



Hennepin County Community Works

20 Years of Transforming Places for People



6/30/2014

An evaluation of past performance and lessons learned with recommendations for the future

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CONTENTS

EXECUTIVE SUMMARY		4
CONTEXT		6
Community Works history and mission	6	
Defining characteristics for success	7	
Refining Community Works goals	7	
PROCESS EVALUATION		9
Community Works programs	9	
Community Works program phases	11	
IMPACTS EVALUATION		20
Program performance and outcomes	20	
Identifying Community Works measures	21	
Input measures	22	
Activity measures	23	
Output measures	25	
Outcome measures	28	
PROGRAM RECOGNITION AND NEXT STEPS		33
SUMMARY OF RECOMMENDATIONS		35
SUPPLEMENTAL MATERIAL		37

EXECUTIVE SUMMARY

In 1993, Hennepin County launched Community Works, an innovative, place-based, cross-jurisdictional program that addresses areas with declining tax bases through coordinated public investments in corridor-scale infrastructure, natural systems, and redevelopment. Today, Community Works is a nationally recognized approach to community redevelopment, one with a track record of stimulating development, providing access to employment, building the long-term value of communities, and improving existing implementation systems.

In December 2013, the Hennepin County Board requested an evaluation of Community Works' past performance, as well as recommendations for addressing future opportunities and program management. This evaluation provides an ideal opportunity to reflect on 20 years of success and lessons learned from implementing a range of strategies in diverse geographies.

Community Works program areas experienced

- **\$883 million in public and private investment**
- **17 percentage points higher average property values**

Perhaps no American county has recently been as innovative and ambitious as Minnesota's Hennepin County... Community Works has significantly transformed portions of the county through major housing, transportation, parks, and environmental restoration investments.

— Judith Martin and Justin Jacobson

*"A County and its Cities: the Impact of Hennepin Community Works,"
Journal of Urban Affairs 30 (2008).*

Process Evaluation

The process for initiating, managing and closing out Community Works programs evolved over time. This report recommends a series of improvements to formalize Community Works best practices and to guide policymakers and program managers through a consistent framework from program initiation to closeout. These process improvements create clarity and consistency while retaining Community Works' spirit of innovation and creativity. Future programs will remain flexible and nimble, driven by thoughtful planning and partner alignment to implement coordinated strategies tailored to the specific needs and opportunities of particular communities.

Impacts Evaluation

Program investments generally show strong, positive tax-base impacts. **More than \$883 million** in public and private investment has been attracted to Community Works program areas. **Average property values increased 17 percentage points more** in Community Works program areas than in surrounding communities. Yet these impacts vary across programs, and two areas have yet to see tax-base increases.

Community Works programs also have made positive, tangible changes that improve quality of life: 13 acres of open space, three miles of enhanced waterways, 50 acres of developable land and 19.5 miles of sidewalks and trails have been created or improved in program areas.

An assessment of Community Works outcomes, including the role of market forces, the limits to measuring key impacts and other takeaways, informs a series of recommended practices



for ongoing program evaluation and recognition.

KEY RECOMMENDATIONS

- Update and revise Community Works principles
- Establish consistent program phases, key actions and milestones, including:
 - Consistent criteria for initiating Community Works Programs
 - Periodic county-wide screening for needs and opportunities
 - Board-established program parameters at initiation, including seed capital to leverage partner commitments
 - Investment frameworks at completion of planning phases that define partner commitment and financial support
 - On-time budgeting during implementation
 - Annual tracking of milestones and metrics
 - Regular reporting on progress to partners and stakeholders
 - A closeout framework at completion that addresses any unfinished projects and ongoing asset management
- Develop a Community Works guidebook to operationalize lessons learned and formalize best practices.
- Prepare a Community Works evaluation report across all programs annually and a more robust analysis with external evaluation partners every five years.
- Tell the Community Works story and garner recognition for Hennepin County's leadership and strategic investments.

CONTEXT

In December 2013, the Hennepin County Board approved a resolution (13-0316R1) that directed county administration to:

... (1) undertake a thorough evaluation of Community Works' past performance, current and future opportunity areas, and ongoing operations and strategies, (2) make recommendations with respect to budget planning and management of future projects as well as to criteria for creating new Community Works projects and closing existing ones, and (3) present the results of its evaluation to the County Board no later than June 30, 2014.

This evaluation is submitted in accordance with this resolution and responds to these directives. It also offers important programmatic context for an accurate and thoughtful review of the Community Works program.

Community Works history and mission

In the fall of 1993, the Hennepin County Board established a commission to develop recommendations and principles for a cross-jurisdictional, collaborative community redevelopment approach that addressed a range of issues confronting urban neighborhoods and suburban municipalities, including:

- Decreased employment
- Steady growth of public assistance case loads

- Soaring crime rates
- Deteriorating and abandoned housing and commercial property

The commission featured a range of local agency partners, including Hennepin County, the City of Minneapolis, the Minneapolis Park and Recreation Board, Minneapolis Public Schools, the Suburban Hennepin Regional Park District (now Three Rivers Park District) and the Design Center at the University of Minnesota. In its foundational report, the commission identified the profound impact of these trends:

... the public cost of this deterioration can be measured by the decline in tax revenues realized and the corresponding increase of public expenditures on income maintenance, public services, health care and social services...ⁱ

—and described the mission of the *Hennepin Community Works* program:

... to enhance how the communities of Hennepin County work together to create good jobs, provide access to employment, and build the long-term value of communities by investing in infrastructure, public works, parks, and the natural environment and by improving the existing implementation systems.ⁱⁱ

Twenty years and hundreds of millions of dollars in public and private investment later, this evaluation recognizes the successes of this innovative program, shares key lessons learned, and makes process and impact recommendations that will enhance its capacity to leverage substantial public and private investment in strategic areas for the benefit of Hennepin County residents, businesses and the region.

Defining characteristics for success

Time-tested Community Works program implementation has revealed several characteristics key to success:

- Coordinated investment** – comprehensive planning frameworks identify legacy infrastructure investments that reenergize the development cycle in challenged neighborhoods and ensure partner commitment over time
- Collaboration at all levels** – collaboration with internal partners and external agencies establishes partner buy-in, aligns and leverages investment and develops a coalition of support for the vision
- Innovative strategies** – comprehensive and flexible strategies integrate transportation infrastructure, land use and economic development; support cross-jurisdictional and multidisciplinary approaches and seed the market
- Community-focused** – adaptable community engagement approaches address unique needs, provide for robust participation and ensure a community-supported vision that overcomes challenges
- Rooted in place** – places of need and opportunity are identified through data-driven research and place-based amenity investments in open space and county infrastructure serve as economic drivers

Refining Community Works goals

Community Works programs are developed through long-term collaboration with communities, cities and other stakeholders to focus public and private investment along designated corridors. The Community Works approach has consistently been guided by five key principles.

These five principles are now out of date, and the metaphorical language contributes to confusion with program partners over the program's role and purpose. Updating and revising the Community Works *principles* as *goals* clarifies Hennepin County's role and strengthens the program's focus on critical county issues.

- 1 Enhancing the tax base has always been a Community Works cornerstone and should remain integral to the program.

COMMUNITY WORKS PRINCIPLES, 1994

- ① Enhance the tax base
- ② Stimulate employment development
- ③ Strengthen communities through connections
- ④ Maintain and improve natural systems
- ⑤ Build bridges for effective planning and implementation



RECOMMENDED COMMUNITY WORKS GOALS, 2014

- ① Enhance the tax base
- ② Stimulate economic development and job growth
- ③ Strengthen and connect places and people
- ④ Innovate and advance sustainability
- ⑤ Lead collaborative planning and implementation

② Redrafting *employment development to economic development and job growth* reflects a broader understanding of the importance of new businesses and business expansion in job creation, services and opportunities for Hennepin County residents and the unique role of the county in supporting these efforts. Since Community Works programs historically have been deployed in economically challenged communities to address infrastructure and opportunity gaps, this goal also recognizes that the strength of the regional economy depends on closing these critical gaps.

③ Since its inception, Community Works has focused on place and created opportunity through connections — e.g., a deserted railway, a county road or a planned LRT corridor. This revised goal more clearly describes improving places for and with the people who use them.

④ Community Works was conceived as a program that recognized the value and impact of the natural environment as it relates to the prosperity of communities. The revision preserves this intention, and also recognizes *sustainability* in its fullest sense, as a holistic approach to address environmental needs and opportunities, enhance and sustain the long-term success of places, and ensure longevity of the built environment through sound financial management.

⑤ Finally, Community Works is not only a convener, but an acknowledged leader in collaborative planning and implementation.

While these shifts may appear subtle, they recognize effective Community Works practice and position the program for the future.

PROCESS EVALUATION

All long-term programmatic efforts evolve over time. While the tenets of Community Works have remained largely consistent, specific programs have responded uniquely to the social and physical conditions of the program areas and the desires of communities, cities and other stakeholders. This strategy has encouraged a flexible and innovative approach, but it also has contributed to a lack of clarity about what

Community Works is and what it does.

This section of the evaluation reflects on the processes behind Community Works programs and includes recommendations to make them more consistent, transparent and accountable, while retaining the

Lessons learned

A program of projects

The Community Works approach as deployed in specific geographies was historically labeled a *project* (e.g., *Lowry Avenue Community Works Project*). Yet each project is in fact a coordinated *program* that supports the planning and implementation of a wide range of interconnected *projects* (e.g., a roadway, a trail, an economic development effort).

An intentional shift to more accurately label Community Works *programs* underscores the collaborative and iterative nature of the planning and implementation efforts and the necessary condition that partner participation is critical for overall program success.

program's transformative potential. These recommendations address ongoing operations and strategies, budget planning, program initiation and closeout (including criteria for identifying future opportunity areas).

Community Works programs

Historically, Community Works programs have been established or affirmed by board resolution. Eight Community Works programs were established or affirmed in this manner:

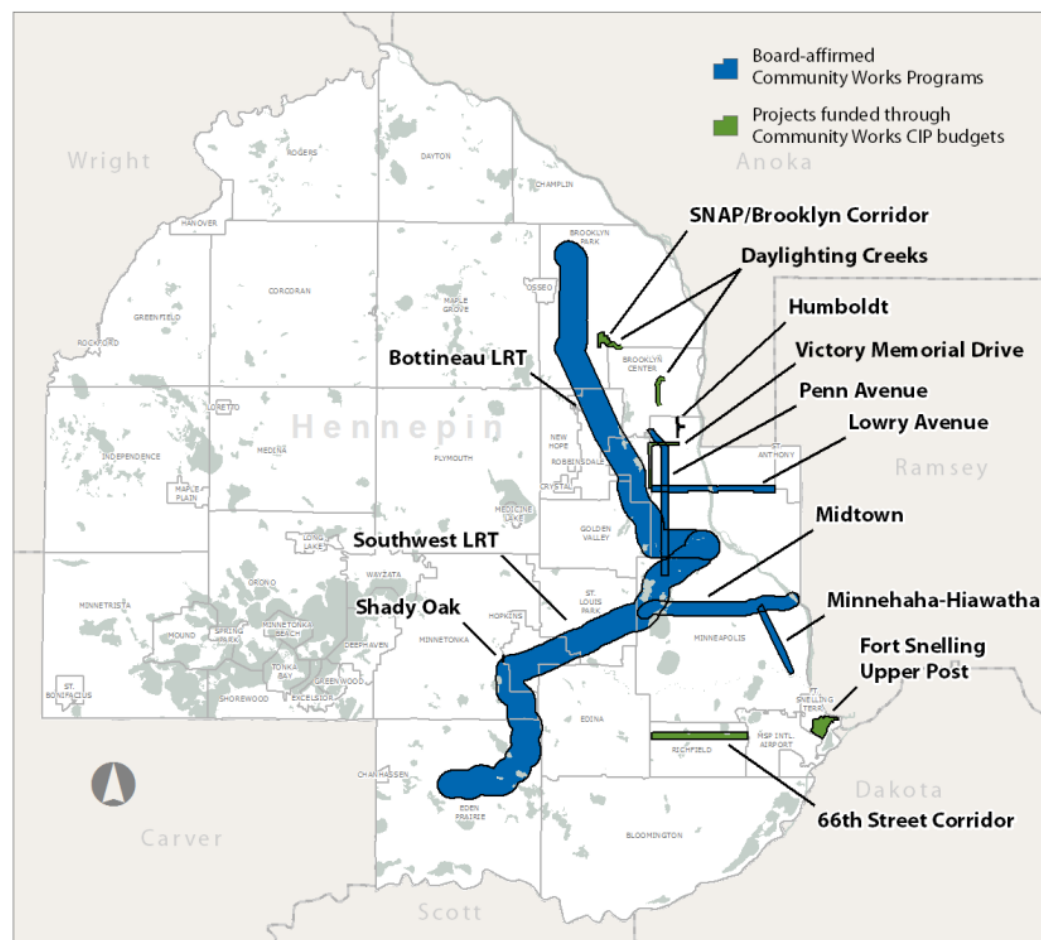
- Humboldt Community Works (95-8-589)
- Midtown Community Works (95-8-589)
- Lowry Avenue Community Works (99-12-958)
- Bottineau LRT Community Works (00-2-58)ⁱⁱⁱ
- Shady Oak Road Community Works (07-6-263)
- Minnehaha-Hiawatha Community Works (08-3-67)
- Southwest LRT Community Works (09-0596)
- Penn Avenue Community Works (12-0238)

Additionally, Community Works resources have been authorized by the board through the capital improvement plan budget to leverage outcomes consistent with Community Works programs without the official Community Works program designation. These include:

- 66th Street (2005 CIP)
- Daylighting Creeks (2005 CIP)
- Brooklyn Corridor/Stable Neighborhoods Action Plan or SNAP (2006 CIP)
- Fort Snelling (2006 CIP)
- Victory Memorial Drive (2007 CIP)
- Van White (1999 CIP)

Detailed information for each of the Community Works programs and projects, including key board actions, goals, partners, active/closed status and financial information, is available in the supplemental section of this report.

