

## BUILDING A HEALTHY COMMUNITY



Implementation Guide and Toolkit

Prospect North Innovation District

September 2014

## Acknowledgments

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## Overview

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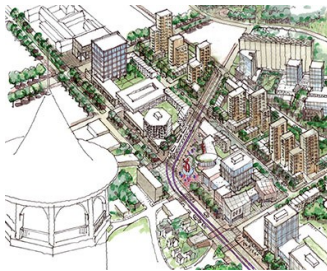
ULI Minnesota is committed to engaging public and private sector leaders to create thriving, sustainable communities.

In support of this mission, ULI MN has created a platform to increase cohesion and aligned action in the Greater Minneapolis–St. Paul (MSP) region. Key elements for success in this effort include:

- new models and tools to build the communities people want;
- redevelopment and place-making practices that *reimagine* and *add vitality*; and
- a culture that catalyzes joint action.

As it partners for success in the Greater MSP, ULI MN seeks to share what it has learned across ULI in order to replicate this approach on a national scale. Through a ULI Urban Innovation Grant, ULI MN is able to document in this report how it is working to promote creation of a healthy community in the Prospect North Innovation District.

ULI MN has taken the lead management and advisory role in the public/private partnership organized to take a district-wide approach in Prospect North. The goal is to create a new, holistic way to develop and implement ongoing management of the centrally located but underused area at the intersection of Minneapolis and St. Paul, near the University of Minnesota and intersected by a new light-rail line.



This sketch, providing a bird's eye view to the northwest over the Prospect Park Tower, shows how development of the district might look. ([prospectpark2020.org](http://prospectpark2020.org))



The Prospect Park Innovation District is aligned with the GreaterMSP ahead priorities that stemmed from a year-long process supported by ULI MN and GreaterMSP partners. ([greatermsp.org](http://greatermsp.org))



This sketch shows how a plaza surrounding Prospect Park station with a library and shops might look. ([prospectpark2020.org](http://prospectpark2020.org))

This guide/toolkit is intended for use as a resource and offers *one* way to think about and execute on building a healthy community. The intent is to explain ULI MN's approach, its outcomes, and its accumulated knowledge so they can serve as a framework on which others can build.

## Section 1: Prospect North Innovation District: Healthy Communities Initiative

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*Engage, educate, and equip a diverse community coalition to lead, generate, test, and implement innovative solutions to create a healthy, equitable, restorative culture.*

Prospect North is an area of Minneapolis uniquely situated between the University of Minnesota and major transitways, including a new light-rail station on the Green Line. It has the potential to become a new-century innovative and equitable economic model of opportunity, urban growth, restorative systems, integrated infrastructure, multimodal access, and healthy living. The community-driven vision for Prospect North evolved over the past decade, which resulted in formation of the Prospect North Partnership (PNP) in 2014 (section 4).

### Healthy Communities Steering Committee

ULI MN, in its role as manager and adviser to the Prospect North Partnership, hired St. Paul-based consulting firm Activ8 to convene strategic partners in order to identify collective actions that could be taken to support creation of a culture and place of health in Prospect North. Activ8 has extensive experience in helping communities determine their goals and sustain transformative change in the areas of health and performance. The firm has collaborated with ULI MN on a series of regional initiatives, including the Prospect North work plan.

ULI MN identified community stakeholders and Prospect North Partners to serve as the Prospect North Healthy Communities Steering Committee, which has met periodically over several months from February to April 2014 to discuss, debate, and determine how to begin to build a culture of health before the infrastructure is built and people move into Prospect North. The committee used ULI's Ten Principles for Building Healthy Places, and the ULI MN and Regional Council of Mayors (RCM) guidelines (section 3) to support the framework for a healthy living initiative in Prospect North. Three primary initiatives evolved from the steering committee's work:

- **Community Engagement through Tactical Urbanism:** ULI MN used the collective wisdom of the steering committee and the Tactical Urbanism framework (Appendix) to develop a plan for community engagement and action. The intent of the action plan is to begin to build district identity for Prospect North through action, and to leverage discrete initiatives of community members that support district goals and values (section 2A).
- **Healthy Community Guidelines and Standards Development:** The Blue Cross and Blue Shield of MN Center for Prevention (BCBS) is the lead on developing the healthy living guidelines and principles to be applied specifically to Prospect North (section 2B). Given the interrelatedness of the livability values identified for Prospect North, BCBS has developed an integrated approach to developing the guidelines, framing the broad guidelines while identifying specific desired health-related outcomes for Prospect North. The topic areas for the healthy living guidelines and standards include:
  - active living: transportation and exercise;
  - food/healthy eating;
  - tobacco use;
  - access to health care;
  - safety;
  - social connectedness; and
  - health equity.
- **Walkability analysis:** Hennepin County is conducting walkability analyses for the Prospect Park, Stadium Village, and Westgate stations to determine how easily they can be reached on foot, identifying barriers to station access (for those within a ten-minute walk) as a basis for planning appropriate infrastructure and considering new connections to the stations (section 2C).

## Section 2: Healthy Living in Prospect North

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### 2A. Community Engagement through Tactical Urbanism

"The lack of resources is no longer an excuse not to act. The idea that action should only be taken after all the answers and the resources have been found is a sure recipe for paralysis."

—Jaime Lerner, Urbanist and former mayor of Curitiba, Brazil, as quoted in *Tactical Urbanism 2: Short-Term Action/Long-Term Change* by the Street Plans Collaborative, 2012

#### **Emergent Action Roadmap**

The Healthy Community Steering Committee recommended two overarching priorities to the Prospect North Partnership to establish health and well-being as a priority in the community from the pre-development phase. Given the lack of infrastructure and a desire to engage the community in an innovative process, we recommend using Tactical Urbanism as a framework – meaning start with small-scale projects that improve the livability of the area and inspire long-term investment.

#### **1. Focus on three key drivers to create the culture and place in Prospect North before the infrastructure and people are there.**

- a. Build district identity reflective of the vision.
  - i. Engage the community through high-impact events and public-realm spaces aligned with the District vision.
  - ii. Leverage opportunities to create critical mass for learning and attract people both from within and outside the current community.
- b. Test and learn quickly to inform and refine District concepts and real-world applications.
  - i. Provide examples of permanent infrastructure investment or policies – at low cost.
  - ii. Enable the public to experience tactical improvement as a pilot through locally inspired experiments – learn who is using the space, how they are using it, and why; identify what they value relative to design concepts under consideration.
  - iii. Transform pilot projects into permanent infrastructure improvements or policies based on actual, not theoretical, results.
- c. Support and leverage unique intersections between the community and the Prospect North Partnership.
  - i. Foster entrepreneurs and cultural industries that attract and retain businesses and skilled workers.
  - ii. Create momentum for the District plan, supporting and reinforcing actions that support District goals.
  - iii. Test elements that support future District governance and management (e.g., shared funding for District place making).

#### **2. Begin as soon as practicable to build the District identity and begin the learning process**

- a. It will take time to develop the permanent infrastructure in Prospect North.
- b. We can begin to engage and learn from the broader community for Prospect North – both existing and prospective.
- c. Early testing will enable the Partnership to inform and refine District concepts.
- d. The Partnership can seek funding resources for discrete low-cost programs that advance learning before larger resource investments are made.
- e. This approach will enable the Partnership to capitalize on the opening of the Green Line in June 2014, leveraging other planned activities and building momentum toward realizing the District vision.

### **Tactical Urbanism: Desired Learning**

Tactical Urbanism is an approach to improving the livability of our cities that allows multiple players to engage in small-scale, low-cost projects as a way to learn and to engage the community prior to creating long-term, expensive public improvements. For Prospect North, this approach can help facilitate each of the four focus areas of the Partnership work plan for 2014 as outlined in the table below.

<b>Focus Area</b>	<b>Challenge</b>	<b>Desired Outcomes in Testing/Learning</b>
<b>District Identity</b>	Limited awareness of the vision for the District	Build the identity through action – generate buzz about this as “the place where cool, healthy, innovative things happen”  Engage the community in the process of building the Innovation District
<b>Community Engagement/ Public Realm and Programming</b>	A desire to engage a more diverse community in a meaningful way; uncertainty regarding who future users of the space will be	Start to test and learn which programs attract which people and for what reasons  Create spaces and events where innovation can happen and enable community members to test their own ideas and contribute to the innovation culture  Reveal potential future champions for the District  Crowd-source ideas using social media, a website, etc. – work toward building a whole temporary District
<b>District Systems/ Infrastructure</b>	Uncertainty, in some cases, regarding how innovative infrastructure will perform	Test systems on a small scale (e.g., one slab of new pavement)  Generate public and private support for innovation (e.g., temporary systems for human-powered energy)
<b>Research and Innovation</b>	The critical need for clear metrics and outcomes in order to advance goals of innovation and knowledge sharing	Partner with students and faculty at the University of Minnesota to document the process and share learning; this would constitute a great laboratory where students and faculty could do pilot work that could lead to federally funded grants and where innovative ideas could be implemented and tested
<b>District Management</b>	Uncertainty regarding how financing, governance, and management will occur – particularly for the public realm/programming	Begin testing District management approach now – initiate a rudimentary form of District services by funding District place making

### **Phase I Recommended Action**

Hire a consultant or consultants to curate the public realm and coordinate District events with the goals of supporting the testing/learning opportunities (see RFP, section 5).

