



# ULI Healthy Corridors National Study Visit

## Rice and Larpenteur Gateway Corridor, Minnesota



**November 8-10, 2017**

**ULI** Urban Land  
Institute  
Building Healthy  
Places Initiative

# Urban Land Institute

**Mission:** Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

**Membership:** 40,000 members globally, comprised of real estate industry professionals (developers, design, financial services, public sector)

**Convenings | Research | Best Practices | Education**

# ULI Building Healthy Places Initiative

The Building Healthy Places Initiative advances the ULI mission and promotes **healthy, thriving communities** by **engaging, informing, and inspiring** ULI members.

ULI members and all land use professionals can promote health:

- Through their organizations
- Through their investment and project decisions
- Through their influence in communities

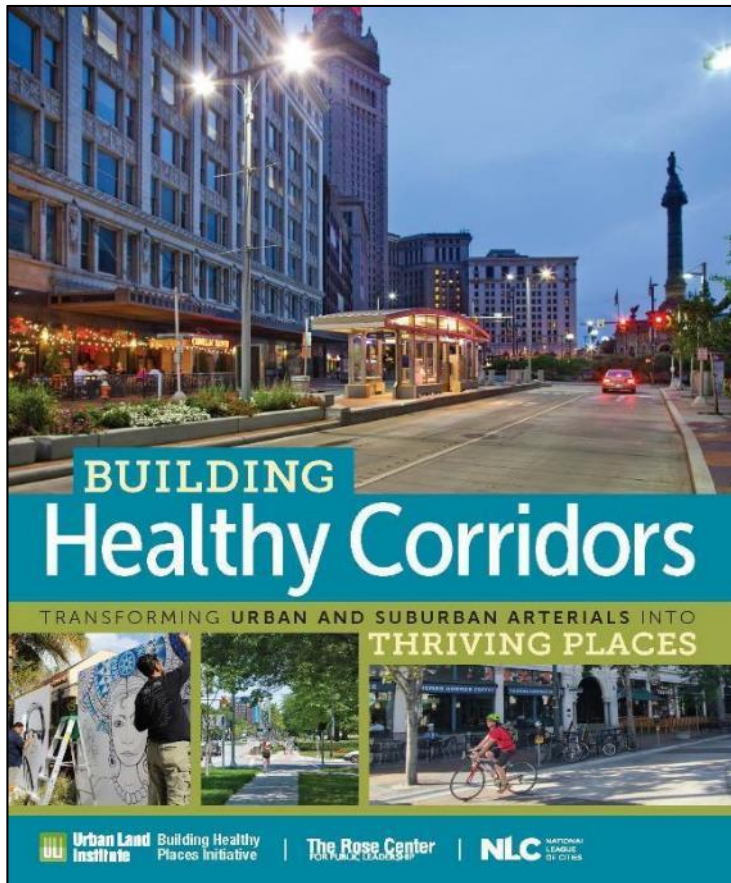
[uli.org/health](https://uli.org/health)



# Why Corridors?



# Healthy Corridors Project



[uli.org/healthycorridors](http://uli.org/healthycorridors)



The Colorado Health Foundation™

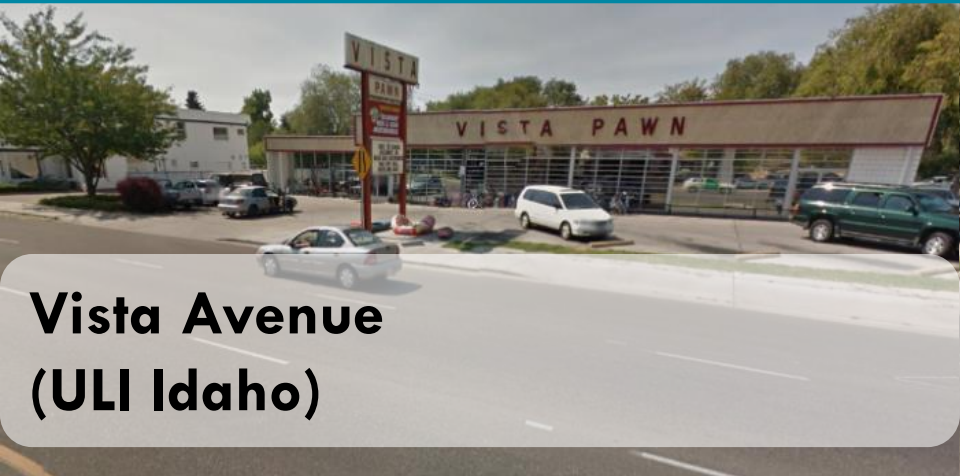


Robert Wood Johnson Foundation

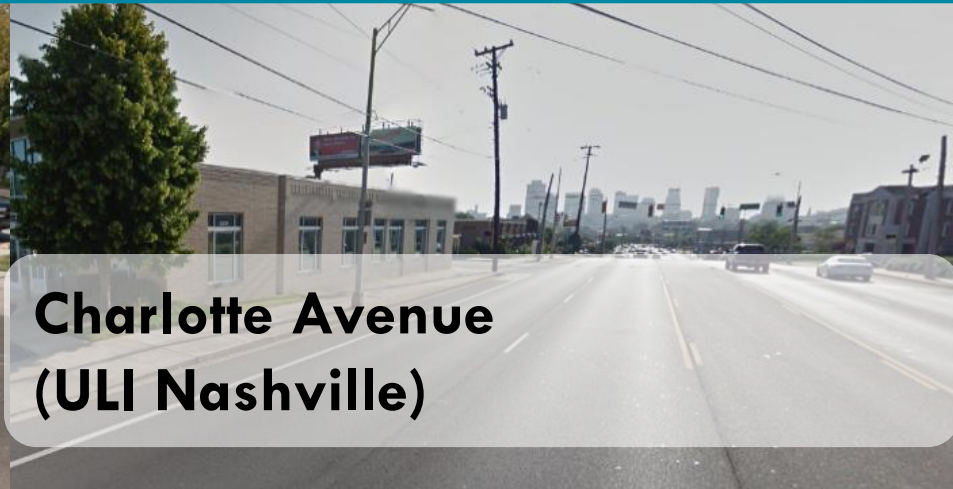




# Healthy Corridors Project: Phase I Corridors



**Vista Avenue  
(ULI Idaho)**



**Charlotte Avenue  
(ULI Nashville)**

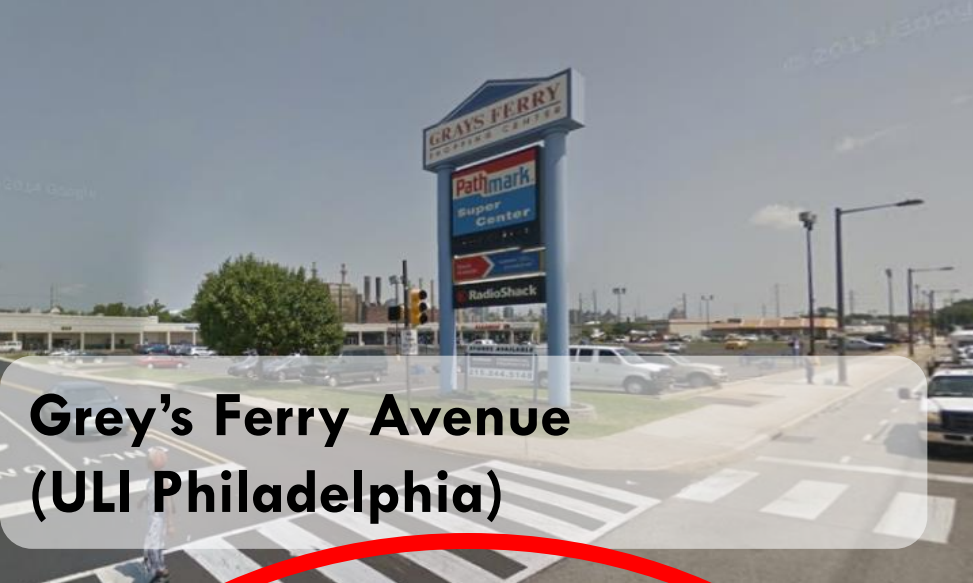


**Van Nuys Boulevard  
(ULI Los Angeles)**



**Federal Boulevard  
(ULI Colorado)**

# Healthy Corridors Project: Phase II Corridors



**Grey's Ferry Avenue  
(ULI Philadelphia)**



**Highway 71B  
(ULI NW Arkansas)**



**Rice & Larpenteur Gateway  
(ULI Minnesota)**



**South Broadway  
(ULI Colorado)**



# Healthy Corridors Project: Goals

## Reimagining the future of urban and suburban arterials

1. **Advance a new, healthier vision for urban and suburban corridors**
2. **Working with “Demonstration Corridors” throughout the country, via ULI District Councils, develop and implement healthy corridor strategies**
3. **Define typologies for holistically healthy corridors**
4. **Nurture a new community of practice, by sharing knowledge – change the conversation and expectations around what corridors can be**