This evaluation encompasses all of the above programs and projects, and provides recommendations to add clarity and consistency in initiating future Community Works programs.

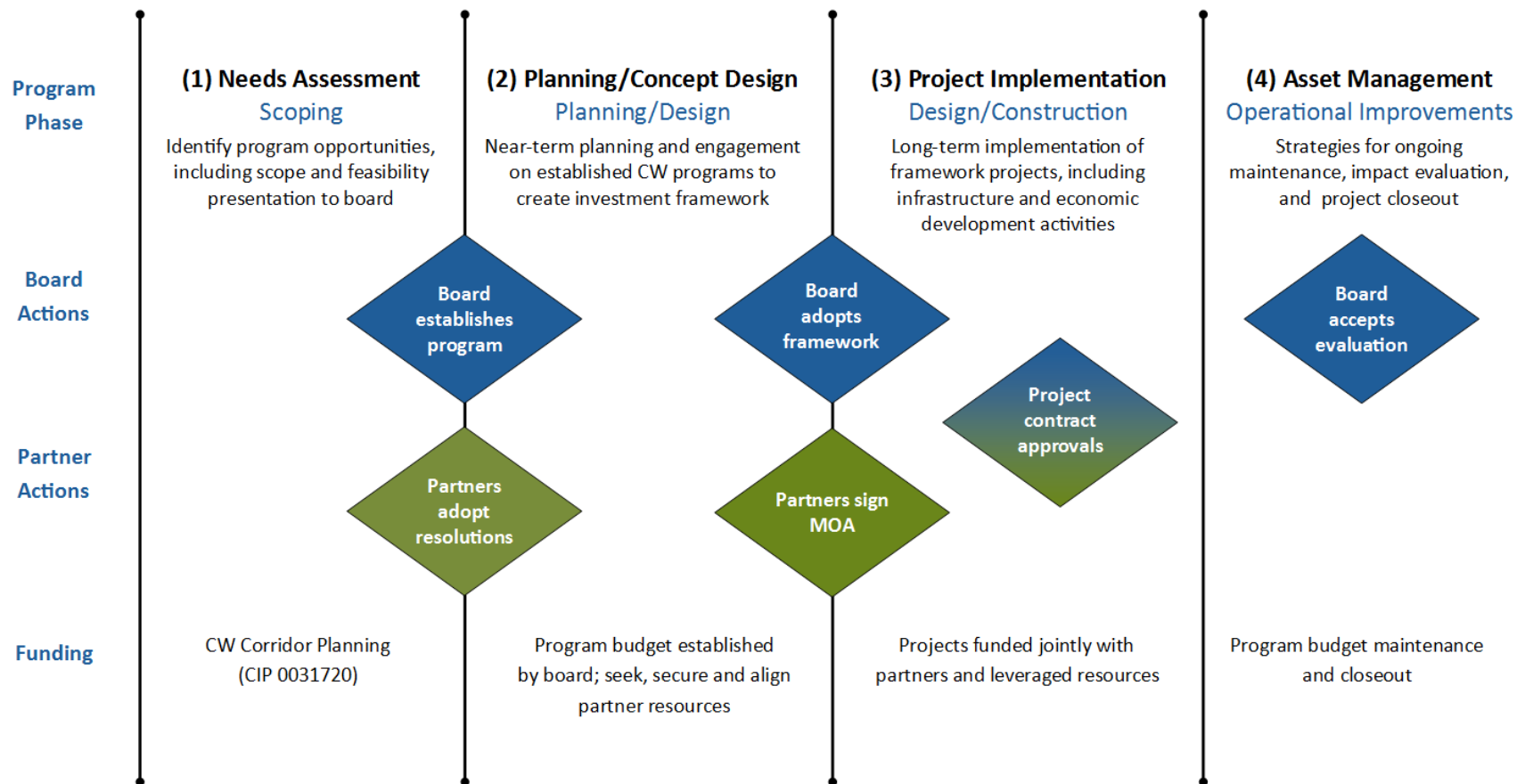


COMMUNITY WORKS PROGRAMS AND PROJECTS

Community Works program phases

While Community Works programs have progressed through identifiable stages, the approaches to program initiation, budget planning, ongoing management and closeout have varied across programs and projects.

FOUNDATIONAL RECOMMENDATION
 Establish a consistent structure for program phases and key actions to improve current and future program operations.



Needs Assessment (Phase 1)

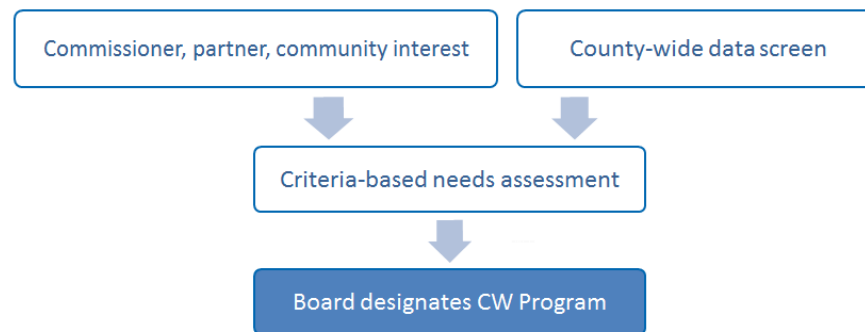
Community Works programs to date have been initiated to address a variety of needs and opportunities. The proposed criteria-based needs assessment offers a consistent approach to identify, scope and prepare new Community Works programs for consideration by the board. A county-wide screening process led by county staff on a periodic basis (every two to three years) will help identify areas of need and opportunity for further assessment.

Potential investment areas identified through county-wide screening or brought forward by commissioners or community partners will be further evaluated through the criteria-based needs assessment.

PROCESS RECOMMENDATIONS

- 1.1 Establish consistent criteria for initiating Community Works Programs.
- 1.2 Conduct periodic (every two to three years) county-wide screening and criteria-based assessment of needs and opportunities supported by Community Works Corridor Planning funds (CIP 0031720).

COMMUNITY WORKS PROGRAM INITIATION



Identifying current and future opportunity areas

Community Works programs have focused typically on corridors such as county roads, other county-owned infrastructure, planned transit corridors and waterways. The corridor scale of these geographies, coupled with the county’s ownership stake and the fact that many of the corridors cross multiple jurisdictions, supports Hennepin County’s leadership role in establishing Community Works programs. In identifying future opportunity areas, the scale and multijurisdictional nature of potential programs should be considered.

In addition, disparate communities in Hennepin County often share common issues and opportunities. For example, many suburban communities face challenges associated with aging and vacant strip centers, while others have large tracts of commercially zoned property burdened with economically obsolete industrial parks. Community Works may provide a

successful approach for convening multiple partners from geographically separate but similarly challenged areas to develop coordinated, place-based approaches to revitalize these targeted areas.



The criteria-based assessment for a potential program includes the following factors:

- Economic distress, declining tax base, disparities, economic obsolescence
- Air/water quality, environmental hazards, geological or hydrological issues, conservation priorities
- Infrastructure needs, mobility/access issues

- Quality of amenities and built environment, availability of green space
- County alignment (strategic plans, programs, policies)
- Agency/community partner alignment and active support
- Opportunities for innovation and strategic leadership
- Market potential and readiness

As a variety of potential programs are reviewed for needs and opportunities, an additional screen will evaluate potential programs for geographic balance. At this stage, staff will conduct a preliminary, high-level cost-benefit review before making a recommendation to the board.

If the criteria-based assessment demonstrates merit, a

Lessons learned

Setting clear expectations

Defining program goals that are market dependent adds to program risks. Community Works programs set the stage for and seek to catalyze private investment, but market forces play a significant role—economic downturns can outweigh the impacts of infrastructure investment.

Managing expectations is critical—place-based community development strategies like Community Works can improve the quality of life in an area, but have only indirect and limited impacts on complex social issues (i.e., disparities, generational poverty).

recommendation will be made to the Hennepin County Board to establish a Community Works program. The recommendation will include suggested program parameters, including proposed goals, initial partners, estimated level or range of investment, seed capital needs, suggested timeframe, identified program risks and selected measures aligned with proposed goals. The capital request will include a recommendation for modest *seed* funding that will be used to jump-start program efforts and generate partner and community support and confidence in the project.

Obtaining supporting resolutions from key partners at the time of program initiation is also recommended. Early assessment of these partners' willingness and ability to fulfill the lead role in their areas of strength is important to ensure that implementation responsibilities are shared and expectations are managed accordingly.

PROCESS RECOMMENDATIONS

- 1.3 Initiate all future Community Works programs through formal board action.**
- 1.4 At program initiation, establish broad program parameters, including seed capital to leverage early partner commitments commensurate with the overall investment.**
- 1.5 Program initiation is accompanied by supporting resolutions from key partners.**

Lessons learned

Importance of partner buy-in

Misperceptions persist regarding Community Works as “a county project” (funded and supported solely with county resources) rather than a program requiring collaboration and investment by multiple partners. It’s important to establish partner buy-in early through formal resolutions and funding commitments to ensure alignment. County investments have the most impact when *a coalition of support* sustains complementary public sector activities, including coordinated investments, policy alignments and shared priorities. Competing priorities among partners must be addressed early. Partners may need encouragement to focus on areas of alignment.

Community Works fulfills the important role of providing seed money and laying out ambitious agenda that can be expanded and modified by governmental partners who cannot launch such ambitious projects alone ... its political structure is based on partnerships ... Community Works does not dominate these processes and override weaker partners, but allows for an important degree of local control.

— Judith Martin and Justin Jacobson

“A County and its Cities: the Impact of Hennepin Community Works,”
Journal of Urban Affairs 30 (2008).

Planning/Concept Design (Phase 2)

Once a Community Works program has been initiated by the board, comprehensive planning and stakeholder engagement will take place to identify opportunities, develop plans and create an *investment framework* for the overarching program. In consultation with program leadership, the decision-making structure will be established at this time, including steering, community and technical committees.

A program manager will be identified consistent with Public Works program- and project-management best practice. The program manager will assemble the collaborative program team, consisting of key public works and partner staff, as well as other subject-matter and technical experts. This team will develop a work plan and milestones consistent with program goals, coordinate with other county efforts, refine the timeline, identify implementation strategies and manage risks.

PROCESS RECOMMENDATIONS

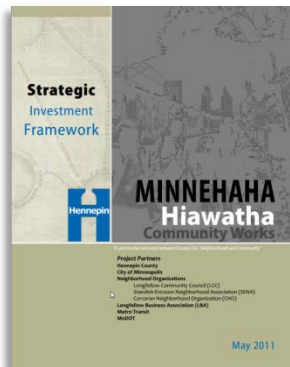
- 2.1 Build a coalition of support among policymakers and other stakeholders for implementation.
- 2.2 Use a balanced approach to community engagement and communicate in a clear and timely manner with partners and the public.

During this phase, the program team will develop and implement a community engagement strategy in accordance with the engagement level established (see inset) in consultation with program leaders.

Goal	Level	Community commitment
Inform	Low	Provide balanced and objective program information that assists the public in understanding the problem, alternatives, opportunities and/or solutions.
Consult	Moderate	Obtain public feedback/input on analyses, alternatives and/or decisions for policy-makers' consideration.
Involve	Moderately-high	Work directly with the public to ensure its concerns and aspirations are understood and factored into program decision-making.
Collaborate	High	Partner with the public in considering each aspect of the decision, including the development of alternatives and the identification of preferred solutions.

COMMUNITY ENGAGEMENT LEVELS

The investment framework offers a coordinated suite of implementation projects (i.e. infrastructure investments, economic development programs, etc.) that lays out how and when project implementation should happen, lead agencies for the work, potential sources of funds and a timeline for realizing program goals. Depending on the goals and the initial parameters, the development of the investment framework can take anywhere from six months to two years.



Project partners will be asked to endorse the investment framework by entering into a memorandum of agreement (MOA) outlining future participation and financial support for implementation. The agreement will include roles and responsibilities for long-term ownership and maintenance of infrastructure investments. At completion of the

Lessons learned

Playing to partners' strengths
Hennepin County is most successful *leading* collaborative planning and infrastructure development; *supporting* redevelopment and economic development efforts; and *monitoring* park development and open space maintenance by others.

planning/design phase, the investment framework will be presented to the Hennepin County Board for acceptance.

