

West Broadway Alive:
Sustainability Implementation Strategy

MURP Capstone Paper

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WestBroadway
ALIVE

Sustainable
Implementation
Strategy





The West Broadway Alive Sustainability Implementation Strategy is a capstone project from a group of Hubert H. Humphrey School of Public Affairs students, Nicole Doran, Jeb Hagan, and Lewis Kuhlman. Assistant Professor Carissa Schively Slotterback, PhD, AICP, proposed this project to Erin Jerabek, Programs and Engagement Manager at the West Broadway Business and Area Coalition, in January 2011. Both Slotterback and Jerabek worked with and advised the group throughout the process. Doran, Hagan, and Kuhlman presented this strategy and completed this document in May 2011.

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Introduction

The Minneapolis Community Planning and Economic Development Department approved an updated area plan for the West Broadway Corridor in 2008. The plan, *West Broadway Alive* (WBA), represents a collaborative effort that engaged hundreds of community members. It provides a context and foundation for several focus areas: land use, transportation, housing, economic, and business development issues. WBA includes nearly 25 implementation strategies to aimed at commercial and housing market improvement, investment and financial resource development, infrastructure investment, and sustained focus on the plan's realization. Five years later, many strategies have been implemented or are in progress, but there is still work to be done.

This implementation strategy is organized around the frameworks of sustainability and creative placemaking. Economic development, equity, livability and the arts emerged as main areas of concern. Research in preparation of this document included a thorough review of WBA, white papers, reports and pertinent articles, as well as interviews with key stakeholders. These stakeholders were selected based on their position and involvement in organizations and institutions active in the corridor. While these interviews do not offer a comprehensive perspective on the community, they serve as valuable sources of the history and conditions of West Broadway.



Emerge and Avenue Eatery

Organizing Frameworks

Sustainable development is development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs.

– World Commission on Environment and Development, 1987



Bus Shelter

The action items identified in the following chapters are guided by two main frameworks: sustainability and creative placemaking. This section explains how these frameworks are related and how they apply to West Broadway. At the end of each framework section, the Goals show how this plan utilizes the framework for its recommendations.

Sustainability

The World Commission on Environment and Development's definition is just one of many possible definitions of sustainability. In the context of this strategy, sustainability seeks to balance equity, economic and environmental values. Rather than focusing on each value separately, the relationships among these values must be highlighted to promote stability. These relationships are evident in land use and policy decisions. Land can be used for the public good or private gain, resource use or preservation and accommodating or managing growth.

A broad range of planning issues has emerged as concerns for policymakers and the general populace. Urban growth and consumption have left North Minneapolis neglected and in need of renewal. Its residents lack easy access to basic goods and services, adequate

housing, education and recreation.

This plan addresses sustainability through connections in the community, among business and organizations and in infrastructure and natural resources. In the context of West Broadway, equity and economic values are the main concerns. Major stakeholders are seeing the corridor's residents and their money leaving the community. Community members find jobs and education, goods and services and recreation and entertainment elsewhere.

A sustainable West Broadway is a place where residents want to stay and that visitors think of as a destination. It is a corridor that recycles physical, human and monetary capital within the community. It is where people, businesses and the environment are resilient in the face of change, able to rebound from adversity and continue to flourish.

Goals

This framework develops sustainability goals based on *West Broadway Alive* and stakeholder interviews. These stakeholders represent key organizations and agencies that have an impact on West Broadway.

Interviewees expressed these common themes:

- Encourage diverse participation and neighborhood involvement
- Create a stable and resilient business district with local employment
- Provide technical and financial assistance that residents and businesses need to be successful
- Leverage investment opportunities
- Improve building structure, mix and redevelopment
- Address negative environmental impacts early in development
- Create access to parks, recreation and green space
- Enhance neighborhood links, street connectivity and walkability
- Promote health and safety
- Build identity and sense of belonging

Creative Placemaking

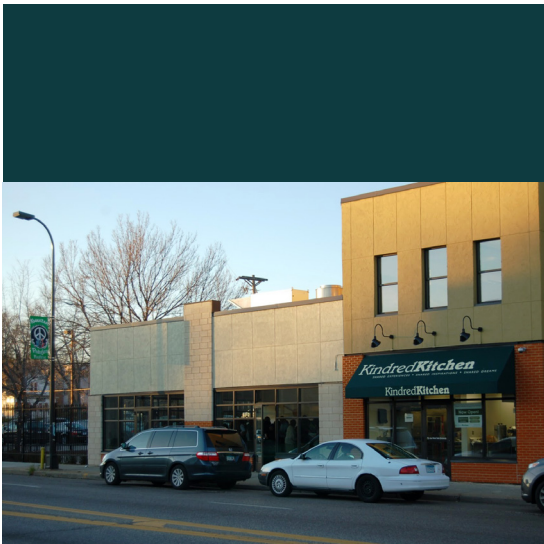
Creative placemaking is a way for collaborative partnerships to focus redevelopment and revitalization on engaging art and culture. This engagement can create a more vibrant, appealing space for those who live, work and visit the corridor. Governmental agencies, arts and non-profit organizations, private investors and community development agencies can shape and rejuvenate the built environment, social settings and economic characteristics to this end. Examples include using foreclosed homes or buildings for artist work/live spaces, designing arts programming for children, introducing street/public art, providing performing arts spaces.

Many American cities have been confronted with years of physical deterioration, disinvestment and residential uprooting. Nowhere is this more noticeable in Minneapolis than West Broadway. Its revitalization can create many benefits. Creative initiatives have the potential to animate places and spark economic development in this area. They can attract related businesses which foster entrepreneurs and generate jobs.



Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety and brings diverse people together to celebrate, inspire and be inspired.

– National Endowment for the Arts, 2010



Kindred Kitchen

Goals

Creative placemaking goals are based on West Broadway Alive and stakeholder interviews as well. The common themes that emerged from these interviews include:

- Reuse abandoned houses and buildings, empty lots and underutilized land for public art and live-work space
- Engage the community in the commission of public art
- Promote arts and cultural district planning
- Build partnerships and promote the growth of neighborhood businesses, organizations and the creative class
- Construct attractive common areas to promote vibrant activity
- Highlight natural elements such as tree canopy, gardens and water features
- Reflect the demographic diversity in the corridor through public art and events
- Instill the next generation with an appreciation for place, community, arts and culture
- Inspire innovation, leadership and vision

Creative placemaking addresses livability with a focus on arts and culture. In this plan, it serves as a lens through which sustainability can be understood and addressed. It serves as a way to identify creative solutions to the three sustainability values. Arts and cultural jobs create employment opportunities and ways for money to return to the corridor.

A creative atmosphere connects residents of all types through memorable gathering places and events. Community pride can foster greater preservation of resources in the neighborhood, both natural and man-made. While not a complete solution to sustainability, it can function as an attractive leaping-off point that draws attention to challenging issues in the corridor.

Action Areas

Action Area 1. Community Connections apply to the people who interact within the corridor. Recommendations are based on connecting people by building relationships and increasing social capital. This Strategy's aim is for residents to maintain an active and informed involvement in the corridor. It looks for ways to connect people to create an identity and sense of belonging in the communities along West Broadway.

Action Area 2. Organizational Connections involve helping the diverse mix of non-profit and institutional groups in the corridor work together to improve the environment, economy and equity in the corridor. This improvement includes collaboration and specialization to reduce redundancy. Together, they can form a support network for technical advice and training. Additionally, these connections can create more possibilities to leverage investments that move their missions. This action area also focuses on education and empowerment of leaders to sustain their efforts.

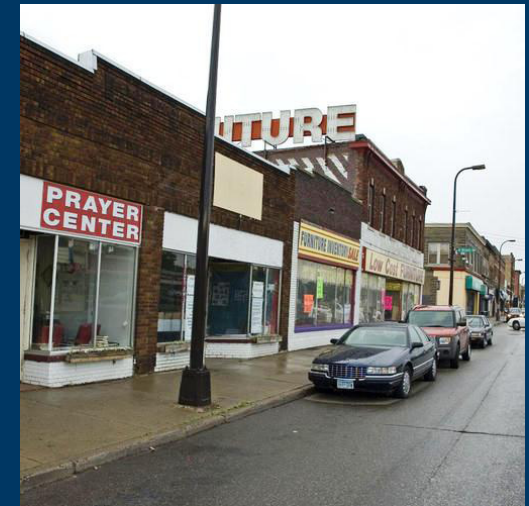
Action Area 3. Economic Connections bring together new and existing business to provide goods and services that keep money circulating through the neighborhood. The basic elements of this connection are related

to structural issues: building improvements, building mix and site redevelopment. To further economic goals, businesses and agencies must create jobs and provide workforce development. All these activities require connections among businesses, lenders and financial institutions and small business entrepreneurs. These opportunities will be returned to the corridor through branding, public art and an atmosphere of creativity that further spurs development.

Action Area 4. Physical Connections refers to the built environment and infrastructure supporting connectivity. These structures can help open up the corridor and make it more attractive. These include open space, parkways and the riverfront. Residents and visitors will require a variety of transportation modes to take advantage of these elements.

A chapter is devoted to each action area. Though interrelated, the chapters are self-contained. Each includes sections describing existing conditions, recommendations, and supporting examples. In addition, resources are included in the side bar to make further links to existing tools and techniques.

The success of further implementation rests strongly on connections between people, businesses, organizations and places. Every action requires support and collaboration to achieve full effect. This strategy identifies four action areas that build on WBA's implementation strategies. These action areas are a way to organize the many smaller items that emerged.



Source: www.citypages.com

Action Area 1. Community Connections

Key concepts:

Relationship building and social capital

Connecting people with people; connecting people with services

Neighborhood involvement, participation, educated public, buy-in, consensus-building

Ownership, identity, sense of belonging, sustained effort, and community policing

To promote social equity, sustainable solutions must connect community members to one another. The Action Area of Community Connections is the first of four Connections and is made up of several elements. Building social capital is a key to this action. Creative places build capacity for community members to help one another. It is determined in large part by trust. This trust may come from common interests or a shared history of working together.

When neighbors trust one another, they can help each other formally and informally. On a formal basis, neighbors in a high social capital community know that their input is valued and that community decisions will reflect a spectrum of interests representative of the neighborhood. Informally, members of a community with social capital are able to provide one another with information and services. Neighbors may inform each other of job opportunities. They may lend each other tools, foods, books and necessities. A high social-capacity community's members are involved rather than cut off from one another.

In addition to connecting people with people and building social capital, community connections should exist that connect people with services. Service providers such

as educators, business owners and non-profit organizations should have a free flow of information with community members. For educators, a free flow of information can mean maintaining parent-teacher relationships and ensuring that schools are accountable to families. For businesses, it can mean that entrepreneurs have marketing outlets within the community and that customer feedback is valued by business owners and used to formulate strategies. For non-profits, community connection can mean residents are aware of the services that are these organizations offer and that organizations are accountable to the community that supports them.

These kinds of connections are essential to a sustainable community. Communities whose members communicate closely become aware of opportunities to improve equity. By cooperating, communities can implement larger-scale environmental solutions than any individual can alone. By using these connections and social capacity, communities can support local businesses and artists, increasing local economic sustainability.

