we’ve taken the community’s information and we’ve brought it together, and here is a solution. Here is what the market could look like if you had – you gotta do things a little bit differently, you gotta look through a different lens.

So those are the things that I really do. And overall at the county, it’s kind of that same concept, but at Hennepin County we do so much. You talk about SNAP – I have a colleague who used to work on that program in Human Service. We have all these different programs that we’re doing, and we focus on areas with a lot of communities of color, immigrants, poverty. And everybody’s working on different things, but there’s not a strategy. There’s not a shared understanding of our responsibility as a county. So that doesn’t get to the community, so

people in the community are like, “what are you guys doing? You have this project over here, you have this project over here, you’re talking about all this stuff.” So nobody really knows where the county’s ever coming from.

And at the local level of government I feel like the county’s really invisible. Unless you’re really impacted by it.

**Nobody identifies as being from Hennepin County.**

Right, and they’re not like, “I’m gonna call my county commissioner.” I used to work for one of the commissioners and I would always be surprised, like, I would never think to call my county commissioner. But people that would be people that really used the services, or are frustrated and they just need a system.

**So, thinking about mobility specifically. From your perspective, how would you describe what safe mobility would be like in a place like Brooklyn Park? Aspirationally, I guess.**

I think it would be probably really back to the basics – like, just access. Depending how you look at it, I think it’s mobility to access where you’re going, like to work or to school or to a restaurant. The ease of it and understanding it. And I also think of the connectivity part, of how Brooklyn Park connects to – there are so many different areas it connects to. Maple Grove is right there, and everything you could possibly need is in Maple Grove, or you have the cute little town of Osseo right over here. You’re really close to Anoka, Champlin area.

It’s a large community, but it’s also divided. I think there is a huge divide by 85<sup>th</sup>, by 610 – kind of the haves and the have-nots. And it’s divided into these two school districts, and there’s a lot of issues within that. Where you live determines where you go, and that’s access. If you look at test scores, they aren’t as good as if you have access to a school in, like, Maple Grove. And when I think of mobility, those are all the impacts mobility has on things, and on the choices people have. It limits your choices if you don’t have that fluidity of mobility.

But I also like to think of the strengths – one of the nice things about Zane is there are a lot of opportunities and there are a lot of businesses there. There are a lot of ways mobility can be enhanced. I think your approach is really interesting; I didn't even stop to think about that. With the immigrant population, we need to look back at different cultural ideas about mobility. That is a great way to look at something a little bit differently to come up with a different approach.

**Yeah, that's been really interesting. One of the things I found that I thought was fascinating was that in Liberia, there are efforts to do bicycling infrastructure, but they can't get anything off the ground because 47% of Liberian women don't know how to ride a bike. And Brooklyn Park has this huge Liberian population, and I bet that we haven't thought about it like that. But what an easy thing that we could do, just have a "Here's how you ride a bike" day on one Saturday afternoon, you know. And maybe that wouldn't change anything, but it would be fun.**

Well that's half the battle! It would be really fun! And that's the kind of thing – to think outside the box. Even doing a stakeholder analysis – like, who are the stakeholders in this area? And have some focused conversations. And that's kind of what I do a lot. Let's look for someone in the community who has enough credibility and knows enough people, and let's bring the stakeholders together (whether that's people from Metro Transit, people from the neighborhood, people from a walk coalition – whatever it is) and have conversations about mobility. Say "what are the strengths here?" It's connecting to a lot of different assets – parks or food areas, and then the people are a huge asset, with all the different cultures. I think it's so cool that Brooklyn Park's basically minority-majority. Just talk about it, have some really focused questions. "What would improve mobility" or "What risks do you foresee if we don't do anything about mobility or address some issues?" That's just to let the community really define what the issues are and how to form a solution.

And the other key that might be a lesson to learn for any engagement, is that you can do all the engagement you want, but if you don't have the buy-in from your political leadership, it's not going anywhere. That's a

challenge. If there's a political will to change something, it will, but the risk is managing those expectations.

**Here's a kind of tactical question: what do cities do and what does the county do to overcome language barriers in engagement?**

Well, there's translation services. I always say you hire people that are reflective of the community, and that's probably the best way. If I don't speak any other languages why send me to try to figure it out? And the county and the city, it's not like they don't have any money. There are people out there that can come in and be consultants with the county. And then they have kind of an in, they have that partnership with the county and get paid for it.

I was on an assignment with some of our health stuff and I had an opportunity to hire someone. The county would put out a flyer or something, and the cultural liaisons would be like "I can't put this out" because the staff wasn't super reflective of the community that we're serving. That is probably the number one way.

But other than that, there is an Office of Multicultural Services at the county and they do translation services. They do have the ability to translate all of our documents, it's just kind of a lag time. And I'm assuming the city has the same thing. Every city is different, but Brooklyn Park is huge and it has this big staff and they actually have their own engagement team.

**And I'm sure it's necessary for them to do that to get anything done.**

And it's necessary, totally. Now, when I work on Bottineau and out in Crystal, those other cities are smaller, they don't have that staff capacity, so I'm not really sure what those cities do, necessarily.

**Right. But hiring people who look like the community is really the solution for just about everything.**

Right, I think that's right. Hook, line, and sinker, I think that'd be a good thing.

**Okay, I have one more question for you. In Brooklyn Park and, I think, a lot of suburbs, if we're talking about safety for people moving around, what we're really talking about mostly is safety around cars. The reason that roads are dangerous is primarily that cars are dangerous. And in Brooklyn Park, especially on a big arterial corridor like Zane, you're gonna get a lot of drivers who aren't from Brooklyn Park and might not even be going to or coming from Brooklyn Park.**

Yeah.

**So one of the blocks I have is how can the city make a street like Zane Avenue safer and promote safe mobility to those people without a big infrastructural project? Actually in our class just yesterday we had some people from the city come in, and one of them actually brought up the building wrap in North Minneapolis on West Broadway with all the pictures of the people in the community. And that kind of got me thinking about this in a more tactical kind of way, like public art as a way to do that, but that even can be a pretty big expense.**

Oh yeah, the maintenance piece, that's the hardest thing. I think about things like banners. You know if you go to a downtown Osseo or downtown Maple Grove, Arbor Lakes, it's like a "towny" feel. Which I think Zane tried to get there. When it has that homey feel, it's like Main Street, almost. You pay attention a little bit more.

And I think if they do some of that with some signage – yeah, I get it, who's gonna pay for it? Usually it's businesses that have to pay for it. But the county, for example, does have funds to do some of that stuff. So I think having that Main Street feel, bringing that in would be good. And that may be more of a build, more of the architecture of it.

And I also think awareness, promoting what it is. Claiming that sense of identity. And to be honest, that's the exact same thing with Penn Avenue. It's a main arterial road and the majority of people are literally going through it, they're not stopping to go to the café. And that's not what a lot of the community members really want. They're like, "how do we create this destination?" How can Penn Avenue be a destination?" And some of

the things that came up was just wayfinding. More signs – where things are, what is here? What are the strengths here? Where are the parks? There are some commercial nodes, there's an arts and entertainment area at West Broadway and Penn, almost like Zane. You have these pockets, you know, 63<sup>rd</sup>, Brooklyn Boulevard, 85<sup>th</sup>, you have these major intersections that can be destinations. But I imagine in Brooklyn Park on Zane it's kind of old and new coming together. There's some industrial in there. And 694. So the wayfinding, placemaking, just public art, even things on the road.

And I'm trying to picture Zane, but some of the things that came up that couldn't fit on Penn were, like, a bike facility, bumpouts in the road – so that pedestrian environment, with the bumpouts in the road, it has a different feel and it's a shorter distance and people have to slow down.

**I know someone else in the class is working on that specifically for the Brooklyn Boulevard intersection.**

Yeah, yeah. And, let's see, there are medians. And I think medians are hard too, but even having a green median. But again, one of the things you could highlight and one of the things I keep working on is the reason in some communities are in poverty, that they aren't like a Maple Grove or an Edina or a St. Louis Park, is that if you don't have the businesses to support, the city won't maintain outside of what we usually do. So on Penn, we are having a hard time, because we may have the money to do some placemaking, but we don't have the money to maintain it. So it kills the idea. We work with Metro Transit a lot. And yeah, it would be great to have wayfinding and stuff, and everyone's like "sure!" but no one maintains it. And it's frustrating. So when you have a place like Penn, there are so many great things happening, but it's not going to be like an Eat Street because you don't have the businesses to support that development and the signage and all that. So it's kind of a bummer! So one of the things I've been trying to call out in engagement is saying, "well, what we could do is have a special pot of money for maintenance" for communities that maybe don't have the resources or the businesses to maintain it. Like, why not? We do for other things.

**Okay, well I'm gonna let you go! That's so helpful, thank you so much.**

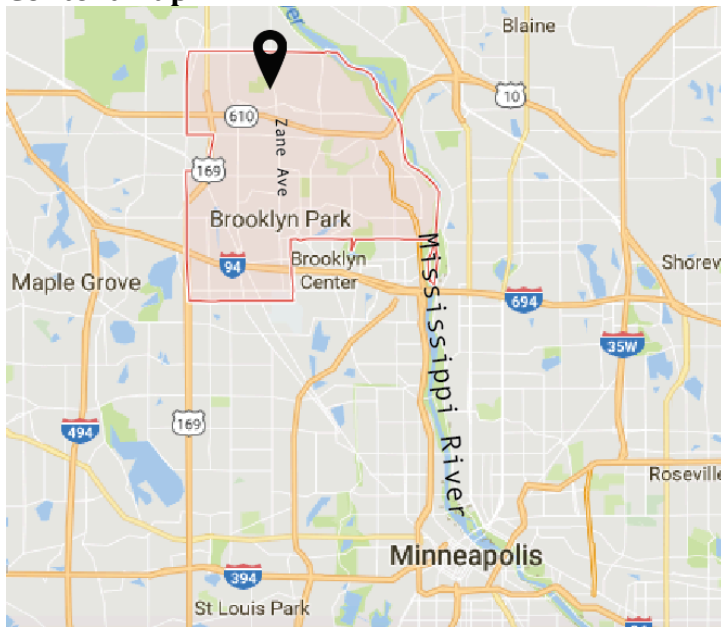


# CREATIVE PLACE MAKING POLICY

by Ellie Meyer



## Context Map:



## Interview:

**Jack Becker**

Q: Any examples in the suburbs that have policies in place that have been successful in policy and placemaking ?