- PROCESS RECOMMENDATIONS**
- 2.3 Program management will follow a consistent Community Works process.
 - 2.4 A Community Works program investment framework will be presented to the Hennepin County Board for adoption and direction.
 - 2.5 The framework will include a memorandum of agreement (MOA) with key partners defining participation and financial support for implementation efforts to come.
 - 2.6 Pair infrastructure investments with commensurate economic development efforts, especially in challenged neighborhoods, both in terms of scale and level of investment; otherwise, longer redevelopment timelines may limit impacts.

Project Implementation (Phase 3)

Once an approved investment framework and partner agreements are in place, program emphasis shifts to implementing projects identified in the framework, including:

- Infrastructure improvements that increase connectivity and mobility, including road, trail and sidewalk enhancements and transit investments
- Activities that benefit the environment, such as open space, energy alternatives, streetscaping, stormwater solutions, environmental investigation or cleanup
- Economic development strategies, including technical and financial support for businesses; business recruitment; and coordinated housing and real estate development investments, including land assembly and contamination remediation
- Activities that green and activate public spaces, such as community gardens, civic spaces and placemaking activities

Project implementation is the longest phase of a Community Works program and may be many years in duration. Specific projects may require additional agreements with public and private partners targeted at discrete investments with

leveraged resources. During this phase, program funding shifts to on-time budgeting (i.e., annual budget requests are equivalent to the estimated annual county expenditures for project implementation) in line with current Public Works practice.

PROCESS RECOMMENDATIONS

- 3.1 Enact on-time budgeting during implementation to maintain transparency and accountability in financial management of the program.**
- 3.2 Thoroughly track program milestones and metrics during the implementation phase.**
- 3.3 Report regularly on progress and keep policymakers, stakeholders and the community informed so that program momentum and support do not wane over the long term.**

Reporting routinely to the Hennepin County Board, maintaining regular communication with program partners and tracking milestones and metrics are critical to the success of a program during this phase.

Project implementation also offers many opportunities for recognizing program accomplishments, as groundbreakings take place and new community assets become available for public use.



MIDTOWN GREENWAY GROUNDBREAKING 1998

Lessons learned

Sustaining partnerships over time

Long-term implementation requires ongoing efforts to maintain partnerships. Maintaining communication with policymakers, key partners and other community stakeholders is essential. Convening partners for interim check-ins and providing regular project updates and progress reports is appropriate. Establishing and fostering a *keeper of the vision* during implementation is a best practice.

Asset Management (Phase 4)

When project implementation milestones have been achieved, the program focus shifts to asset management. This phase includes strategies for ongoing maintenance of program investments, evaluation and program closeout.

Community Works programs do not necessarily result in long-term assets owned by Hennepin County; in fact, they are often



most effective when they result in infrastructure owned and maintained by others. However, long-term ownership or maintenance by Hennepin County is required in some cases and must be monitored by Hennepin County staff.

In addition, while prior investment frameworks may have anticipated that private development would follow infrastructure improvements naturally, future frameworks will acknowledge and take into account that infrastructure investments are not always sufficient to overcome market forces.

A final program evaluation report addresses previously defined program goals and measures the effectiveness of the program in achieving them. Reporting outcomes and taking opportunities to recognize program accomplishments with partners and the community are important in this phase.

If the program area is under current or near-term study for potential further investment by program partners or other agencies, the program may remain open in a reduced capacity until the impacts of those studies on the program investments are understood.

Once it is determined that a program has reached its established goals and/or that no other substantial county investment is expected, a closeout report recommends transfer of program assets as appropriate and sets parameters for ensuring partners will continue to meet agreed-upon obligations.

PROCESS RECOMMENDATIONS

- 4.1 Mark program completion with a detailed evaluation report measuring Community Works program impacts against initial goals.
- 4.2 At completion, adopt a closeout framework that outlines roles and responsibilities, a work plan, budget and timeline for managing any unfinished projects and ongoing asset management.

IMPACTS EVALUATION

Measuring impacts of community and economic development programs is a common and persistent challenge. A wide range of variables contribute to the success of Community Works programs, and some outcomes tied to long-term infrastructure investments become evident only after the planned infrastructure is in the ground — which can be years after planning was initiated.

Influence of program phase on impacts

This impact evaluation focuses on the full range of Community Works programs currently in various phases of development:

- Programs where early investments have demonstrated impacts (e.g., Midtown)
- Programs that have completed substantive planning processes but are in the midst of project implementation efforts (e.g., Minnehaha-Hiawatha)
- Programs just entering project implementation (e.g., Southwest)
- Programs in the early planning stage (e.g., Penn Avenue)

Because the level of anticipated impact is directly connected to the phase of the program and the extent of the investment, this evaluation purposefully includes a diversity of measures

representing the full range of the program to capture the effectiveness at each stage of the process.

EVALUATION RECOMMENDATIONS

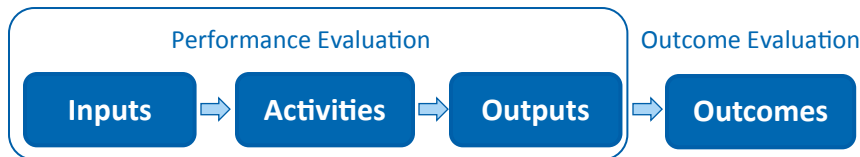
- 5.1 A Community Works annual report will be prepared across all programs, including routinely collected measures appropriate to the program phases.
- 5.2 A more robust program evaluation (similar to this effort) that utilizes external evaluation partners should be conducted approximately every five years.

Program performance and outcomes

A strong evaluation relies on consideration of both the *performance* and *outcomes* of a program. Performance evaluation is based on measuring *inputs*, *activities* and *outputs*, while outcome evaluation looks at the changes that result from a program (or *outcomes*).

- Inputs** – the program resources, such as funding for program activities and staff support time

- **Activities** – the program efforts themselves, such as planning and community engagement activities
- **Outputs** – the direct results of program activities, such as partnerships and infrastructure improvements
- **Outcomes** – the impacts resulting from all of the above, which are measured over the long term and presented within a context (e.g., larger trends and other variables that contribute to the measured change).



Identifying Community Works measures

Community Works’ earliest evaluation efforts began in 2004 and focused on the Humboldt Greenway^{iv}. Community Works and Research, Planning and Development identified a list of 45 potential measures in 2007, but there were many hurdles to accessing the data at the time. The *Midtown Community Works Report Card*, developed in 2013, utilized four measures, including number of employees by sector, property values, changes in crime rates and trail usage. Recently, Public Works’ Strategic Planning and Resources department teamed with Hennepin County’s Resident and Real Estate Services to create a mapping tool that shows relative changes in estimated

property values and crime rates in Community Works program areas between 1999 and 2013^v.

EVALUATION RECOMMENDATION 5.3

Closely align Community Works evaluation to the five overarching program goals as well as goals tailored to each specific program.

The Community Works evaluation framework (available in the report supplement) builds on these earlier efforts and aligns more explicitly with the Community Works program goals — a necessary factor in accurately evaluating the program impacts.

The measures identified for this evaluation also reflect input from the evaluation team, which includes (1) experienced Community Works program managers, (2) Housing, Community Works and Transit department leadership and (3) the evaluation partners at the Center for Urban and Regional Affairs at the University of Minnesota.

The following measures were collected primarily during the first six months of 2014^{vi} and interpret the best available data^{vii} to answer the question of how Community Works programs impact the communities they seek to improve.

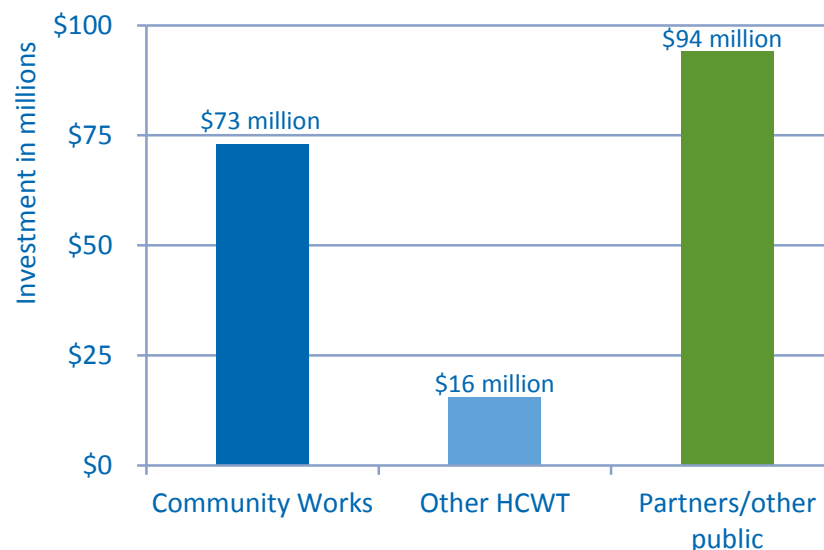
Input measures



- **County investment** in Community Works program areas, including Community Works resources and related county programs
Finding: \$89 million has been directly invested by the county in Community works programs^{viii}
- **Other public investment** connected to Community Works’ programmatic efforts, including city and other agency investments that were a direct result of their partnership with Community Works
Finding: \$94 million has been invested in program areas by partners and other public agencies

commitment is a dramatic indicator of successful collaboration and programmatic buy-in.

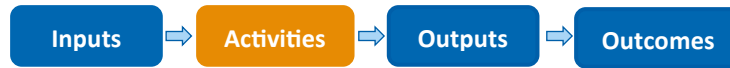
Community Works Program Investment	Amount	% of total
Total encumbered	\$115,060,406	63%
Community Works funds expended	\$73,169,489	40%
Partner funds (thru CW) encumbered	\$41,890,917	23%
Estimated other HCWT investment*	\$15,558,398	9%
Additional public investment	\$52,311,200	29%
TOTAL	\$182,960,004	100%



The Community Works approach has always sought to leverage coordinated community investment. Since its inception, *Community Works has delivered a one-to-one rate of investment* in the program areas from government and agency partners. This demonstration of partner

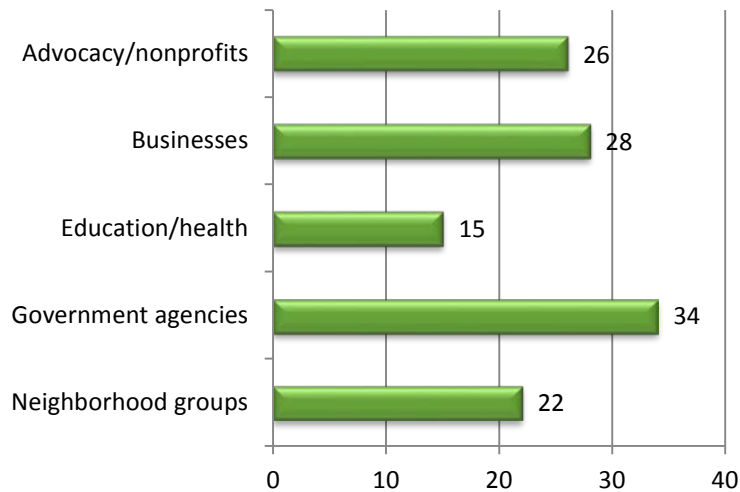
Since the inception of the Community Works program, the county has expended \$115 million (including \$73 million from county funds and \$42 million in revenue from city, state and federal partners) on Community Works planning and implementation. Another \$16 million has been expended in Community Works program areas by the Affordable Housing Investment Fund^{ix} and Transit Oriented Development program. In addition to the \$42 million in flow-through funding from city and state partners, another \$52 million has been directly invested by these partners in Community Works program areas.

Activity measures



- Sector and type of partners, including all partnerships and all capital funding partners
Finding: More than 125 public and private partners participate in Community Works programs

Community Works has garnered a wide array of public and private partners. More than 125 distinct cities, other government agencies, businesses, educational and research institutions, and neighborhood and community organizations regularly serve on policy and advisory committees, coordinate across projects and help support Community Works programs.



COMMUNITY WORKS PARTNERS BY SECTOR

Lessons learned

Stakeholder perspectives

Stakeholder interviews recently conducted by independent research group ISG revealed that Community Works is a respected convener and partner in community development. According to the stakeholders, Community Works is:

Catalytic—it’s public investment in infrastructure and restoration of natural resources to stimulate private investment.

Trying not just to be project-based – not taking the traditional engineering-driven, project-based approach. More economically efficient approach, it’s an evolved way to think about community development.

The comprehensiveness, it’s cutting edge. We take it for granted, it’s almost in the ether. It’s hard to describe the role, but we take it for granted – the leverage, coordination and collaboration.

Forward thinking, a comprehensive view of county role. [Community Works] is more engaged in guiding and incentivizing and investing in development. [It is] comparable to a city agency but [has] broader scale and higher capacity and investment. [They are] on the ground with community partners, officials and residents.

See the supplemental materials of this report for more findings from this research.

