



# The Mockingbird Trail

*ULI Leadership Institute | Learning Project*

*Class 2020 - LP-4*

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## Project Overview

### The Vision for the Mockingbird Trail

*“Mockingbird Trail will transform the urban walking experience for Fort Lauderdale’s downtown neighborhood into an 8-mile urban trail route and linear park destination.*

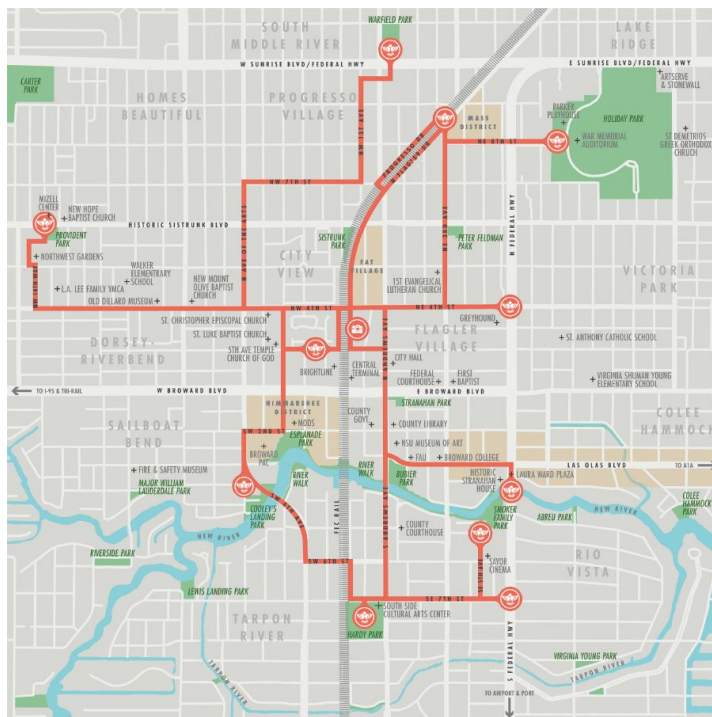
*Mockingbird Trail is the solution the County, City, and our Neighborhood Associations have spent decades studying and communicating their needs for.*

*The Trail provides Fort Lauderdale citizens and visitors with safe, equitable access to parks, cultural centers, businesses, and educational institutions.”*

[www.mockingbirdtrail.com](http://www.mockingbirdtrail.com)

### The Trail

The Mockingbird Trail (“MT”, “Trail”) project aims to connect 14 different neighborhoods in Fort Lauderdale. The trail is a 8-mile urban trail route and linear park destination, connecting 14 neighborhoods, 17 public parks and plazas, 5 entertainment & leisure districts, 20+ historic sites, 30+ cultural offerings, and 11 different government services.



### Project Goal

In support of the Mockingbird Trail’s Vision, our team’s Mission is to:

1. Research best practices for community outreach the MT Board should implement in order to build a stronger partnership with the neighborhood associations and other important community stakeholders;