One is the city of Hopkins public art policy with procedures. The City of Eagan also has public art policy regarding installation and city owned or managed spaces and sense of place is a guiding principle. These cities don't have what you might call placemaking policy but you can see why the importance of the sense of place is actually been integrated of their wording of policy of public art there is also some

other research we have done on policy development and information we are using like how to pass a local ordinance. Within all of these you will find some commonalities

Q: What have you seen that makes these policies or the execution either be successful or flop/fail?

There are a lot of reasons that plans and policies and ordinances are well intentioned when they get developed lose their impact or get ignored afterwards. If you don't have a champion of some sort somebody to keep things front and center its easy for everybody to forget about it and just go back to what they were doing. Plus accountability issues, someone may start something but if no one is held accountable because they didn't even know about it. So with the say the city of Saint Paul that developed a public art ordinance a while back it required city staff as project managers a lot of them just weren't up to it they weren't able to take it on too "im already too busy" so they had to get somebody else in to hold the hands of city staff and say lets try and use the new city ordinance as our guide to steps we are now going to take.

Now we are actually working on a project that we hope will be effective it is a public art learning tool that will help planners. It's not an ordinance for your city but its info like do we need an ordinance and if so what should we do to help start this process. We figure city planners are key people within the city especially when you get to smaller mid sized cities most of them don't even have a planner

But what do they know or care about public art and if the answer is zero then any artist or public art – who wants to try to get something going is going to run into this planner who just doesn't care. Our goal with this learning tool to not only to get planners to care but for them to be advocates for it certain strategies. They can see how it is valuable to their everyday work life. Removing some of those barriers – all kinds of people who say no because they are too busy and then lose momentum

Q: Where does most of the funding come from?

More than just art that is publicly funded. Most is privately funded – Saint Louis park required that developers involve public art in their planning and if they want to build a building they need to participate- not required. Get told early on. Most public art programs use a percent for art ordinance which is taking a 1 % of the capital budget for say, a new building and putting that towards public art for that building percent for art ordinance – these are for fixed public art though like sculpture, mosaic or something attached to the building that needs to be maintains doesn't cover temporary or festival or flash mob events. Other cities have found public private partnerships to be the way to go (Corporation or museums ). Might have foundation that helps them do funding for temporary projects or grants to artists. It is easier for most cities to do a percent for art and just say if you

are going to build a building put art in it . but if you aren't building they don't have public art to fund. General budget instead of capital money. I usually recommend a variety of funding combination public private.

Saint Paul even though they passed an ordinance they never got to the implementation they had to go to additional measures to see that the plan got implemented. A new task added to what they were already doing. Even though you write a policy and it gets passed doesn't mean its gonna change anything.  
{Fargo}

By doing some community engagement and education along with positive media on the policy and plan you are going to do you are more likely to get buy in and support

Q: Design standards?

If the city can adopt design standards to know that the standards are guiding the designers that will collaborate with the city and community. Considering what kind of aesthetics do we want in our city and how can we increase the standards to increase identity. How the built environment effects the community  
{kmart exmaple}

having a shared vocabulary--there is a lot of confusion that we agree we need vibrant places in our city and people will argue that oh we have coffee shops this discussion I have to explain public art. The first thing you can say about placemaking is that we admit we lack public spaces for social interaction a park can play that role. Do you have parks and libraries – yes we have them but not social interactions. Gains meaning and experience to users and they want to share that with others - it offers an opportunity for interaction and social media sharing and its self explanatory they don't need a person there to explain what to do. Not a one size fit all answer. Placemaking for Brooklyn Park should be authentic to its issues and challenges what does the policy need to address its issues and challenges. Relevance. These are ways it can do that and the city should value and invest in ways to address that A policy is only as good as it is to get to change something what is the change it to something it should be and why Brooklyn park needs that is what your policy should talk about

### **3 precedents:**

#### Bloomington South Loop:

National Endowment for the Arts grant in 2014 and has held public art demonstrations since with help from Artistry, a Bloomington nonprofit arts organization. Art projects are funded with liquor and lodging taxes.

To transform South Loop from a dispersed, suburban commercial area into a walkable urban neighborhood that attracts residents, office tenants, hotel guests and shoppers by virtue of its unique character and assets.



City of Eagan:

Policy for Public art and installation in city owned and managed spaces. Encourages the display of public art in the city of Eagan and provide a mechanism for the inclusion of public art and memorial structures throughout the cities public spaces. Their guiding principles – “Sense of Place”

I think this one is most important to build off of for Brooklyn Park because they want the art to enhance community connections, act as landmarks, meeting places, or be apart of the way finding system. They want the artwork to enhance connections to nature and parks, promote the integration of art with urban, landscaping and architecture. They want it to recognize ethnic diversity and encourage innovation and artistic excellence in public art.

City of Hopkins:

The City of Hopkins recognizes the value that the arts play in a vibrant community and supports public

art programs and activities that meet the following objectives: To provide meaningful aesthetic and cultural experiences for Hopkins residents, business owners and employees, and visitors, adding to the vibrancy of the community. To

attract new residents and new visitors, including but not limited to cultural tourists. To showcase and/or collect artwork that demonstrates the creativity and innovation practiced in the arts, stimulates discussion and exchange of ideas, honors the history and heritage of Hopkins, and/or reflects the character and diversity of Hopkins

#### Saint Louis Park:

Saint Louis park required that developers involve public art in their planning and if they want to build a building they are encouraged to participate- not required. Get told early on. Most public art programs use a percent for art ordinance which is taking a 1 % of the capital budget for say, a new building and putting that towards public art for that building percent for art ordinance – these are for fixed public art though like sculpture, mosaic or something attached to the building that needs to be maintains doesn't cover temporary or festival or flash mob events. Other cities have found public private partnerships to be the way to go (Corporation or museums).

#### Saint Paul

Mission: Public Art Saint Paul makes St. Paul a better city by placing artists in leading roles to shape public spaces, improve city systems, and deepen civic engagement.

The result is a public sphere that fosters imagination, explores civic values and the community's evolving history, and strengthens public places as vessels of public life.

#### **My Proposal for Brooklyn Park:**

Goals: Reflect larger community values, strengthen public places as vessels of public life, deepen engagement.

Guiding principles: Sense of Place - art that acts as a landmark, meeting place or contributes to the wayfinding system

Funding: Combination of public and private funding along with encouraging a 1% rule. (1% rule- Most public art programs use a percent for art ordinance which is taking a 1 % of the capital budget -- a new building and putting that towards public art for that building percent for art ordinance – these are for fixed public art though like sculpture, mosaic or something attached to the building that needs to be maintains doesn't cover temporary or festival or flash mob events.)

Artwork Proposals: Competitions, donations or directly selected by city council. Along with community building events that could make art for the city.





# Mobility in the Huburb

A Guide to Maximizing the Potential of Shared-Use Mobility in Brooklyn Park

---

Ella Rasp

Resilient Communities Project

DESI 3331: Street Life and Urban Design Seminar

## Framing question:

# How can shared-use mobility enhance the impact of the Blue Line Light Rail Extension in Brooklyn Park?

Specifically, which modes will be most successful in the relatively lower-density, suburban context as well as be affordable for the most residents?

## Goals

1. To provide case studies of shared mobility models from communities like Brooklyn Park that might inform future policy and implementation
2. To target strategic opportunities where gaps in mobility occur in Brooklyn Park
3. To give city staff the information they would need to initiate a shared-mobility scheme in conjunction with the opening of the Blue Line Extension Project in 2021



## Contents

### 1. Introduction

- 1.1. Purpose and Need
- 1.2. Local Context

### 2. A Brief Look at Shared Mobility Options

### 3. Case Studies

- 3.1. Suburban Bikeshare: Fort Collins, CO Bikeshare (format of each subsection)
  - 3.1.1. Local Context
  - 3.1.2. Financial Context
  - 3.1.3. Capital Investment, Operations and Maintenance
  - 3.1.4. Outcomes
- 3.2. Equity in Bike Outreach: Nice Ride Neighborhood Program
- 3.3. Interaction with Transit: Pinellas County Direct Connect
- 3.4. Carshare for Low-Income Population: Denver/Boulder eGO
- 3.5. Modular, Dockless Bikeshare: Buffalo's Reddy Bikeshare

### 4. Recommendations

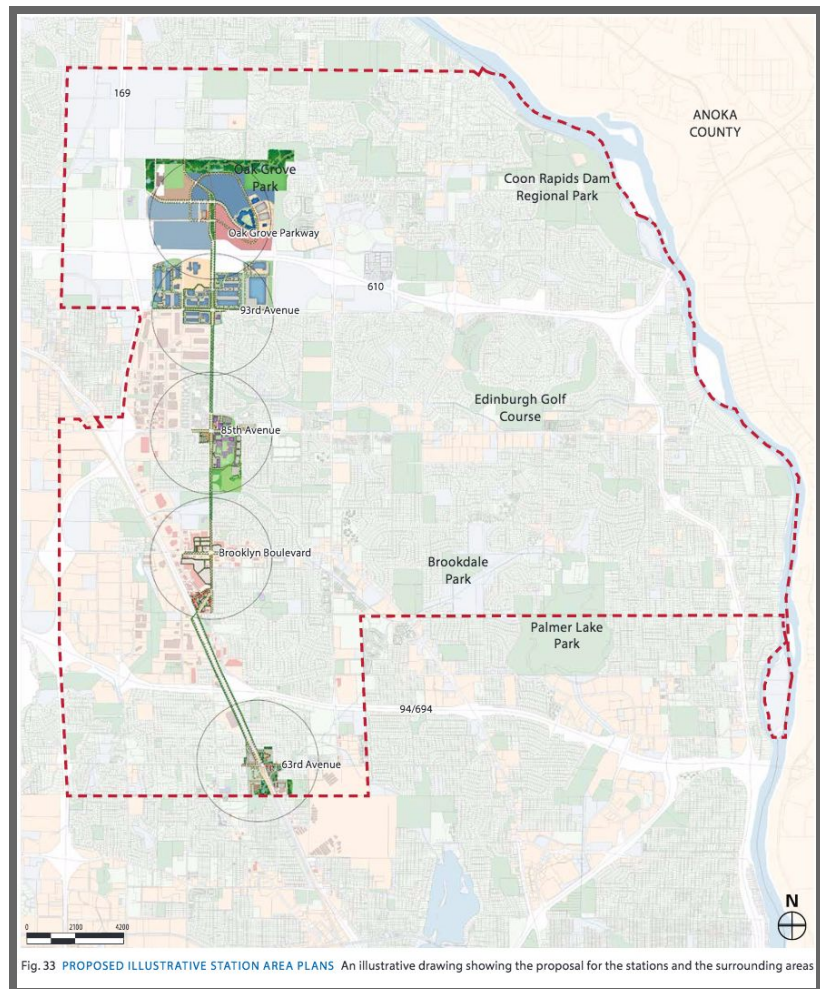
- 4.1. Scenario A - Bikeshare Lite
- 4.2. Scenario B - HuburbRide