Activity measures (continued)

- **Community engagement activities**, including the range of approaches and diversity of participants

Finding: *Community Works programs have been broadly embraced by communities as a result of more than 150 engagement activities and 3,900 contacts or touch-points*

Community Works has been a leader in community engagement from the beginning. Program teams have invested many hours preparing for and conducting engagements on all scales, from large community open houses to smaller group meetings. Upgrades to project websites, social media and online tools promise to bring new voices to the table.



Nevertheless, expectations about what constitutes legitimate public process evolve over time. Program transparency and accountability are more critical than ever, and communities will be outspoken and disruptive when they perceive inadequate engagement. Engaging the community effectively early in program development

builds trust and community support for implementation down the road.

Coordinating community engagement across other county and agency programs increases the effectiveness of communication with the public, reduces engagement fatigue and streamlines program efforts. Managing community expectations is especially critical when implementation will be shared across departments and agencies.

Penn Avenue Community Works has dedicated community partnership and engagement staff. Bottineau Community Works supports a handful of community organizations working to reduce language and cultural barriers and increase program participation.^x Southwest Community Works is restructuring a community advisory committee to better include groups specific to each station area, enabling more effective information-sharing and participation.

Lessons learned

An adaptable approach works
Community Works programs use a diverse range of engagement strategies designed to build trust and meet the unique needs and characteristics of the program and community. Large public meetings are augmented with outreach to neighborhood and community groups. Tabling at community events and speaking to smaller groups in order to “meet people where they are at” is a best practice. Capacity building efforts in which programs partner with community-based organizations that serve low income people, people of color, the disability community and non-native English speakers support broader and deeper outreach.

Output measures



- Green and open spaces created or improved, including public parks, waterways and civic places
Findings: More than 13 acres of green space have been developed, and nearly three miles of creek have been daylighted or improved

Community Works programs have brought a wide variety of improvements to green and open spaces, benefitting



program area communities.

Through the Brooklyn Park/SNAP project, a new amphitheater, playground and a community commons

add value to a redeveloped residential area.

Lowry Avenue Community Works planted 415 boulevard trees to provide shade and improve the pedestrian experience, while infiltration soils were added to the boulevard to help manage corridor stormwater needs.



Minnehaha-Hiawatha Community Works is in the midst of landscaping restoration along Hiawatha/Highway 55 that includes



planting 350 hardwood and other tree species able to withstand harsh urban corridor conditions. In addition, a newly planted community hops garden brings green space and commercial opportunity to a remnant land

parcel that was a neighborhood eyesore.

Humboldt Community Works created a neighborhood-scale central park that serves a residential area, while the Midtown Greenway created a focal point for a range of community gardens.

Daylighting projects have improved nearly three miles of Shingle Creek, a key county waterway. The creek has been turned into a community asset that attracts development, offers recreation opportunities and addresses stormwater management.



Output measures (continued)

- **Land prepared for development**, including space made available through blight removal and parcel assembly
Findings: *More than 50 acres of developable land have been assembled in program areas*

Community Works programs generate unique opportunities by working in tandem with agency partners to identify and acquire key redevelopment sites. Typically these sites face an array of challenges that have previously thwarted redevelopment, including environmental contamination, obsolete land uses and derelict structures. Through tax forfeiture, right-of-way condemnation and direct purchase, Community Works helps stabilize these sites and prepare them for future investment.

- **Connectivity improvements**, including the creation and/or improvement of trails, bikeways, sidewalks, ADA improvements, connections to destinations, etc.
Finding: *More than 19 miles of new and improved trails and sidewalks serve pedestrians and bicyclists in Community Works program areas*

Community Works programs expand connectivity and mobility by adding or improving bike facilities, sidewalks and trails and connecting them to the existing transportation network.

The 5.7-mile Midtown Greenway provides a critical east-west bicycle commuter corridor that expands the regional

transportation network and serves as a safe and convenient commuting option to St. Paul^{xi}. Riders can connect to light-rail transit, regional trails and nearby neighborhoods and commercial areas. In 2013, USA Today named the Greenway the best urban bike trail in the nation.



Lowry Avenue Community Works efforts included five miles of new on-street bike lanes — helping to create an important east-west connection through North Minneapolis and access across the iconic Lowry Avenue Bridge to Northeast Minneapolis.



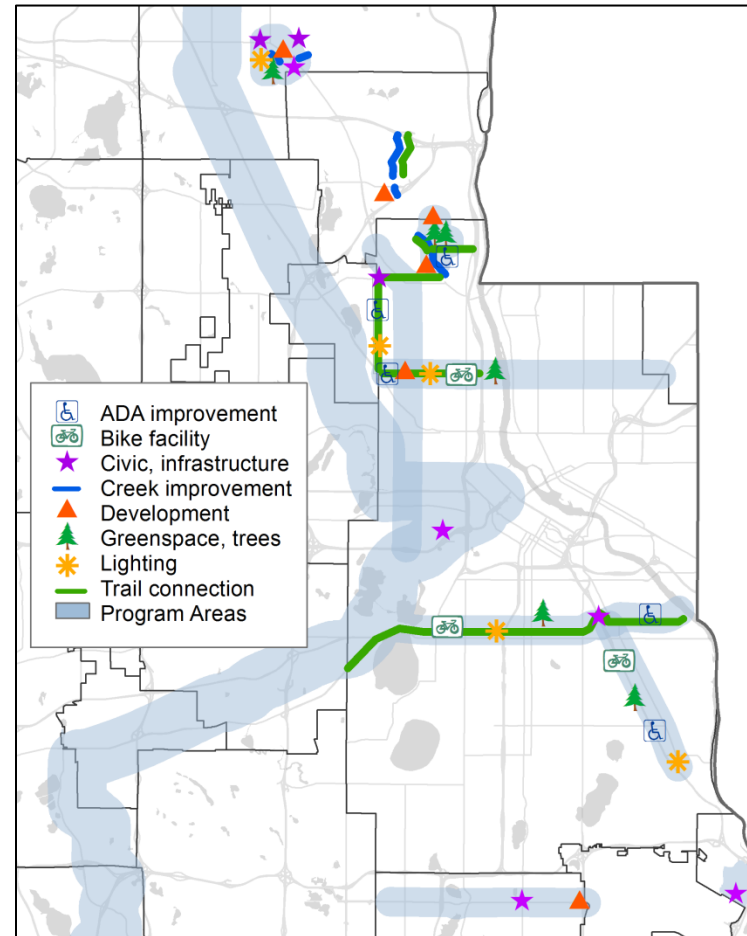
Along the Humboldt Greenway, a tree-lined walking path connects two parks with two schools and the Shingle Creek trail system. As part of the Brooklyn Park/SNAP project, new pedestrian facilities connect a multifamily housing development in Brooklyn Park to a nearby commercial area.

- **Additional infrastructure enhancements**, including street and safety improvements, lighting, etc.

Finding: 300 ADA ramps and 658 street/trail lights have been added or improved in program areas

Along with significant bridge, road and sewer reconstruction, Community Works programs have widened sidewalks and boulevards and added street lighting, greatly enhancing the experience and safety of the community.

As transportation infrastructure has been implemented within Community Works program areas, the transportation team for each program ensures that sidewalk and trail ramps meet current ADA guidelines^{xii}.



A WIDE RANGE OF IMPROVEMENTS ARE IMPLEMENTED IN PROGRAM AREAS

Outcome measures



- Increased property values in the program areas
Finding: Average property values within a quarter-mile of program areas have increased at a rate 17 percentage points higher than in nearby areas or communities

Tax-base enhancement was a founding principle of Hennepin County Community Works and remains a primary goal.

Program efforts take place within an existing community and a specific economic context even as they attempt to influence and change both, so it's necessary to evaluate program impacts relative to shifts in comparison areas that share that same context.

Lessons learned
Recession impacts on Lowry Avenue Community Works' implementation phase coincided with the Great Recession, which disproportionately affected the communities of North Minneapolis. In spite of redevelopment efforts, several cleared parcels remain vacant. Substandard building structures that attracted criminal activity were removed, but the redevelopment that defines program success for community partners is not yet complete.

With two notable exceptions (Brooklyn Park/SNAP and Lowry Avenue Community Works — see inset), program areas show increased property values when program implementation is substantially completed or underway.

Program	0 – 1/4 mile	Comparison areas
66 th Street	65%	51% (Richfield)
Brooklyn Park SNAP	8%	35% (Brooklyn Park)
Humboldt	37%	29% (Camden)
Lowry North	25%	38% (North, Camden)
Midtown – West	94%	73% (Cedar Isles)
Midtown – Central	117%	97% (Phillips, Powderhorn)
Midtown – East	90%	71% (Longfellow)

CHANGES IN ESTIMATED MARKET VALUE 2001-2013

- Increased public and private investment in program areas, including the quantity of commercial real estate and housing development
Finding: More than two million square feet of commercial space and 3,000 housing units have been created or improved by public and private investors in Community Works program areas

Program	Beginning of impact	Commercial square footage
66 th Street	2005	330,000
Brooklyn Park/SNAP	2008	106,300
Daylighting Creeks	2011	525,000
Midtown	2005	1,044,410
Total		2,005,710

The commercial square footage above includes buildings constructed as direct program investment in the 66th Street Corridor, Brooklyn Park/SNAP and daylighting projects as well as commercial space built independently by a range of developers in program areas.

Program	Beginning of impact	Housing units
Brooklyn Park/SNAP	2008	291
Humboldt	2001	196
Midtown	2005	2,757
Minnehaha-Hiawatha	2011	460
Total		3,217

The housing units above include new and upgraded housing constructed as a central component of Humboldt Community Works and Brooklyn Park/SNAP, as well as new multifamily

housing units constructed independently in the Midtown and Minnehaha-Hiawatha program areas.

- **Increased economic activity**, including the value and the relative intensity of development in program areas
Finding: *Development and redevelopment worth \$883.3 million have taken place within a quarter-mile of program areas, and this development is of considerably greater intensity than nearby areas.^{xiii}*

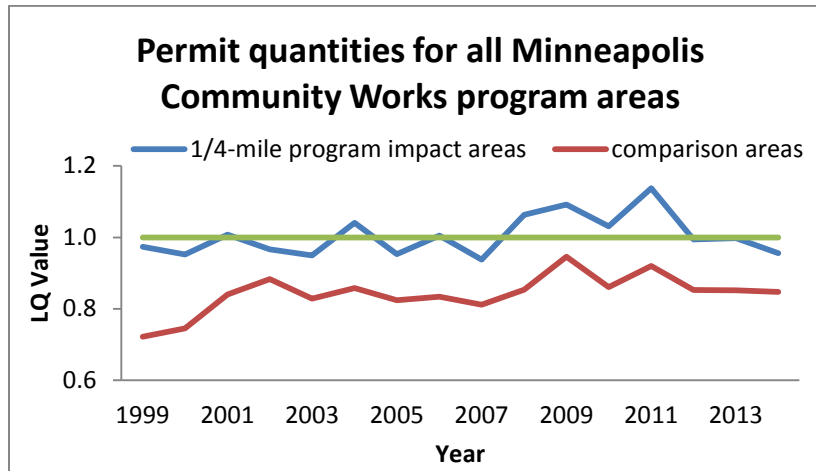
Program	Beginning of impact	Building permit value
Humboldt	1999	\$64.6 million
Lowry Avenue	2010	\$20.8 million
Midtown	2005	\$752.7 million
Minnehaha-Hiawatha	2011	\$45.7 million
Total		\$883.3 million

U of M researchers on the evaluation team defined this intensity as the Location Quotient (or LQ) and calculated it using the quantity and dollar value of building permits in program areas.

$$\text{Permit LQ} = \frac{\text{Number of Permits within Impact Area}}{\text{Number of Parcels within Impact Area}} \div \frac{\text{Number of Permits within Parent Area}}{\text{Number of Parcels within Parent Area}}$$

$$\text{Value LQ} = \frac{\text{Adjusted Value of Permits within Impact Area}}{\text{Number of Parcels within Impact Area}} \div \frac{\text{Adjusted Value of Permits within Parent Area}}{\text{Number of Parcels within Parent Area}}$$

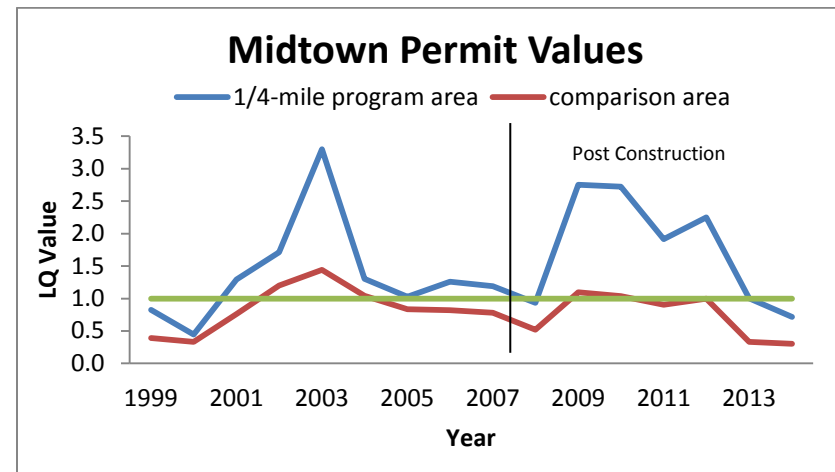
The resulting ratio, compared with the LQ in nearby communities and the citywide average, offers a valuable, granular perspective on the impacts of Community Works programs.