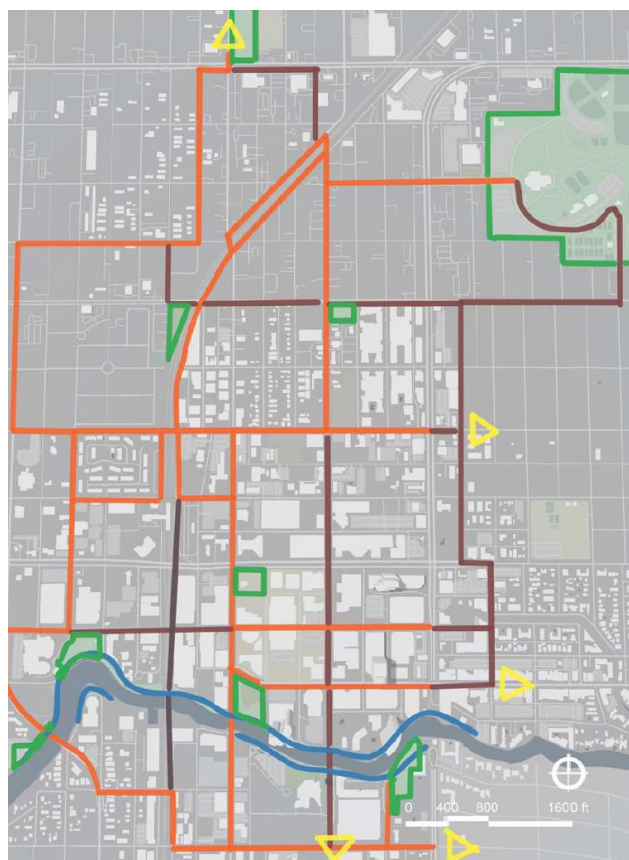


2. Provide talking points to use in promoting the Mockingbird Trail to target audiences; and
3. Prepare the MT Board for difficult questions that community stakeholders might ask.

In this report, we will also identify comparable projects in other US cities and highlight any findings that might be transferable to the approach for MT. Further, we will establish a general roadmap for the MT team to consider and use toward their ultimate goal of achieving community support and implementing the vision of the trail.

We will focus on outlining the immediate next steps for the team to engage the local community in order to achieve the intermediate goal of documenting their support for the Trail. Further, we will provide references for talking points and sample community concerns to be considered during the suggested meetings with Neighborhood Associations and other stakeholders.

## The Mockingbird Trail in the public realm



A study delivered in October 2019 with ULI's Advisory Services with the goal to envision a connected and vibrant Downtown through focus on Parks and Open Spaces has undertaken research in order to identify opportunities for new public spaces, their potential financing, management and operations models, as well as valuable community engagement strategies.

Key takeaways from this research include the identification of the value of public land in the efforts to augment Downtown's public realm. The initiation of a pedestrian and bike network has been highlighted.

In that context, the Mockingbird Trail was seen as an important component in a wider effort to connect parts of the city in a sustainable and eco-friendly way and hence improve the public realm. It serves as a physical connection between multiple public spaces.

Legend:

- Existing parks and open spaces
- Proposed Mockingbird Trail
- RiverWalk
- Creating circulation Downtown

■ Expanding network beyond Downtown

## Community Engagement

### Suggested Approach

The most important near-term goal to achieve another important step toward the realization of this project is for MT to gain public support from the communities that are impacted by the Trail.

As a first step in that process, the MT team should engage and communicate with residents within the impacted communities to share their vision but also to answer questions around the expected impact that the trail might have. Neighborhood Association meetings appear to be the right forum to present the vision and benefits of the project to the public in order to gain further support. The MT team should reach out to the Presidents of each one of the [Impacted communities](#) in order to arrange for an opportunity to present their Trail.

The presentation could be made either during a MT hosted neighborhood meeting or as part of one of their standing meetings or in a local neighborhood gathering spot (park, church, etc.). During this presentation, MT should share the vision for the trail in detail and communicate its benefits for the neighborhood. In order to guide the MT team toward the goal of a convincing presentation, we have outlined an approach for engaging neighborhood associations in the section [Neighborhood Presentation](#) below.

It is to be expected that the local stakeholders have questions and concerns about the impact of the trail on their neighborhood. It is crucial to the success of the engagement with the community that the MT is prepared to productively answer critical questions. By studying the concerns that have been brought forward during the conversation with stakeholders in similar projects, we have compiled a selection of [Talking Points](#) with the goal to support the MT team during these discussions. These talking points can also be used in focused conversations with community stakeholders other than neighborhood associations, such as local business leaders, industry groups, politicians and non-profits who focus on economic development.



Ultimately, a successful engagement of the community should result in the issuance of a Letter of Support by the President of the neighborhood association. Achieving the documented support will help the MT team to then engage potential funding sources as well as public stakeholders to plan the initial step of the implementation of the trail in more detail.