### 5. Appendix

# (1.) Introduction

Since the route for the Bottineau Transitway was determined in 2013, the City of Brooklyn Park has been undergoing a planning process to design and construct an extension of the METRO Blue Line Light Rail Transit (BLRT) to serve the mobility needs of its community members. Throughout this process a central goal has been to make this critical infrastructure investment as widely utilized and widely accessible as possible. To this end, this guide analyzes the potential for emerging mobility providers to fill the need for first and last mile connectivity.

Especially in lower-density communities like Brooklyn Park, intentional planning must go hand-in-hand with the transit service to ensure this major investment serves as many community members as possible. Through the Station Area Planning process undertaken by Hennepin County from 2015-2016, community stakeholders expressed an interest in shared-use bike systems and other mobility opportunities to connect more residents to the LRT.<sup>1</sup>



<sup>1</sup> Fig 33 above is a graphic within the Brooklyn Park Station Area Plan for the Blue Line LRT Extension

## 1.1. Purpose and Need

Shared mobility is radically altering the transportation landscape in cities throughout the United States. Players like Uber, Lyft, Nice Ride and car2go have become household names within the Twin Cities metro, and have filled accessibility needs that were going unmet or undermet in the existing transportation options. The speed of this shift, however, has also been disruptive to many localities who were unprepared for the arrival of shared mobility, which has led to legal battles, public relations crisis and criticism aimed at who benefits from these technologies most.

Cities who proactively plan and engage with it will have greater control over ensuring an equitable spread of its benefits. With light rail already poised to totally change how residents move in Brooklyn Park, now is a good time to think about how shared mobility could expand the pool of those who will benefit from this once-in-a-generation investment. Utilizing shared mobility to connect rider to the light rail will also benefit the Blue Line, since attracting riders to the lower-density stations is a key priority to ensure ridership targets are hit. There exists some gaps in LRT accessibility to the residents of multi-family apartments and townhomes in the Zane Avenue corridor. Though this area is the most dense in Brooklyn Park, it is not currently well-served by frequent transit to connect it to the rest of the city and metro area. Most of the residents there are also not within the 10 minute walkshed of the LRT stations, which demonstrates a need that shared mobility providers could be key in filling.

Furthermore, supporting transit use and diminishing dependence on cars and park-and-rides will contribute toward cutting vehicle miles traveled, community carbon footprint, increase air quality and improve community health outcomes. The environmental impacts of the light rail project in these terms are documented in the Blue Line LRT Extension Final Environmental Impact Statement, and the benefits mentioned above would be increased with the additional riders who could access with implementation of shared mobility programs.

## 1.2. Local Context

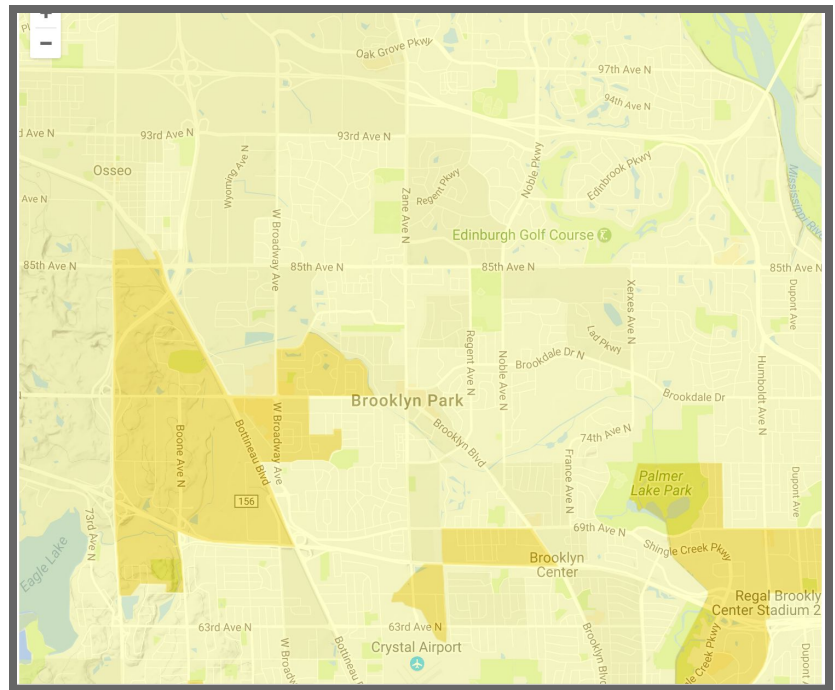
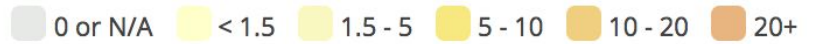
Brooklyn Park is a city currently undergoing seismic change. In addition to the five planned light rail stations coming to town and the associated development, Brooklyn Park is undergoing a population demographic shift that has made it one of the first majority-minority cities in Minnesota. The City is a promising economic zone, as can be seen in the many businesses like Target and Hy Vee recently choosing to locate there. There is also great economic disparities within the city, meaning that it is especially

important that the benefits of new development and transportation technology are pursued with equity in mind.

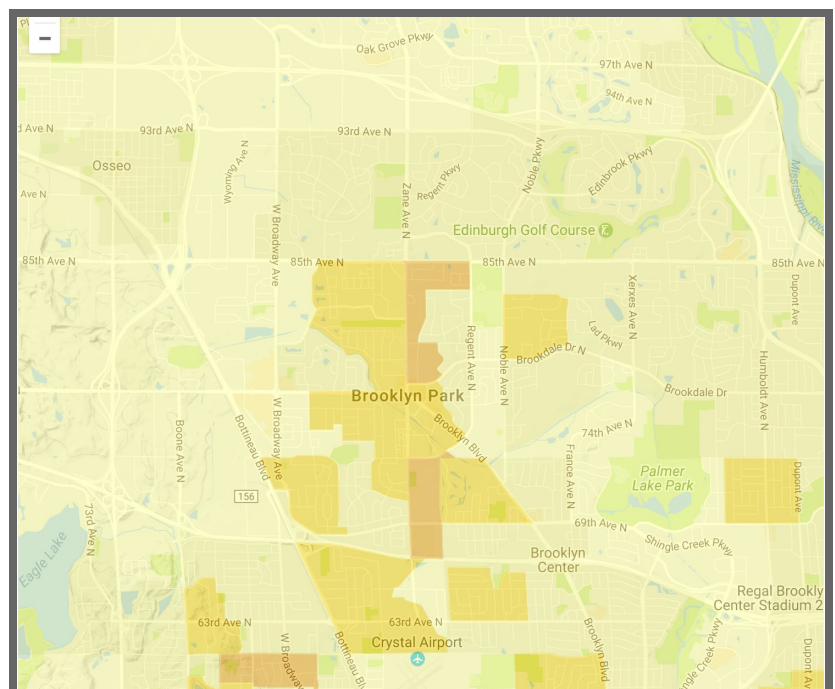
Brooklyn Park is a very different transportation than other jurisdictions in the region who are pursuing shared mobility. Its history as an agricultural area turned railroad town, along with its development in the era of the car, has meant that the city is low density in physical layout. The suburban character is most evident in the auto-oriented commercial areas and low-density single-family housing zones.

Density is a big factor when it comes to shared mobility planning. While sharing resources is generally more efficient than private ownership, programs then require critical masses of users to justify the costs associated with program overhead, such as fleet maintenance, technology support, and general management. In order to generate this user base in Brooklyn Park, this analysis compared where housing density and job centers are in comparison to the planned light rail stops to see where connections could be made. The following maps are generated by the Shared Use Mobility Center's Shared Mobility Opportunity Tool <sup>2</sup>.