Key RFP elements:

1. Start with light rail opening
2. Implement events (project planning, marketing, etc.)
3. Create semi-permanent infrastructure for events
  - a. Leverage Cornerstone site as a home base for events
  - b. Provide pergola/shade, fire pit, seating, electricity, porta-potties
4. Establish partnerships/coordinate and leverage existing events
5. Ensure learning and knowledge sharing across events
6. Work with the city to create an easy permitting process for pilot-phase events
7. Begin marketing/promotion
  - a. Create a website to engage the community and share ideas (e.g. [www.tacticalurbanismhere.com/denver](http://www.tacticalurbanismhere.com/denver))
  - b. Leverage partnerships (Textile Center, University of Minnesota, PNP, etc.) to market events
8. Engage students and the community through social media (possibly work with College of Design students to take this on)

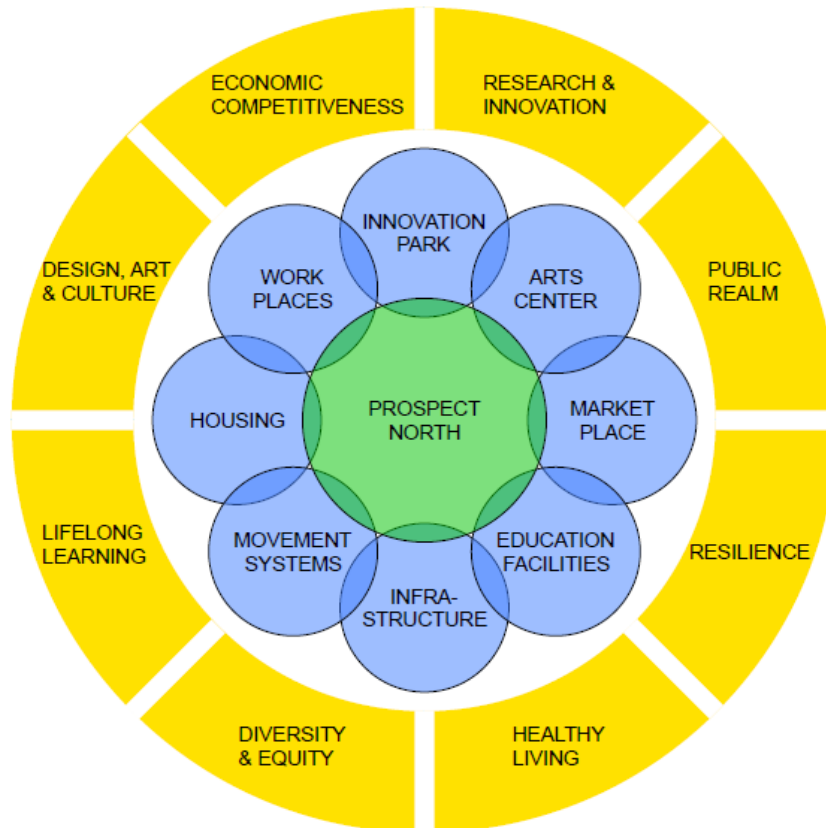
Next phase:

- Link with authors of District guidelines/standards to establish appropriate qualitative and quantitative metrics
- Have PNP executive director work with Executive Committee to source funding to support curator/coordinator, events, community pilot projects/innovation ideas



## 2B. Healthy Community Guidelines and Standards

### Vision and Actions for Development of the Prospect North District Healthy Living



A report prepared for the Prospect Park Partnership  
Sam Rockwell  
Blue Cross and Blue Shield of Minnesota

June 30, 2014

# Introduction

## PROSPECT NORTH

Located on the new LRT line linking the Twin Cities of Minneapolis and St. Paul, Prospect North is immediately adjacent to the University of Minnesota, one of the major teaching and research institutions in the country. The district consists of mostly underutilized land ripe for development with an engaged surrounding community that supports innovative future-oriented growth.

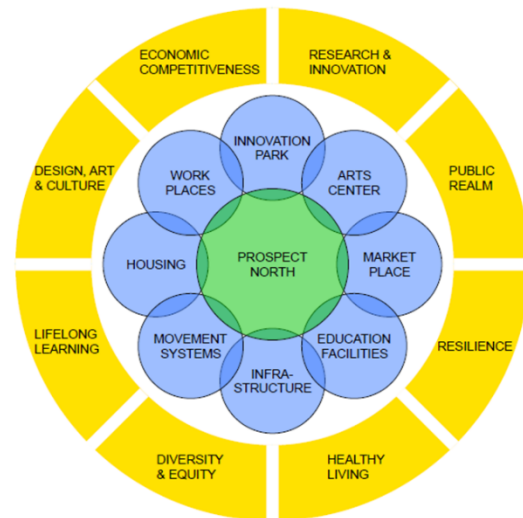
Prospect North represents a unique opportunity to realize and test the vision of an urban community of the future based on a number of key components:

- public realm
- resilience
- healthy living
- diversity and equity
- economic competitiveness
- research and innovation
- lifelong learning
- design, arts and culture

A document is being developed that provides a clear description of each of the key components of the vision as well as actions required to achieve the vision. This interim publication is one section of the larger document on healthy living.<sup>1</sup> This publication is a living document: Blue Cross and Blue Shield of Minnesota's intent is to continue to distribute the document to, and solicit feedback from, leaders in public health and other sectors. In addition, it is the intention that the overall document will serve as an interim set of agreed upon requirements for individual projects within the district and the development as a whole.

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<sup>1</sup> Much of the format and introductory language in this draft was taken verbatim from John Carmody, "Sustainable Guidelines and Standards for the Prospect North District" (2013). No quotation marks were used for language pulled directly from John Carmody's work. I did this to achieve consistency with the *Sustainable Guidelines* and because one possible course is to combine the "Sustainable Guidelines" and "Health Guidelines" into one document. This would make sense because (1) many of the recommendations are the same (i.e., many environmentally sustainable infrastructures or policies are also healthy infrastructures or policies), and (2) a single document may be more digestible for the development community.



*Figure 1: Prospect North represents an integrated approach to creating a thriving healthy, resilient community. The outer circle shows the key components of the vision. The inner circles are the physical components of the development.*

# Healthy Living

## INTRODUCTION

*Health is the state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.* – World Health Organization

“Healthy community design is planning and designing communities that make the healthy choice the easy choice. [I]t makes healthy lifestyle choices easy and accessible for all community members.”<sup>2</sup>

A healthy community is built on policies, access to everything from healthcare facilities to parks to supermarkets, and infrastructure that welcomes community and activity.

By designing a healthy community, this project can provide a model for transforming an existing urban neighborhood into a model healthy community. By creating a healthy image for the neighborhood, forward thinking individuals, institutions, and companies will be attracted. In addition, the intention is to measure outcomes and educate residents and the general public on healthy community strategies.

To achieve this vision, it is important to establish a clear set of desired outcomes and actions with metrics for all projects in the District. Developments will be held accountable for meeting these criteria and performance will be monitored over time.

Blue Cross and Blue Shield of Minnesota is assisting the Prospect North Partnership to define criteria, standards, and strategies for implementing a model health district. This report synthesizes information from relevant sources and examples. Sources are in the endnotes to this document.

The desired outcomes of healthy living are listed in the adjacent text box. Each of these outcomes is discussed in the following pages in more detail with recommended performance thresholds and recommended actions to achieve them at both the district and individual project scale. As this document continues to develop, additional desired outcomes may be added and recommended performance thresholds and actions will honed.

<sup>2</sup> “Healthy Community Design Checklist Toolkit,” Centers for Disease Control and Prevention, accessed June 12, 2014, <http://www.cdc.gov/healthypplaces/toolkit/default.htm>.

Other topics that have health implications are covered in other sections of *Vision and Actions for the Prospect North District* but are not included here. These include Climate Change, Building Materials and Products, Ecological Systems and Soil.

## Desired Outcomes of Healthy Living

1. **ACTIVE LIVING: TRANSPORTATION AND EXERCISE**
  - Physical activity is increased through transit use, walking, biking and exercising.
  - Active transportation is at least as easy and convenient as driving.
2. **FOOD AND HEALTHY EATING**
  - Access to healthy food options is ensured.
  - Food vendors carry healthy options.
  - Awareness of healthy food options is increased.
3. **TOBACCO USE**
  - A tobacco-free community is created, both indoors and in public spaces.
4. **SAFETY**
  - Injury and death caused by cars are reduced.
  - Physical and mental injury caused by crime is decreased resulting in increased biking and walking.
5. **SOCIAL CONNECTEDNESS**
  - Community strength is created through interaction.
  - Community members are not isolated for lack of resources.
6. **HEALTH EQUITY**
  - Every person has equal opportunity to reach full health potential.
7. **HEALTHY AIR**
  - Air pollution is reduced.
8. **HEALTHY WATER**
  - Stormwater is cleaned by natural systems and appropriate treatment for use in healthy eating urban agriculture developments.

# Active Living: Transportation and Exercise

Major desired outcomes of the Prospect North development are:

- Physical activity is increased through transit use, walking, biking and exercising. The distinction between utilitarian active living and exercise is important since these two forms of activity require somewhat different policies and infrastructure.
- Active transportation is at least as easy and convenient as driving.

### SIGNIFICANCE

Obesity has become an epidemic in America. This has been caused in part by diminishing activity levels since the 1960s. These diminishing activity levels are correlated with increased suburban-style development.

The shape of a community affects activity levels. "Over the past several decades, we have engineered much of the physical activity out of our daily lives. Now our task is to understand how opportunities to physical activity can be revived."<sup>3</sup>

Prospect North can encourage utilitarian travel. Active transportation can add significant activity to an individual's day.<sup>4,5,6</sup> The Prospect North project can encourage physical activity if it provides cycling and walking infrastructure combined with restrictions on car use and land-use policies that foster compact, mixed-use developments.<sup>7</sup>

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<sup>3</sup> Reid Ewing et al., "Relationship Between Urban Sprawl and Physical Activity, Obesity, and Morbidity," *American Journal of Health Promotion* 18 (2003): 56.

<sup>4</sup> Children who walked to school added 16 minutes of moderate-intensity activity per day. David. R. Bassett et al., "Estimated Energy Expenditures for School-Based Policies and Active Living," *American Journal of Preventative Medicine* 44 (2013): 108.

<sup>5</sup> Adults who commute on foot add an average 22.5 minutes of moderate intensity activity to their daily routines. U.S. Census Bureau, *Commuting in the United States: 2009* (2011): 14.

<sup>6</sup> Active commuting by bicycle can result in similar benefits. Fifty-nine percent of utilitarian cyclists in Portland, Oregon, recorded 150 minutes or more of utilitarian cycling per week. Jennifer Dill, "Bicycling for Transportation and Health: The Role of Infrastructure," *Journal of Public Health* 30 (2009): 101.

<sup>7</sup> John Pucher et al., "Walking and Cycling to Health: A Comparative Analysis of City, State, and International Data," *American Journal of Public Health* 100 (2010): 1990-91.

### PERFORMANCE THRESHOLDS

*The ultimate condition we seek is to increase activity levels so that adults engage in 30 minutes or more of "moderate-intensity physical activity" on at least five days per week,<sup>8</sup> or engage in 20 minutes or more of "vigorous-intensity activity" three or more days per week.<sup>9</sup> We seek to increase activity levels for children to 60 minutes per day.*

Proposed performance-based metrics:

- Number of people walking and biking on a regular basis or per week.
- Number of people riding transit.
- Amount of time people engage in physical activity per day.
- Percent of people who do not engage in physical activity.

