06 - 0110

Brooklyn Park

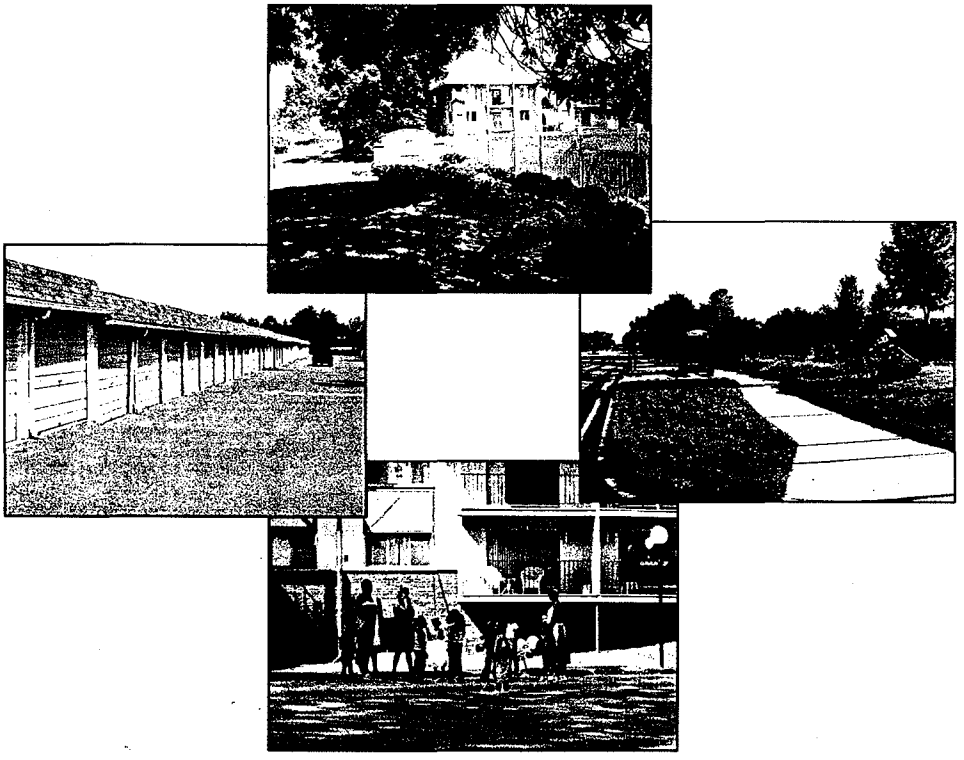
City of Brooklyn Park

STABLE NEIGHBORHOODS ACTION PLAN (SNAP)

December 6, 2005

Recommended for Approval

"The City of Brooklyn Park seeks to improve the livability of the city by increasing options for affordable rental and home ownership throughout the city and creating greater housing and amenity choices in the SNAP area."



Report prepared by:

SNAP Task Force Members:
Mayor Steve Lampi, *Chair*
Gordon Aune, Jr.
John Fredericksen
John Granger
Brian Hamilton
Edward James Jr.
John Jordan
Arthur Kvamme
Tom Lane
Mari Lecours
Jeffrey Lunde
Russ McLaughlin
Tony Pistilli
Dawn Reimer
Wynfred Russell
Steven Schachtman
Linda Scheid
Tonja West-Hafner
Mike White
Ann Wynia

City of Brooklyn Park Staff:
Douglas Reeder,
City Manager
Robert Schreier,
Director of Community Development
Joel Spoonheim,
Economic and Redevelopment Director
Cindy Sherman,
Planning Director

Editor:
Catherine Geisen-Kisch,
Geisen-Kisch Planning and Consulting

Funded in partnership with Hennepin County

OUTLINE

EXECUTIVE SUMMARY

Higher than average student mobility rates, resident turnover and apartment vacancies; limited housing options; the concentration of one-bedroom rental properties which in the current market place appear institutionalized and fall short of meeting current market demand; increased calls for service; and declining property values all serve as indicators of neighborhood instability within Brooklyn Park.

In response to such concerns, the Brooklyn Park City Council called for the creation of the Stable Neighborhood Action Plan (SNAP). SNAP focuses on properties a mile east and west of Zane Avenue, extending from 85th Avenue on the north to the southern city boundary. SNAP is a plan which seeks to enhance neighborhood stability, by better meeting the housing and infrastructure-related needs of current and forecasted residents and improving the position of the City of Brooklyn Park in the regional housing marketplace.

Planning Context and Process

Aging infrastructure, changing demographics and market place realities pose challenges for suburban communities throughout the region. In effort to identify a model approach to evaluate conditions impacting residential stability in neighboring communities, Hennepin County has allocated $2 million in 2005 and 2006 ($4 million total) to the City of Brooklyn Park for planning and public improvement funds to realize completion of the Stable Neighborhoods Action Plan. A small portion of the funds was used to hire a high caliber consulting team to work with the SNAP Task Force and city staff.

The SNAP process began in early May 2005 and concludes on December 19, 2005 with submission of the final plan for review by the Brooklyn Park City Council in preparation for submission to the Minnesota State Legislature in 2006 to secure additional funding for implementation.

The two primary goals of SNAP include: (1) define an appropriate housing mix for current and future residents; and (2) offer development standards to evaluate and guide future development.

Three phases of the SNAP planning process include (a) research, (b) identification of development standards and (c) creation of a plan. Final recommendations establish guidelines for neighborhood stability and priorities for investments in housing and related infrastructure informed by realistic market projections.

Convened by the City of Brooklyn Park and chaired by Mayor Lampi, the SNAP Task Force guided creation of the action plan. The Task Force represents a variety of stakeholders and was comprised of area residents (apartment and non-apartment from within and outside the study area), business owners, minority ethnic community representatives, apartment management, affordable housing advocates, educators, and policy makers at the regional and state level.

Qualitative research and a wide variety of outreach mechanisms were employed throughout the planning process to gather input from the community and to encourage participation in three public forums and the final public hearing. Community meetings were held on August 9th, September 13th and November 15th in the SNAP Study Area at Zanewood Recreation Center.

Community meetings were relatively well attended with an average of forty-five participants. Despite considerable targeted outreach, participation of apartment residents and ethnic community representatives was sporadic (African American and African) to non-existent (Southeast Asian and Hispanic). Lower turnout among affected stakeholders represents a perennial challenge of civic engagement absent a defined development project. Residents struggling to support their families and/or who lack a cultural history of political empowerment are unlikely to appreciate the role of such planning efforts. Given this context and factoring residential turnover, targeted outreach will likely need to be continued as implementation proceeds.

Research Findings

Selected research highlights from the initial phase of the SNAP planning process include the following information regarding the SNAP study area:

- ***School Mobility:*** Robbinsdale and Osseo district schools serving the study area experience significantly high mobility rates (averaging 30 percent) in comparison with surrounding schools.

- ***Demographic Trends:*** The percentage of families with children declined 14 percent (1990 to 2000) despite a modest increase city-wide. Brooklyn Park has a lower share of elderly and a higher proportion of younger residents.

- ***Housing Stock:*** SNAP rental properties have a higher proportion of one-bedroom units (60%) compared with other 2nd tier suburbs (30% to 50%) and are on average larger than those in surrounding communities. Removing outliers (two of the largest complexes), proportions align more closely with surrounding communities. The study area also has a much smaller proportion (1.3% in 2000) of rental single-family homes. Area apartment managers cite increasing demand for larger, multiple bedroom units. Vacancy rates mirror the regional trends (7%).

- ***Crime Rates:*** From 2000 to 2004, Part I and Part II crime dropped (15% and 8.9%). The city, however, exceeds regional crime rates[1]. Approximately 41% of Brooklyn Park's population and 52% of reported crimes are attributed to the study area.

Recommendations

During the second phase of SNAP, Brooklyn Park staff and Task Force members drew upon completed research and community input to better define the characteristics of a stable neighborhood and what are the elements desired to retain existing, and attract new, residents. As a result of these discussions, Task Force members drafted development standards to help guide the review of future development activities and investment decisions in the SNAP Study Area – whether private or public. In creating development standards, the Task Force sought to address the following goals:

- attract and retain the region's declining population of families with children;
- provide appropriate housing for seniors, such as single level detached town homes, thereby freeing up affordable single-family housing for new residents;
- offer greater stability for SNAP area residents as they move along and between the ladders of rental and ownership housing (as household size changes); and
- create units with more bathrooms, bedrooms and larger kitchen spaces to improve the current housing stock.

Nineteen development standards form the basis of the SNAP recommendation and should be used in evaluating future proposed developments and encouraging the changes necessary to meet the needs of current and future resident as expressed in the following **vision statement**:

> **"The City of Brooklyn Park seeks to improve the livability of the city by increasing options for affordable rental and home ownership throughout the city and creating greater housing and amenity choices in the SNAP area."**

[1] Factoring all of Hennepin County, with the exception of Bloomington.

The following table lists **development standards and core goals**:

CATEGORY	DEVELOPMENT GOALS & CORRELATING DEVELOPMENT STANDARDS
Housing Unit Mix & Numbers	*Create new housing mix in SNAP area through rehabilitation and new construction in order to serve the changing population. If market, design, and structural issues converge, reduce (as appropriate) the number of apartment buildings as part of a redevelopment concept.*
	▪ Build new housing to make it available in the SNAP area. ▪ Create more housing choices including single family that are not split level and are affordable at various levels. ▪ Reduce number of apartment units in Zane corridor. ▪ If market, design, and structural issues converge, reduce (as appropriate) the number of apartment buildings as part of a redevelopment concept. ▪ Create rental apartment housing with both 2- and 3-bedrooms and multiple bathrooms; and rental housing (non-apartment) with 4 bedrooms and multiple bathrooms. Create larger kitchens in larger units. ▪ Create housing appropriate to seniors that offer single level units and elevator access. This includes ownership (i.e. detached single level town homes) and rental.
Design & Amenities	*Strengthen the SNAP area by improving building and landscaping design and neighborhood amenities.*
	▪ Create quality and mix of landscaping, entrance signage and other on-site features creates a sense of arrival to one's home. ▪ Identify sub-neighborhoods along Zane Avenue and use development as a way to create identity for neighborhoods. ▪ Remove negative factors such as long rows of garages, large, unlandscaped parking lots, buildings without balconies or other features. ▪ Create more diverse outdoor park amenities beyond just pocket parks and ball fields and playgrounds. ▪ Increase trail systems between housing and core amenities. ▪ Identify and create more amenities to retain families with children.
Affordability	*Maintain a healthy stock of both rental and ownership workforce and affordable housing throughout the city including opportunities for new apartments outside the SNAP area.*
	▪ Identify means to preserve affordable housing. ▪ Disperse rental housing throughout the city seeking to provide affordability and good transit.
Safety	*Enhance safety and security in SNAP area by integrating design standards (Crime Prevention Through Environmental Design – CPTED) into the plan review process.*
	▪ Use design standards to help increase sense of safety (CPTED). ▪ Require lighting patterns that create safe feeling environments.
Transit & Employment	*Recruit mid to high wage employers to areas accessible by transit and enhance transit connections to jobs.*
	▪ Provide better transit shelters. ▪ Connect housing and employers better with transit. ▪ Recruit employers and commercial opportunities, that offer mid and upper level jobs, in the SNAP area.

Concept Development Scenarios

Based on the development standards and goals, three concept development scenarios were identified, using a mock complex with characteristics similar to SNAP area properties. **Scenarios are not recommendations; they serve as examples of how the 19 development standards may be applied.** Scenarios explore opportunities and associated costs to renovate existing apartment buildings and/or create new housing to meet community needs. Depending on market conditions, a variation of any one, or a combination there of, could be implemented.

1. **Renovation** – Renovate apartments to create more 2 and 3 bedroom with 2 bathroom units and provide some exterior aesthetic changes.
2. **Renovate and New Construction** – Renovate a portion of apartments and utilize the remainder of the site for new infill ownership housing.
3. **Redevelop Site** – Remove all rental buildings and build new ownership housing (likely a mix of town homes and condos).

The final report is organized in six primary sections: (1) introduction; (2) planning process; (3) findings by key areas of research; (4) development standards; (5) concept development scenarios and market feasibility and (6) concluding remarks and recommendations.

Considerable documents accompany this report, consisting of explanations of comparable properties, minutes and agendas of SNAP Task Force and community meetings as well as other critical reference materials and maps. Complete research and other supportive documents are retained in the SNAP permanent records at the City of Brooklyn Park and may be consulted by members of the public on-site and/or copies requested.

All research and information pertaining to the Stable Neighborhoods Action Plan is available on the City's website at www.brooklynpark.org.

1. INTRODUCTION

SNAP Overview and Study Area

The SNAP Study Area, centered along Zane Avenue, has a high concentration of apartments when compared with the remainder of Brooklyn Park, and the highest levels of student turnover of area school districts. Student mobility undermines the long term success of youth and serves as an indicator of neighborhood instability. Prior studies over nearly 20 years have sought to address the many issues that contribute to residential instability. Unfortunately, past efforts have fallen short of creating lasting and positive change.

In light of potential funding opportunities for physical development, the Brooklyn Park City Council established the Stable Neighborhood Action Plan (SNAP) Task Force. SNAP focuses on properties a mile east and west of Zane Avenue, extending from 85th Avenue on the north to the southern city boundary.

Map 1.1: SNAP Study Area Map

SNAP assesses the impact of changing demographics, available housing, public realm investments and other factors to identify physical changes that could create greater neighborhood stability, and in doing so, enhance the quality of life for current and future SNAP residents.

Twenty six multi-family properties are located within the study area. The Detailed Study Area Map, listed as Appendix 1.1, illustrates the location and distribution of apartment buildings. A complete listing of each property and specific information concerning the number, type and rental structure of units is included in Appendix 1.2.

Background and Planning Context

The City of Brooklyn Park has wrestled with concerns of residential instability in the SNAP Study Area for many years. A prior study in 2004, referred to as AHEAD (Apartment Housing Enhancement and Dispersal) sought to address the concentration of apartments in the Zane Avenue corridor. The AHEAD study identified a number of goals, which would be funded through a city-wide referendum to authorize public financing of redevelopment activities. The referendum did not pass.

Many development agencies tracked this important debate because deteriorating apartments built in the same era exist in many suburbs. Hennepin County has a keen interest in identifying a model solution and provided a grant to the City of Brooklyn Park to both conduct a comprehensive study with specific refined data and provide seed capital funds to implement a plan. Funding from the County made it possible to undertake new research to inform the planning process.

SNAP has invited feedback directly from the community to respond to findings of new research and outreach efforts, and to guide the formulation of draft development guidelines and concept development scenarios to complete the Stable Neighborhoods Action Plan.

The Stable Neighborhoods Action Plan does not directly address broad policy issues of social services, law enforcement, and public-private partnerships. Recommendations contained within this action plan are specific to redevelopment activities. Larger policy considerations, identified during SNAP Task Force and community meetings, are documented within the attached Task Force meeting minutes and community meeting summaries. Broader policy considerations were also documented during the community needs assessment process, in Section 3. Please refer to Appendices 2.3 and 2.5 through 2.7, as well as Permanent Files X and Y for further information.

Process Goals

The Stable Neighborhoods Action Plan (SNAP) is a plan which aims to create more stable neighborhoods in the SNAP Study Area. The two primary goals for this plan are to:

- define an appropriate housing mix for current and future residents; and
- offer development standards to evaluate and guide future development.

