

Section V

Appendix

This section provides additional resources and information related to the work of this Plan.

In this section:

- A.1 - GUIDE TO BICYCLE AND PEDESTRIAN PROJECTS ELIGIBLE FOR TLC'S NTP FUNDING**
- A.2 - ON ECONOMIC DEVELOPMENT AND REVITALIZATION: A CONVERSATION WITH JOHN FLORY**
- A.3 - GUIDELINES FOR A PEDESTRIAN OVERLAY DISTRICT**
- A.4 - STARTING A COOPERATIVE BUSINESS**
- A.5 - OPENING A RESTAURANT IN MINNEAPOLIS**
- A.6 - CORRIDOR HOUSING INITIATIVE (CHI) RESULTS AND RECOMMENDATIONS**
- A.7 - MINNEAPOLIS DEPARTMENT OF HEALTH AND FAMILY SUPPORT: HEALTH ASSESSMENT GRID**

A.1 Projects eligible for TLC's NTP funding

Many of the changes envisioned in this Plan include improvements to the pedestrian and bicycle infrastructure of the project area.

Transit for Livable Communities (TLC, www.tlcminnesota.org) was recently designated by the federal government to administer funds for the Non-Motorized Transportation Pilot (NTP) Program, which seeks to improve bicycle and pedestrian conditions in four pilot cities in the US, including Minneapolis. Up to \$21.5 million is available to fund projects that increase rates of bicycling and walking in the city and surrounding communities.

The list below is excerpted from a list of facilities, treatments and technologies designated by Transit for Livable Communities as potentially eligible to receive funding from the Non-Motorized Transportation Pilot Program, and includes some of the items recommended in this Plan.

BICYCLE PARKING FACILITIES

Lack of bicycle parking facilities is a significant barrier to bicycle use. Providing bike racks at locations like schools, shopping centers, workplaces, libraries, post offices, recreational areas, and other centers of activity will, at relatively low cost, help improve the project area's bicycle orientation.

Racks should be located in highly visible locations near the front entrance of an establishment and closer to the building than motor vehicle parking. A number of cities (including Palo Alto, California and Madison, Wisconsin) require that all new developments provide adequate bicycle parking and specify that the spaces "cannot be farther away than the closest car parking space."

BIKE LANES

Bike lanes are on-street facilities at least 5 feet wide for each-way travel consistent with the flow of traffic and generally on the right side of the travel lane(s). As much width as possible should be provided for bike lanes; treatments, including the use of colors, can make lanes more easily noticed.

On streets that are one-way for cars, consideration should be given to providing a contra-flow bike lane in addition to a bike lane



On-street bike lanes in Downtown.



Bike parking should be provided adjacent to principal building entrances.

going with traffic. Bike lanes are generally marked with a painted line, although some bicycle lanes have physical barriers between motorized traffic and bicyclists.

BIKE ROUTES

The term “bike route” may denote any corridor recommended for bicycle travel. For planning purposes, the term is limited to roads marked with bike route signs. There is no uniform or consistent methodology to determine which roads are suitable for such a designation. Bike route signs can help cyclists navigate gaps that exist in the bikeway network. In such situations, the signs should also include information directing cyclists to the nearest Bike Path or Bike Lane.

BUMP-OUTS / CURB EXTENSIONS

These features (also known as “neck-downs”) shorten the distance a pedestrian must walk to cross a street by extending the sidewalk into the intersection. Bump-outs increase the visibility of pedestrians to motorists and slow down right-turning motorists. They also promote safety by shortening the amount of time a pedestrian is in the line of vehicle traffic. Bump-outs work especially well on busy collector streets and minor arterials where on-street parking is allowed. Provision of bump-outs does not negatively affect the use of bike lanes.