To create and maintain community connections, avenues for effective participation must be maintained. Currently,

there are many outlets for North Minneapolis residents to make their views known publicly. Even so, there are many people who feel that not everyone in the community is being reached effectively. Public officials and service organizations can make efforts to inform community members about regional issues to ensure that everyone can make educated decisions. By seeking to build public consensus on these issues, public officials can ensure that their decisions will have broad support.

Action Item 1a. Community Leadership

Existing conditions

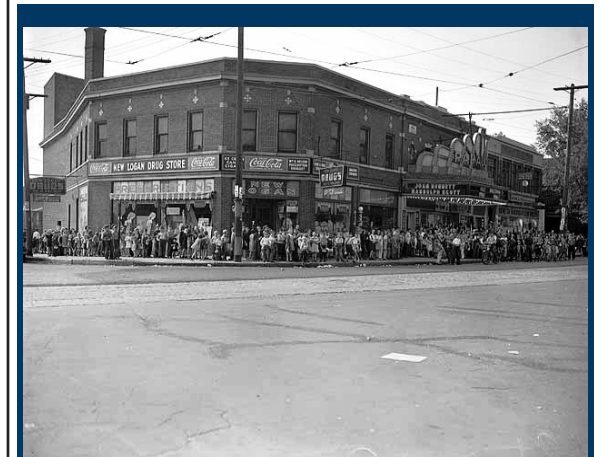
West Broadway advocates must explore new avenues of cooperation and participation to build relationships. Minneapolis' Neighborhood Revitalization Program (NRP) has been an attempt to increase the social capital development in the city by giving residents a voice with the city and allowed neighborhoods some degree of self-direction in spending projects.

NRP, established in 1990, was funded by tax increment finance (TIF) program that lasted

from 1979 to 2009. There were no allocations for NRP funding in the 2010 or 2011 City of Minneapolis budgets. The funds that were allocated before 2009 were frozen by the City. The City released 21% of the frozen money in 2011. Currently, the City plans to replace the functions of NRP with Neighborhood and Community Relations and the Neighborhood and Community and Engagement Commission.

Current budgets are without funding for NRP and existing allocations are only available sporadically. Neighborhoods are seeking out new funding sources and are facing a diminished ability to make a vital connection with the City. This challenge to neighborhood organizations may mean that in the future, residents will seek other avenues of representation. These opportunities may take the form of new organizations representing areas that cross the traditional neighborhood lines.

Part of the recommendation of WBA is the creation of an overarching organization to serve West Broadway businesses and residents. The West Broadway Business and Area Coalition (WBC) was instrumental in developing the plan and will most likely fill this role. Other small organizations may try



Paradise Theatre



Source: www.plannersweb.com

Charrette: A charrette is a meeting that uses community collaboration to answer urban planning and design questions. Charrettes are open to the public and they may last a length of time ranging from several hours to several days. At these meetings, staff members solicit residents' and stakeholders' visions for a place. All participants engage in design exercises to produce maps and models. These maps and models can be compared or combined to produce an outcome that is inclusive of the community.

to fulfill some functions, each with its own strategies.

Despite the increase in public participation observed by some officials, other residents believe that local engagement in the implementation of West Broadway Alive is lacking. A possible reason for the discrepancy between perceptions could be that some groups are participating more while other groups have not effectively increased their participation. Also, some residents may not be aware of avenues for participation.

One specific implementation area where participation could be improved is the ability for citizens to comment on the kinds of businesses that are recruited by developers and property managers as tenants.

There are difficulties in encouraging greater participation in the West Broadway area. The perception by some residents that they cannot participate effectively may be related to the great number of community meetings that occur in North Minneapolis. Residents may feel that very little sustainable change occurs relative to the large number of public participation opportunities. They may be suffering from "meeting fatigue."

Recommendations

Hold charrettes or other participatory meetings with area residents/stakeholders and developers regarding commercial tenant recruitment ideas. When new development occurs that requests a use or building design that conflicts with City codes, a public participation process begins to approve or deny the request. If the proposed use does not conflict with the codes, no variance is required and the public may not get to voice their opinion on the proposed use. Developers and property managers should know that consulting with area residents can help to ensure community support of new retail tenants and to avoid perceptions of gentrification. Ensuring community support and avoiding perceptions of gentrification would be aided by participatory representation that matches the corridor's demographic breakdown by age, race, and class and home-ownership status.

Correct the perception that little change occurs based on public input. Aside from regular neighborhood organization meetings, public meetings should be called when the purpose can be plainly stated and when participants understand what affect the meeting will have on the community.

Action Item 1b. Community Participation

Existing conditions

Area residents have contributed a lot of hard work toward implementing WBA. In addition, the participation process has encouraged greater community involvement. The lengthy participation process of creating the plan has resulted in a more educated and informed public. An educated public has more social capital and ability to achieve its goals in placemaking. Public officials report a huge increase in email communication from residents since West Broadway Alive was ratified. Neighbors are watching, holding politicians and staff accountable for their actions' impact on the area. The plan has also drawn outside attention to West Broadway and expanded the cohort of business investors along the corridor.

In addition to a civically engaged population, North Minneapolis also enjoys great cultural diversity. It is home to not only an African-American community, but also a number of Latino, Hmong, East African, and Native American residents. This mix of cultures gives West Broadway the potential to become

an artistic center of expression for many different communities.

Another of North Minneapolis' greatest assets is its young population. Demographic information shows that the area surrounding the West Broadway Corridor has a growing population of young people. People under 18 make up a much larger percentage of residents than in other parts of the metropolitan area. The relative youth of West Broadway provides great opportunities for education and forming the future. It also presents the challenge of keeping young people engaged with the community instead of alienated.

Table 1. Percent of Population Under 18

West Broadway Corridor	40.6%
Minneapolis	22.0%
Twin Cities Metropolitan Area	25.0%

Source: U.S. Census Bureau

A representative from Plymouth Christian Youth Center (PCYC) reports that arts patronage from within the community is especially high with youth events. PCYC manages the Capri Theatre, which prides itself on a diverse audience from throughout the Twin Cities. While it has been noted that



Source: www.pomegranatecenter.org



Source: www.uwishunu.com

West Oak Lane (Philadelphia, PA) successfully used a public festival to facilitate revitalization. The Jazz and Arts Festival, established in 2003 celebrates local African-American culture, with the 2011 festival occurring as a three-day event across seven venues. The festival supports West Oak Lane's 2005 redevelopment area plan, and was created by Ogontz Avenue Revitalization Corporation, a community development corporation that partners with local sponsor businesses to operate the festival.

It serves as a market signal about the area's renewal. It is not only a magnet for regional talent and audiences; it is a hallmark of how creative activity, civic relationships and economic impact can entwine to build the value of place.

many events at that venue attract audiences from outside North Minneapolis, the opposite is true of youth arts events – 90% of youth event patrons are from the nearby neighborhoods.

Parental engagement in education is central to harnessing the power of young people. This engagement can come at school and through their child's participation in after-school programs and arts programs. This parental guidance is important to fostering the arts and nurturing the artistic talent of young people in the West Broadway area. Organizations such as Northside Achievement Zone (NAZ), Juxtaposition Arts and PCYC are working with children and parents to mentor young people.

Recommendation

Extend neighborhood outreach and participation to more closely match the residential make up. Neighborhood organizations should not be looking at numbers alone, but also at how closely their participation is representative of its residents in terms of age, race, class, and home-ownership status. Neighborhood organizations should be able to demonstrate that participants represent renters and

minorities in order to increase community trust and build sustainable equity.

Action Item 1c. Public Festivals

Existing conditions

West Broadway is also home to FLOW Northside Arts Crawl. This annual event founded in 2006, features visual arts, theatre, music, dance and children's activities. It has a wide variety of activities and performances at several venues along West Broadway. FLOW has the potential to be expanded to become even larger and richer. Large art festivals already take place in other Minneapolis areas such as Uptown, Loring Park and Powderhorn Park.

Recommendations

Expand FLOW and promote positive social gatherings on the corridor. Neighborhood festivals are one of the hallmarks of Creative Placemaking. This enables the community to come together to celebrate the arts and visitors to become familiar with the area and local businesses. Public festivals can counteract negative perceptions about safety. They work to unite a community to build social capital and decrease actual crime (See

West Oak Lane supporting example, left).

Action Item 1d. Community Policing

Existing conditions

Some challenges to sustainable change on West Broadway are crime and the perception of crime. Currently, public perception of North Minneapolis' lack of safety has hindered development. Though crimes occur, the perception is driven in part by media reports of crime. Loitering, drug dealing and graffiti, which are non-violent crimes, also contribute to a perception of greater violent crime. Furthermore, many North Minneapolis residents use street memorials to commemorate loved ones who have been killed in homicides. These memorials serve as a constant reminder for all passing through that West Broadway is a place where people get killed.

In 2006, the City of Minneapolis conducted a study on how to implement community policing in Minneapolis. Community policing is a philosophy of law enforcement that consists of three major components:

1. *Community partnerships* refer to police establishing relationships with businesses and organizations in the precinct. Keeping these lines of communication open builds trust and demonstrates commitment to serving the community.
2. *Organizational transformations* refers to various reforms that police departments can make in the areas of management, geographic assignment of officers, personnel practices and technology.
3. *Problem solving* in community policing refers to working creatively to analyze law enforcement problems and find solutions to prevent and reduce crime, rather than simply respond to emergency calls.

The 4th Precinct's community policing efforts include officers on bicycles. The precinct has also works with the 4th Precinct Advisory Council and the 4th Precinct Community and Resource Exchange (CARE) Task Force.



Source: www.allegany.org



Source: www.foodielawyer.com

Bishop Arts District (Dallas, TX). The area near the intersection of Bishop St. and 7th St. in Dallas was a center for warehouses and shops in the 1920s. Local landmarks included the Astor Theatre and the Goodier Cosmetics Company. Starting in the 1960s, the area went through a decline and many properties were abandoned. In 1984, a real estate developer purchased large



parts of the district and began renovating them. Today, the intersection is the center of the Bishop Arts District, an area marked by public art, locally owned restaurants and shops and art galleries. One of the key strategies in revitalizing the neighborhood was the inclusion of a police storefront. While the developer was renovating the properties, he offered police the use of a storefront, rent-free for one year. The program was a tremendous success in turning an area that had been perceived as crime-ridden into a pedestrian friendly district for local artists and entrepreneurs.

Recommendation

Improve the perception of safety in the corridor. This must occur before West Broadway can attract new businesses, residents and art patrons. Visibility of law enforcement on West Broadway can be increased in a way that also meets the Minneapolis Police Department's goal to work towards community policing. West Broadway can accommodate a storefront police stop, which can be in addition to the 4th Precinct facility currently located inside Cub Foods, or, if costs are too high, the Cub Foods police presence could be moved to a store front on the street. Police officers should patrol on foot, entering businesses along the way to greet business owners and residents. Community policing can increase trust between police officers and community members. Business owners will be able to communicate their security needs to police officers (See *Bishop Arts District* supporting example, left).

Action Item 1e. Community Identity

Existing Condition

West Broadway Alive recommends: “Develop and implement a professional branding and marketing plan for West Broadway that builds on the work of this plan and the North Minneapolis marketing plan developed by the Northside Marketing Task Force.” Creating a brand name, logo and associated identifying material can be a strategy to either attract commerce or to draw local residents together and provide a sense of cohesive community.