In the graph above, the green line (LQ value=1.0) represents the citywide average, the blue is the quarter-mile impact area of Community Works programs and the red is the larger Minneapolis communities in which the programs are located.^{xiv}

Years where the blue line is above the green indicate a greater intensity of development in the program areas compared to the city. The variance between the red and blue lines in this first graph represents the increased permit activity in Community Works program areas versus comparison areas.

It's notable that the greater intensity from 2008-2011 (in which program areas exceeded even citywide averages) coincided with the completion of the Midtown Greenway's final phase, Lowry Avenue North's reconstruction and the beginning of Minnehaha-Hiawatha implementation. This suggests that permit intensity increases may be attributable to program influence.



For a project like the Midtown corridor, the larger scale of development makes it instructive to look at not just permit quantities, but their values as well. Again, we see a dramatic demonstration of the increase in the total value of permitting activity in the quarter-mile program impact area beginning in 2008, after the completion of the final phase of the Midtown Greenway.

- **Improved access and mobility**, including better access to jobs, homes, businesses, schools, green spaces and other amenities;

Finding: *Corridor-scale programs that are coordinated with transit and transportation investments have the greatest potential to generate access improvements*

Connecting communities to opportunity has been a long-standing goal of Community Works. However, while many connectivity investments may not dramatically change how long it takes for a pedestrian or bicyclist to get from one place to another, they are meaningful nonetheless. An improved sidewalk with ADA ramps that replaces a cracked and narrow one may do little to change the analyst’s view of the transportation network, but the impacts of that investment may be profound on the person navigating a wheelchair to a nearby store, or a mother walking with her child in a stroller to the park. Many neighborhood-scale Community Works improvements fall within this category: they support community cohesion and local businesses by making it easier to get somewhere — and more desirable to be there.

However, corridor-scale investments dramatically impact access. Thirty-nine percent of weekday Midtown Greenway and Kenilworth Trail users^{xv} were commuting to their jobs in 2008, a number that would likely be even higher today, since trends indicate increases in bicycle commuting in the region.

Three Community Works programs still in their planning phases (light rail for Bottineau and Southwest, bus rapid transit for Penn Avenue) hold out significant promise for connecting people to job opportunities through improved access in station areas. The University of Minnesota is currently collecting baseline data on jobs accessible via a 45-minute walk or transit ride along these corridors. Followup research conducted as these programs begin to implement projects will help demonstrate the extent of this increased access for communities that were previously disconnected from or had limited transit service.

An alternative approach estimates the number of jobs created based on the two million square feet of new and redeveloped commercial space in program areas. Estimating the number of jobs at one per 400 square feet, approximately 5,000 new or retained jobs have been generated in Community Works program areas.

EVALUATION RECOMMENDATION 5.4

Follow up the collection of baseline jobs data provided by the U of M to evaluate our Community Works transit-investment programs as project implementation takes place.

- Improved quality of life and livability, including access to jobs, homes, businesses, schools, green spaces and other amenities

Finding: Community Works programs generate a wide array of livability impacts.

Efforts to measure *quality of life* and *livability* span a wide range of disciplines from urban planning to healthcare^{xvi}. The improvements implemented by Community Works programs are equally diverse, affecting accessibility to jobs, housing, green space and community amenities, all of which improve community livability^{xvii} and support active living. These impacts appear in earlier sections of this report, but include:

- 13 acres of green space created (Brooklyn Park/SNAP, Humboldt and Midtown)
- 19.5 miles of upgraded or new trails, bikeways, and sidewalks (Brooklyn Park/SNAP, Daylighting Creeks, Humboldt, Lowry Avenue, Midtown and Victory Memorial)
- 658 street/trail lights installed and improved (Lowry Avenue, Midtown, Minnehaha-Hiawatha and Victory Memorial)
- Nearly three miles of daylighted or improved creeks (Brooklyn Park/SNAP, Daylighting Creeks and Humboldt)
- 300 ADA ramps installed (Humboldt, Lowry Avenue, Midtown and Minnehaha-Hiawatha).

EVALUATION RECOMMENDATION 5.5

Assess livability outcomes by surveying people within program areas on their perceptions about the area's livability and quality of life.

Lessons learned

Measuring impacts on crime

Analysis of crime data for neighborhoods surrounding Community Works programs indicates crime rates in program areas mirror broader city trends. These results are contrary to some anecdotal reports and previous Midtown analysis.

However, the only data currently available for this evaluation was at the *neighborhood level* – covering areas significantly larger than the program areas, so the impacts may be diluted. Until more granular, block-level crime data is available, an accurate measure of crime impacts is not possible.

Additionally, the U of M evaluation team noted that crime has a very complex relationship with socioeconomic, neighborhood and administrative factors that limit the ability to attribute changes in crime levels to any particular intervention. The lack of existing models for this work highlights the difficulty of this type of research (see a more complete discussion in the supplement to this report).

PROGRAM RECOGNITION AND NEXT STEPS

In 2013, Community Works staff was asked to explore the possibility of a 20th anniversary celebration that would highlight the achievements of Community Works.

After initial framing and discussions, a recognition strategy (see the supplement to this report) was developed that guides the goals of the celebration efforts and clarifies five specific strategies to increase recognition of Community Works programs — three that aim outward at stakeholders, partners and the public and two that are primarily internal to Hennepin County.

- Clarify Community Works' identity and develop supporting communication plans/materials

Community Works has partnered with Public Affairs to review the Community Works identity. Marketing research firm ISG was hired to conduct a partner focus group and interviews with Community Works stakeholders (city development and public works staff, business and neighborhood organizations and other community partners) in order to assess the program's image and communication strategies. More detailed findings are available in the supplemental section of this report, but ISG's key recommendations included: (1) For branding, emphasize big-picture thinking, collaboration and connection, (2) Rather than pursuing publicity directly, help

program partners promote Community Works in ways that encourage deeper involvement and investment, (3) Operationally, strive for greater transparency and clarify roles, and (4) Build a more structured approach to outreach.

Additional recommendations from Public Affairs are anticipated later this year that address standardizing the Community Works name and communications around the programs.

RECOGNITION RECOMMENDATION 5.6

Tell the Community Works story and garner recognition for Hennepin County's leadership and strategic investments.

- Promote and celebrate Community Works with key stakeholders and partners, setting the stage for future support.

Telling the Community Works story and celebrating its success also means acknowledging the work of our internal and external partners. This fall the county welcomes program partners and other stakeholders to celebrate the 20th anniversary of the Hennepin County Community Works

program. The event is organized to highlight programmatic achievements and recognize Community Works as a groundbreaking collaborative program that continues to leverage substantial public and private investment in key county corridors for the benefit of all.

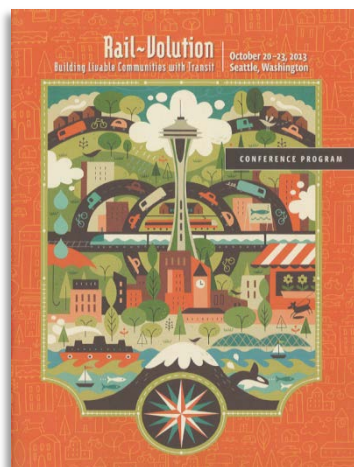
- Establish Community Works as a regional/national model and best practice

Community Works-related policymakers, staff and partners presided over five unique Rail~Volution 2013 sessions in Seattle. Many more are expected at the 2014 conference in Minneapolis.

Community Works staff continue to take advantage of opportunities to present the Community Works model and programs at local, regional and national panels and conferences.

- Evaluate Community Works' effectiveness and impact

This evaluation report constitutes the first part of this strategy. But evaluation efforts will continue beyond June 2014 to be reported on an annual basis. One promising possibility is a collaboration with the University of Minnesota to identify a



return-on-investment for Community Works programs: a complex analysis that could quantify, in financial terms, the precise impacts of these programs.

- Increase internal capacity for deploying Community Works projects.

By 2015, we anticipate the development of a Community Works guidebook that will identify key Community Works strategies and raise the contextual questions that need to be addressed to increase the effectiveness of programs. The guidebook will include case studies and lessons learned from past Community Works programs that help to highlight the program's customized and integrative approach.

RECOGNITION RECOMMENDATION 5.7
Develop a Community Works guidebook to operationalize lessons learned, formalize best practices and establish consistent supporting materials.

SUMMARY OF RECOMMENDATIONS

This section summarizes the recommendations that appear in the narrative of this evaluation report.

Foundational recommendations

- Update and revise the **Community Works principles** as program goals, using language that clarifies Hennepin County's role and strengthens focus on critical county issues.
 - 1 Enhance the tax base
 - 2 Stimulate economic development and job growth
 - 3 Strengthen and connect places and people
 - 4 Innovate and advance sustainability
 - 5 Lead collaborative planning and implementation
- Establish a **consistent structure** for program phases and key actions.

Process recommendations

Needs Assessment (Phase 1)

- 1.1 Establish consistent criteria for initiating Community Works programs.

- 1.2 Conduct a periodic (every two to three) county-wide screening supported by Community Works corridor planning funds.
- 1.3 Initiate all future Community Works programs through formal board action.
- 1.4 Include as part of the board action the establishment of broad program parameters, including seed capital to leverage early partner commitments commensurate with the overall investment.
- 1.5 Include supporting resolutions from key partners.

Planning/Concept Design (Phase 2)

- 2.1 Build a coalition of support among policymakers and other stakeholders for implementation.
- 2.2 Use a balanced approach to community engagement and communicate more clearly with partners and the public.
- 2.3 Follow a consistent Community Works approach to program management.
- 2.4 Present a Community Works program investment framework to the Hennepin County Board for adoption and direction.

- 2.5 Include in the framework a memorandum of agreement (MOA) with key partners defining participation and financial support for implementation
- 2.6 Pair infrastructure investments with commensurate economic development efforts, especially in challenged neighborhoods.

Project Implementation (Phase 3)

- 3.1 Enact on-time budgeting during implementation in order to maintain transparency and accountability in financial management of the program.
- 3.2 Track program milestones and metrics thoroughly.
- 3.3 Report regularly on progress and keep policymakers, stakeholders and the community informed in order to maintain and continue building the program's momentum and support.

Asset Management (Phase 4)

- 4.1 Mark the completion of a Community Works program with a detailed evaluation report measuring program impacts against initial goals.
- 4.2 Adopt a closeout framework that includes an outline of roles and responsibilities, a work plan, a budget, and a timeline for managing any unfinished projects and ongoing asset management.

Evaluation and recognition recommendations

- 5.1 Prepare an annual Community Works report across all programs, including routinely collected measures appropriate to each program phase.
- 5.2 Conduct a more robust program evaluation similar to this report, pending resource availability and utilizing external partners, approximately every five years.
- 5.3 Closely align individual program evaluations to the five overarching Community Works goals as well as the goals tailored to each specific program.
- 5.4 Follow up the collection of baseline jobs data provided by the U of M with an evaluation of our Community Works transit-investment programs as project implementation takes place.
- 5.5 Assess Community Works' livability outcomes by surveying people within program areas on their perceptions about livability and quality of life.
- 5.6 Tell the Community Works story and garner recognition for Hennepin County's leadership and strategic investments.
- 5.7 Develop a Community Works guidebook to operationalize lessons learned, formalize best practices and establish consistent supporting materials.

SUPPLEMENTAL MATERIAL

In an effort to present a concise evaluation, supporting documentation is included in this supplement:

- Community Works-related board actions
- Community Works financial summary through 2013
- Community Works program milestones for the remainder of 2014
- Community Works recognition strategy
- Findings from the focus groups and interviews conducted by ISG
- Community Works program partner list

Data and evaluation background

The findings and recommendations in this evaluation are supported by extensive data analyses and many hours of research and in-depth conversation with partners in the county's Strategic Planning and Resources department and its GIS office and the University of Minnesota's Center for Urban and Regional Affairs (through the Hennepin University Partnership).

The detailed impact evaluation plan and supporting tables, graphs and data will be appended to this report by mid-July 2014.

Notes

ⁱ Parks and Public Works Commission, *Hennepin Community Works: An Employment, Public Works and Tax Base Development Program*. Minneapolis: 1994.

ⁱⁱ *ibid.*

ⁱⁱⁱ The Bottineau LRT Community Works program was created originally as Northwest Corridor Community Works.

^{iv} Brunsvold Consulting, LLC. *Humboldt Greenway – FHWA Evaluation Project*. Minneapolis: August 2004

^v This mapping tool will be available on the Community Works program page on the county website in July 2014.

^{vi} Except for Community Works investment data, which is calculated through the end of 2013.

^{vii} The evaluation framework that accompanies this report addresses questions of data availability and integrity, as well as challenges of interpretation.

^{viii} This direct investment does not include staff time or other non-capital budget resources that accrue to Community Works programs (i.e., federal or state grants, or other flow-through funding).

^{ix} The AHIF program is supported by the Hennepin County Housing and Redevelopment Authority.