MID-BLOCK CROSSINGS

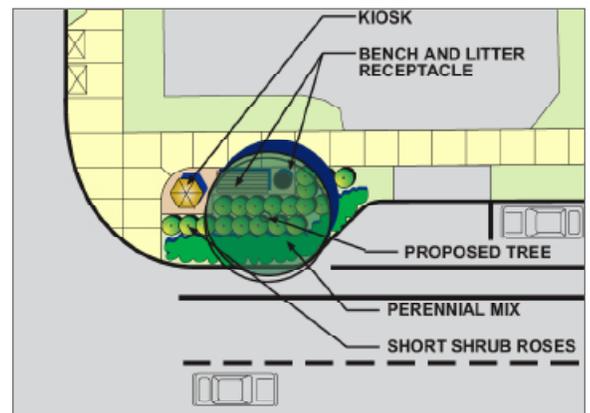
Mid-block crossings are often safer than intersection crossings because they are free of vehicle turning movements. These crossings are especially useful in areas with high levels of jaywalking, since they provide clear places to cross the street at often-jaywalked locations. Marked mid-block crosswalks should be accompanied by signs and/or special signals to ensure motorist compliance and pedestrian safety. Mid-block crossings (and trail crossings) on roads with more than two lanes should always be signaled or provided with medians or refuge islands.

PEDESTRIAN DISTRICTS

Special pedestrian zones offering wide sidewalks, public spaces, benches, scenic landscaping and other amenities can increase the safety of pedestrians and boost the spirit of community in an area. People will walk more regularly and interact with one another more frequently in a pleasant place away from the roar of traffic. A pedestrian district can range from an expanded sidewalk in one



Bike route sign in Portland, Oregon, including distance and destination markings.



Bump-outs proposed for the Riverlake Greenway Corridor.

Source: Sanders Wacker Bergly and City of Minneapolis.



Pedestrian plaza in Iowa City, Iowa.

spot to a full-fledged Pedestrian Plaza or mall, which transforms life along an entire street.

PEDESTRIAN SCALE LIGHTING

Pedestrian scale lighting illuminates sidewalks. It discourages crime, enhances the perception of safety, and makes it more inviting to walk at night. Many communities find that provision of these lamps and related amenities create a pleasant atmosphere that boosts pedestrian use even during the day.

ROAD NARROWING OR LANE NARROWING

It's commonly assumed that Bike Lanes, wider sidewalks and other improvements for bicyclists and pedestrians will require wider roads and more right-of-way. Experience in Minnesota and elsewhere, however, shows that significant improvements can be made without widening the current roadway. By re-stripping travel lanes or reducing the number of travel lanes, pedestrian and bicyclist needs can be accommodated without widening the street.

Reducing travel lane widths to 11 feet or lower can make room for bike lanes. Even if enough space for a regulation bike lane can't be made available, simply having a wider curb lane can significantly improve the cycling environment. Many U.S. cities (including Boulder, Portland, and Chicago) have reduced lane widths on urban arterials to 10 feet in order to add space for bicyclists.

SIGNS

Distance/Destination signs, which provide information about distance to particular destinations, are an effective way to promote walking and biking and should be considered as part of any bikeway or walkway project.

TRAFFIC CALMING

Traffic calming measures improve pedestrian safety and comfort while helping motorists understand that they share the road with walkers and cyclists. There is a wide variety of traffic calming strategies, including changing the geometry of a street, installing diverters or medians, planting trees, elevating crosswalks, adding bump-outs or bike lanes, using creative graphics or markings on the roadway, installing speed bumps, and locating businesses and homes closer to the street. The goal of traffic calming is to reduce vehicular speeds and make a corridor more pleasant and safe for pedestrians, bicyclists, and all road users.



Pedestrian lighting application in the North Loop neighborhood near Downtown.

A.2 A conversation with John Flory

The following is a summary of an interview we conducted with John Flory, a small business development consultant. Mr. Flory has been closely involved in supporting the success of many immigrant entrepreneurs in South Minneapolis. He currently works with the Latino Economic Development Center (LEDC, www.ledc-mn.org), where he is involved in supporting business development for Latino communities throughout the state.



John Flory,
small business
development
consultant with
LEDC.