Analyse of success factors for community engagement

## Prioritization of communities

In order to maximize the return on MT's efforts, we have evaluated and ranked the Neighborhood Associations by two principal factors:

1. The neighborhood's value added to the Trail, i.e. how important is it for MT to get his neighborhoods support
2. The neighborhood's criticality to achieve the full potential of the Trail, connecting all neighborhoods as shared in [the vision](#) above

For convenience, we have listed the principal points of contacts for each neighborhood association (5 - Highest importance, 1 - Lowest importance).

Neighbourhood	Neighborhood value to Trail	Essentiality for Trail	Overall Score	Association	POC	Website	Contact
Flagler Village	5	5	5.0	Flagler Village Civic Assoc.	Dylan Lagi (President), Margi Nothard (VP)	<a href="https://www.flaglervillage.org/">https://www.flaglervillage.org/</a>	fvca.ftl@gmail.com
Downtown	5	4	4.5	Downtown FLL Civic Assoc.	Stan Eichelbaum (President)	<a href="https://downtownfortlauderdalecivicassociation.org/">https://downtownfortlauderdalecivicassociation.org/</a>	<a href="http://downtownfortlauderdalecivicassociation.org/contact/">http://downtownfortlauderdalecivicassociation.org/contact/</a>
City View	4	3	3.5	City View Townhomes Civic Assoc.	Kevin Phillips (President)	<a href="http://www.homeowners-associations-florida.com/flboard_list.php?mastertable=florida-hoa-p&amp;masterkey1=N07491">http://www.homeowners-associations-florida.com/flboard_list.php?mastertable=florida-hoa-p&amp;masterkey1=N07491</a>	kevinleephillips@aol.com
Sailboat Bend	4	3	3.5	Sailboat Bend Civic Assoc.	Karen Dirindin, Dan Castor (Alternate)	<a href="https://www.facebook.com/SailboatBendCivicAssociation/">https://www.facebook.com/SailboatBendCivicAssociation/</a>	sbcnews@aol.com
Dorsey - Riverbend	3	2	2.5	Dorsey-Riverbend HOA	Dr. Pamela Beasley-Pittman, Gerald Nesbitt (Alternate)	n/a	dorseyriverbend@yahoo.com
Rio Vista	3	2	2.5	Rio Vista Civic Assoc.	Christina Currie, Nancy Messing (Alternate)	<a href="https://www.riovistaonline.com/">https://www.riovistaonline.com/</a>	president@riovistaonline.com

Progreso Village	2	2	2.0	Progreso Village	Ron Centamore, J. Hankerson (Alternate)	<a href="http://progressovillage.org/">http://progressovillage.org/</a>	PVCA>ftl@gmail.com
Victoria Park	3	1	2.0	Victoria Park Civic Assoc.	Catherine Maus	<a href="http://www.vpca.org/">http://www.vpca.org/</a>	president@vpca.org
Tarpon River	1	1	1.0	Tarpon River Civic Assoc.	Allison Foster	<a href="http://www.tarponriver.org/">http://www.tarponriver.org/</a>	TRCAPresident@gmail.com

Source: [fortlauderdale.gov](http://fortlauderdale.gov)

## Neighborhood Presentation

### Preparation

In order to maximize the impact of their presentation, the MT team should adjust the general presentations about the trail to each specific audience. Each neighborhood association might make the emphasis of different aspects of the trail necessary, depending on their socioeconomic status, the impact of the trail in each community. For example, in one neighborhood, the importance of the trail may lie in the equity it provides to their community through allowing an alternate travel mode for those without vehicles. Other communities may feel the art is what's important, or the bicycle facilities, or the potential development around their properties. The MT trail could identify the most active and influential members of a given neighborhood association and hold preliminary conversations with them to inform the most prominent concerns and areas of interest for their community.

It is typical for members of a neighborhood to speak more freely and are more likely to share in smaller groups or one on one. These preliminary conversations should take place throughout each neighborhood before taking the entire ask of support to the association. Surveys are a great tool to gain insights into the communities' priorities in a thoughtful manner. The MT should create a survey and distribute to the community through various channels such as email, mail, and one on one neighbor interviews. Although official letters from the associations can be a great asset to capture by the MT team, it is important to get a broad base of members of the community to buy into the project. The more support that can be taken in front of the City and potential donors, the better.