^x The capacity-building efforts for Bottineau Community Works are funded through a grant from Blue Cross Blue shield.

^{xi} 2011 Midtown Greenway online survey. 525 respondents. Midtown Greenway Coalition.

^{xii} As of the time of their installation, all facilities must meet the current ADA guidelines. However, the guidelines are periodically updated, so prior years' improvements may not always meet the latest standards.

^{xiii} This research was conducted by the evaluation partners at the University of Minnesota. The findings are limited to programs in the City of Minneapolis because building permit data was unavailable in other program areas.

^{xiv} The comparison community areas include the data from the quarter-mile impact areas; this suggests that the impact areas would have an even greater differential, if the quarter-mile data were excluded from the comparison community data.

^{xv} Based on the responses of 6,200 trail users in a 2008 Community Works survey evaluating use of the Midtown Greenway.

^{xvi} Livability Performance Measures Resource Companion:
<http://planningcommunities.com/livabilitytool/Livability%20Performance%20Measures%20Resource%20Companion.pdf>

^{xvii} The Federal Highway Administration's Community Vision Metrics tool^{xvii} describes 12 overlapping themes of livability, including the items referenced here.

Hennepin Community Works: Board Action Milestones (1993 – 2013)

Date	Res#	Project	Action
08/18/93	93-8-738 (JR 8-R1)	CW	<ul style="list-style-type: none"> Establish Parks/Public Works Study Commission (Hennepin County, Minneapolis, Minneapolis Park Board) Study Commission appointees identified Report back on recommendations including goals for joint activities, principals for project development, organizational structure, development process
04/05/94	94-4-308	CW	<ul style="list-style-type: none"> Invite Hennepin County Park Reserve District to participate in study commission
09/28/94	94-9-772 (JR 1-4)	CW	<ul style="list-style-type: none"> Accept Minneapolis Schools as a participating jurisdiction
09/28/94	94-9-773 (JR 2-4)	CW	<ul style="list-style-type: none"> Accept Parks and Public Works Study Commission feasibility study “Hennepin Community Works, an Employment, Public Works, and Tax Base Development Program” <ul style="list-style-type: none"> Hennepin County lead coordination agency for the planning process Hennepin County, Minneapolis, Minneapolis Park and Rec Board, Suburban Hennepin Regional Parks continue to provide staff support Appoint Hennepin Community Works planning committee Planning committee evaluate implementation opportunity for at least 3 projects by March 31, 1995
09/28/94	94-9-774 (JR 3-4)	CW	<ul style="list-style-type: none"> Hennepin County be supported through provision of staff consultation from Minneapolis, Minneapolis Park and Rec Board, Suburban Hennepin Regional Park District, and Minneapolis Public Schools in pursuit of non-property tax resources for implementing Community Works projects and activities Partners shall cooperatively develop and implement administrative structure to support planning and implementation of public works capital project
09/28/94	94-9-775 (JR 4-4)	CW	<ul style="list-style-type: none"> Context and 5 guiding principals Defines 3 project types Establish Community Works planning committee (staff appointed by five participating agencies) to develop project evaluation matrix based on 5 principles and 3 project types Committee shall recommend 3 geographically representative projects by March 31, 1995
12/13/94	94-12-1008	CW	<ul style="list-style-type: none"> Authorizes staff to target and apply for federal programs most appropriate for Community Works objectives
08/08/95	95-8-589	CW Humboldt Midtown	<ul style="list-style-type: none"> County Board continues support for planning and implementation of Community Works program, including four projects endorsed by Community Works Planning Committee: <ul style="list-style-type: none"> Humboldt Avenue/Shingle Creek 29th Street Corridor and Nicollet Ave Reopening Hopkins LRT Corridor/Cedar Lake Trail/Bassett Creek Rehab/Dinkytown Plaza/SEMI Stone Arch Bridge Plymouth Ave Greenway/Sumner Field Redevelopment
11/19/96	96-11-733A (JR 8-R1)	CW Humboldt	<ul style="list-style-type: none"> Creates Hennepin Community Works division Develops a ‘seek-and-secure’ financial strategy from range of funding sources

Date	Res#	Project	Action
		Midtown	<ul style="list-style-type: none"> Endorses four project recommended by Planning Commission - continue planning for their completion Budgets \$100,000 in Public Affairs budget for HCW Community Education Program Supports completion of 29th Street Corridor project, including \$2 million in 1997 Supports completion of Humboldt Greenway project, including \$10 million CIP and \$2 million in 1997 Supports study of riverfront development district in NE Minneapolis Prepare joint powers agreement with HCRRA, Suburban Hennepin Parks, Minneapolis Park and Rec Board, MCDA, Minneapolis, School Board, and Minneapolis
12/12/96	96-12-	CW	<ul style="list-style-type: none"> TEA budget increased and staffing be increased to establish Community Works TEA Division CW in 1997 budget and 1997-2001 CIP
01/27/98	98-1-69	CW	<ul style="list-style-type: none"> Hennepin Community Works Board provides oversight and policy direction for projects and facilitate communications with Hennepin, Minneapolis, Minneapolis Park Board, Suburban Hennepin Parks, HCRRA, Minneapolis School District, and MCDA
3/31/98	98-3-248	Midtown	<ul style="list-style-type: none"> Creates and defines Midtown Community Works partnership
04/28/98	98-4-275R1	Humboldt	<ul style="list-style-type: none"> Authorizes County Administrator to sign purchase agreements on behalf of County for purchase of up to 130 homes along and adjacent to Humboldt Ave N.
02/23/99	99-2-120	Humboldt	<ul style="list-style-type: none"> Approve agreement with BRW for final design and construction management services for Humboldt Greenway
04/06/99	99-4-294	Humboldt	<ul style="list-style-type: none"> Accept \$7 million from Mn DNR to support Humboldt Greenway project
06/05/07	07-6-263	Shady Oak	<ul style="list-style-type: none"> Establish the Shady Oak Road Community Works project and direct staff to participate with Hopkins and Minnetonka in redevelopment and transportation planning in the corridor and report back plans for implementation
07/13/99	99-7-486	CW	<ul style="list-style-type: none"> Transfer operation of Hennepin Community Works from TEA to Transit and Community Works Department Establish economic growth coordinating committee
08/03/99	99-8-537	Humboldt	<ul style="list-style-type: none"> Authorizes County Administrator to acquire fee title for demolition of up to 35 additional properties along and adjacent to Humboldt Ave N.
11/09/99	99-11-817	Bottineau	<ul style="list-style-type: none"> Hire Smith Parker serve as lead partners to Northwest Corridor Partnership
12/14/99	99-12-910	Humboldt	<ul style="list-style-type: none"> Approve MOU with MCDA setting forth roles and responsibilities related to Humboldt Greenway project
12/14/99	99-12-958	Lowry	<ul style="list-style-type: none"> Establishes Lowry Avenue Community Works Project Supports RFP for Lowry Corridor public/private partnership, marketing plan and development/implementation plan
	00-2-58	Bottineau	<ul style="list-style-type: none"> Establishes Northwest Corridor Community Works Partnership
02/29/00	00-2-175	Bottineau	<ul style="list-style-type: none"> Commits to facilitate public private partnership to promote and direct improvements in County 81 corridor.
12/12/00	00-12-934	Midtown	<ul style="list-style-type: none"> Negotiate agreement with SRF for final design of Phase II of 29th Street Greenway

Date	Res#	Project	Action
08/07/01	01-8-461	Lowry	<ul style="list-style-type: none"> Agreement with MCDA and HCHRA to coordinate acquisition and disposition of properties within Lowry Avenue Corridor
03/11/03	03-3-110	Lowry	<ul style="list-style-type: none"> Approve agreement with LHB for preliminary road design for Lowry Ave Corridor
03/25/03	03-3-159	Midtown	<ul style="list-style-type: none"> Approve agreement with Minneapolis for cost participation in design and construction of Phase II and III of 29th Street Midtown Greenway project
05/06/03	03-5-301	Midtown	<ul style="list-style-type: none"> Creates Midtown Greenway Donation Fund for pedestrian and bike enhancements, public art, and landscaping
12/02/03	03-12-690	Lowry Midtown	<ul style="list-style-type: none"> Approve agreement with US EPA for \$400,000 for brownfields assessments associated with Lowry Phase I and Midtown Phase II and III.
03/23/04	04-3-120	Lowry	<ul style="list-style-type: none"> Authorizes County Administrator to acquire fee title by negotiation for purchase or condemnation and to approve relocation expenses and removal of properties required for reconstruction and redevelopment of Lowry Avenue Community Works.
04/20/04	04-4-191	Lowry	<ul style="list-style-type: none"> Approve agreement creating multi-jurisdictional (MCDA, Minneapolis, HCHRA) program to facilitate redevelopment of Lowry Avenue
03/22/05	05-3-103	66 th St	<ul style="list-style-type: none"> Approve agreement between Hennepin HRA, Richfield, and Richfield HRA for implementation of 66th Street Community Works
09/19/05	06-9-491	BP	<ul style="list-style-type: none"> Approve agreement with Brooklyn Park for implementation of Brooklyn Park SNAP
06/20/06	06-6-336	66 th St	<ul style="list-style-type: none"> Approve agreement with Richfield for Community Works 66th Street and Portland Ave project
11/07/06	06-11-589	Lowry	<ul style="list-style-type: none"> Approve agreement with Stonebrook Engineering for design of Phase II of Lowry Corridor
	07-6-263	Shady Oak	<ul style="list-style-type: none"> Establish Shady Oak Road Community Works project, direct staff to participate with Minnetonka and Hopkins
11/06/07	07-11-506	Lowry	<ul style="list-style-type: none"> Approve agreement with Stonebrook Engineering for construction engineering for Lowry Phase II
03/11/08	08-3-67	M/H	<ul style="list-style-type: none"> Approve agreement with HKGi to develop a Vision and Implementation Plan for Minnehaha-Hiawatha Community Works
12/15/09	09-0596	SW	<ul style="list-style-type: none"> Establish Southwest LRT Community Works and directs staff to report back with project goals, boundary of the project, participating organizations and structure, and a work plan and budget developed in consultation with the cities of Eden Prairie, Edina, Hopkins, Minneapolis, Minnetonka, and St. Louis Park, the Metropolitan Council, and other Southwest LRT key stakeholders.
7/22/10	10-0303R1 10-HCRR-0036	SW	<ul style="list-style-type: none"> Accept staff report of Southwest LRT Community Works Project Description & Workplan; direct project implementation; appoint commissioners to represent the County Board on project Steering Committee
11/08/11	11-0441	M/H	<ul style="list-style-type: none"> Adoption of the Minnehaha-Hiawatha Community Works Strategic Investment Framework; Create a Policy Steering Committee to direct project implementation
5/22/12	12-0238	Penn	<ul style="list-style-type: none"> Establish the Penn Avenue Community Works Project and directs staff to report back to the County Board with a work plan that includes project goals, participating organizations and an organizational structure, work plan and budget, developed in consultation with the City of Minneapolis and community organizations.

Date	Res#	Project	Action
10/30/12	12-0438	Shady Oak	<ul style="list-style-type: none"> • Negotiate agreement with Hopkins and Minnetonka for Right of Way acquisition for Shady Oak Road
11/6/12	12-HCHRA-0032	Shady Oak	<ul style="list-style-type: none"> • Negotiate agreement with Hopkins HRA and Minnetonka EDA for Shady Oak Road Community Works project
4/23/13	13-0131	M/H	<ul style="list-style-type: none"> • Negotiate agreements with MnDOT and Minneapolis for Hiawatha intersection improvements