WHAT CONNECTION DO YOU SEE BETWEEN SMALL BUSINESSES AND THE PROCESS OF NEIGHBORHOOD REVITALIZATION?

Small businesses revitalize neighborhoods. Look for example at the case of Juan Sanchez, who came from Chicago and opened Dos Hermanos, a Mexican Western wear store on Lake Street. He opened that business on a small space that he was able to purchase from Kaplan's [next door at 15th and Lake]. After prospering there, he was able to buy a larger space on Lake Street where he opened La Que Buena, a restaurant on 17th and Lake. The space had been Sunneson's Piano Store, which had closed up shop and was sitting vacant. Both of these businesses are part of the ongoing revitalization of Lake Street.

Look also at the example of Primitivo Morales and his store La Poblanita. Mr. Morales was renting a space at 27th and Lake, but had wanted to expand his business and own the space where he worked. In early 2002 he bought his present space at 17th and Lake [a two story structure which was had been sitting vacant for a couple of years and which was last used as a sauna]. He spent about \$300,000 for the building and spent another \$200,000 to rehabilitate it and prepare it for use. As he prepared to open the commercial space downstairs, he also rehabilitated the upstairs, where there are now three apartments. Mr. Morales and his family live in one of them (having sold their house to purchase the building in the first place) and rent the other two to pay the debt on the purchase and rehabilitation of the building. Mr. Morales has brought three businesses to that location: a meat market, a deli/restaurant, and a tortilla factory. Mr. Morales chose a building that others would likely have torn down. He did indeed have to spend a large amount of money to complete the rehabilitation of the space, but it was still significantly less money and time than to tear down and build a new comparable structure. The effect of his decision has created a draw to the area, brought employment, allowed the



La Poblanita, on 17th and Lake.

neighborhood to retain its physical character, and created owner occupied housing and affordable apartments.

WHAT KINDS OF PHYSICAL SPACES SUPPORT SMALL BUSINESS DEVELOPMENT?

There is a need for small spaces like what is available in Mercado Central, or in the buildings that Basim Sabri develops, but as those businesses grow and prosper, they find the need to move out so that they can reach their potential. A typical stand-alone business moving out of Mercado Central needs a space between 1,000 to 2,000 s.f., with 2,000 s.f. being on the high side.

A lot of business that are succeeding and becoming bigger would like to buy the spaces that they're in, or even possibly a building from which they could operate and also rent spaces to others.

HAVE YOU SEEN THESE KINDS OF STORIES PLAY OUT ELSEWHERE IN MINNEAPOLIS?

I began working in community economic development with Whittier CDC shortly after Nicollet and Lake was razed, and heard from many businesses how that was done to make room for something that never quite materialized and that eventually became the Kmart that presently exists. The way that project was done was basically that the city said whoever is here, we'll tear you down and we'll get somebody better - which of course did not happen.

What did happen is that closing Nicollet killed off many of the businesses that were there and sent the area into a tailspin. If you look at what happened just after that, you get an idea of the kind of development that can happen when affordable spaces are available to small immigrant entrepreneurs. Building prices were low, and of a size that was favorable for Asian immigrants who were interested in establishing markets, restaurants, etc. I would say that now about two-thirds of all the businesses between 24th and 28th Street are owner-occupied businesses, who might also rent some smaller spaces within their properties to others.

One of the reasons why Nicollet is solid is because spaces were available in the range of 1,000 to 2,500 sf that people could afford to rent and improve, and that were used by them to develop their businesses.



Lake Plaza, a Somali and Latino micro-tenant mall, located at 4th and Lake.