**Job Density per Acre**



**Household Density per Acre**

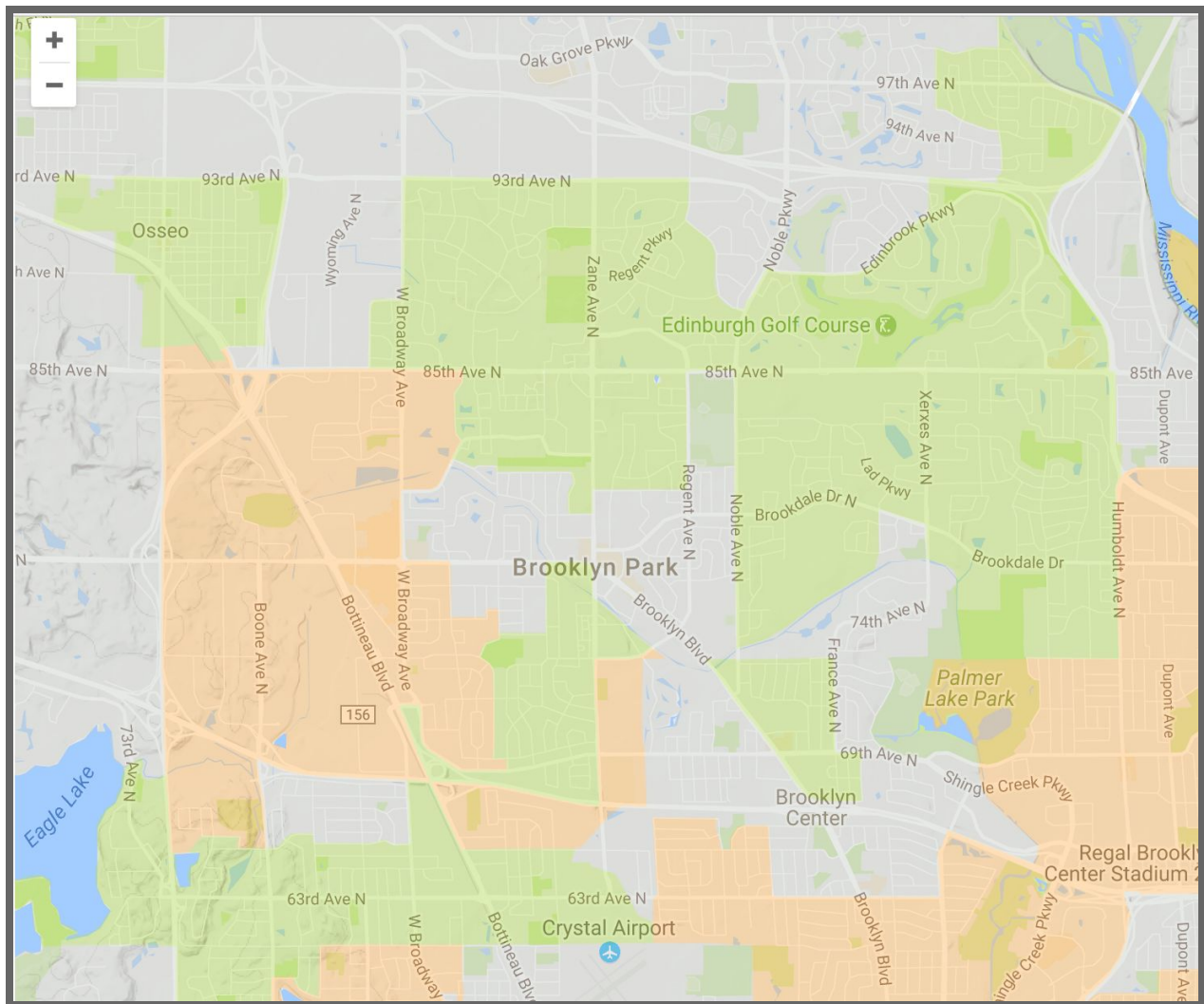


<sup>2</sup> <http://maps.sharedusemobilitycenter.org/sumc/>

The Shared Mobility Opportunity tool displays a medium opportunity level in the West Broadway corridor, meaning it could “support all shared modes, but strategic planning is often needed and supportive policies should be in place for shared mobility to fully succeed.” The green highlighted areas adjacent to Zane Avenue and 63rd Avenue indicate first/last mile opportunity, or that these neighborhoods “could support shared modes that provide first/last mile connections to [high-frequency] transit.” These indicators do not factor in the addition of the Blue Line Light Rail Extension and high-traffic destinations along line including North Hennepin Community College, Hennepin County Library, Target North Campus.

**Shared-Mobility Opportunity Level**

- 
 No Data
- 
 First/Last Mile
- 
 Medium
- 
 High



## (2.) A Brief Look at Shared Mobility Options

As a disruptive technology, shared mobility options are always progressing as start-ups enter the market, concepts get refined as cities implement them. The following infographic outlines what ideas are currently on the streets or in the pipeline, along with some indicators of success. The definitions presented are based on those provided by the Shared Use Mobility Center, a prominent research organization.

In researching recommended strategies for low-density areas with shared mobility potential, themes emerged affirming that shared mobility could only be successful in conjunction with robust transit access. Typical lower-density approaches such as ridesharing and shuttles can be implemented, but can usually only serve a targeted population such as a large corporate campus or job center. The Shared Use Mobility Center also advises that in suburban contexts, bikeshare and carshare may be feasible, so long as the stations are located at nodes of highest density, such as multi-family housing.


Definitions based on *Shared Use Mobility Reference Guide* by Julia Parzen, Shared Use Mobility Center, 2015

Within the shifting and ever-expanding range of players in the mobility sector, this snapshot captures the most prominent four modes. At the core of policy and planning for shared mobility must be common terms and understandings of the opportunities each distinct mode offers.

---

### FOUR COMMON MODES


---



**Carsharing**

A fleet of automobiles can be used for the round-trip or point-to-point trip usually by members of the service only. Users pay per hour or per mile and may be limited to a service area.


**The Gist:** Needs density to justify cost



**Bikesharing**

A fleet of bicycles are made available for use on an hourly or daily basis. Tech-enabled docks or locking mechanisms release bike to user to be returned within service area.

**The Gist:** Scalable first/last mile tool




**Transportation Network Company or Ridesourcing**

Widespread services like Uber and Lyft connect passengers with drivers, competing with taxis to serve one-way trips within urban centers.

Emerging capacity to split rides.

**The Gist:** Low density means waiting



**Microtransit**

Transit-like experience on a smaller scale based on dynamic, user-generated routes. Apps like Bridj, Via, and Chariot not yet in MN market. Potential for paratransit.

**The Gist:** Still experimental

---

### OTHER F/L MILE STRATEGIES

---

**Ridesharing**

**Indicators of Shared**

## (3.) Case Studies

Disruptive technologies within an industry can often lead to discomfort within public sector agencies since there is little precedent within the organization for how that work would be done. It is therefore important to lean on the experiences of other cities and agencies, taking into account contrasts in local demographic, physical and regulatory environments.

These case studies were selected in particular due to their taking place in lower-density cities and ethnically diverse communities, two qualities that will be key considerations for any potential program to be implemented in Brooklyn Park.

### 3.1. Suburban Bikeshare: Fort Collins Bike Share (2016)

Fort Collins, Colorado, a suburb of Denver, commissioned a comprehensive feasibility study of a bicycle share program that was implemented by Zagster, a bike sharing start up out of San Francisco. The City of Fort Collins had a popular eight-year-old bike library program prior to initiating the partnership with Zagster, but the unique offering of Zagster is that the city has greatly diminished capital acquisition cost and support in the business plan development phases.

Seventy-nine bikes were deployed in April of 2016 and expanded to 91 by October of the same year since usage was so strong. In May they plan to expand again beyond the 17 stations currently in the system. Local businesses partner with the City to increase bicycle access for people across the city.

The Zagster approach varies city-to-city, and is tailored to the local context. The Fort Collins bike share system is a kiosk-based system in contrast with some more dockless

All references used to find information on the Fort Collins Bike Share can be found in the Appendix, page A6.

#### 3.1.1. Local Context

Fort Collins does have a similar population density to Brooklyn Park - 3,362 per square mile - and similar age makeup of the population<sup>3</sup>. The city is not as ethnically diverse as Brooklyn Park, with 81% of its residents identifying as white. Furthermore, the median income is lower than Brooklyn Park's by a significant amount and a greater percentage of the population lives below the poverty line, despite the lower cost of living there. Both cities

---

<sup>3</sup> Fort Collins, CO Profile. April 30, 2017; <http://www.city-data.com/city/Fort-Collins-Colorado.html>

have some very wealthy and some very poor residents. However, Fort Collins has a greater proportion of its population graduated high school and received a college degree<sup>4</sup>.

### 3.1.2. Financial Context

The main method for financing this venture is sponsorships, including \$59,400 from the city of Fort Collins, and membership fees. Sponsoring agencies included bike advocacy groups, family medical practices, universities within the area, brewing companies, motor companies and a housing advocacy group. These contributors in return get a share of the membership and usage fees providing an incentive to stay on board with the project while the bikeshare builds a user base. In one year city received about \$13,800 in revenue from the program.

### 3.1.3. Capital Investment, Operations and Maintenance

Startup costs for a kiosk-based system are usually \$4,000-5,000 per bike (this includes associated infrastructure at stations), so the Fort Collins bikeshare likely had an initial investment of approximately \$355,500. Operations usually account for 60% of program costs, so it goes to follow that operations and maintenance cost about \$533,250. This part of the cost goes to customer service, rider support, maintenance, rebalancing of the fleet, marketing, and storage of bikes through winter.

According to Federal Highway Administration data, for Financial Year FY12 & FY13, Fort Collins Bikeshare cost \$850,500 and received \$27,500 in federal grants for education and promotion of the bikeshare.

### 3.1.4. Outcomes

“Bikes are transportation. Bikes can ease parking challenges. It's really just about providing more transportation solutions.” - Stacy Sebeczek, Bike Fort Collins Bikeshare Director

In the first four months of operation, the system had 3,000 riders and was still growing. Now, one year into operations, 5,500 rides have been made and a two station expansion is planned for this next season. The program is also looking to add bikes that are accessible for disabled riders. Since the program is still within its first year of operations, there are not yet metrics on how car ownership or transit ridership have been affected.

---

<sup>4</sup> Fort Collins, CO Demographic Data. April 29, 2017;  
<https://www.neighborhoodscout.com/co/fort-collins/demographics>



## 3.2. Equity in Bike Outreach: Nice Ride Neighborhood Program

Nice Ride, a local non-profit, administered a bike lending program aimed to increase cycling in North Minneapolis and Frogtown/East Saint Paul through putting 140 bicycles in the hands of new cyclists and providing support programs throughout the four-month program.

All references used to find information on the Nice Ride Neighborhood Program can be found in the Appendix, page A6, including a link to a brief but impactful outcomes report.

### 3.2.1. Local Context

The aim of the Nice Ride Neighborhood program was to explore a community-based approach to providing bike-share in lower density neighborhoods that couldn't support typical Nice Ride service. While North Minneapolis is more urban in character and physical layout than Brooklyn Park, it is still 14% less dense than Minneapolis as a whole<sup>5</sup>. North Minneapolis's residents are 88% non-white, which is a big part of their community identity and rich cultural character. Many families struggle to make ends meet, with 43% living below the poverty line and almost 70% of the population renting - both statistics that exceed Brooklyn Park's, even in the Zane Avenue corridor which is more economically depressed than much of the city. Public transport use is higher and car ownership is lower in both of these areas.