Some branding efforts have occurred, but have not been embraced by the community as an identity. WBA mentions the name “Beat Street” as a possible marketing element or brand. In addition to a musical beat, the word has violent connotations especially concerning domestic violence.

Another branding effort was the name “NoMi” as an abbreviation of North Minneapolis. Some residents have embraced this name and its accompanying slogan “Get to NoMi.” However, other residents feel that the use of the pun and the New York-style

abbreviation does not represent the area and its diverse people, or that it sounds like “trying to chic up the neighborhood.”

Recommendation

Describe the area and refer to the community’s unique assets in future branding efforts. It must also have community approval if it is to be successful. While branding is part of a marketing effort to bring in new business and residents, it would be premature to create a branding image based on community characteristics that do not exist yet (See *Eat Street* supporting example, right).



Eat Street (Minneapolis, MN). In the 1990s, Stevens Square Community Organization and the Whittier Neighborhood Association banded together to designate the stretch of Nicollet Avenue between Grant and 29th Street as “Eat Street.” This name was chosen to emphasize an existing asset, the large number of restaurants in that area. Banners were placed on the street light poles with the name and logo, a fork and noodle resembling the letters ‘E’ and ‘S.’ These banners continue to be maintained. The Eat Street Identity has proven a useful marketing tool to attract tourists and visitors. It should be noted, however, that area residents do not refer to the place as Eat Street, nor is there evidence that the brand has created a greater sense of community.

Action Area 2.

Organizational Connections



Cookie Cart

Key concepts:

Collaboration and specialization

Education, empowerment and leadership development

Support network with technical advice and training

Leveraging investments

This Action Area brings together non-profit organizations and institutions along West Broadway to work together to address its equity, economic and environmental issues. The desire for community improvement is evident in the on-going service activities happening in the corridor. Many organizations are working in areas of housing, education, business development, healthy foods and the arts. Numerous civic, educational and religious institutions are involved in the corridor as well.

Working together is a necessity in a community with so many organizations. Partnerships are central to successful creative placemaking. Groups can share resources and ideas to extend the benefit of their work. Collaboration can help groups take advantage of each other's specialties. This Action Area promotes improving collaboration and identifying organization's strengths. This work has the potential to reduce redundancy among organizations and direct resources to those who will create the most benefit.

Organizational connections also extend to providing technical and financial assistance. These programs can sustain the community by keeping people and business in the corridor. They form a support network

to aid households, businesses and other organizations. Coordinating and promoting these resources has the potential to improve efficiency of service and quality of life

Fundraising challenges are big issue among groups involved in creative placemaking. Collaborative action and resource sharing creates potential for more opportunities to leverage investments. Pooling money together may help many organizations achieve a shared interest normally unattainable alone. These interests extend to redevelopment, greening and social services. Broad financial support is necessary to achieve policy goals outlined in this Implementation Strategy.

Finally, connections extend to the next generation of community leaders. This action area encourages the education and empowerment of the next generation of leaders to sustain existing efforts. They may also be able to champion new ideas to address issues that arise in the future. These role models are an important part of strengthening the community and addressing sustainability issues.

Action Item 2a. Creative Collaboration

Existing Conditions

The West Broadway Business and Area Coalition (WBC) has become very effective at bringing groups together. These organizations are leading the way in implementing West Broadway Alive (WBA). Interviews uncovered several good examples of collaboration:

- Lukeworks, Emerge, Northside Economic Opportunity Network (NEON) and NorthWay Community Trust worked together to develop a comprehensive picture of workforce and neighborhood development along West Broadway.
- NorthWay Community Trust formed the Northside Achievement Zone which has programs that involve over 50 different organizations (See example, right).
- Emerge Community Development, Phyllis Wheatley Community Center and Plymouth Christian Youth Center (PCYC) collaborated on Commonwealth, a management service provider for non-profit organizations.

- Metro Blooms' neighborhood partnerships work with the school district on the North High School site on water management as well.
- Catalyst Community Partners and PCYC are mutually supportive of each other's redevelopment in 5-Points to create a cohesive arts block.
- WBC, Juxtaposition Arts and other organizations applied to the NEA for a creative placemaking grant and are working on a joint project to determine what that would look like.

Organizations on West Broadway have many opportunities to address sustainability and creative placemaking. While there has been improved collaboration and cooperation among organizations working in the corridor, fragmentation still exists. Partnerships that could support a thriving West Broadway and successful non-profits are missing.

Northside Achievement Zone. NAZ's mission is "to build a culture of achievement in a geographic zone in North Minneapolis to ensure that all youth graduate from high school college-ready." The organization partners with schools, other organizations and families to improve education and opportunities for children from before birth to college. NAZ uses strategic connections to accomplish its objectives. The organization works with more than 50 organizations with specialized resources so each one can do what they do best. For example, NAZ partnered with Minnesota Visiting Nurse Agency for a family-centered approach to nutrition.



Source: www.urbanohio.org

Gordon Square (Cleveland, OH). A community development corporation pieced together loans and grants to cover more than half the \$30 million in streetscape and theatre renovations in Gordon Square. The funding came through public agencies (local, regional, state, federal), private non-profit foundations, developers, philanthropists and utility company partners. These renovations led to a revitalization of the area's commercial core and the addition of new businesses and housing.

Further, the connection to educational and religious institutions could be improved. Both are important supporters for the community and arts. They help sustain the community by providing educational and social opportunities typically within walking distance for most residents.

Recommendation

Encourage non-profit organizations involved in the corridor to reach out to a variety of partners. These partners can be found in government agencies, private sector businesses, arts and cultural centers and educational and religious institutions. Partners may be able to collaborate on specific project even though they focus on unrelated issues. Environmental firms can contribute to redevelopment, religious groups may support arts programs and youth centers can get involved in community gardens. Coordinating resources and contributing in areas where each organization excels provides for a more holistic approach to sustainability in the corridor (See *Gordon Square* supporting example, left).

Action Item 2b. Organization Clusters

Existing Conditions

Combining resources is really important when money is tight. The current economic recession is forcing organizations to reflect on their practices. Organizations are working on efficiency and getting results to show that they are worth investment. Also, de-funding of the Neighborhood Revitalization Program (NRP) may signal a shift in focus or activity of groups organized around the corridor.

Funding issues can cause some non-profits to shut down and others to emerge. Organizations may have to change their focus and their impact. The effect on sustainability and the arts is uncertain, but there is an opportunity for leaders to embrace these concepts in their partnerships, focus and impacts.

Recommendation

Partner with developers to create shared office spaces for organizations working on West Broadway. This partnership will enable the provision of services in a one-stop setting. It will also allow for shared office infrastructure. Several vacant buildings along the corridor present opportunities for non-profits to create clusters. This recommendation has the potential to support sustainability by improving access to services, reducing overhead cost for organizations, freeing up retail space to support small businesses and increase energy and travel efficiency (See *Capri Block* and *MACC's CommonWealth* supporting examples, right).

Capri Block. The Twin Cities Metropolitan Council granted \$869,000 to complete site assembly for a planned redevelopment on West Broadway Avenue, the Capri Block. Catalyst Community Partners, PCYC and the City of Minneapolis are working together on the project. It includes the expansion of the Capri Theater and redevelopment of a vacant building. This building will include a radio station, restaurant, coffee shop and adjacent public plaza with transit shelters. This redevelopment may not include many non-profit organizations, but it does cluster many services that the community wants.



Capri Theater

MACC's CommonWealth. CommonWealth is a partnership of 20 community organizations. They provide management services to non-profit organizations in the Minneapolis-St. Paul metropolitan area. These services include finance, human resources and information technology. CommonWealth manages the administrative needs of their members, allowing them to focus on serving their clients and advancing their mission. Their collaborative approach provides greater solutions than any one organization on its own.

After School Matters (Chicago, IL). This program started in a vacant downtown property with arts mentoring and job training. Its initial success earned it private foundation support to expand citywide. After School Matters has improved graduation rates, expands the arts and design workforce and provides the opportunity for public art.

Action Item 2c. Leadership and Youth Programs

Existing Conditions

The next generation of community leaders will have an impact on organizations direction and focus. Several programs in the community involve youth development. The Northside Young Social Entrepreneurship program (NYSE) delivers training, hands-on activities and technical assistance to area youth. Juxtaposition Arts has partnered with many schools and youth centers to empower youth through art programs and to promote sustainable equitable development. Some of the surrounding neighborhoods have youth coordinating board and youth centers as well.

Recommendation

Empower community members and young people to become leaders in sustainability and creative placemaking in the corridor. Classes and activities should engage participation from a diverse population. Connect people with opportunities for creative problem solving and collaboration (See After School Matters supporting example, left).

Action Item 2d. Green Team

Existing Conditions

One area to embrace to sustainability and creative placemaking on West Broadway is through upkeep. There is also an opportunity to reduce litter and improve corridor pride through streetscape maintenance and clean up.

Recommendation

Organize a group of business owners, residents and non-profit volunteers to clean up and maintain the streetscape along West Broadway. A lead organization, like WBC, should host regular meetings and clean up efforts that focus on specific blocks or sections of the corridor. Debris removal and landscaping has the potential to improve stormwater quality and the retail and real estate market.



Litter in the grass near public art on West Broadway

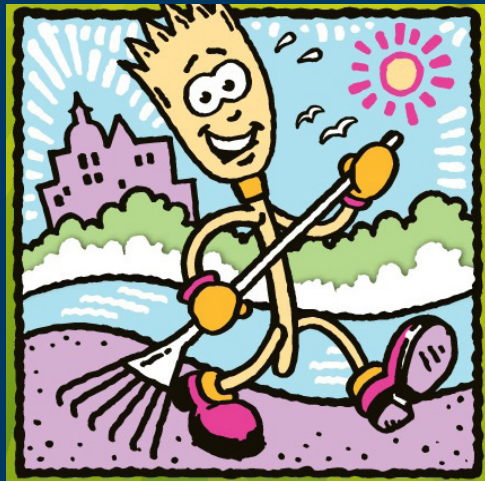
Action Item 2e. Art in Vacant Buildings

Existing Conditions

Numerous vacant storefronts can be found along West Broadway. There is an opportunity for inexpensive rental space for art displays that could empower local artists and spur economic development. Art on boarded up windows can reduce the appearance of blight as well.

Recommendation

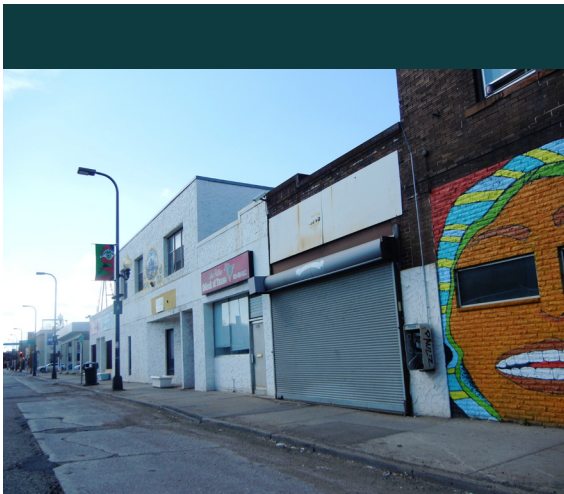
Rent out vacant storefronts as displays for local artists. Grant opportunities and negotiated low rent may allow for temporary art shows in underutilized shops. Corridor arts organizations can lead the way on these arrangements. They can also work to paint over boarded up windows of vacant buildings. Several examples exist in North Minneapolis of artist window scenes, including stained glass painting in an abandoned church. These art projects improve the appearance of the corridor and can provide an economic opportunity for artists (See *No Longer Empty* supporting example, page 20).