# National Study Visit Participants

**Michael Banner (Chair)** | Los Angeles Local Development Corporation, Los Angeles, CA

**JJ Folsom** | Progressive Urban Management Associates (PUMA), Denver, CO

**Calvin Gladney** | Mosaic Urban Partners, Washington, DC

**Sheila Lynch** | Tri-County Health Department, Greenwood Village, CO

**James Rojas** | Place It!, Los Angeles, CA

**Ben Stone** | Smart Growth America, Baltimore, MD

**Gary Toth** | Project for Public Spaces, Lambertville, NJ



# Local Leadership Group

**David Higgins (Chair)** | McGough Companies

**Councilmember Amy Brendmoen** | City of St. Paul

**Councilmember Kathleen Juenemann** | City of Maplewood

**Mayor Dan Roe** | City of Roseville

**Commissioner Janice Rettman** | Ramsey County

**Commissioner Mary Jo Maguire (Alternate)** | Ramsey County

**Joseph Bergman** | Exeter Realty

**Kathy Hedin** | Ramsey County Public Health

**Joan Pennington** | Fairview/Healtheast

**Sam Rockwell** | University of Minnesota Foundation

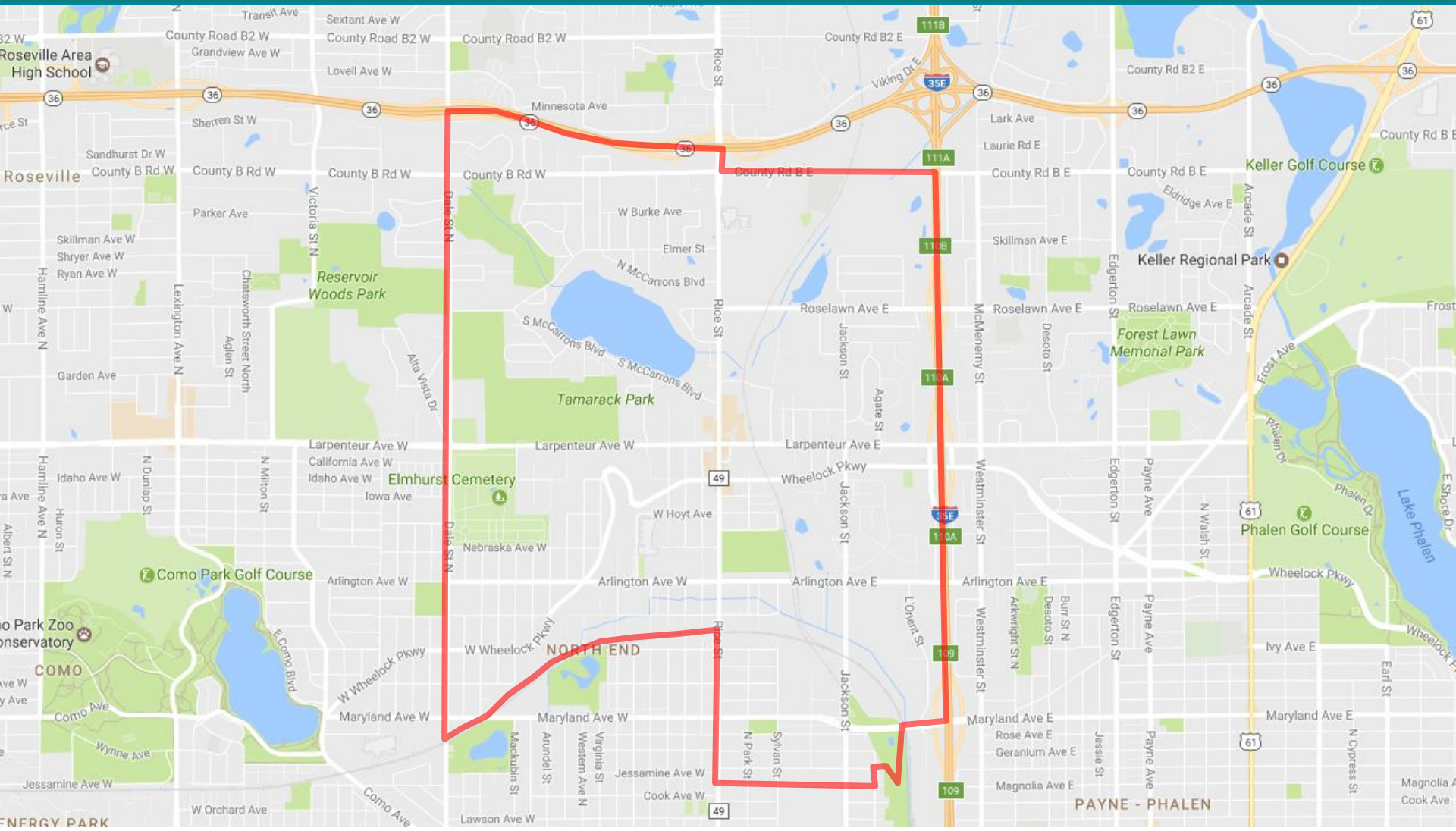
