

The background of the slide is a photograph of a multi-story brick building. In the foreground, there is a dark sign with a circular logo that reads "SABATHANI COMMUNITY CENTER". To the right of the sign, a large green tree is partially visible. The top portion of the image is overlaid with a dark blue semi-transparent banner containing the title and subtitle.

# *Walkability and Active Living:* **Building an Age-Friendly Neighborhood**

Prepared by the Walkable and Livable Communities Institute for AARP Minnesota  
November 2015

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**Cover Page:** The cover photo is of the Sabathani Community Center on E. 38th Street where the AARP/WALC Institute Active Living Workshop was hosted.

**Top Right:** This building, across from the new Seward Co-op, will be repurposed into a bicycle shop by neighborhood business owner and activist Anthony Taylor (second from left).

**Bottom Right:** There is ample multi-family housing in close proximity to E. 38th Street.

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Walkable and Livable  
Communities Institute

# Introduction

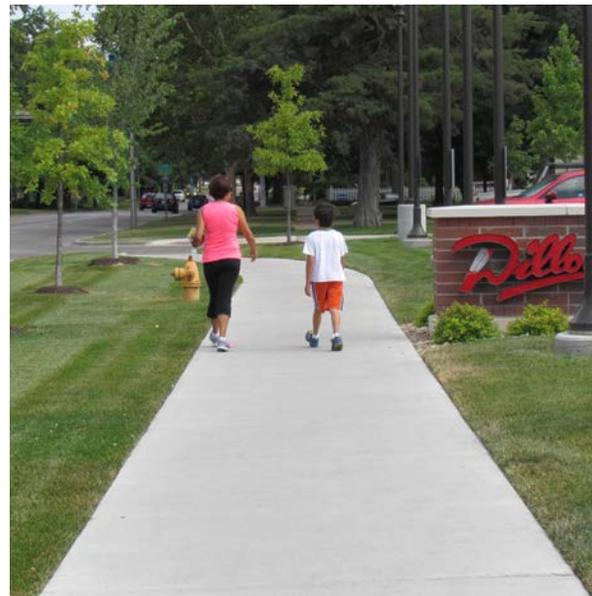
## *The AARP and WALC Institute Active Living Workshop*

Various trends are changing the projections for future travel demands in North America; that is, they are changing our understanding of the type of transportation systems and neighborhoods people want now and will want in the future. Aging populations, rising fuel prices, growing traffic problems, increasing health and environmental concerns, and changing consumer preferences are all increasing demand for active modes of transportation, such as walking, cycling and public transit.

The benefits of active transportation and “complete” streets—herein, collectively referred to as “walkability”—are numerous. They improve public health and reduce healthcare costs. They contribute to a sense of “place” and community, and reduce the need for parking spaces. They help alleviate pressure on roadways that are nearing saturation and have very little “grow room.” In fact, walkability is the lowest-cost way to keep car dependency from growing and, therefore, keep motorized traffic moving. Beyond that, more than 25 percent of all daily trips made in the U.S. are within walking distance and 60 percent are within bicycling distance. Having the option to walk or bike—or move naturally—just makes sense. It also is particularly important to aging populations, technology and information sector workers, Millennials and other groups that often make up the target demographics for city-building efforts.

The walkability and livability of a community—whether urban, suburban or rural—is heavily influenced by land-use and transportation planning, design and policies. Where walkability is supported through policies, programs and projects that favor active living, the entire community benefits.

As described in other parts of this report, it will be the rebuilding, re-purposing, retrofitting and infilling of land and infrastructure in places like Loveland and surrounding areas—along with the redesign of critical intersections and corridors throughout town—that will improve prosperity, health and well-being.



### Engaging the community in a meaningful way

Achieving such goals anywhere in the country, however, requires that community members are engaged in a meaningful way in assessing their built environment and prioritizing changes. A group of community members who are vested in this way helps build further support for the plans to be adopted and projects to be undertaken.

Toward that end, AARP and the WALC Institute have developed the Active Living Workshop to engage communities in making their streets and neighborhoods more walkable, livable, healthy and sustainable. The goal of the workshop is to build capacity by promoting a shared language amongst residents, government staff and elected officials; to illustrate through examples and audits how walkability and livability benefit a community and how they can be achieved; and to inspire each participant to become involved in the movement towards active living.



## ➔ Active Living Workshop - October 6-7, 2015

The workshop was held at the Sabathani Center on East 38th Street hosted with support of Minneapolis Ward 8 Councilmember Elizabeth Glidden's office and staff. The workshop and walking audit was facilitated by the WALC Institute's Robert Ping and Tony Hull, with support from AARP Minnesota State Director Will Phillips and Jennifer Wallace-Brodeur from the AARP national office.

The project focus area is East 38th Street from Nicollet Avenue on the west to Chicago Avenue on the east. There are five neighborhoods that bound the corridor; Bancroft, Bryant, Central Area Neighborhood Development Organization (CANDO), Kingfield, and Powderhorn.

African-Americans currently make up 27% of the neighborhood population, but in the early twentieth century the project area was one of two population centers for the Minneapolis black community (including the near north side).

The project study area includes some significant black institutions including the Minnesota Spokesman-Recorder, which was the first black newspaper at its current location of East 38th Street and 4th Street since first publishing in 1934, the Sabathani Center which dates back to the late 60's serving African American youth in South Minneapolis, and the Minneapolis Urban League on 38th Street serving the community since 1926.

The neighborhood is rich in African-American culture and heritage even as the neighborhood demographics have shifted to include growing numbers of Latino (36%), East African (not captured in census data), and Asian (4%) populations who now contribute to the neighborhood as residents and business owners.

The team met briefly and conducted a site tour with local hosts including, Sara Lopez and Deebaa Sirdar, from Councilmember Glidden's office, Lacy Shelby and Paul Mogush from the City's Office of Community Planning & Economic Development (CPED) and Anthony Taylor from the Major Taylor Bicycling Club.

In the summer of 2015, Councilmember Elizabeth Glidden held a series of community meetings to discuss and get public input on the future of the E. 38th Street corridor. Feedback and community interest from these sessions was particularly helpful for the Active Living Workshop and demonstrates the value of elected official leadership.



# Introduction

## Why Walkability Matters

Throughout the country, we have applied advanced engineering to move *more* cars and to move them *faster*. The result too often has been streets that accommodate cars but deter people from active modes of transportation such as walking, biking and using transit. Land uses like strip malls, cul-de-sacs, poorly sited schools, and single-use zoning tend to compound the problem and perpetuate a dependency on automobiles. Further, transportation engineering often places focus on vehicle mobility at the expense of others. These factors matter greatly because the built environment plays a significant role in health and well-being by either encouraging or discouraging physical activity.

Today, two out of three American adults 20 years and older is overweight or obese. In 2008, about half of all adults 18 years and older in the U.S. had at least one of six chronic illnesses: cardiovascular disease, arthritis, diabetes, asthma, cancer or chronic obstructive pulmonary disease (COPD).

While we know that physical activity is good for us, 60 percent of Americans do not meet the daily recommendations set by the Centers for Disease

Control and Prevention. Yet, people who have sidewalks in their neighborhoods reported more recreational walking. And adults living in highly walkable neighborhoods engage in 41 minutes more physical activity per week than those in low-walkability neighborhoods.

Further, consider that:

- A study in the *Journal of the American Planning Association* in 2006 found that for every five-percent increase in walkability, a community could expect more than a 30-percent increase in “physically active travel” and nearly a quarter-point reduction in individual body mass index, which is a common indicator for obesity and health. The increase in walkability was also correlated with more than a five-percent reduction in air pollutants that are associated with vehicle travel.
- Analysis published in *Preventive Medicine* in 2010 indicates that installing sidewalks on all of a city’s streets would increase physical activity enough to offset weight gain in about 37 percent of the population, leading to healthcare savings likely to be enough to repay the cost of the sidewalks.

The built environment also reflects our social inequities. Seniors are over-represented in intersection fatalities by a factor of more than two-to-one, and are at risk for social isolation once they lose their ability to drive. In fact, half of all non-drivers 65 years and older—about 4 million Americans—stay at home on a given day because they lack transportation.

But improved health and social equity are not the only reasons to modify the built environment to be more supportive of active transportation. Forty percent of baby boomers say they don’t have enough savings for retirement. This means seniors will continue to work and transportation choices will become critically important. As the senior population grows faster than any other age group, towns that are addressing walkability are better suited to meet their needs.

*This mural adjacent to the fire station on E. 38th Street exemplifies the African-American pride and heritage of this historic neighborhood.*



## There are many reasons to support active living and walkability.

- Active transportation incorporates exercise into one's daily schedule and eliminates the stress of driving on congested streets.
- Health care costs are reduced when people lead active lifestyles.
- A five- to 10-mph reduction in traffic speeds increased adjacent residential property values by roughly 20 percent. Reduced traffic volumes on residential streets increases home values by an average of 18 percent.
- Active transportation infrastructure is far less expensive than building new roads and parking.
- Active transportation provides opportunities for social connections and community building.
- A 10-point increase in Walk Score increases commercial property values by 5 percent to 8 percent.
- An EPA study indicates compact infrastructure is up to 47-percent less expensive than conventional development patterns.
- Active transportation is good for tourism. In 1992, an estimated 32,500 visiting cyclists spent \$13.1 million in Vermont.<sup>23</sup> Similarly, 680,000 visitors bicycle in North Carolina's Outer Banks yearly, generating \$60 million annually. About 1,400 jobs are supported locally in North Carolina from expenditures made by bicyclists.

When cities and towns provide equitable access to a complete transportation system, they send the message that people—not just cars—belong. No matter one's age, income, ability, or mode of transport, the community is more livable and the benefits are tremendous. Our street design can minimize those things that halt productivity (congestion, accidents) because users know where they belong, how to navigate and how to interact with others.

In too many parts of the U.S., bicycling and walking are considered recreational activities. However, when we focus on walkability and its economic benefits, we build strong communities that are more prosperous and that work for all.

Factors improving walkability include:

- Destinations within walking or biking distance of each other, such as retail shops located near offices and housing, and schools located within neighborhoods.
- Street connectivity, ideally in a fine-grain grid without unnecessary cul-de-sacs. Also, sidewalks or trails that allow people to move comfortably and safely.
- Road widths that foster lower vehicle speeds. The wider a road or a vehicle travel lane is (or appears to be), the faster the driver tends to travel. The faster cars are traveling, the less safe and comfortable a person feels walking or bicycling.
- A sense of security and "eyes on the street." This feeling of comfort is created by orienting the homes and buildings toward the street, and providing transparency—occupied buildings and homes with windows and doors at the street level—so occupants can watch over the street.



# Introduction

## Key Walkability Concepts

\* Also, see the *Active Living Toolbox* attachment for a series of fact sheets by AARP and the WALC Institute addressing some of the most common misconceptions about the tools of livability.

**Active Transportation:** Also known as non-motorized transportation, this includes walking, bicycling, using a wheelchair or using “small-wheeled transport” such as skates, a skateboard or scooter. Active modes of transportation offer a combination of recreation, exercise and transportation. (See Victoria Transport Policy Institute, [www.vtpi.org](http://www.vtpi.org).)

**Aging in Place:** Also called, “Living in Place.” The ability to continue to live in one’s home safely, independently and comfortably, regardless of age, income or abilities. Living in a familiar environment and being able to participate in family and other community activities. (See National Aging in Place Council, [www.ageinplace.org](http://www.ageinplace.org).)

**Charrette:** [pronounced, “shuh-RET”] A collaborative session to solve design problems that usually involves a group of designers working directly with stakeholders to identify issues and solutions. It is more successful than traditional public processes because it focuses on building consensus. (See Walkable and Livable Communities Institute, [www.walklive.org](http://www.walklive.org).)

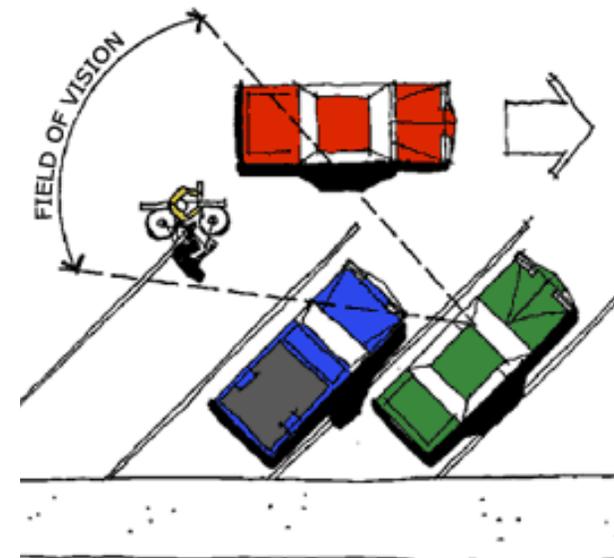
**Complete Streets:** Roads that are designed for everyone, including people of all ages and abilities. Complete Streets are accessible, comfortable for walking and biking, and include sidewalks, street trees and other amenities that make them feel “complete.” (See National Complete Streets Coalition, [www.completestreets.org](http://www.completestreets.org).)