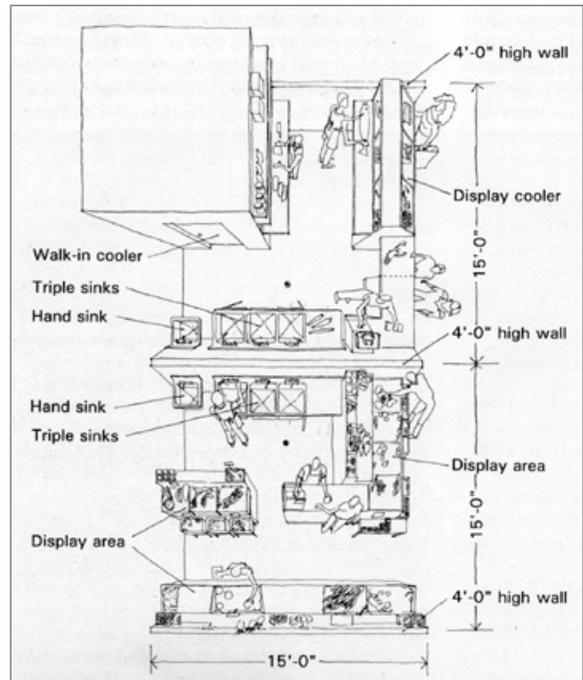


Diagram of a micro-tenant space.

WHAT INSTITUTIONAL BARRIERS DO IMMIGRANT ENTREPRENEURS FACE AS THEY WORK TO OPEN THEIR BUSINESSES?

Some of the most significant problems encountered by Mr. Morales [La Poblanita] and Mr. Sanchez [La Que Buena] were difficulties with the City of Minneapolis process (inspections, licenses, etc.), and with the contractors they hired to do the work of upgrading their spaces for their businesses.

THERE SEEMS TO BE A LOT OF INTEREST IN DEVELOPING MIXED-USE SPACES - HOW DO THEY WORK FOR IMMIGRANT ENTREPRENEURS?

Mixed use does not automatically work well for small business owners. As it is implemented today it is geared for franchises that are typically responding to a middle class perspective of what is viable/desirable (Starbucks, Panera, etc.) and which do not usually take into account existing demographic and consumer patterns of the people that are living in the area and who will be critical for the success of the business.

None of the new mixed use developments provide opportunity for ownership, but rather lease out spaces to prospective tenants. Since the spaces cannot be used as collateral by the bank, small businesses then have to get loans that carry much higher interest rates and shorter repayment schedules; for example a \$200,000 loan (typical loan to prepare a commercial space) would need to be repaid in 5 to 7 years, which places a huge burden on a small business that is starting out.

I had some clients in Elliot Park's East Village, where the commercial spaces were left unfinished, who had great difficulty in obtaining funds to cover the cost of building out their commercial space - it is a challenge to get long-term financing to pay for the work necessary to make spaces usable for small businesses if you don't own the space where your business is at.

WHAT DO YOU SEE AS POTENTIAL FIXES FOR THIS SITUATION?

If the spaces developed are not available for purchase by the business owners, then the developers of these spaces must provide long term financing for the improvements that tenants need to make for their businesses - owners must go out of their way to make spaces affordable for tenants.



Nicollet Avenue is a thriving commercial destination in Minneapolis today.



MERCADO CENTRAL: A SMALL BUSINESS SUCCESS STORY

Mercado Central is a small business incubator with annual sales of over \$3.5 million.

Organized as a cooperative, most of its 41 Latino tenants are graduates of Neighborhood Development Center's (NDC) business training classes.

NDC provided 11 small loans for an average amount of \$12,000. Other partners provided similar loans. NDC owns 25 percent of the property and manages the building.

Partners in the development of Mercado Central included NDC, Project for Pride in Living (PPL), Whittier CDC and Cooperativa Mercado Central.

A.3 Zoning guidelines for a pedestrian overlay district

From the Minneapolis Zoning Code (chapter 551.60 p2411):

PURPOSE

The pedestrian oriented overlay district is established to preserve and encourage the pedestrian character of commercial areas and to promote street life and activity by regulating building orientation and design and accessory parking facilities, and by prohibiting certain high-impact auto-oriented uses

PROHIBITED USES

- Drive through facilities
- Automobile service uses
- Transportation uses

Fast food restaurants shall be located only in storefront buildings existing on the effective day of ordinance - freestanding signs are prohibited

BUILDING PLACEMENT

- The placement of buildings shall reinforce the street wall, maximize natural surveillance and visibility, and facilitate pedestrian access and circulation
- The first floor of buildings shall be located not more than 8 feet from the front lot line
- The area between the building and the lot line shall include amenities like landscaping, tables and seating, etc.
- Buildings shall be oriented so that at least one principal entrance faces the public street rather than the interior of the site.