**John Slack** | Perkins + Will

**Scott Thompson** | Metro Transit



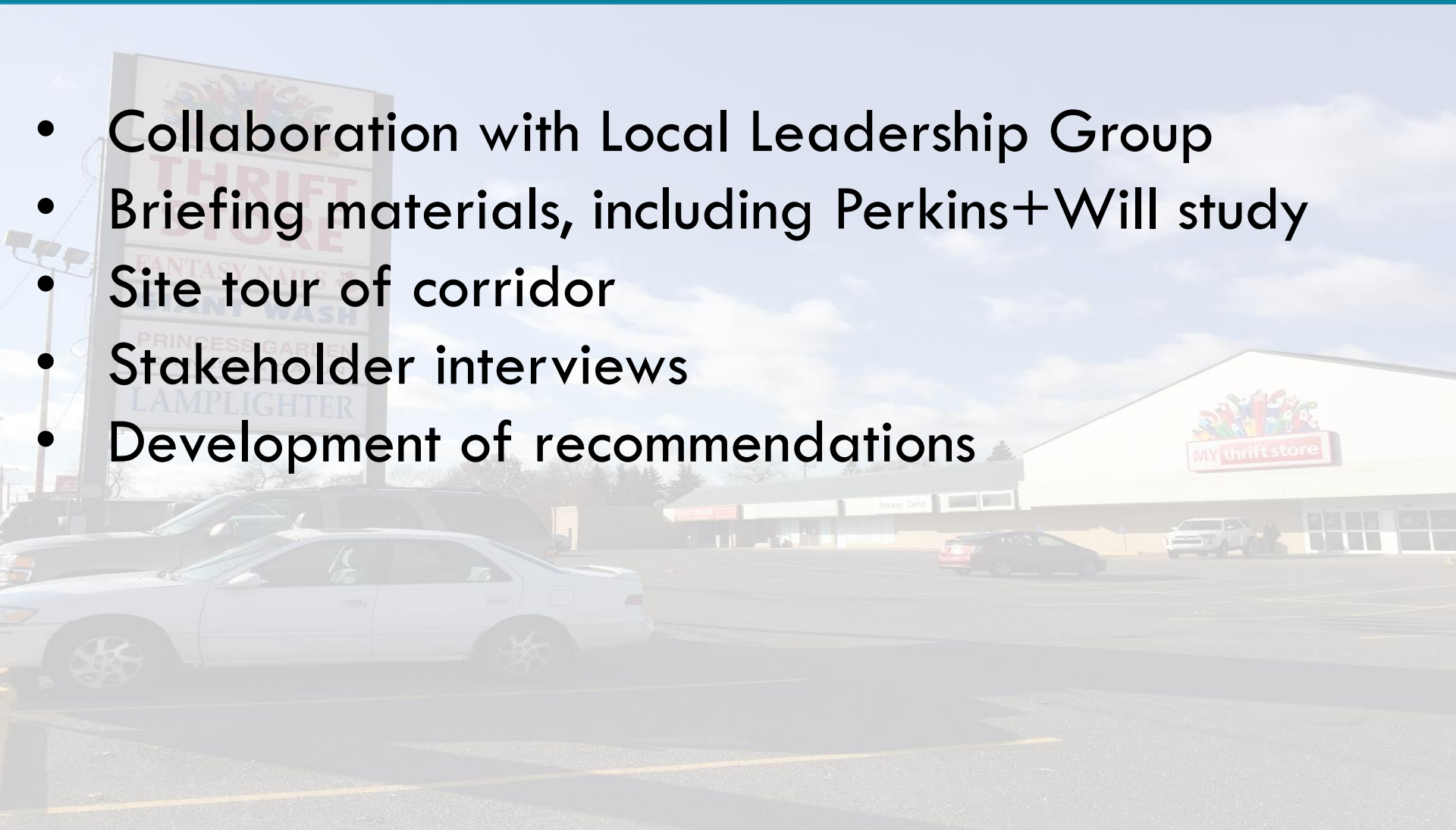


# National Study Visit: The Study Area



# National Study Visit Process

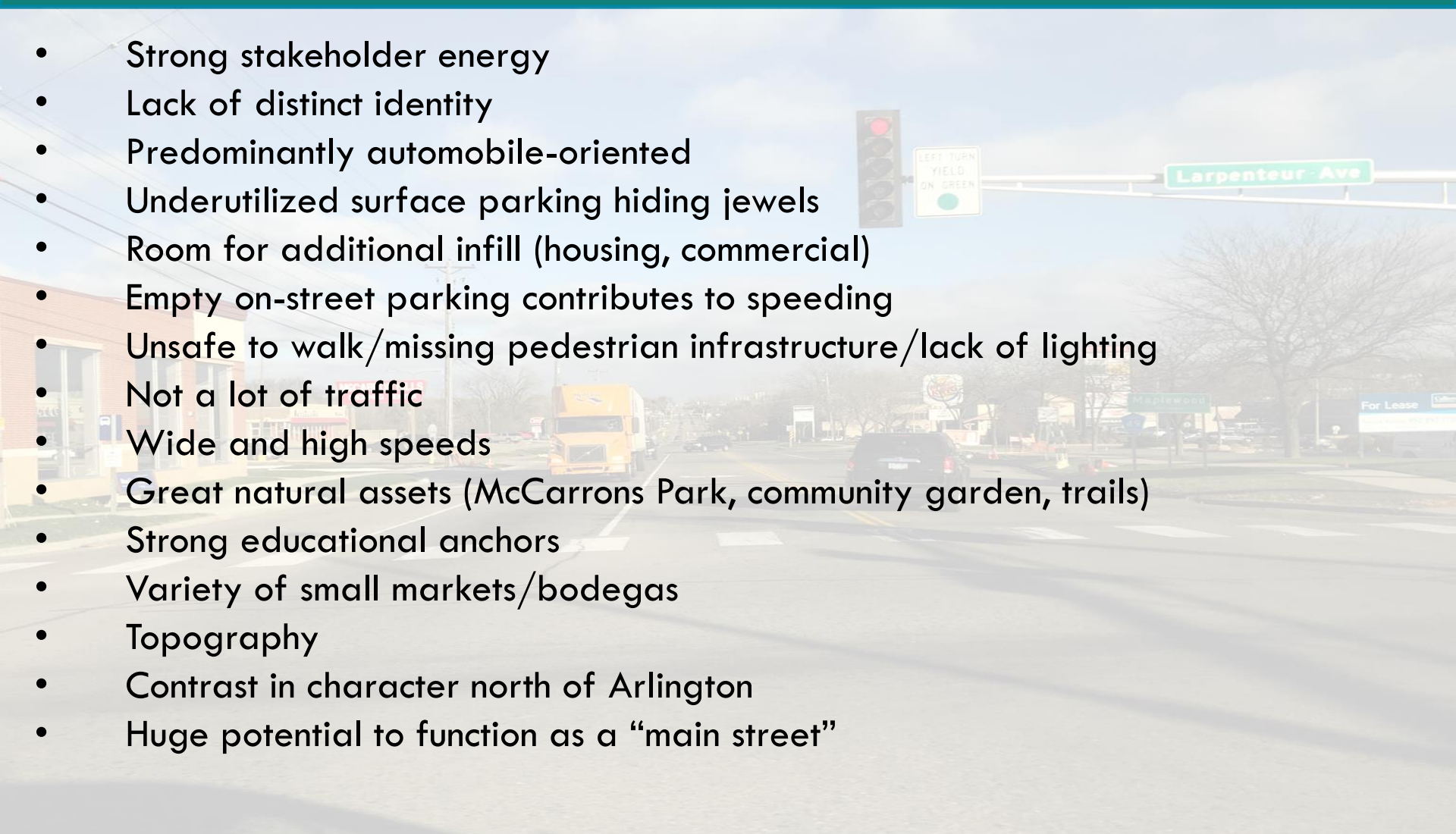
- Collaboration with Local Leadership Group
- Briefing materials, including Perkins+Will study
- Site tour of corridor
- Stakeholder interviews
- Development of recommendations





# National Study Visit: First Impressions

- Strong stakeholder energy
- Lack of distinct identity
- Predominantly automobile-oriented
- Underutilized surface parking hiding jewels
- Room for additional infill (housing, commercial)
- Empty on-street parking contributes to speeding
- Unsafe to walk/missing pedestrian infrastructure/lack of lighting
- Not a lot of traffic
- Wide and high speeds
- Great natural assets (McCarrons Park, community garden, trails)
- Strong educational anchors
- Variety of small markets/bodegas
- Topography
- Contrast in character north of Arlington
- Huge potential to function as a “main street”