Source: www.minneapolischamber.org

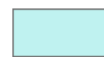
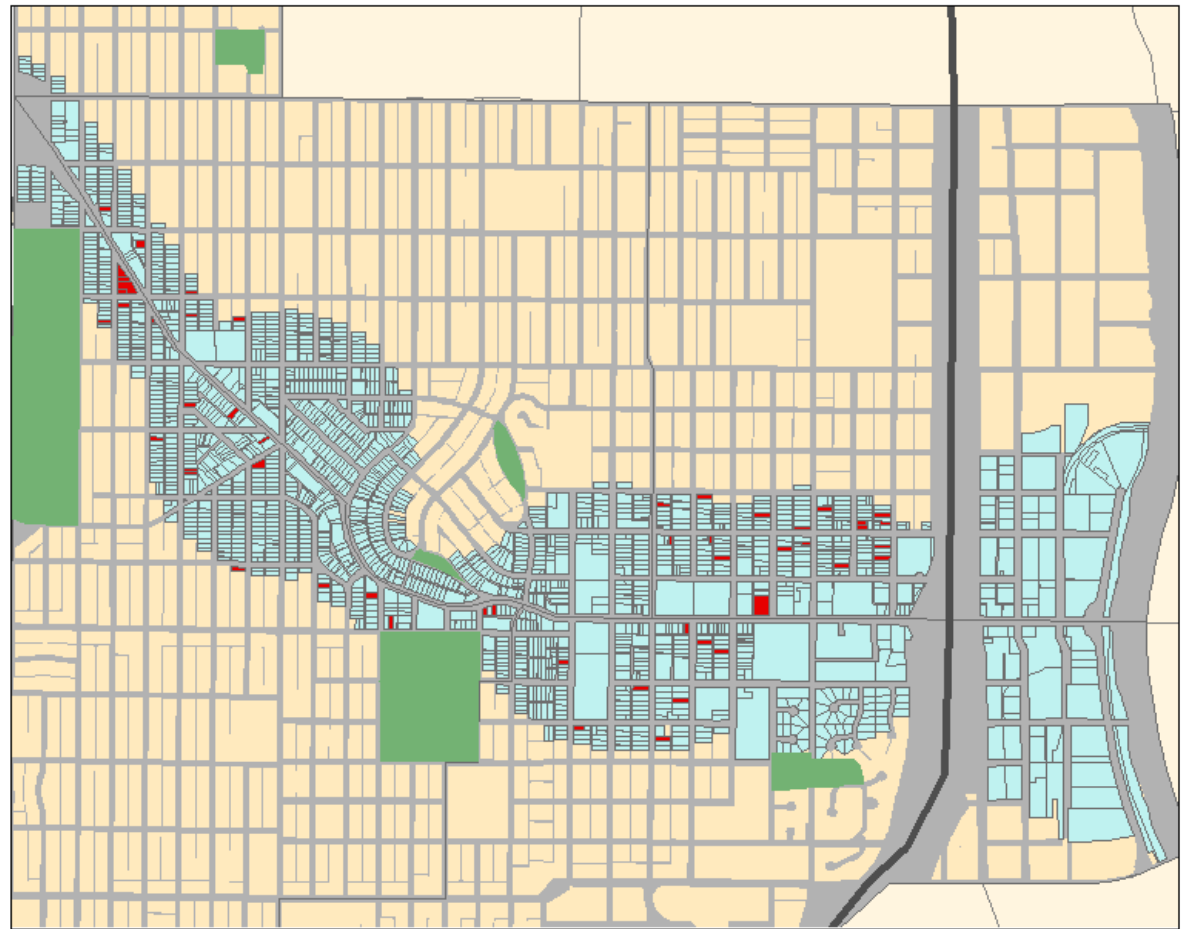
Weed it and Reap. The Northeast Business Association was awarded Minneapolis's Environmental Stewardship Award in 2002 for its program Weed it and Reap. This event is a weekend-long clean-up in Northeast Minneapolis. Volunteers pick up debris on the sidewalks, boulevards, streets and parks. This clean-up improves the quality of stormwater run-off and makes business and residences in the area more attractive.

The Clean Water, Land and Legacy Amendment. This amendment calls for an increase in sales tax where funds are dedicated an outdoor heritage fund, clean water fund, parks and trails fund and arts and heritage fund. These funds will allocate hundreds of millions of dollars each year to organizations working in areas that protect and improve water quality, support parks and trails and support the arts and arts education. While money appropriated from this amendment could be used in many of the recommendations throughout this Strategy document, the clean up here would benefit clean water.



View from West Broadway

No Longer Empty. No Longer Empty orchestrates contemporary public art exhibitions in vacated storefronts and properties. They engage with the local community to revitalize empty spaces by bringing in local art and artists with accompanying programming.



West Broadway Corridor



Properties listed as vacant as of March 15, 2011

Source: Minneapolis List of Vacant and Condemned Properties as of May 1, 2011



Juxtaposition Arts

Additional Resources

West Broadway Business and Area Coalition (www.westbroadway.org) brings businesses, organizations and neighbors to create a thriving economic community on West Broadway. Their programs include façade improvements, graffiti removal, social media training and the West Broadway Farmers Market.

Northside Economic Opportunity Network (www.neon-mn.org) works to collaboratively to expand economic opportunities and build wealth for North Minneapolis residents through the creation, growth and development of small businesses entrepreneur training.

Lukeworks (www.lukeworks.net) partners with public, nonprofit and private organizations engaged in workforce and neighborhood development.

Juxtaposition Arts (www.juxtaposition.org) engages youth in art as to build individual and community success. They organize after-school programs, art installations and shows, and FLOW.

Northway Community Trust (www.northwaycom.org) works collaboratively to reduce poverty in North Minneapolis. They founded the Northside Achievement Zone which focuses on education and family engagement.

Project for Public Spaces (www.pps.org/) has resources that describe placemaking, the benefits of public markets and funding for public arts.

Action Area 3. Economic Connections



Key concepts:

Building improvement, building mix, and redevelopment

Job creation and workforce development

Private sector buy-in, lending/financing, and small business incubator

Branding, public art, and atmosphere of creativity

The Economic Connections area focuses on the relationships between businesses, employees, entrepreneurs and consumers of the West Broadway area. These connections are crucial to a sustainable economy in the corridor. Economic development is a critical component of creative placemaking. Businesses are able to address aspects of equity, environmental and livability issues through marketing, diversification, improved access and other economic means.

Creative placemaking is focused on these things in terms of economic development:

- Recirculating residents' dollars locally at a higher rate
- Re-using vacant and underutilized land, buildings and infrastructure
- Creating jobs for local businesses
- Creating jobs in the arts and culture and construction industries
- Training the next generation of workers
- Attracting and retaining arts and non-arts businesses

Interviews uncovered several examples of effective collaborations:

- Improvements have been made to West Broadway buildings
- There is a healthy mix of commercial and residential buildings
- Redevelopment projects are either underway or in planning stages
- There is a public/private emphasis on job creation and workforce development
- A small business incubator has been created
- Private sector buy-in exists in the form of lending/financing
- Efforts have been undertaken to brand the area, display public art and foster an atmosphere of creativity

West Broadway has historically been North Minneapolis' main commercial corridor. Recently, many changes have occurred or are underway that put this corridor in a state of transition, including a massive, decades-long redevelopment project that significantly affected the demographics of the community and hindered access to some businesses.

Given West Broadway's transitional state, it is imperative that a cohesive economic strategy be formulated and implemented in order to encourage further development. The West Broadway Alive concept demonstrates to developers, businesses and the community that a long-term comprehensive economic strategy exists. It is up to those developers and businesses to use the WBA as a tool for effective development and investment. This action area builds an action plan using the WBA, creative placemaking's economic development suggestions and interviews with organizations, civic leaders and community members.

West Broadway Alive (WBA) offered a new vision for revitalization. Because one of the plan's stated goals was to increase the desirability of North Minneapolis, a number of West Broadway property owners began to speculate on future development around their properties. This period of speculation lead to increased property values. However, those higher values were short-lived. The ensuing national recession caused property values to stagnate or fall. To this day, many buildings continue to sit vacant and unimproved. Several properties are in the midst of the foreclosure process.

Counteracting disinvestment and other impediments to commercial development requires creative solutions. An example of a creative solution includes encouraging a culture of entrepreneurship in the area's thriving arts and culture industries.

Creative placemaking promotes the generation of jobs, calls for new products and services and expands a community's business mix to support a creative environment. Creative placemaking and sustainability concepts may reinvigorate and reflect the diverse demographics of the community.

Action Item 3a. Site Development and Renovation Financing

Existing Conditions

The Minneapolis Public Schools district is building its headquarters, the Educational Service Center, in the corridor in 2011-2012. Financing options in the wake of this multi-million development could achieve enough momentum to carry disparate projects through to completion.



Minneapolis Public Schools' Educational Service Center Project



Gateway Lofts Development

Capital improvements in the corridor are difficult to finance since many of the area's buildings are in serious disrepair and would require significant subsidies to attract financing packages. The city of Minneapolis has taken several critical steps within the corridor to assist in financing gaps for several redevelopment projects including:

- 5 Points
- 1200 West Broadway
- 1101 West Broadway
- North Regional Library

The city's investment in these projects is called "Great Streets". The Great Streets Neighborhood Business District program is "a coordinated effort to help businesses develop and succeed along commercial corridors and at commercial nodes throughout the city." One of the critical issues for private owners accessing the Great Streets financing tools is that many of the programs are used in conjunction with private sector financing. These programs include:

- Two-Percent Program - supports small businesses with equipment and building improvements

- Two-Percent Commercial Corridor/ Node Loan Program - provides financing to small businesses in designated commercial corridors and commercial nodes
- Alternative Financing Program - profit-based financing tool with no interest paid or collected
- Capital Acquisition Loan - supports small businesses and community organizations that purchase and rehabilitate small commercial and industrial properties
- Business Association Assistance Program - provides assistance to business associations to strengthen local business organizations and help stabilize commercial areas so they may contribute to the economic growth of their members and assist the City in attainment of its economic development objectives
- Working Capital Guaranty Program - helps small businesses secure working capital financing through private banking institutions

Currently, there is a large gap between credit banking guidelines and the credit standings of many West Broadway business owners.

Several of the banking industry's traditional financing tools, those specifically tailored for redevelopment and renovation of new and existing businesses, are not available to many in this group because of the credit gap. And, while businesses, both large and small, are the backbone of the corridor's economy and the city recognizes this through its Great Streets initiative, these funds are very difficult for West Broadway businesspeople to access. Interviews conducted for this report suggest that the credit gap issue is a significant factor in slowing progress for business improvement and development.

Recommendations

Create a one-stop shop for technical services to serve business needs. There are some resources related to technical services in the corridor, but there is a need for greater capacity and an enhanced educational component. Such a resource would afford business owners or potential business owners a full understanding of various financing packages, including private, government-insured, public combinations.