Proposed prescriptive-based metrics define characteristics of an active living oriented community:

- Proximity to destinations (including schools).
- Existence of "Safe, convenient, and attractive infrastructure."<sup>10</sup>
- Welcoming streets design features, including street lighting; greening; street furniture; interesting windowed storefronts; wide sidewalks with few driveway curb cuts; clear crossing rules with pedestrian priority and no "beg buttons;" no-turn-on-red policies for cars.
- Parking consolidated into only a few locations (instead of at every establishment or home).<sup>11</sup>

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<sup>8</sup> Russell R. Pate et al., "Physical Activity and Public Health – A Recommendation from the Centers for Disease Control and Prevention and the American College of Sports Medicine," *The Journal of the American Medical Association* 273 (1995): 402; William L. Haskell et al., "Physical Activity and Public Health: Updated Recommendation for Adults from the American College of Sports Medicine and the American Heart Association," *Circulation* 116 (2007) 1081.

<sup>9</sup> William L. Haskell et al., "Physical Activity and Public Health: Updated Recommendation for Adults from the American College of Sports Medicine and the American Heart Association," *Circulation* 116 (2007) 1081.

<sup>10</sup> "[S]idewalks, crosswalks, bike paths and lanes, and intersection modifications that protect pedestrians and cyclists" increases active transportation. John Pucher et al., "Walking and Cycling to Health: A Comparative Analysis of City, State, and International Data," *American Journal of Public Health* 100 (2010): 1990-91.

<sup>11</sup> People will walk from the parking facility to their destination. They will walk past (and thus be exposed to) other businesses and will live up the street, thereby making the street safer and more enjoyable for all. In addition, communities should be careful not to over-build parking. If you build it, they will come. The Prospect Park development will be on top of a train station and should not require as many parking spots as would currently be required under Minneapolis law. The developments should seek an exception to the mandatory parking minimums.

- Presence of bike lanes, protected bike lanes, bike parking facilities, bike boxes, bike share (Nice Ride) stations.
- Traffic enforcement rates.
- Access to Parks<sup>12</sup>; to Playgrounds<sup>13</sup>; to trails; and other facilities.

#### **DISTRICT-SCALE ACTIONS**

- Design all thoroughfares to encourage multi-modal travel with dedicated space for bicycle and pedestrian movement – consistent with *Complete Streets* principals.
- Provide heated shelters at transit stations to provide protection from bad weather.
- Ensure that all transit stops and stations are well marked with route and schedule information, and that shelters feature full transit system maps to maximize the network's usability.
- Provide publically available car share so that locals do not need to own personal vehicles.
- Build an interesting streetscape so that walks and bicycle rides are interesting and comfortable experiences. Focus on art, street facilities, greening, and building frontage.
- Provide comprehensive street lighting so that pedestrians and bicyclists feel safe at night.
- Design narrow streets, and provide other traffic calming measures such as speed humps, to calm traffic and make streets safer for children, pedestrians, and cyclists.
- Construct mixed use buildings so that destinations are close together – connected destinations out of walking distance do not encourage walking.
- Do not install "beg buttons" or allow right turns on red.

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<sup>12</sup> See e.g., Peter Harnik and Ben Welle, "From Fitness Zones to the Medical Mile: How Urban Park Systems Can Best Promote Health and Wellness," *The Trust for Public Land* (2011).

<sup>13</sup> See e.g., "Healthy Parks and Playgrounds: Task Force Report," City of Cambridge (2009).

## Healthy Living

### Food and Healthy Eating

Major desired outcomes of the Prospect North development are:

- All community members have access to healthy food options.
- Food vendors carry healthy options.
- Community awareness of healthy food issues is increased.

#### SIGNIFICANCE

“[D]iseases – such as type II diabetes, obesity, heart disease, stroke, and certain cancers . . . are now generally attribute[ed] . . . to a network of biological dysfunction. And the **food we eat is an important factor in that dysfunction**, in part because our diets lack the necessary balance of nutrients.

“[T]he Standard American Diet (SAD) lacks nutrients. Moreover, some of our processed foods include chemically-altered fats and sugars that may be giving our bodies the wrong signals. The United States ranks ninth in life expectancy among nations in the developed world; [w]e have a workforce plagued with absenteeism and reduced productivity because of chronic health problems, including depression; [and] 78 percent of healthcare expenditures are for the treatment of chronic disease.<sup>14</sup>

#### PERFORMANCE THRESHOLDS

*The ultimate condition we seek is a community that eats healthy foods, avoids unhealthy foods, maintains a well-balanced diet, and, as a result, experiences low chronic disease rates.*

Proposed metrics are:

- Fruit and vegetable consumption among adults and youth
- Breastfeeding rates
- Sugar-sweetened beverages consumption among youth
- Linear meter of store shelf space devoted to vegetables<sup>15</sup>

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<sup>14</sup> “How Does Food Impact Health?,” University of Minnesota, accessed June 12, 2014, <http://www.takingcharge.csh.umn.edu/explore-healing-practices/food-medicine/how-does-food-impact-health> (bullet points deleted).

<sup>15</sup> Nicole Larson, Mary Story, and Melissa C. Nelson, “Bringing Healthy Foods Home: Examining Inequalities in Access to Food Stores,” *Healthy Eating Research* (2008): 2. “[E]ach additional linear meter of store shelf space devoted to vegetables linked to an additional daily intake of 0.35 servings of vegetables.”

#### DISTRICT-SCALE ACTIONS

- Provide easy and convenient access to supermarkets, instead of grocery stores, so that Prospect Park does not become (or remain) a food desert.<sup>16</sup>
- Ensure residents, workers, and visitors to Prospect North have fresh food access.
- “[E]ncourage restaurants to improve the availability of healthy menu options include: (1) requiring restaurants that do not meet nutritional standards to locate a minimum distance from youth-oriented facilities (e.g., schools, playgrounds); (2) limiting the total number per capita of restaurants that do not meet nutritional standards in a community; and (3) prohibiting restaurants that do not meet nutritional standards from offering drive-through service.”<sup>17</sup>
- “Promoting healthy foods at the point of purchase (e.g., provide signage at the order counter, recommend that wait-staff encourage patrons to try healthier foods).”<sup>18</sup>
- Facilitate local farmers markets; facilitate healthy foods in neighborhood schools, perhaps through a farm to school program; facilitate “CSA” farm share programs; and create community gardens.

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<sup>16</sup> “In general, research suggests that neighborhood residents who have better access to supermarkets and limited access to convenience stores tend to have healthier diets and lower levels of obesity.” Nicole I. Larson, Mary T. Story, and Melissa C. Nelson, “Neighborhood Environments: Disparities in Access to Healthy Foods in the U.S.,” *American Journal of Preventative Medicine* 36(1) (2009): 77.

<sup>17</sup> Nicole Larson, Mary Story, and Melissa C. Nelson, “Restaurant Realities: Inequalities in Access to Healthy Restaurant Choices,” *Healthy Eating Research* (July 2008): 4. (reformatted).

<sup>18</sup> Nicole Larson, Mary Story, and Melissa C. Nelson, “Restaurant Realities: Inequalities in Access to Healthy Restaurant Choices,” *Healthy Eating Research* (July 2008): 4. (reformatted).

## Healthy Living

### Tobacco Use

Major desired outcomes of the Prospect North development are<sup>19</sup>:

- A tobacco free community is created, both indoors and in public spaces. A tobacco free community encompasses smokable tobacco and smokeless tobacco, including e-cigarettes.

#### SIGNIFICANCE

"Smoking affects nearly every organ of the body, and the evidence in this report provides even more support for that finding." Smoking causes or is associated with a laundry list of diseases: lung cancer, chronic bronchitis, "age-related macular degeneration, diabetes, colorectal cancer, liver cancer, adverse health outcomes in cancer patients and survivors, tuberculosis, erectile dysfunction, orofacial clefts in infants, ectopic pregnancy, rheumatoid arthritis, inflammation, and impaired immune function. In addition, exposure to secondhand smoke has now been causally associated with an increased risk for stroke. Smoking remains the leading preventable cause of premature disease and death in the United States."<sup>20</sup>

#### PERFORMANCE THRESHOLDS

*The ultimate condition we seek is a community that does not use or sell any tobacco products.*

Proposed metrics are:

- Percent of people who use tobacco
- Second hand smoke exposure

#### DISTRICT-SCALE ACTIONS

- Implement policies for smoke free housing.
- Implement policies for smoke free plazas and playgrounds throughout the district.
- Institute policies for smoke free worksites, including both grounds and buildings.
- Create a community center that provides cessation services and classes, similar to healthy food cooking classes. Bring in community health workers to run the classes. This will have a greater impact if couched in a community center context, rather than a "wellness center." Word choice matters. The community center can (and

should) be a gathering place for all sorts of healthy activities: family activities (like a YMCA), library, pool, schools, as well as a community garden.

- Work to build community – community support networks are key for cessation efforts. For example, include senior housing and community public spaces that people can use during all four seasons.

#### PROJECT-SCALE ACTIONS

- Enforce policies for smoke free housing.
- Enforce policies for smoke free worksites, including both grounds and buildings.

<sup>19</sup> Much of the material in this section from Christine Matter, Interview by Sam Rockwell (2014).

<sup>20</sup> U.S. Department of Health and Human Services, *The Health Consequences of Smoking – 50 Years of Progress* (2014): iii.



## Healthy Living

### Safety

Major desired outcomes of the Prospect North development are:

- Injury and death caused by cars are reduced.
- Physical and mental injury caused by crime is decreased resulting in increased biking and walking.

#### SIGNIFICANCE

Automobile traffic crashes result in injury and death.<sup>21</sup> Generally, the more vehicle miles traveled (“VMT”) in an area, the higher the crash rate.<sup>22</sup> Additionally, risk of serious pedestrian injury and fatality changes dramatically depending on small variations in speed: the risk of severe injury reaches 10% at a 16 mph impact, “25% at 23 mph, 50% at 31 mph, 75% at 39 mph, and 90% at 46 mph.”<sup>23</sup> Risk of death reaches 10% at 23 mph and reaches 90% at 58 mph.<sup>24</sup>

As a result of cars’ potential for injury, nationally 30,000+ people die in car crashes annually, and over two million nonfatal injuries occur annually. This places vehicle crashes in the top ten leading causes of death in the United States.<sup>25</sup>

Land use patterns also affect crash rates—there are more crashes adjacent to box stores on arterial thoroughfares than at pedestrian-scaled commercial districts and increased population density decreases crash incidence. In short, “people adapt their driving behavior to the design of the built environment. Higher-density, more traditionally-designed retail streets tell drivers that they should expect crossing vehicles and pedestrians, and they respond by reducing their speeds and being more attentive.”<sup>26</sup> In addition to traffic crash rates, neighborhood design and street activity also affects crime rates.

<sup>21</sup> For pollution related issues, see Healthy Air, page 10, of this document.

<sup>22</sup> Eric Dumbaugh and Robert Rae, “Safe Urban Form: Revisiting the Relationship Between Community Design and Traffic Safety,” *Journal of the American Planning Association* 75(3) (June 30, 2009): 318.