Methodology

This plan was created through a process that followed three general steps:

- Research
- Identification of Development Standards
- Creation of a Plan

The task force met regularly over seven months to review data presented by a consulting team. Community workshops (discussed in Section 2: Planning Process) presented the information to the general public for feedback.

Comparable Properties

The consultant team identified five apartment complexes in other cities as a baseline for comparison (see below listing). The five rental properties were selected based on age, number of units, unit type mix, and location. In addition they were known to have been relatively stable in terms of turnover of both residents and management. Comparable properties offer 200 units or greater, with a majority of one- and two-bedroom units. All are located in first- or second-tier suburban communities with proximity to major arterials and interstate access. Of the below listed comparable properties, three were built in the late 1960s to early 1970s. The fourth was built in the 1980's and represents the first evolution toward a currently modern unit type. The fifth, and most recent development, was selected to provide an example of what developers construct today within the multi-family suburban housing market.

SELECTED COMPARABLE PROPERTIES:

- Glen Pond Estates (Phase I), Eagan (1973)
- The Palisades, Roseville (1971)
- Park Place, Plymouth (1985)
- Ramsgate, Hopkins (1969)
- Stone Creek, Plymouth (2004)

For each of the above properties, consultants have gathered information concerning vacancy and rental rates, site access, amenities offered and the quality and maintenance of public areas and other facilities. Please refer to Appendix 1.3: Comparable Property Summaries. An explanation of how SNAP Study Area properties measure up to their competitors is included within the summary of findings pertaining to the analysis of housing markets and neighborhood planning systems (see Section 3).

Timeline and Funding to Date

To support the community redevelopment goals of The City of Brooklyn Park, Hennepin County allocated $2 million in 2005 and 2006 ($4 million total) for planning and public improvement funds to realize completion of the Stable Neighborhoods Action Plan. A small portion of the funds was used to hire a high caliber consulting team to work with the SNAP Task Force and city staff.

Hennepin County anticipates that SNAP will be a model for planning efforts throughout the Twin Cities Metropolitan Area as first- and second-tier suburban communities attempt to better meet the changing needs of their residents and regional housing market demand.

The SNAP process began in early May 2005 and consists of three phases: outreach and research, identification of development standards, and application of guidelines to create concept development scenarios. Submitted to the Brooklyn Park City Council in December 2005, SNAP serves as the basis of a full report to the Minnesota Legislature to secure additional financing for implementation.

Consultant Team and Scope of Services

A multi-faceted consultant team was charged with the task of gathering data and conducting research to better understand school mobility rates, demographic and housing market trends, and the feasibility of enhancing existing rental properties. Resulting design guidelines and concept scenarios will guide planning for more stable neighborhoods, through the recommended provision of more appropriate housing options to serve residents of the SNAP Study Area.

For a full listing of consultants, along with the scope of services and specific areas of expertise, please refer to Appendix 1.4. A brief overview of the scope of work for each focus area is also included in Section 3: Findings by Area of Research.

The consultant team is organized along the following focus areas:

Demographic Research:
- Excensus LLC

Market Research:
- Maxfield Research Inc.
- Lifeworks International

Architectural/Engineering Services:
- HAY DOBBS P.A.

Neighborhood Planning/Systems:
- Cornejo Consulting
- Meyer, Mohaddes Associates

Public Participation Coordinator:
- Geisen-Kisch Planning and Consulting

2. PLANNING PROCESS

At the core of SNAP is the dedicated work of the SNAP Task Force. All research and recommendations have been formulated in partnership with this group of community representatives with input from the broader community via multiple open meetings. SNAP sets forth recommendations to guide future development proposals to better meet the needs of residents in the Study Area and strengthen Brooklyn Park's ability to compete in the regional housing market.

Before reviewing the major findings and recommendations of the Stable Neighborhoods Action Plan, a thorough understanding of community outreach efforts and input mechanisms is needed.

The SNAP Task Force and its Process

Convened by the City of Brooklyn Park and chaired by Mayor Steve Lampi, the SNAP Task Force provided guidance throughout formulation of the Stable Neighborhoods Action Plan.

The SNAP Task Force represents a variety of stakeholders and is comprised of:

- residents (apartment and non-apartment from within and outside the study area),
- business owners,
- minority ethnic community representatives,
- apartment management,
- affordable housing advocates,
- educators, and
- policy makers at the regional and state level.

Please refer to Appendix 2.1 for a listing of Task Force members.

The Task Force met on Tuesday evenings, in the Brooklyn Park City Council Chambers, for a total of nine meetings of two to three-hours in duration. Please refer to Appendix 2.2 for a complete listing of each Task Force and Community meeting along with a brief summary of the specific issues discussed/examined. Agendas focused on the three phases of the planning process. Appendix 2.3 contains (in chronological order) copies of approved agendas and minutes for each Task Force meeting.

Beginning in May 2005, task force members reviewed research concerning demographic and housing market trends, school mobility/turnover rates, crime statistics, community needs, and mechanical and structural conditions associated with study area apartments. Research summaries were presented to the community during the first of three public meetings.

Findings from the close of each task force meeting were used by city staff to draft development standards, or written guidelines, that the city will use to encourage and review development proposals. In August 2005, during the second phase of the SNAP process, task force members recommended modifications to draft development standards through a *dot-mocracy* exercise and then presented the guidelines during a second community meeting on September 13, 2005. Please refer to Section 4: Development Standards, for a complete listing.

In October and November, consultants incorporated the selected guidelines into three concept development scenarios, based on a typical model of existing multi-family housing in Brooklyn Park. A variety of physical improvements and modifications to existing buildings, infill housing, and other amenities were suggested based on current and projected market demand. To help the task force make final recommendations, city staff conducted a financial assessment of each scenario to test their feasibility. Section 5: Concept Development Scenarios contains a more detailed description of each scenario. Final recommendations were presented to the community during the third meeting, on November 15th in preparation for submission of the final report to the Brooklyn Park City Council before the end of the year.

Task Force members exhibited considerable ownership throughout the SNAP planning process and many participated in regular community meetings to share their work with the broader community. Working with city staff and consultants, task force members helped to explain the scope and goals of SNAP, address community concerns, and solicit input to provide policy makers with solid recommendations as they begin implementation of the Stable Neighborhoods Action Plan.

The following section summarizes outreach efforts to, and the reaction of, broader community members throughout the SNAP planning process.

*Please refer to **Permanent File A** (listed on Page 115) for reference to the Resolution Establishing the SNAP Task Force.*

Community Meetings

Three public meetings were scheduled during the SNAP planning process to present research findings, and obtain community input on draft development standards and concept development scenarios, for creation of the action plan.

The city used a variety of meeting formats and outreach tools, offering open houses, formal presentations, question and answer periods, comment cards and direct discussion opportunities with consultants, city staff, task force members and elected officials.

Meetings were held within the study area, on August 9, September 13, and November 15, 2005 at the Zanewood Recreation Center, located at 7000 Zane Avenue North, in Brooklyn Park. With the exception of the initial meeting (which began at 6:00 p.m.), meetings were scheduled from 6:30 to 8:30 in the evening.

A summary of outreach efforts and how community input informed completion of the Stable Neighborhoods Action Plan during each community meeting is detailed below.

*Please refer to **Permanent Files B through H** (listed beginning on Page 115 of the Appendix) for additional documentation of outreach efforts, press coverage, and materials regarding each community meeting, including photos, sign-in sheets and presentations provided by City staff and Task Force members.*

OUTREACH

City staff used a variety of outreach mechanisms throughout the SNAP process, including press releases to local and ethnic newspapers, cable television and radio stations, articles in the city's Park Pages newsletter (distributed to all households in the city), and email messages to ethnic community leaders, churches, elected officials, and representatives of numerous business and community organizations. Brightly-colored posters were affixed to the main entrances of over twenty locations ranging from hair salons and laundromats to ethnic grocers, liquor and auto part stores within the study area (concentrated primarily at the intersection of Zane Avenue and Brooklyn Boulevard). City staff also worked with apartment managers to invite the participation of residents, providing copies of posters and other materials for distribution. In addition, the Public Participation Facilitator and city staff met one-on-one with affordable housing advocates, social service providers, ethnic community leaders and press representatives to gain their partnership in getting the word out to the community. A more detailed summary of outreach efforts and lessons learned is included in Appendix 2.4 Outreach and Lessons Learned.

PHASE ONE
AUGUST 9TH COMMUNITY MEETING

Phase One of the SNAP process culminated in an initial community meeting on August 9, 2005. Community members reviewed summary materials of recent research, including demographic and market research, school turnover data, community needs, and an assessment of neighborhood planning systems found at multi-family properties in the SNAP Study Area and five comparable properties within the surrounding suburbs. Additional materials clarified SNAP goals, the role of the SNAP Task Force and the timeline for completion of the action plan.

The meeting was held in an open house format enabling community members to visit seven different information stations, staffed by SNAP consultants and city staff. Several members of the SNAP Task Force were also on hand and Metro Transit staff participated to inform community members of the current sector study and gather input on transit needs.

Community Response

Sixty community members participated in this initial meeting, consisting primarily of single-family property owners from within the study area. Overall response to the meeting format and content of information provided was positive. Despite targeted outreach, the participation of apartment residents and ethnic community representatives was poor. French, Hmong, Lao, Somali, Spanish, Swahili and Vietnamese-speaking translators were on hand to assist community members; however, their services were not needed. Refreshments were provided.

During the meeting, city staff distributed comment cards to gather input from community members on factors impacting the stability of neighborhoods within the study area and their overall impressions of the planning process. The following major themes emerged:

- Community members affirmed SNAP research findings as accurate and reflective of their personal experiences;
- Single-family homeowners shared concerns regarding the condition of SNAP area apartment buildings and declining area property values;
- Apartment residents expressed concerns regarding building demolition and loss of affordable housing units; and
- Community members stressed the need for consistency in the enforcement of maintenance standards across all housing types.

Community members agreed with recent demographic research citing a low turnover of single-family housing within the study area. Older, long-term residents who participated in the meeting either expressed an inability to find affordable housing alternatives or doubted their ability to find a buyer for their current home. Of the few apartment residents at the meeting, limited "move-up" housing options were cited as a reason for the movement of families with children from the SNAP study area. Residents view the combination of high density and the concentration of low-income residents in the corridor as a negative. Please refer to Appendix 2.5: Phase I Community Meeting Summary for additional community comments and reactions from SNAP consultants.

PHASE TWO: SEPTEMBER 13TH COMMUNITY MEETING

The second community meeting, convened on September 13, 2005, focused on a review of development standards, or guidelines, which the City of Brooklyn Park will employ in reviewing proposals for future development in the SNAP Study Area. Research and process summaries from the initial community meeting held August 9th were also made available.

City staff delivered a formal presentation concerning SNAP, providing an overview of the planning process, research findings, draft development standards, and other related information. Staff also provided an overview of development plans for the Village Creek area and addressed concerns regarding the potential loss of affordable housing units in the study area.

Although land acquisition, financing and other factors may dictate the degree to which particular development standards are met, city staff emphasized that SNAP development standards identify the preservation of affordable housing as a priority. Development standards suggest the conversion and/or reduction of one-bedroom units to provide greater life-cycle housing choices, including senior housing and larger units, with more bedrooms and larger kitchens, for families with children. A complete listing of recommended development standards is included in Section 4: Development Standards.

The presentation was followed by a question and answer period moderated by Brooklyn Park Mayor Lampi.

Community Response

Whereas the initial community meeting had a strong showing of homeowners from within the study area and only a few representatives of ethnic minority populations, the second meeting succeeded in drawing stronger participation from apartment residents and African community representatives. Over 30 people attended the meeting, including residents and/or staff from several apartment complexes. Participation from the Southeast Asian and Hispanic community, however, was poor to non-existent. Refreshments were provided as during the initial meeting.

City staff distributed comment cards to gather input on the draft development standards and feedback on factors impacting the stability of study area neighborhoods. Please refer to the Phase II Community Meeting Summary, Appendix 2.6, for a complete listing of questions from the community and responses from city leaders and staff.

Community members expressed overall support for the proposed development standards and the direction of SNAP. Comments focused on the following key issues:

- Residents are concerned about declining property values;
- Natural areas and landscaped green spaces are valued by residents and should be encouraged by development standards; and
- Poor maintenance of public and private property contributes to an image of neglect in the corridor.

PHASE THREE
NOVEMBER 15TH COMMUNITY MEETING

Approximately 40 communiity members participated in the final public forum on Tuesday, November 15, 2005, during which the draft plan and potential development scenarios were presented for community feedback.

Concept development scenarios explore opportunities and associated costs to renovate existing apartment buildings and/or create new housing on a generic multi-family site which reflects characteristics of properties found in the SNAP Study Area.

Site plan options presented by architectural consultants focus on three scenarios, suggesting full retention and modification of existing buildings, to partial or full replacement of existing structures with a mix of rental and ownership housing options focused on attractive courtyards and other amenities. Examples of precedent case studies featuring the conversion and/or new construction of multi-family properties, from throughout the metropolitan area and similar to that proposed for the SNAP Study Area, were also provided.

Community Response

Apartment residents in attendance expressed support for the direction of the SNAP process and one spoke of her positive experience with a cited precedent study in St. Paul which resulted in the renovation of a large apartment complex while maintaining affordability. Other feedback from the community focused on the below primary concerns:

- Declining housing affordability given increasing tax rates and price points of current housing development projects;
- Uncertainty over current redevelopment plans, including the restoration of Village Creek and how such changes will impact SNAP area apartment residents and homeowners;
- The need for public assistance to enhance minority home ownership opportunities;
- The need for a variety of housing to avoid displacement of current residents based on income and/or special needs, such as seniors, pet owners and families with children; and
- The desire for continued community input in on-going redevelopment planning.

At the end of the presentation a current apartment resident commented: "I'd like to see Brooklyn Park come up. I can't afford living there [referring to the new town homes being built by Ryland Homes] but it's an improvement. I just want to be sure that I have a place."

Please refer to Appendix 2.7: Phase III Community Meeting Summary for a complete listing of questions from the community, responses from city staff and an overview of the presentation by SNAP consultants.

FINAL PUBLIC HEARING

The Brooklyn Park City Council will review the final recommendations of the SNAP Task Force, as detailed in the Stable Neighborhoods Action Plan, during a public hearing scheduled on December 19, 2005.

Final recommendations are based soundly on the findings of qualitative and quantitative research completed during the SNAP planning process.

Section 3 provides a summary of major findings by area of research, followed by an overview of recommended development standards and concept development scenarios in Sections 4 and 5 respectively.

Task Force Member, Jeffrey Lunde provides an overview of the SNAP planning process, goals and recommendations during the final community meeting on November 15, 2000 at Zanewood Recreation Center.

Source: Geisen-Kisch Planning and Consulting

3. FINDINGS BY AREA OF RESEARCH

SNAP research focused on a complex array of issues believed to impact neighborhood stability. Major findings from each consultant team are summarized below in the following order:

- Demographics (current and future population trends);
- Housing market conditions (current and forecasted demand and market factors);
- Community needs (qualitative research from focus group discussions and intercept surveys);
- School mobility/turnover data (data gathered by local school districts);
- Public realm analysis (design, quality and maintenance of on-site and public amenities);
- Transportation and transit infrastructure analysis (an assessment of access and mobility for SNAP area residents);
- Crime statistics and trends (research gathered by the Brooklyn Park Police Department); and
- Building structural analysis (an assessment of Zane Avenue apartment building conversion potential and feasibility of renovation options).