Informed by the feedback of the aforementioned preliminary conversations and survey results, the MT team is now able to create a comprehensive and compelling list of benefits and future opportunities of the trail for the individual communities and can further focus the presentation on potential concerns and costs to the neighborhood.

Regardless of the audience, the MT team should introduce the trail concept with visual representations and local examples. In communities that are just beginning to include active transportation facilities and trails, many people are likely to be unfamiliar with the designs and vocabulary. Using visuals, such as pictures and renderings, helps people understand the concepts. Some people raise concerns about congestion resulting from changes proposed in

the street, but showing contrasting photos of walkable communities and suburban arterial strips illustrates a different type of community. Most people respond positively to photographs of walkable communities. By using renderings to show how improvements could change the appearance of local streets, people can better envision what is planned and will often become more supportive. If people focus more on how nice their neighborhood could become, they will be less likely to focus on perceived negatives.

The next section will provide suggestions for distribution of information and methods to gain feedback from the various neighborhoods.

## Outreach for feedback

Prior to preparing the presentations to the Neighborhood Associations, a short survey and general information on the project should be distributed and shared throughout the project limits. Trail organizers should consider various methods of communications and various ways to respond to surveys to get the most input as possible, e.g.:

- Historically African-American and racially or ethnically diverse neighborhoods: Every door direct mail communication piece, text messages, yard signs promoting meetings, information at churches and social media. Trail organizers should get involved in the community to understand the desired outcomes by these stakeholders.
- Lower-income neighborhoods: Every door direct mail communication, door to door campaigns, social media, text messages and yard signs promoting meetings.
- Higher-income neighborhoods: Next Door app, social media, consider every door direct mail, communication in clubhouses and/or with HOA.
- Downtown/younger neighborhoods: Social Media, Next door app, gyms, downtown neighborhood groups, condo front desks and HOA.
- Special events: Church events, Green markets, downtown neighbor events. MT should consider renting a tent and setting up an informational booth and having vision boards for community members to select elements of the trail (EG. types of art, benches, lighting, etc...)
- Special interest groups: Team should align with special interest groups that may have interest in the Trail. Some examples include.
  - Bicycle Advocate Groups: Find organizations online or through local bike shops
  - Congress of New Urbanism: Look for Broward County chapter
  - Local artists: Partnerships within Fat Village
  - Tourism groups



Once the outreach has taken place throughout the community, the MT team should prepare to present comprehensive information to neighborhood organizations and to government officials. At this point, asking specific neighborhood groups for a letter of support or simply getting letters from community members will build the case for government and financial support to move this project forward. Confidence must be built that the MT team has the capacity and the support to move this project forward and to assist with financing the project.

A high profile donor and supporter would go a long way in gaining this trust, or a partnership with a potential developer along the trail, but at a minimum, the team should have as many letters of support as possible from neighborhoods impacted by the trail. Once the MT team is confident of the community support, one on one meetings with local officials, city planners and City Administration should take place to present the letters of support and findings. The team should only move forward with requests to the city once they are confident in the support from a majority of city staff and public officials. Without the government support, it will be an uphill battle to privately move the Mockingbird Trail forward.

## Suggestion for documentation of neighborhood support

We suggest that after successful conversations with the neighborhood associations, the MT team asks the President to issue a letter of support to the City containing the following key components:

1. Identify a specific individual as addressee (i.e., don't be generic with "To whom it may concern"). Each elected official should receive their own personalized letter.
2. Describe the Neighborhood Association offering support of the MT (i.e., introduce the organization offering support ) and include the neighborhood boundaries and number of members in the association
3. Describe why the Mockingbird Trail would benefit the Neighborhood Association. List specific benefits to the neighborhood.
4. Reference the highest benefits and examples in the "Talking Points" section herein which are most beneficial to the particular Neighborhood Association.
5. Provide a definitive statement of support and impact of the project.
6. If applicable: Describe what next steps or "action" the Neighborhood Association is requesting (i.e. is this a funding request, a government approval, etc...)
7. Letter of support should be signed by an officer of the Neighborhood Association or someone with significant standing in the community.