Hennepin County Community Works
Project Financial Summaries
a/o end of year 2013

Project/Phase	Project #	Project Purpose	Project Inception	County			Non-County	Total	>2013 Encumbered per OBF	Balance Thru 12/31/13
				Bonds Incept-to-Date	Property Tax Incept-to-Date	Appropriation Incept-to-Date	Other Revenue (Federal, State, etc.)			
Needs Assessment: identify program opportunities, including scope and feasibility presentation to the board										
CW Planning	0031720	To strategically target projects that maximize the public benefits of existing county investments and support municipality redevelopment efforts that align with Community Works principles.	2006	-	1,050,000	1,050,000	-	1,050,000	758,622.35	291,378
Planning/Concept Design: near-term planning and engagement on established CW programs to create investment frameworks										
Lowry Avenue NE	1001648	Improve transportation options, offer housing choice and support business growth at key intersections.	2013	-	325,000	325,000	-	325,000	-	325,000
Penn Ave Comm Works	1001560	To further stimulate economic recovery, beautification, livability and job creation in North Minneapolis.	2012 RN 12-0238	-	1,033,000	1,033,000	-	1,033,000	28,689	1,004,311
Bottineau Comm Works	0031591	Support the conversion of CSAH 81 from a State Highway to a community boulevard to include the introduction of transit and supportive planning and redevelopment.	2001 RN 00-2-58	4,732,090	-	4,732,090	1,147,000	5,879,090	2,790,441	3,088,649
Southwest LRT Community Works	0031805	Bring together diverse partners to maximize the community benefits of the Southwest LRT project, improving quality of life through access and mobility, housing choice, job creation, community connections, economic development and preservation of the environment.	2009 RN 09-0596	4,500,000	-	4,500,000	825,000	5,325,000	373,760	4,951,240
Project Implementation: long-term implementation of framework projects, including infrastructure and economic development activities										
66th Street Corridor	0031698	Support redevelopment and planning efforts along the 66th Street corridor using the Community Works Principles.	2005	7,230,000	-	7,230,000	180,000	7,410,000	7,401,426	8,574
Brooklyn Corridor/SNAP	0031701	SNAP was developed to address problems of instability associated in the area of Brooklyn Boulevard and Zane Avenue related to obsolete housing, aging infrastructure, and ineffective and inefficient transportation linkages.	2006	4,000,000	-	4,000,000	-	4,000,000	2,512,937	1,487,063
Daylighting Creeks	0031700	Study the feasibility of daylighting three Hennepin creeks as a means of enhancing natural systems, improving livability, and stimulating economic development.	2005	500,000	500,000	1,000,000	-	1,000,000	465,287	534,713
Fort Snelling	0031721	Stabilization, restoration and reuse of historic buildings and landscapes at this National Historic Landmark.	2006	-	700,000	700,000	1,865,500	2,565,500	2,191,620	373,880
Lowry Avenue	0031588	Improve transportation options, offer housing choice and support business growth at key intersections.	1999 RN 99-12-945	27,000,000	1,000,000	28,000,000	7,499,757	35,499,757	30,623,619	4,876,138
Minnehaha-Hiawatha Comm Works	0031742	Improve quality of life and economic vitality in corridor parallel to Hiawatha LRT line.	2007	4,300,000	-	4,300,000	700,000	5,000,000	1,835,073	3,164,927
Shady Oak Corridor	0031722	Support city partners in creating a thriving business corridor in conjunction with a major county road improvement.	2007 RN 07-6-263	3,150,000	-	3,150,000	-	3,150,000	15,125	3,134,875
Asset Management: strategies for ongoing maintenance, impact evaluation and project closeout										
Midtown Comm Works	0031547	Create a barrier-free bicycle facility from the Chain-of-Lakes area to the Mississippi River while also preserving the corridor for future transit.	1995 RN 95-8-589	11,760,000	490,000	12,250,000	1,165,000	13,415,000	12,110,080	1,304,920
Complete										
Humboldt Greenway	0031519	Revitalize two north Minneapolis neighborhoods by replacing deteriorating housing and adding parkway-type elements.	1995 RN 95-8-589	10,815,595	-	10,815,595	18,034,405	28,850,000	28,850,000	-
Victory Memorial Drive Historic District	0031744	Restoration of the Flagpole Plaza and Grand Army of the Republic Circle, replacement pedestrian lighting, roadway resurfacing, and gateway monument installations.	2007	1,884,102	-	1,884,102	1,615,898	3,500,000	3,463,505	36,495
29th St Corridor	0031518	Create a barrier-free bicycle facility from the Chain-of-Lakes area to the Mississippi River while also preserving the corridor for future transit.	1997	3,400,000	-	3,400,000	4,645,678	8,045,678	8,045,678	-
Hiawatha Crossing	0031630	A regional bikeway connector and bike/pedestrian bridge across Hiawatha Avenue (TH 55) and the Hiawatha Light Rail Transit (LRT) Corridor in Minneapolis - The Sabo Bridge.	2002	1,890,000	-	1,890,000	4,212,679	6,102,679	5,656,543	446,136
Van White Memorial Blvd (North South Connector)	0031567	Cost participation with the City of Minneapolis in the construction of Van White Memorial Boulevard in Heritage Park.	1999	7,938,000	-	7,938,000	-	7,938,000	7,938,000	-
TOTALS				93,099,787	5,098,000	98,197,787	41,890,917	140,088,704	115,060,405	25,028,299

Hennepin County Community Works

Upcoming program milestones

Milestones	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	2015
Board actions	SW: Municipal Approval		FT SNELLING: Accepting funds for bike/trail imprv	FT SNELLING: Accepting funds for road imprv		ALL: CIP Approved	LOWRY NE: Plan Acceptance PENN: Investment Framework Approval
Agreements, contracts, purchases			SW: Bike/Trail Study Consultant Agreement				
Deliverables: activities, plans, studies	FT SNELLING: Legacy grant application review, STS building stabilization LOWRY NE: Preferred concept selection and cost estimate for 6 study intersections MINNEHAHA: Tree planting and intersection project complete. SW: Draft Housing Gaps Analysis	FT SNELLING: Legacy grant application review, STS building stabilization MINNEHAHA: Survey of Minnehaha area businesses re: Minnehaha reconst. PENN: Inventory and Analysis phase complete. Begin shaping corridor scenarios. SW: Final Housing Gaps Analysis	FT SNELLING: STS building stabilization LOWRY NE: Draft plan document available for review and comment. PENN: Develop Corridor Scenarios with community input. SW: Begin Bike/Trail Study, Begin Development of Corridor-Wide Housing Strategy, Master Development Strategies	FT SNELLING: STS building stabilization LOWRY NE: Lowry Avenue Plan Completed end of month. PENN: Develop corridor scenarios with community feedback.	FT SNELLING: STS building stabilization PENN: Present corridor scenarios to Steering committee, PIC and broader community for refinement.	PENN: Refine corridor scenarios through stakeholder engagement, input and feedback. SW: Final Report and Recommendations from Bike/Trail Study, Adoption of Corridor-Wide Housing Strategy	MINNEHAHA: Minnehaha reconstruction and streetscaping PENN: Preferred scenario selection, finalize plan, solidify community ownership and support SHADY OAK: Dev site construction begins SW: Completion of Blake Road Corridor Study, Continued Implementation of Southwest Corridor Investment Framework
Advisory committee activities	BOTTINEAU: Ph 1 TAC/SAP-CAC mtg FT SNELLING: Joint Powers mtg LOWRY NE: CAT, TAT, Management and Steering Team meetings. PENN: PIC Open House SW: Steering Committee, TIC, TIC-P, Housing & Bike/Trail workgroups meeting, TPAC, Housing Regional Partners meeting	BOTTINEAU: Ph 1 TAC/SAP-CAC mtg FT SNELLING: Joint Powers mtg LOWRY NE: CAT, TAT, Management and Steering Team meetings. MIDTOWN: Policy Advisory Committee mtg PENN: Steering Committee Meeting; PIC Meeting SW: Steering Committee, TIC, TIC-P, Housing & Bike/Trail workgroups meeting	BOTTINEAU: Ph 1 TAC/SAP-CAC mtg FT SNELLING: Joint Powers mtg LOWRY NE: CAT, TAT, Management and Steering Team meetings. MINNEHAHA: PCT mtg PENN: PIC Meeting SW: Steering Committee, TIC, TIC-P, Housing & Bike/Trail workgroups meeting, Housing Regional Partners meeting	BOTTINEAU: Ph 1 TAC/SAP-CAC mtg; Ph 2 TAC/SAP-CAC mtg FT SNELLING: Joint Powers mtg LOWRY NE: CAT, TAT, Management and Steering Team meetings. PENN: PIC mtg SW: Steering Committee, TIC, TIC-P, Hsg and New Starts workgroups meetings	BOTTINEAU: Ph 1 TAC/SAP-CAC mtg; Ph 2 TAC/SAP-CAC mtg FT SNELLING: Joint Powers mtg PENN: Steering Committee meeting SW: Steering Committee, TIC, TIC-P, Housing & Bike/Trail workgroups meeting, Housing Regional Partners meeting	BOTTINEAU: Ph 1 TAC/SAP-CAC mtg; Ph 2 TAC/SAP-CAC mtg FT SNELLING: Joint Powers mtg MINNEHAHA: PCT mtg PENN: PIC mtg/possible Steering Committee meeting SW: Steering Committee, TIC, TIC-P, Housing & Bike/Trail workgroups meeting	BOTTINEAU: Ph 1 TAC/SAP-CAC mtg (monthly thru March) Ph 2 TAC/SAP-CAC mtg (monthly) FT SNELLING: Joint Powers mtg (monthly) MINNEHAHA: PCT mtg (qtlly) PENN: Steering Committee mtg (Dec); PIC mtg (monthly), engagement activities on implementation strategies SW: Steering Committee, TIC, TIC-P, Housing & Bike/Trail workgroups meeting
Outreach/engagement activities	BOTTINEAU: Health Engagement, SAP-CAC mtg LOWRY NE: Open Streets Engagement Activity PENN: Transit/Transportation focused community meeting; Northside Arts Crawl/Live on the Drive event sponsors; Play on Penn Summer Series SW: Commissioner Briefings, MindMixer	BOTTINEAU: Station Area Planning Phase 1 Open Houses; Health Engagement, Stakeholder engagement, SAP-CAC mtg PENN: Live on the Drive Sponsorship and Event; Play on Penn Summer Series SW: Commissioner Briefings, MindMixer, Blake Road Corridor Study Open House	BOTTINEAU: Health Engagement, Stakeholder engagement, SAP-CAC mtg LOWRY NE: Final Public Open House PENN: Play on Penn Summer Series; Harvest Fest; gathering input on corridor scenarios SW: Commissioner Briefings, MindMixer, Rail~volution Mobile Workshops, Housing Strategy Outreach, Bike/Trail Outreach	BOTTINEAU: Station Area Planning Open Houses; Health Engagement, Stakeholder engagement, SAP-CAC mtg LOWRY NE: Workshop PENN: Play on Penn Summer Series, Lowry Open Streets; gathering feedback on corridor scenarios SW: Commissioner Briefings, MindMixer	BOTTINEAU: Health Engagement, Stakeholder engagement, SAP-CAC mtg PENN: gathering feedback on scenarios SW: Commissioner Briefings, MindMixer	BOTTINEAU: Health Engagement, Stakeholder engagement, SAP-CAC mtg PENN: gathering input on design details and implementation strategies for preferred scenario SW: Commissioner Briefings, MindMixer	BOTTINEAU: SAP-CAC mtg (monthly) PENN: Input on design details and implementation strategies for preferred scenario (Jan-Feb); Feedback on final plan and implementation strategies (March-May)

Hennepin County Community Works: Recognition Strategy

- Outcomes**
- Position the Community Works approach a key Public Works strategy for increasing Hennepin County's economic competitiveness with demonstrated success in partnerships, community engagement, and multi-disciplinary projects with integrated economic development
 - Build stakeholder and policymaker recognition of impacts of Community Works investments over past 20 years
 - Measure Community Works performance and align with county metrics
 - Position the county, Public Works and HCWT as an innovator and Community Works as an innovative and flexible model for county and others

Externally-focused Strategies

Strategy	Audience	Tactic/Deliverable	Partners	Timeline/Resources
1. Clarify Community Works identity and develop supporting communication plan/materials.	<ul style="list-style-type: none"> Board of Commissioners Policymakers Partners Media 	<ol style="list-style-type: none"> CW identity analysis/transformation—inclusion of TOD and AHIF, CW 2.0? <ol style="list-style-type: none"> Focus group research Elected conversation Print pieces, (e.g., CW brochure, fact sheets, infographics) Community Works web presence Consistent messaging incorporated into other HCWT/county projects <p><i>Products to be customized for specific audiences</i></p>	<p>Internal</p> <ul style="list-style-type: none"> PW/HCWT, ES, Transp, PS, SPR Public Affairs Other HC depts (HSPHD, Taxpayer Svcs) <p>External</p> <p>ISG market research group CW partners – cities, community development orgs, park boards, etc.</p>	<p>Timeline</p> <p>Fall 2013/Spring 2014</p> <p>Resources</p> <ul style="list-style-type: none"> Project management / staff time Identity consultant Writing / editing Web and graphic design Printing <p>Budget</p> <ul style="list-style-type: none"> \$4,400-8,500 research \$2,500/printing, production
2. Promote and celebrate Community Works programs with stakeholders and set the stage for future support.	<ul style="list-style-type: none"> Board of Commissioners Partners Media Policymakers Legislators 	<ol style="list-style-type: none"> Establish CW20 Steering Committee to lead planning for celebration (Comm. Aides, PA, ES, Transp) Sponsor two public events to celebrate and promote Community Works <ol style="list-style-type: none"> Spring CW Kick-Off, Panel event, lower key with Mpls and suburban project features Higher-profile, signature Anniversary Celebration August/Sept (before Rail~volution) Other commemorative opportunities Celebration marketing campaign Potential exhibit and reception at the Capitol with lawmakers 	<p>Internal</p> <ul style="list-style-type: none"> PW/HCWT Public Affairs County Board Intergovernmental Affairs <p>External</p> <ul style="list-style-type: none"> MCCD/LISC CW partners – cities, community development orgs, park boards, etc. Midtown Community Works Partnership Other advocates or possible partners that may support legislative engagement 	<p>Timeline</p> <p>Spring/Fall 2014</p> <p>Resources</p> <ul style="list-style-type: none"> Project management / staff time Writing / editing Graphic design Printing/production costs Media outreach Event coordination and support <p>Budget</p> <ul style="list-style-type: none"> \$27,500/celebration event including materials \$2,500/marketing campaign