Source: www.ndc-mn.org

All Washed Up is a laundromat located on Penn Avenue North just south of Lowry Avenue North. Proprietor Shantae Holmes knew she wanted to become a business owner but faced several obstacles related to obtaining the financing package she needed to open her business. Her credit score and payment history were inadequate to obtain traditional financing.

Holmes utilized the Lutheran Social Services financial literacy class and was then accepted into the Individual Investment program. This program allows people to save money over a period of time and then receive government-funded matching dollars. Her savings created an equity position that offset the credit lending risk. Holmes then participated in the Neighborhood Development Center's (NDC) business plan classes, sponsored by the Northside Economic Opportunity Network (NEON).

Obtaining financing requires a credible business plan as well as a solid credit history. The latter of the two is the most problematical for many in the corridor. At this transitional stage in West Broadway's growth, success stories like *All Washed Up* can inspire momentum. This momentum can further commerce and demonstrate methods to overcome less-than-stellar credit ratings on the way to business creation.



Facade Improvement Program. Many area business owners have utilized this program administered by the WBC. The primary objective of the program is to infuse art into the increasingly dynamic visual environment of West Broadway. Secondary objectives include providing additional incentives for businesses and property owners to improve their building facades and creating opportunities for local artists to impact their community. Applicants may apply for a matching grant of up to \$15,000 or 50 percent of the total project cost, whichever is lower. All grants are subject to and dependent upon the availability of funds. Owners of multiple properties may apply for more than one matching grant, but not more than one matching grant per address.

MetroBlooms. Metro Blooms offers design and consulting services to businesses and residents looking to reduce their stormwater run-off. Since stormwater assessment fees have risen an average of four percent annually in recent years, investing in stormwater abatement could pay for itself in 15 years. This long-term return is good for institutions and community non-profits, but less beneficial for small property owners or developers who plan to sell. An example of this type of investment is St. Mary's Church, which worked with Solution Blue. That project cost \$450,000, but the church received a \$210,000 action grant.

Capital is available for business improvement and development. However, qualifying for credit with private lending institutions remains a significant obstacle for many businesspeople in the corridor. Individualized risk assessments of the businesses, projects or directions -- provided by the credit institutions -- would be helpful in many cases (See *All Washed Up* supporting example, page 25).

Increase resources and opportunities for property owners to make energy-efficient improvements. Organizations in the corridor, such as NEON and West Broadway Business and Area Coalition (WBC), could partner with the Minnesota Center for Energy and Environment to access the specialized expertise of those agencies in regards to energy audits. Such partnering might include affordable, simple improvements such as replacing light bulbs and faucets or more complicated improvements that involve incentives and credits with Centerpoint Energy and Xcel Energy to offset implementation costs (See *Facade Improvement Program* and *MetroBlooms* supporting examples, left).

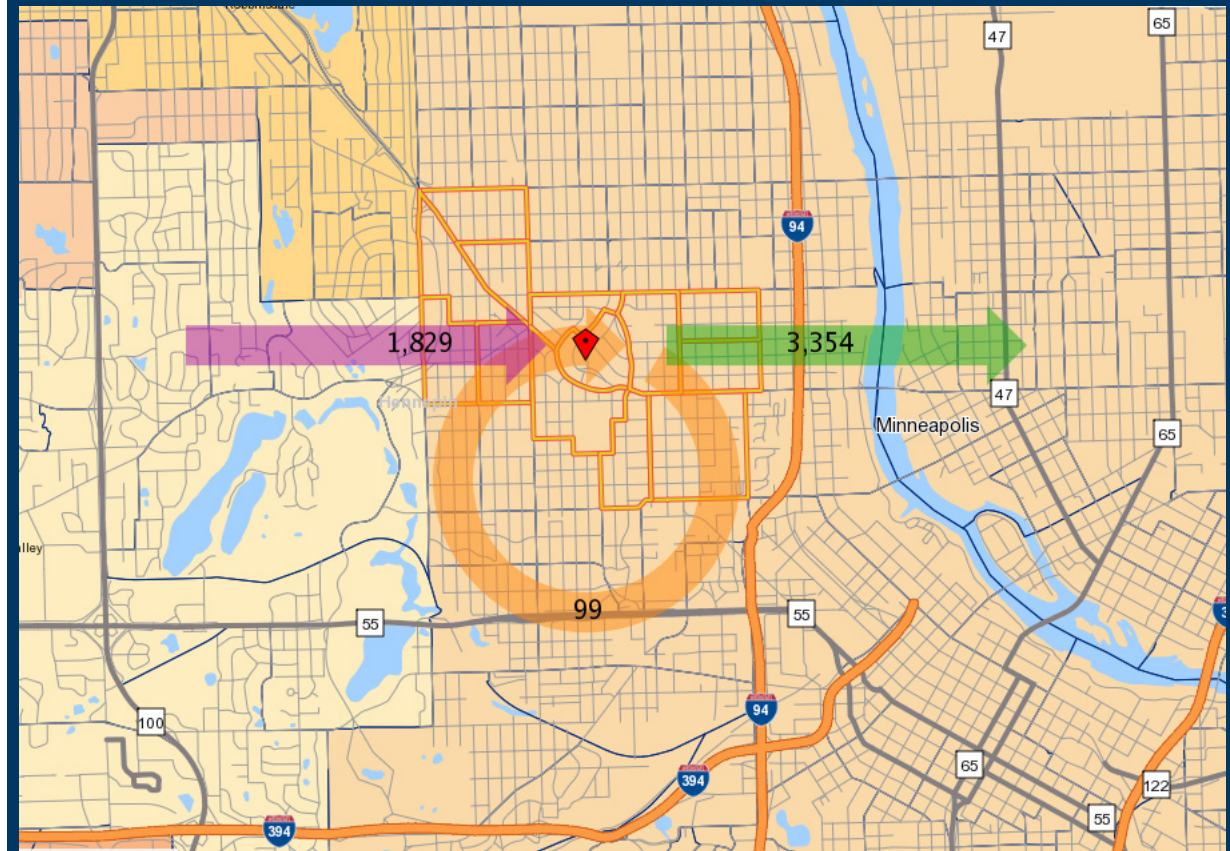
Action Item 3b. Workforce Training

Existing Conditions

Various public and private agencies are investing in North Minneapolis through job placement and training. While there are minority hiring requirements for publicly funded projects, there should also be a parallel effort by the community effort to match residents to jobs in the corridor. There is not currently a significant community strategy to do so, despite the serious economic hardships faced by many in the West Broadway area. Many of the jobs created by these projects go to people outside the area.

Sustainable economic development means people who live in community receive livable wages or can start businesses that generate revenue that is recycled back into the community.

It is necessary to ensure that job seekers in the community have an adequate diversity of skills and education to meet the needs of employers seeking workers.



The commuter job shed maps indicate that there is an opportunity to work toward closing the spatial mismatch between jobs and residents. This map was generated by the US Census Longitudinal Employer-Household Dynamics application at <http://lehd.did.census.gov/led/>.

Tree Trust Community Support Program. This program connects parents receiving state assistance and community organizations and businesses. It provides workforce training and gives these groups an extra hand. Placement counselors connect participants to paid and unpaid work experiences to invest in and strengthen the community.

Recommendation

Address the spatial mismatch between jobs and residents in the corridor. Fund social enterprise and social entrepreneurs who understand and endorse that goal. These types of employers would concentrate their hiring efforts on the under-served populations in North Minneapolis, searching for qualified employees with appropriate skill sets. Attracting or supporting these types of employers, in conjunction with Workforce training, would be an important factor in closing the spatial mismatch between jobs in the corridor and residents. One of the community resources involved in addressing this issues of geographic hiring disparities is Emerge. Emerge involves itself in ongoing sector training, in an effort to match employee skill sets and employer needs.

In many ways, it would be a sound practice for businesses in the corridor to supply jobs to those who live nearby. Environmentally, this practice would minimize commutes by employees and consumers. The present drive to “think globally and buy locally” would be a lure for ecology-conscious employers. It stands to reason that these types of business owners would be attracted to a community committed to green practices. Recruiting

environmentally sustainable businesses to promote a healthy environment and green jobs creation is an organic solution that would likely encourage a “hire local” mindset (See *Tree Trust Community Support Program* and *Emerge Workforce Focus Areas*, left and on page 29, respectively).



Action Item 3c. Small Business Support

Existing Conditions

Funding social enterprise and technological support for local entrepreneurs may create organic economic growth from within the community, which would then address the needs and wants of the local community and likely bring new consumers and other visitors to frequent the corridor.

West Broadway has a deficiency of technical assistance to small businesses compared to the rest of Minneapolis. In general, the city is geographically well-covered by both private and public resources designed to provide such assistance. That is not the case in the corridor. Connecting business owners with technical support is critical in creating and sustaining successful businesses. Small business are more likely to stay in the corridor if they are able to access technical assistance and maintain reasonably positive sales margins.

Providing technical support and a business-friendly environment to entrepreneurs is a cost-effective economic development strategy for many communities, including West Broadway.

Increasing the success rates of entrepreneurs allows for community job growth, with the added benefit being employers who have chosen to live/work in the neighborhood. Entrepreneurial support generates new jobs and new revenue to circulate within the corridor and its larger community.

A common success marker for entrepreneurs is when their businesses have grown too large to continue in their homes. This should be an exciting opportunity for growth, but too often, the move is too expensive or the added cost is miscalculated so that a financial burden robs the business of its vigor. A rental gap subsidy would be a great help in these instances, not in subsidizing unsustainable businesses, but allowing viable businesses to survive.

At present, the cost for developers to renovate some of the properties is extremely expensive and, of course, the cost is passed on to the tenant through higher cost-per-square-foot.

Recommendation

Provide a leasing agent who is a licensed Real Estate Agent. He or she should have a fiduciary responsibility to the clients. Commercial leasing is very confusing and someone advocating for the best interests of the tenant is critical; new businesses tend to have narrow profit margins and leasing space from property owners can be a factor in the failure or success of a business.



Emerge Workforce Focus Areas. EmERGE Community Development has partnered with the Brian Coyle Center to provide services to those that receive Minnesota Family Investment Program (MFIP). This supports families moving from welfare to self-sufficiency through employment. EmERGE Workforce coaches dedicate themselves to presenting available options and supporting job seekers by selecting the most suitable program choices for them. EmERGE attempts to meet their needs and to help jobseekers advance toward wage-earning potential.

Northside Economic Opportunity Network (NEON) focuses not only on businesses that have retail space on the avenue but also on those who are working from their homes. Grover Jones, executive director of NEON, says that North Minneapolis possesses an incredible entrepreneurial spirit and has a great potential for fostering successful businesses. Jones says NEON's goal is to assist in a way that will allow for a new business owner to be fully self-sustaining within three years of start-up.

NEON has a network of partners that help “wraparound” the business owner – advocates, technical support, micro loan packagers and business mentor relationships. This wraparound helps in the promotion of efficiency, navigating the legal and governmental aspects of business management and organizing the entrepreneurial skill sets presented.

Creating a rent subsidy program that includes tenant advocacy and gap funding would make renting space more affordable. Technical support provided through a “wraparound” approach would allow the owner to achieve self-sufficiency within a given period of time. Such a rent subsidy could serve as a bridge to the next stage of growth for these businesses.

Gap rental assurance would provide lower-cost access to the area's newly rehabbed spaces; which would be a selling point for start-up businesses in the corridor and allow West Broadway to compete with other neighborhoods in Minneapolis that are in a better economic position. The need for low cost leasable space is imperative in order to build a competitive advantage for an area that trends toward lower-income residents.