**Head-Out Angled Parking:** Also called “back-in” or “reverse” angled parking, this is arguably the safest form of on-street parking. It offers multiple benefits, including creating a sight line between the driver and other road users when pulling out. Additionally, head-out parking allows the driver to load their trunk from the curb, instead of adjacent to the travel lane. And for drivers with young children, seniors or others who need extra help, the open car doors direct passengers to the safety of the sidewalk behind the car, not into traffic. The process of parking in a head-out angled spot is simple – a driver signals their intention, slows, pulls past the spot and then backs into it, which is roughly equivalent to making only the first maneuver of parallel parking.

**Livability:** In the context of community, livability refers to the factors that add up to quality of life, including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and culture, entertainment and recreation possibilities. (See Partners for Livable Communities, [www.livable.org](http://www.livable.org).)



*Above:* head-out angled parking is safer for all people, including those driving, biking and walking. *Below:* This diagram from the City of Northampton, MA illustrates one of the benefits of head-out angled parking: a driver’s ability to see oncoming traffic as they pull into the travel lane from their parking spot.



**Median Crossing Island:** A short island in the center of the road that calms traffic and provides pedestrian refuge. They can be six to 12 feet wide and 20 to 80 feet long. They should be landscaped with low, slow-growth ground cover, and tall trees without branches or leaves at ground height that help motorists see the islands well in advance but don't obstruct sight lines.

**Mini Circle:** Also called "mini traffic circles," these are intersections that navigate vehicles around a small island about eight to 15 feet in diameter that is either lightly domed or raised. When raised, a mini traffic circle should be visible from hundreds of feet away, creating the feeling of a small park in the neighborhood. The circles should be designed to reduce speeds to 15 to 18 mph at each intersection. A proper number of them will reduce vehicle speeds to 22 to 25 mph along the corridor while helping traffic flow more smoothly due to the decreased number of complete stops.

*[Rotary: Also sometimes called traffic circles, rotaries are a form of an intersection that navigates cars around very large circulating islands. An entire rotary can be as big as a football field. And can include stop signs and signals. They are not the same as roundabouts or mini circles. Rotaries are cumbersome and complicated and can induce higher speeds and crash rates. Many rotaries in North America and Europe are being removed and replaced with the preferable roundabout.]*



**Roundabout:** Also called "modern roundabouts," they navigate cars around a circulating island, usually up to 60 feet in diameter. Roundabouts are ideal for collector and arterial roads, and at freeway on-off ramps. They eliminate the need for cars to make left turns, which are particularly dangerous for pedestrians and bicyclists. Properly designed, roundabouts hold vehicle speeds to 15 to 20 mph. They can reduce injury crashes by 76 percent and reduce fatal crashes by 90 percent. (See the Insurance Institute for Highway Safety's website at <http://www.iihs.org/research/topics/roundabouts.html>) Roundabouts also can increase capacity by 30 percent by keeping vehicles moving. When installing roundabouts in a community for the first time, care should be taken to make roadway users comfortable with the new traffic pattern and to educate them about how to navigate roundabouts properly and to yield as appropriate. For more information about roundabouts, see the Federal Highway Administration's educational video about roundabouts, at <http://bit.ly/fhwasafetyvideo>.

**Road Diet:** On an overly wide road that has too many vehicle travel lanes to be safe, lanes can be removed and converted to bike lanes, sidewalks, a buffer between the travel lanes and sidewalks, on-street parking, a landscaped median or some combination thereof. A common road diet transforms a four-lane road without bike lanes into a three-lane road (one travel lane in each direction with a center turn lane or median) with bike lanes and street trees. (See Walkable and Livable Communities Institute, [www.walklive.org](http://www.walklive.org).)

*Left: this lighted bouy functions as a decorative mini circle in Lincoln, Rhode Island, at the corner of School Street and Main Street Albion.*



*Above: a mini circle in Lawrence, Kansas calms neighborhood traffic in the Barker neighborhood.*

*Below: a decorative modern roundabout in the town of The Dalles, Oregon, is a gateway into town and smoothly and safely handles even truck traffic, featuring a 3" tall truck "apron" around the outside edge of the roundabout that the largest trucks and emergency vehicles can use to drive over while turning, and there is even a decorative truck apron on the approaching street (bottom of image).*



**Safe Routes to School:** A national program to improve safety and encourage more children to walk, bike and roll to school. Focuses on improvements through engineering, education, enforcement, encouragement and evaluation. (See National Center for Safe Routes to School, [www.saferoutesinfo.org](http://www.saferoutesinfo.org).)

**Sharrows:** A “shared roadway marking”—usually paint—placed in the center of a travel lane to alert motorists and bicyclists alike to the shared use of the lane. They help position bicyclists away from the opening doors of cars parked on the street, encourage safety when vehicles pass bicyclists and reduce the incidence of wrong-way bicycling.



*A sharrow in Seattle, WA.*

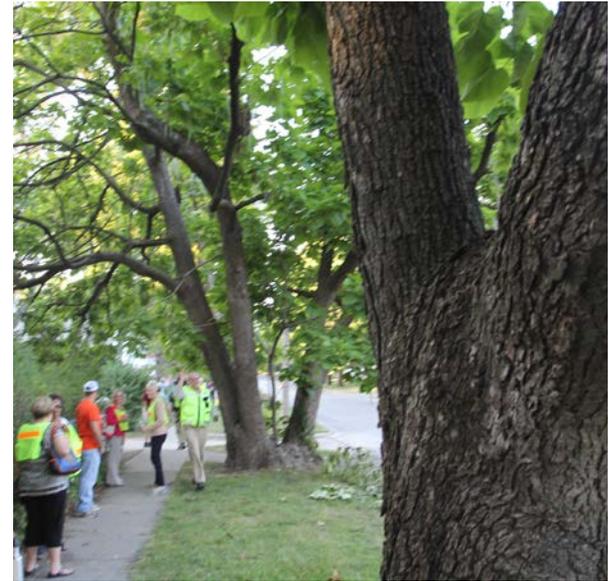
**Sidewalks:** All sidewalks, trails, walkways and ramps should be on both sides of streets. Where sidewalk gaps exist or ramps are missing, they should be fixed on a priority basis, working out block-by-block from schools, medical facilities, town centers, main streets and other areas where people should be supported in walking and biking. Sidewalks in people-rich areas should be at least eight feet wide and separated from the curb by a “furniture zone” that can accommodate planter strips, tree wells, hydrants and benches.

**Smart Growth:** Growing in a way that expands economic opportunity, protects public health and the environment (See U.S. EPA, <http://www.epa.gov/smartgrowth/>.)

**Street Trees:** Street trees not only provide shade and a nice environment, but also help protect students walking and bicycling. When placed within four to six feet of the street, trees create a vertical wall that helps lower vehicle speeds and absorb vehicle emissions. They also provide a physical buffer between cars and children. On streets with a narrow space between the sidewalk and curb (also known as the “furniture zone”), trees can be planted in individual tree wells placed between parking stalls, which further reduces travel speeds. Depending on the species, they should be spaced 15 to 25 feet apart.

**Traffic Calming:** Using traffic engineering and other tools designed to control traffic speeds and encourage driving behavior appropriate to the environment. Examples include street trees, bulb outs, medians, curb extensions, signage, road diets and roundabouts. Traffic calming should encourage mobility for all modes.

**Walking Audit:** Also called a “walking workshop,” this is a review of walking conditions along specified streets conducted with a diverse group of community members. Participants experience firsthand the conditions that either support or create barriers to walking and biking. (See more about walking audits: Walkable and Livable Communities Institute, [www.walklive.org](http://www.walklive.org).)



*Above: Street trees create a buffer between people and cars, and provide shade and beauty.*

*Below: Walking audits, or walking workshops, give participants an opportunity to see streets through a new lens and observe what works and what doesn't work for active modes of transportation.*



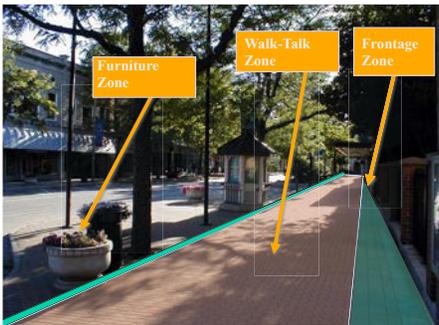
# Sidewalks

Key Walkability Concepts

## ➔ Complete and maintain a connected sidewalk network

### Sidewalk Design

It is within the protected spaces of a sidewalk where people move freely and spend time engaging others and enjoying public space. Sidewalks work best when they are fully buffered from moving traffic. Color, texture, street



furniture and other materials can distinguish functional areas of sidewalks. When building a sidewalk, contractors should be advised that utilizing trowel cuts, rather than saw cuts, to create a better surface for wheelchairs and wheeled devices.

Sidewalks should be at least six feet wide in residential areas, and eight feet wide in retail areas, preferably wider. This sidewalk on N Riverside Drive in Ft Worth, Texas, is about three feet wide,



which is not enough room for two people to pass each other without someone entering the street with fast moving traffic.

### Universal Design, ADA

Paths of travel need to be accessible to all. According to the *2010 American Disabilities Act (ADA) Standards for Accessible Design*, "A 'path of travel' includes a continuous, unobstructed way of pedestrian passage by means of which the area may be approached, entered, and exited, and which connects the area with an exterior approach (including sidewalks, streets, and parking areas)." It is imperative that ADA requirements are being considered and met. This is a federal law so it is very important

to get our city streets in order, to support all residents. To learn more on the most current policies go to [www.ada.gov](http://www.ada.gov).



The corner pictured above (top) has an incomplete sidewalk and no curb ramp, forcing some pedestrians to go around, either onto a busy street, or into a parking lot in order to cross the intersection. The other corner pictured above (bottom) with curb ramps and crosswalk is much more safe and accessible.

### Sidewalk Network

It is imperative that sidewalks are built on both sides of urban streets, that they are connected, and that they are maintained. In the two photos above, there are missing segments and no maintenance of the existing segments. A connected, maintained system will increase walking rates, physical safety and property values.



# Neighborhood Streets

## Key Walkability Concepts

### → Use paint

#### Enhance Crosswalk Markings

High-intensity crosswalk markings benefit all. Different materials can be used to make crossings more visible day and night. Crossings that are hard to see send conflicting messages to pedestrians and motorists. More visible markings would send a message that pedestrians should be expected here. The use of materials to create attractive streetscape features can add beauty, function and a sense of place, and should enhance the aesthetics, character and integrity of the street. Crossings should be remarked with high visibility marked crosswalks. Volunteers can help.

traffic, emergency parking and flood deflection.

Install bicycle racks in prominent places, such as at schools, retail locations, parks and other high-use areas. Use modern racks with two points of contact, such as the Philadelphia, PA, custom art racks in the image below.



*Driver vigilance is increased with bold edge stripes and bike lanes, while bicyclists feel welcome, safer, and included.*



#### Bike Lanes and Parking

One of the most cost effective ways to reduce speed while improving overall vehicular flow and creating improved conditions for bicycling and walking, is the narrowing of overly wide roads to add bike lanes. Bike lanes should be at least 6 feet wide and seamless. Thick striping and regular markings remind drivers to anticipate bicyclists. Bike lanes have many added benefits to pedestrians and drivers, such as providing a buffer to moving

### → Design for all users

#### Intersections

Intersections should be safe for pedestrians, bicyclists and people in wheelchairs. Many streets

leading into intersections are overly wide, which encourages traffic to speed when approaching the intersection. Curb extensions, or bulb-outs, reduce the distance that pedestrians have to cross, and narrow the travel lane, slowing traffic. Road lane narrowing, or full “road diets”, have the same effect; by reducing lane width traffic is naturally going to slow down, increasing safety for everyone, including drivers.

#### Landscaping

Landscaping, including within pedestrian “refuge islands” in the center of a street, curb extensions, and along the side of streets between sidewalks and curbs also have a natural calming effect on traffic.

#### Traffic Calming

Ensure that when building or resurfacing streets, apply traffic calming principles such as these to increase safety, comfort and beauty. These techniques will pay economic dividends as well, reducing the cost of frequent crashes and increasing property values.

#### Pedestrian-Scale Lighting

Ensure that there is lighting that illuminates pedestrian walking and seating areas. Start with busy retail corridors and bus stops, then eventually light all pedestrian areas. Lighting poles can be installed that are aesthetically pleasing and contribute to property values and livability.



*Above: There is ample street and parking lot lighting for motor vehicles here, but not for the bus stop and sidewalk.*

*Below: Decorative lights in San Francisco.*



# Key Findings

## Community Goals and Priorities

Minneapolis City staff provided background information related to ongoing planning efforts. Some key takeaways from the initial 'discovery' conversation included:

- Councilmember Glidden held a series of community discussions focused on the future of East 38th Street in summer 2015.
- There are some concerns about gentrification and what this means to existing businesses and residents along the corridor.
- The Department of Public Works is sensitive to the constraints of the existing roadway and seeking short-term strategies as full reconstruction of the roadway is not anticipated in the next two decades.
- There is strong interest in promoting reinvestment around the intersection of East 38th Street and Chicago Avenue.
- Previous planning efforts including a 2008 Land Use study have resulted in some rezoning of the corridor and approval of a pedestrian overlay district.
- Interest in recognizing the strong African American history of the neighborhood, possibly developing a museum in the street or encouraging more murals and public art around this theme.
- A strong recognition that I-35W has caused a dividing line in the community, as the 38th Street Bridge is a point of disconnection. There is currently a Mn/DOT project to redeck the bridge which could provide

some key improvements to strengthen this connection.