# Talking Points for Community Meetings

We have grouped possible talking points around the following topics:

1. Connectivity and Alternative Transportation
2. Catalyst for Economic Growth and Development
3. Importance of Recreation and Public Amenities
4. Arts and Culture
5. Foundation for Sustainable Urban Planning
6. Align with Affordable Housing Interests

## Connectivity and Alternative Transportation

The Mockingbird Trail is an important piece of a broader infrastructure program in Fort Lauderdale, which includes road improvements and other upgrades. It is an alternative form of transportation that will connect neighborhoods and provide access to parks and employment centers, while simultaneously reducing congestion and reliance on cars.

- **Connectivity of the surrounding neighborhood of the MT trail should be the strongest initiative.** The trail would offer a safe, appealing connection between the neighborhoods. After the completion of the project the surrounding areas of the trail will be much desired and new developments could be forced to apply smart growth principles to create places to live, work and play for all members of the community. The Trail could offer extroverted, pedestrian friendly street networks by design oriented solutions which incorporate sustainability and interesting material/color use. For an example of bike trails as a successful connectivity tool, see the Dallas Katy Trail which links pieces of Dallas' hike-and-bike trail with other trails, with Dallas Area Rapid Transit stations, even with other cities. It creates a viable transportation network, rather than just a series of popular exercise paths. [See here for more information.](#)
- **Bike-friendly cities minimize traffic congestion and reduce the need for large and expensive parking lots.** Investment in bike paths provides easy access to local attractions while simultaneously reducing traffic congestion. A North Carolina Department of Transportation study found that a one-time investment of \$6.7 million for a network of bike lanes in the Outer Banks has yielded an annual nine-to-one return on investment thanks to increased bicycle tourism. [See here for more information.](#) The Outer Banks have 105 miles of bike trails which are used for leisure family riding as well as commuting. There are paved separate routes, which wind along parallel to the highways or through wooded areas. Some of them connect you from town to town

without having to brave the motor vehicle traffic. [See here for more information](#). Trails, bike lanes, and bicycle-sharing systems can improve pedestrian and bicyclist access to employment centers, recreational destinations, and public transit facilities, thereby enhancing the attractiveness of developments along active transportation corridors. As large businesses look to relocate to Florida for tax purposes, Fort Lauderdale can set itself apart by having an attractive outdoor amenity for use by people of all income levels. The Fort Lauderdale master plan is supportive of urban activity, hospitable environments for pedestrians and distinctive architecture and public spaces. Communicating with The City and incorporating their planning principles could also help win support for the Trail. The community could enjoy the benefits of MT 's amenities and opportunities without relying on automotive use.

## Catalyst for Economic Growth and Development

The Mockingbird Trail will be an asset for economic and business development. Not all neighborhoods may be focused on these concerns, but these talking points can be used in conversations with the business community, politicians and any non-profit or industry groups focused on economic development.

- **Bike-friendly cities and towns boost the tourism economy.** Bike touring and recreational bicycling have long been staples of the tourism economy. In Wisconsin, for example, bike tourism is estimated to contribute \$1.5 billion to the state's economy each year, according to a University of Wisconsin–Madison study. Bicycle-friendly communities are finding that bike trails and other active transportation infrastructure encourage visitors to stay longer, spend more, and come back more often ([see here for more information](#)). In Sarasota, the Friends of the Legacy Trail partnered with the Sarasota- Manatee Bicycle Club to create the "Tour de Parks" where 750 plus enthusiasts from across the country ride 62 miles through local parks (including the Legacy Trail. The proceeds of the event have gone to fund feasibility studies for extensions of the Legacy Trails ([see here for more information](#)).
- **Bike racing and bike touring are a growing industry and tourism attraction themselves.** Apart from the Tour de France, cities across the world host other local races and bicycle events which boost the tourism industry. In Iowa, an event called RAGBRAI, which stands for "the Register's Annual Great Bicycle Ride Across Iowa", is in its 44th year, and attracts tens of thousands of participants who cycle across Iowa following a different route each year. [See here for more information](#). A 2008 study by the University of Northern Iowa found that the event generates over \$25 million in direct spending. The small towns along the route compete to provide lodging and sell food, beer, massages, souvenirs, and much more to the thousands of participants and spectators who take part each year. Another example is a 2012 study of the Great Allegheny Passage trail in Pennsylvania and Maryland which covers 150 miles alongside mountains and rivers on a nearly level path. The 2012 study found that businesses