Action Item 3d. Business Mix

Existing Conditions

Many businesses on the West Broadway corridor serve the local area's lower-income customer base, which contributes to a relative lack of diversity in the types of businesses located there. Currently, non-bank financial companies (commonly known as payday lenders), take-out and fast food

restaurants, hair salons and auto repair shops are prevalent. While there is a demand for these businesses, many North Minneapolis residents shop outside of the area for the majority of their goods and services, which contributes to the retail leakage of the area. To build a more sustainable economic foundation for the corridor, West Broadway will need businesses mix that can attract a greater diversity of consumers including middle-income consumers.

Diversifying the business mix is critical for a sustainable future in the corridor. The area can diversify its business mix by bringing in new businesses and strengthening existing businesses that meet social, environmental and economic objectives by identify where retail and service leakage is occurring. With less leakage, there is the potential for residents to spend more of their discretionary income in the area, circulating dollars back into the community.

Recommendation

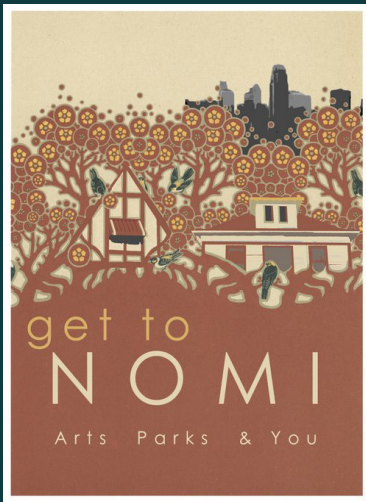
Organize a task force to perform information-gathering outreach to existing businesses and identify opportunities to reduce leakage. A strategy could then be developed to attract targeted businesses to the corridor. In addition, business clinics would be helpful in informing West Broadway business owners of any collective strategies to capture more market share. The task force should utilize the skills and experiences of business leaders from within the community. Funding should be made available to support a full-time contracted position for this action area.

As business begins to diversify, a plan should be in place to address the short of leasable space. This means rethinking where businesses are located and what types would be most viable in a particular location. For example, commercial space should prioritize retail and non-fast food restaurant spaces based on a lack of representation of those types of establishments in the corridor (See *2006 Market Scan Study* and *Retail Sector Support Proposal* supporting examples, right).



2006 Market Scan Study completed by Northway Community Trust and MJB Consulting would be a sturdy framework to initiate a conversation of what a healthy commercial landscape looks like for West Broadway. One of the study's findings was that a critical mass of shops, business, services and activities at different times of day and night is necessary to maintain a viable economy for the area.

Retail Sector Support Proposal. The City of Grand Forks, ND approved allocation of \$25,000 from sales taxes for the "Retail Sector Support Proposal". This is a collaborative effort with the East Grand Forks/Grand Forks Retail Task Force, Greater Grand Forks Convention and Visitor's Bureau, the Chamber of Commerce of Grand Forks, the city of East Grand Forks and EGF Economic Development and Housing Agency.



Source: 4.bp.blogspot.com

Get to NoMi promoted two restaurants per week through the entire winter of 2010. Volunteers collaborated with each business owner to create a special menu item in order to entice residents and others to visit restaurants that they had not frequented in the past. “Get to NoMi” was successful in connecting the North Minneapolis’ business owners with residents and visitors.

Action Item 3e. Marketing Campaign

Existing Conditions

The West Broadway Business and Area Coalition has embarked on several marketing efforts in the corridor; namely, a widely-known commercial on KMOJ radio station, which highlights the wonderful assets in North Minneapolis.

There is also the “Get to NoMi” campaign promoting “Arts, Parks and You,” which works to counter the negative media images disseminated by traditional media outlets. Live North is a campaign initiated by the Pohlad Foundation to promote the discovery of the true North Minneapolis by promoting assets specifically around home ownership

Livemsp.org is a joint city of Minneapolis and city of St. Paul online initiative to promote urban living in either city. This effort continues to focus on promoting lending institutions, marketing incentives to urban living and promoting North Minneapolis through home tours.

While each of the campaigns have done admirable work in promoting North Minneapolis and the city of Minneapolis, there isn’t a concerted effort to promote the assets of the West Broadway Avenue. Where there have been efforts, they have been fragmented; comprehensive efforts have either been non-existent or minimal. One organization, with a mission to brand the North Minneapolis area, the Northside Marketing Task Force, dissolved, leaving its work undone.

Recommendations

Build marketing campaigns based on existing community assets. Promote a positive, cooperative identity that positions the corridor as a business-friendly community with a great quality of life. There should be a keen focus on corridor-specific initiatives that promote civic engagement and arts and cultural events (See *Get to NoMi* supporting example, left).

Create a comprehensive map/guide of services on West Broadway. This should connect employees, visitors and residents to social service organizations, businesses and various other services in order to promote social and economic connections.

Further, engage local merchants and service providers to develop a public relations campaign. The resulting directory of services and products would help corridor visitors navigate the avenue and help plan their schedules to include West Broadway arts, cultural and public events. Their should be an online presence that updates monthly and a free hard copy guide updated quarterly until the corridor become more economically stable; after which a yearly update would be advised (See Corridor Bike + Dine + Explore Map supporting example, right).



Source: <http://www.midtowngreenway.org/maps/>

Corridor Bike + Dine+ Explore Map. Midtown Greenway Coalition created a complete biking/running/walking map and resource guide to neighborhoods, parks and business districts found along the trail. It advertises different ways to explore the areas around Lake Calhoun, Uptown, the diverse shops of Midtown Global Market, Heart of the Beast Theater and the bluffs of the Mississippi River.

Action Area 4.

Physical Connections



Key concepts:

Multi-modal transportation, transit service and I-94 bridge improvements

Access to parks and recreation, green space, Grand Rounds connection and riverfront connection

Neighborhood links, street connectivity and walkability

Healthy food access, functional art and crime prevention through environmental design (CPTED)

The Action Area of physical connections concerns a number of separate elements. These include public infrastructure, such as roads, bridges, sidewalks and street-lights. Generally, these are overseen by government agencies at the city or county level. Occasionally they are managed by other levels of government, developers, or even private organizations. Aside from infrastructure, physical connections also refer to the built environment of residences, businesses and public amenities such as parks and recreation centers.

All of these physical elements of the West Broadway corridor can work together to foster creative interactions. To maintain a sustainable community, the physical connections should serve the environmental, economic and equity needs of West Broadway. Parks, green spaces and streets can be designed to not only provide a safe place for residents to work and relax, but also to minimize polluted run-off into the Mississippi River. New building developments can create long-term spaces for new businesses that provide jobs and services. Additional connections and access to activities, good and services can help all residents of the corridor.

These new patterns of sustainable development and infrastructure can provide the spaces needed for art to thrive. Parks, sidewalks and other public spaces can be repurposed to become spaces that showcase projects by local artists. Safe, walkable neighborhoods with trees, sitting benches and public art can encourage residents and visitors to explore the area on foot. Pedestrian traffic has the potential to increase customers visiting small businesses owned by local craftspeople. These kinds of sustainable spaces can also facilitate public festivals and markets.

Environment is one of the major components of sustainability. Green initiatives can not only help make West Broadway a safe and healthy place, they can help business owners and homeowners save money. These kinds of action provide much needed financial and technical assistance to area businesses and can attract new businesses and residents. Built-out urban areas have a number of unique environmental challenges. Three that affect West Broadway are reducing stormwater run-off, accessing healthy food and opening up green spaces.

Action Item 4a. Land Use

Existing Condition

One of the greatest successes of the plan has been the approval of zoning changes. The zoning changes that were proposed have been incorporated into Minneapolis' comprehensive plan. Since August 14th, 2009, The West Broadway corridor has been designated as a special overlay district with unique zoning requirements and all zoning changes that were requested have been made.

New developments have been compliant with the plan since these land use regulations were put into place. They are required to be denser to create a more sustainable environment. Auto-oriented shopping centers and large parking lots are now discouraged in favor of commercial areas to which residents can walk or bicycle. High density buildings and mixed-use buildings can not only provide retail and restaurant jobs, but office space for a variety of businesses and organizations as well.

Recommendation

Balance economic needs with the vision for the streetscape when reviewing variances. Variances in building form (i.e height, signage) should generally not be granted. This would protect the density required by the West Broadway Overlay District code and facilitate change to the built environment. Variances in building use can be given more consideration to allow for more adaptability in changing markets.



Surface parking at Hawthorne Crossing

AutoZone (West Broadway). The site of a former car wash on the 1500 block of West Broadway near James Avenue had become a location for criminal activity. In 2010, AutoZone inquired into purchasing the property and redeveloping it into a retail auto parts store. The company asked for several variances from the zoning requirements. These included variances to increase the allowable floor area, increase the area of two signs, increase the height of the two signs and to use back-lit signs, which are not allowed under West Broadway Alive.

While Jordan Area Community Council voted to approve the AutoZone store, the City Council denied the variances. AutoZone withdrew its plans for a store. This proved a controversial decision. Some neighborhood residents supported the store for the purpose of economic development and job creation. (Continued on page 36)

(Continued) Other neighborhood residents felt that adhering to the plan was more important.

Lesson: A pattern of dense, walkable spaces has been replaced by low-density, auto-oriented spaces defined by large parking lots in West Broadway since the 60's. The result of these developments has been fewer businesses occupying larger spaces and providing fewer jobs. Furthermore, there is no promise that businesses that build to their own specifications will stay in the neighborhood.

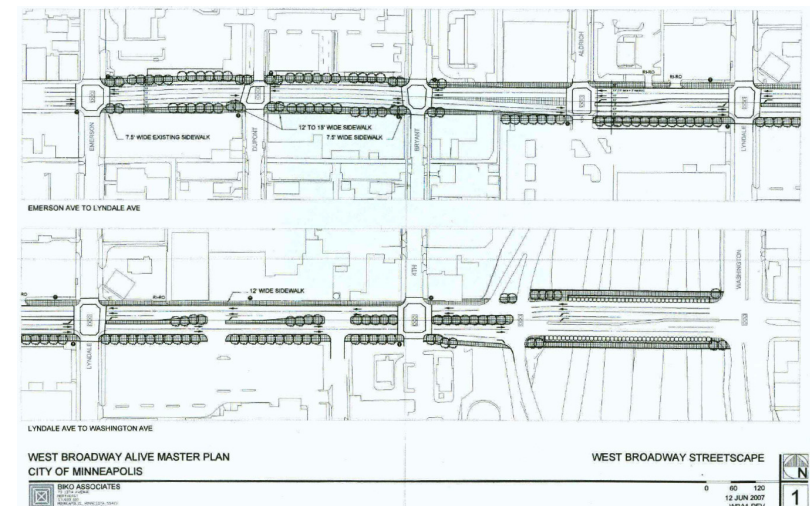
Target did not create long-term jobs and did not spur revitalization in the surrounding area. Nearby strip centers have not spurred local revitalization either. In order for West Broadway to attract a large diversity of creative new businesses and residents, new construction must provide more spaces for working and living than suburban-style

Action Item 4b. Infrastructure

Existing Condition

Infrastructure includes publicly built structures such as streets, sidewalks, lights, signs and storm drains. They can work together to help make a sustainable and creative place. Fortunately, street improvements are in progress for West Broadway. New designs for West Broadway have been completed. The County completed the stretch of street from the western city limits to Girard Avenue in 2001. Trees have been planted in the boulevard and median, though some have been killed by auto traffic veering off the street.