Demographics

Excensus LLC is a demographic consulting firm that was asked to describe the characteristics of households and residents living in the SNAP Study Area, to show how the area is changing and likely to change over the coming decade. The information produced by Excensus is current as of June 2004. Comparisons are made between the SNAP Study Area and the remainder of Brooklyn Park. Through a better understanding of the study area's demographics, it is hoped that SNAP can provide a framework for the City of Brooklyn Park to meet the housing needs of its residents and react proactively given market forces. *Please refer to **Permanent Files I, and T - W** (listed at the end of the Appendix) for additional demographic related documents.*

PRINCIPLE FINDINGS

In 2004, the SNAP area had a total population of 25,197 (comprised of people school age and older) and an estimated 10,827 households. According to the 2000 Census, the SNAP population has the following racial and annual income distribution:

- **Racial Distribution:** Caucasian (60 percent); Black or African American (24 percent); American Indian and Alaska Native (one percent); Asian, Native Hawaiian and Other Pacific Islander (nine percent); Other race (two percent); Two or more races (four percent).
- **Annual Income:** Less than $25,000 (24 percent); $25,000 to $49,999 (34 percent); $50,000 to 74,999 (24 percent); $75,000 to $99,999 (10 percent); $100,000 and over (8 percent).

Graph 3.1: Distribution of Households by Age (2000)

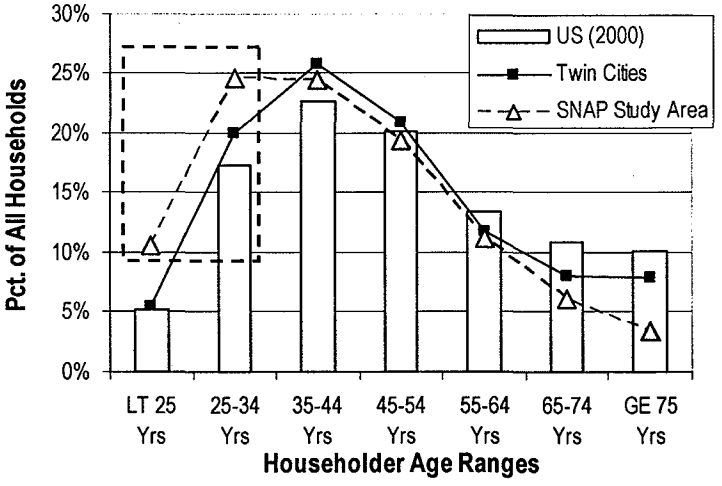


Table 3.1 provided by Excensus LLC (above) compares the U.S. population distribution in 2000 with that of the Twin Cities Metropolitan Service Area and SNAP Study Area. The SNAP Study Area has a younger population than the country and region.

The following population characteristics and trends were also found:

SNAP Area Households (2004 Data)

- Thirty-two percent of SNAP Area households (3,455 households) are under age 35 compared to 19 percent for the remainder of Brooklyn Park.
- Since 1990, the percentage of older households (age 55 or older) continues to increase in both City and SNAP Area (25% in 2004).
- Households ages 45 and older occupy 62 percent of SNAP Area single-family units and have a turnover rate, averaging about 1 percent a year.
- Half (52 percent) have lived in their homes less than five years, while a quarter have been in their homes for 10 years or longer.
- By 2000, a third of the white/non-Hispanic population found a decade earlier had been replaced with minority populations.

SNAP Single-Person Households (2004 Data)

- Comprise 37 percent of all SNAP Area households – twice the proportion found across the remainder of the city.
- Over half live in apartments (57 percent).

Table 3.2: Household Composition and Characteristics (2004)

	Brooklyn Park		SNAP Study Area		Remainder of City	
Total Households	26,323		10,827		15,496	
Total Population**	71,203		25,197		46,006	
**** Pop./Household***	*2.70*		*2.33*		*2.97*	
Household Composition						
*** 1 Person**	6,806	26%	4,048	37%	2,758	18%
*** 2 Persons**	8,217	31%	3,278	30%	4,939	32%
*** 3 Persons**	4,378	17%	1,569	14%	2,809	18%
*** 4+ Persons**	6,922	26%	1,932	18%	4,990	32%
*** HHs w/ Children**	6,146	23%	1,602	15%	4,544	29%
*** 2+ Adults w/Children**	5,524	21%	1,337	12%	4,187	27%
*** 2+ Adults w/o Children**	13,375	51%	5,178	48%	8,197	53%
*** Senior-based HHs**	2,893	11%	1,176	11%	1,717	11%
Length of Time at Address						
*** LT 2 Yrs**	1,031	4%	582	5%	449	3%
*** 2 to 4 Yrs**	10,234	39%	5,137	47%	5,097	33%
*** 5 to 9 Yrs**	6,903	26%	2,378	22%	4,525	29%
*** 10 Yrs or More**	8,155	31%	2,730	25%	5,425	35%
Household Income (2000est)						
*** LT $25K**	3,712	14%	2,608	24%	1,104	7%
*** $25K to $49K**	7,358	28%	3,690	34%	3,668	24%
*** $50K to $74K**	7,098	27%	2,571	24%	4,527	29%
*** $75K to $99K**	4,341	16%	1,090	10%	3,251	21%
*** $100K or More**	3,814	14%	868	8%	2,946	19%

Table 3.2 (above), provided by Excensus LLC in July 2005, illustrates that 15% of SNAP area households have children compared with 29% of households within the remainder of Brooklyn Park. A large portion of SNAP area households earn $49,000 or less each year, with 24% earning at or below $25,000 annually. Median income for the Metropolitan Service Area is currently $77,000 annually. Nearly half of all SNAP households have lived in their home less than five years, whereas this statistic applies to approximately one-third of households elsewhere in the city. Based on this data, the SNAP Task Force explored factors impacting the ability to attract and retain families with children and to enhance neighborhood stability within the SNAP Study Area.

SNAP Households with School-age Children (2004)

- In 2004, two-thirds lived in either single-family housing or townhouse units.
- Less than 20 percent of all SNAP households with children include less than two adults. Approximately 33 percent of SNAP Area rental households (346 out of 513) include less than two adults, compared with 17 percent in the remainder of the city. Ownership households with children are more likely to include two or more adults (91 percent).
- Fifteen percent of SNAP households (1,602 households) include school-aged children, about half the proportion found in the rest of the City with 4,544 households, or 29 percent of the city-wide household composition.
- Five out of 28 apartment complexes in the SNAP Area have significantly higher concentrations of households with children. Half of all SNAP area apartment households with children live in Camelot, Eden Park, Park Haven, Willow Park and Willowbrook apartments.

Resident Turnover: When examining turnover rates, SNAP area households are similar to the rest of the city when separated by householder age and housing type (i.e., single family, duplexes, condominiums, townhouses, or apartments). Table 3.3 below highlights some of these similarities.

Turnover rates for apartments are similar within and outside the study area (Table 3.3). The large amount of apartment households (823 in the study area compared with 157 in the remainder of the city) skews the overall vacancy rate within the study area, resulting in an 11% turnover of households compared with 6% for the remainder of the city.

Where are SNAP Residents Moving? SNAP area residents, moving from apartments to single family homes, are finding homes in closer-in communities to the south (e.g., Brooklyn Park, Crystal, Robbinsdale and Minneapolis). SNAP residents moving from one single-family home to another tend to move to more outlying communities to the north (e.g., Maple Grove, Champlin, Dayton, Andover, Coon Rapids, and Ramsey).

Table 3.3: Household Turnover (2000 – 2004)

SNAP Area	Total	Single Family	Duplex/ Triplex	Condo	TH	Apt
HHs/Yr.	**1,180**	**192**	**56**	**65**	**44**	**823**
LT 25 Yrs	19%	13%	20%	20%	14%	20%
25 to 34 Yrs	17%	13%	15%	17%	11%	18%
35 to 44 Yrs	12%	7%	10%	11%	11%	17%
45 to 54 Yrs	8%	3%	7%	5%	6%	15%
55 to 64 Yrs	4%	1%	5%	4%	3%	12%
65 to 74 Yrs	3%	1%	6%	0%	3%	10%
75+ Yrs	5%	1%	3%	1%	1%	10%
All Ages	11%	5%	11%	10%	8%	17%

Balance of City	Total	Single Family	Duplex/ Triplex	Condo	TH	Apt
HHs/Yr.	**865**	**537**	**42**	**30**	**99**	**157**
LT 25 Yrs	15%	11%	23%	15%	17%	20%
25 to 34 Yrs	14%	13%	16%	15%	16%	19%
35 to 44 Yrs	7%	6%	12%	8%	9%	17%
45 to 54 Yrs	3%	3%	8%	5%	6%	14%
55 to 64 Yrs	3%	2%	6%	3%	4%	16%
65 to 74 Yrs	2%	2%	5%	3%	3%	17%
75+ Yrs	3%	2%	0%	5%	3%	4%
All Ages	6%	5%	13%	7%	6%	17%

Source: Excensus LLC (July 2005)

Work Travel Patterns

The availability of a healthy mix of housing and employment options is important to households in the SNAP area. Work travel patterns are similar for workers living in the SNAP area as in other parts of Brooklyn Park. Employment in the SNAP Area is mainly service based with about 7 percent of positions in the city filled by SNAP residents.

Three percent of SNAP Area residents live and work in the SNAP area. SNAP Area workers are younger than Brooklyn Park residents in total, nearly half earned between $15,000 and $39,999 in 2001, and were employed in service industries and manufacturing. **Table 3.4** (to the right) illustrates characteristics of SNAP's 41,800 member workforce; of which 9% find employment within the City of Brooklyn Park.

Table 3.4: Brooklyn Park Workforce (2nd Qtr. 2001)

Ages	32%	Under 30 years
	56%	30 to 54 years
	10%	Age 55+
Annual Earnings	28%	Under $15K
	39%	$15K to $39K
	31%	$40K+
Primary Industries	15%	Manufacturing
	11%	Health Care & Social Assistance
	10%	Retail Trade
	7%	Admin & Support
	6%	Finance & Ins.
Primary Destinations	19%	Minneapolis
	9%	Brooklyn Park
	5%	Plymouth
	4%	Bloomington

Source: Excensus LLC (July 2005)

Projections of Population and Household Trends to 2025:

- **City-wide:** Over the next 20 years, the number of older households (ages 55 and older) is projected to double in size, increasing from 26 percent of all households in 2004 to 43 percent in 2025. Assuming current turnover and residential development patterns, the count of children should decrease slowly through 2025 as will adults under age 25.

- **SNAP study area:** Household and population counts have increased from 2000 to 2004. Households in 2004 are estimated at 10,827 with a population of 25,197. The number of children, however, is believed to have decreased by 1,300 (from approximately 8,500 in 2000 to about 7,200 in 2004). Additional losses can be expected particularly if very low single-family housing turnover levels persist. By 2025, this forecast assumes a total of 11,289 households and 26,315 residents in the SNAP Area. Children (under age 20), as a share of population, are expected to decrease from 24 percent in 2004 to 17 percent in 2025, a decrease of 2,700 children.

Demographic Factors that could affect SNAP Area Neighborhood Stability Include:

- **Housing availability:** Very low (1%) turnover among older single family households (age 55+). This group current holds 37% of the single family dwellings.

- **Demographic balance in household and resident ages:** Demographers look for a balanced distribution of people in all age groups. When this does not occur, economic markets are impacted to serve a limited audience, decreasing overall economic diversity. When an economy becomes too dependent on a certain customer or industry, it makes the local business environment more vulnerable to larger changes. The SNAP area is seeing an accentuated loss of families with children which is the family unit that drives many spending patterns needed by retail.

- **Limited housing options:** The predominance of one-bedroom apartments in the SNAP area provides limited housing for increasing populations of older residents and to retain families with children due to limited accessibility features, size and other features.

- **Availability of local area jobs:** Approximately 8,000 "primary worker" jobs are located in the SNAP area – most jobs are in lower paying service industries. SNAP area residents hold a relatively small share of these jobs (7 percent). Most travel significant distances for work (western half of the metro area).

Housing Market Conditions

Maxfield Research Inc. conducted quantitative market research to assess the existing apartment stock in the SNAP area, including characteristics of units, features of complexes and site environments. Brooklyn Park's overall market conditions and specifically how the city's housing stock compares with comparable properties regionally was also examined in light of demographic and market projections. Stability of the SNAP area is assessed given the projected housing mix needed to create a more stable housing environment.

In order to understand the impact of development, Maxfield identified how rent rates would change and new ownership prices based on the scenarios later discussed. Maxfield Research also examined the potential market demand for commercial/retail development. *Please refer to **Permanent Files M, P, Z and DD** (listed at the end of the Appendix) for housing market related documents.*

PRINCIPLE FINDINGS

- **Unit Mix:** There is a high concentration of renter-occupied units (80% of the total number of units) and a high proportion of one-bedroom units (60%) in study area and the city as a whole. Excluding Huntington Place and Huntington Pointe there is a balance between one- and two-bedroom (48 percent each).
- **Rent Levels:** Rental housing is more affordable than the Twin Cities Metro Area average. Average monthly rent for the SNAP area (July 2005) was $641, compared to $848 for the Metro Area (2nd Quarter 2005). Broken down by apartment type the average monthly rent in Brooklyn Park is as follows: $587: 1 bedroom; $787: 2 bedroom; and $1094: 3 bedroom. Rental rates are within affordable ranges as defined by the Metropolitan Council: $671 for an efficiency/single room occupancy unit; $719 for 1 bedroom units; $862 for 2 bedroom units; and $996 for 3 or more bedroom apartments.
- **Vacancy Rates:** Vacancy rates among rental properties was 6.6 percent (July 2005), a figure slightly above the 6.0 percent found within the Twin Cities Metro Area (2nd Quarter 2005). Vacancy rates for Study Area properties are detailed in Table 3.5.
- **Unit Distribution:** 75 percent of all rental units are situated in buildings of 20 or more units. Although similar in Plymouth (75%), distribution varies considerably, ranging between 43.1 and 61.5 percent, in other suburban communities. There is also a high proportion of 1-unit attached housing (19.3%) compared with surrounding suburban communities.
- **Density:** The SNAP area ranks 9th in population density (4,875 people per square mile) and 14th in household density (1,930 households per square mile) when compared to communities throughout Minnesota.
- **Age of Housing Stock:** Over 41 percent of the housing stock and more than 75 percent of the rental units were built around the same time frame (late 1960s and early 1970s). This compares with only 48 percent of Brooklyn Park's housing stock overall.

Housing market factors that could affect SNAP area neighborhood stability include:

- *There appears to be a mismatch between the mix of building and unit types and the type of demand being generated in the market.* Rental units located in the study area which once attracted more singles and roommates are now attracting families with children. The limited supply of larger size units hampers both the building owners in trying to lease units and the ability of prospective residents to find adequate housing.
- *While all rental properties in the SNAP Study Area could be considered "affordable," there are several properties that require specific income requirements from households.* Residents typically pay 30% of their adjusted annual gross income for rent. Such properties in the study area, however, are full with substantial waiting lists ranging from six months up to three years or longer.
- *There is a mismatch between the types of units available and those desired by the market. Housing with attached garages is of high value and not available in the SNAP area.* Overall, findings however, indicate that vacancy rates in the study area are not significantly worse than other areas of the Twin Cities, and in fact, rent levels are more affordable.