BUILDING FACADE

- At least 40% of the first floor facade of any non-residential use that faces a public street or sidewalk shall be windows or doors of clear or lightly tinted glass that allows views into and out of the building at eye level
- Windows shall be distributed in more or less even manner
- Minimum window area shall be measured between the height of 2 feet and 10 feet above the finished floor level of the first floor



Many of our City's popular pedestrian environments are protected by pedestrian overlay districts.

Photo: Uptown Minneapolis.

MINNEAPOLIS PEDESTRIAN OVERLAYS

Several pedestrian areas in Minneapolis are recognized as such and protected by the Minneapolis Zoning Code. These include:

- Uptown (the Lake and Hennepin area)
- Dinkytown (by the University of Minnesota)
- Northeast (the Central and Lowry area)
- Linden Hills
- Nicollet Mall
- The Loring Park-Harmon area



False windows at Lake Street and Clinton Avenue. This practice is not allowed in a pedestrian overlay district.

AWNINGS AND CANOPIES

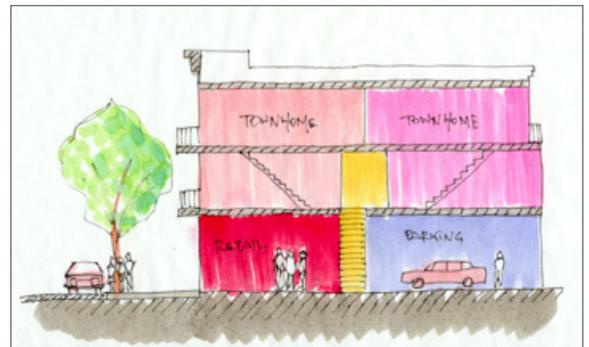
- Awning and canopies are encouraged in order to provide protection for pedestrians and shall be placed to emphasize individual uses and entrances

PARKING

- On-site accessory parking shall be located to the rear or interior of the site, within the principal building served, or entirely below grade
- Parking lots shall be limited to no more than 60 ft of street frontage
- The driveway width for all parking facilities shall not exceed 20 feet of street frontage
- The development of shared parking is encouraged
- Off-site parking is allowed, and may be located up to 500 feet from the use served
- Maximum parking: the maximum parking allowed shall be the 120 percent of the minimum; the minimum shall be 50 percent of the otherwise minimum



Shared automobile parking at 48th Street and Chicago Avenue.



One potential option for providing automobile parking for commercial and residential needs.

A.4 Starting a cooperative

Many participants at the 38th and Chicago workshops expressed interest in exploring the role that cooperative businesses can have in helping to improve the project area. A feeling expressed by many was that the project area needed to become a “people’s empowerment zone,” and that a community-owned enterprise would be one way of working towards that goal. Some specific cooperative business ideas included a food cooperative, an artists’ co-op, or a cooperative business incubator in the area.

In this section you can find some resources that can help bring these ideas into fruition.

WHAT IS A COOPERATIVE?

A cooperative, or co-op, is a way of organizing a business so that it is owned by the people that use it or run it. It is a way in which community-based businesses have traditionally organized because it ensures that whatever profits are generated remain with the customers and workers of the business rather than being sent off to shareholders who might live in another city altogether.