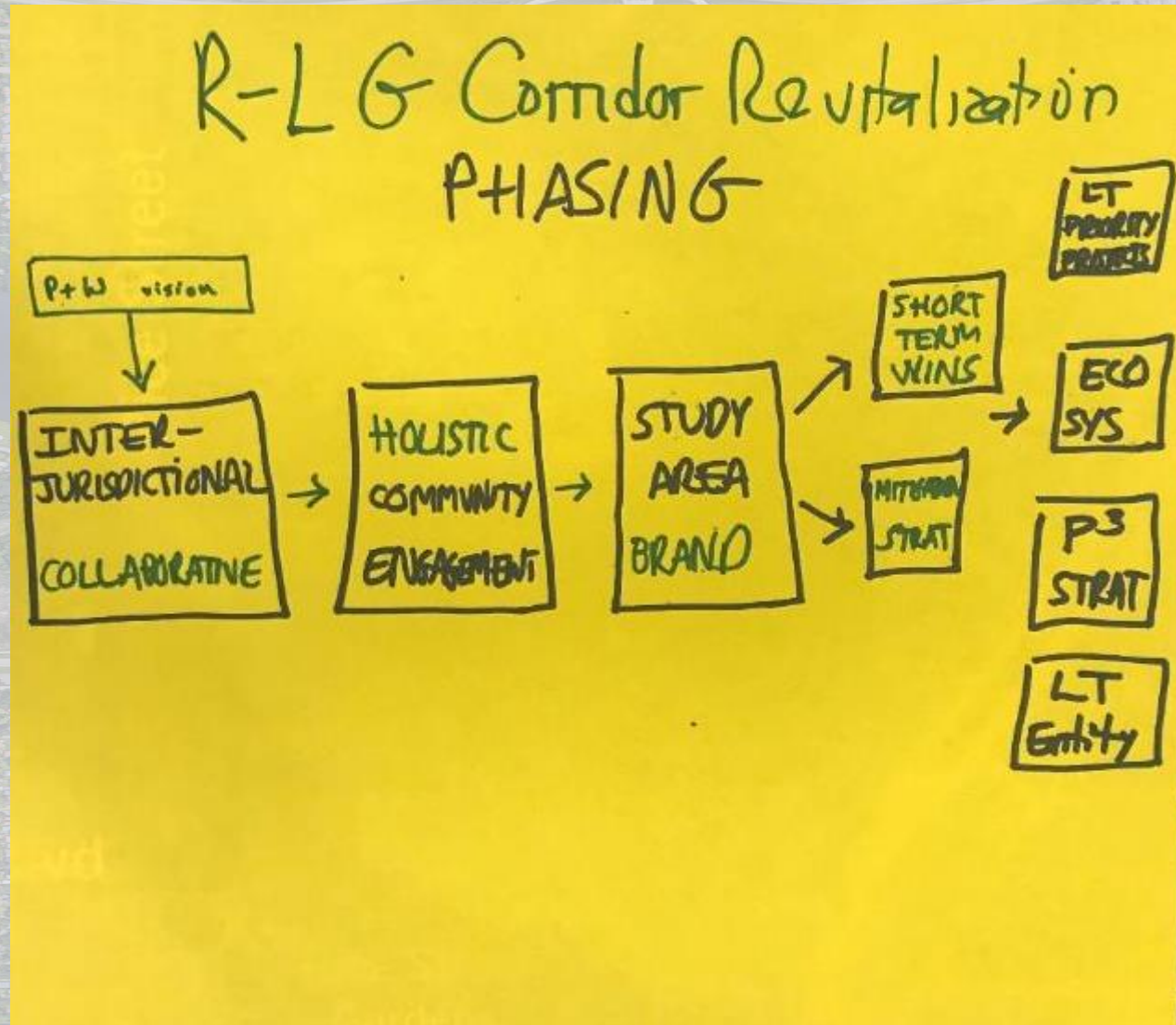


# National Study Visit: The Assignment

1. How can a sustainable ecosystem be created to **harness the cultural assets and identity, and grassroots efforts** evident along the corridor?
2. What are the best methods to **mitigate resident and business displacement** while encouraging new development and investment?
3. What are national examples of **short term/temporary pedestrian improvements** that can be implemented while the long term hard investments are being determined?  
What are best practices or innovative **multi-jurisdictional collaboration methods and models** to ensure the implementation of necessary improvements along the corridor and ensure the engagement of the community is supported over the long term?
4. What **innovative public or public/private partnership financing and strategic steps** are needed to systematically implement and fund infrastructure and redevelopment improvements?



# The Rice and Larpenteur Gateway Corridor Phasing



# Form an Interjurisdictional Collaborative

## The Rice and Larpenteur Gateway Collaborative (RLGC)



\* 3 County representatives

\*\* Community representative TBD



# The Rice and Larpenteur Gateway Collaborative (RLGC)

## Key Tasks:

1. Establish a partnership structure
2. Seek philanthropic funding
3. Hire a dedicated staff person
4. Build capacity among community members
5. Prioritize and build public infrastructure improvements to attract developers to the neighborhood
6. Lead with health

**Goal of this group is to “put themselves out of a job”**

**A legal entity needs to take this group over once it is established**

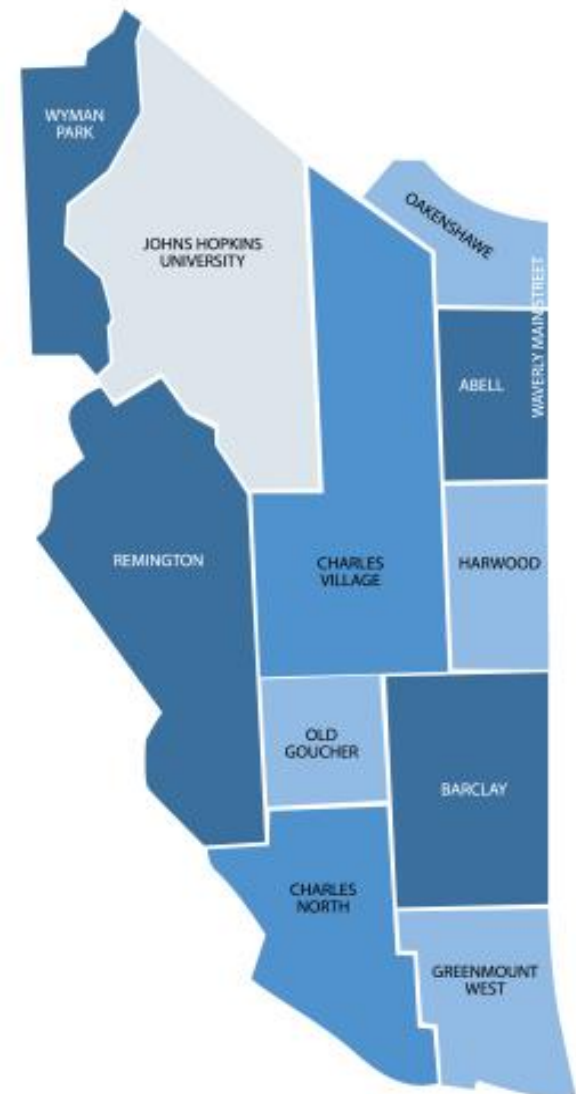
# Precedent: Central Baltimore Partnership

## Partners:

- Universities (JHU, MICA, UB)
- Union Memorial Hospital
- Neighborhood Associations
- Real Estate Developers
- City & State Agencies
- Business Associations

## Priorities & Strategies:

1. Public Safety And Quality Of Life
2. Housing Creation And Blight Removal
3. Education
4. Retail And Commercial Development
5. Hiring, Purchasing & Workforce Development

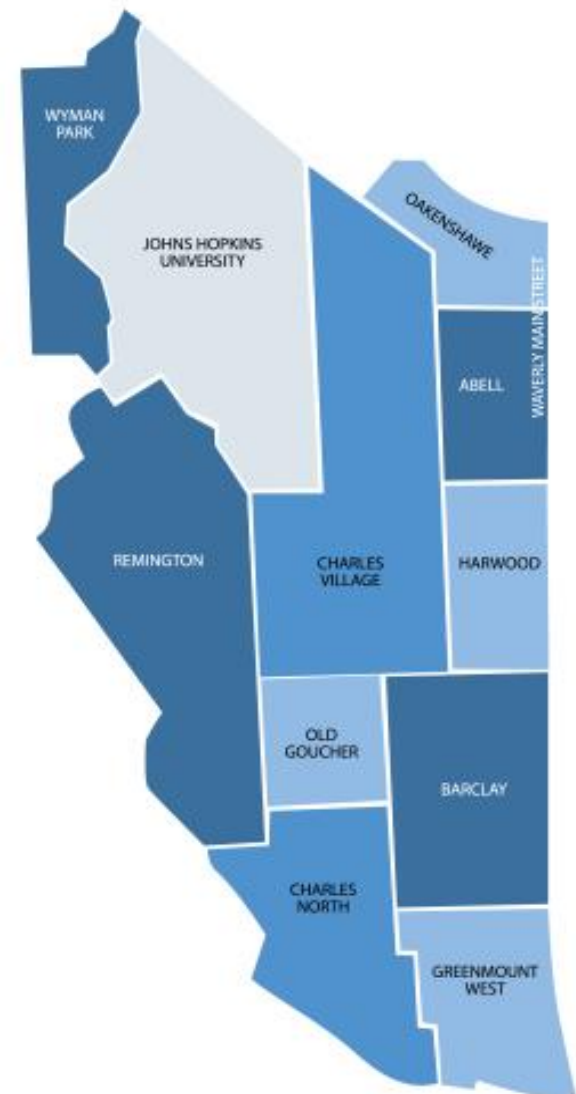




# Precedent: Central Baltimore Partnership

## **The Central Baltimore Partnership pursues its mission by:**

- Formulating a Shared Vision for the Development of Central Baltimore
- Helping Coordinate Between Partners
- Securing Resources for Partners
- Serving as a Cheerleader For Central Baltimore





CENTRAL BALTIMORE: VIBRANT, DIVERSE, & GROWING NEIGHBORHOODS

# Projects, Plans, & Major Developments

Central Baltimore is rapidly changing and revitalizing, with dozens of major development and infrastructure projects underway, and hundreds of millions of dollars invested in recent, in-progress, and planned developments, from block-level to large-scale redevelopment projects.