<sup>23</sup> AAA Foundation for Traffic Safety, *Impact Speed and a Pedestrian’s Risk of Severe Injury or Death* (2011): 1.

<sup>24</sup> AAA Foundation for Traffic Safety, *Impact Speed and a Pedestrian’s Risk of Severe Injury or Death* (2011): 1.

<sup>25</sup> “Injury Prevention and Control: Motor Vehicle Safety,” Centers for Disease Control and Prevention, accessed June 17, 2014, <http://www.cdc.gov/Motorvehiclesafety/statecosts/mn.html>.

<sup>26</sup> Eric Dumbaugh and Robert Rae, “Safe Urban Form: Revisiting the Relationship Between Community Design and Traffic Safety,” *Journal of the American Planning Association* 75(3) (June 30, 2009): 320.

#### PERFORMANCE THRESHOLDS

*The ultimate condition we seek is a community where people feel safe when they are out and about in their community.*

Proposed metrics are:

- Crime rates.
- Crash rates, including injuries and fatalities.

#### DISTRICT-SCALE ACTIONS

- Reduce speed limits and use traffic calming measures – “people drive by ‘feel’ more than speed limits.”<sup>27</sup>
- Reduce VMT by prioritizing bicycle, pedestrian and transit infrastructure over automobile infrastructure
- Provide good lighting that reflects hours of use and operation.
- Build a mixed use and diverse community so that people with different schedules share live and work spaces.
- Use landscaping and public beautification because it “sends a clear message that people in your neighborhood care and won’t tolerate crime in their area.”<sup>28</sup>

#### PROJECT-SCALE ACTIONS

- Design buildings with windows and doors facing onto the street.

<sup>27</sup> “Crime Prevention Through Environmental Design (CPTED),” Seattle Police Department, accessed June 17, 2014, <http://www.seattle.gov/police/prevention/Neighborhood/CPTED.htm>.

<sup>28</sup> “Crime Prevention Through Environmental Design (CPTED),” Seattle Police Department, accessed June 17, 2014, <http://www.seattle.gov/police/prevention/Neighborhood/CPTED.htm>.



## Healthy Living

### Social Connectedness

#### SOCIAL CONNECTEDNESS

Major desired outcomes of the Prospect North development are:

- Community strength is created through interaction.
- Community members are not isolated for lack of resources.

#### SIGNIFICANCE

"Social connections have a lot to do with mental health. Social connections are created through things such as community improvement, social networking, civic engagement, personal recreation, and other activities that create social bonds between individuals and groups. Such activities and bonds can have a POSITIVE effect on mental and physical health.

"Social connections can be increased when you have: (1) parks, green spaces and public places for leisure and social activities; and (2) communities that are mixed-use, which means a mix of housing, civic, and commercial spaces, including retail, restaurants, and offices. Mixed use allows for more spontaneous social interaction and helps people to get to know their neighbors. AND, when people don't have to travel very far to work, school or shopping, they have more time for fun and social activities."<sup>29</sup>

"Extreme loneliness increases a person's chances of premature death by 14%."<sup>30</sup>

#### PERFORMANCE THRESHOLDS

*The ultimate condition we seek is a community where people do not feel isolated and human interaction fosters physical and mental wellbeing.*

Proposed metrics are:

- "Residents know more than 50 percent of their neighbors within a one block area well enough to call on for help. . . .
- "70 percent of residents describe themselves as active participants in the community. . . .

- "At least 70 percent of the residents participate in neighborhood councils and/or other neighborhood associations."<sup>31</sup>

#### DISTRICT-SCALE ACTIONS

- Build a housing landscape that encourages social interaction and easy access to other community members.<sup>32</sup>
- Provide social gathering places, including parks and spiritual institutions.<sup>33</sup>
- Provide easy access to public transportation so that community members have access to activities and facilities that are not within walking or bicycling distance. (see Transportation section of this report). Mobility is key to maintaining social connectedness.<sup>34</sup>
- Provide opportunities to engage in cultural activities, participate in organizations, travel, physical activity in groups, and dancing.<sup>35</sup>

<sup>29</sup> "Healthy Community Design Checklist Toolkit," Centers for Disease Control and Prevention, accessed June 12, 2014, <http://www.cdc.gov/healthyplaces/toolkit/default.htm>.

<sup>30</sup> Christopher Bergland, "Maintaining Healthy Social Connections Improves Well-Being," *The Athlete's Way: Psychology Today*, February 18, 2014, <http://www.psychologytoday.com/blog/the-athletes-way/201402/maintaining-healthy-social-connections-improves-well-being>.

<sup>31</sup> "The Sustainable Community at UMore Park," UMore Development LLC, (2012): 107.

<sup>32</sup> See "Distinctiveness through Academic Missions," UMore Park Planning and Development, (2008): 53.

<sup>33</sup> See "Distinctiveness through Academic Missions," UMore Park Planning and Development, (2008): 53.

<sup>34</sup> Christopher Bergland, "Mobility is Key to Maintaining Social Networks as We Age," *The Athlete's Way: Psychology Today*, December 2, 2013, <http://www.psychologytoday.com/blog/the-athletes-way/201312/mobility-is-key-maintaining-social-networks-we-age>.

<sup>35</sup> Christopher Bergland, "Mobility is Key to Maintaining Social Networks as We Age," *The Athlete's Way: Psychology Today*, December 2, 2013, <http://www.psychologytoday.com/blog/the-athletes-way/201312/mobility-is-key-maintaining-social-networks-we-age>.

## Healthy Living

### Health Equity

Major desired outcomes of the Prospect North development are:

- “Every person has the opportunity to attain his or her full health potential.”<sup>36</sup>
- “No one is disadvantaged from achieving this potential because of social position or other socially determined circumstances.”<sup>37</sup>

#### SIGNIFICANCE

Disparities by racial/ethnic groups or by socioeconomic status permeate all aspects of the health field: infant mortality, cancer deaths, diabetes, HIV/AIDS, tooth decay, injury, access to care, insurance coverage, in addition to more tangentially health related areas like access to resources, income, housing, and transportation.<sup>38</sup>

#### PERFORMANCE THRESHOLDS

*The ultimate condition we seek is a community where people live long and healthy lives, where engaged residents create vibrant, healthy communities, and where diseases are prevented before they occur. When healthy choices are possible for all community members, our residents are more likely to achieve their full potential and serve as a model for others across the nation and world.*<sup>39</sup>

Proposed metrics are:

- length of life
- quality of life
- rates of disease, disability, and death
- severity of disease
- access to treatment<sup>40</sup>

#### DISTRICT-SCALE ACTIONS<sup>41</sup>

- Ensure that community decision makers engage and respond to diverse populations when making development, policy, or infrastructure decisions and changes. These populations include, but are not limited to, seniors, families, and people from diverse races and income levels.
- Institute a process through which decision makers consider who is and is not impacted by each decision made.
- Health equity should be considered in all of the other health subjects covered in this report.

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<sup>36</sup> “Health Equity,” Centers for Disease Control and Prevention, accessed June 17, 2014, <http://www.cdc.gov/chronicdisease/healthequity/>.

<sup>37</sup> “Health Equity,” Centers for Disease Control and Prevention, accessed June 17, 2014, <http://www.cdc.gov/chronicdisease/healthequity/>.

<sup>38</sup> Laura K. Brennan Ramirez, Elizabeth A. Baker, and Marilyn Metzler, “Promoting Health Equity: A Resource to Help Communities Address Social Determinants of Health,” Centers for Disease Control and Prevention (2008): 7.

<sup>39</sup> Blue Cross and Blue Shield, “Health Equity Team 2014 Planning Meeting” (April 2014) (PowerPoint).

<sup>40</sup> “Health Equity,” Centers for Disease Control and Prevention, accessed June 17, 2014, <http://www.cdc.gov/chronicdisease/healthequity/>.

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<sup>41</sup> Initial suggestions from Gilbert Achay, Interview by Sam Rockwell (2014).

## Healthy Living

### Healthy Air

Major desired outcomes of the Prospect North development are:

- Air pollution is reduced to the point where it does not create adverse health effects, and in particular so that it does not affect community members' ability to engage in active living.

#### SIGNIFICANCE

- **"Particulate Matter:** This term refers to a wide range of pollutants – dust, soot, fly ash, diesel exhaust particles, wood smoke and sulfate aerosols – which are suspended as tiny particles in the air. Some of these fine particles can become lodged in the lungs and could trigger asthma attacks. . . . [D]iesel vehicles are major sources of particulate pollution.
- **Ground Level Ozone:** [O]zone triggers asthma attacks and makes existing asthma worse. It may also lead to the development of asthma in children. Ozone is typically produced when pollution from cars and trucks . . . reacts with oxygen and sunlight. . . . In 2013, according to the American Lung Association, nearly four in 10 people in the United States (38 percent) lived in areas with unhealthful levels of ozone.
- **Nitrogen Oxides (NOx):** A gas emitted from tailpipes. . . , nitrogen oxide contributes to the formation of ground-level ozone and smog. It also reacts with other air pollutants to form small particles that can cause breathing difficulties, especially in people with asthma. Exposure to high levels of nitrogen dioxide early in life could increase risk of developing asthma."<sup>42</sup>
- **"Carbon Monoxide (CO):** Carbon monoxide is . . . a byproduct of motor vehicle exhaust, which contributes more than two-thirds of all CO emissions nationwide. In cities, automobile exhaust can cause as much as 95 percent of all CO emissions. These emissions can result in high concentrations of CO, particularly in local areas with heavy traffic congestion. . . . Carbon monoxide enters the bloodstream and reduces oxygen delivery to the body's organs and tissues. The health threat from CO is most serious for those who suffer from cardiovascular disease. . . . Exposure to elevated CO levels is associated with visual impairment, reduced work capacity,

reduced manual dexterity, poor learning ability, and difficulty in performing complex tasks."<sup>43</sup>

#### PERFORMANCE THRESHOLDS

*The ultimate condition we seek is a community where people can be outside and breathe without risk of cardiovascular disease. The following are considered dangerous pollutant levels ("primary standards") under the Clean Air Act's National Ambient Air Quality Standards<sup>44</sup>:*

- *Particulate Matter (PM 2.5): 12 µg/m<sup>3</sup> annual average; 35 µg/m<sup>3</sup> 24 hour average.*
- *Particulate Matter (PM 10): 150 µg/m<sup>3</sup> 24 hour average.*
- *Ozone: 0.075 ppm 8 hour average.*
- *Nitrogen Dioxide: 100 ppb 1 hour average; 53 ppb annual average.*
- *Carbon Monoxide: 9 ppm 8 hour average; 35 ppm 1 hour average.*

#### CITY-SCALE ACTIONS

- Require clean bus systems, "which includes replacing or retrofitting old school buses with filters and other equipment to reduce emissions." In addition, reduce vehicle idling.<sup>45</sup>

#### DISTRICT-SCALE ACTIONS

- Enable use of alternate emissions free fuels or systems for automobiles in the district.
- Create an environment where people can drive less, both by encouraging and enabling transportation modes like walking, biking, and transit, and by reducing circling for parking by implementing market rate on street parking and a district parking facility and plan.<sup>46</sup>

<sup>42</sup> "Asthma and Air Pollution," Natural Resources Defense Council, accessed June 17, 2014, <http://www.nrdc.org/health/effects/asthma.asp>.