Table 3.5: Vacancy Rate Comparison of Selected Market Rate Apartments in the SNAP Study Area (July 2005)

Project Name	Year Built	No. of Units	Studio	1 Bdrm.	1 Bdrm. plus Den	2 Bdrm.	2+ Den/3 Bdrm.	Percent Vacant
Camelot	1968	92	-	0	-	4	-	4.3%
Eden Park Apts.	1968	324	-	0	-	16	11	8.3%
The Fountains	1967	96	-	3	-	4	-	7.3%
Garden Gates	1968	96	-	0	-	6	-	6.3%
The Groves	1967	120	-	2	-	2	0	3.3%
Huntington Place	1965	834	-	99	-	-	-	11.9%
Huntington Pointe	1965	306	-	15	-	-	-	4.9%
Imperial Gates	1968	66	0	0	-	4	0	6.1%
Kensington Place	1967	171	0	1	-	3	-	2.3%
Louisiana Villa	1967	35	0	0	-	0	-	0.0%
Moonraker	1970	205	-	7	-	4	-	5.4%
Park Haven	1965	176	-	2	-	1	0	1.7%
Pebblecreek	1974	190	-	1	-	1	-	1.1%
Point of America	1968	270	-	16	-	9	-	9.3%
The Regent	1972	186	-	2	-	4	3	4.8%
Ridgebrook	1969	144	-	2	-	16	-	12.5%
Villa Del Coronado	1970	192	-	2	-	10	-	6.3%
West Broadway Apts.	1972	59	-	0	-	1	-	1.7%
Willowbrook/Willow Park	1986	724	-	4	1	25	1	4.3%
Windsor Gates	1969	199	-	9	-	7	-	8.0%
Total		4,485		165	1	117	15	6.6%
Percent Vacant			0.0%	6.1%	4.5%	7.3%	10.4%	

Source: Maxfield Research Inc.

As noted on the previous page and reflected in Table 3.5 (above), vacancy rates among rental properties in the SNAP Study Area was 6.6 percent (July 2005), a figure slightly above the 6.0 percent found within the Twin Cities Metro Area as a whole (2nd Quarter 2005). In a July 2005 memo to the SNAP Task Force and city staff, Maxfield Research indicated that properties with more than 250 units generally tend to experience overall higher vacancy rates than smaller properties, all other factors being equal. Among the properties in the SNAP Study Area, those sized near or more than 300 units had the highest overall vacancy rates.

Size of apartment units (square footage) may also be a factor in the property's ability to maintain stabilized occupancy (5%). Smaller size units as compared to the competition tend to be less desirable in the marketplace. If rent levels are equal or very similar, prospective renters will often select the larger size unit as a perceived better value for their rent dollars. A complete listing of properties in the SNAP Study Area and their respective size and rental rates are included in Appendix 1.2.

Community Needs

Lifeworks International Research and Evaluation Consulting Group conducted qualitative research to document the experiences of Brooklyn Park residents in seeking housing. A variety of focus and small group discussions, intercept surveys and interviews (telephone, informant based and one-on-one) were used to create a welcoming environment for residents to share their personal experiences. Individual interviews were the primary forum used as attempts to attract participants for focus groups proved challenging. In the end over 360 residents participated. Particular themes emerged across ethnic and economic strata. Table 3.6 (below) illustrates the distribution of participants by outreach mechanism and across key populations represented in the SNAP Study Area. *Please refer to **Permanent Files X and Y** (listed at the end of the Appendix) for additional documents pertaining to this section.*

> **"When housing needs are addressed fully, it stabilizes many life challenges and launches people on sustainable pathways to success. However, housing needs are complex ... [t]hey depend on jobs, durable wages, and a host of other human and societal factors."**
>
> ***Emmanuel Dolo***

PRINCIPLE FINDINGS

SNAP Study Area residents reported a need for larger units with three or more bedrooms and units with at least two bathrooms. The average family size of study participants was five. Residents from Southeast Asia and East and West Africa dominated the desire for apartments or homes with more rooms, with Southeast Asian members having an increased likelihood of relatives, aged parents and other adult family members living in the same residence.

Through interviews the following perceptions were identified. These are not proven facts but instead identify perceptions that impact the decisions of individuals in the market place. Concerns included:

- A lack of access to employment opportunities in Brooklyn Park and the existence of a burgeoning informal economy exists;
- Poor property maintenance throughout the corridor;
- Residents are concerned of a perceived decline in housing affordability;
- Chronic unresponsiveness from landlords, coupled with fear of reprisals for complaints lodged by residents;
- Racial, residential and economic segregation that hampers upward mobility of ethnic minority residents; and
- Conflicting opinions about strong police presence with some renters feeling heavily monitored while home owners view police presence as a 'deterrent' to criminal or undesirable activity.

Population	Key Informant	Small Group	Street Intercepts	Phone Interviews	Focus Groups	Total
African-American	15	3	53	5	4	80
West Africans	15	20	43	10	3	91
Southeast Asians	14	19	23	8	0	64
East Africans	3	7	9	1	0	20
Caucasians	17	3	27	11	0	58
Latinos	7	3	16	5	1	32
Others	1	2	7	2	12	24
Total	72	57	178	42	20	369

Table 3.6: Participants by Population in Qualitative Research and Outreach Analysis

Table 3.7: Characteristics of Participants in Qualitative Research and Outreach

Characteristic	Averages and Distribution
Average Annual Income	$18,500
Average Educational Attainment	High School*
Average Age	39.5
Sex	▪ Female: 218 (59%) ▪ Male: 151 (41%)
Housing Situation	▪ Renter: 191 (52%) ▪ Homeowner: 163 (44%) ▪ Elder living w/children: 15 (4%)

RECOMMENDATIONS

Recommendations pertaining to the immediate scope of the SNAP planning process include the following:

- Recruit more businesses and increase employment opportunities;
- Increase homeownership opportunities for current residents;
- Improve public transportation and access to employment centers;
- Maintain one bedroom apartments as transition housing for low-income earners;
- Maintain affordable rental property;
- Establish transparent demolition guidelines and targets in collaboration with community to mitigate feelings of discrimination;
- Create a supply of more one level, single-family detached town homes;
- Provide a supply of additional housing with three or more bedrooms and two or more bathrooms; and
- Provide a supply of housing with larger kitchens to accommodate the needs of immigrant and refugee families that have communal traditions.

"... Immigrants who hail from technologically advanced economies are able to gain better access to employment opportunities in their host nation. They are less prone to suffer economic hardships and utilize public welfare benefits (Borjas & Hilton, 1996; Borjas & Trejo, 1991)."

Additional recommendations pertaining to social service programming, city administrative procedures and other issues which fall outside the scope of the SNAP planning process are outlined within the full report: "In Search of Stable Neighborhoods: Different Lenses, Emerging Issues," presented the SNAP task force on July 26, 2005.

"I would like to build or buy a new home that is larger because I have four children and my elderly parents also live with me. My relatives stayed with us when they first came from Thailand a couple of months ago but now they have an apartment in St. Paul, so I need a large home because we often have family over. I have a big family that I have to take care of. I would like to start looking soon but I don't know if I can afford a new house."

~Respondent sharing their concerns about housing affordability and unit mix to meet the needs of their larger family

School Mobility

The SNAP Study Area is served by the following school districts and individual schools:

- **Robbinsdale School District Schools:** Meadow Lake Elementary, Plymouth Middle School and Armstrong and Cooper High Schools.

- **Osseo School District Schools:** Elementary Schools: Birch Grove, Crest View, Edenbrook, Palmer Lake, Park Brook and Zanewood, along with a small portion of the SNAP area served by Edgewood, Fair Oaks, and Garden City Elementary Schools; Junior High: Northview and Brooklyn Junior High; and Senior High: Park Center and Osseo Senior High.

The SNAP Study Area experiences high student mobility. Such mobility rates are believed to be an indicator of neighborhood instability.

To gain a better understanding of school mobility and related issues of poverty and school achievement, Stan Mack, Superintendent of Robbinsdale School District, and John Fredericksen and Ann Kern, Assistant Superintendent and Assistant Director of Student Support Services of Osseo Public Schools, presented the following information during the second SNAP Task Force meeting on May 31, 2005. Mobility rates capture any movement of students (all incoming and outgoing students) prior to completion of the school year.

*Please refer to **Permanent Files J through L** (listed at the end of the Appendix) for complete reports and maps provided by Osseo and Robbinsdale School Districts.*

PRINCIPLE FINDINGS

- **Mobility rates.** The SNAP Study Area experiences student turnover rates four times greater than surrounding areas. Meadow Lake has one of the highest mobility rates of area schools, settling at 33 percent during the 2003-2004 academic year after peaking at 36 percent. Birch Grove has a declining mobility rate of 30 percent.

- **Schools do not assess the reasons for mobility.** Zanewood Elementary and Park Center Senior High Schools both experienced tremendous spikes in mobility during the 2001 school year. Although Zanewood was under construction during this period, school representatives are not certain of the reasons for this spike as each have dropped back to the mobility rates of the prior year. Movement within the district and between districts is also not tracked.

- **Mobility is highly disruptive to the individual student and has significant impacts on the classroom learning environment.** "The impact of mobility," explains Ann Kern, "is greater on student achievement than that of general poverty." Adjusting to a new school and social environment is stressful not only for the displaced child, but also for the classes and instructors experiencing change.

- **Relationship between mobility and other student measures:**

  Special needs: Robbinsdale School District estimates the population of special needs students at 11.5 to 12 percent. No data was provided by Osseo School District.

  Poverty, Mobility and School Achievement: Table 3.8 (see next page) contains data obtained from Osseo School District on poverty, mobility rates and student achievement for the district's elementary, junior high and senior high schools.

Table 3.8: Mobility, Poverty and School Achievement Data, Osseo School District (2004)

	School Name	Enrollment	Mobility Rate	Poverty Rate	Achievement	
					Reading	Math
High Schools	Park Center	1444	27.15	40.37	48.30	54.53
	Osseo Senior	1633	14.70	18.92	75.39	66.14
Junior High Schools	North View	1213	27.37	52.10	52.53	45.50
	Brooklyn Junior	1090	19.45	36.42	55.79	57.70
Elementary Schools	Birch Grove	618	22.33	39.64	55.10	55.90
	Crest View	416	44.23	65.87	49.00	42.70
	Eden Brook	880	11.14	24.20	77.20	73.20
	Palmer Lake	714	17.09	34.73	63.70	63.80
	Park Brook	377	24.67	60.21	57.80	50.00
	Zanewood	464	38.36	71.34	49.60	36.40
	Edgewood*	393	21.63	39.69	57.80	54.90
	Fair Oaks*	598	29.77	69.40	45.10	34.50
	Garden City*	425	29.41	66.12	45.80	44.40

** Denotes schools that service a very small portion of the SNAP study area.*

Highlighted cells (Table 3.8 above) illustrate mobility rates exceeding 25 percent and poverty rates greater than 50 percent. Although not conclusive, there seems to be a relationship between these two measures. In each case, higher mobility rates are paired with a higher level of student poverty. The exception is Park Brook Elementary, which despite having a poverty level in excess of 60 percent, experiences less than 25 percent mobility. Whether the smaller class size recorded for this school has an impact on the mobility rates and/or above average achievement levels is not clear.

Higher levels of poverty and student mobility also appear to correlate with lower achievement in math and science. Schools with higher mobility and poverty rates also experience below average achievement. The only school to exceed achievement percentages of 50 percent in math and science and yet experience high levels of poverty and mobility is North View Junior High.

The below average achievement rates for Park Center High School, could serve as illustration of Ann Kern's comment that mobility rates have a greater impact on student achievement than poverty.

Although SNAP area schools target programs and outreach efforts to students in the SNAP Study Area to counter mobility impacts and other challenges to learning, little is known about the reasons, and therefore how best to reduce, mobility.

Public Realm Analysis

> **"Public realm is essentially the "life between buildings ... that is visible or accessible to the public."**
>
> **Dan Cornejo**

Dan Cornejo, of Cornejo Consulting, analyzed multi-family properties within the SNAP Study Area and the selected comparable complexes in surrounding suburbs. A number of contextual issues were explored through this analysis, including transportation access (auto and bus), parks and trail systems, lighting and safety issues, as well as other amenities, public services and an overall assessment of maintenance standards and neighborhood surroundings.

Before reviewing the major findings of this phase of research, however, an understanding of what we mean by *public realm* and how it may impact neighborhood stability is needed.

As described by Dan Cornejo, public realm is "... the social arena where the collective, common life which defines us as a society is acted out ..." Public realm also "links the indoors and the outdoors," and "embraces the transition areas between buildings and the public right-of-way."

Such spaces include the public right-of-way (streets and sidewalks), publicly-designated recreation spaces such as parks, playgrounds, venues for community events, and natural areas. Areas not normally considered as public spaces, such as parking lots, are also included.

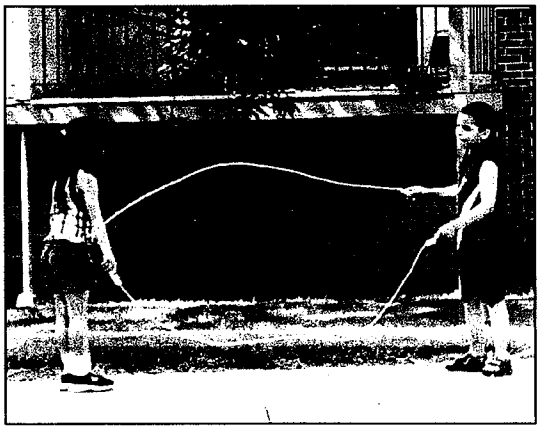
Multiple physical elements influence the experience and shared use of a particular place, including the building facades themselves, fencing, roadway and sidewalk/trail design and materials, bus shelters, landscaping, lighting, street furniture (benches, waste receptacles), public art, signage, and other treatments.

PRINCIPLE FINDINGS

Upon review of public realm elements in the SNAP Study Area, specific factors affecting stability were presented to the SNAP Task Force on July 12, 2005.

PUBLIC REALM

The size of a particular development or density, in terms of total number of units or units per acre, does not of itself appear to be a negative factor. Other aspects, including the design and placement of buildings, landscaping and parking lots, appear to have more influence on perceived and actual quality. Neighborhood stability may be enhanced by maximizing elements that add to the quality of the living experience; and minimizing those elements believed to detract from the quality of the environment and living experience.



Source: Cornejo Consulting

Elements believed to enhance neighborhood stability:

- Proximity to public parks, shopping services, and transit;
- High quality (design and materials) and well maintained landscaping, entrance signage, pedestrian and shared outdoor spaces/facilities;
- Balconies, patios or other personal outdoor space attributed to individual households; and
- Well designed pedestrian environments and smaller, well-landscaped surface parking lots.