WYMAN PARK DELL  
MASTER PLAN (2006)

1

OAKENSHAW VISION  
STATEMENT (2011)

2

**PARKS, RECREATION, &  
LIBRARY IMPROVEMENTS**

The area boasts large and small parks, community gardens and community and recreation centers.

PARKS & RECREATION



**MILLER'S SQUARE**

A series of newly renovated homes offering financial benefits and grants for home ownership.

DEVELOPMENT



**MILLER'S COURT**

Affordable apartments and office space for teachers and non-profits to facilitate collaboration.

DEVELOPMENT

**CHARM CITY  
CIRCULATOR**

The CCC's free Purple Route will be extended from Penn Station to University Parkway.

TRANSPORTATION



**CHARLES STREET  
RECONSTRUCTION**

A project area with the goals of creating more balanced traffic patterns, increasing pedestrian and bicyclesafety, and upgrading aging infrastructure.

STREET RENOVATIONS



**WAVERLY MAIN STREET**

The local historic shopping district that facilitates revitalization and economic development, commercial building and streetscape improvements, and promotions and entrepreneurial development.

COMMERCIAL REVITALIZATION

**WAVERLY COMMONS  
MASTER PLAN (2011)**

3

**WAVERLY MAIN STREET  
MASTER PLAN (2013)**

4

**SAINT PAUL & CALVERT  
STREETS 2-WAY TRAFFIC**

A study to evaluate the impacts, advantages and disadvantages on the neighborhood street grid for all modes of travel if St. Paul and Calvert streets were converted to two-way operations.

STREET SURVEY

**GREATER CHARLES  
VILLAGE MASTER PLAN  
(1998, 2013)**

5

JOHNS HOPKINS  
UNIVERSITY  
LACROSSE CENTER

JOHNS HOPKINS  
UNIVERSITY  
NEW CAMPUS  
BUILDINGS

3200  
ST. PAUL

2

WAVERLY  
LIBRARY  
RENOVATIONS

READING  
GARDEN

1

WYMAN PARK  
PLAYGROUND  
REDESIGN

REMINGTON  
ROW

5

HARWOOD  
PARK



Urban Land  
Institute

Building Healthy  
Places Initiative





### THE TIRE SHOP

Redevelopment of a historic building for use by nonprofits, performing groups, including Single Carrot Theater, and restaurants.

DEVELOPMENT

### OLD GOUCHER COMPLETE STREETS PLAN (2013/2014)

7



### NORTH AVENUE PUBLIC REALM AND STREETScape

Streetscape and safety enhancements to North Avenue between Howard St. and Greenmount Ave.

STREET RENOVATIONS

### CHARM CITY BIKESHARE



Bike share program with 25 planned stations throughout Baltimore, including Penn Station and Station North planned locations.

BICYCLE INFRASTRUCTURE

### CHARLES STREET BYWAY MANAGEMENT PLAN (2005)

10

### BALTIMORE BIKE PLAN (2006-ONGOING)

### HOMEWOOD COMMUNITY PARTNERS INITIATIVE (2012-ONGOING)



### MICA STUDIO CENTER

A newly renovated graduate center with expanded galleries, acafé and academic classrooms.

DEVELOPMENT



### MARYLAND FILM FESTIVAL PARKWAY THEATER

Johns Hopkins and MICA are partnering with the Maryland Film Festival to redevelop this historic theater as a three-screen, 600-seat film center and live performance complex.

DEVELOPMENT



### RECONNECTING CHARLES STREET PROJECT

A plan for improved pedestrian connectivity along Charles Street from Mt. Royal Avenue to Lanvale Street, connecting Midtown and Station North.

STREET RENOVATIONS

### MARYLAND AVENUE CYCLE TRACK

A proposed cycle track from 29th street to Pratt Street, connecting Central Baltimore neighborhoods to downtown, to begin construction in 2014.

BICYCLE INFRASTRUCTURE

### INCREASED BIKE PARKING AT PENN STATION

BICYCLE INFRASTRUCTURE

### GREENMOUNT WEST SMALL AREA PLAN (2010)

8

### PUBLIC REALM ART PROJECTS

### CHARLES NORTH VISION PLAN (2008)



### BARCLAY/OLD GOUCHER TELESIS REDEVELOPMENT

A large-scale, multi-phased commercial and residential revitalization effort in the neighborhood.

DEVELOPMENT

### BARCLAY, MIDWAY, OLD GOUCHER SMALL AREA PLAN (2010)

6



### BALTIMORE DESIGN SCHOOL

BDS is a new public middle-high school that will focus on three specific areas: Fashion Design, Architecture, and Graphic Design.

DEVELOPMENT



### CITY ARTS LOFTS & TOWNHOMES

Vibrant, affordable, energy-efficient residences designed with artists in mind.

DEVELOPMENT

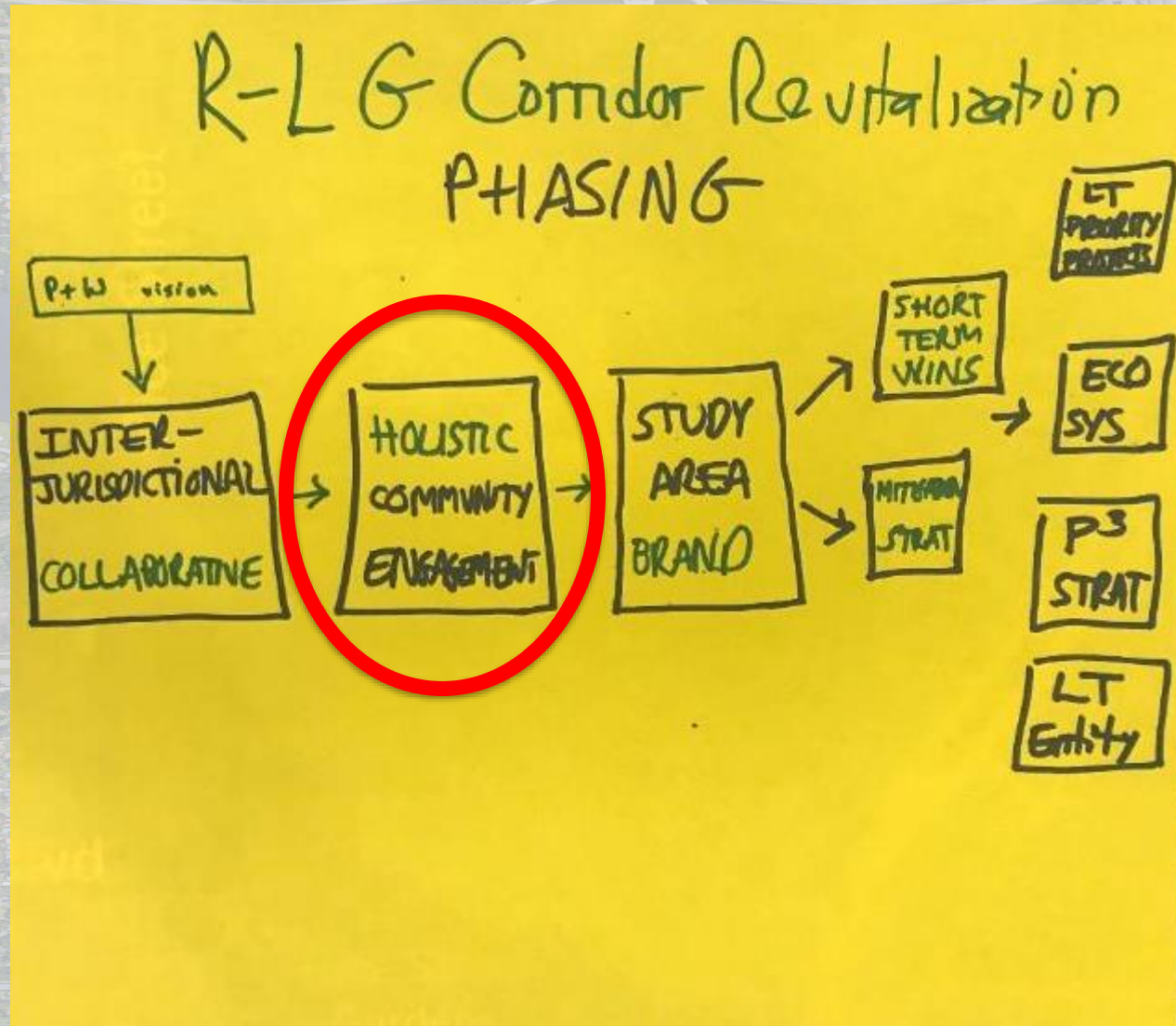


### PENN STATION MIXED USE DEVELOPMENT PROJECT

A large-scale transit oriented project that will create residential and commercial development in the area surrounding Penn Station.