Other key takeaways from the Active Living Workshop discovery included:

### **Key Finding #1: E. 38th Street has a rich history and strong assets**

The East 38th Street corridor, despite several decades of underinvestment, has numerous assets to build upon. Workshop participants were quick to identify many important businesses and institutions that contribute to the vitality of the study area. In addition to the aforementioned historic black institutions (Sabathani Center, MSR, and Urban League), there are a number of key businesses along the study corridor that include grocers, restaurants, hair salons, professional services and hardware. The new Seward Co-op is a powerful new community asset, as a full-scale grocery store in the heart of this neighborhood, and will hopefully be a strong local supporter of livability.

### **Key Finding #2: There are strong concerns about gentrification (the "G" word) and its impact on longtime businesses and residents**

One of the drawbacks of revitalization of any community are the unintended consequences of gentrification. New

investments bring new people to the neighborhood, sometimes driving away the longtime residents who are either priced out, or choose to capitalize on increased values to sell property to move to another desired location. Throughout the workshop residents repeatedly voiced concerns about ensuring that the people who currently live and work along 38th can be positively impacted by broader community change.

A key part of this finding is the need to continue to support and provide a variety of housing types with affordable options. Recent policies enacted by the city, including the new amendment to allow for Accessory Dwelling Units, is a strong step in supporting the flexibility needed to provide better housing opportunities.

### **Key Finding #3: East 38th Street needs to become more bicycle and pedestrian friendly**

Conditions for bicycling and walking along the study corridor are a key focus area of the workshop and walk audit. Much of the infrastructure is older and does not provide a pleasant or consistent experience for people bicycling and walking along the corridor. Data provided by Minneapolis Department of Public Works reflect the impact of these conditions on bicycling and walking. Bicycle and Pedestrian Counts taken along the 38th

# Key Findings

## Community Goals and Priorities

Street corridor show daily totals ranging from 140 to 340 bicyclists and 200 to 480 pedestrians. Motor Vehicle counts along this section range from 11,400 (over I-35W) to 9,400 (west of Chicago) Average Annual Daily Traffic (AADT).

Further, the most recent crash data show that pedestrians and bicyclists accounted for about 13% of the 109 total reported crashes (9.2% and 3.4% respectively) from 2012 to 2014. This figure shows pedestrians and bicycles to be disproportionately at risk when considering they comprise roughly three to five percent of the traffic along the corridor.

The team was aided by staff and workshop participants in identifying specific issues along the corridor during the walk audit and discovery tour. These include the following:

- Obstructions along the walking route and locations with insufficient walkway width
- Varying conditions and maintenance needs of sidewalks and crosswalks along the study corridor
- Lack of dedicated bicycle facilities and or bicycle parking along the study corridor
- Lack of presence from adjacent lots (generally oriented to cross-streets), including a number of fences that narrow the walkway and give the impression that the street is undesirable
- Dangerous motorist behavior including speeding and weaving, particularly during the

peak travel hours

**Key Finding #4: The 38th Street Bridge over I-35W serves as a barrier between communities east and west of the bridge.**

Interstate 35W, south of Minneapolis, completed in the mid 1960's, was part of the first generation of the Interstate Highway System in Minneapolis. Much, if not all of the right-of-way for the interstate was constructed through existing neighborhoods creating a new man-made barrier through the center of south Minneapolis. Over fifty years later little has been done to reconnect neighborhoods severed by the roadway.

Throughout the workshop participants called out the interstate (*see image below*) as being a dividing line between neighborhoods to the east and west of the interstate, with each



being distinctly different places to experience. Both real and perceived differences were recognized, with residents and business owners from both sides committed to overcoming the barrier and creating a more inviting connection.

A representative from the Kingfield neighborhood indicated that they were actively seeking a way to create a green space connection along the bridge. Currently the Minnesota Department of Transportation is preparing to replace the bridge deck, providing a timely opportunity to discuss how the bridge can better serve both sides of the freeway.

**Key Finding #5: Existing businesses and residents need resources to be able to thrive and grow with the corridor.**

One of the common themes emerging from the stakeholder discussion is the need for more supportive resources to help home owners to age in place and support small businesses navigate regulatory and permitting issues. Many existing home owners, especially those who are aging rely on their home as a primary asset. With fixed incomes there can be challenges to affording even modest increases in property taxes. There is a significant need to help aging homeowners identify resources and strategies to be able to plan for long-term financial stability.

# Key Findings

## Community Goals and Priorities

Below are the observations and recommendations made by the WALC Institute team and workshop participants during our two-day visit. Workshop participants identified the following priorities to revitalize the neighborhood, organized into three phases—short, mid-range and long. All strategies have been placed in order of popularity, based on prioritization voting during the workshop:

### ➔ Short-Term: *The 100-Day Challenge*

Adopt some, or all, of the recommendations below as a 100-Day Challenge. The concept behind the challenge is to set goals that can be accomplished in no more than 100 days, to maximize existing energies, channel newly created momentum toward action and implementation, allow an established or new committee to demonstrate its commitment to healthier community design, and help create awareness and support for the overall active living initiative.

We recognize that the timing of this report coincides with seasonal Fall and Winter weather, which may delay some of the activities developed for the short term. For this purpose the 100-Day Challenge strategies could also be considered the Spring 2016 strategies:

1. Move trees, and add and replace trees along the corridor
2. Convene discussion about condition and maintenance of sidewalks
3. Create a Pop-Up Plaza public space at the corner of 4th & 38th
4. Pilot a wayfinding system for E. 38th Street
5. Address accessibility improvements at the Sabathani Center
6. Revitalize bus stops with covers, art, benches, plants, lighting
7. Host public walking and bicycling events on E. 38th Street
8. Host more public workshops/walk audits/discussions, including a public meeting to discuss the recommendations from this report, with participation from Seward Co-op management
9. Conduct a neighborhood study to assess Aging-in-Place demand
10. Install wayfinding and gateway banners

11. Use paint to create curb extensions, or bulb-outs
12. Talk to the City Manager about property tax policies and affordable housing opportunities
13. Brand the 38th Street project – social media call out
14. Address litter along the corridor – particularly to the east
15. Convene a meeting between the East and West sides of the 38th St. community to develop and advance a shared vision
16. Create a Pop-Up food-truck ‘pod’ at 38th/Chicago
17. Clean up vegetation at Stevens/38th NE
18. Get a professional writer to talk up the neighborhood effort
19. Install more planters along the street
20. Work with Sentence-to-Serve/HC to beautify/maintain empty lots
21. Share successes from other parts of Minneapolis
22. Look into combined garbage plan coordination perhaps adopt or Heritage program to manage (Co-op?)
23. Install a neighborhood message board at Sabathani Center

### ➔ Mid-Range: *The Second Wave*

Projects, programs and policies that will likely take six months to one year or more, and will require additional funding and planning:

1. Sidewalk improvements/replacement to repair deficiencies
2. Communication strategy to get feedback and notify residents and address true needs [work through the neighborhood associations]
3. Get Nice Ride Bike Share into neighborhood
4. Get small business support and combined resources
5. Develop strategy to make E. 38th Street more bicycle-friendly
6. Develop snow removal strategy to address gaps and provide for elderly and others who are unable to clear snow on their own
7. Install public streetscape amenities – fountains, restrooms, facilities, benches
8. Develop parking plan to ensure appropriate amount
9. Conduct multi-modal “Share-the-Road”-type education campaign

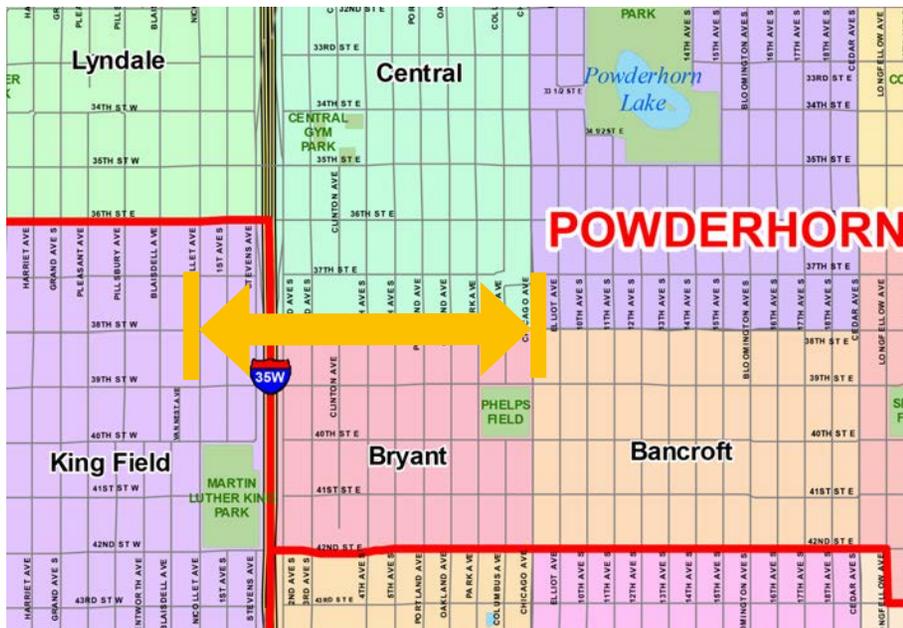
# Key Findings

## Community Goals and Priorities

### ➔ Long-Term Initiatives: *The Big Wins*

Ongoing or large projects, policies and program efforts that may be able to start right away, but will take larger planning and funding efforts and a longer time period to complete:

1. Develop business infill and affordable housing along the corridor
2. Build Sabathani Center outdoor public plaza and social space(s)
3. Increase green space and landscaping along E. 38th Street
4. Connect parks, schools and libraries through branded wayfinding and routes - neighborhood and city-wide
5. Install permanent signature gateway features and program
6. Create special business district to manage and maintain streetscape



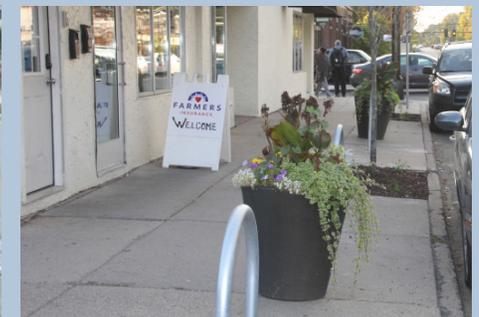
## ➔ Celebrating the Good!

There is much to be proud of along E. 38th Street. For example, below are images of downtown streetscapes that show walkable elements such as wide sidewalks, outdoor seating, window transparency, trees and landscaping separating motor vehicle traffic from people walking, street parking, slow traffic speeds, ground floor local retail businesses, awnings, bike racks, trash cans and art. There are many examples of these type of amenities throughout the neighborhood.



## ➔ Celebrating the Good!

The E. 38th Street corridor and surrounding neighborhoods have a long-standing cultural, historic and artistic pride and sense of community. From murals to benches to utility boxes to planters to the local residents, below are some examples of what makes the neighborhood special:



# Short Term: 100-Day Challenge

## Observations and Recommendations

### ➔ Move and Add Trees Along the Corridor

Work with the Minneapolis Park Board to assess the condition and location of street trees on sidewalks along E 38th Street. At some point in the not too distant past, a number of trees were planted along 38th Street, no doubt to improve aesthetics and provide a shade canopy along the street. Unfortunately, due to the lack of sidewalk width along most of the corridor the trees were planted frequently in the middle of the walkway with wide tree grates. Many, if not most of these trees are no longer present, but the tree grates remain randomly interrupting the smooth accessibility of the walking route.

There should be an updated inventory of these street trees to identify gaps and determine more appropriate placement of replanting or relocating trees that obstruct walking routes. One strategy to consider is using curb bulb-outs at select locations to both traffic calm the roadway and provide more appropriate spaces for these street trees and other street furniture such as street lighting, newspaper boxes and transit stops and shelters along E. 38th Street.

### ➔ Convene Discussion about Sidewalks

Initiate a conversation about sidewalk conditions and develop a plan for routine and seasonal maintenance of the sidewalks along E 38th Street. Throughout the workshop and discovery tour the team heard a great deal

about maintenance of sidewalks along the corridor. Because sidewalk maintenance falls under the responsibility of property owners it can be significantly challenging to coordinate good maintenance practices for repair, upkeep and seasonal snow removal. There should be a neighborhood task force set up to begin conversation with both the city and residents and businesses along the corridor to first gain consensus that there are maintenance needs to be addresses and then identify resources and strategies to improve the condition and

### ➔ Pilot a “Pop-Up” Plaza Next to the Fire Station

Pilot a “pop-up plaza” to demonstrate the potential activation of underused open space along the E 38th Street Corridor. Select one or more locations, such as the open lot on the southwest corner of 38th and Chicago or the grassy lot adjacent to the Fire Station at 38th and 4th, to host temporary events to



*This 'plaza' in Milwaukee, Wisconsin repurposed an unused portion of a parking lot into a place where people can socialize, relax, perform, eat, shop and play.*

utilize the spaces and demonstrate the value of neighborhood gathering spaces. Consider creating an event using food trucks and bring temporary tables and seating to create pop-up dining experiences. This strategy could also be combined with an “Open Streets” event along 38th Street as part of a larger celebration of making better use of the corridor.