Like Brooklyn Park, people make broad assumptions about the North Minneapolis community. As it relates to transportation, people assume that biking is for white people, and since North's population is predominantly non-white, they don't care about biking. However, this program brought biking to North in a way that was relevant to their lives and transport needs, showing that whiteness is not a prerequisite for bike program success.

### 3.2.2. Financial Context

This program was made possible by funding provided by the Center for Prevention Studies at Blue Cross Blue Shield of Minnesota. Very little has been made public about the total cost of the program to administer each season. The orange bikes do get re-assigned to a new user each season, and it would stand to reason that some of the accessories (estimated value upwards of \$125) provided may also be on a loan basis. Bicycle maintenance is provided to participants free, seemingly through a partnership between the local bicycle shops and Nice Ride. Upon completion of the program, participants receive a \$200 voucher to those bike shops as well. The events held throughout the summer all

---

<sup>5</sup> Near-North Minneapolis Profile. April 30, 2017;  
<http://www.mncompass.org/profiles/neighborhoods/minneapolis/near-north>

included a catered meal and Nice Ride staff support. With 273 bikes given out in the 2015 season, loose cost estimates based on these assumptions range between the \$1,100-1,500 per person and \$300,300-409,500 per season.

### 3.2.3. Capital Investment, Operations and Maintenance

The main investment for this type of program is the selection and distribution of bicycles and bicycling accessories. The exact costs for the Nice Ride orange bikes is not publicly available. Depending on quality and quantity to be purchased, bike costs could be anywhere from \$500-1500. However, the implementation time can be relatively expedited since there is no physical infrastructure siting coordination or build-out.

Operations of the program were coordinated by Nice Ride staff, including the community partnership building/coordinating, participant selection and setup, sponsored events and group rides. Physical equipment maintenance was provided by two local bike shops at no cost to the bike user (unknown whether compensated by Nice Ride). The bikes would need service before being redistributed to new participants the next season, as well as storage space in the off-season. There were no dock systems or locks mechanisms to maintain, since the bike was matched with a single user for the whole season.

### 3.2.4. Outcomes

“A study conducted by the University of Minnesota’s Urban Research and Outreach-Engagement Center found that the Neighborhood program positively impacted participants’ opinions of cycling as a mode of transportation, heightened the visibility of bike commuting in target areas, and improved riders’ knowledge about bike safety. Some participants even reported an increase in physical and mental well-being.” - Emily Wade, People for Bikes Blog<sup>6</sup>

Many exciting outcomes flowed from this program experience. Since the key goal of the program was to bring new riders to the world of biking, so the increased confidence of users to navigate the rules of the road and the variety of ways participants used biking to meet their transportation needs demonstrates achievement. Riders reported experiencing positive health outcomes such as weight loss, lower blood pressure, decreased stress, increased stamina and overall higher physical activity levels.

One outcome that could be of particular benefit in the Zane Avenue Corridor of Brooklyn Park is the increased sense of community that riders felt after having the chance to interact with their community on bikes and learn from their neighbors in new social settings like the group rides. This kind of social capital could not only be positive from a quality of life

---

<sup>6</sup><http://www.peopleforbikes.org/blog/entry/nicer-rides-for-all-neighborhoods-equity-efforts-in-minnetonka-bike-share>

standpoint, but could help combat many of the City-identified stability issues within the Zane Avenue Corridor.

### 3.3. Interaction with Transit: Pinellas County Direct Connect

The Pinellas Suncoast Transit Authority (PSTA) of the Southern Florida St. Petersburg-Tampa metro area launched the Direct Connect program in February of 2016. This innovative public-private partnership covered half of the cost of an Uber or United Taxi ride up to \$3 that originates or terminates at a transit station. In October the PSTA Board approved an expansion of the program to include a total of five ride service providers, including wheelchair accessible vehicles and covering the first \$5 of the ride cost.

#### 3.3.1. Local Context

Pinellas County is remarkably comparable to Brooklyn Park in demographic character. The population density is 3,351 residents per square mile, just slightly above Brooklyn Park's 3,021. The cost of living is lower in Pinellas County, as is the median household income: \$47,618 to Brooklyn Park's \$62,164. Pinellas County has a large proportion of their population living below the poverty line, in fact 3.4% more than Brooklyn Park. The average age of residents is 46 years in Pinellas County, much greater than Brooklyn Park's 35 years of age.

#### 3.3.2. Financial Context

After a transit referendum failed in the area, PSTA was looking for innovative ways to provide quality service without the costs of further service build-out. This innovative public-private partnership is funded by. Riders who use the service pay on average about \$1 for the ride, in addition to their regular bus fare. PSTA will provide a \$5 discount per trip, up from the initial \$3 that was offered during the pilot program. The agency funded the program through tapping their savings from discontinuing a low-performance bus route it had been operating. The first phase of the program (6 months) cost about \$40,000. (subsidization, public private partnerships, viability)

#### 3.3.3. Capital Investment, Operations and Maintenance

No fleet of vehicles was procured and no build-out period was necessary for this program.

The program was approved to continue and expanded in winter 2016. Relationships with the mobility providers require coordination, especially on the procurements and regulatory side. However, once the terms of such agreements can be determined, extending their term should take minimal staff attention as long as the relationship is benefitting both partners.

### 3.3.4. Outcomes

“PSTA’s Direct Connect exemplifies the ideal public-private partnership: PSTA reduces its costs, our drivers have increased business opportunity, and the public benefits by saving time and money. I call that a Win-Win-Win.” - Nick Cambas, principal owner of United Taxi, private partner in PTSA Direct Connect

One of the interesting innovations in this program is that by using multiple service providers, PTSA was able to justify the non-compliance of Uber drivers with Federal drug and alcohol testing requirements. Since riders had a choice in which provider to use, the Federal Transit Administration agreed the requirements did not apply.

Multiple providers also allowed options for payment and hailing methods. The taxi service was available to hail without downloading the app and riders could pay in cash, expanding the pool of potential users.

Another takeaway from PSTA’s pilot experience was the importance of program champions. A Florida Senator was key to connecting the initial meetings between the agency and Uber, which was key for creating the partnership. Later on, the pilot was off to a slow start, which dramatically picked up once Uber deployed ambassadors out to the stations to talk to people and show them how to use the app. This face-to-face outreach tripled usage of the program in the following week of its deployment.

## 3.4. Carshare for Low-Income Population: Denver/Boulder Metro’s eGO

As one of the oldest ongoing car share programs in the nation, the Boulder-originated carshare program serves both Boulder and Denver’s urban core with a fleet of vehicles that can be reserved and used for as little as 15 minutes and up to a day. As a traditional carshare service, it operates on a round-trip basis and requires reservation prior to use.

The innovative part of the eGO system is its focus on increasing participation by lower-income community members. eGO offers the opportunity to generate extra income for people who take part in its Loanation Program, where users can add their personal vehicle to the fleet in a peer-to-peer carsharing model. The vehicle is then maintained and insured by eGO and the owner receives car-share credits to use since their vehicle is made available to all users. Additionally, car share companies in the City of Denver are regulated such that they are required to place two vehicles in low-income areas for every one reserved spot they have in downtown Denver and reserved parking spots cost three times as much in annual fees for downtown as they do in low-income areas. This is an example of how city policy can shape equitable distribution of benefits of shared mobility.

### 3.3.1. Local Context

The City of Denver's population density exceeds Brooklyn Park's with 4,245 people per square mile. Beyond that density factor, however, the two cities are very similar. The median income is somewhat lower than that of Brooklyn Park, at \$58,003 per year compared to Brooklyn Park's \$62,164, but the cost of living index for both cities is almost the same. Like Brooklyn Park, Denver has a significant non-white population, with 28% of its citizens identifying as black. The median age in Denver is 35, which is very comparable to Brooklyn Park's age demographic.<sup>7</sup>

### 3.3.2. Financial Context

eGO is a non-profit group that owns and operates all of the car-share system assets. Impressively, eGO began with very little outside investment, seeing as the fleet was entirely donated personal vehicles and it was run by volunteers. Only eight years later in 2009 did the program first receive Congestion Mitigation and Air Quality (CMAQ) grant funds to expand their service to Denver. eGO subsequently received CMAQ funds to add carshare sites close to bikeshare hubs for a more integrated multi-modal experience and then also to launch their multi-modal toolkit to support new users at affordable housing complexes in Denver. Partial matching funding for this equity initiative also came from two Denver philanthropic organizations. Other local businesses also provide sponsorships for the eGO operations to supplement income from user fees and memberships. (subsidization, public private partnerships, viability)

### 3.3.3. Capital Investment, Operations and Maintenance

As previously mentioned, the initial capital investment to launch the program was little to none. However, since those early days, the program has invested in key-fob door unlocking technology, software for billing and reservations, and staff resources to run the program in both metro areas. Furthermore, they retain insurance and all maintenance of their fleet, which extends between Boulder, Denver and two stations in Longmont. The City of Denver charges \$250-750 per reserved parking space used by a carshare program, which eGO pays on an annual basis.

### 3.3.4. Outcomes

"According to our own member survey and national research, every car in our fleet replaces 9-13 privately owned vehicles, and our members drive 52% less than when they owned their own car!" - eGO website

---

<sup>7</sup> Denver, CO Profile. April 30, 2017; <http://www.city-data.com/city/Denver-Colorado.html>

As a non-profit, eGO has been largely driven by a mission to minimize the environmental footprint of single-occupancy car travel. The vehicles they have on the road are not only shared, but also get on average 33.7 mpg, which is above the national average. There is an economic incentive to minimize trip length, which helps the program meet its objectives to minimize vehicle miles traveled.

Furthermore, eGO has sought to always site their carshare locations near other transportation hubs - whether walk, bike, bikeshare or light rail stops - in order to support a stronger multi-modal range of options. Through several programs like the Loanation Program, Affordable Housing Multi-Modal Toolkit, and Casa Esperanza Pilot Program, eGO has made progress in including economically disadvantaged populations in the carsharing experience. Despite these outreach programs aimed at engaging low-income people, the system utilization for users in that income bracket is fairly low.