along the trail attribute 30 percent of their gross revenues to the trail, and close to half of the surveyed businesses said that the trail was a significant factor in their decisions to expand. [See here for more information](#). The [trail's website](#) links to interactive maps and information on sites to explore along the trail.

- **Active transportation infrastructure can catalyze real estate development. Prospective tenants (of residential, office or retail) see trails as an attractive asset.** For example, Minneapolis's Midtown Greenway has catalyzed more than \$750 million worth of new residential development. Along the Midtown Greenway route, at least 11 separate projects, ten of which are residential, were developed between 2004 and 2014. According to Hennepin County Commissioner Peter McLaughlin, property values along the corridor have increased by over 90 percent in the past ten years. In London, "the economic benefits of the cycle superhighways also extend to new development projects, since coordination among Transport for London, local governments, and area developers has led to plans for new apartments, offices, shops, restaurants, and bars along the routes. Examples of developments along the planned cycle superhighways include the following: Elephant Park, a 2,500-unit residential development at the southern end of the north-south route that will include cycle paths that connect to the superhighway and 250 City Road, a 930-unit apartment development close to the cycle superhighways, which will include 1,486 bicycle parking spaces (see 250 City Road profile). The combination of the growing number of commuter cyclists in London and the increasing popularity of bicycle-friendly development projects has significant positive implications for the health, safety, livability, and economy of London. As the city's population continues to grow, providing safe and convenient bicycle infrastructure can help reduce traffic congestion and catalyze new development opportunities that leverage the shift toward active transportation throughout London."([see here for more information](#)).
- **Access to active transportation facilities increases property values.** In a number of markets, both urban and suburban, studies have found that direct access to trails, bike-sharing systems, and bike lanes can have a positive impact on property values. A number of current and recent development projects have cited this phenomenon as a rationale for investing in particular locations and/or including bike-friendly features ([see here](#)).
- **Research shows that trails have the potential to create jobs, expand local businesses, and enhance property values.** Shortly after its completion in 2012, the \$63 million Indianapolis Cultural Trail, a multipurpose trail in urban Indianapolis, generated jobs along the Trail from new and existing businesses, and put substantial funds into the local economy through construction, private-sector investment, and increased tourism. Property values within 500 feet (approximately one block) of the Cultural Trail have increased 148% from 2008 to 2014, an increase of \$1 billion in assessed property value. [See here for more information](#). The 150,000 annual visitors to

the Little Miami Scenic Trail in Ohio spend an average of \$13.54 per visit on food, beverages, and transportation to the trail. They also spend an estimated \$277 each year on clothing, equipment, and accessories during these trips. [See here for more information.](#) In Apex, North Carolina, developers added a \$5,000 premium to homes adjacent to a regional greenway, and those homes were still the first to sell. [See here for more information.](#) These are just a few of many examples that document the economic benefit of active transportation facilities walkable, bikeable communities may motivate local residents to do more of their shopping and entertainment locally, rather than traveling to another city or town. Moreover, if they save money by driving less, they will have more disposable income that could be used locally. [Further evidence supporting economic growth found here.](#)