TYPES OF COOPERATIVES

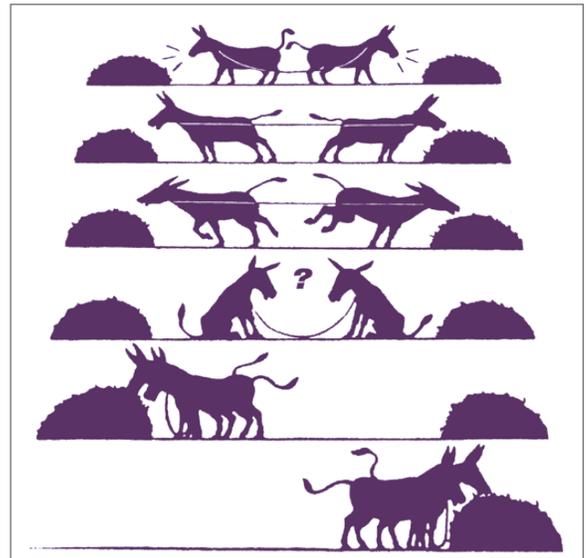
There are many more cooperatives around us that people realize: credit unions, for example are a type of cooperative, as are some agricultural associations and even taxi companies.

The type of cooperative that most people are familiar with is a food cooperative. Typically, these are small community-based grocery stores that have as their goal increasing access to wholesome, healthy food at affordable prices for people living in and around that community.

Another type of cooperative, the business incubator, allows aspiring entrepreneurs to pool their resources and share in the expenses that are required for starting their businesses. Mercado Central, at Bloomington and Lake, is a small business cooperative that has helped dozens of aspiring entrepreneurs begin their careers as independent businesspeople while also bringing new investment and vitality to Lake Street.



Mercado Central, at Bloomington and Lake, is a small business cooperative that has helped immigrant entrepreneurs find economic success.



Cooperatives work on the principle that by working together people are able to accomplish more than if they worked alone.

COOPERATIVE LINKS AND RESOURCES

Here you can find more resources that will be helpful in working to set up a cooperative business in the project area:

- Coop Grocers' Network - how to start a food co-op:
<http://www.cgin.coop/manual>
- Cooperative Life - starting a cooperative:
<http://www.cooplife.com/startcoop.htm>
- Northcountry Cooperative Development Fund:
<http://www.ncdf.org/>
- Cooperative business resources:
<http://www.rainbowgrocery.coop/resources/coopbusiness.html>
- Issue on cooperatives from New Internationalist:
<http://www.newint.org/issue368/contents.htm>

LOCAL FOOD COOPERATIVES

- Hampden Park Co-op: <http://www.hampdenparkcoop.com/>
- North Country Co-op: <http://www.northcountrycoop.com/>
- The Wedge Co-op: <http://www.northcountrycoop.com/>
- Seward Co-op: <http://www.seward.coop/>



Although there are many types of cooperatives, the kind that most people are familiar with is a food cooperative.

A.5 Starting and operating a restaurant in Minneapolis

Adapted from the City of Minneapolis publication “Starting a business in Minneapolis”

If you plan to open a restaurant in Minneapolis or take over the operation of an existing one, three city agencies will help you to establish and maintain the business: the Minneapolis Zoning Office, the Minneapolis Licenses and Consumer Services Division, and the Minneapolis Environmental Health Division.

Start with the zoning office, which can help you determine whether your site is zoned properly, review your site plan, and refer you to other city agencies. Schedule an appointment with a zoning inspector in advance (673-5836). If you are Spanish-speaking, the zoning office can arrange to have a translator available for your visit - provided you call in advance.

City permits, licenses and approvals are required, depending on the nature of your food business. The regulatory process is streamlined for smaller establishments such as coffee shops, which do not prepare food on site. More approvals are required for full-service restaurants that maintain large, off-street parking lots and serve wine, beer, or liquor.

Even if you plan to take over the operation of an existing restaurant and do not plan to remodel it, you must have an approved site plan for your new business. You may be able to prepare a minor site plan (see chapter 4) if your restaurant is located in a storefront and you maintain no more than nine off-street parking spaces. The zoning office staff may approve minor site plans on an administrative basis. If you plan to operate a larger restaurant with more than nine off-street parking spaces, you must prepare a major site plan, which requires approval by the City Planning Commission. You must obtain site-plan approval even if you do not own the building that houses your restaurant.