Elements believed to detract from neighborhood stability:

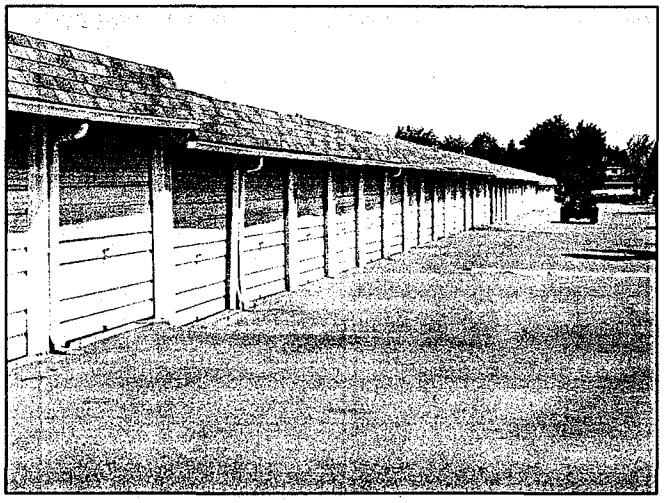
- Large un-landscaped parking lots and long rows of garages; and
- Poor maintenance of buildings, grounds, and parking areas and internal roads detracts from a sense of ownership, stewardship, and overall safety.

Public Realm Analysis: SNAP Area Apartments and Comparable Properties

In assessing the public realm of study area and comparable multi-family properties, the following elements were examined: buildings, amenities, grounds and perimeter, parking, the land use context, natural systems/parks/trails, transportation access, and public services.

In Table 3.10 (on the following page) each element is ranked as strong, moderate, or weak, based on a definition of place-making systems or criteria. Table 3.9: Place-Making Systems or Criteria summarizes the difference between the rankings of strong, moderate and weak. A ranking of 'strong' was believed to have the "strongest or most desired situation" to foster stability.

In contrast, a ranking of weak suggests that the context, quality, maintenance and other factors may negatively impact neighborhood stability. The primary criteria used to rank characteristics or elements of particular multi-family properties are summarized in Table 3.9 below.



Source: Cornejo Consulting.

Long rows of garages and undefined parking areas detract from neighborhood stability and limit opportunities for ownership of semi-public spaces and stewardship by residents. The above photograph features a multi-family property within the SNAP Study Area.

*Please refer to **Permanent Files Q, Z, AA through CC and FF** (listed at the end of the Appendix) for additional documents pertaining to this section.*

Table 3.9: Place-Making Systems or Criteria

Buildings	Building design should use high quality materials, provide balconies, and have a size and variation of facades and rooflines appropriate to avoid an institutionalized appearance.
Amenities	A variety of indoor and outdoor amenities should be provided for residents to gather and entertain year round.
Grounds and Perimeter	Spaces between buildings should be well designed and maintained, including functional and attractive pedestrian walkways and landscaping. Parking lots and dumpster areas should be screened and the creation of hiding spaces avoided.
Parking	Although ideally located underground, surface lots should be signed to indicate appropriate users, and be small and well landscaped. Avoid long rows of garages to promote access, ownership and safety. Bicycle storage should also be provided.
Context	Buildings should be located and designed so that they integrate well into the surrounding neighborhood with connections between housing and neighborhood services/amenities.
Natural Systems, Parks/Trails	Quality natural and environmental amenities should be available within close proximity with opportunities for active and passive recreational areas.
Transportation Access	Private vehicle and transit access are important. Sufficient on-site and curbside parking should be provided, with paved sidewalks or trails, bus stops (with shelters) in convenient locations and close to regional transit hubs.
Public Services	Ideally, city hall and public safety services, as well as schools, a library and post office, should be in close proximity to the apartment building.

The comparison of apartment complexes in the study area and comparable properties, reflected in Table 3.10 (below) illustrates that while study area properties are strong in their accessibility of transportation, transit and public service, the overall context and environment of buildings and grounds are moderate to weak.

With the exception of four properties, complexes in the corridor were deemed to have parking and garage areas that detract from stability. Please refer to the permanent files for additional recommendations from Cornejo Consulting concerning the design of garages for multi-family properties.

Although place-making systems or criteria have not been ranked in order of priority, it is interesting to note that the apartments at Fountains Park, Garden Gates, and Villa del Coronado were found to have the strongest overall ranking across element types, with Huntington Place and Eden Park receiving five 'strong' rankings.

Those attributed with the most 'weak' rankings include: Camelot, Imperial Gates, West Broadway Apartments, and Windsor Gates.

Apartment Complex	Buildings	Amenities	Grounds	Parking	Context-Land Use	Natural Systems	Transp. Access	Public Services
SNAP Study Area Complexes								
Camelot								
Eden Park								
Fountains Park								
Garden Gates								
The Groves								
Huntington Place								
Huntington Pointe								
Imperial Gates								
Kensington Place								
Moonraker								
Pebble Creek								
Point of America								
The Regent								
Ridgebrook								
Villa del Coronado								
West Broadway Apts								
Willow Brook								
Willow Park								
Windsor Gates								
Comparables Complexes								
Glen Pond Estates, Eagan								
The Palisades, Roseville								
Park Place, Plymouth								
Ramsgate, Hopkins								
Stone Creek, Plymouth								

	Strong
	Moderate
	Weak

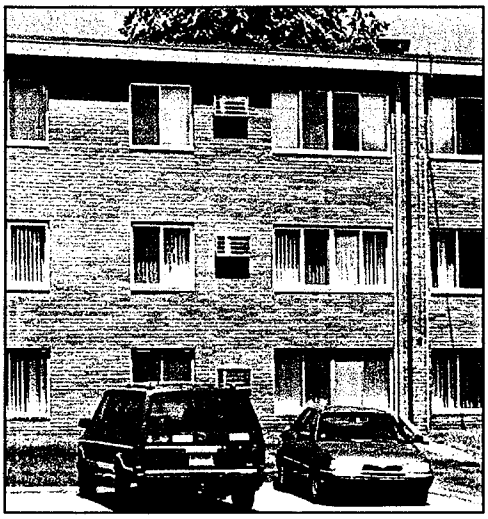
Table 3.10: Public Realm Analysis by Criteria

Also interesting are the rankings of selected comparable properties. Despite moderate rankings for access to transit, all with the exception of Glen Pond Estates, in Eagan, and Stone Creek, in Plymouth, received predominately 'strong' rankings.

The perennial challenges associated with large, unattractive parking lots were found in three out of five cases. For a more detailed explanation of how the rankings were attributed to each comparable property and graphics, please refer to the previously referenced Appendix 1.3.

PUBLIC REALM SAFETY PRINCIPLES

The principles of Crime Prevention Through Environmental Design, or CPTED (pronounced septed) and concepts of 'eyes on the street' and 'defensible space' explain how the public realm can impact the way people feel about, and behave in, a particular environment. In a July 29, 2005 memo, Dan Cornejo responded to an earlier request of the SNAP task force for suggestions of how to evaluate perceptions of safety and identify measures to make spaces safer.



Source: Cornejo Consulting.

The absence of an attractive external environment (see photo above) encourages blinds to remain closed, limiting opportunities for natural surveillance; a deterrent to crime. (This photograph was taken within the SNAP Study Area.)

DENSITY COMPARISON

Research conducted by Cornejo Consulting found that the density of the SNAP Study Area, at 21 units per acre, has less density than the Ramsgate corridor in Hopkins (24 units per acre) and the Centennial Lakes corridor in Edina (29 units per acre), two successful mixed use suburban corridors. Anecdotal evidence suggests greater stability within these more dense corridors than found within the SNAP Area.

Brooklyn Park staff further analyzed the data (contained in Appendix 3.1) and identified significant factors that likely contribute to the stability of these neighborhoods. The critical differences are that both offer greater diversity of housing types (i.e. newer units, condos, etc.) and better commercial access than the SNAP area. Table 3.11 (below) summarizes the key characteristics identified.

Ramsgate Development, Hopkins.
Source: Cornejo Consulting

Element	Ramsgate and Centennial Lakes Corridor	SNAP Study Area
Housing Type and Size	A range of housing types and unit sizes.	A reliance on multi-family apartments, with a majority of one-bedroom unit types and single-family detached dwellings.
Ownership and Rental Balance	A variety of ownership and rental options.	Limited ownership opportunities and a reliance on rental.
Housing Design	Variation in the year of construction, building type and design features.	Similar year of construction and limited variation building and site layout.
Mixed Use and Services	Close proximity to high-quality and varied commercial services and employment opportunities	Limited and/or vacant commercial sites, options and range of employment opportunities.

Table 3.11: Characteristics of Densely Developed Corridors

Transportation and Transit Infrastructure

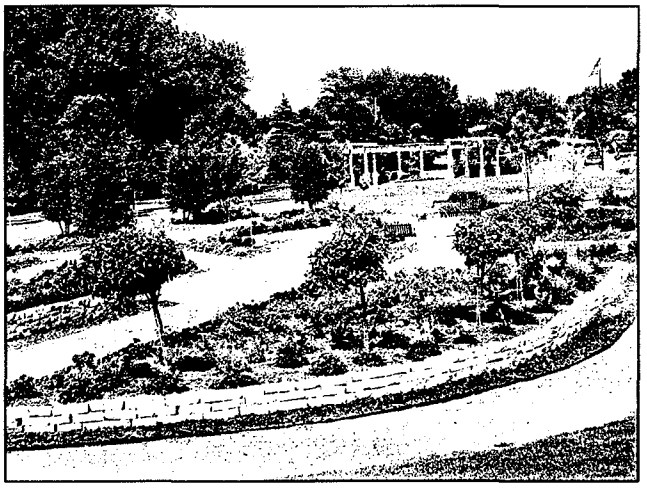
Meyer, Mohaddes Associates conducted an inventory of transportation facilities and services providing beneficial access and mobility to the Brooklyn Park apartment complexes and several comparable apartment communities within the metropolitan area. Adequate transportation and transit are important factors in promoting and maintaining a stable neighborhood. These and other related factors impact a resident's decision of where to live.

Data elements were collected to define the unique characteristics of the roadway from a transportation standpoint and focus mainly on physical form. Operational and mode data are also specified, but at a level that allows for straightforward comparison among cases.

Meyer, Mohaddes Associates examined the below characteristics of roadway and transportation systems:

- Number of through lanes – related to walkability in terms of pedestrian crossing width and addresses traffic carrying capacity. Variations in the traffic volume may impact residential preference, as noise, congestion and concerns for pedestrian/bicycle safety often accompany higher volume thoroughfares. For this reason, daily traffic volumes are provided where available.
- Nearest Interstate – reflects the general availability and connectivity to other regional thoroughfare connections.
- Speed limit – linked to walkability and compatibility with adjacent land use; reflects general role of the thoroughfare in the regional transportation network.
- Transit – intended to differentiate type of service among local, express (limited) with evening and weekend service availability being very important. The availability of daily, express, evening and weekend transit service promotes a favorable location decision by those unable to drive or simply desiring an alternative.
- Pedestrian facilities – related to walkability; reflects general pedestrian treatment for thoroughfare type and important in connectivity to transit stops and other supporting land uses, pedestrian level lighting is also important for night-time walking.
- Bicycle facilities – related to regional bicycle network; reflects types of facilities that are present and whether facilities are shared with other users (pedestrians).

Bus shelter, Zane Avenue
Source: Meyer, Mohaddes Associates



Recreational trails and paths at the Palisades, in Roseville (one of the five comparable properties)
Source: Cornejo Consulting

PRINCIPLE FINDINGS

The SNAP Study Area is accessible and well served by transportation infrastructure. Specific findings concerning Zane Avenue area properties include the following:

- The study area is accessible from two four-lane arterials: (1) Zane Avenue; with a 35 miles per hour speed limit and average traffic volume of 12,600 vehicles per day, and (2) Brooklyn Boulevard; with an average of 20,100 vehicles per day and a speed limit of 45 miles per hour.
- A couple of two-lane collector routes, with a posted speed limit of 30 miles per hour are also nearby: (1) Brookdale Drive, with an estimated 7,200 vehicles per day, and (2) 73rd Avenue with 4,200 vehicles per day.
- Interstate access to I-94/694 exists via Brooklyn Boulevard (south); to TH 610 via Zane Avenue (north), and regional access via TH 169 and CR 81 (west) and TH 252 (east).
- Neighborhoods are very well served by a network of sidewalks that promote connectivity to transit stops, nearby parks and commercial areas. In most cases, neighborhoods have sidewalks on both sides of the street.
- Transit service along the Zane Avenue corridor is frequent and evening and Saturday service is available for the Brooklyn Park properties to downtown Minneapolis. Metro Transit Express Bus Routes 760, 761, and 762 offer peak hour services with Local Bus Routes 715, 716, and 724 providing daily weekday, evening, and weekend services.
- Transit stops are situated within ¼ mile walk distance of all Brooklyn Park study area properties, and most are within a few hundred feet.
- There are no dedicated bicycle facilities along Zane Avenue. Bicyclists share sidewalks with pedestrians. A signed bike route does exist near Villa del Coronado, extending east of Zane Avenue into the Crestview Elementary School property.

Assessing comparable properties, Meyer, Mohaddes Associated reached the final conclusions:

- Most share very similar levels of vehicular access and transportation services. It is difficult to discern whether minor differences contribute to, or detract from, stability.
- All properties are well served by arterial or collector thoroughfares and most have, at a minimum, peak hour transit service available.

*Please refer to **Permanent Files R, S and Z** (listed at the end of the Appendix) for the full reports and presentations concerning the transportation infrastructure and transit service assessment.*

Unprotected sidewalk (from adjacent traffic), along Zane Avenue, SNAP Study Area – Brooklyn Park
Source: Cornejo Consulting

Crime Rates and Trends

Although not initially identified for analysis during SNAP, in response to concerns raised by task force members concerning the occurrence and/or perception of crime, Brooklyn Park Police Chief Wade Setter gave a presentation on crime statistics during the Task Force meeting on June 28, 2005. Data presented compares crime rates and characteristics in the SNAP Study Area with the city as a whole and draws comparisons between varying housing types. SNAP permanent files contain a complete copy of Chief Setter's Power Point presentation.

The **crime rate**, as described by Chief Setter, is based on the number of reported crimes for every 100,000 residents. Brooklyn Park has approximately 72,000 residents (approximately 41% of the city's total population). Data is reported at the end of the year and was not yet available for 2004 in time for the SNAP process. As such, the 2004 data provided to the task force was based on in-house staff analysis. The crime rate equalizes statistics for comparison between cities despite varying density and population levels.

Established in the 1930s, the **crime index** places criminal activity in one of two categories: Part I or Part II Crimes. Part I Crimes include crimes against persons and/or property, such as murder, rape, robbery, aggravated assault, burglary, theft, auto theft, and arson. Part II Crimes include damage to property, disorderly conduct, and misdemeanor assault. Any other activity which results in an arrest, including vandalism, nuisance behavior, weapons complaints and narcotics is also considered Part II Crimes. Crime rates reflect the combination of Part I and Part II Crimes.

Chief Setter commented that most communities have seen a downward trend in crime since 2000. However, he indicated that these trends are flattening, and more recently, crime rates have begun to increase slightly throughout the metropolitan area.

*Please refer to **Permanent Files N and O** (listed within the Appendix on Page 116) for information pertaining to the presentation and supplemental data provided by Police Chief Setter.*

Table 3.12: Total Crime Rates, Brooklyn Park Compared to Other Cities and the Region (Note: Data for Hennepin County incorporates statistics from the City of Minneapolis.)