### 3.5 Modular, Dockless Bikeshare: Buffalo's Reddy Bikeshare

The Buffalo Reddy Bikeshare is an innovative system run by Social Bicycles (SoBi) which demonstrates that it doesn't take massive infrastructural investment to achieve a successful bikeshare program. Each bike has mounted on it all the technology it needs to be securely locked at any location, though there are different charges for parking the bike on non-Reddy bike stations. This both gives riders the flexibility to allow riders to reach any destination, while also incentivizing central locations for fleet distribution.

Buffalo BikeShare currently has a presence in Downtown Buffalo, at Buffalo Niagara Medical Campus and at the University of Buffalo's North and South campuses. The program took an extended period to fully deploy due to the trial-and-error experimentation in the first year of the program, since it was the first large scale deployment of SoBi bikeshare. By the mid-summer of their second season, 75 bikes were deployed.

#### 3.3.1. Local Context

Buffalo, NY is obviously of a higher density urban scale than Brooklyn Park. However, the many of the lower density cities with similar programs did not have the same demographic similarities that Buffalo and Brooklyn Park share. Buffalo is majority-minority with 56% of the population identifying as non-white. Incomes in the city are drastically lower in Buffalo where the median household earns \$32,509 per year. The cost of living is higher in Brooklyn Park than in Buffalo, but three times the proportion of the population lives in poverty in Buffalo. Brooklyn Park skews slightly older, with its median age of the population being 35 to Buffalo's 33 years old<sup>8</sup>. Buffalo is also a winter city like Brooklyn Park.

---

<sup>8</sup> Buffalo, NY Profile. May 1, 2017; <http://www.city-data.com/city/Buffalo-New-York.html>

### 3.3.2. Financial Context

Buffalo BikeShare is a service of Shared Mobility Inc. and is run through the sponsorship of the New York State Energy Research and Development Authority (NYSERDA) and the New York State Department of Transportation (NYDOT). One of the objectives of the Buffalo BikeShare was for the program to be financially self-sufficient, and that was achieved by slowly scaling up the program as demand increased rather than flooding the market with the full scale program from the outset.

### 3.3.3. Capital Investment, Operations and Maintenance

Information on the costs of operating the SoBi system were not made as accessible as those for the Zagster systems. A Planetizen article (see link in Appendix A6) on SoBi bikeshare (not Reddy Bikeshare specifically) noted that this less infrastructure-intensive approach comes at less than half of the cost of kiosk-based systems. The author estimated a 100 bike system would cost less than \$150,000 to initiate. Buffalo Bikeshare operates and maintains the bike, which may be more cost-intensive due to the greater amount of technology mounted on the bike.

### 3.3.4. Outcomes

“In 2013, Buffalo BikeShare calculated approximately 2,883 pounds of carbon saved. In 2014, even though the number of people joining the system decreased, more mileage accumulated.” - Buffalo Bikeshare Demonstration Project (see link in Appendix A6)

Riders in the Reddy Bikeshare system are estimated to have collectively saved \$4,872 in the first two years of the program’s launch by driving a car less, before factoring in the costs of the bikeshare. Additionally, the program estimates 324,000 calories were burned by Reddy riders, which supports the well-documented health benefits of including cycling in transportation methods. In 2016 the program was pursuing sponsorships to expand do a full system of 200-300 bikes. (number of people riding bikes, housing and transportation costs, car-ownership, transit ridership)

## (4.) Recommendations

In consideration of the local context and differentiated benefits of the range of shared mobility modes, the following strategies have risen to the top as the most feasible and beneficial. Two scenarios are presented, the first being a bikeshare program which is phased in such a way to integrate with the light rail project and provide maximum benefit for less capital up front. The second scenario takes a more active approach by proposing partnerships between private mobility providers and the City in order to fill gaps in first/last mile connectivity. The details of these programs are at a concept level, and community engagement would be necessary to ensure that the solutions implemented are appropriate for local needs and interest. Additionally, additional work would be done to develop policies to complement programs and ensure equity.

See Appendix A5 for research on funding sources.

### 4.1. Scenario A - Bikeshare Lite

#### Phase I - Pilot Program

The Pilot program would be modeled after the Nice Ride Neighborhood program and aim to coalesce community interest in biking as a mode of transportation that would fit their specific needs. The Brooklyn Park pilot would utilize refurbished bikes, such as those recovered from by the Brooklyn Park Police Department or by the Metro Transit Lost and Found (hundreds are collected every year, many in good condition)<sup>9</sup>. These bikes could then be permanently given to community members for use season after season, since acquiring new ones would not be a large capital investment. One of the key features of this program would be bicycle mechanical support, since Brooklyn Park lacks a local bike shop (the nearest is in Maple Grove or Champlin).

#### Phase II - Bikeshare Lite


The bikeshare program would be of the dockless, tech-light variety, ideally marrying the unlock functionality of the Zagster approach with the dockless options of SoBi bikes. Fostering accessibility with text-to-unlock system and with nodes in high density housing areas, the program would take equity as a key indicator of success. It would also integrate

---

<sup>9</sup> This potential partnership was the idea of Todd Larson, a City Planner at Brooklyn Park during an interim review of this guide.



into LRT stations by using planned bicycle racks that have expandable capacity.



The infographic is a rectangular box with a light blue background and a dark blue border. It contains four numbered steps, each with an icon and a brief description. Step 1: '1. CHOOSE YOUR BIKE' with a smartphone icon and text 'Enter the bike's number into the Zagster app to get your code.' Step 2: '2. UNLOCK' with a U-lock and key icon and text 'Enter your code into the lockbox to access the U-Lock key.' Step 3: '3. RIDE' with a bicycle icon and text 'Assemble and place the U-Lock into its holster or basket. Enjoy your ride!' Step 4: '4. RETURN & LOCK' with a lockbox icon and text 'Lock your bike to a Albuquerque Zagster station, end your ride in the app and close the lockbox firmly.' Below the steps is a note: 'No smart phone? Text SMS to (202) 999-3924 to learn how to ride by text message.' The number '10' is in the bottom right corner of the box.

**1. CHOOSE YOUR BIKE**  
Enter the bike's number into the Zagster app to get your code.

**2. UNLOCK**  
Enter your code into the lockbox to access the U-Lock key.

**3. RIDE**  
Assemble and place the U-Lock into its holster or basket. Enjoy your ride!

**4. RETURN & LOCK**  
Lock your bike to a Albuquerque Zagster station, end your ride in the app and close the lockbox firmly.

**No smart phone?**  
Text SMS to (202) 999-3924 to learn how to ride by text message.

Zagster offers a free feasibility analysis, which includes a Bike Share Overview, Demand Analysis, Comparative Analysis, Scope and Phase Plan. Cities can initiate it through their website - <https://www.zagster.com/feasibility>.

### Phase III - Expansion

As Bikeshare Lite phase builds bike ridership, potential expansion could be planned for commercial areas, areas west of the alignment. Data collected on the program could be used to attract companies like NiceRide to expand to Brooklyn Park, providing the service as a part of an integrated network throughout the metro.

### Discussion:

The benefits of this plan is that infrastructure for bikers is being heavily invested in already for the BLRT Extension Project/West Broadway Redesign. It responds well to the need to use social capital as a method of activating public investment. However, it does not provide any enhancement to access for aging residents and those with physical impairments that prevent them from riding bicycles.

There is also reason to consider how concerted investment in connecting multi-family housing surrounding Zane Avenue could affect affordability for residents. Qualitatively, I would conjecture that development pressure will be concentrated within the half-mile surrounding light rail stations. Yet there is some research suggesting that bikeshare programs attract an inflow of fit, young, often white people. This would be intended to be counteracted by using a low-tech program access, which communicates function over

<sup>10</sup> Graphic from Zagster webpage: <http://bike.zagster.com/abq/>

fashion. Furthermore, the assumption that all bikers are young, white males does not reflect that bike ridership is growing in all demographics, with greatest increases in the non-white population.

Similar programs have been funded through partnerships with Blue Cross Blue Shield of Minnesota for short-term initiatives. The second phase of this recommendation should be funded from a more permanent funding stream within the city budget.

Siting of the bikeshare hubs would be best around the 63rd Avenue, 85th Avenue and 93rd Avenue Light Rail stations and at various high-density housing nodes along the Zane Avenue Corridor. These station areas displayed the highest rating for Shared Mobility Potential when mapped with SUMC's Shared Mobility Opportunity Tool - 1.2-1.4 out of a possible score of 3. Furthermore, the residential density of multi-family housing would be necessary to support the ridership of a bikeshare program. The dockless nature of the system would also allow organic system adjustment to where the bikes are most used.

## 4.2. Scenario B - HuburbRide

### Phase I - Agreements and Funding Phase

Approximately one year dedicated to building partnerships with private mobility providers (Uber, Lyft, taxi service etc.) and seeking funding sources. By pursuing agreements with multiple partners, the program could reach some providers that provide rides arranged via phone and accepting cash, in order to expand accessibility for people without smartphones and the unbanked population. See Appendix A5 for list of potential funding sources.

### Phase II - Pilot Program

Launch pilot program to demonstrate tech readiness during 6 month to one year period. Improve integration of payment systems so that during the full launch, there are few barriers for people moving from one mode to the other. The program would utilize pick-up-drop-off facilities at LRT stations as available. This pilot would ideally coincide with opening day of the Blue Line LRT Extension.

### Phase III - Full Launch and Expansion

This third phase would include opening the platform to all users from all of the Brooklyn Park LRT stations. It would also launch a marketing effort to distribute information about its availability to people in first/last mile problem areas. Funding would likely need to be reapplied for by this time.

## Discussion:

This program will apply the flexibility of emerging ridesourcing platforms to help more people quickly access the LRT stations. If this program were to be implemented in 2017, it would be difficult, considering the limited density of Uber, Lyft and taxi drivers in Brooklyn Park, but in the four years between now and light rail opening, these services will have greatly expanded suburban service and demand.