3. Establish Community Works as a regional/national model and best practice.	<ul style="list-style-type: none"> Community and Economic Development practitioners Policymakers Other government agencies City / county associations Regional and national professional associations Philanthropic and academic foundations 	<ol style="list-style-type: none"> Presentation package for webinars, brownbags, conference presentations, including: <ul style="list-style-type: none"> CW powerpoint/presentation Printed supporting materials Infographic-style posters Coordinated Rail~volution CW session presentations and tours Opportunities at other professional conferences: APA, Smart Growth, EPA, CNU, ULI, EDAM Build connections with research and philanthropic institutions promoting innovative community development practices. Research and apply for awards/recognition for CW programs and projects 	<p>Internal</p> <ul style="list-style-type: none"> PW/HCWT & ES (design) Public Affairs Hennepin University Partnership Research, Planning & Development/CI&E <p>External</p> <ul style="list-style-type: none"> CW partners – cities, community development orgs, park boards, etc. Rail~volution Ford, Foundation, Kennedy School, etc. 	<p>Timeline</p> <p>Fall 2014</p> <p>Resources</p> <ul style="list-style-type: none"> Project management / staff time Content and product development Printing Staff time and travel for presentations <p>Budget</p> <ul style="list-style-type: none"> \$1,500/printing
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Internally-focused Strategies

Strategy	Audience	Tactic/Deliverable	Partners	Timeline/Resources
4. Evaluate Community Works effectiveness and impact.	<ul style="list-style-type: none"> Board of Commissioners PW Staff Researchers 	<ol style="list-style-type: none"> CW Evaluation Report (see Callison amendment) with outcomes/performance, future opportunities, operations and strategies, budget process, criteria for project development On-going evaluation and project monitoring to include: <ul style="list-style-type: none"> Significance of commitment (e.g., total dollars, impacts) Economic impacts, including leveraged investment Identify specific metrics that support impacts, including: economic, employment and community benefits Develop reporting system to include: <ul style="list-style-type: none"> Annual CW Report Quarterly Director’s CW Updates Monthly CW Financial Reports 	<p>Internal</p> <ul style="list-style-type: none"> PW/HCWT, GIS & SPR Research, Planning and Development/CI&E Hennepin University Partnership/CURA Public Affairs <p>External</p> <ul style="list-style-type: none"> CW partners – cities, community development orgs, park boards, etc. Center for Transportation Studies, U of M Consultants 	<p>Timeline</p> <p>Spring 2014 (June 2014 hard deadline)</p> <p>Resources</p> <ul style="list-style-type: none"> Research / analysis / subject matter expertise Project management / staff time Consultant fees Research support Writing/editing <p>Budget</p> <ul style="list-style-type: none"> \$65,000/metrics and leveraged investment research and compilation (\$50K/HUP, +other) \$250/printing
5. Increase internal capacity for deploying Community Works projects.	<ul style="list-style-type: none"> County board and staff Current and future Community Works partners Community and Economic Development practitioners 	<ol style="list-style-type: none"> High-level, Community Works Workbook (15pp.) that includes: <ul style="list-style-type: none"> CW strategies Questions to ask/address Case studies and lessons learned Customized and integrative approach 	<p>Internal</p> <ul style="list-style-type: none"> County Board PW/HCWT <p>External</p> <ul style="list-style-type: none"> CW partners – cities, community development orgs, park boards, etc. 	<p>Timeline</p> <p>Fall 2014</p> <p>Resources</p> <ul style="list-style-type: none"> Project management / staff time Writing / editing Printing <p>Budget</p> <ul style="list-style-type: none"> \$500/printing



Hennepin County Community Works: Focus Group Summary

April 22, 2014

Background and Objectives

Background

As they enter their 20th year, Hennepin County Community Works (HCCW) seeks to better understand impressions of the program in order to guide branding and communication efforts going forward.

Objectives

- Understand partners' and stakeholders perceptions of HCCW, in terms of:
 - Program characteristics
 - Unique value
 - Role, accountabilities
 - Community awareness
 - Impact
 - Effectiveness

Methodology

Methodology

ISG recruited nine partners identified by HCCW to participate in a 90-minute focus group, held at ISG offices in Bloomington, MN. Participants:

- **Roberta Englund**
- **Joyce Wisdom**
- **Ann Beuch**
- **Tim Springer**
- **Meg McGonigal**
- Lee Gustafson
- Chris Wilson
- Paul Mogush
- Joni Bonnell

ISG also scheduled and conducted interviews with individuals identified as stakeholders. Participants:

- Andriana Abariotes
- Mark Andrew
- Mike Christenson
- Lee Sheehy
- Louis Smith

Key Findings

- **Awareness and understanding of HCCW requires direct involvement.** None of the participants had awareness of HCCW prior to engaging on projects, and several said that defining it can be difficult because of perceived overlap with other partner entities.
- **Awareness of HCCW is considered to be a double-edged sword.** Partners were divided on whether or not awareness of HCCW is important. Some think that it is important for communities to understand the aim and interrelatedness of land use, community development and economic development. Others think that it exposes HCCW to an influx of calls and communications that may impede project momentum and progress.
- **Vision, access to resources and the ability to connect partners is seen as the unique value of HCCW.** With focused commitment to the bigger picture of community, economic and land development interests, HCCW brings money, access to power and political influence to the table and has the ability to sustain connections to accomplish goals. Some stakeholders point to the interdisciplinary aspect of the work to be what truly sets HCCW apart from other types of government initiatives.
- **The role of HCCW is not always clear to partners.** Participants acknowledge the value that HCCW brings to projects, but their role in the grand scheme is not always fully understood. Most see them as responsible for bringing the right parties to the table and setting the course for partner involvement.

Key Findings

- **HCCW is characterized as collaborative, strategic, driven, accessible, authoritative and schizophrenic.** Some of the positive attributes are negated by experienced contradictions between HCCW intentions and actions.
 - Collaborative: The nature of the work requires bringing an interdisciplinary team to the table.
 - Strategic: HCCW has vision and forethought to bring complex initiatives to fruition.
 - Driven: HCCW is goal-oriented and achieves objectives.
 - Accessible: HCCW is open, encourages thinking and is generally honest about what can and cannot be done.
 - Authoritative: HCCW selects partners, and to some extent leverages resources to exert control over projects.
 - Schizophrenic: HCCW is designed to promote and facilitate collaboration, but sometimes the agenda and means have been pre-determined. At times HCCW intentions seem clear, while other times they can come off as indecisive.
- **HCCW projects are distinct on conceptual and functional levels.** Conceptually, HCCW projects are unique in the breadth of development intention and subsequent impacts. Functionally, the connection to financial and political resources simultaneously aid and inhibit project fulfillment. On one hand, money and power is needed to overcome inertia. On the other, county commissioners have more influence and tendency to micromanage projects than elected officials would at the city level.

Key Findings

- **HCCW projects have substantial and transformative impact.** Providing affordable housing, enabling people to live carless lifestyles, improving health, encouraging social engagement and bolstering neighborhood pride are just a few of the many benefits that communities realize from HCCW projects.
- **While HCCW is effective at achieving goals, partnering can be challenging.** Many believe that in most cases HCCW has prescribed outcomes in mind, often influenced by investors and politicians. Despite investing time and energy on behalf of the communities they represent, partners may feel that their voices are not as influential as those who wield financial or political power.
- **Community engagement is vital, but HCCW needs a balanced approach.** As with awareness, community outreach has its benefits and drawbacks. Partners see outreach as an integral part of community development initiatives. However, soliciting too much input can stifle progress.
- **Awareness and understanding of HCCW requires direct involvement.** None of the participants had awareness of HCCW prior to engaging on projects, and several said that defining it can be difficult because of perceived overlap with other partner entities.
- **Awareness of HCCW is considered to be a double-edged sword.** Partners were divided on whether or not awareness of HCCW is important. Some think that it is important for communities to understand the aim and interrelatedness of land use, community development and economic development. Others think that it exposes HCCW to an influx of calls and communications that may impede project momentum and progress.

Recommendations

- **For branding, emphasize big-picture thinking, collaboration and connection.** Stakeholders describe a unique approach that requires forethought, big-picture thinking and collaboration for the greater good. Partners appreciate and rely upon HCCW **connections** to vital resources. **Connecting** broader interests and aligning public sector, private sector and communities is what makes the HCCW approach unique. Finally, the ability to sustain **connections** among disparate entities to achieve goals is what makes HCCW effective.
- **Work toward earning indirect publicity.** Rather than direct promotion that would require taking credit and surrendering some humility, find ways to encourage and make it easy for partners and stakeholders to promote HCCW work in ways that encourage deeper involvement and investment.
- **Operationally, strive for greater transparency and clarify roles.** Be clear with partners about what pieces of projects they can and cannot influence. Partners are often confused about the role of HCCW, and it seems to vary by project. Define roles and expectations up front.
- **Consider establishing a framework for limiting investor and politician influence.** Perhaps if a policy was developed to ensure balanced representation of community and investor interests, partners would feel more included in the projects.
- **Build a more structured approach to outreach.** Solicit community input before outcomes have been firmly defined, allowing community interests to shape project vision. Manage community expectations by clearly and frequently articulating the vision, the major milestones and timeline. When the project is underway, confidently assert authority and limit input to engaged partners and designated stakeholders to continue momentum.

Alexander's Import Auto Repair	Lowry Business Association
African Career, Education and Resource Inc.	Lurie Besikof Lapidus & Co.
Allina Hospitals and Clinics	Marshall Terrace Neighborhood
American Lung Association of Minnesota	McKinley Community
Anderson KM Builders	McKnight Foundation
Audubon Neighborhood Association	Metro Transit
Blake Road Corridor Collaborative	Metropolitan Council
Blue Construction	MICAH
Bottineau Neighborhood Association	Midtown Greenway Coalition
Bryn Mawr Neighborhood Association	Milestone AV Technologies
Cedar Lake Park Association	Minneapolis Chamber of Commerce
Cherryhomes Tyler, Inc.	Minneapolis City Council
Citizens Independent Bank	Minneapolis Park & Recreation Board
City of Brooklyn Center	Minneapolis Police Department
City of Brooklyn Park	Minneapolis Public Schools
City of Crystal	Minneapolis Urban League
City of Eden Prairie	Minnehaha Communion Lutheran Church
City of Edina	Minnehaha Creek Watershed District
City of Golden Valley	Minnesota Center for Environmental Advocacy
City of Hopkins	Minnesota Department of Health, Chronic Disease and Environmental Ep
City of Minneapolis	Minnesota Department of Natural Resources
City of Minneapolis, Community Planning & Economic Development	Minnesota Department of Transportation
City of Minneapolis, Environmental Services	Minnesota Housing Finance Agency
City of Minneapolis, Health and Family Support (MDHFS)	Minnesota Pollution Control Agency, Prevention & Assistance Division
City of Minneapolis, Public Works Department	Mississippi Watershed Management Organization
City of Minnetonka	Nine Mile Creek Watershed District
City of Richfield	NorthPoint Health and Wellness Center
City of Robbinsdale	Northside Funders Group
City of St. Louis Park	Northside Residents Redevelopment Council
CKJ Properties	Park Nicollet Health Services
Cleveland Neighborhood Association	Preventing Harm Minnesota
Corcoran Neighborhood Organization	Project for Pride in Living
Daniel K. Duffy Architects, Inc.	Rosemount-Emerson
Dunwoody College of Technology	Shingle Creek Neighborhood Association
East Phillips Improvement Coalition (EPIC)	Shingle Creek Neighborhood Association

Eaton Corporation	Shingle Creek Watershed Commission
Edina Bike Task Force	Sierra Club
Environmental Justice Advocates of Minnesota	SouthWest Transit
Family Housing Fund	St Louis Park School Board
Folwell Neighborhood Association	St. James African Methodist Episcopal Church
Gardening Matters	Standish Ericsson Neighborhood Association
Greenway Commercial Properties	Stark Electronics
Harrison Neighborhood Association	Sullivan Utility Services, Inc.
Hawthorne Neighborhood Council	Summit Academy
Hennepin County Human Services and Public Health Department, Office	Summit Realty & Development
Hennepin Technical College	Target Corp
Hennepin-University Partnership	TE Miller
Heritage Park Neighborhood Association	The Blake School
Holland Neighborhood Improvement Association	Three Rivers Park District
Hopkins Honda	Transit for Livable Communities
Hopkins School District	U of MN - Center for Transportation Studies
Humboldt Greenway Development, LLC	U of MN - State and Local Policy Program
Independent School District (ISD) 279	UnitedHealth Group
Indulge & Bloom	University Research and Outreach Center (UROC)
ISAIAH	Urban Land Institute
Jordan Area Community Council	Victory Neighborhood Association
Lake Street Council	Webber-Camden Neighborhood Organization
Liberty Property Trust	Wells Fargo
Lind-Bohanon Neighborhood Association	West Broadway Business Coalition
Little Earth of United Tribes	West Calhoun Neighborhood Council
Local Road Research Board	Windom Park Citizens in Action
Longfellow Business Association	Women's Environmental Institute
Longfellow Community Council	Xcel Energy