<sup>43</sup> "Health Effects of Air Pollution," Environmental Protection Agency, accessed June 17, 2014, <http://www.epa.gov/region7/air/quality/health.htm>.

<sup>44</sup> "National Ambient Air Quality Standards (NAAQS)," U.S. Environmental Protection Agency, accessed July 11, 2014, <http://www.epa.gov/air/criteria.html>.

<sup>45</sup> "State of the Air: What Needs to Be Done," American Lung Association, accessed June 17, 2014, <http://www.stateoftheair.org/2013/key-findings/what-needs-to-be-done.html>.

<sup>46</sup> "State of the Air: What Needs to Be Done," American Lung Association, accessed June 17, 2014, <http://www.stateoftheair.org/2013/key-findings/what-needs-to-be-done.html>. See also generally the work of Donald Shoup.

## Healthy Living

## Healthy Water

Major desired outcomes of the Prospect North development are:

- Stormwater is cleaned by natural systems and appropriate treatment for use in healthy eating urban agriculture developments.

### SIGNIFICANCE

Clean water, whatever its source, is necessary for a healthy community. Pollutant free water can be used for urban agriculture projects undertaken to increase healthy eating in the district.

### PERFORMANCE THRESHOLDS

*The ultimate condition we seek is a community that has zero discharge of untreated stormwater from the site. Low flows on adjacent properties are redirected away from untreated storm sewers and onto the site for treatment in the site's comprehensive stormwater management system.*

At a minimum, buildings in the Prospect Park district should meet the water and wastewater minimum requirements from the *Roadmap to Sustainability, St. Paul Ford Site*:

- Comply with current local regulations for stormwater runoff volume and rate control (Minnesota Pollution Control Agency (MPCA), State of Minnesota B3 guidelines)
- Reduce runoff volume by at least 90% on an annual basis by infiltration (50%) and evaporation or re-use (40%) or provide a corresponding water quality benefit.
- Reduce pollutants for which the water is impaired to 10% less than levels identified in Total Maximum Daily Load (TDML) study
- Maintain minimum cover (e.g. >3') above bedrock and follow Minnesota Pollution Control Agency (MPCA) Guidelines on infiltrating.
- Produce and implement a Stormwater Pollution Protection Plan per MPCA guidelines for use pre, during and post construction. *Stormwater is measured in cubic feet/second during a specified storm event. The presettlement condition of untreated stormwater is.*

### DISTRICT-SCALE ACTIONS

- Manage stormwater at a district scale.
- Divide site into small catchment areas.

### PROJECT-SCALE ACTIONS

- Minimize impervious surface area for buildings and pavement using green roofs, pervious pavement, integrated tree and stormwater systems.
- Capture, infiltrate, re-use, evaporate and evapo-transpire rain that falls on site using:
  - directed runoff to rain gardens, bioretention, filtration, and infiltration devices
  - rainwater capture in cisterns
  - treatment wetlands

### Project-Scale Requirements

- Stormwater performance standard: Meet the recommended performance thresholds and comply with any other sustainable building guidelines specified by the Partnership.

## Healthy Living

### Access to Medical Care

Major desired outcomes of the Prospect North development are:

- Access to comprehensive, quality medical care services is maximized, including both primary care and inpatient care services.
- Access to preventative policies, systems, and environments is maximized.

#### SIGNIFICANCE

"Disparities in access to health services affect individuals and society. Limited access to health care impacts people's ability to reach their full potential, negatively affecting their quality of life. Barriers to services include lack of availability, high cost, and lack of insurance coverage. These barriers to accessing health services lead to unmet health needs, delays in receiving appropriate care, inability to get preventive services, and hospitalizations that could have been prevented."<sup>47</sup>

Prospect North can, by providing access to medical care services and facilities, increase overall social, physical, and mental health status. In addition, it can prevent disability and disease, detect and treat medical conditions, increase residents' quality of life, and increase the life expectancy of those in the district.<sup>48</sup>

#### PERFORMANCE THRESHOLDS

*The ultimate condition we seek is a community in which all people, regardless of income, car ownership, age, or ability, have convenient access to high quality health care and access to health promotion and preventative services.*<sup>49</sup>

Proposed metrics are:

- Amount of time it takes to get to medical care facilities.
- Quality of care at nearby facilities.
- Available prevention policies, infrastructure, and environments (see other sections of this report).

- Availability of convenient and comprehensive primary care.

#### DISTRICT-SCALE ACTIONS

- Use community engagement about health facilities and policies to heighten community awareness of available health options.
- Design the district such that people in all parts of Prospect North are within a 10-minute walk of public transit that takes them to health care facilities.
- Ensure access to convenient transportation, care coordinators, social workers, mental health teams, and health educators.<sup>50</sup>

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<sup>47</sup> "Access to Health Services," US Department of Health and Human Services, accessed June 17, 2014, [http://www.healthypeople.gov/2020/topicsobjectives2020/overview.aspx?topicid=1 \(reformatted\)](http://www.healthypeople.gov/2020/topicsobjectives2020/overview.aspx?topicid=1 (reformatted)).

<sup>48</sup> "Access to Health Services," US Department of Health and Human Services, accessed June 17, 2014, <http://www.healthypeople.gov/2020/topicsobjectives2020/overview.aspx?topicid=1>.

<sup>49</sup> "Distinctiveness through Academic Missions," UMore Park Planning and Development (2008): 54.

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<sup>50</sup> Peter Meyers, "We're All About to Feel the Pain of Primary Care Shortage," Minnpost (April 4, 2014), <http://www.minnpost.com/community-voices/2014/04/were-all-about-feel-pain-primary-care-shortage>.

## 2C. Walkshed Analysis

The walkshed analysis, performed by Hennepin County, uses geographic information system (GIS) data to examine the existing sidewalk and trail network in the light-rail transit (LRT) station areas to determine the walkability of the station area. The sidewalk and trail network was mapped out for the areas within a half-mile radius of the Stadium Village, Prospect Park, and Westgate Green Line stations. Using the station platform as a starting point, the walkshed analysis tool determines which sidewalks are within a ten-minute walk of each station.

Some assumptions are built into the analysis, including:

- Pedestrians walk at a speed of 3.1 miles (5 kilometers) per hour.
- Pedestrians are delayed at crosswalks by:
  - 30 seconds at LRT track crossings;
  - one minute at signalized intersections; and
  - shorter periods at non-signalized intersections (four-way stop signs, smaller neighborhood intersections, etc.)

Once it is determined which sidewalks are within a ten-minute walk of the station platform, a “ten-minute walkshed” is created. This walkshed, which is much more accurate than the standard half-mile radius often used to represent walkability, provides an opportunity to identify barriers to pedestrian access and gaps in the pedestrian network that need to be addressed.

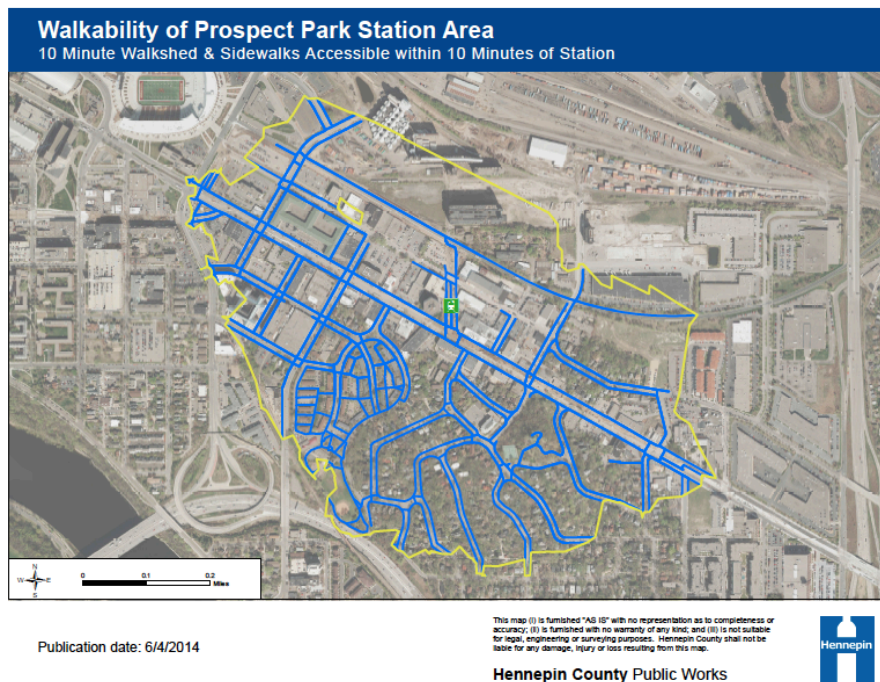


Figure 1. A preliminary ten-minute walkshed for Prospect North in the current state (as of June 4, 2014). The walkshed analysis was used to inform the district physical framework, with a particular emphasis on the identification of places where the sidewalk grid pattern is broken or missing.



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## Section 3: Healthy Living Background

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### 3A. Prospect North Healthy Communities Steering Committee

ULI MN identified the following people as the core group of community stakeholders and subject-matter experts to serve on the Prospect North Healthy Communities Steering Committee based on their relevant and diverse capabilities.

***Blue Cross and Blue Shield of Minnesota, Center for Prevention: Michael Huber and Sam Rockwell***

Huber has led funding and planning efforts in a variety of healthy community initiatives throughout Minnesota. As a person with urban planning experience and a member of the millennial generation, Rockwell provides insight for the work in the District.

***Hennepin County: Chuck Darnell***

Darnell brings directly applicable experience from his walkability mapping for the Minneapolis Southwest Corridor Project, a light-rail project in the planning phase.

***Musicant Group: Max Musicant***

Musicant is the proprietor of Musicant Group, a company that provides place-making services. He is an urban planner, a member of the millennial generation, and a member of the ULI MN Young Leaders Group.