### ➔ Develop a Pilot Wayfinding System

Pilot wayfinding along the corridor to draw awareness to important neighborhood destinations. Improving access to parks, schools, businesses and other key destinations along the study corridor would benefit from a system of wayfinding to allow residents and visitors to identify the many assets that are within easy walking distance. While development of a community-wide wayfinding system may require much time and effort to develop common branding and formats, there are many opportunities to initiate wayfinding in the near term.

Work with the city of Minneapolis Department of Public Works to expand the number of bicycle system wayfinding along the corridor to allow bicyclists to know about key destinations and appropriate routes to and from the study corridor.

Consider “guerilla” way-finding by designing and producing some low-cost wayfinding

# Short Term: 100-Day Challenge

## Observations and Recommendations

signage that can be posted along the corridor, similar to flyers and/or signs about community events [website for the sign producing folks here]. There are many fun and creative ways this can be accomplished and the process could be a great opportunity to engage local residents and businesses to come up with ideas for the signs.

### **Make Sabathani Center More Accessible**

Work with the Sabathani Center to identify barriers to accessibility and develop a plan to mitigate these barriers. The Sabathani Center is the key community gathering place along the study corridor. But, due to the age of the old school building, there are many barriers to accessibility, as identified by workshop participants. A task force should be formed with the building administration to help identify easy low-cost solutions and develop strategies and resources for long-term accessibility improvements to the center. This effort should be coordinated with the longer-term effort to program the outdoor presence of Sabathani as a public gathering place.

### **Revitalize Bus Stops**

Work with volunteers to revitalize bus stops by infusing art into the shelters, benches and other street amenities. The study corridor is

well served by public transit with Metro Transit route 23 providing high frequency service along 38th Street with numerous north-south connections at Nicollet Avenue, 4th Street, and Chicago Avenue. Transit stops serve not only to provide a comfortable place to wait for a bus, they also serve as part of the identity of the corridor contributing to the local character and providing opportunities for way-finding and branding.

The neighborhood should engage Metro Transit to discuss the condition and placement of current stops and amenities and discuss strategies to enhance the quality and visual appearance of stops, benches and shelters. There may be opportunities to partner with Metro Transit to share in the costs of improved facilities and maintenance of stops. This could include working with businesses and organizations to “adopt” a stop and contribute to some of the routine maintenance in exchange for allowing for some unique designs and branding of the stops.

### **Study “Aging-in-Place” Demand and Solutions**

Initiate a study of the potential demand and benefits of “Age in Place” policies in the neighborhood along East 38th Street. Throughout the workshop there were repeated concerns expressed about allowing more long-term residents to be able to age

in place along the study corridor. There are numerous strategies, including many in this report, that will facilitate better options for aging residents to maintain independence and stability, including:

- Improving the condition and accessibility of walkways
- Maintaining good access to shopping and dining within walking distance
- Allowing for flexible housing opportunities to allow aging persons to build living additions allowing their homes to generate additional income as owner-occupied rental properties
- Increasing the availability of services and activities directed to aging populations, especially opportunities to stay active, such as community walks or exercise programs for older adults.
- Maintaining quality transit service that decreases the need to rely on the use of private automobiles for maintaining independence.

There are many more strategies that could be listed, but it is also important to understand the market and demand for these services. Conducting a brief study of these demands and benefits will help to better identify which strategies will be most meaningful and deliver the greatest return in the short- and near-term, while helping state the case for why these actions are important to the community.

# “Pop-Up” Projects

## Concepts and Recommendations: Short-Term and Mid-Range Projects

As cities change to become more livable, city leaders and advocates are often faced with a dilemma: how to inspire the community to support change without first experiencing the change. Often, leaders and advocates attempt to explain the changes by using case studies from other places. But there is nothing like first-hand experience to show someone what is possible. “Pop-Up” Projects, also known as Tactical Urbanism, or DIY Urbanism, or Demonstration Projects, among other names, is the technique of creating the change in a temporary, low-budget way, in order to demonstrate what is possible. Often, the temporary change will become permanent, or will inspire a permanent version of the pop-up project.

Some common examples of this kind of demonstration project are: pop-up road diets, pop-up cafes, pop-up plazas, pop-up pocket parks and parklets, pop-up food courts, and Open Streets events.

Pop-up projects are commonly facilitated by volunteers using cheap, easy to acquire materials that can be removed at the end of the demonstration or event. The most common pop-up projects typically take less than \$1,000 and much less than a year to plan and implement.

Below and right are examples of successful pop-up projects:



**Top:** New York’s Times Square was transformed overnight using only plastic chairs.

**Bottom:** Kansas City’s Better Blocks event created a transformative ‘road diet’.

**Left:** The Pennsylvania Horticultural Society has sponsored a Pop-Up Beer Garden in an unused property in Philadelphia’s Central City for the past three years.





**Top:** A small town main street is converted into a beach party simply using sand.

**Bottom:** An open streets event in Minneapolis included a pop-up road diet and "protected intersection", using chalk, planters, carpet and wooden forms. Cars were not allowed during the event, but participants could see how the street could be transformed if the changes would be made permanent.

**Top:** Los Angeles' Sunset Triangle Plaza transformed a short segment of a low-traffic neighborhood street, which reduces cut-through traffic and expands a pocket park.

**Bottom:** A 2014 pop-up road diet and plaza in Portland, Oregon's 3rd Avenue was requested by local businesses and implemented in 6 months for less than \$800. The Portland city council approved permanent changes, inspired by the weekend event.



# Mid-Range: *The Second Wave*

## *Observations and Recommendations*

### ➔ Complete the Sidewalk Network

Develop a plan for addressing sidewalk improvements, including repair, replacement, and routine and seasonal maintenance (coordinate with 100-Day Challenge planning effort). This should include a snow removal program and resources for elderly or disabled residents who may be unable to address snow removal on their property.

As an outcome of the 100-Day Challenge to convene a discussion about maintenance issue, there should be a dedicated effort to develop a comprehensive plan for addressing maintenance needs. The strategy should specify roles and responsibilities and include resources to assist businesses and homeowners with complying with maintenance without undue burden to any one individual.

### ➔ Develop a Neighborhood Communication Strategy

Develop a neighborhood communication strategy to keep businesses and residents informed and engaged about neighborhood events and initiatives. During the workshop, a number of residents and business owners expressed a desire to be better informed about meetings and activities in and along the study corridor. Currently there are a number of avenues of communicating this information including, neighborhood mailers, email list-serves, newspaper postings, and message boards at the Sabathani Center and other

businesses, such as the new Seward Co-op.

Depending on the individual, no one method of communication is fully effective. There are those who rely exclusively on internet and social media for information, while others prefer print media and may not receive information unless it is mailed or delivered to their home or business.

An effective communication strategy can be key to creating community cohesion and keeping residents, and business owners in the conversation about important issues. Development of this strategy should include multiple forms of media and methods of communication and focus on one-stop solutions such as a neighborhood message board or perhaps website. Having a clear strategy helps organizations identify appropriate avenues for communicating critical information about meetings and events to all residents.

### ➔ Get 'Nice Ride' Bike Share Stations onto E. 38th Street

Engage Nice Ride Minnesota to study the feasibility of expanding service into the area and assist with potential station planning for this expansion. Nice Ride Minnesota has recently completed its sixth year of operating bicycle sharing in Minneapolis and has continued to grow its service boundaries and number of station locations. Bicycle

sharing provides expanded transportation opportunities for residents and visitors to access shared bicycles to complete short trips for nominal membership fees.

Currently the study area is in a system gap with the service area including locations just west, north and east of the corridor. In the past year station locations along the Chain of Lakes have been added to include service along Minnehaha Creek trail to the south. There should be a conversation with NiceRide to discuss future expansion of service and identify if and where it is most appropriate along 38th Street.



*Above: This Nice Ride bike share station is in front of the popular Birchwood Cafe in south Minneapolis, and is adjacent to Minneapolis' first on-street bike corral installed by the Cafe owner.*

# Mid-Range: *The Second Wave*

## *Observations and Recommendations*

### ➔ Work With STS on Maintenance Needs

Work with Hennepin County to assign some corridor maintenance upkeep and vegetation control to the “Sentencing to Serve” (STS) program. Hennepin County Sentencing to Service is a structured work program that provides a sentencing alternative for low-risk adult and juvenile offenders, whereby offenders serve a number of hours of supervised labor in exchange for reduction or elimination of fines or jail time.

This program is made available through submission of a STS project proposal through the Hennepin County Department of Corrections: <http://www.hennepin.us/residents/public-safety/sentencing-service>.

### ➔ Support Small Businesses

Develop tools and resources for small businesses to negotiate the complex policy and permitting framework for doing business along East 38th Street.

Small, locally owned, independent businesses are the backbone of the East 38th Street corridor. Supporting and growing small business along the corridor is key to maintaining the character and viability of the neighborhood. Many of these business owners are first-time entrepreneurs and in many cases immigrants as well.

There are numerous hurdles to overcome, both in starting up and sustaining a successful business in the complex regulatory environment. Many businesses may be reluctant to work with City officials about this process, for fear that they may be found out of compliance, possibly facing fines or even losing their business.

Developing peer resources to help new and growing businesses learn from established business leaders in the community is a low-cost strategy to address this need. An informal business network can be formed to convene conversations and promote stronger networks among business owners to create a safe, inviting forum for learning how to operate a successful business in the community.



*Above: Bike lanes on E. 38th Street would contribute to the completion of Minneapolis’ citywide bicycle network, which includes buffered bike lanes such as on Park Avenue and Portland Avenue (pictured here).*

### ➔ Make E. 38th Street Bicycle Friendly

Work with Public Works to identify the feasibility of better bicycle facilities along East 38th Street, consider a road diet approach to define and narrow existing parking lanes and provide bicycle lanes along the corridor.

Existing conditions for bicycling along East 38th Street are poorly defined and likely unattractive for all but the bravest rider. While bicycle facilities in and around the study corridor (including the River Lake Greenway to the south, Midtown Greenway about one mile to the north and north-south facilities on Park, Portland and Chicago) are fairly robust, there are no facilities on E. 38th Street.

Addressing bicycle needs along E. 38th St. can improve conditions for all users, including pedestrians, transit users, delivery drivers, and motorists. Strategies to right-size the roadway can be accomplished through simple maintenance activities, such as re-striping. The neighborhood should initiate a conversation to determine the feasibility of changes along 38th Street. One narrow travel lane in each direction will increase space for bicycles while serving to calm traffic and increase safety for all users. Bicycle lanes can be painted with minimal budget and planning, and can be part of lane narrowing. Bicycle lanes will increase bicycle ridership and safety, and will also provide many other benefits for drivers as well. Consider the feasibility of protected bike lanes along the corridor.

# Traffic Calming

## Concepts and Recommendations: Long-Term Projects

### ➔ Immediate Opportunity: Interstate 35W Bridge

The bridge over Interstate 35W is a barrier to livability, walking and bicycling in the E. 38th Street area. This was demonstrated during the workshop walking audit, when participants and others attempting to walk and wheelchair westward on E. 38th Street across the bridge had to negotiate a very narrow passage onto the bridge due to a utility pole sidewalk obstruction (see images below).

The Minnesota Department of Transportation (MnDOT) is planning to resurface the bridge—replace the top layer of roadway. This is a timely opportunity for neighborhood stakeholders

on both sides of the freeway to discuss together how the redecking project can help to improve walking and bicycling conditions and better connect the neighborhoods on either side of the bridge.

Contact MnDOT project manager Scott Pedersen to begin this discussion:

Scott A. Pedersen, P.E.  
Metro District Program Delivery – Lead Project Manager.  
1500 West County Road B2  
Roseville, Mn. 55113  
Phone: 651-234-7726  
E-mail: [scott.pedersen@state.mn.us](mailto:scott.pedersen@state.mn.us)

### Traffic Calm the Bridge

We recommend the following traffic calming changes be made to the bridge roadway when it is being resurfaced. The image below shows the current condition, with narrow sidewalks, no bicycle facilities and very wide lanes. The cross section image right, shows the recommended configuration with these elements:

- Add 7' bicycle lanes with a minimum 3' buffer zone - this will separate bikes from cars
- Widen sidewalks on both sides - the minimum residential sidewalk should be 5', with 8' minimums in commercial areas, when feasible

### Bridge Cross Section

- Reduce the lane widths to 10-11 feet - this will reduce motor vehicle speeds



# Road Diets

## Concepts and Recommendations: Long-Term Projects

Most drivers base their travel speed on what feels comfortable given the street design. The wider the road, the faster people tend to drive and, the faster the car, the more severe the injuries resulting from a crash. Research suggests that injuries from vehicle crashes rise as the width of a road increases. To protect both pedestrians and drivers, many communities are putting their roads on “diets” by reducing street widths and vehicle lanes. The gained space is being reallocated toward other ways of getting around — such as walking, bicycling and transit.