If you intend to operate an existing restaurant, you must obtain an updated license from the licenses division. Here you can obtain a provisional or temporary license enabling you to operate the business while the other city reviews are underway. Contact the environmental health division to see whether you need an environmental health plan. You may need a health plan if you are

changing the restaurant's menu, even if you are not remodeling the space. It's a good idea to contact the environmental health division before you sign a purchase agreement. The division can arrange for a health inspector to visit the restaurant before you buy it.

If you plan to open a new, remodeled, or expanded restaurant, you need approval for a health plan from the environmental health division, in addition to license and site-plan approvals.

The Minneapolis Environmental Health Department distributes this fact sheet:

A. PLAN REVIEW INFORMATION

If you plan to start a new food business or remodel, alter, or expand an existing business in Minneapolis, contact:

1. Zoning Department (612-673-5836)
2. Licensing Department—call to apply for license (612-673-2080)
3. Environmental Health District Sanitarian (612-673-2170)
4. Environmental Health Plan Reviewer (612-673-3592)
5. Minneapolis Department of Inspections (612-673-5800)

B. REQUIREMENTS

1. The plan-review fee must be paid with a check or money order when you submit the plans and specifications. The following fee structure applies:
 - 1–1,000 square feet: \$100
 - 1,001–5,000 square feet: \$150
 - Greater than 5,001 square feet: \$200
2. Submit two complete sets of plans to the Division of Environmental Health (250 S. Fourth St., Rm. 401, Public Service Center). Plans must be approved before construction and/or installation begin. Plans must include:
 - a. Establishment name and address as it appears on the license application
 - b. Contact person (name, address, and phone number)
 - c. Proposed construction starting and completion dates
 - d. Type of license(s) applied for
 - e. Customer seating capacity if seating is provided
 - f. Number of employees of both genders present at any one time
 - g. Site plan clearly illustrating the building location, streets, and surrounding area
 - h. Building floor plan clearly illustrating the portion that the food business will occupy
 - i. Architectural floor plans drawn to scale of all areas that the food business will be using (including room-finish schedules specifying finishes for the floor, base cove, walls, ceiling, etc.; and refrigerator/freezer walk-in units)
 - j. Food-equipment plan, drawn to scale, illustrating the layout of equipment, labeled to correspond to an equipment schedule
 - k. Equipment cut sheets organized and labeled to corresponding to the equipment schedule
3. Menu and/or list of food products that the business is handling. Include a written explanation of details that may affect the type of equipment that may be required.
4. Proof of Minneapolis Food Manager Certification. For information, call 612-673-3697. If you will be processing

potentially hazardous food products, you must provide this information before opening your business.

5. Approved plans are valid for six months. After your plans are approved, you must submit any revisions for reevaluation.

6. A set of stamped approved plans must be available at the construction site.

7. Call well in advance for an appointment for final inspection and approval to open for business. Construction must be completed to the degree that the establishment is sanitary enough to bring in food and start operation without concern for cross-contamination.

8. Equipment

- a. All equipment must meet current National Sanitation Foundation (NSF) standards or equivalent.
- b. Used equipment must be approved by the Minneapolis Environmental Health Services before installation.

9. Construction Permit(s): Apply for proper construction and installation permits at the Department of Inspections by presenting your approved plans.

C. TURN-AROUND TIME

Plans will be reviewed within 10 working days. Incomplete plan additions or plan revisions will be evaluated within 10 working days of date received.

D. SITE EVALUATION (OPTIONAL)

A site evaluation may be requested. This will be done by appointment only. Call 612-673-2170 to determine whether to contact the plan reviewer or the district sanitarian.

E. PLAN REVIEW MANUAL

The Food Service Construction Guide is available for purchase the Minneapolis Division of Environmental Health for \$5. A copy of the Minneapolis Food Code is available for purchase for \$6 (\$10 if mailed).

F. LICENSE

Apply for the proper type of food license from the Department of Licenses and Consumer Services (Rm. 1C, City Hall, 350 S. Fifth St.) at least four weeks before you open. The license application must be approved and final inspections must be conducted before you open for business.