***Prospect Park 2020: Dick Gilyard and Dick Poppele***

Gilyard and Poppele have been deeply involved in the community throughout the course of the planning work. They have engaged community members extensively and have been instrumental in the development of the vision. Gilyard serves on the Prospect North Partnership Executive Committee.

***University of Minnesota: John Carmody***

Carmody recently retired as the director of sustainable building research at the University of Minnesota. He led the development of the framework for the District guidelines and standards.

***Urban Land Institute MN: Caren Dewar and Aubrey Austin***

Dewar and Austin contribute knowledge of and experience with the full ULI community development toolkit and perspective, combined with awareness of the points of intersection across the broader project.

### 3B. ULI Minnesota/Regional Council of Mayors Healthy and Resilient Communities Initiative

**Mission:** Leverage the power of the ULI Minnesota/Regional Council of Mayors (RCM) network to shape actions and projects and places in ways that support healthy and resilient communities, with a particular focus on climate, land use, and energy.

#### **Advisory Committee Responsibilities**

- Attend four to six Advisory Committee meetings annually
- Contribute professional knowledge and expertise to inform the work plan and create impact
- Committee members are strongly encouraged to join ULI

#### **2014 Work Plan**

**Awareness:** Raise awareness of the connections between health and a resilient built environment  
**Tools:** Share best practices and learning  
**Value:** Build understanding of the value proposition – market and nonmarket factors  
**Commitments:** Gain commitments to work, build, and operate in more health-promoting and resilient ways

#### **Build on ULI's Ten Principles for Building Healthy Places**

- Put people first
- Recognize the economic value
- Empower champions for health
- Energize shared spaces
- Make healthy choices easy
- Ensure equitable access
- Mix it up
- Embrace unique character
- Promote access to healthy food
- Make it active

Two principles were added as part of the ULI MN/RCM Healthy and Resilient Communities Initiative:

- Preserve, enhance, and create native habitats
- Create private/public investment vehicles to make it easier to invest in resilient communities

#### **Develop a Prospect North Case Study**

1. Promote and expand Regional Indicators Initiative; *develop health metrics*
2. Promote Green Step Cities; *explore how to take Green Step Cities to a next step*
3. Identify actions to support the protection of the water supply, *especially joint conservation efforts*
4. Initiate a Prospect North case study
5. Plan and implement one annual ULI MN program



## Section 4: Prospect North Innovation District

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### 4A. Vision and Timeline

#### **A Vision for a New-Century Economy, Community, and Place**

Prospect North Innovation District has the potential to be a new-century innovative and equitable economic model of opportunity, urban growth, restorative systems, integrated infrastructure, multimodal access, and healthy living. The District will leverage its full redevelopment potential, building on a transformative and “locally grown” vision, strong existing stakeholders, key institutions—including the University of Minnesota—and new market opportunities. It will be a place that stimulates demand—and a place where diversity is a given.

The Prospect North Partnership was formed in June 2013 to provide implementation leadership. It is a willing and dynamic private and multi-jurisdictional public partnership that benefits from the wisdom, resources, and capability to lead change.

The partnership agreed on the following vision for Prospect North.

#### **The Vision**

- A full range of housing choices (rental and ownership) and prices (affordable and market) serving all ages and cultures in an integrated, engaged community.
- Multi-modal access to jobs with a range of living and high-income wages.
- Connections to the university's learning environment for new Minnesotans, entrepreneurs, and aging community members.
- An environment of innovation and knowledge sharing, promoting creation and recruitment of new jobs and businesses in the district and region.
- A focus on arts and sciences to inspire and build connections in the community.
- A broad partnership that maintains a consistent and inclusive voice in all policy, development, and ongoing decisions.
- Integrated land uses and connections.
- Districtwide integrated, restorative systems – e.g., energy, stormwater, and wastewater – creating greater efficiencies and cost reductions.
- Shared district parking and management.
- Shared beautiful and innovative public spaces to gather the community and infuse daily life with active, healthy choices for social interaction, connections to jobs, amenities, and transit.
- Urban agriculture, integrated and available to a broad community of workers, residents, students, and researchers.
- A strong research connection to the University of Minnesota, bringing cutting-edge ideas to the district and expert ability to assess the District's success and replicability.
- “Switchable” spaces to integrate uses, remove barriers between users, and maintain resiliency through ever-evolving market and trend cycles.

## **Why Here, Why Now?**

The Prospect North Innovation District has unique assets that create a strong foundation for the vision:

- A robust multimodal transportation network with major freeways, the soon-to-open light-rail Green Line, and the University Transitway.
- Adjacency to the University of Minnesota, one of the nation's leading teaching and research institutions.
- A strong, engaged, longstanding residential neighborhood, including the Minneapolis Public Housing Authority's Glendale Townhomes.
- Substantial tracts of underdeveloped property that present opportunities for redevelopment for housing, high-tech industry, retail space, public space, and more, including the potential for 7,000 new jobs.
- Early excitement and commitment by a wide range of partners – from the neighborhood group that initiated ideas for the vision to potential developers to nonprofit organizations like the Family Housing Fund, Blue Cross and Blue Shield, and the city of Minneapolis.

## Timeline of District Events

### Mid-1990s through 2000s

- Transit planning leads to the identification of three planned stations in the Prospect Park District for the light-rail transit Green Line.
- Neighborhood/University of Minnesota conduct surveys and gain input for long-range planning.
- Planners identify opportunity at the Prospect Park Station to create an urban transit village.

### 2010–2012

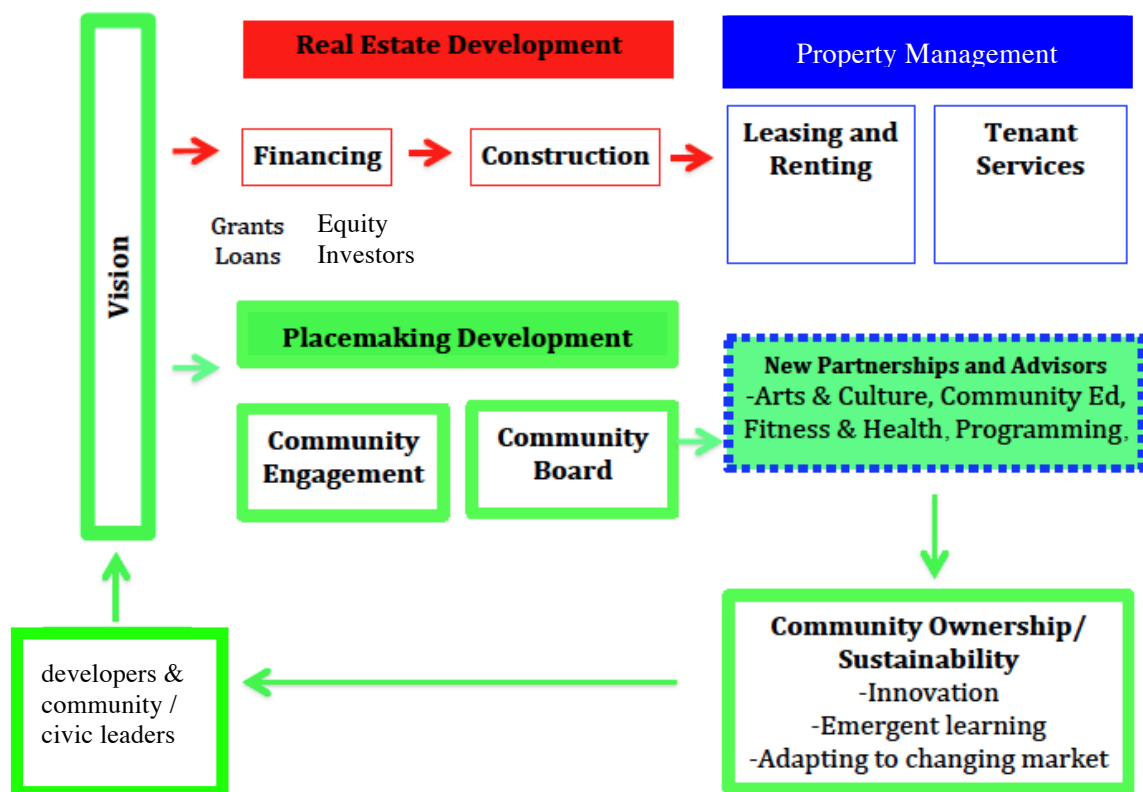
- Neighborhood group forms Prospect Park 2020 to move vision toward implementation.
- Prospect Park completes Prospect Park Station Development Framework, providing vision for District and economic analysis ([www.prospectpark2020.org](http://www.prospectpark2020.org)).

### 2013–May 2014

- Prospect Park 2020 develops framework for establishing guidelines and standards that support the District vision.
- Five founding partners form the Prospect Park Partnership to bring together the public/private leadership and resources to implement the framework – Prospect Park 2020, University of Minnesota Real Estate Foundation, the Family Housing Fund, the Cornerstone Group development company, and the Minneapolis Public Housing Authority.
  - i. ULI MN hired to provide management and advisory services.
  - ii. Work plan developed (see table for priorities and sequencing).
- Construct framed for building a culture of place concurrently with real estate and public realm development (see figure).
- Restorative Systems Model defined by the Ecala Group (see section 4B).
- Metropolitan Design Center begins work to: 1) develop design guidelines for buildings, parking, and public realm in Prospect North, and 2) provide urban design guidelines that indicate development and open-space opportunities and infrastructure possibilities for a multiphase MSP Innovation District.

**Table 1.** District Partnership Work Plan Priorities and Sequencing (Spring 2014)

FOCUS AREA	GOALS
1. Building the Partnership	Build a fully operational partnership structure that has the capabilities and resources to make the Prospect North Innovation District a reality.
2. District Values and Principles	Provide clear standards and guidelines that create the District identity, and support District participants in achieving envisioned outcomes.
3. District Infrastructure	Translate the Vision into specific designs, budgets, plans, and implementation projects.
4. Coordination with Specific Projects	Coordinate District innovation with specific private development projects.
5. District Financing	Secure funding to create the District.
6. District Place Making and Programming	Develop specific innovation plans to create the envisioned outcomes beyond bricks and mortar.