The benefits of a ridesourcing program over a carsharing program lie in the capital investment. Even a peer-to-peer carsharing service relies on the operator to maintain and insure vehicles, which would require constant attention and draw capacity from the city. By contrast, a ridesourcing platform empowers community members to be their neighbor's provider, allowing for extra income while also situating the operational risks to the private sector.

Supportive policies would enhance the potential for equitable benefits in the ridesourcing system. Integrated payment method technology would be the biggest barrier to implementing this kind of system in Brooklyn Park. Users would be able to access the system without a smartphone app and ideally also through telephone line or advanced booking, which would minimize some barriers to access for lower-income groups. It would be important to set pricing at a rate that both allows the system to be financially feasible, while still being able to act as a suitable mobility method for residents of varied economic backgrounds. This could be achieved through a differentiated cost structure that allowed lower fees for registered users with low-income, or merely setting a low price and pursuing sufficient outside funding.

# Appendix

- A1 Interview Notes - Jordan Kocak**
  
- A3 Process Overview Graphic and Link to Draft Guide**
  
- A4 Emerging Mobility Providers Infographic**
  
- A5 Funding Resources List**
  
- A6 Links to Resource References and Creative Credits**

# Interview with Jordan Kocak - Hennepin County Active Living

Wednesday, 4.5.2017

---

## Peace Coffee, South 6th Street, Minneapolis, MN

Ella Rasp, Researcher

Jordan Kocak, Hennepin County - Bicycle and Pedestrian Planner

## Notes

- **Bio:** Kicking off the conversation with an explanation of the Resilient Communities Project, my intentions with the project, and how this interview fits into my research
- **Hennepin County Activity:** Jordan gave a quick overview to catch me up on the work that had been done by Hennepin County, both in Shared Mobility planning broadly and as it relates to the Blue Line Extension Project.
  - Jordan has been the main bike/ped representative for the County since Nov/Dec 2016 when he took over for his predecessor, who had shepherded it through 30% design. Some work was done during Station Area Planning with the County, which I will follow up with Joan Vahalla about.
  - Jordan has done some checking into the interest of NiceRide, but they are hesitant to expand and are inclined to invest in their current network. They've had experiences in the past where they were pushed to provide service in new places that didn't work out well.
- **Brooklyn Park:** Certain approaches will clearly be unsuitable for Brooklyn Park as a lower-density suburb and acknowledging the lower-income levels of many whose mobility needs we would look to fill. Jordan asked about broadly what kinds of modes I'm looking at investigating within shared mobility.
  - We quickly established that there is just not the density to support car-sharing in the vein of car2go, zipcar, or hourcar. I brought up previous ventures that were partnerships between transit providers and ride-sharing

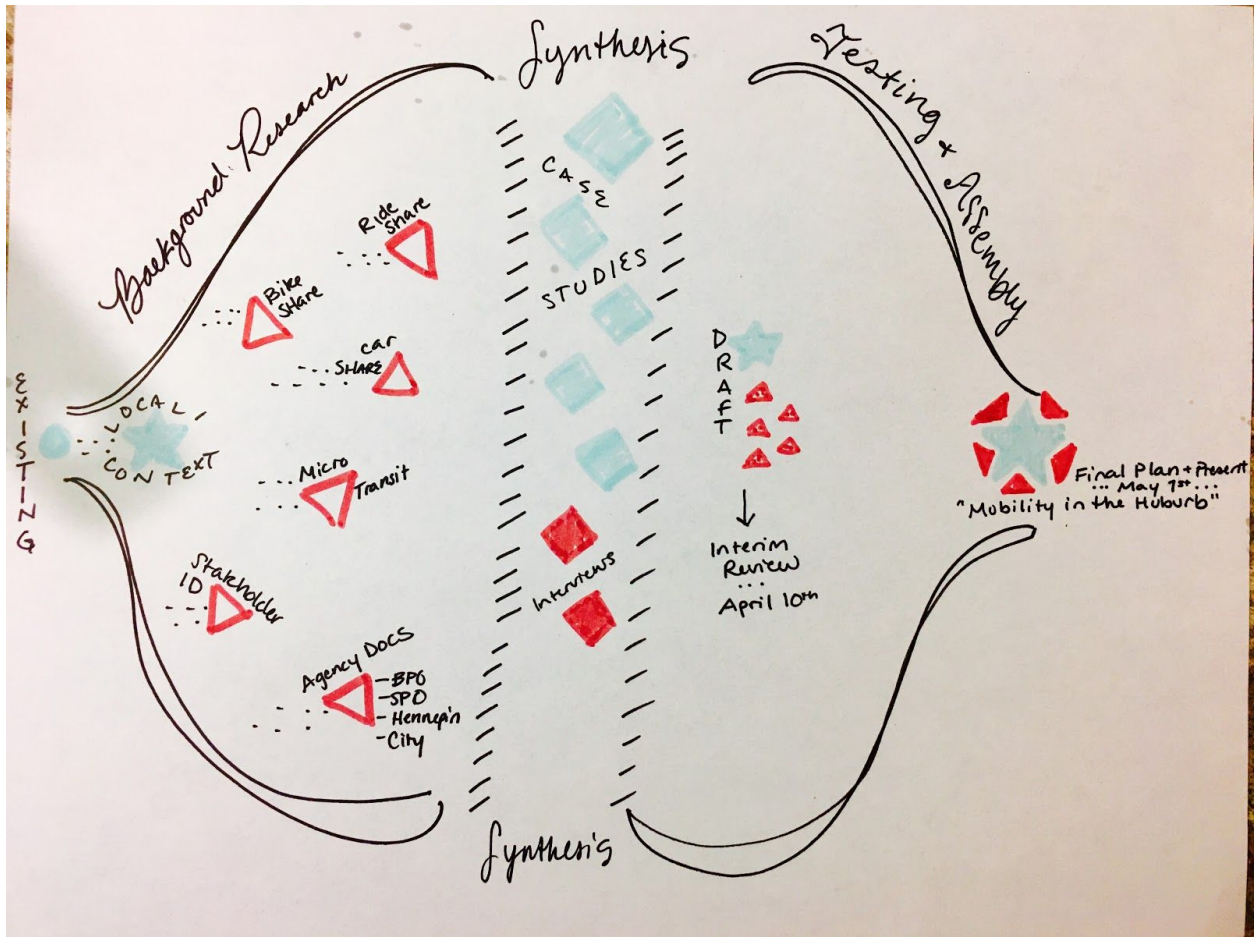
platforms, but the density of drivers would likely mean wait times for a service like that would be lengthier than makes sense to pursue.

- Bikesharing, however became clearly more interesting. The City and the County are already planning to invest heavily in bicycle infrastructure in the corridor/West Broadway area, including new east-west connections. Jordan brought up Orange Bikes Program from Nice Ride. I think this is a great jumping off point, because we discussed the lack of significant mass of bike commuters and cyclists in Brooklyn Park now, especially in the Zane Avenue corridor.
- **Costs and Funding:** Lots of private activity - ratio is high of private to public
  - Blue Cross Blue Shield has a grant program that Hennepin County works with
  - Metropolitan Council Transit Oriented Development (TOD) funding for public realm enhancements
  - Metropolitan Council Congestion Mitigation and Air Quality (CMAQ) Grants
- **Policy Barriers and Incentives:** More incentives than barriers. It is more of a state and city policy area, and less of a county policy influence.

## Action Items

1. Follow up with Joan about how Shared Mobility was talked about in the community during Station Area Planning
2. Further develop bikesharing concept. Jordan said he would be happy to look over the recommendations I come up with before my final

# Process Overview Graphic and Link to Draft Guide



Draft Guide:

<https://drive.google.com/open?id=0B9qrf1yyReR6bFQ0bDk5YnA0WVvk>

# Infographic

**MOBILITY IN THE HUBURB**

---

## EMERGING SHARED MODES

*Establishing definitions of mobility providers*


Definitions based on *Shared Use Mobility Reference Guide* by Julia Parzen, Shared Use Mobility Center, 2015

Within the shifting and ever-expanding range of players in the mobility sector, this snapshot captures the most prominent four modes. At the core of policy and planning for shared mobility must be common terms and understandings of the opportunities each distinct mode offers.

---

### FOUR COMMON MODES


---



**Carsharing**

A fleet of automobiles can be used for the round-trip or point-to-point trip usually by members of the service only. Users pay per hour or per mile and may be limited to a service area


**The Gist:** *Needs density to justify cost*



**Bikesharing**

A fleet of bicycles are made available for use on an hourly or daily basis. Tech-enabled docks or locking mechanisms release bike to user to be returned within service area.

**The Gist:** *Scalable first/last mile tool*




**Transportation Network Company or Ridesourcing**

Widespread services like Uber and Lyft connect passengers with drivers, competing with taxis to serve one-way trips within urban centers.

Emerging capacity to split rides.

**The Gist:** *Low density means waiting*



**Microtransit**

Transit-like experience on a smaller scale based on dynamic, user-generated routes. Apps like Bridj, Via, and Chariot not yet in MN market. Potential for paratransit.

**The Gist:** *Still experimental*

---

### OTHER F/L MILE STRATEGIES

---


**Ridesharing**

Carpooling and vanpooling have been utilized to add passengers to existing trips for decades. New apps could increase popularity and convenience.

**Shuttles**

Operations are run by regions, cities, corporations and businesses at limited stops, typically employment or transport hubs.

**Indicators of Shared Mobility Readiness**



Icons from the Noun Project via bike sharing by Yu luck, carpool by Eric Milet, Bus by Mariagloria Posani



# Funding Sources List

In addition to local community group partners and agencies, the following is a list of funding mechanisms for shared mobility programs compiled by the UTA First/Last Mile Strategies Study (for link see A6 Links to Resources page).