# Embrace Holistic Community Engagement





# Pursue Authentic and Meaningful Community Engagement





# Pursue Authentic and Meaningful Community Engagement



**Health Planning**

**Build Your favorite  
Childhood Memory**



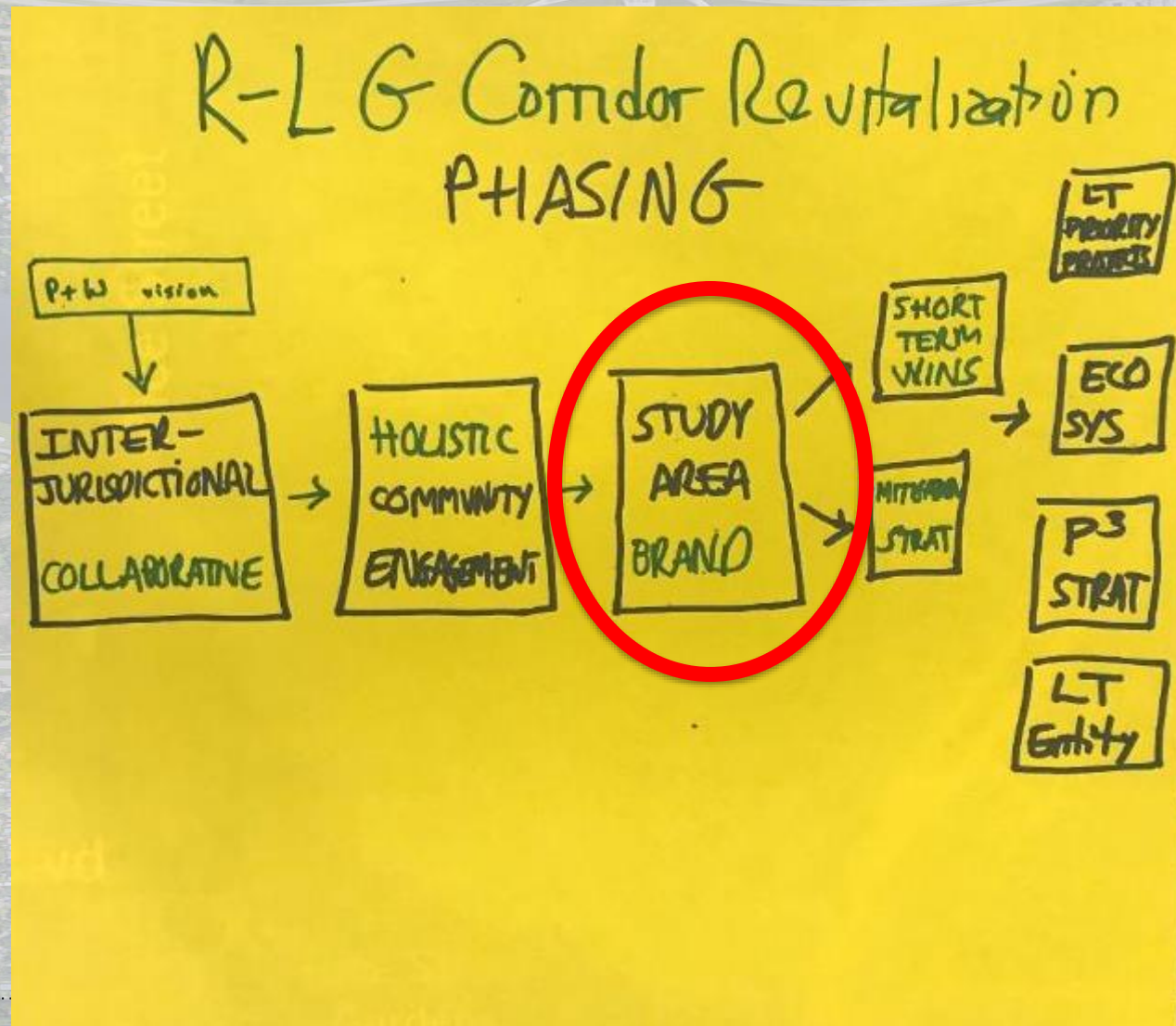
# Pursue Authentic and Meaningful Community Engagement



**Health Planning**

**Build a healthy San Diego**

# Study Branding of Rice & Larpenteur





# Study Branding of Rice & Larpenteur

We heard:

- No one knows what to call this intersection
- People see it as the edge of their community, not the center

The lack of a name or brand is a mental barrier to treating this intersection as the community center.

We propose **a branding exercise that focuses conversation on the values and assets** in the study corridor.

The brand should **drive civic participation** among those living and working in the area to create an ecosystem of engaged citizens that attracts positive outside attention.



# Precedent: Nashville's International Corridor

## — Nolensville Pike, Nashville, TN

**Why?** South Nashville's Nolensville Pike is home to the fastest growing immigrant community in the United States.

**How?** Through a year-long planning process involving storytelling, interviews, creative engagement that led to the Envision Nolensville Pike Plan





# Precedent: Station North – Baltimore, MD

**Why?** A simple, literal brand was needed to bring together three disparate communities who had turned their backs on each other and fought over a unifying name.

**How?** Station North was developed through community meetings to apply to a competitive process to become a state-designated arts district.





# Precedent: Old Goucher – Baltimore, MD

**Why?** This neighborhood had no recognition in the greater Baltimore consciousness other than being the undesirable space between other neighborhoods.

**How?** Through the creation of a volunteer-run community association who used the iconic buildings from the old Goucher College campus as their brand.