However, completion of street redesigns for the length between Girard Avenue and the Mississippi River has not been scheduled on Hennepin County's Capital Improvement Program until after 2016. The new street designs vary by the particular major intersections they surround but will include a variety of features to improve the appearance of the street. They will allow for multiple modes of transportation, including bicycles and walking. Currently, some intersections along West Broadway lack marked crosswalks.





Grand Rounds Scenic Byway Sign
Source: www.flickr.com

Recommendation

Improve stormwater infrastructure concurrent with street improvements. Along with street repaving, sidewalks can be replaced and widened. Public art can be installed after street improvements are made.

Provide clear signage to direct traffic (foot, bicycle and automobile) toward areas of interest in the corridor. Pointing people to the farmers market, youth and other activity centers, religious buildings, schools and school offices, parks and trails, health and human services and arts hubs will help them participate in the corridor and feel comfortable getting around. To increase creative collaboration, wayfinding elements, seating benches, bicycle racks, bus shelter elements, lighting, banners and other small infrastructure can be designed in conjunction with local arts organizations and independent artists.

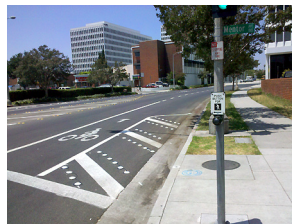
Seward Redesign. As part of a multi-pronged effort at citizen led improvement of infrastructure, Seward Redesign and Seward Neighborhood volunteers painted their own way finding signs leading to neighborhood businesses, installed flower boxes on sidewalks and placed their own temporary, removable crosswalks, as well as working the crosswalks as crossing guards.



Gordon Square Arts District (Cleveland, OH). "Under the banner of 'The Art of Economic Development,' Gordon Square Arts District, a collaboration of three non-profits, is midway through a \$30 million revitalization that will generate half-a-billion in economic development in an inner city Cleveland, Ohio neighborhood..." The partners also had to fight with the Ohio Department of Transportation for two years for approval to narrow Detroit Avenue, a state highway. Using the ideas of traffic calming, the team eventually won permission." Like Detroit Avenue, West Broadway is a major county road. There has been some concern that implementing traffic calming and pedestrian features on the street will negatively affect through traffic. Gordon Square Arts District serves as a precedent for narrowing streets and using traffic calming on major thoroughfares with no ill effect.

Create vibrant artwork in crosswalks to get the attention of pedestrians. WBC, neighborhood associations and other community groups can team up with arts organizations to design artistic street crossing. Designing and installing the crosswalks can be used as an opportunity to educate the public about the importance of infrastructure and to draw citizen and City attention to problem intersections.

These groups should also petition the City to incorporate painted "bump-outs" at some intersections as well. The bump-outs will remove a few parking spaces near intersections to increase driver visibility and pedestrian safety. These bump-outs can be installed in the short term and function as a temporary implementation of the West Broadway street layout redesign.



Source: brighamyen.com

Action Item 4c. Transportation

Existing Condition

One program that promotes alternate transportation is Nice Ride. It's initial launch did not include any North Minneapolis locations. In 2011, Nice Ride added eight new bicycle rental stations servicing the area, with three located along West Broadway.

Without a light rail line that could connect the entire corridor under consideration, streetcars could be a solution for efficient mass transit connecting all of West Broadway. Streetcars would require rail construction. However because a streetcar vehicle is smaller and slower than a light rail vehicle, it can be less expensive to operate. Streetcars do not require a dedicated transit station for boarding like light rail transit (LRT) and bus rapid transit (BRT), so they are able to make frequent stops. A streetcar that can make more frequent stops can serve West Broadway residents better than the alternative mass transit options.

Recommendations

Tie transit system improvements in with the street redesign. City and regional governments have proposed several possible solutions to increase mass transit access, including LRT, BRT and streetcars. Previous studies by the City and University of Minnesota have indicated that the cost per rider for LRT is prohibitive. Additionally, suburban commuters would likely benefit the more than residents of North Minneapolis. The Bottineau Boulevard Transitway, a project which is currently under study, proposed several alternative routes for either LRT or BRT connecting downtown Minneapolis to the northwest suburbs.

Conduct a public safety survey for North Minneapolis Metro Transit riders, as called for in WBA. Address the issue of peddlers and solicitors on these routes as well (See *Potential Impacts of Bus Rapid Transit on the West Broadway Neighborhood* supporting example, page 39).

Action Item 4d. Stormwater Runoff

Existing Condition

Stormwater run-off from West Broadway has a direct impact on the Mississippi River. Run-off from streets, sidewalks and rooftops can potentially carry pollution such as tire particles, oil, dirt, lawn fertilizer, weed killer and other chemicals. Additionally, run-off from heavy rains or rapid snow-melt can cause sanitary sewer systems and waste treatment plants to overflow, pouring sewage into nearby bodies of water.

The City of Minneapolis assesses fees on property owners to offset the high cost of constructing and maintaining storm sewers. An incentive to manage stormwater on-site and reduce the need for storm sewers is an abatement for stormwater fees. For stormwater fee abatement, a property must capture 100% of a 10 year storm event. West Broadway Business and Area Coalition (WBC) has contracted with Metro Blooms to help local property owners to receive these credits by implementing stormwater abatement techniques.



Source: www.dmiblog.com

Potential Impacts of Bus Rapid Transit on the West Broadway Neighborhood. This study, conducted in 2007 by Carrie Ann Fathman and Kristine F. Miller, stated their belief that BRT and LRT are not equitable solutions for West Broadway. The infrastructure required to build them, such as rail or dedicated lanes, additional traffic control and permanent boarding stations, would disrupt existing bus stops. These services might also displace existing bus routes that West Broadway residents depend on. BRT and LRT would give the most benefit to those who least need transportation options: auto owners in the suburbs.

Stormwater Run-off Reduction Techniques

- Green roofs: plants in rooftop gardens, like the one on Target Center, capture and absorb rainwater
- Retention ponds: run-off flows to a pond on the property rather than flowing off-site and into storm drains
- Permeable pavers: instead of solid concrete pavement, drives, parking places and walkways can be paved with water-permeable bricks. These allow rain water to flow through and between them, where they enter the soil underneath.
- Rain gardens: run-off is directed to a garden on the property that is designed to absorb large amounts of water.
- Sub-surface chambers: rain water is directed into underground storage tanks, where some pollution can settle to the bottom while cleaner water slowly seeps out of valves into the soil.

The Mississippi Watershed Management Organization granted MetroBlooms funds to focus on stormwater run-off reduction for commercial properties along West Broadway. Metro Blooms provides workshops and helps determine which properties are the best candidates for stormwater fee abatement. These properties are likely redevelopment sites affected by stormwater. Mitigation is best incorporated with redevelopment, because it can involve major construction. Many businesses and landlords operate on a narrow profit margin and cannot afford to make these changes outright.

Some solutions are more effective than others. Rain gardens and permeable pavers allow water to be filtered naturally before reentering the watershed, where ponds or underground capture merely hold polluted water and only allow the largest particulates to settle out.

Minneapolis Public Works (MPW) maintains a number of highly detailed stormwater management and water quality monitoring reports. MPW partners with the Minneapolis Park and Recreation Board, local watershed organizations, the Minnesota Department of Transportation (Mn/DOT), neighboring cities and the Metropolitan Council.

Recommendation

Collaborate with government agencies and organizations on stormwater reduction work. Share information and avoid duplication of projects and education efforts. Minneapolis and Hennepin County Public Works can negotiate with non-government organizations, such as Metro Blooms, to build public-private partnerships in the corridor.

Since stormwater assessment fees rise 4% per year, investing in stormwater abatement pays for itself in 15 years. This long term return is good for institutions and community non-profits, but less beneficial for small property owners or developers who plan to sell. An example of this type of investment is St. Mary's Church, which worked with Solution Blue. The project cost \$450,000, but the church received a \$210,000 action grant.



Source: www.acogok.org

Action Item 4e. Greenspace

Existing Conditions

Greenspace is another important environmental aspect of West Broadway. The area covered by the West Broadway Alive plan includes parts of North Commons Park and the Mississippi riverfront. The Minneapolis Park and Recreation Board is located on the riverfront as well, on West River Road. In addition to parks, greenspace can come in the form of streetscapes, when boulevards are planted with grass and trees street trees are planted on sidewalks. reconstruction of West Broadway between Robbinsdale and Girard Ave. included a grassy median planted with trees. Future plans for the rest of the corridor also include street trees and boulevards. Trees not only look attractive, but they can mitigate local air quality problems caused by auto traffic

Green Food. In June 2009, The USDA released a report, titled “Access to Affordable and Nutritious Food— Measuring and Understanding Food Deserts and Their Consequences.” The report describes “food deserts,” places where residents do not have convenient access to quality food. Food deserts can occur due to physical distance between where people live and places to buy food, or to a lack of transportation options for residents. North Minneapolis has been described as a food desert. There is one major grocery store, Cub Foods and 68,000 residents. Ironically, Cub is not even the biggest food retailer for the area -- the most popular grocery store for North Minneapolis residents is actually the Target store downtown. It may also be that rather than a food desert, urban areas like West Broadway are actually “food swamps,” places that are full of unhealthy food. The corridor’s food selections are dominated by fast food.



Source: www.laboe.com

To increase West Broadway residents’ access to fresh produce and to improve the business mix and to make West Broadway a destination, efforts have been underway to start a farmers market. The farmers market is scheduled to open June 2011. The project was initiated by WBC, in conjunction with the North Point Health and Wellness Center, UROC, St Anne-St Joseph Hien Church, St. Anne’s Senior Community and Kindred Kitchen. The mission of the market is to increase economic development, provide healthy food access and provide a space for community gathering.

Fairmount Park (Philadelphia, PA) manages not only park trees, but street trees as well. Fairmount Park authorities note that increased tree cover from street trees provides shade and cooling, helps to filter pollution such as auto exhaust from the air and can reduce stormwater runoff. Street trees can increase property values by 10% to 15%.

In addition to its stormwater management projects, Metro Blooms also works on beautification. There is potential for this in the future for West Broadway. This may include adding trees or landscaping to the edges of parking lots. Metro Blooms works with neighborhood organizations and holds community workshops at schools and collaborated with Juxtaposition on public art.

Some funding in the Mississippi Watershed Management Organization grant is reserved for on-site consulting with landowners for landscaping.

Recommendation

Protect street trees that are vulnerable to traffic. Berms, rocks, barriers, or walls can be artistically woven in with the landscape to help prevent destruction of landscaping by auto traffic. Additionally, streetscaping can incorporate underground cisterns and space under sidewalks for trees to grow. They will live longer and can absorb more stormwater (See Fairmount Park supporting example, below).



Source: savingourtrees.wordpress.com

Appendix A: *West Broadway Alive*

Recommendations

These are the original recommendations from West Broadway Alive, showing their current implementation status.