## Arts and Culture

- **The Trail will be an attraction with gardens, public art, and public places.** The Indianapolis Cultural Trail is an example of a trail which has incorporated public art and thoughtful landscaping to create an attraction which revitalizes the City ([see here for more information](#)). Along the 8-mile path, Cultural Trail users pass by and through the many cultural destinations that make Indianapolis a recognized leader in the arts. Further, the Cultural Trail gardens are maintained according to various ecologically informed principles to provide downtown Indianapolis with green space, wildlife habitat and protected pedestrian-focused corridors.
- **Incorporating public art into a trail system engages the community in the curation process and sparks dialogue about important community values.** For example, artwork along the Charlotte Rail Trail is curated into a gallery experience which provides long term benefits. The Public Art Master Plan for Charlotte states: “Whereas the rail corridor has historically been viewed as a site for exercise and transport between neighborhoods, public art will help transform it into a community “zipper,” a convivial, ever-changing creative commons that connects neighborhoods. By fostering a sustainable model for future arts development, the Public Art Master Plan will inspire long-term investment in arts along the Trail connecting community, commerce and culture.” ([see here for more information](#)). The artwork along the Charlotte Rail Trail is meant to engage the community through the curation process -- it fosters conversations about important landmarks, symbolism, and values-- while also creating a long-term cultural experience for visitors.

## Importance of Recreation and Public Amenities

- **Outdoor recreation is more popular than ever!** People want to be outside, and Fort Lauderdale should encourage active lifestyle and encourage ways to reduce carbon



emissions. With people hunkered down at home during COVID-19 lockdowns, cities should encourage active lifestyles. Bikes are reporting record sales! Also, in a city greatly affected by rising seas, the population is in favor of initiatives fighting climate change. There is an opportunity to find better balance between alternative modes of transportation and car traffic. [Look at tactical urbanism projects for examples](#). Also See: Dallas Park and Recreation Department officials rolled out a \$200 million plan to grow the trail network through the Dallas Integrated Trail Circuit --- \$120 million in private contribution and \$80 million in public funds ([see here](#)).

- **Bike Trails Bring Communities Together and are a Major Source of Pride.** Greenways often purposely pass historic locations and important landscapes, connecting locals and visitors with culturally important sites. By collaboration with artists, urban planners and property owners along the trail, the Mockingbird Trail seeks to transform eyesores such as rail corridors or neglected storefronts into community centerpieces. For example, in Northwest Arkansas, Runway NWA, a social and corporate outreach program has collaborated on public art installations, basketball court renovations and even transformed electrical boxes into public notification boards along portions of city paved trails ([see here](#)). Community trails often become a focus of community pride by encouraging beautification projects, and are also a means of preserving and celebrating what is special about a community.

## Foundation for Sustainable Urban Planning

- **Enhancement of stormwater management.** The National Research Council concluded that stormwater runoff from the built environment is one of the greatest water challenges facing the nation because it is one of the most important sources of the pollution in our streams, rivers, and lakes. Increasing stormwater runoff is largely the result of increasing urbanization: buildings, streets, and parking lots have been constructed on land that used to be able to retain, absorb, or use stormwater. The more impervious cover in a city—that is, land that will not hold or absorb stormwater—the more stormwater runs off the property where it fell, picking up pollutants, debris, waste, and bacteria as it moves over the urban landscape. Paved Trails, Walkways, and Roads with permeable pavement walkways, parking, and fire lanes addition to the planted trees along roadsides and pathways will help to reduce stormwater run-off. For example use of decomposed granite allows rainwater to flow through, preventing flooding, while providing a solid surface for walking and biking. Green infrastructure practices are typically integrated into the landscape and rely mainly on soils, vegetation, and infiltration to reduce runoff. Traditional stormwater management creates detention basins and wet ponds that are often unsightly and need fences to keep out the public. However, Green infrastructure features can be designed with aesthetics in mind and can even incorporate benches, art, or sculptural designs ([see here](#)).