Agency	1999 Crime Rate	2000 Crime Rate	2001 Crime Rate	2002 Crime Rate	2003 Crime Rate	5 yr Average Crime Rate
Bloomington	10305	10595	10368	9715	8952	9987
Brooklyn Park	13408	13682	12754	12055	12135	12609
Coon Rapids	14474	13615	13085	11998	12247	13084
Burnsville	9300	6766	3688	7104	7123	6796
Eagan	8180	8632	8569	7847	6934	8032
Eden Prairie	6894	6268	5408	5239	5578	5877
Minnetonka	5976	5325	5140	5143	5337	5384
Plymouth	6852	6565	6283	6826	6661	6637
Maple Grove	7452	7137	6346	6765	7219	6984
Hennepin County	13067	12625	11940	11357	10744	11947

Source: Brooklyn Park Police Department.

When asked whether higher crime levels can be anticipated in urban areas with higher population concentration, Chief Setter indicated that "although it is hard to draw comparisons between communities as each have varying ability to measure crime, there is an increased likelihood of criminal activity within more densely populated areas simply because there are more people." Specific statistics concerning City of Brooklyn Park crime rates and trends include the following:

- Part I crimes dropped overall by 15% between 2000 and 2004.
- Since 2000, Part II Crime is down by 8.9%, although there was a slight increase in 2003 and 2004. The increase of 6% last year, with an overall decline since 2000, is similar to metro area trends.
- Comparing regional crime trends (see Table 3.12 on the preceding page) Brooklyn Park has the highest crime rates, exceeding the regional average for Hennepin County.
- City staff recorded over 68,081 calls for service in 2004, representing a 43.2 percent increase between 2000 and 2004. Calls for service include reports of missing dogs and persons locking keys indoors in addition to crime related activity and/or concerns.

Crime statistics and trends impacting stability of the SNAP Study Area include the following:

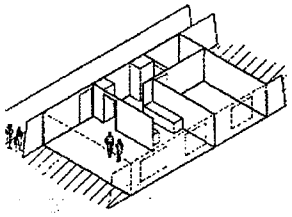
- Breaking down the city in a quarter mile grid chart, an estimated 52% of reported crimes occur in the study area. The SNAP Area, with an estimated population of 25,197, has slightly more than 35% of the city's total population (71,203). The SNAP area represents slightly more than 41% of the city's 26,323 households.
- As illustrated in Table 3.13 (below) crime rates of selected crimes against persons for other multi-family and single-family homes are higher, nearly 12% and 4% respectively, within the study area as compared with the remainder of the city.

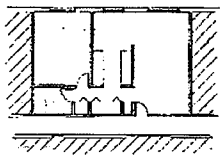
Table 3.13: Selected Crimes against Persons* and Total Crime City-wide and in the SNAP Study Area (2004)

	City of Brooklyn Park			SNAP Study Area			City - Excluding SNAP		
	SF Homes	MF Homes	Apts	SF Homes	MF Homes	Apts	SF Homes	MF Homes	Apts
Theft	371	122	176	119	57	150	252	65	26
Domestic Assault	240	100	275	81	58	239	159	42	36
Theft from Auto	199	45	145	43	32	112	156	13	33
Burglary	196	72	144	84	43	132	112	29	12
Assault	193	77	203	89	53	187	104	24	16
Auto Theft	136	45	145	42	30	132	94	15	13
Narcotics	24	16	34	8	15	32	16	1	2
Arson	15	1	1	4	1	1	11	0	0
Felony Domestic Assault	9	4	5	4	4	3	5	0	2
Robbery	9	4	17	3	4	15	6	0	2
Kidnapping	3	1	1	1	1	1	2	0	0
Murder	1	0	1	0	0	1	1	0	0
Sex-Related and Prostitution	1	0	0	0	0	0	1	0	0
Total # of Crimes	**1,397**	**487**	**1,147**	**478**	**298**	**1005**	**919**	**189**	**142**
Total # of Units	**15,460**	**4,655**	**5,524**	**4,019**	**1,628**	**4,651**	**11,441**	**3,027**	**873**
Crime per Unit*	**9%**	**10%**	**21%**	**12%**	**18%**	**22%**	**8%**	**6%**	**16%**

Building Systems Analysis

HAY DOBBS P.A. is a comprehensive Architecture, Urban Design, Planning, and Interior Design company. During its first phase of work, HAY DOBBS analyzed architectural, structural, mechanical and electrical systems identified as being representative of apartment complexes in the SNAP Study Area to determine the feasibility of structural renovation and to assess the conversion potential of apartment buildings to larger units and/or ownership housing (i.e. condos, flats, etc.). *Please refer to* ***Permanent File EE:*** *Phase I "Multi-Unit Residential Building Analysis" for additional information and graphics.*





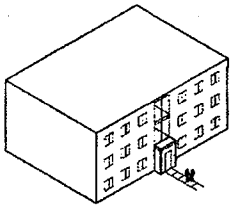
Wide Shape - Single Bedroom Unit

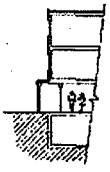
Most buildings and most floor plans within the Study Area are similar. As such, a limited number of apartment buildings were reviewed. The City was unsuccessful in negotiating access agreements to assess study area buildings directly.

Engineers used a variety of other information, including blueprints (if available), permit records, a physical review of infrastructure and public areas, and industry knowledge of building construction practices.

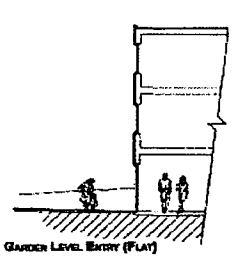
Upon completion of this analysis, an outline of critical issues for conversion, were identified. The second phase of the Building Systems Analysis, discussed in Section 6.0, focused on recommendations for future improvements, also referred to as the creation of concept development scenarios.

Fourteen systems were analyzed as a part of the initial phase of the SNAP study including the building configuration, building facades, roof configurations, and unit type.

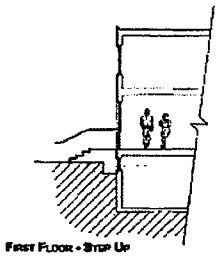




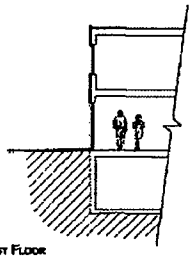
Protruding Vestibule



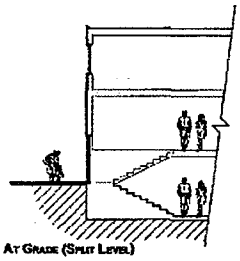
Garden Level Entry (Flat)



First Floor - Step Up



First Floor



At Grade (Split Level)

PRINCIPLE FINDINGS

Major findings upon completion of the initial phase of the structural, and electrical and mechanical systems analysis revealed the following key findings:

- The construction time frame of the buildings in the study area is from 1965 to 1974.
- All of the buildings analyzed are wood framed construction.
- The mechanical and electrical systems are outdated.
- All of the studied buildings are three stories.
- The buildings have no attached parking.
- The buildings are "Accessibility Deficient".
- The buildings are nearing their normal life span, approximately 40 years old.
- Most of the units in the studied buildings are one-bedroom.
- All buildings are configured with double loaded corridors, stairs and no elevators.
- The buildings types and styles are not unique to Brooklyn Park.
- The images of the buildings are very similar, generally with flat roofs, flat elevations and interior vestibules.
- The primary exterior materials are wood siding, stucco or masonry.

Note: All graphics in this section have been provided by HAY DOBBS.

Phase I Findings

At the close of each SNAP Task Force meeting, city staff invited Task Force members to provide summary comments regarding the evening's presentation.

SNAP Task Force comments from the initial phase of the planning process were coupled with a list of emerging issues and concerns identified by SNAP consultants. This information was used by city staff to draft development standards in preparation for task force and community review during the initial community meeting on August 9, 2005. This community meeting marked completion of the first phase of the SNAP process.

Please refer to Appendix 3.2 and 3.3 for a listing of key observations offered by the SNAP Task Force and research findings summarized by SNAP Consultants. It should be noted that comments offered by the SNAP Task Force reflect personal impressions that may conflict with the findings of completed research.

In general, housing market research found SNAP Study Area apartments to be more affordable than units found in comparable suburban communities. Vacancy rates within the SNAP study area mirror regional housing markets, when factoring out two of the largest complexes which have rates in excess of the 7% metro area average. Within the study area this does create a typical vacancy of 400-600 units. Unit type choices are far more limited than in other communities, and there are simply more units than in almost any other suburb.

Key findings from the initial phase of the SNAP process point to the importance of community design, building and grounds maintenance, the need for a greater choice of housing types, the quality and warmth fostered by investments in landscaping and the value of attractive boundary definition to strengthen ownership and identity. Other suggestions, derived from an analysis of comparable properties, suggest the importance of actions to enhance the perception of safety, increase access to living wage employment, and improve the connectivity of neighborhoods.

4. DEVELOPMENT STANDARDS

During the second phase of SNAP, Brooklyn Park staff and Task Force members drew upon recent research to better define what is a *stable neighborhoo' and* what are the elements desired to retain existing, and attract new, residents. As a result of these discussions, Task Force members drafted development standards to help guide the review of future development activities and investment decisions in the SNAP Study Area – whether private or public. This section of the action plan provides an overview of this decision-making process and recommendations of how best to create neighborhood stability.

Defining "Stability"

SNAP focuses on the built environment and how, through investments or adjustments to the physical infrastructure of the corridor, greater stability may be realized.

Discussions regarding social factors identified by task force members and qualitative research are highlighted in the community needs report (Permanent File X) for future dialogue/research. As such, stability measures and the resulting development standards focus on the built environment (buildings, roads and other public or private infrastructure), specifically the impact of the built environment on neighborhood stability and what changes need to occur to increase stability – to retain current and attract future residents.

In an effort to defining 'stability' from a suburban context, Task Force members reviewed factors believed to impact neighborhood *in*-stability, as reflected in the data and research presented by consultants concerning current and forecasted trends in demographic and market data. Task Force Members reflected on the desired contrast to the factors of instability identified. *Please refer to* ***Permanent File GG*** *for additional information.*

Table 4.1: Factors of In-Stability and Desired Stability Measures

	Factors of *In*-stability Identified	**Desired Stability Measure**
School Mobility Rates	High student turnover for schools in the SNAP study area	Average student turnover rates
Resident Retention	High departure from neighborhood of residents due to lack of appropriate move-up opportunities	A greater proportion of residents moving within the study area as housing needs change
Life Cycle Housing	Few housing units are appropriate for seniors (elevators, single level, in walking distance of core amenities)	A broader mix of housing types that meet the needs of residents through out their life cycle
Housing Options	Few housing units that provide amenities i.e. bathrooms/kitchens, recreational facilities and quality landscaping/site layouts	Rental property rates that are more consistent with regional averages allowing greater investment by property owners
Impact of Rent Levels on Reinvestment	The concentration of low rent apartments contributes to economic instability and limits the ability of property owners to reinvest and be regionally competitive	Rental rates on par with regional averages
Housing Mix	The concentration and segregation of housing types with multifamily located predominantly in one area	An even mix of housing types throughout a neighborhood and city so that high density uses are not concentrated in one area
Code Enforcement	Inadequate maintenance of properties	Decreased concern over maintenance issues
Crime Rates	Higher rate of crime per household than city average	Calls for police services equal (per household) to other neighborhoods

Development Standards

Development standards are written guidelines that the City of Brooklyn Park will use to encourage and review proposed development in the SNAP Study Area. During the Task Force meeting, on August 23, 2005, the group discussed the importance of standards being general enough that they can be applied to most redevelopment projects, yet specific enough that one can determine if a standard is being met by a particular project.

Standards are more specific than goals and it is unlikely that all standards will be met by any one development. For example, the degree to which standards are met may depend on the availability and cost of land, the amount and type of financing involved with the project and decisions regarding trade-offs, or variable priorities given the context of the development proposal.

City staff suggested that at a minimum, development standards may wish to consider the following initial list of questions:

- Does the SNAP area housing mix meet current and future needs? If not what mix is needed? What are appropriate development goals to meet the needs of people at all ages, family mixes (i.e. children, homes with elderly parents), family size, etc. What housing types need to be built? What types exceed demand and should be converted/ demolished?
- Do current public amenities meet current and future needs? If not, what public amenities are needed? Amenities may include shopping, services, parks, trails, general aesthetics, etc.
- Do the transportation systems provide appropriate access? If not, what changes are needed?
- Does the public realm create a positive environment that is competitive with other suburban cities? If not, what standards should be set to improve existing developments and set requirements for new development? Specifically, review garages, lighting, building design, etc.
- Are existing multi-family structures competitive with other communities and the future market? If not, what standards are needed?

FINAL DEVELOPMENT STANDARDS FOR THE SNAP STUDY AREA

As a point of departure, City staff drafted possible standards based on task force member observations gathered at the close of each meeting. During their meeting on August 23, 2005 Task Force members voted on the standards using "dot-mocracy" – a technique for groups to quickly identify points of agreement and disagreement. Based on the feedback, a number of the standards were modified until consensus was achieved. The revised standards were reviewed again with the broader community during the September 13, 2005 community meeting.

Please note that the development standards are <u>not</u> listed in any order of priority. Standards address issues (real or perceived) identified during focus group discussions and individual interviews with stakeholders, input from the general public obtained during three community meetings and completed research by the SNAP consultants.

<u>Housing Unit Mix/Numbers</u>

- Build new housing to make it available in the SNAP area.
- Create more housing choices including single family that are not split level and are affordable at various levels.
- Reduce number of apartment units in Zane corridor.
- If market, design, and structural issues converge, reduce (as appropriate) the number of apartment buildings as part of a redevelopment concept.
- Create rental apartment housing with both 2- and 3-bedrooms and multiple bathrooms; and rental housing (non-apartment) with 4 bedrooms and multiple bathrooms. Create larger kitchens in larger units.
- Create housing appropriate to seniors that offer single level units and elevator access. This includes ownership (i.e. detached single level town homes) and rental.

Design/Amenities

- Create quality and mix of landscaping, entrance signage and other on-site features creates a sense of arrival to one's home.
- Identify sub-neighborhoods along Zane Avenue and use development as a way to create identity for neighborhoods.
- Remove negative factors such as long rows of garages, large, unlandscaped parking lots, buildings without balconies or other features.
- Create more diverse outdoor park amenities beyond just pocket parks and ball fields and playgrounds.
- Increase trail systems between housing and core amenities.
- Identify and create more amenities to retain families with children.

Affordability

- Identify means to preserve affordable housing.
- Disperse rental housing throughout the city seeking to provide affordability and good transit.

Safety

- Use design standards to help increase sense of safety (Crime Prevention Through Environmental Design – CPTED)
- Require lighting patterns that create safe feeling environments

Transit and Employment

- Provide better transit shelters.
- Connect housing and employers better with transit.
- Recruit employers and commercial opportunities, that offer mid and upper level jobs, in the SNAP area.

Establishing Goals

On October 11, following second community meeting, the Task Force reviewed the development standards based on feedback obtained from the community. Based on this discussion, Task Force directed staff to identify a small number of core goals that summarize the nineteen development standards. The intent was to provide a short list of broad outcomes that the plan should achieve.