Category	Recommendation	Progress	Comment
LAND USE	Incorporate the guidance of this plan's "Future Land Use" map into the city's 2008 comprehensive plan update.	Complete	
LAND USE	Rezone property in the West Broadway area to provide regulatory support for the plan's land use guidance.	Complete	
LAND USE	Capture the site specific density guidance of the Development Intensity map when rezoning property in the West Broadway corridor.	Complete	
LAND USE	Encourage new development fronting W Broadway to be a minimum of two stories in height with increased building to land ratio.	Complete	

Category	Recommendation	Progress	Comment
TRANSPORTATION	Reevaluate service frequency of buses serving West Broadway periodically, with improvements when warranted to support new residential development and the expansion of commercial activity. Routes 14 and 22 in particular should be considered for service improvement based on the development anticipated in this plan, along with bus service connecting across the river to connect Northeast Minneapolis to West Broadway.	Incomplete	Major reevaluation of routes cannot occur until anticipated development occurs. Transit across the river is served by infrequent express bus routes 801 and 852.

Category	Recommendation	Progress	Comment
TRANSPORTATION	Metro Transit should take steps as needed to ensure that the use of buses to and from West Broadway is perceived as consistently safe and comfortable on every bus route.	Incomplete	
TRANSPORTATION	Encourage prioritization of a West Broadway streetcar line because of its importance from a community development perspective.	Ongoing	
TRANSPORTATION	Coordinate future evaluation of streetcar finance tools and economic development potential between the streetcar and the West Broadway community development initiatives.	Incomplete	

Category	Recommendation	Progress	Comment
TRANSPORTATION	Explore synchronizing the development of the streetcar line with reconstruction of West Broadway between Girard Avenue and the Mississippi River.	Ongoing	A streetcar system is under consideration by the City.
TRANSPORTATION	Support the development of boulevard-style improvements to Washington Avenue that extend to West Broadway on the north.	Complete	Street redesigns are complete, but will not be implemented until street reconstruction begins.
TRANSPORTATION	Pursue further investigation of parkway style enhancements to Emerson and Fremont consistent with Scenario 2 above, including a more detailed potential design with associated cost estimates.	Complete	

Category	Recommendation	Progress	Comment
HOUSING	Facilitate the development of new housing development in appropriate locations along and near West Broadway.	Ongoing	
HOUSING	Support the development of a good mix of ownership and rental housing, as well as housing for individuals and families.	Ongoing	
HOUSING	Exert efforts to foster housing targeted to markets that will improve the socioeconomic mix in the West Broadway area.	Ongoing	

Category	Recommendation	Progress	Comment
ECONOMIC DEVELOPMENT	Provide the services of a leasing agent, at a no cost or reduced cost basis, to assist property owners in finding reliable tenants that also contribute to the overall business mix in the commercial district.	Incomplete	
ECONOMIC DEVELOPMENT	Create a website and/or other mechanisms that can draw attention to West Broadway commercial areas and market vacant and available retail space.	Complete	
ECONOMIC DEVELOPMENT	Support redevelopment in the Broadway Lyndale area that offers a strong mix of sub-regional destination business establishments.	Ongoing	

Category	Recommendation	Progress	Comment
ECONOMIC DEVELOPMENT	Give priority to attracting destination businesses of broad appeal, as well as those that would build West Broadway's identity as a destination for culturally focused, urban goods and services and a place with a vibrant arts scene.	Ongoing	
ECONOMIC DEVELOPMENT	Design and build a unique and attractive public space along the West Broadway sidewalk at Hawthorn Crossings, programming it for a regular weekly market event, as well as for larger community events.	Incomplete	

Category	Recommendation	Progress	Comment
ECONOMIC DEVELOPMENT	Develop and implement a professional branding and marketing plan for West Broadway that builds on the work of this plan and the North Minneapolis marketing plan developed by the Northside Marketing Task Force.	Incomplete	Branding efforts have occurred, but none have had wide resident support.
ECONOMIC DEVELOPMENT	Organize community events that bring people and positive attention to West Broadway.	Ongoing	
ECONOMIC DEVELOPMENT	Provide financial assistance for façade improvements on West Broadway and encourage business participation in the program.	Complete	Great Streets program includes façade improvement.

Category	Recommendation	Progress	Comment
ECONOMIC DEVELOPMENT	Provide an additional financial incentive to each business or property owner participating if they can achieve a high level of participation in a given commercial block or district.	Incomplete	
ECONOMIC DEVELOPMENT	Continue to support technical assistance, business loan and entrepreneurship programs.	Complete	
ECONOMIC DEVELOPMENT	Improve the availability of financial support for the rehabilitation of existing storefront buildings.	Ongoing	
ECONOMIC DEVELOPMENT	Continue to strengthen strategies for improving public safety and deterring loitering and panhandling.	Incomplete	

Category	Recommendation	Progress	Comment
ECONOMIC DEVELOPMENT	Build the case for building a West Broadway streetcar line.	Ongoing	
ECONOMIC DEVELOPMENT	Undertake market research on potential residential submarkets.	Incomplete	
ECONOMIC DEVELOPMENT	Expand the number of West Broadway project areas in which the City is undertaking site assembly for development.	Incomplete	
ECONOMIC DEVELOPMENT	Commit to remedying issues with adjacent properties as an element in recruiting developer interest to the West Broadway area.	Unknown	

Category	Recommendation	Progress	Comment
ECONOMIC DEVELOPMENT	Explore ways of making additional financial resources available in some of the areas identified in these developer interviews—predevelopment resources, gap resources for market rate units in mixed income developments, city-backed TIF and expanded flexibility in the use of city programmatic resources.	Ongoing	The plan does not specify whose responsibility this is.
DEVELOPMENT GUIDELINES	Make site development guidelines available to developers of West Broadway property. Encourage building and site design that is consistent with these guidelines.	Complete	

Category	Recommendation	Progress	Comment
DEVELOPMENT GUIDELINES	Make site development guidelines available to business and property owners that are upgrading their façades or installing landscaping and fencing. Encourage improvements that are consistent with these guidelines.	Complete	
DEVELOPMENT GUIDELINES	With street reconstruction, implement a full and dynamic streetscape build-out that is consistent with these guidelines.	Ongoing	
DEVELOPMENT GUIDELINES	Explore ways of adding a limited number of high impact streetscape elements prior to street reconstruction.	Ongoing	

Category	Recommendation	Progress	Comment
DEVELOPMENT GUIDELINES	Encourage developers, as well as property and business owners, to incorporate public art and artistic elements into new development and façade improvements.	Ongoing	The plan does not specify whose responsibility this is.
DEVELOPMENT GUIDELINES	Work with local arts organizations to explore the creation of an annual art installation on West Broadway.	Complete	FLOW
DEVELOPMENT GUIDELINES	Support public engagement round public art installation, whether constructed in the public realm or on private property.	Ongoing	The plan does not specify whose responsibility this is.

Category	Recommendation	Progress	Comment
PUBLIC SAFETY	Schedule friendly meetings with property owners that own the identified properties in order to discuss concerns and encourage that they make improvements. Potential resources for assisting with safety related improvements should be identified in advance of these meetings.	Complete	Crime prevention specialists are communicating with some property owners through neighborhood email lists.

Source: West Broadway Alive (2008)

Appendix B: West Broadway Overlay District Zoning Code

These are the zoning rules which have been incorporated into the Minneapolis Code of Ordinances.

551.1180. - Purpose.

The West Broadway Overlay District is established to preserve and encourage a high-density, transit-supportive and pedestrian-oriented environment in the West Broadway commercial core, to attract destination goods and services and to promote street life and activity by regulating building orientation and design and accessory parking facilities and by prohibiting certain high impact and automobile-oriented uses. (2009-Or-067, § 3, 8-14-09)

551.1190. - Established boundaries.

The boundaries of the WB Overlay District shall be the areas shown on the official zoning map. (2009-Or-067, § 3, 8-14-09)

551.1200. - Eligible areas outside of established boundaries.

The WB Overlay District shall be limited to locations along and within three hundred (300) feet of the West Broadway Avenue center line. Any person having a legal or equitable interest in property located within the eligible area outside of the established boundaries may file a petition to request the addition of the WB Overlay District classification in the manner provided for zoning amendments in Chapter 525, Administration and Enforcement. (2009-Or-067, § 3, 8-14-09)

551.1210. - Prohibited uses.

The following uses shall be prohibited in the WB Overlay District:

(1) Automobile services uses.

(2) Transportation uses. (2009-Or-067, § 3, 8-14-09)

551.1220. - Drive-through facilities.

Drive-through facilities shall be prohibited except where they are accessory to a drug store, or a bank or financial institution, subject to all other applicable regulations of this zoning ordinance and the following standards:

- (1) Drive-through facilities shall be accessory to a drug store, or a bank or financial institution occupying at least three thousand (3,000) square feet of floor area, in a multiple use building of two (2) or more floors.
- (2) Drive-through facilities shall be located so as to minimize their visibility from West Broadway and not impede pedestrian access to building entrances.
- (3) No more than one (1) drive-through lane for drug stores and no more than two (2) drive-through lanes for banks or financial institutions shall be permitted. (2009-Or-067, § 3, 8-14-09)

551.1230. - Fast food restaurants.

Fast food restaurants shall be located only in storefront buildings existing on the effective date of this ordinance provided further that no significant changes shall be made to the exterior of the structure and freestanding signs shall be prohibited. (2009-Or-067, § 3, 8-14-09)

551.1240. - Minimum floor area.

New development in Commercial, OR2 and OR3 and Industrial districts shall be subject to a minimum floor area ratio of one (1.0). Individual phases of a phased development may be less than this minimum, provided the entire development meets the minimum requirement. This requirement shall not apply to the expansion of buildings existing on the effective date of this section. (2009-Or-067, § 3, 8-14-09)

551.1250. - Minimum number of floors.

Buildings that front on West Broadway shall be two (2) or more floors for the length of the West Broadway frontage. (2009-Or-067, § 3, 8-14-09)

551.1260. - Building placement.

The placement of new buildings or additions to existing buildings shall reinforce the street wall, maximize natural surveillance and visibility and facilitate pedestrian access and circulation. The first floor of buildings shall be located not more than eight (8) feet from the front lot line, except where a greater yard is required by this zoning ordinance. In the case of a corner lot, the building wall abutting each street shall be located not more than eight (8) feet from the lot line, except where a greater yard is required by this zoning ordinance. The area between the building and the lot line shall include amenities such as landscaping, tables and seating. Buildings shall be oriented so that at least one (1) principal entrance faces the public street rather than the interior of the site. (2009-Or-067, § 3, 8-14-09)

551.1270. - Building facade.

(a) *Window area.* At least forty (40) percent of the first floor facade of any nonresidential use that faces a public street or sidewalk shall be windows or doors of clear or lightly tinted glass that allow views into and out of the building at eye level. Windows shall be distributed in a more or less even manner. Minimum window area shall be measured between the height of two (2) feet and ten (10) feet above the finished level of the first floor.

(b) *Awnings and canopies.* Awnings and canopies are encouraged in order to provide protection for pedestrians and shall be placed to emphasize individual uses and entrances. Back-lighted awnings and canopies shall be prohibited. (2009-Or-067, § 3, 8-14-09)

551.1280. - Prohibited on-premise signs.

The following on-premise signs shall be prohibited in the WB Overlay District:

- (1) Pole signs.
- (2) Back-lighted awning and canopy signs.
- (3) Back-lighted insert-able panel projecting signs. (2009-Or-067, § 3, 8-14-09)

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