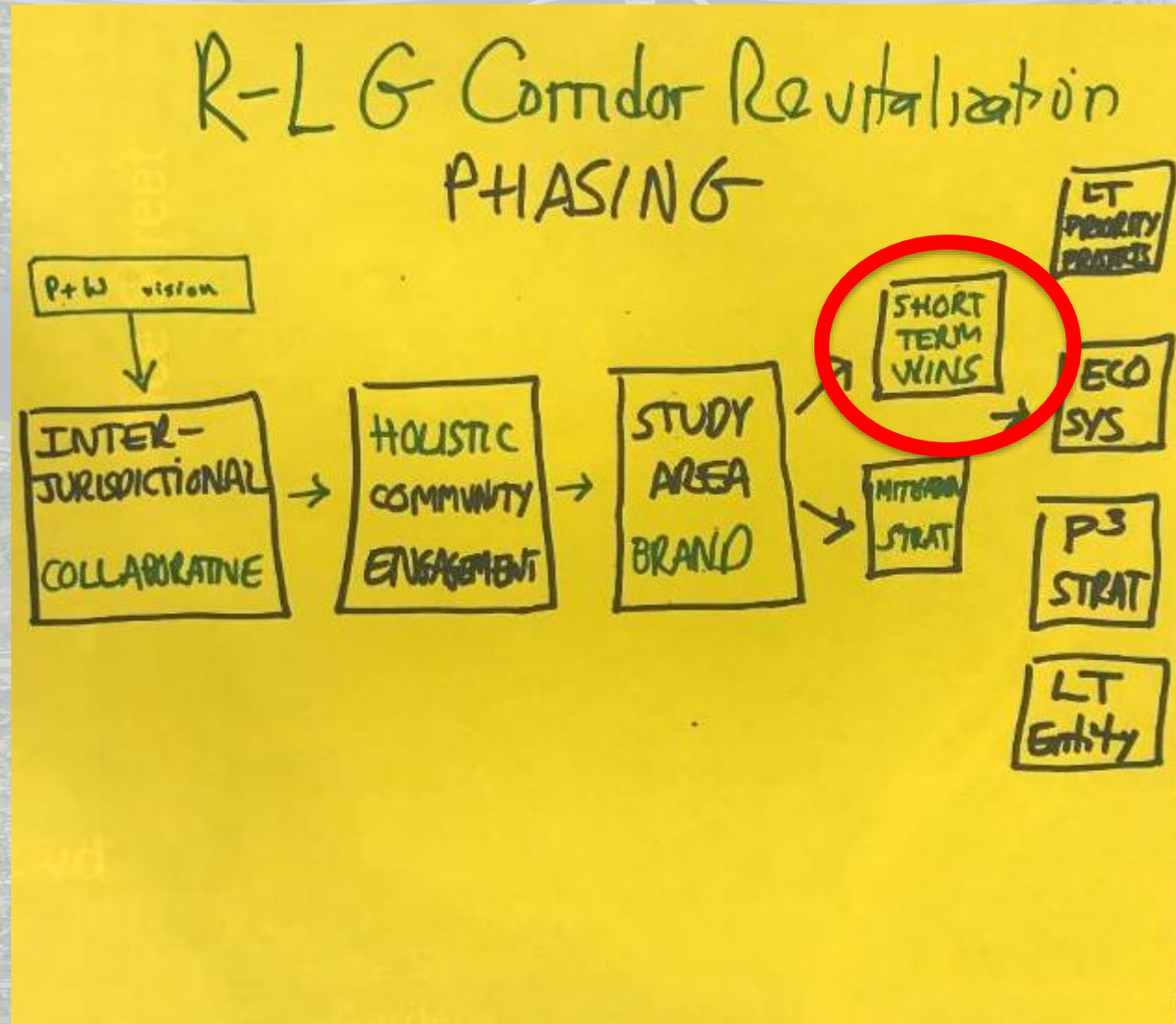
Old Goucher

THE OLD GOUCHER  
COMMUNITY ASSOCIATION





# Pursue Short Term Wins







**Before (2009)**



**After (2014)**









IT'S A  
16 MINUTE  
WALK TO  
SEABOARD  
STATION



IT'S  
17 MINUTES  
BY FOOT TO  
OAKWOOD  
CEMETERY



# East Boulevard

## Charlotte

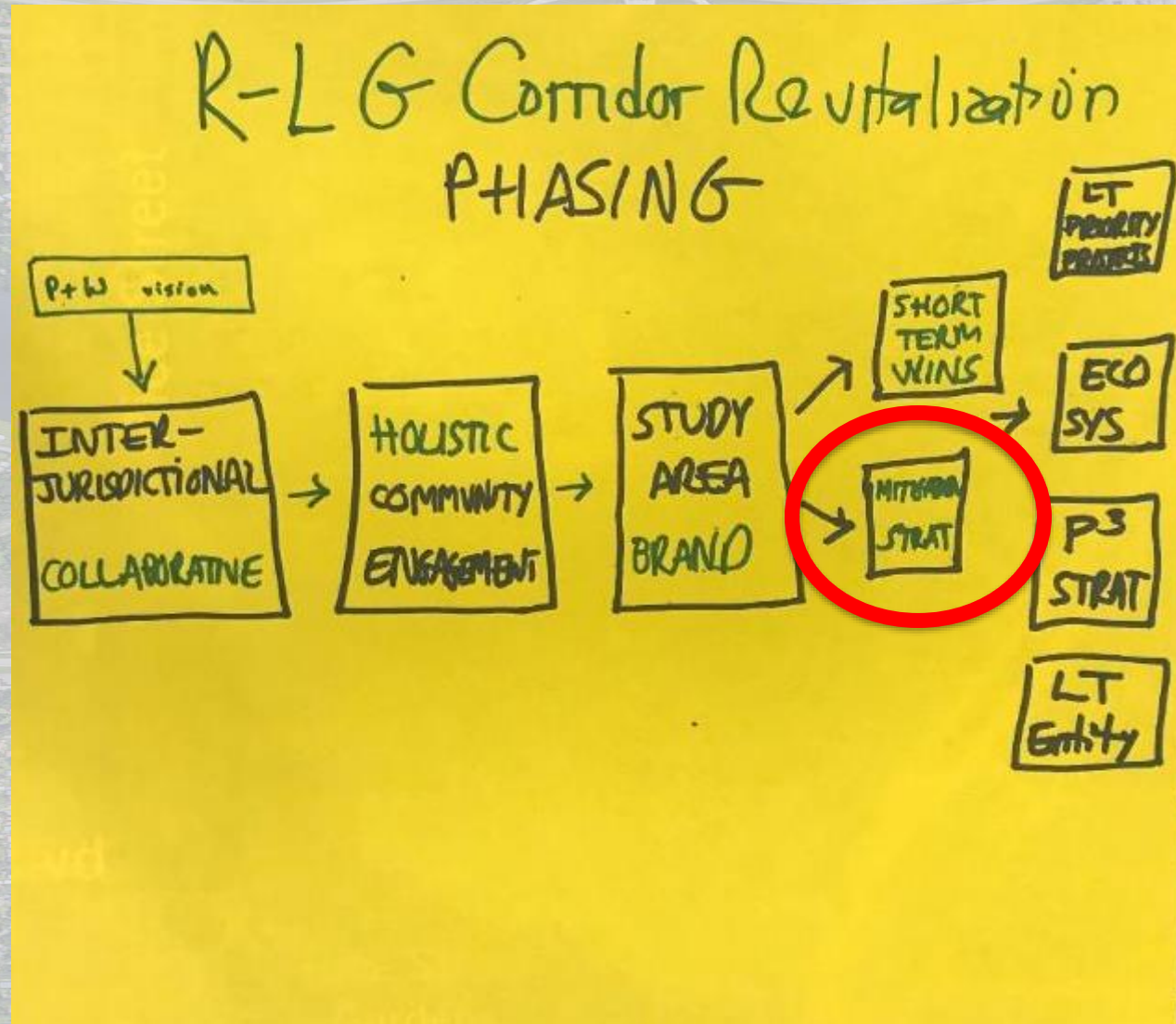








# Plan Ahead for Displacement Mitigation Strategies



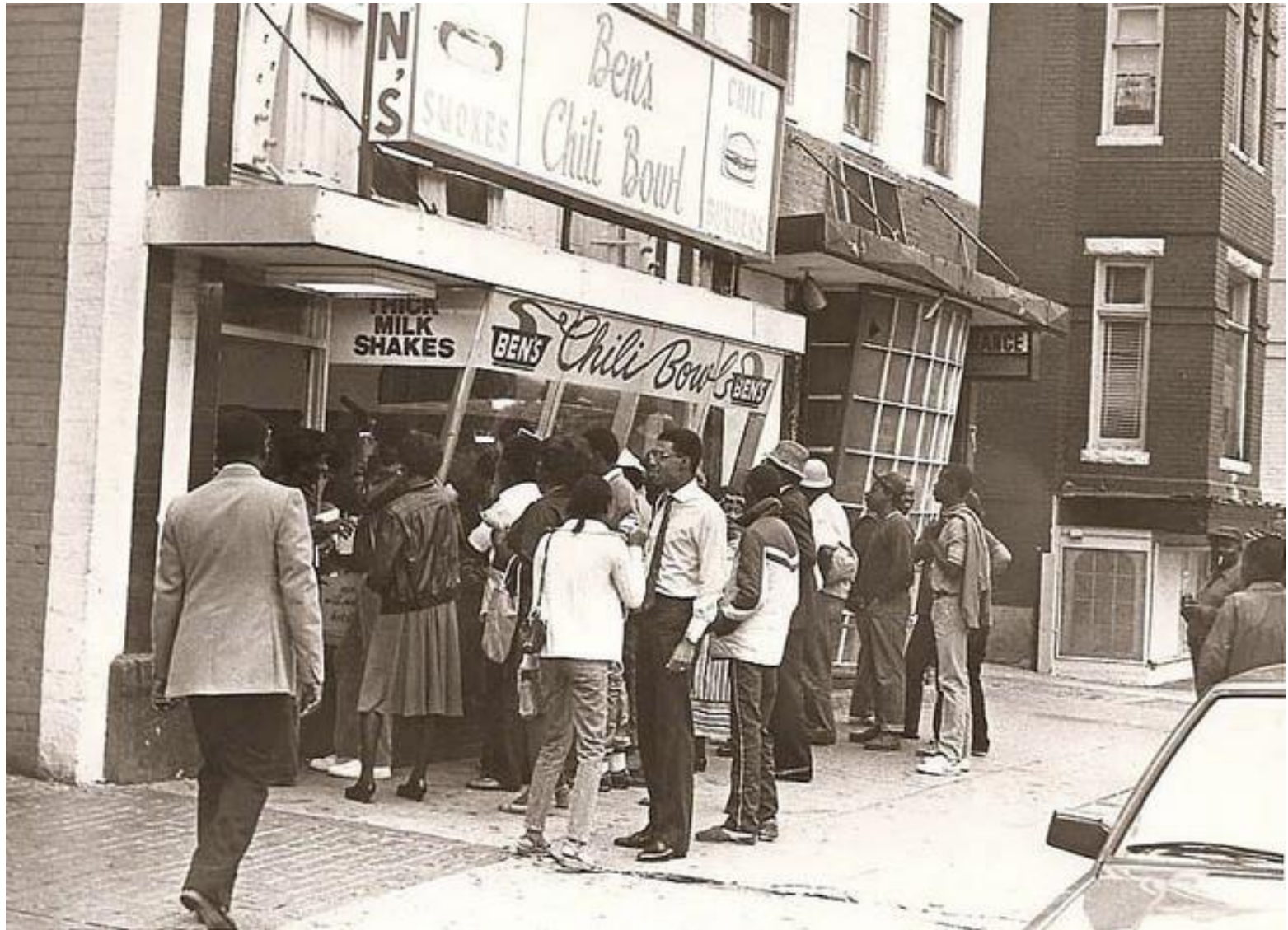


# Commercial Displacement Mitigation Strategies

**Precedent:**  
**Ben's Chili**  
**Bowl**

**BEFORE...**

**Ben's Chili Bowl (1958)**





**BEFORE...**

**14<sup>th</sup> & U Sts. (1968)**





CHILI  
SMOKES



*Ben's  
Chili Bowl*

CHILI  
BURGER



A WASHINGTON LANDMARK SINCE 1954

BEN'S

*Chili Bowl*

BEN'S

OPEN

BEN'S...



**How did  
Ben's  
Survive &  
Thrive?**

# Anti-Displacement Strategies:

## *Businesses*

**O**utside

**O**wnership

**O**fferings





CHILI  
SMOKES

*Ben's*  
*Chili Bowl*

CHILI  
BURGER

**BEN'S...**

A WASHINGTON LANDMARK

SINCE 1958

1213U

**BEN'S** *Chili Bowl* **BEN'S**

*Chili*  
BOWL

*Chili*  
SMOKES

*Chili*  
BURGER

U Street Visitor Center & G

**NEXT DOOR** RESTA

1211U

**BEN'S NEXTDOOR**  
restaurant & bar





ZAGAT  
2014

CASH ONLY  
ATM inside

HOURS OF OPERATION

Sun: 11am - 11pm

Mon: 6am - 2am

Tue: 6am - 4am

Wed: 7am - 4am

TURKEY BURGERS  