## *Other Potential Funding Sources*

Other funding sources that could be available for first/last mile investments include:

- **Federal sources.** The Surface Transportation Program (STP), Congestion Mitigation and Air Quality Improvement Program (CMAQ), and National Highway System (NHS) are flexible funding sources available for several transit, parking, bicycle, and pedestrian projects that address first/last mile gaps.<sup>4</sup>
- **Safe Routes to School (SR2S) Grant Funding Program.** This national grant program funds projects that increase the number and safety of children reaching school by walking and biking. It funds capital projects such as sidewalk improvements, traffic calming and pedestrian/bicycle crossing improvements, on-street bicycle facilities, off-street bicycle/pedestrian facilities, and traffic diversion improvements.
- **Private advertising in public right of way and bike share sponsorships.** Both UTA and GREENbike allow private advertisers and sponsors to display ads for a fee. Advertising revenues collected by UTA have historically made up a very small percentage of all revenues (approximately \$1.5 to \$2.5 million annually),<sup>5</sup> but are flexible dollars. Bike share station sponsorships each cover approximately one year of bike share operations per station.
- **Parking fees.** Parking fees are a parking management tool used to encourage carpooling, transit use, and other non-drive alone transportation.
- **Transportation sales taxes** (*pending local community actions on tax increases*).<sup>6</sup> Salt Lake City currently levies a 0.25% sales tax for transportation. Revenues collected through the sales tax are primarily intended for transit investments. As of the 2015 Legislative session, local municipalities will soon have the opportunity to vote on local sales tax options to fund transportation improvements.
- **Business Improvement District (BID) or a Property-Based Improvement District.** BIDs provide a means for businesses to assess themselves to improve the surrounding area (e.g. the Downtown Salt Lake City Alliance). A property-based improvement district (PBID) collects money from property owners rather than business owners. Once established, the District could advance public/private funding for any of the strategies provided they benefit residents or visitors within the District boundaries.
- **Transportation maintenance fees (TMF).** A TMF, also known as a transportation utility fee, street maintenance fee, or street utility fee, is a monthly fee that is collected from residential and commercial properties within the city limits based on use of the transportation infrastructure. TMFs provide a stable source of revenue that can be used to maintain city streets, sidewalks, pedestrian crossings, bike lanes, multi-use paths, and medians. Several cities in Oregon and Colorado use this fee.<sup>7</sup>
- **Local and regional transportation agencies such as UDOT and UTA** may also choose to use their transportation funds to implement first/last mile solutions.

# Links to Resource References

Downloaded reports can also be found in their downloaded form in the electronic transmission for this guide.

## Shared Mobility Information

[Policy Database](#)

[Shared Mobility Mapping Tool](#)

[SUMC Research](#)

[UTA First/Last Mile Strategies Study](#)

[Transit Center's Private Mobility, Public Interest](#)

[ITDP Can Shared Mobility Help Low-Income People Access Opportunity](#)

APTA [Shared Mobility Reference Guide](#)

## Fort Collins-Zagster Bike Share

[Fort Collins City Government Bike Share Webpage](#)

[Fort Collins One Year Later](#)

[Zagster Fort Collins Page](#)

## Pinellas County (PSTA)

[PSTA Direct Connect webpage](#)

[PSTA Press release](#)

[SUMC Article - Lessons Learned](#)

[Local news coverage](#)

## Nice Ride Neighborhood Bike Program

[Bicycling is for Everyone - Lessons Learned From Nice Ride Neighborhood](#)

[Program Launch Nice Ride News](#)

[Nice Ride News](#)

## Denver/Boulder eGO Carshare

[eGO website](#)



[ITDP Case Studies](#)

Buffalo BikeShare

[SUMC Policy File and Link to Report](#)

[Planetizen Article on SoBi Bikeshare system](#)

[Reddy Bikeshare webpage](#)

Creative Credits

Icons:

car sharing by Yu luck from the Noun Project

bike sharing by Yu luck from the Noun Project

Bus by iconsmind.com from the Noun Project

Car by iconsmind.com from the Noun Project

Tram by iconsmind.com from the Noun Project

Smartphone App by Garrett Knoll from the Noun Project

Presentation Template via Canva.com

Guide Template via Google Docs



**CREATIVE  
PLACE  
MAKING  
POLICY**

---

Natasha Mara Victa

# CONTENT OUTLINE

---

Introduction: What is Creative Placemaking?

Section One: Why for Brooklyn Park?

Section Two: Precedents

Section Three: Policy Recommendations

# WHAT IS CREATIVE PLACEMAKING?

---

- The Intersection of the arts, culture, and physical space
- Creating places and spaces as the spectacle for the community
- Inclusive of all types of art and artists
- Community-based improvement -

# Goals

---

**Sustainable and Resilient Communities  
Building Artist, and Community Leaders**

**Learn by Doing**

**Maintaining diversity**

**Community Involvement**



# WHY IN BROOKLYN PARK?

- Economic opportunity
- Create a sense of belonging in Brooklyn Park
- Extension of the new city branding onto the landscape



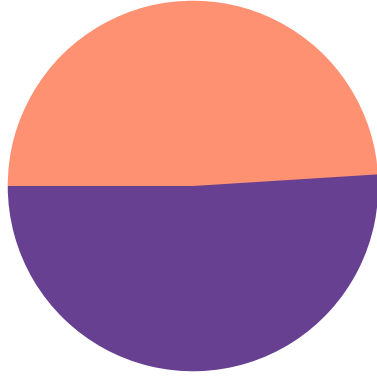
The use of public art such as sculptures, public performance, exhibitions, or simply art on the street can add a new life on to the city scape and make it a destination by the time the light rail station is placed in the city district.

# UNDISCOVERED

Creative Placemaking can accentuate the designated  
brand of the city

# 51%

People of Color that live in the city  
of Brooklyn Park.



White  
49%

POC  
51%

Because Brooklyn Park has diversity, using worldwide, multi-generational influence is important to future public art projects . The direct involvement in public art can help many in the community connect to each other in different ways and make them more comfortable in thier communities.

# SENSE OF BELONGING

Creative Placemaking has the power to stimulate local economies and interest in outside development. With the Southwest Light Rail soon to be built, more people will have access to Brooklyn Park and its local economies.

# ECONOMICS

# PRECEDENTS

- Here are five examples of Creative Placemaking Policies from around the country. Each was unique in understanding the needs and assets of their municipalities, and catered their policies towards those.
- In this booklet, I have included key facts and one quote representing overarching goals for Creative Placemaking Policies for Brooklyn Park.



# LONG BEACH

---

- Developed by Long Beach Island Arts and Culture Council
- Received funding from the National Endowment for the Arts
- Goal: to make Long Island Beach more sustainable and resilient to improve quality of life in the region through developing arts and cultural tourism

Communities are more resilient if they can adapt more sustainably to changes in climate, population, technology or economic conditions.

Connectivity not only creates a pathway for audience growth, it also helps artists and creative practitioners develop strong community bonds and peer networks for mutual support.

# MINNEAPOLIS

- Minneapolis Creative City Roadmap: ten year roadmap for the city to develop arts and culture in the cities
- Focus: an Equitable approach for developing Minneapolis as a cultural hub in the United States



# STATE OF CONNECTI- CUT

---

"Arts initiatives need to be coordinated with housing redevelopment, workforce development, and school development"

- Document by the Department of Economic and Community Development for the Office of the Arts
- Details Ten Policies that act as guidelines for the state when approaching creative placemaking policies
- Comprehensive in dealing with different needs of geographic and socio-economic regions
- Goal: to provide city and regional planners in the state with a guidelines as to start Creative Placemaking efforts

**"(The) Core Team  
harvested innumerable  
lessons about the  
capacities, attitudes,  
realities – and the  
immense possibilities – for  
creative placemaking in  
the South Loop."**

# **SOUTH LOOP**

---

- A Plan for Creative PlaceMaking in the South Loop
- Created by the City of Bloomington and adopted in 2015
- Supported and funded by National Endowment for the Arts
- Focus: establishing city identity and awareness of existence along massive public transportation systems.

# PERTH AMBOY

---

- Supported and made by the National Consortium for Creative Placemaking and the City of Perth Amboy
- More strategic visions of what they want to do and see next in their communities
- Goal: to make the city a safe place and improve the quality of life through the arts and culture

Create opportunities to engage...residents, workers, business owners and others to help enhance this plan and bring the ideas to life. People tend to nurture what they help create.

# POLICY RECOMMENDATIONS

---

Based on the five sets of creative placemaking policies previously stated here are some action steps the city can make to start building creative public spaces.

# Sustainability and Resiliency



Creative Placemaking should not be short lasting. Art starts

its life after it is finished

Therefore, there s a need is present to build placemaking infrastructure in Brooklyn

Park.

# Action Steps

Stay Local: utilize local artists and businesses  
when choosing to spend money

Build networks between communities, businesses,  
nonprofit and public resources

Be environmentally conscious: use natural  
resources tactically and promote public works and  
infrastructures that are built energy efficient

# Build Local Leadership

---

Creative Placemaking cannot be a top-down experience. It needs local grassroots efforts based in community to assess the needs and wants of the people. They also aid in giving fellow community members a creative voice.

# Action Steps

Build a board within government full of creative people from the community to be critical of projects

Be proactive in creative and non-traditional outreach to look for potential leaders

Find modes of financial support for those seeking to do creative work within the city



# Learning by Doing



Creative Placemaking  
cannot live without  
experimentation. Leaders need  
to be willing to take risks and  
most importantly learn from  
them to truly understand what  
structures will be the best for  
their communities

# Action Steps

Build an equitable evaluation system which includes non traditional points of contact

Understand that failure will only help for longer term understanding

Be willing to learn from other communities

# Community Collaboration



In order for a space to have an identity, it needs to have people to support and sustain it. A space has no value without the voices of people behind it.

# Action Steps

Having a variety of contact using the arts as a facilitator for planning for the city

Cater the art directly to to surrounding area rather than the overall vision

Active community participation throughout the whole process start to end

# Maintaining Diversity



One of Brooklyn Parks biggest assets is the extensive diversity in the region. In order to maintain this, special considerations need to be made to avoid gentrifying the neighborhood.

# Action Steps

The up keep and development of public and subsidized housing.

Developing programs to train the new workforce in the community

Supporting educational traditional and non-traditional educational systems in the city so that they can maintain arts programming.

# IN CONCLUSION

05/01

Creative Placemaking could be a great asset to Brooklyn Park. The Policies shown and described here are not complete, they need the input and voices from your. Rather, this document is meant to be a jumping off point for those interested in creative placemaking in your community, and serves to provide examples about the over arching goals of other successful Creative Placemaking in other cities.