The most common road diet involves converting an undivided four-lane road into three vehicle lanes (one lane in each direction and a center two-way left-turn lane). With this design, vehicles move out of the main traffic flow to wait to turn left; through traffic flows more smoothly because it is not getting stuck behind cars waiting to turn left; crash risk is reduced because conflict points—places where vehicles cross each other’s paths—are decreased. Travel lanes made narrower can create a buffer zone, or “protected bike lane”; the previous fourth lane space can be used to create such features as bicycle lanes, pedestrian crossing islands, bus stops, sidewalks and on-street parking. Road diets work best on streets with daily traffic volumes of 8,000 to 20,000 vehicles.

When done properly, a road diet improves the performance and efficiency of the street and makes it safer for all users. For instance, by enabling pedestrians to cross only one lane of traffic at a time — rather than up to four or more lanes — a road diet reduces the risk of crashes and serious injuries. At the same time, motorists experience a shorter delay while waiting at traffic lights and other crossings.

A road diet can help a neighborhood become a more desirable place to live, work and shop, which in turn can be a boost to businesses and property values. Wider sidewalks lined by trees and dotted with benches, bicycle racks, streetlights and other useful additions help create a lively, attractive streetscape. Bike lanes, on-street vehicle parking, curb extensions and “parklets” (tiny parks created from former parking spots) can be used to provide a buffer between people who are walking and motor vehicles on the move.



*Images: San Francisco’s Valencia Street was ‘road dieted’ from 4 lanes to 3, adding bike lanes. Travel times stayed the same, crashes were reduced and business increased.*





Wide, unobstructed sidewalks provide enough space for people walking, even side by side.

Bike lanes provide a dedicated space for people bicycling, and can function as buffers for car doors and improved sightlines for turning movements, among many other benefits.

“Street furniture” zones between the sidewalk and street provide space for sign posts, trees, landscaping, bike racks, seating, trash cans and more.

Striped crosswalks provide a dedicated space for people walking across streets.

One travel lane in each direction ensures that the prudent driver dictates the speed, instead of the most aggressive driver, thus improving safety.

A curbed median, or pedestrian crossing island, provides protection for people while waiting for a gap in traffic. Landscaping adds beauty and function. At intersections and driveways the median can be simply a painted turning lane (see top of image).

Travel lanes can be narrowed to ten feet—eleven on truck routes— which helps to calm traffic and slow motor vehicle speeds, thus improving safety.

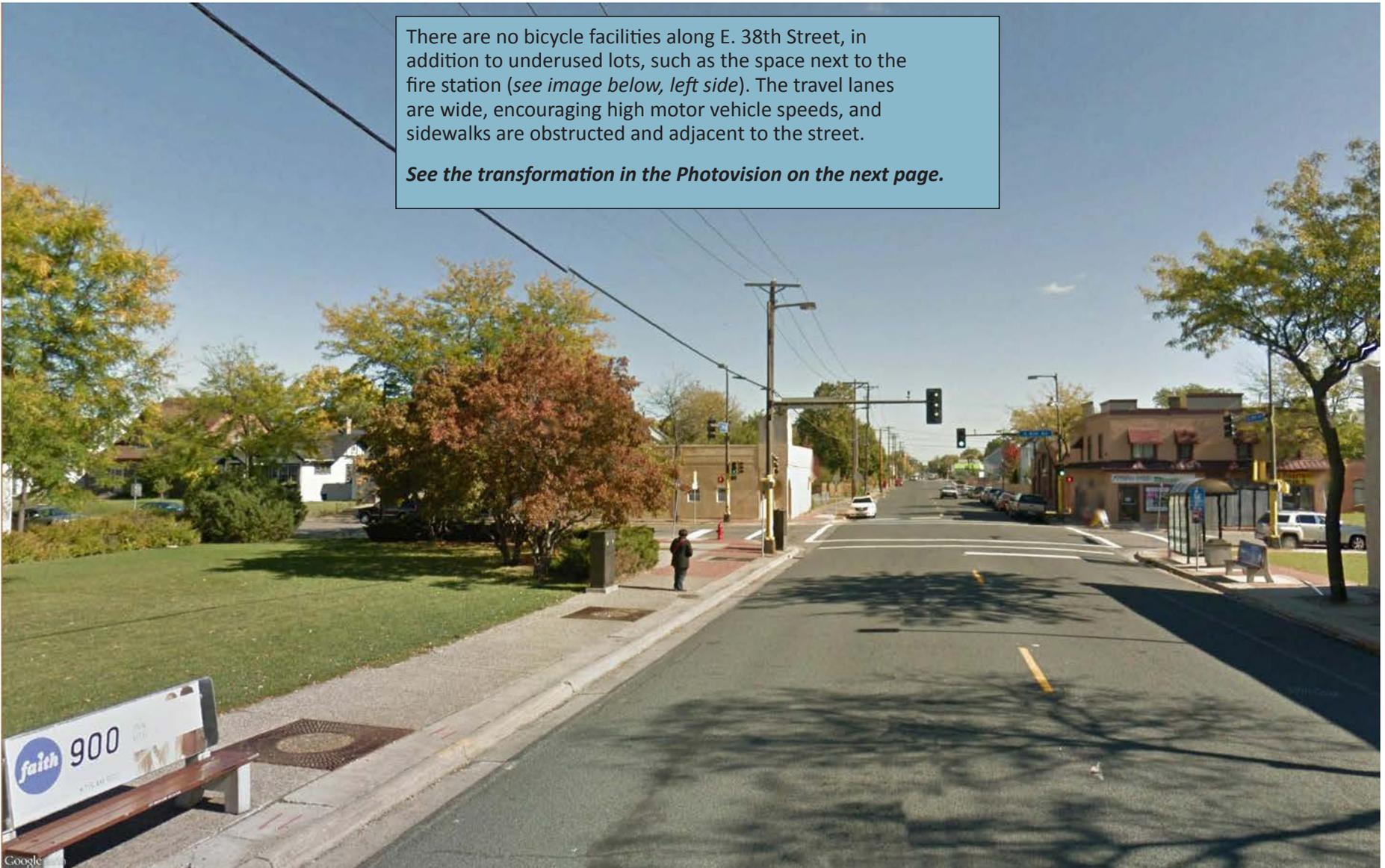


# Revitalize E. 38th Street

Concepts and Recommendations: **Long-Range Projects**

There are no bicycle facilities along E. 38th Street, in addition to underused lots, such as the space next to the fire station (*see image below, left side*). The travel lanes are wide, encouraging high motor vehicle speeds, and sidewalks are obstructed and adjacent to the street.

***See the transformation in the Photovision on the next page.***





# Revitalize E. 38th Street

*Photovision*





# Revitalize E. 38th Street

Concepts and Recommendations: *Long-Range Projects*

This new community plaza space will help to define a 'village center' near the Sabathani Center, the Seward Co-op, the fire station, and other amenities that are part of the core of this neighborhood.

The new trees, below left, were placed in tree wells within curb extensions, allowing space for people walking on the 8' wide sidewalk. This tree, below right, is in the middle of the sidewalk, creating a barrier for people who need to travel by foot, wheelchair, stroller or other human-powered vehicle. Trees along E. 38th Street should be moved out of the sidewalk.

Curb extensions reduce the distance pedestrians have to be 'exposed' to moving vehicles when crossing the street. Bicycle racks, landscaping and seating are good uses for the space within curb extensions.

Bicycle lanes will help to increase bicycling, reducing traffic congestion. Bicycle lanes provide many safety benefits for bicyclists, drivers and pedestrians. Consider the feasibility of protected bike lanes along this corridor; on-street vehicle parking would be next to the travel lane, and this bike lane would move next to the curb.

Ten or eleven foot wide motor vehicle lanes will reduce speeds, increase safety and encourage more walking and bicycling.



# Long-Term: *The Big Wins*

## Observations and Recommendations

### ➔ Implement the 38th Street Small Area Plan

Continue to push for implementation of recommendations from the 38th Street Small Area Plan. The 38th Street Small Area Plan, although completed in 2008, still serves as a strong framework to guide investments and redevelopment of the study corridor. The strategies and recommendations developed with that effort provide a solid foundation for the strategies presented in this report. Particularly those recommendations addressing business infill and housing are critical to the long-term health and vitality of the corridor.

### ➔ Improve the Sabathani Center's Outdoor Spaces

Work with Sabathani Center to redevelop the site to have a stronger public "outdoor" presence. If East 38th Street can be thought of as a village, the Sabathani Center is likely the village center. Both the location and the numerous public functions make Sabathani Center a focal point for the community. This role can be strengthened by working to redevelop the site around Sabathani Center to include more programmed outdoor space. A number of workshop participants noted that many folks walk, bike, or drive by the center every day without knowing about all the valuable resources and activities within.

A group should work closely with Sabathani

Center to begin a process to envision a new campus for the Center and develop a comprehensive strategy for implementing a new, more accessible Sabathani Center that builds off the strength and heritage of the existing site.

### ➔ Increase Green Space and Tree Canopy

Increase the green space and tree canopy around 38th Street

Developing a fully green East 38th Street with lush vegetation and magnificent street trees enclosing the street space will take years of careful planning and planting. Numerous strategies from the 100 day challenge and mid-term sections address these conditions along the corridor. These efforts should each have strong focus on the role of trees and plantings along the corridor, not just in removing barriers, but in improving the quality and livability of the street itself.

Working closely with the City of Minneapolis Parks Department will be key to ensuring current and future efforts along the corridor will not overlook any opportunities to improve the quality and availability of green space and tree coverage in the neighborhood.

*Right: These wayfinding signs in Boise, Idaho are colorful, stylistic and easy to read.*

### ➔ Make Connections Through Wayfinding

Create strong connections to parks, schools, libraries, and local destinations through facilities and wayfinding. Efforts identified to initiate immediate way-finding in the 100 Day Challenge should become the catalyst for an ongoing commitment to addressing way-finding and key connections in and around the study corridor.

As improvements to walking, bicycling and transit connections occur, it is vital to communicate the network in a way that helps people navigate these networks to access key community destinations.

Transportation and neighborhood mobility plans are essential planning tools to development of these networks, and the East 38th Street neighbors should stay active in pushing the aggressive planning and implementation of improved connections that increase access in and around south Minneapolis for residents and visitors alike.



# Long-Term: The Big Wins

## Observations and Recommendations

### ➔ Install Signature Gateways

Improve the neighborhood brand identity by designing and installing signature gateway feature at entry points to the study area.

In conjunction with developing robust way-finding, the neighborhood will benefit from a strong sense of identification. Currently there are five neighborhoods that all have borders on the corridor with no one neighborhood being home to East 38th Street. The corridor has the potential as a local destination, but currently lacks recognition beyond the street name. As the community continues to grow and develop it will be important to have a meaningful conversation about the identity. The identify could both reflect the rich history and contribution to black culture in Minneapolis, while also capturing the new diversity of residents and businesses.

As this effort becomes defined the neighborhood can be branded with more sophisticated signage and wayfinding, including key gateways that convey to residents and visitors upon entering the corridor that they have arrived!

**Top:** San Francisco's Chinatown has arched gateways that announce the arrival into this world famous cultural neighborhood.

**Middle:** Bay City, Michigan's modern gateway sign adds an element of color and boldness.

**Bottom:** South San Francisco, CA gateway signs feature the city's legacy in biotechnology.



### ➔ Establish Business Improvement District

Develop a Special Business Improvement District to manage and maintain the streetscape along East 38th Street. As the business community begins to thrive along the corridor, ownership of the street and surrounding neighborhoods will greatly increase. As the economic vitality of a commercial corridor increases it is appropriate to set aside resources to manage and maintain the streetscape to support these businesses. Establishment of a Special Business Improvement District (commonly referred to as a BID) can create a dedicated funding stream to ensure the streetscape and amenities are invested in and maintained to the highest levels.

### ➔ Active Living Workshop Wish List

The Wish List was developed to identify specific things that people would like to see along the 38th Street corridor. The suggestions all reflect destinations and activities that residents would like to have access to without leaving the neighborhood. The wish list does not have a set of recommendations, rather it is intended to guide conversations about things people value in the study area.