At their November 1st meeting, Task Force members discussed a draft set of goals, modified them and approved ultimately five goals. They are matched with their corresponding development standards in **Table 6.1:** Five Development Goals and Correlating Development Standards, on Page 41 of this report. The five summary development goals include:

DEVELOPMENT GOALS

- Create new housing mix in SNAP area through rehabilitation and new construction in order to serve the changing population. If market, design, and structural issues converge, reduce (as appropriate) the number of apartment buildings as part of a redevelopment concept.
- Strengthen the SNAP area by improving building and landscaping design and neighborhood amenities.
- Maintain a healthy stock of both rental and ownership workforce and affordable housing throughout the city including opportunities for new apartments outside the SNAP area.
- Enhance safety and security in SNAP area by integrating design standards (Crime Prevention Through Environmental Design – CPTED) into the plan review process.
- Recruit mid to high wage employers to areas accessible by transit and enhance transit connections to jobs.

5. CONCEPT DEVELOPMENT SCENARIOS

Based on the development standards adopted by the task force, HayDobbs Architects prepared three development scenarios. *Please refer to* ***Permanent Files HH and II*** *for the Phase II "Multi-Unit Residential Building Analysis" report and documentation concerning the feasibility of condo conversion prepared by Maxfield Research Inc.*

Model Complex

The first step was to create a model/prototype apartment complex. With staff support the team identified six fairly similar apartment complexes in Brooklyn Park. Based on these a model was created to represent a realistic parcel size, number of units, and other characteristics. It was important to use a model and not any one specific property in order to allow objective analysis.

Development Scenarios

Using the model complex, three development scenarios were identified ranging from renovation to a mix of renovation and new construction, and final all new construction.

Photographs of precedent case studies similar to the concept development scenarios were also provided by Hay Dobbs.

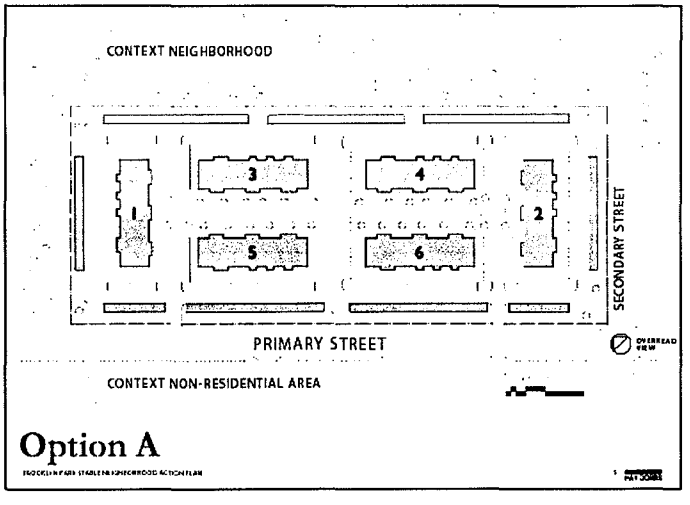
Scenario A calls for retention of existing building structures and a variety of interior and structural improvements such as the conversion of one-bedroom units to create larger apartments with more bedrooms, installation of new windows or heating systems, the addition of balconies, and/or modification to building entrances to enhance safety and privacy.

Scenario B suggests retention of two buildings and replacement of the remaining four with new construction of walk up ownership housing. A series of open, shared courtyards help to create greater sense of privacy and ownership and recommended site improvements include the creation of larger green spaces and modifications to the parking areas to enhance opportunities for defensible space in that such areas are more easily attributed to, and visible from, individual buildings.

Scenario C razes the entire site to construct new ownership units and well designed private, semi-public and public areas.

SCENARIO A DETAIL AND PRECEDENT EXAMPLE

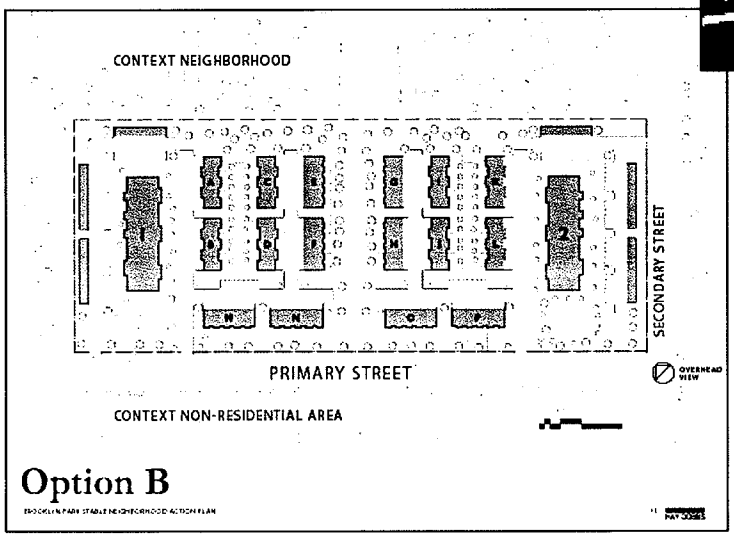
- Renovation and conversion only
- Assumes 6 existing buildings with 252 units: 216 – 1 bedroom and 36 – 2 bedroom units
- Create 189 remodeled units: 99 – 1 bedroom; 72 – 2 bedroom; and 18 – 3 bedroom units
- Limited site improvements



Source of graphics on this page: HAY DOBBS.

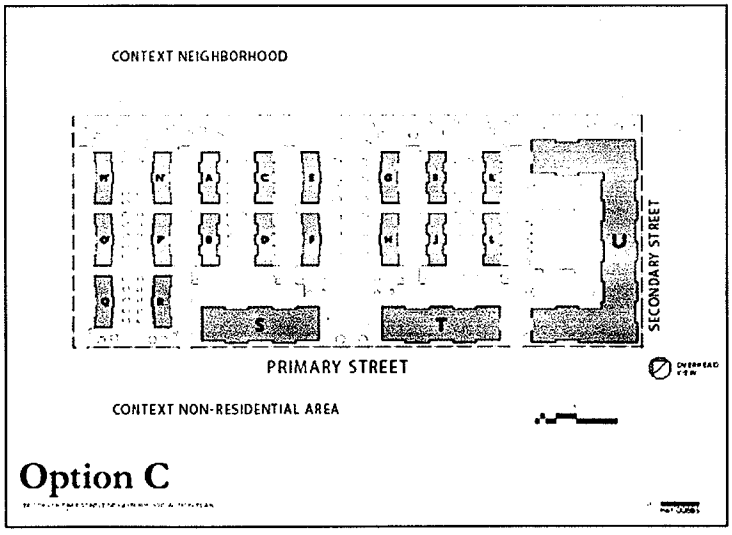
SCENARIO B DETAIL AND PRECEDENT EXAMPLES

- Convert two buildings & redevelop remaining site:
  - Convert two buildings from 84 units to 63 units
  - Remodeled buildings consist of 33 – 1 bedroom; 24 – 2 bedroom; and 6 – 3 bedroom units
  - Raze four buildings to construct 16 new 5-dwelling buildings for a total of 80 new units with 2 and 3 bedrooms each
  - Moderate site improvements



SCENARIO C DETAIL AND PRECEDENT EXAMPLES

- Raze the entire site and construct the following new ownership units:
  - 18 new 5-dwelling town homes creating 90 new units with 2 and 3 bedrooms
  - 2 new 36 unit buildings (72 Units)
  - 1 new 120 unit building with a combination of underground and surface parking
  - Moderate site improvements



Source of graphics on this page: HAY DOBBS.

Estimated costs

MARKET ANALYSIS OF NEW SCENARIOS

Maxfield Research, the market analyst firm, was asked to determine what prices might be for rents and for-sale properties in each of the scenarios. Maxfield believes that the rent rates will increase only slightly above current rates. For example, a remodeled 1-bedroom unit might only have an increase in rental rate of an additional $50-100 dollars. This is not because the cost of remodeling is so low, but because the availability of so many units in the area depresses values even for new or remodeled units.

In economics there is a point in a financial analysis where a market changes significantly; this is called the tipping point. In this case, it is not clear how many apartment units would need to be remodeled and removed in order for the market to "tip" and have more diversity in prices. As a result, at least for the first few complexes the level of subsidy is anticipated to be high.

FINANCIAL ANALYSIS

Staff worked with the EDA's financial advisor to run an operating proforma for each scenario. The purpose of the proforma is to explore the financial feasibility of each scenario. Table 5.1 summarizes the estimated cost per unit and resulting financing gap for each of the three scenarios.

A number of assumptions were used to create the proforma including:

- In all three cases it is a assumed that the property is acquired as part of the redevelopment;
- Acquisition of apartments is estimated at $35,000 per unit. This is a reasonable estimate based on recent transactions but not based on an appraisal;
- Scenarios B & C show development options that were believed to be appropriate when factoring in the development standards from SNAP, and in light of the cost of assembling the land. Due to the reality of having to purchase significant property, building single family homes could prove challenging.
- Relocation costs would be a factor primarily in scenario B and C, while in A the developer could move residents among vacant and available units.

Table 5.1: Concept Development Scenarios – Estimated Costs and Financing Gap

Scenario	Conversion and/or Replacement	Per Unit Cost Estimate	Total Financing Gap
Scenario A	Renovation and conversion only	Renovation costs of $50,000 - $75,000 per unit	$7,350,000 - $12,200,000
Scenario B	Convert two buildings; redevelop remaining site	Rehab costs of $75,000 - $50,000 per unit	$15,590,000 - $13,930,000
Scenario C	Raze the entire site and construct the following. All new units are assumed to be ownership.	Estimated constructions costs based on comparable other new townhome products being built in Brooklyn Park and surrounding suburbs.	$3,700,000 (282 units) $9,310,000 (189 units) (comparison to Scenario A)

Feasibility of Development Framework

FINANCING CONSIDERATIONS

The focus on addressing development recommendations is to answer the questions of potential funding partners. Hennepin County, the Minnesota Housing Finance Agency (MHFA), and the State Legislature are all potential partners for the construction of housing. Hennepin County's commitment of $4 million and MHFA's awarding a 2005 pilot program award to Brooklyn Park are demonstrated commitments to assist the city in addressing the housing issues. These funds **must** be spent in the near future following plan approval.

As demonstrated in the financial analysis, there is a financing gap in each of the three scenarios. To fill this gap the City of Brooklyn Park or its Economic Development Authority will need to tap a variety of financing resources, often from outside agencies. These funds usually have restrictions for their use. The following summarizes the likely sources and their restrictions.

- Brooklyn Park TIF 15 Housing Set-Aside: TIF District 15 in Brooklyn Park is being recommended for extension and modification in the 2006 legislature. Historically 15% of the revenues of this district were set aside for affordable housing uses city wide.

If extended the district could generate up to $28 million ($2 million per year) over 14 years. This creates a present value of approximately $20 million depending on inflation and interest rates.

- MHFA – The Minnesota Housing Finance Agency awarded Brooklyn Park a Pilot Program Award. While the exact financing sources are not yet determined, MHFA funds are to be used to achieve some of their four strategic goals. Their strategic goals are to:

    1. End long-term homelessness
    2. Increase minority homeownership
    3. Preserve strategically the existing affordable housing stock
    4. Provide housing choices for low and moderate income workers

- CDBG – The city receives an allocation of CDBG funds each year which are to be used on projects that benefit low to moderate income persons.

- Hennepin County provided $4 million in seed capital funds for this initiative. The funds will need to be utilized to address core infrastructure or other workforce/affordable housing needs, consistent with the outcomes of SNAP.

- Metropolitan Council provides a limited number of awards through its Livable Communities grant program. The city has received nearly $3 million to date from this program for the Village Creek redevelopment.

- EDA Levy – a portion of the proposed EDA levy may be made available for a housing program. This fund would be flexible. [As of November 2005 the levy is not approved by the City Council.]

- Housing Revenue Bonds/Low Income Tax Credits are a common financing tool for housing. They require either 40% percent of the units affordable to households with incomes at or below 60% of AMI (Area Median Income) which is $46,200 for a family of four; or, 20% of the units are affordable to households with incomes at 50% of AMI which is $38,500 for a family of four.

6. CONCLUDING REMARKS & RECOMMENDATIONS

The SNAP area needs greater housing options to provide life cycle housing for current and future residents. The existence of thousands of virtually identical, outdated units creates market pressures that will continue to limit housing choices and discourage significant reinvestment. Demographic forecasts and housing market trends demonstrate a clear need to diversify the housing types in the SNAP area. Redevelopment, including rehabilitation and new construction, can improve the livability of the SNAP study area and the competitiveness of the City of Brooklyn Park in attracting and retaining residents.

Housing is not the only factor, but the major factor due to the concentration in the study area of 1960's era apartments. Market research found that even with significant remodeling, unit rent rates in the SNAP Study Area would only increase $50-100 per month, calling into question the ability to recapture significant investments.

Given persistent vacancies within the city, with typical vacancies of 6-10%, or 400-600 vacant units at any given time, research suggests that surplus, outdated and unused units could be removed for renovation and redevelopment to better meet the housing needs of current and future residents.

Physical infrastructure changes are needed to attract/retain a diverse mix of residents, to provide appropriate housing for seniors when stairs become a barrier to active living and offer a variety of housing types to meet the needs of families throughout their life cycle. Additional recommendations believed to also impact neighborhood stability (i.e. transit service) require further exploration, specifically for funding sources.

Financial Impact

Reducing the number of units in addition to diversifying the housing types in the market should create more flexibility in the rental market. While the tipping point for achieving flexibility is unknown, market analysis finds that removal of hundreds of apartments will have minimal impact on existing rents due to the large number of vacancies and the similarity of the stock.

Scenarios

Based on the development standards and goals, three general development scenarios were identified for any selected complex as examples of how the recommended development standards may be applied. Concept Development Scenarios are not recommendations. *Depending on market conditions at the time of redevelopment, a variation of any one, or a combination there of, could be implemented.*

4. **Renovation** – Renovate apartments to create more 2 and 3 bedroom with 2 bathroom units. Renovations include complete replacement of physical plant, windows, etc. and some exterior aesthetic changes.
5. **Renovate and New Construction** – Renovate a portion of apartments and utilize the remainder of the site for new infill ownership housing.
6. **Redevelop Site** – Remove all rental buildings and build new ownership housing (likely a mix of town homes and condos).

The three scenarios were evaluated for financing feasibility.

Construction/rehabilitation costs, new rent rates, and unit sale prices were factored in to estimate potential funding gaps. Scenario 3 has the lowest potential financing GAP because per square foot sale prices for new construction exceed comparable values for rehabilitated rental. The quality of remodeling in either scenario 1 or 2 was to upgrade the building infrastructure in order to make it last another 30 or more years and to provide some amenities demanded in the marketplace. With the appropriate blend of unit types scenario 2 could achieve feasible GAP levels by capturing the benefit of for sale units.

Other Recommendations

In the development standards are numerous other recommendations. Among those related to housing development are a couple that directly impact financing models for future development. One is the goal of ensuring affordable housing options are preserved for residents and offered throughout the city.

City should explore how to also achieve:

- Better transit connections to local employers who offer mid- to high wages; and
- Creation of more employment in or near the Zane Avenue Corridor.

Development Goals and Standards

The City of Brooklyn Park's efforts to implement the development goals will strengthen SNAP neighborhoods by providing greater livability for residents. The adopted vision statement (below) emphasizes the important work that lies ahead.

The nineteen development standards should be used in evaluating future proposed developments and encouraging the changes necessary to meet the needs of current and future residents. Table 6.1 (on the following page), captures the goals and standards guiding this important work.