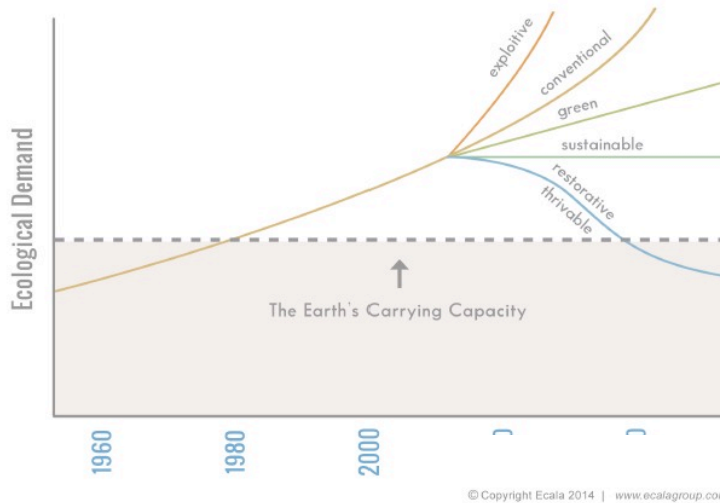
**Figure 1.** Integrated Approach at Prospect North. Prospect North offers an opportunity to take an integrated approach to creating a healthy and restorative community. The construct above depicts a framework through which real estate developers can engage on an ongoing basis with the community and civic leaders during the pre-development phase and facilitate partnerships through the property management phase, thereby supporting continued community engagement and innovation. Construct adapted from the Cornerstone Group ([www.tcgm.com](http://www.tcgm.com)).

## 4B. Restorative Systems Model

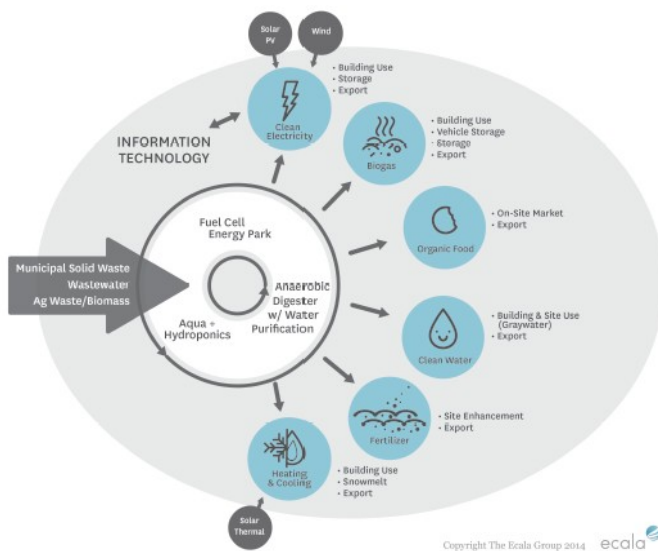
Prospect North Innovation District contracted with the Ecala Group to define a restorative systems model that goes beyond sustainability (figure 1) and incorporates an integrated utility system (figure 2). Contact Caren Dewar (carendewar@uli.org) at ULI MN for the full report.

### *The Approach: Beyond Sustainability*

Net positive development as a baseline for future development



**Figure 1.** The Approach Beyond Sustainability. Prospect North Innovation District aims to implement restorative systems that go beyond sustainability and create conditions that support regenerative natural processes and create conditions that support a thriving culture.



**Figure 2.** The restorative systems engine will be an integrated utility system (IUS), a pioneering solution for resource management and grid functionality. The IUS blurs the lines between utility and public realm and provides for numerous economic and social opportunities that are not available in conventional utilities.

## 4C. Prospect North Partnership Roster

### **Aeon**

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### **The Cornerstone Group**

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## Section 5: Placemaking Curator

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### 5A: Prospect North Innovation District: Placemaking Curator RFP

#### Summary

The Prospect North Partnership (PNP) seeks a Placemaking Curator/Coordinator to design, implement, and oversee a series of pop-up/pilot initiatives (“tactical urbanism” initiatives) to engage the community and create an identity for the new Prospect North Innovation District - located along the Green Line LRT in Minneapolis between the TCF Bank Stadium on the west, Hubbard Broadcasting on the east, University Avenue on the south, and the railroad yards on the north.

The Tactical Urbanism initiatives should be informed by community vision for future development of the area, and should be innovative and imaginative. PNP sees these initiatives as a means of generating community enthusiasm, engagement, and feedback around visions for long-term permanent development of the area. In addition, PNP sees these initiatives as a vehicle for publicizing the long-term vision for the area.

These initiatives are a way of testing various opportunities and possibilities for district development, particularly along “Green 4<sup>th</sup>.” The initiatives should be capable of evolving over weeks, months, and even years in response to community reactions and interactions. Long-term permanent development of the district will be informed by the tactical urbanism initiatives implemented under this RFP.

#### Vision and Background

The District will be an inspired assemblage of spaces and places informed by the research, discovery and applied science of the University; a living laboratory where residents, employees and businesses, researchers, artists, and students of all ages come together in a catalytic environment to create, learn, work, conduct business and live. Prospect North will be a community of equity and opportunity attracting residents across a broad range of lifestyles, abilities and resources.

PNP, a private/public partnership, was formed in June 2013 to help guide development of the District and help it become an equitable economic model of innovation, urban growth, healthy living, resiliency and restoration. PNP’s goal is to integrate new century district-wide infrastructure with great people places and spaces, leveraging resources to catalyze extraordinary development potential that would not happen without intentional and coordinated private/public intervention.

Part of the vision for Prospect North is “Green 4<sup>th</sup>,” with a preliminary focus on 4<sup>th</sup> Street SE between Malcolm and 29<sup>th</sup> Ave SE. PNP hopes to turn this stretch of 4<sup>th</sup> Street into a District main street. PNP envisions a street that showcases urban greening best practices and is accessible to pedestrians and cyclists and welcoming for people seeking outdoor gathering spaces.

PNP counts the following groups among its community stakeholders: (1) current residents, business owners, workers; (2) university students and staff; and (3) others who may choose to live in Prospect North in the future (e.g., those riding Light Rail through the District) and / or others who may be interested if they are aware of the possibilities.

An information session will be held at the Prospect Park 2020 office (2950 University Ave SE) on June 10<sup>th</sup> 9:00am – 10:30am. If you cannot make the session, please contact Dick Gilyard (email: [rgilyard.architect@earthlink.net](mailto:rgilyard.architect@earthlink.net), cell: 612.875.6407) for more information about the overall vision of the project.



## Project Proposal

PNP seeks a curator/coordinator who will implement imaginative low cost pop-up/pilot projects to test implementation of long-term visions for the District. Initial implementation of a visible aspect of the project near the 29<sup>th</sup> Ave end of Green 4<sup>th</sup> would occur soon after the opening of the Green Line LRT.

- (1) Please propose a first set of initiatives – physical elements, events, or both – for Green 4<sup>th</sup>, and describe how these initiatives (a) test long term visions/uses/policies of and for the area, and (b) builds District identity.
- (2) Describe how you will attract those from within and outside the current community to the District.
- (3) Describe how you will engage the Prospect North Partnership and Prospect Park community members, and how those partners and community members will inform evolution of each phase of pop-up/pilot initiatives.
- (4) Explain how PNP can learn who is using the space, how they are using it, and why, and what changes or alterations need to be made to short or long term plans.
- (5) Describe how you see short-term initiatives transforming into permanent infrastructure improvements or policies.
- (6) Please describe your relevant experience.
- (7) Please provide a broad budget for the project with estimated cost for curating/coordinating, and for event/ material costs. This does not need to be a detailed budget at this point, but rather an estimated range.

PNP will accept questions and provide additional information until June 13th. All questions, answers, and additional information will be emailed to all potential applicants so that all applicants have access to the same information.

Specifically, the Coordinator will develop and implement plans to support key tests and learning desired by the PNP as outlined in the table below:

Focus Area	Challenge	Testing / Learning Opportunity
<b>District Identity</b>	Limited awareness of the vision for the District	Build the identity through action -- generate buzz about this as "the place where cool, healthy, innovative things happen" Engage the community in the process of the building the Innovation District
<b>Community Engagement / Public Realm &amp; Programming</b>	Desire to engage a more diverse community in a meaningful way; don't know who future users of the space will be	Start to test and learn which programs attract which people and for what reasons Create spaces and events for innovation to happen and enable community members to test their own ideas and contribute to the innovation culture Reveal potential future champions for the District crowdsource ideas using social media, website etc. -- work towards building a whole temporary District
<b>District Systems/ Infrastructure</b>	In some cases, unclear how innovative infrastructure will perform	Test systems on a small scale (e.g. 1 slab new pavement) Generate public and private support for innovation (e.g. temporary systems for human powered energy)
<b>Research &amp; Innovation</b>	Clear metrics and outcomes are critical to advancing goals of innovation and knowledge share	Partner with students and faculty at the U of MN to document the process and share learning -- great playground for students and faculty to do pilot work that could lead to federally funded grants and implement and test innovative ideas
<b>District Management</b>	Unknown how financing, governance and management will occur – particularly for Public Realm / Programming	Begin testing District Management approach now – initiate a rudimentary form of District services by funding District placemaking

**Project requirements and project objectives**

1. Plan short-term and long-term events – start with Light Rail opening and build out what a 12-month plan could look like
2. Implement events (project planning, marketing, etc.)
3. Create semi-permanent infrastructure for events
  - a. Leverage Cornerstone site as a home base for events
  - b. Build pergola / shade, fire-pit, seating, electricity, porta-potties
4. Establish partnerships / Coordinate & leverage existing events (schedule follows)
5. Ensure learning & knowledge share across events
6. Work with the City to create easy permitting process for Pilot phase events
7. Marketing / Promotion
  - a. Create a website to engage the community and share ideas (e.g. [www.tacticalurbanismhere.com/denver](http://www.tacticalurbanismhere.com/denver))
  - b. Leverage partnerships to market events (Textile center; The Cornerstone Group; LISC; Prospect Park 2020 Arts and Culture Committee; Prospect Park Neighborhood Groups; Pratt School; University of Minnesota; PNP; etc.)
  - c. Engage students and the community through social media (possibly work with College of Design students to take this on)

**Milestones and deadlines**

We are interested in a plan and budget to build a District Identity and engage the community starting in early July through December 2014 initially (6-month initial plan). Proposals should suggest ways to leverage existing key events and activities on a regular basis (e.g. TCF bank home football games, events around the light rail such as Rail-Volution, September 20<sup>th</sup> C4 event, and other community events), with a mix of temporary and/or (semi)permanent events and structures.

**Key Events:**

Gopher Football Games: 8/28, 9/6, 9/20, 10/11, 10/18, 11/8, 11/15

Viking Football Games: 8/8, 8/16, 9/14, 9/28, 10/12, 11/2, 11/23, 11/30, 12/7, 12/28

LISC "C4ward" Arts Events: 7/26 Little Mekong (Western station), 8/9 Rondo (Victoria), 8/23 Little Africa (Snelling), 9/6 Creative Enterprise Zone (Raymond), 9/20 Prospect Park, 10/4 West bank

There are a number of other events that will occur and can be leveraged during this time – for details on these events, please contact us.