1. Community calendar
2. Coffee/book store
3. Movie Theater
4. Dance Hall
5. Consignment shop/clothing
6. Ice cream/candy shop
7. 24 hour pharmacy
8. Dry Cleaner/Laundromat
9. Hardware store/garden store
10. Daycare

# Appendix: Active Living Toolbox

## ***Active Living Toolbox***

*Engage Residents in Finding Solutions*

*Take Them to the Streets*

*Visioning Versus Hearings and Process*

*Set Ground Rules for Facilitators*

*Do More than Translate*

*Learn from Elders and Children*

*Work Effectively with Others*

*Share Successes*

*Plan for Pedestrians*

*Bicycle/Pedestrian Funding Opportunities*

*Funding Sources and Potential Partners Checklist*

***Livability Fact Sheets by AARP and WALC Institute***

## Engage Residents in Finding Solutions

Effective community engagement is critical when developing policies and projects that impact a community's built form. Regardless of setting – whether urban, rural, large city or small town – the benefits of effective community engagement in projects affecting the built environment are numerous, including improving the success rates of these policies and projects. This is in large part because community engagement helps the agencies and organizations that are leading a project understand and respond to the local conditions that will influence the project's development. For example, agencies that create true community engagement are more successful at adapting to socioeconomic changes that may influence the effort than those that do not conduct effective outreach. Additionally, when people affected by the project are involved from the beginning of the development process, it reduces the likelihood of unexpected or significant opposition when it comes time to implement the project. Community members also have unique knowledge of local contexts - including political, cultural and geographic settings. By interacting with the public and gaining important local insight, project leaders can shape and direct the project in keeping with the community vision and needs.

A conventional model of “public involvement” has been built around complying with legal requirements for issuing public notices about projects and related events, holding public hearings to solicit feedback and incorporating feedback into draft recommendations. The community has been invited in when project leaders have decided input is needed - or when it is mandated by law - and the public hearings, advisory councils, and public comment sessions have formalized the effort. At many public meetings or events, the meeting structure communicates to people that they are to listen and not converse. This model fails to truly engage the public. To engage communities, leaders must move from the conventional model to one that focuses on outreach, capacity-building, inclusiveness and collaboration.

A successful public process starts with developing a community outreach plan that describes the desired outcomes of the project and details the public process, including who the stakeholders and audiences are, how they should be reached, messages, the tools that will be most effective, and how the success of the effort will be measured. Additionally, efforts should be made to conduct workshops, events or meetings in places that are comfortable and familiar to the audiences, and to use language that is clear. Each communication or event should contribute to the public's understanding of the project and its purpose.

Specific outreach tools may include educational workshops, media outreach, paid advertising, surveys, print materials such as flyers and brochures, public service announcements, educational videos, slide presentations, charrettes, newsletters, websites and online communications, direct mail, letters to the editor or guest commentaries, councils, partnerships, coffeehouse chats, meetings, interviews, demonstrations, bulletin boards and more. The main point is that each of these elements has been identified and tied to other initiatives with outcomes



*Effective community engagement is critical when developing policies and projects that impact a community's built form.*



and measures of success so that a quality control and effectiveness feedback loop is in place.

The goal is to engage the community. If the community is not engaged, initially, leaders must take responsibility for developing effective and successful outreach programs that achieves this identified goal. A civic engagement plan allows creators to look at localized efforts to build capacity within the community.

### **Build Cultural Competence**

Ensuring that programs and messages are designed to be relevant, appropriate and effective in different cultures and different languages is important to any successful community outreach. In fact, cultural competence has emerged as a key strategy to improving health and the quality of health care and social services for everyone in the U.S. regardless of race, ethnicity, cultural background or language proficiency. Translating important messages requires strong cultural knowledge, because a word for word translation will not be effective. Reaching people of all backgrounds often requires more than simply translating messages.

To increase their effectiveness, many organizations working with multi-cultural populations are developing “health promoters” programs that recruit people who live in and work in a community to be community educators and liaisons between the program and the community. An example is the DeSoto County, Florida program Promotores/as de Salud that serves Hispanic farm workers. Other communities are working to culturally adapt messages. For example, in California’s San Joaquin Valley, campaigns to encourage people to reduce their contribution to summertime smog were developed for English-speaking and Spanish-speaking markets. The campaigns were culturally adapted to focus on types of behavior changes that would be relevant and appropriate in the cultural context of the different audiences. Adaptation of this type requires strong knowledge of the culture and language of the target audience.

### **Broaden the List of Stakeholders**

To build effective community engagement, project leaders should broaden the list of stakeholders and partners whose involvement is sought. Stakeholders and partners commonly include city and county staff, advocacy groups, residents, business operators, property owners, elected officials, community leaders, neighborhood safety groups, school representatives, health agencies, “main street” or downtown groups, charitable non-profit organizations and regional employers. To be more effective, project leaders also should seek the early involvement of churches, news outlets, potential opposition groups and children. Now, more than ever, we identify community outside of geographical areas.

**Faith-Based Organizations** - Across the country, faith-based organizations build and sustain more social capital than any other type of institution. Thus, project leaders should seek innovative ways to work with faith leaders to engage their membership in public projects.

**Media** - Conventional community outreach plans have treated the media as a means of simply disseminating information. A more effective approach is to engage members of traditional news outlets (newspaper, television and radio) and social media (online news services,



bloggers), as stakeholders and seek their involvement early in the process. Just as project leaders should build capacity amongst residents and within the community, so too should they seek to build capacity with journalists and news outlets.

**Opposition Groups** - Special efforts should be made to reach out to people and organizations that may be expected to oppose the project. It is important to build their trust and involvement. Try to identify and address their concerns as part of the public process.

**Children & Elders** - Children and elders have much to offer in planning and design processes, yet they remain mostly untapped throughout community transformation processes. A child's imagination is a powerful tool; an elders knowledge inspiring. Together, they often create solutions and engage others in a way that can change the whole tenor of the events.

### **Start with a Base of Shared Values and Build Understanding**

The conventional model for public involvement in projects that affect the built environment often engages the public too late in the process, and in a manner that pits interest groups against each other. For example, holding a public hearing on a proposed project sets up stakeholders to take a position either for or against the project, without any discussion about community values and whether the project supports those values. A better model is to start the public process with educational workshops or visioning sessions that build a base of shared values. In some communities, a vision plan already exists and in those cases, the vision plan should help guide the project development. In other communities, a simple visioning exercise during a public workshop can go a long way toward helping stakeholders see that they generally want the same things for their community.

### **Approach Engagement as a Two-Way Conversation**

Effective public engagement involves much more than telling people about a project. Rather, it actually facilitates a dialogue that leads to reciprocal learning, collaboration and – ideally – consensus. By engaging in reciprocal learning through the public process, project leaders will gain insight and perspective that can help them ensure the project is tailored to meet the community's needs. Community members also will learn from each other.

### **Support a Coalition of Community Associations and Resident Activists**

A coalition of community-based groups, such as the Community Associations and Main Street members, should organize a steering committee to represent the values and goals of the neighborhood, evaluate the recommendations of this report, prioritize efforts, and pursue funding for implementation. One of the working group's first tasks could be to reach out to faith-based groups, schools, residents and organizations to build capacity within the community. Because community is defined less by geographical boundaries and more by our habits and routines, this working group may need to reach outside of the annexed area, to organizations and groups that residents belong to, in order to meet neighbors. The Neighborhood Revitalization Group could look to the Port of Bellingham project and the success of its working group as a model: <http://www.portofbellingham.com/index.aspx?NID=344>.



*Children and residents care about the built environment and the experiences it allows. Broadening the list of stakeholders ensures better representation.*



## Take Them to the Streets

*Be done with boring public-involvement meetings*

When invited to participate in public processes, many people envision dreary meetings in stuffy settings where government employees give presentations on a subject, a project or a goal, and participants are then asked to take turns sharing their feedback.

Who can blame people for not showing up, if they didn't already have a strong interest in the topic? The conventional format for public-involvement processes sometimes is the only option, but in most cases it doesn't build community interest. In fact, it can be downright boring and it fails to capitalize on opportunities to build social capital through the process or engage people in reciprocal learning. Even workshop formats that aim to be more educational can fall short in efforts to build a shared understanding of the issues being addressed or to make participants feel truly engaged in the process.

One approach being used by more and more communities throughout the country is to conduct active, or experiential, workshops that get participants out into the community to explore firsthand what shortcomings exist, and how to improve upon those conditions.

Active workshops include educational presentations, but focus on active learning and firsthand experience. They don't have to be long events—a successful one can be as short as three hours, if planned well.

One of the greatest benefits of an effective active workshop is that it also helps build social capital in the community. When people are taken outside of the classroom or presentation structure and are put in the actual context—such as for a walk along a street to evaluate the built environment—where they can converse freely and naturally with others, many shared interests and connections emerge.

This can foster partnerships that cross any existing real or perceived boundaries, such as differences in generation, culture, socioeconomic status or geography. An especially effective active workshop may even dedicate time toward the beginning of the event to help participants get to know each other through ice-breaking exercises that ideally will lead to long-lasting relationships.

Planning and conducting successful active living workshops require attention to several details that often aren't considered for conventional workshops:

**Engage Key Partners Early:** Identify community-based organizations, government agencies, healthcare providers, employers, school boards, the media and other organizations whose members or stakeholders may have an interest in the topic. To address active living, engage transportation, planning, emergency services and public works entities. To address healthy



*Above:* During a walkability audit in Gulf Shores, AL, participants describe their observations about the built environment.

*Below,* in Helena, MT, participants learn firsthand the speeds at which cars travel through neighborhoods.



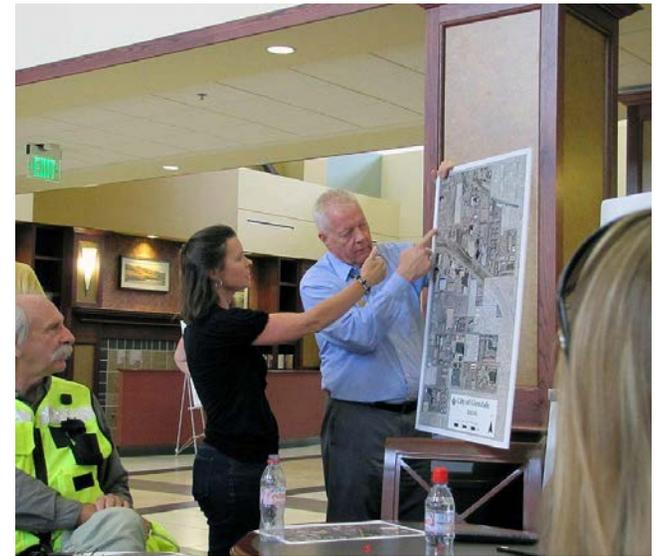
eating, engage public health and nutrition entities, as well as growers, grocers and restaurant operators. Engage the key partners very early in the planning process, and then enlist their help to conduct outreach and to issue invitations.

**Choose the Right Audit Site:** Work with the key partners to identify an audit site that captures the essence of changes needed throughout the community or that will have the greatest impact or potential to produce model projects that can serve as catalysts for other projects.

**Draw a Strong and Diverse Mix of Participants:** Engage the key partners to identify critical participants, such as community leaders with authority to enact the changes sought. Invite representatives from homeowners' associations and neighborhood groups, local elected officials, business groups such as the Chamber of Commerce, students, residents and retailers. Ensure that the participants represent diverse interests and backgrounds, and be especially attentive to engaging people who might be opposed to the type of effort being addressed. It is important to get them to the table, build their trust and seek their involvement.

**Consider Comfort and Abilities:** Give careful consideration to participants' comfort and abilities. Everyone who wishes to take part in the full workshop should be able to do so, and any special needs should be accommodated. If the workshop is held during hot or cold months, conduct the outdoor portions at comfortable times of day.

**Encourage Relationship-Building Next Steps:** An effective active workshop will motivate and inspire those who take part, and many will be eager to contribute their energies toward enacting change. They will need to draw upon each other's strengths, stay in contact, offer each other support, and share information to undertake the important work to be done. Encourage them throughout the workshop to network with each other and exchange contact information. If possible, form a "working group" and decide upon a meeting date before the workshop ends; invite people to opt in.



*Talking through concerns and engaging students in the planning processes builds understanding.*



*Dan Burden, co-founder of the WALC Institute, says anyone doubting the power of an active workshop should consider this story:*

*"We once were doing a walking audit on Main Street and 7th Street in Grand Junction, Colorado when I said to the group, 'Until you have someone buy and replace that old gas station on that corner, this corridor will never fully come alive.' A member of our group left us at that point. He crossed the street, made an offer to the owner, and bought the gas station on the spot. Today, it is a mixed-use building, and it has brought life and vibrancy to the entire corridor."*

*This not only reinforces the importance of having the right people involved in active workshops, but also illustrates the power of the effort.*

## Visioning Versus Hearings and Process

*The old way of business gives way to new approaches*

In the world of real estate development, the cliché is that nobody shows up at a public hearing to comment on a project unless it's in their backyard and they hate it.

But all too often, the real-life scenario is that people who get up to speak against a development never heard about it until a neighbor noted the announcement of a public hearing in the newspaper. By then, everyone in the neighborhood is complaining that they weren't consulted about this proposal to put a strip shopping center on land once eyed for a community center.

It's the way a lot of development gets proposed and approved. There are regulations in the building and zoning codes and a review process that the developer has to navigate. Then there's a public hearing where elected officials ask questions and residents get a chance to comment. Once the developer clears those hurdles, the deal is often done.

But the old way of doing business is starting to change, and it's giving way to new approaches to public engagement that are as varied as the communities and local governments involved.