VISION STATEMENT

"The City of Brooklyn Park seeks to improve the livability of the city by increasing options for affordable rental and home ownership throughout the city and creating greater housing and amenity choices in the SNAP area."

Table 6.1: Five Development Goals and Correlating Development Standards

CATEGORY	DEVELOPMENT GOALS & CORRELATING DEVELOPMENT STANDARDS
Housing Unit Mix & Numbers	*Create new housing mix in SNAP area through rehabilitation and new construction in order to serve the changing population. If market, design, and structural issues converge, reduce (as appropriate) the number of apartment buildings as part of a redevelopment concept.*
	▪ Build new housing to make it available in the SNAP area. ▪ Create more housing choices including single family that are not split level and are affordable at various levels. ▪ Reduce number of apartment units in Zane corridor. ▪ If market, design, and structural issues converge, reduce (as appropriate) the number of apartment buildings as part of a redevelopment concept. ▪ Create rental apartment housing with both 2- and 3-bedrooms and multiple bathrooms; and rental housing (non-apartment) with 4 bedrooms and multiple bathrooms. Create larger kitchens in larger units. ▪ Create housing appropriate to seniors that offer single level units and elevator access. This includes ownership (i.e. detached single level town homes) and rental.
Design & Amenities	*Strengthen the SNAP area by improving building and landscaping design and neighborhood amenities.*
	▪ Create quality and mix of landscaping, entrance signage and other on-site features creates a sense of arrival to one's home. ▪ Identify sub-neighborhoods along Zane Avenue and use development as a way to create identity for neighborhoods. ▪ Remove negative factors such as long rows of garages, large, unlandscaped parking lots, buildings without balconies or other features. ▪ Create more diverse outdoor park amenities beyond just pocket parks and ball fields and playgrounds. ▪ Increase trail systems between housing and core amenities. ▪ Identify and create more amenities to retain families with children.
Affordability	*Maintain a healthy stock of both rental and ownership workforce and affordable housing throughout the city including opportunities for new apartments outside the SNAP area.*
	▪ Identify means to preserve affordable housing. ▪ Disperse rental housing throughout the city seeking to provide affordability and good transit.
Safety	*Enhance safety and security in SNAP area by integrating design standards (Crime Prevention Through Environmental Design – CPTED) into the plan review process.*
	▪ Use design standards to help increase sense of safety (CPTED). ▪ Require lighting patterns that create safe feeling environments.
Transit & Employment	*Recruit mid to high wage employers to areas accessible by transit and enhance transit connections to jobs.*
	▪ Provide better transit shelters. ▪ Connect housing and employers better with transit. ▪ Recruit employers and commercial opportunities, that offer mid and upper level jobs, in the SNAP area.

APPENDIX

To minimize the size of the final document, supporting documents have been divided into an appendix, with the remaining, larger materials, referenced as permanent files. Full studies, for example, completed by SNAP Consultants are available upon request along with background memos and other records by contacting the City of Brooklyn Park at (763) 493-8050 or via the City's website at www.brooklynpark.org.

Section 1: Introduction – Pages A1 to A15

- **Appendix 1.1: Detailed SNAP Study Area Map:** Highlights the location and distribution of apartment buildings within the study area.
- **Appendix 1.2: SNAP Study Area Multi-family Property Summary:** A listing of SNAP multi-family properties with the construction year, management company, owner, and number and type of units.
- **Appendix 1.3: Comparable Property Summaries:** A summary of the buildings, amenities, grounds and parking areas for each comparable property prepared by Cornejo Consulting.
- **Appendix 1.4: SNAP Consultant Team and Scope of Services**

Section 2: Planning Process – Pages A16 to A100

- **Appendix 2.1: SNAP Process Timeline and Meetings:** This matrix contains a listing of each task force and community meeting and provides a brief summary of the specific issues discussed/examined.
- **Appendix 2.2: SNAP Task Force Members:** A full list of each task force member and the particular stakeholder group they are representing.
- **Appendix 2.3: SNAP Task Force Meeting Agendas and Minutes:** Contains a copy of the approved agenda and minutes.
- **Appendix 2.4: Outreach and Lessons Learned:** A detailed summary of outreach efforts and lessons learned as experienced during the SNAP planning process.
- **Appendix 2.5: Phase I Community Meeting Summary – August 9, 2005**
- **Appendix 2.6: Phase II Community Meeting Summary – September 13, 2005**
- **Appendix 2.7: Phase III Community Meeting Summary – November 15, 2005**

Section 3: Findings by Area of Research – Pages A101 to A105

- **Appendix 3.1**: Ramsgate and Centennial Lakes Corridor Density: A matrix citing the number of units, age and overall density of corridors in Hopkins and Edina which experience greater residential stability for comparison with the SNAP Study Area.
- **Appendix 3.2: SNAP Task Force Key Impressions – August 23, 2005:** Compilation of concluding remarks, or observations, of Task Force members at the close of each task force meeting. This input was consolidated by city staff for use in drafting development standards.
- **Appendix 3.3: SNAP Consultant Research Summary – August 16, 2005:** Overview of primary findings and concerns as suggested by the SNAP consultant team following the initial community meeting. These statements were compiled with feedback from the Task Force and general public to draft development standards for further discussion.

Written Comments on Draft

Permanent File Listing

PERMANENT FILE LISTING

The below list of supporting documents for the Stable Neighborhoods Action Plan are stored as permanent files and can be obtained or reviewed on site at the City of Brooklyn Park by contacting City staff at (763) 493-8050 or by accessing the City's website at www.brooklynpark.org.

Section 2: Planning Process

A: Resolution establishing SNAP Task Force

B: Outreach Samples for SNAP Community Meetings
A sampling of press releases, flyers and post cards used to get the word out to the broader community leading up to each community meeting.

C: Newspaper and Journal Articles Pertaining to the SNAP Planning Process
Copies of articles and public notices appearing during the course of the SNAP planning process are retained on file. Sources include the Park Pages newsletter for Brooklyn Park, the Sun Post (area newspaper) and other ethnic/local publications.

D: Area Map and Distribution Listing of Outreach
Over 20 locations allowed posters and postcards to be displayed for community members leading up to each community meeting. A map depicting the location of this distribution and the partnering businesses/organizations are included.

E: Community Meeting Photos
Photos from community meetings held during the SNAP planning process at Zanewood Recreation Center.

F: Community Meeting Sign-In Sheets
Attendance records for each community meeting.

G: "Stable Neighborhoods Action Plan" (Presentation) – September 13, 2005
City of Brooklyn Park staff presentation of the SNAP process and draft development standards for review by the broader community during the September 13, 2005 public meeting at Zanewood Recreation Center.

H: "Stable Neighborhoods Action Plan" (Presentation) – November 15, 2005
City of Brooklyn Park staff and Task Force member presentation of the SNAP process, key research findings, draft development standards and concept development scenarios for review by the broader community during the September 13, 2005 public meeting at Zanewood Recreation Center. This presentation was followed by a presentation of concept development scenarios and precedent development projects as examples of how the development standards could be implemented in the SNAP Study Area by Hay Dobbs consultants.

Section 3: Findings by Area of Research

I: "Local Patterns of Demographic Change" – May 31, 2005.
Excensus LLC reviewed findings of preliminary demographic data in this attached Power Point Presentation during the second Task Force Meeting on May 31, 2005.

J: Osseo School District Mobility Rates – May 31, 2005
Full report and data provided to the task force by district representatives.

K: Robbinsdale District 281 Mobility Rates – May 31, 2005
Full report and data provided to the task force by district representatives.

L: Additional Osseo School District Mobility by Attendance Area – May 31, 2005
Upon request of the Task Force, school district representatives from Osseo provided the attached maps which illustrate attendance areas, and statistics regarding enrollment, mobility, poverty, and achievement scores in reading and math for Osseo Senior, Junior High and Elementary Schools servicing the SNAP area.

M: Comparative Rental Market Assessment – June 9, 2005
This memo provides preliminary market data gathered by Maxfield Research Inc. which was reviewed by the task force during their June 14, 2005 meeting. The memo assesses current apartment price points and trends in the housing market. Comparisons are drawn between apartments in the SNAP study area, the city as a whole and the region. A copy of the **Powerpoint Presentation** delivered by Maxfield Research Inc. to the Task Force on June 14, 2005 (which provides an overview of the completed research) is also available.

N: Brooklyn Park Crime Trends – June 28, 2005
Power Point Presentation presented by Brooklyn Park Police Chief Wade Setter to the SNAP task force.

O: Crime Data Matrix
Compilation of Crime Statistics provided to the Task Force by the Brooklyn Park Police Department on July 20, 2005 in response to a request for additional data during the Task Force meeting on June 28, 2005. The matrix includes 2004 estimated crime statistics broken down by housing type (single family homes, multifamily/non-apartment homes and apartments) in the SNAP Study Area and for the city as a whole.

P: Comparative Rental Market Assessment – June 9, 2005
This memo provides completed market data gathered by Maxfield Research Inc., building upon the preliminary data which was reviewed by the task force during their June 14, 2005 meeting. The memo provides key findings given the assessment of apartment price points, trends in the housing market and comparisons between apartments in the SNAP study area, the city as a whole, and the region.

Q: Public Realm/Public Infrastructure Analysis of Comparable Properties – July 6, 2005
The memo, presented to the SNAP Task Force on July 12, 2005 by Cornejo Consulting, examines the positive and negative aspects of public space. Public Realm characteristics, such as landscaping, building facades, lighting and other factors, as well as public recreation spaces, sidewalks, and infrastructure, are assessed for their maintenance and/or lack thereof. The analysis examines how the condition and design of such spaces impact the way people feel about, and behave in, certain spaces. This analysis also examines the context of the property and area land uses, including proximity to employment opportunities, neighborhood services such as shopping, community centers, parks and other amenities deemed critical for stable neighborhoods. A copy of the **Powerpoint Presentation** entitled: Comparable Properties, Public Realm and Public Infrastructure, delivered by Cornejo Consulting to the Task Force on July 12, 2005 and which summarizes the completed research, is also available.

R: Transportation Infrastructure Comparison Memo
Access and mobility through available transportation infrastructure and services is assessed in this memo provided to the SNAP Task Force on July 12, 2005 by Will Thompsen of Meyer, Mohaddes Associates examines public transit service, availability of bike routes and pedestrian amenities, and the character of adjacent roadways such as the number of lanes, daily average traffic counts, and the posted speed limit.

S: Appendix F: Functional Classification Criteria, Meyer Mohaddes Associates
This document, provided to the Task Force, as a supplement to the Transportation Infrastructure Comparison presentation provided on July 12, 2005, defines the roadway classification system, including the characteristics of principal and minor arterials, and collector and local streets.

T: "Local Patterns of Demographic Change – Part II" – July 26, 2005
This Power Point Presentation, reviewed by Excensus LLC during the July 26, 2005 SNAP Task Force meeting, provides information concerning Brooklyn Park residents, including where they have moved from and to over time, projections of family size, population age, ethnicity and other characteristics of current and forecasted residents are examined.

U: Excensus Demographic Analysis (Key Research Findings) – July 26, 2005
This memo accompanies the above Power Point Presentation and provides background information and a summary of key findings as well as historic and forecasted demographic trends for the SNAP Study Area and the City of Brooklyn Park as a whole.

V: "Where Brooklyn Park Residents Work" – July 26, 2005
Four detailed maps created by Excensus LLC illustrate the movement patterns of Brooklyn Park and SNAP residents to their employment destination (2001 data). Information concerning the number and age of workers, their annual earnings and the primary employment industries for area residents are also included.

W: "Demographic Forecasts for Brooklyn Park and the SNAP Study Area" – July 26, 2005
This two page matrix projects demographic changes through 2025 by age cohort and housing type for the City of Brooklyn Park and the SNAP Study Area.

X: "In Search of Stable Neighborhoods: Different Lenses, Emerging Issues" (Report) – July 19, 2005
This report, completed by Emmanuel T. Dolo, of Lifeworks International Research and Evaluation Consulting Group, assesses housing and related needs and provides recommendations for stability based on information obtained from targeted focus group discussions and interviews with SNAP area residents (including apartment residents and homeowners representing major cultural communities).

Y: "In Search of Stable Neighborhoods: Different Lenses, Emerging Issues" (Presentation) – July 26, 2005
This Power Point Presentation, provided by Emmanuel Dolo to the Task Force during their meeting on July 26, 2005, provides an overview of the above full report and highlights major findings of the qualitative research completed for the SNAP planning process.

Z: Analysis of Comparable Properties Matrix (11" x 17")
A combined matrix tabulated by Geisen-Kisch Planning and Consulting to synthesize research completed by Maxfield Research Inc.; Meyer, Mohaddes Associates; and Cornejo Consulting regarding the assessment of comparable properties.

AA: Public Realm Safety Memo, Cornejo Consulting – July 29, 2005
This memo is a response to a request made at the July 12, 2005 SNAP Task Force meeting for suggestions to address perceptions of safety, as well as to identify measures to make spaces safer.

BB: Comparative Matrix of Public Realm Analysis, Cornejo Consulting – July 29, 2005
This message was provided in response to the Task Force request, during their July 12, 2005 meeting for a matrix that compares public space attributes of the Zane Avenue Corridors properties and those same attributes for the Comparable Properties.

CC: Night Lighting Considerations Memo, Cornejo Consulting – August 12, 2005
This memo was provided in response to a request made at the July 12, 2005 Task Force meeting for an "assessment of Zane Avenue and comparable properties in the evening to recommend lighting enhancements to residential sites and adjacent roadways."

DD: Exhibit A: Garage Stall Usage – SNAP Study Area Properties, Maxfield Research Inc. – August 2005
A matrix providing the number of units, garage stalls, stalls per unit ratio and how many stalls are vacant as well as how many names are on a waiting list for stalls.

EE: "Multi-Unit Residential Building Analysis" – Phase I – August 23, 2005
During the August 23, 2005 Task Force meeting, architectural consultants HAY DOBBs provided an overview of their research, referred to as a Building Structural Analysis. This analysis focuses on the overall condition of the overall architectural, structural and mechanical systems and facilities of buildings in the study area. Information was obtained (1) through observation, (2) analysis of construction documents on file at the city; and (3) discussions with caretakers/managers of the buildings. Twelve primary findings highlight issues with likely impact on neighborhood stabilization.

FF: Underground Parking Impact Memo, Cornejo Consulting – September 27, 2005
This memo is a response to a request made at the July 12, 2005 SNAP Task Force meeting for an "assessment of the impact of underground parking on density requirements, and how the use of underground parking may allow for better use of land and more attractive spaces."

Section 4: Development Standards

GG: "The Creation of Development Standards for SNAP" – August 23, 2005
This memo, prepared by City staff suggests an approach to defining what makes a stable neighborhood to help the SNAP Task Force begin to define development standards to enhance stability in the Zane Avenue corridor.

Section 5: Concept Development Scenarios

HH: Additional Assessment of Potential for Condo Conversion, Maxfield Research Inc. – October 21, 2005
Maxfield Research Inc. considered the potential to convert existing apartment units in the SNAP Study Area to two-bedroom, two bath condominium units and conducted a pricing assessment to test the market feasibility of concept development scenario A identified by Hay Dobbs.

II: "Multi-Unit Residential Building Analysis"– Phase II – October 11, 2005
Development Scenarios: Materials and Presentation by Hay Dobbs Architects to the SNAP Task Force of three possible development scenarios and examples of similar renovation and infill projects in the metro area.