**Additional information**

Please provide examples of prior relevant engagements, including measurable outcomes and references.

**Contact information and deadline for submissions** Please submit your response by no later than **June 17<sup>th</sup>** to:

Aubrey Austin, ULI MN

Phone: 612.338.1332

Email: [Aubrey.austin@uli.org](mailto:Aubrey.austin@uli.org)

## 5B: Curator – Winning Proposal

### Proposal from ThreeSeven Design Build

**1) Please propose a first set of initiatives – physical elements, events, or both – for Green 4th, and describe how these initiatives (a) test long term visions/uses/policies of and for the area, and (b) builds District identity.**

Prospect Park North is in a unique position of having a nearly clean slate from which to create and grow its identity as a thriving, socially responsible neighborhood. The vision for “Green 4th” has already begun to establish this identity, however, a number of years will pass before larger more permanent plans can take hold. Design interventions are needed now.

Our proposal is for a Prospect North Plaza that can be implemented on a variety of scales, offers multiple means of public engagement, and will continue establishing district identity. At the center of Prospect North Plaza will be a series of pallet pavilions capable of accommodating a number of activities and acting as the nucleus for the project. Pallets will be stacked and assembled in unique forms and mixed with a variety of vegetation. The assemblage will create a range of comfortable and relaxing public spaces for individuals to enjoy. Supporting the pavilions will be a series of outdoor games (giant billiards, ping-pong, bocce ball, etc), an improvised instrument playground, and a mini main street rail line with hand operated vehicles. The plaza will have designated space for food and beverage trucks to share their craft, green space, and movable seating.

\*Please see the attached precedent images to help paint a picture of what visitors of the plaza could expect.

In conjunction with the public plaza will be a variety of large and small scale public events aimed at highlighting Prospect North’s amenities, creative community, and playful spirit. The first large scale event, called “Temporary Main Street” asks community members to create temporary public parks representing the theme “Main Street.” This event will take place on September 19th and 20th in conjunction with the LISC “C4ward” Arts Event and PARK(ing) Day, an event where people around the globe create temporary public parklets. In addition to tying in with the themes of these events, Prospect North Plaza will also take advantage of the opportunity for additional publicity and expose the project to a potentially global audience.

The second large scale event will be a family friendly Halloween Round Robin partnering with and highlighting local features and amenities such as Cupcake, Schneider Drugs, Textile Center, Signature Cafe, Tower Hill Park, Prospect Park Community Gardens, etc. This round robin will encourage participants to explore a variety of what Prospect Park has to offer.

In addition to these larger events will be a series of smaller events that will have a basic framework allowing community members to bring the event to life. As a result, the community will be invested in the project to a greater extent and engage in other aspects of its programming.

These events will be a combination of programming unique to Prospect North Plaza as well as events formed through partnerships with Twin Cities organizations. Event possibilities include, but are not limited to:

- Prospect Park Community Garden tasting events
- Movies in the Plaza
- MPLS Art on Wheels interactive projection art events
- Nice Ride bicycle race
- Soap box derby
- Picnic Operetta event
- Cross country skiing events

In order to highlight the creativity of the local community, we will create an RFP for community members to submit ideas for a series of additional events and installations. A number of ideas will be selected (a mix of both events and installations) and a small stipend will be provided to assist in their implementation.

As noted, this vision for Prospect North Plaza is one that can happen over time and respond accordingly to public interest, community engagement, and accessible funding. Initial installation would include a portion of this proposal commensurate with available resources, but the overall vision could be implemented over the coming years.

**(2) Describe how you will attract those from within and outside the current community to the District.**

A project is only useful and successful if people know it exists, engage with it, and work to make it their own. In an effort to ensure community involvement, we will employ the following strategies:

- Publicise programming through online social media, the local community e-list, press releases, and printed fliers hung in the neighborhood
- Create a simple and effective website and manage social media accounts to reach a broader audience
- Connect with appropriate council members and other politicians to bring the project to their attention
- Connect with local media outlets (KSTP, STRIB, MN Daily, Pioneer Press, MPR, etc) to promote the project
- Share with other professional contacts in the placemaking community and at the University of Minnesota

**(3) Describe how you will engage the Prospect North Partnership and Prospect Park community members, and how those partners and community members will inform evolution of each phase of pop-up/pilot initiatives.**

It is vital that the community be engaged as much as possible and feel a sense of ownership in the project. To achieve this, we will not only seek the community's input on the project, but we will ask them to be active creators. We will provide an opportunity for community members to submit proposals for events or installations. Additionally, we will host a series of public meetings where community members can offer their insights on the direction of the project.

**(4) Explain how PNP can learn who is using the space, how they are using it, and why, and what changes or alterations need to be made to short or long term plans.**

In an effort to get regular feedback from the community, we will host two public meetings (one at three months, and one at six months) where community members will have the opportunity to voice their opinions, offer ideas for improving programming, and share their short and long-term vision for the project. Additionally, we will create a survey to be shared with Prospect Park community members as well as the broader community. Data gathered from this survey and from community meetings will be summarized and presented to PNP.

**(5) Describe how you see short-term initiatives transforming into permanent infrastructure improvements or policies.**

Ideally, events and installations will not only be enjoyable experiences, but will each have a goal of learning from and about the community it serves. From the successes and failures of events and installations, we can better understand what works best and apply this to more long term installations and infrastructure improvements. Reflection upon programming paired with data gathered from community meetings and surveys throughout the course of the project can be summarized and shared with the community and local politicians giving them the power to advocate for policy changes at both a community and city level.

**(6) Please describe your relevant experience.**

Troy Gallas and Patrick McKennan have been working collaboratively on public art projects since 2009. Through our education and initiatives we have gained valuable experience in design process, community engagement, public outreach, cross-disciplinary collaboration, construction, placemaking, project management, public relations, and education that will prove vital to the success of this project.

Troy is a University of Minnesota, College of Design graduate, where he received his Bachelors of Science in Architecture. Growing up in Prospect Park among a family of artists and performers, he has always valued being part of a creative community. As founding partner in Public Design Exchange, Works Progress, ThreeSeven Design, West Bank Social Center, and PARK(ing) Day Twin Cities he has created spaces and opportunities for bringing people together in unique and meaningful ways. He has also worked collaboratively with many Twin Cities artists and educators.

Patrick is a Humphrey School of Public Affairs graduate, where he received his Masters in Public Affairs with a focus on public/private art collaborations. He teaches at MCAD and works as an Art Research Technician at the College of Design. As a founding partner in ThreeSeven Design, and through his collaborative work with entities such as Works Progress, Made Here, Minneapolis DID, and the Weisman Art Museum, he has designed and built numerous public art projects throughout the Twin Cities.

**(7) Please provide a broad budget for the project with estimated cost for curating/COORDINATING, and for event/material costs. This does not need to be a detailed budget at this point, but rather an estimated range.**

Prospect North Plaza as outlined above will take time to fully realize. However, since each element can be scaled appropriately, implementation can be completed in phases. Phasing will change after public input, but is proposed as follows: Phase 1 would include a portion of the pallet pavilion, a few interactive games or instruments, and coordination of one larger event and a few smaller events. Phase 2 would include expansion of the pallet pavilion, creation of additional games and instruments, additional events, and implementation of a community RFP. Phase 3 would see the addition of the mini main street rail line with hand operated vehicles and any additional expansion to programming or infrastructure as necessary.

Completion of Phase 1 would cost an estimated \$18,000 - \$25,000.

Coordination: \$5000 - \$6500

Implementation: \$7000 - \$8500

Events supplies: \$1000 - \$2000

Installation Materials: \$5000 - \$8000

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## Appendix: Resources on Tactical Urbanism

The following resources are samples of those used to support the Tactical Urbanism framework:

### Reports that support an overall framework for Tactical Urbanism, placemaking, and innovation districts

- American Institute for Architecture: Innovation District Takeaways  
<http://www.aia.org/aiaucmp/groups/aia/documents/pdf/aia100106.pdf>
- Tactical Urbanism 2.0  
[http://issuu.com/streetplanscollaborative/docs/tactical\\_urbanism\\_vol\\_2\\_final?e=4528751/2585800](http://issuu.com/streetplanscollaborative/docs/tactical_urbanism_vol_2_final?e=4528751/2585800)
- NYC Midtown public realm plan  
<http://www1.nyc.gov/assets/home/downloads/pdf/reports/2013/Public-Realm-Vision-Plan-East-Midtown.pdf>
- Planners Guide to Tactical Urbanism (Rebar)  
<http://reginaurbanecology.files.wordpress.com/2013/10/tuguide1.pdf>
- Creative Placemaking (the original manuscript)  
<http://arts.gov/sites/default/files/CreativePlacemaking-Paper.pdf>

### Organizations that support/facilitate Tactical Urbanism

- Street plans collaborative  
<http://www.streetplans.org>
- Toronto Urban Repair Squad  
<http://urbanrepairs.blogspot.com>
- Team Better Block  
<http://teambetterblock.com>
- Depave  
<http://depave.org>

### Specific examples of Tactical Urbanism projects

- Tactical Urbanism Here (Denver)  
<http://www.tacticalurbanismhere.com>
- Before I die project  
<http://beforeidie.cc/site/about/>
- The Cornerstone Group  
<http://www.tcgmn.com/blog/2014/03/an-evolution-of-community-gardens-seven-adaptations-in-action/>
- San Francisco Sustainable Communities  
<http://www.sustainablecommunitiesindex.org>
- Miami Parklet  
<http://www.treehugger.com/urban-design/highway-median-becomes-green-oasis-miami.html>



## Reviews, lessons, and related research

- Critique of Tactical Urbanism  
<http://ced.berkeley.edu/bpj/2013/05/the-tactics-that-be-contesting-tactical-urbanism-in-new-orleans/>
- Miami – what worked and what to watch out for  
<http://www.theatlanticcities.com/arts-and-lifestyle/2012/07/how-street-art-changing-miami-neighborhood/2604/>
- Perspective – north (United States) versus south (Chile)  
<http://www.shareable.net/blog/translating-tactical-urbanism-an-interview-with-javier-vergara-petrescu>
- Chile – examples and academic outcomes  
<http://www.ciudademergente.org>
- Portland State University  
<https://www.pdx.edu/scholarships/event/contingent-tactical-urbanism-when-tactics-become-strategy?delta=0>
- Congress for the New Urbanism research  
<http://www.cnu21.org/content/2013-call-new-urban-research>
- Mercado: Lessons from South America  
<http://issuu.com/streetplanscollaborative/docs/mercados-final-sm/1>
- Challenges in Hamilton, Ontario  
<http://raisethehammer.org/article/1850>