### Residents Really Want to Be Heard

Increasingly, local officials are engaging residents in visioning and brainstorming sessions when they have an area of open land or a high-profile redevelopment site that they know is a target for developers.

It's not enough to give people their three minutes to speak at a public hearing, where a little red light goes on when their time is up. There's no give and take in that. It's just a formality.

Most people want to hear about development plans as they're evolving. They want to have a conversation about them; an exchange of ideas about the pros and cons.

Even if their ideas aren't ultimately adopted, it's important that they get the chance to share them fully. And there are many workshop and meeting formats to accomplish that goal. A good starting point is a community visioning session, which might best be likened to a brainstorming session.

Say, for instance, there's an old boarded-up mill on a ten-acre site in the heart of an inner-ring suburb. Area residents and business owners are invited to a three-hour meeting in which they're encouraged to break up into small groups to talk about what would work well there. As they throw out ideas for how the property might be used, a facilitator sketches them. After a couple of hours, each of the groups gets up to present their respective vision for the property, recommending what should be built there and what the area should look and feel like.



*Increasingly, local officials are engaging residents in visioning and brainstorming sessions. Above, a community values exercise in Bellingham, WA. Below, envisioning potential design solutions in Sacramento, CA.*



Such sessions provide an ideal format for neighbors to advocate for pedestrian-friendly design and good transit connections.

Local governments sometimes go even further with major planning exercises designed to create a blueprint for development over a large area.

In these cases, the right approach might be a more intensive, multi-day charrette where professional planners facilitate discussion among developers, community members, business leaders, environmentalists and other stakeholders.

They hear from housing experts and economic development professionals about the market for various land uses, and from retailers who know what kinds of retail and restaurants would work in a given location.

There are architects on hand to sketch what's discussed and planners to draft policy language, with both getting real-time feedback from participants.

In the end, a charrette aims to yield an actual plan for the study area that is viable and well vetted. One that participants understand at a level of depth and detail that they would never know with any development proposal that's finalized by a development group working solely with local government planners. They understand all of its individual features and the rationale behind them.



*In a design charrette, the community voices their desires and concerns while graphic artists sketch out renderings for feedback and vetting.*



# Set Ground Rules for Facilitators

*Set ground rules to improve productivity and success*

A safe, friendly meeting environment can help leaders achieve the planned meeting goals and objectives. Establishing ground rules that respect individual rights and responsibilities builds trust among participants and can lead to a successful meeting experience. It is frustrating and unproductive to participants and facilitators alike when opinions are not respected, persons are criticized, and many views are not expressed. Other terms that may be used interchangeably with ground rules include guidelines, group agreements, covenants or norms. In this publication the term ground rules applies to a set of rules that are usually developed at a first meeting and used by the facilitator to manage individual and group interaction.

Here are ground rules for leading a meeting addressing controversial issues.

*The following guidance is provided by the University of Minnesota Extension's publication, Facilitation Resources - Volume 4. The full publication is available at <http://bit.ly/wWsRUJ>.*



*Facilitators need to ensure that everyone agrees to the covenants at the outset of the process, and that all voices are heard.*



## For Group Members:

- One person speaks at a time when the group is in full session and not at breakout tables.
- All will share ideas in order.
- Questions may be asked to clarify ideas.
- No one may criticize another.
- Ideas may be reviewed to look for themes.
- Feelings may be expressed. They are not to be ignored or denied.
- Discussions are about positions, not personalities.

## For the Facilitator:

- Make sure participants are physically comfortable.
- Share the covenants with participants at the outset of the meeting. Repeat the covenants and convey that by being part of the meeting, everyone is agreeing to the covenants.
- Communicate with everyone at his/her level.
- Act as the neutral person. Refrain from giving a personal opinion.
- Maintain a positive group atmosphere.
- Allow thinking time.
- Avoid: lengthy comments, giving verbal rewards for good answers, asking loaded questions or conveying a "know-it-all" tone.

## Do More than Translate

*Build cultural competence by adapting, not translating*

Ensuring that programs and messages are relevant, appropriate and effective in different cultures is important to any effort to conduct successful community outreach. But reaching people of all backgrounds requires more than simply translating messages.

Especially in rural communities, messages perceived to have been created by “outsiders” can actually do more harm than good by creating discomfort or mistrust. To increase their effectiveness, many organizations working with multi-cultural populations or in rural communities are developing programs to culturally adapt campaigns and messages.

For example, in California’s San Joaquin Valley, the Air Pollution Control District’s summertime smog-reduction campaigns encouraged people to change their behavior to be more air-friendly. The campaigns targeted multiple audiences from different cultural backgrounds, with the English-language campaign focusing on carpooling to reduce pollution. The strong cultural knowledge of staff and outside professionals helped project leaders understand that the Spanish-speaking target audience already carpooled as a standard practice. Thus, the Spanish-language campaign was adapted to focus on messages that were more meaningful to the audience: to drive less and keep the car tuned up.

### Getting it Right

When culturally adapting messages, consider the following:

*Language Doesn’t Equal Culture:* Although a shared language is important to culture, people who speak the same language often are from different cultures. Be sensitive to the differences and develop appropriate messages.

*Start with Strong Cultural Knowledge:* Tap the knowledge of colleagues, in-house staff or consultants who live, work or grew up in the culture.

*Get Feedback:* Work directly with members of the audience to determine appropriate approaches. Use focus groups to screen messages before they are distributed.



*The San Joaquin Valley [Calif.] Air Pollution Control District culturally adapted its summertime smog-prevention campaign to focus on the types of behavior changes that would be relevant to different cultures. The English campaign focused on carpooling, whereas the Spanish campaign focused on driving less and keeping the car tuned up. (Images: San Joaquin Valley Air Pollution Control District.)*

# Learn from Elders and Children

*Abilities are valuable, but often overlooked*

Design “charrettes” are indispensable tools for hammering out solutions to complex community design issues. Through a mix of public workshops, open houses and creative, intense design sessions, charrettes create a collaborative planning process that harnesses the talents and perspectives of residents, town planners, community leaders and public health officials alike.

In fact, getting all of the right people together for a design charrette is key to ensuring that the outcome reflects the values and goals of the community. People from all sectors of society with diverse backgrounds are needed at a charrette, including local government officials, planners and designers, landscape architects, transportation engineers, nonprofit managers and public health officials.

But even with engaged and motivated participants from all relevant backgrounds, the charrette still may be missing two very important groups that can provide valuable insight about how to design a community to be healthier and happier: elders and children. Children have much to offer in the community planning and design process, yet they remain mostly untapped throughout community transformation processes.

A child’s imagination is a powerful tool; they can dream up the perfect community in which to live, play and go to school. Beyond the power of their imaginations, they also can bring very practical solutions to the table. For example, children often are aware of shortcuts to the places they go that could be formalized into trails and added to the community’s pedestrian network. Elder-child charrettes also help publicize the public process being undertaken and build social capital by bringing generations together. They foster collaboration among school representatives, local government staff and parents.

And involving elders and children in public processes can change the whole tenor of the events. Children very often speak readily about important values. Their honesty helps raise the discussion to the level of values and guiding principles. Elders bring a lifetime of observations and community history to share.

Simply asking a child the question, “What would you like to see on your walk to school and back?” can provide meaningful insight into the community that could be. The answers will capture community values, important street and sidewalk connections, playful aesthetics and other place-making elements that might be overlooked. This, combined with an elders perspective can yield surprising and beautiful results. The boundless imagination and colorful creativity of children combined with sage wisdom clarifies values quickly.



*Above: Children often speak readily about important values - such as providing equipment that allows all children of all abilities the opportunity to swing.*

*Below: A children’s charrette in Glenwood, CA.*



Planning a child-elder design charrette requires attention to several details that a standard charrette doesn't normally need. Don't let these details be a deterrent, though; the benefits far outweigh the added responsibilities.

**Keep it Fun.** The chief objective is to keep a charrette fun and engaging. Work with schools, parks and recreation departments, and parent/teacher associations to identify the best venue for engaging children and to conduct the needed outreach to ensure that children attend.

**Make it Age Appropriate.** Children of all ages can be tapped for their talent. For younger children, from kindergarten to 3rd grade, a successful charrette may only include a short walking audit, allowing them to point out things they like and don't like along the way, and then returning to the workshop setting and drawing pictures that reflect their findings. They also can develop short skits or performances that describe the shortcomings they find in their existing environment and in the community they desire. The entire event might be only 30 to 45 minutes long. Students in the 4th grade and higher are better able to draw, photograph, interpret and explain their concerns. They can even use photography to create "photo voice" or poster presentations. Young teens can plot using trace paper and aerial maps. They often know what is missing from their neighborhoods, or where unleashed dogs, broken sidewalks and generally unsafe areas can be found.

**Incorporate it Into the Larger Effort.** Find ways to incorporate child-elder work into the larger charrette or community effort. If the primary children's charrette takes place at school, make advance arrangements with teachers or parents to have the children present their designs or posters during the community charrette. Present their findings first, as this often warms up the audience and allows them to see how quickly and easily children "cut to the chase," identifying what works and does not work. Also, consider whether it is appropriate and desirable to invite representatives of the news media to cover the children's charrette. If so, work very closely with the school or parents to ensure appropriate permissions are obtained and privacy is respected.



*Above, children vote during a charrette in Sacramento, CA. Below, an "inter-generational" walking audit in Morrow, GA.*



# Work Effectively with Others

## *Dealing with challenges*

We work best with others when we feel as if we belong and that our contributions are valuable. Disruptive behaviors fall into two main categories: progress-blocking and group-thwarting. Progress-blocking actions interrupt processes and discourage next steps. Group-thwarting actions undermine the confidence and ability of the group to act cohesively. Successful groups watch for indicators of disruptive behaviors.

While the motives for disruptive behaviors are complex, unclear objectives are the biggest barrier to effective team performance. If disruptive behaviors are interrupting progress or undermining the confidence of the group, it is time to discuss this as a group. All discussions and deeds should be examined for how they lead to the group's stated goals. When a disagreeable comment is made, the group should ask, "What is the desired outcome of that statement?" or "How does this conversation lead us to our goal?"



*Staff and residents are partners in community building*

### **Behaviors that Block Progress**

- Confrontational instead of cooperative approaches
- Attacking a person rather than a problem
- Engaging in gossip, clique-forming or other power-seeking activities
- Excessive talking, loud voices or otherwise dominating a conversation
- Speeches rather than discussions
- Allowing ultimatums to be made
- Constantly joking, clowning or making sexually-charged remarks
- Silence or failing to engage others
- from task to task or set next steps
- Advocating ideas without actions
- Failing to complete assignments on time
- Not communicating successes or failures
- Not tying actions to goals or next steps
- Being unkind, unsupportive or mean-spirited
- Attention- or sympathy-seeking behaviors
- Failure to disclose interests or conflicts
- Dismissive or denial-seeking behaviors
- Arguing
- Presenting only one side of a topic
- Departing from the topic regularly
- Introducing unnecessary, anecdotal or tangential information
- Revisiting tasks that the group agrees are complete
- Showing an inability to transition

# Share Successes

To help effectively convey existing conditions, try “digital storytelling.” Create a presentation that uses images, video or graphics to show in a compelling way why changes are needed in a particular area.

Although videos and graphically rich presentations are great tools, they can be difficult for people not trained to do them. A simpler idea is to create a Power Point or other type of user-friendly presentation with digital images you capture yourself. Following are some tips, illustrated with slides from a presentation created by a resident in Winter Garden, FL who wanted to share concerns about nearby roadways with city staff.

- Determine the purpose of the presentation. Is it to show city staff that there is a safety issue? Is it to convince homeowners to support a roadway project? Is it to engage local business as stakeholders? Consider what messages and images will resonate with the intended audience.
- Carry your camera everywhere for a while. You need to get a variety of images and you never know when the perfect picture to document a particular concern will emerge.
- Avoid staging pictures. Be authentic. But by the same token, don't be afraid to use your friends and family in pictures. You spend more time with them than anyone else and so you're likely to be able to get pictures of conditions affecting them. Also, they are your reason for doing this work, so it's appropriate to let that concern for them come through in your presentation. And if it's important to document something but it would be dangerous to do so without staging it, then by all means stage it, but disclose that fact in the presentation.
- Use Google Earth (download it for free) to get an aerial view of the “study area.”
- Use PowerPoint or a similar presentation program to put the images in order and put labels on them. Although it's ideal to be able to deliver your presentation in person, expect that it may also be viewed on its own, so it has to be self-explanatory. Consider using free or low-cost online tools such as social media or slide-sharing services to disseminate your presentation to multiple audiences.
- Be transparent and share your agenda. Let people know why you're so interested in the project. Whether for the health and safety of your family, for business or economic reasons or to simply make your community a more enjoyable place, include that in the presentation.
- Build the presentation the way you would tell a story.