VEGGIE BURGERS







President Obama leaves Ben's Chili Bowl

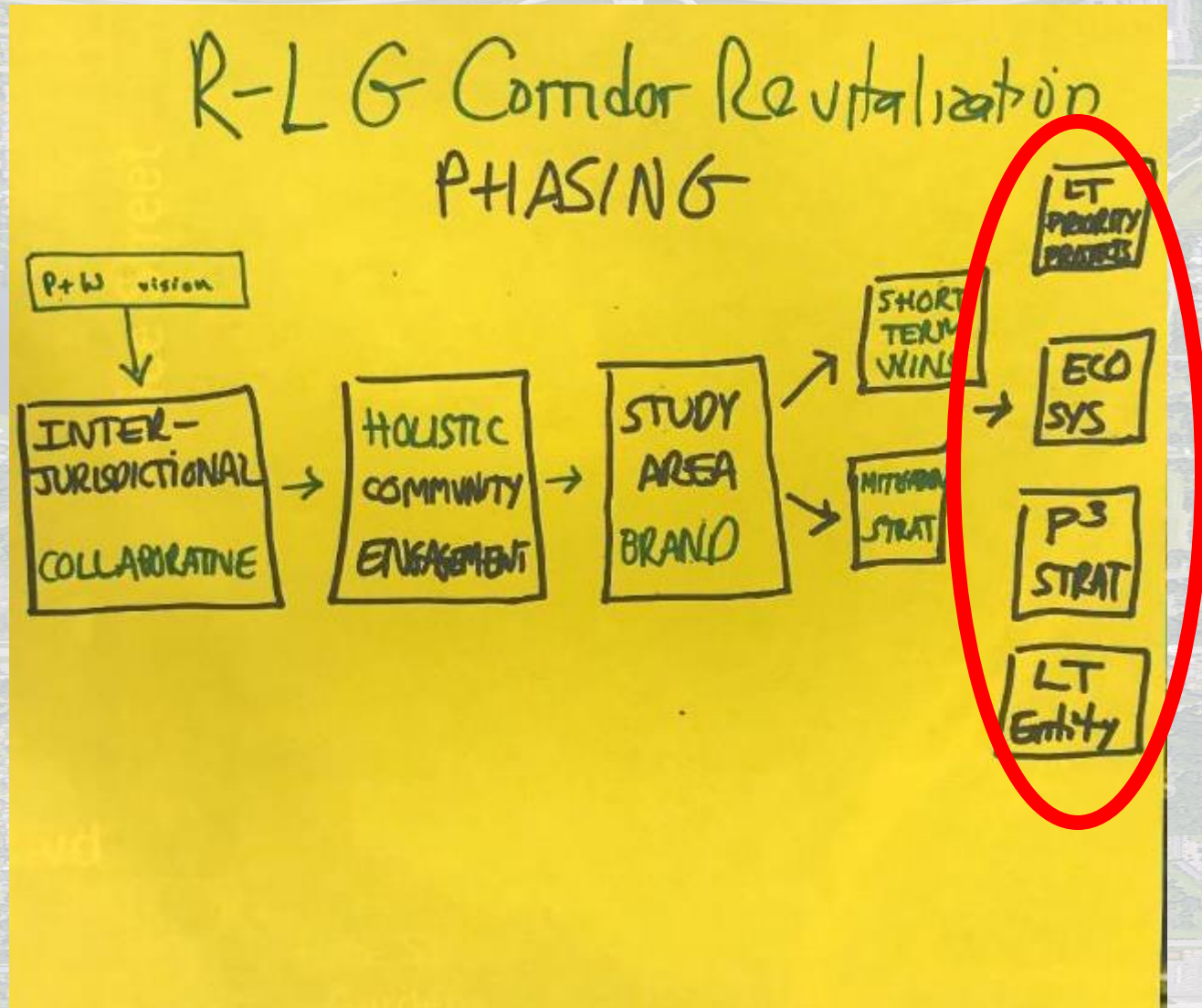
# Residential Displacement Mitigation Strategies

- **First Step:** Inventory nonprofit, for profit, and home-owner ownership rates of housing stock to determine appropriate strategy:
  - Promote home ownership
  - Preserve existing affordable housing





# Planning for Implementation



# Implementation Timeline

Activity	Completion Timing
Execute Memorandum of Understanding (MOU) for RLGC	December 2017
Create action plan for the RLGC	Q1 2018
Select 3 priority projects (low cost + short term)	Q1 2018
Identify lead community partner and community and technical advisory group members	Q1 2018
Raise philanthropic and government support to fund action plan + 3 projects	Q2 2018



# Precedent: ULI Colorado

ULI Colorado Convening – MOU for corridor coordination

Westminster Invest Health – Working toward community health beyond the corridor

Robert Wood Johnson Foundation and Reinvestment Fund = \$60,000 collaboration capacity building grant 5-partner organization:

- City of Westminster
- Adams County
- Tri-County Health Department
- Regis University
- Mile High Connects

Project identification process  
Sustainable Collaboration model





# Lead with Health







# Discussion, Comments, and Questions

## Rice and Larpenteur Gateway Corridor, Minnesota