*Capturing existing conditions through photography helps to explain safety concerns and represent the community.*



1. First, tell the story of the community or the neighborhood in the way you understand it. If you're not an engineer or planner, you're not expected to communicate like one. Explain things in a comfortable way.
  2. Start by describing the context and explaining what the neighborhood is like, who lives there, and what the various land uses are. This gives the audience a sense of the community's character.
  3. Explain the problem. You don't need to be an expert in traffic operations to be able to point out that cars are moving too quickly for you to feel comfortable letting your children walk to the playground, or riding your bike to the store.
- Use images that document the things that make you feel unsafe or disconnected. Use statistics as appropriate.

*This before and after "PhotoVision" of Pine Street in south Burlington, Vermont exemplifies how a "picture is worth a thousand words". This technique can inspire positive community change.*



## The Problem

Intersection Width and Turning Radii



*Use presentation software to put the images in order and apply labels and explanations. Explain the community character and context. Document the problems in your own terms. Use statistics if needed.*

## The Corridor

Great Land Uses



## The Problem

Speed Limit, Speed and Conflicts



# Plan for Pedestrians

Walkable communities outperform car-oriented communities economically. Nearly everyone, for at least some portion of every day, is a pedestrian. This is why pedestrian planning matters. Pedestrian master planning establishes the policies, programs, design criteria, and projects that will further enhance pedestrian safety, comfort, and access in a community. Through the pedestrian master planning efforts, a community will have environmentally, economically, and socially sustainable transportation systems.

A pedestrian master plan helps communities to:

- Review existing plans, policies, guidelines and codes to determine whether inherent conflicts exist within these documents that might impact the continuity of pedestrian infrastructure across the cities' borders.
- Build a toolbox and best practices that inform pedestrian planning. Tools can include performance methods and monitoring that functions within the area.
- Propose and refine treatments to ensure the integrity of the pedestrian network and to provide clear messaging to users about pedestrian rights and responsibilities.
- Perform field research to identify conflicts, especially noting conditions such as sidewalk gaps and the distribution of existing pedestrian facilities.
- Analyze needs and demand based on information gathered, allowing a broader understanding of patterns, behaviors and origins and destinations.
- Perform a security analysis because people will not walk if they feel that they must navigate through an area with no activity or "eyes on the street."
- Determine where they need to add shade to streets and sidewalks, because if you want people to walk in all temperatures, it's necessary to provide environments that are comfortable for walking.
- Develop criteria for ranking, prioritizing and implementing projects for maximum impact and to better support current initiatives.
- Develop funding strategies that might reduce the burden of improvements.

*See charts below for example funding opportunities:*



*Pedestrian Master Planning focuses on pedestrian safety, comfort and access in a community.*

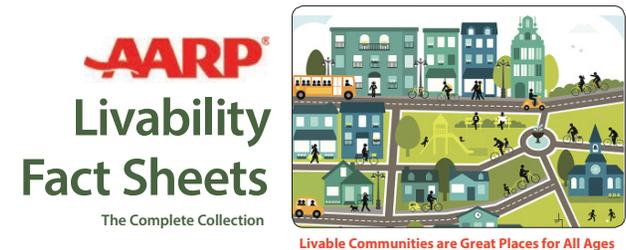
## Resources

*The Pedestrian and Bicycle Information Center (PBIC) is a national clearinghouse for information about health and safety, engineering, advocacy, education, enforcement, access, and mobility for pedestrians (including transit users) and bicyclists. Model pedestrian plans are available at*

<http://www.walkinginfo.org/develop/sample-plans.cfm>.

## Livability Fact Sheets

*AARP and the WALC Institute developed a series of 11 free downloadable fact sheets: <http://bit.ly/livabilityfactsheets>*



**Bicycling**

**Density**

**Economic Development**

**Form-Based Code**

**Modern Roundabouts**

**Parking**

**Revitalization Without Displacement**

**Road Diets**

**Sidewalks**

**Street Trees**

**Traffic Calming**

a publication of



[aarp.org/livable](http://aarp.org/livable)

<b>Bicycle/Pedestrian Funding Opportunities</b>																
Project type	NHS	STP	HSIP	SRTS	TEA	CMAQ	RTP	FTA	TE	BRI	402	PLA	TCSP	JOBS	FLH	BYW
Bicycle and pedestrian plan		•				•						•	•			
Bicycle lanes on roadway	•	•	•	•	•	•		•	•	•					•	•
Paved shoulders	•	•	•	•	•	•				•					•	•
Signed bike route	•	•		•	•	•									•	•
Shared use path/trail	•	•		•	•	•	•								•	•
Single track hike/bike trail							•									
Spot improvement program		•	•	•	•	•										
Maps		•		•		•					•					
Bike racks on buses		•			•	•		•	•							
Bicycle parking facilities		•		•	•	•		•	•							•
Trail/highway intersection	•	•	•	•	•	•	•								•	•
Bicycle storage/service center		•		•	•	•		•	•				•	•		
Sidewalks, new or retrofit	•	•	•	•	•	•		•	•	•					•	•
Crosswalks, new or retrofit	•	•	•	•	•	•		•	•						•	•
Signal improvements	•	•	•	•	•	•										
Curb cuts and ramps	•	•	•	•	•	•										
Traffic calming		•	•	•									•			
Coordinator position		•		•		•							•			
Safety/education position		•		•		•					•					
Police patrol		•		•							•					
Helmet promotion		•		•	•						•					
Safety brochure/book		•		•	•	•	•				•					
Training		•		•	•	•	•				•					

Source: <http://www.fhwa.dot.gov/environment/bikeped/bp-guid.htm#bp4>.

\*See the key on the following page for funding sources.

## Bicycle/Pedestrian Funding Opportunities Key

NHS	National Highway System	<a href="http://www.fhwa.dot.gov/planning/nhs/">http://www.fhwa.dot.gov/planning/nhs/</a>
STP	Surface Transportation Program	<a href="http://www.fhwa.dot.gov/safetealu/factsheets/stp.htm">http://www.fhwa.dot.gov/safetealu/factsheets/stp.htm</a>
HSIP	Highway Safety Improvement Program	<a href="http://safety.fhwa.dot.gov/hsip/">http://safety.fhwa.dot.gov/hsip/</a>
SRTS	Safe Routes to School Program	<a href="http://safety.fhwa.dot.gov/saferoutes/">http://safety.fhwa.dot.gov/saferoutes/</a>
TEA	Transportation Enhancement Activities	<a href="http://www.fhwa.dot.gov/environment/te/index.htm">http://www.fhwa.dot.gov/environment/te/index.htm</a>
CMAQ	Congestion Mitigation/Air Quality Program	<a href="http://www.fhwa.dot.gov/environment/air_quality/cmaq/index.cfm">http://www.fhwa.dot.gov/environment/air_quality/cmaq/index.cfm</a>
FLH	Federal Lands Highway Program	<a href="http://www.flh.fhwa.dot.gov/">http://www.flh.fhwa.dot.gov/</a>
BYW	Scenic Byways	<a href="http://www.fhwa.dot.gov/hep/byways/index.htm">http://www.fhwa.dot.gov/hep/byways/index.htm</a>
BRI	Highway Bridge Program	<a href="http://www.fhwa.dot.gov/bridge/hbrpp.htm">http://www.fhwa.dot.gov/bridge/hbrpp.htm</a>
SCTSP	State and Community Traffic Safety Program	<a href="http://safety.fhwa.dot.gov/policy/section402/">http://safety.fhwa.dot.gov/policy/section402/</a>
PLA	State/Metropolitan Planning Funds	<a href="http://www.fta.dot.gov/grants/13093_3563.html">http://www.fta.dot.gov/grants/13093_3563.html</a>
TCSP	Transportation, Community and System Preservation Pilot Program	<a href="http://www.fhwa.dot.gov/tcsp/index.html">http://www.fhwa.dot.gov/tcsp/index.html</a>
JOBS	Access to Jobs/Reverse Commute Program	<a href="http://fta.dot.gov/grants/13093_3550.html">http://fta.dot.gov/grants/13093_3550.html</a>
RTP	Recreational Trails Program	<a href="http://www.fhwa.dot.gov/environment/rectrails/index.htm">http://www.fhwa.dot.gov/environment/rectrails/index.htm</a>
FTA	Federal Transit Capital, Urban & Rural Funds	<a href="http://www.fta.dot.gov/grants_263.html">http://www.fta.dot.gov/grants_263.html</a>
TE	Transit Enhancements	<a href="http://www.fhwa.dot.gov/environment/te/te_provision.htm">http://www.fhwa.dot.gov/environment/te/te_provision.htm</a>

Source: <http://www.fhwa.dot.gov/environment/bikeped/bp-guid.htm#bp4>.

## Funding Sources and Potential Partners Checklist

Date Contacted	Agency	Website
	<i>Health Department</i>	<a href="http://www.apha.org/about/Public+Health+Links/LinksStateandLocalHealthDepartments.htm">http://www.apha.org/about/Public+Health+Links/LinksStateandLocalHealthDepartments.htm</a> <a href="http://www.naccho.org/toolbox/">http://www.naccho.org/toolbox/</a>
	<i>Main Street Program</i>	<a href="http://www.preservationnation.org/about-us/partners/">http://www.preservationnation.org/about-us/partners/</a>
	<i>Chamber of Commerce</i>	<a href="http://www.uschamber.com/chambers/directory/default__">http://www.uschamber.com/chambers/directory/default__</a>
	<i>Community Foundations</i>	<a href="http://www.cof.org/whoweserve/community/resources/index.cfm?navItemNumber=15626#locator">http://www.cof.org/whoweserve/community/resources/index.cfm?navItemNumber=15626#locator</a>
	<i>Local and State Elected Officials</i>	<a href="http://www.capwiz.com/apha/dbq/officials/">http://www.capwiz.com/apha/dbq/officials/</a>
	<i>Transportation Enhancement Funding by State</i>	<a href="http://www.enhancements.org/Links.asp#statedot">http://www.enhancements.org/Links.asp#statedot</a>
	<i>State Bike and Pedestrian Coordinator</i>	<a href="http://www.walkinginfo.org/assistance/contacts.cfm">http://www.walkinginfo.org/assistance/contacts.cfm</a>
	<i>State Safe Routes to School Coordinator</i>	<a href="http://www.saferoutesinfo.org/program-tools/find-state-contacts">http://www.saferoutesinfo.org/program-tools/find-state-contacts</a>
	<i>American Public Health Association</i>	<a href="http://www.apha.org/advocacy/priorities/issues/transportation">http://www.apha.org/advocacy/priorities/issues/transportation</a>
	<i>Federal Highway Administration Bicycle and Pedestrian Program</i>	<a href="http://www.fhwa.dot.gov/environment/bikeped/">http://www.fhwa.dot.gov/environment/bikeped/</a>
	<i>Federal Highway Administration State Manual</i>	<a href="http://www.fhwa.dot.gov/planning/statewide/manual/manual.pdf">http://www.fhwa.dot.gov/planning/statewide/manual/manual.pdf</a>
	<i>Department of Housing and Urban Development CDBG</i>	<a href="http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs">http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs</a>
	<i>Partnership for Sustainable Communities (DOT, HUD, EPA)</i>	<a href="http://www.sustainablecommunities.gov/">http://www.sustainablecommunities.gov/</a>
	<i>Centers for Disease Control and Prevention</i>	<a href="http://www.cdc.gov/transportation/docs/FINAL%20CDC%20Transportation%20Recommendations-4-28-2010.pdf">http://www.cdc.gov/transportation/docs/FINAL%20CDC%20Transportation%20Recommendations-4-28-2010.pdf</a>
	<i>AARP Livable Communities</i>	<a href="http://www.aarp.org/home-garden/livable-communities/">http://www.aarp.org/home-garden/livable-communities/</a>
	<i>Active Living By Design</i>	<a href="http://www.activelivingbydesign.org/">http://www.activelivingbydesign.org/</a>
	<i>Alliance for Biking and Walking Resources</i>	<a href="http://www.peoplepoweredmovement.org/site/index.php/members/members3/C258">http://www.peoplepoweredmovement.org/site/index.php/members/members3/C258</a>
	<i>America Bikes</i>	<a href="http://americabikes.org">http://americabikes.org</a>
	<i>America Walks Resources</i>	<a href="http://americawalks.org/resources/links">http://americawalks.org/resources/links</a>
	<i>Association of Pedestrian and Bicycling Professionals</i>	<a href="http://www.apbp.org/">http://www.apbp.org/</a>
	<i>Complete Streets Coalition</i>	<a href="http://completestreets.org">http://completestreets.org</a>
	<i>League of American Bicyclists</i>	<a href="http://www.bikeleague.org/">http://www.bikeleague.org/</a>
	<i>National Center for Bicycling and Walking</i>	<a href="http://www.bikewalk.org/">http://www.bikewalk.org/</a>
	<i>Partnership for a Walkable America</i>	<a href="http://www.walkableamerica.org/">http://www.walkableamerica.org/</a>
	<i>Safe Communities</i>	<a href="http://safecommunitiesamerica.org/">http://safecommunitiesamerica.org/</a>
	<i>Smart Growth America</i>	<a href="http://www.smartgrowthamerica.org/about/our-coalition/">http://www.smartgrowthamerica.org/about/our-coalition/</a>
	<i>Transportation for America</i>	<a href="http://t4america.org">http://t4america.org</a>