- Improved Water Supply and Quality.** Streets designed primarily for vehicle traffic are likely to be wide, with little landscaping and constructed of impervious materials. This is due to practical considerations for vehicles and normative decisions in which a premium is placed on speed and efficiency. These qualities combined offer little opportunity for sustainable water treatment. In contrast, streets designed for bicycle and pedestrian use, such as neighborhood greenways, are likely to be narrow, with enhanced landscaping and may be constructed of permeable materials. For example, the use of curb extensions and crossing islands to shorten crossing distances makes pedestrians more visible and reduces exposure while providing opportunities for enhanced landscaping and sustainable water treatment (e.g. bioswales and rain gardens). Similarly, the use of chicanes to calm traffic and provide a low-stress cycling experience provides opportunities for increased landscaping and water treatment.
- Non-motorized trips reduce vehicle emissions and improve air quality.** As local residents decide to walk or bicycle instead of drive to work, to school, to shop, or for other purposes, greenhouse gas emissions will decrease and air quality will improve. Significant benefits can be gained even for very short trips. For instance, if residents of a small city (population: 50,000) were to convert 1 mile of motorized trips to non-motorized trips every day, it would result in 12,501,250 fewer miles driven per year. This represents the equivalent of 1,042 fewer cars on the road and the following air pollutant reductions: 10.14 pounds less carbon dioxide (CO<sub>2</sub>), 19,082 pounds less nitrogen oxides (NO<sub>x</sub>), and 28,472 pounds less volatile organic compounds (VOCs). Automobiles account for 20 percent of U.S. energy-related CO<sub>2</sub> emissions and automobile emissions are rising due to more people, more cars per person, and more miles driven per car. Since 2003, the total miles driven has increased at a rate faster than the U.S. population ([see here](#)).
- High fuel consumption for short trips and more parking lots and streets contribute to burning unnecessary fossil fuel.** *Avoided journeys* and *modal shifts* due to behavioural change ((encouraged by increasing investment in public transport, walking and cycling infrastructure, and modifying roads, and railways to become more attractive for users and minimize travel time and distance), uptake of improved vehicle and engine performance technologies, low-carbon fuels, investments in related infrastructure, and *changes in the built environment*, together offer high mitigation potential. As local residents decide to walk or bicycle instead of drive to work, to school, to shop, or for other purposes, greenhouse gas emissions will decrease and air quality will improve. Significant benefits can be gained even for very short trips ([see here](#)).

## Align with Affordable Housing Interests

- The trail will incentivize affordable housing development.** For example, the Affordable Housing Trust Fund in the Atlanta Beltline project was a tool available to developers. The Trust Fund offered gap financing to residential projects, including

affordable housing as a part of the development. Gap financing can be structured as a grant or debt.

These funds, created by BAHAB have committed funding for:

- Over 100 affordable owner occupied units
- Over 1,800+ affordable rental units
- Lofts at Reynoldstown Crossing
- The Atlanta Land Trust Collaborative (ALTC) – formed in 2011 to foster affordable, transit-oriented development
- Streets—new and renovated streets and intersections including 31 miles of new streetscapes connecting neighborhoods and parks to the BeltLine;
- Environmental remediation—clean-up of sites with environmental issues; • Neighborhood preservation—preservation of existing single-family neighborhoods by providing appropriate transitions to higher-density uses;
- Tax base—an estimated \$20 billion increase in tax base over 25 years; and
- Industrial base—preservation of viable light industry.

MT would follow the below steps:

- Work with Affordable Housing Developers to identify sites and development opportunities to create more affordable housing.
- Identify current affordable housing near the MT and collaborate with owners and other affordable housing funders to upgrade and preserve affordable housing near the Trail
- Work with the City of Fort Lauderdale, developers and financial institutions to apply the new Inclusionary Zoning ordinance, which requires a percentage of affordable housing in each new multi-family development on or near the MT.
- Continue to talk with neighborhood, civic and advocacy groups to garner ideas and strategies to help communities maintain and enhance affordable housing opportunities on or near the MT.

## Potential Community Concerns

The foregoing sections set forth a plan of attack and provide the Mockingbird Trail with the critical talking points that need to be conveyed to the local community to garner support for the project. However, the Mockingbird Trail must also prepare for the following questions and concerns in selling the project to the community and use the talking points above to frame answers to focus on the positive contributions the project offers to the community.

### Potential critical questions from the community members:

- Why have you chosen to bring the Trail through our neighborhood?

- Why can't the trail move two streets over if it doesn't affect any of the connecting nodes?
- Who is responsible for maintaining the trail if it comes through our neighborhood? Who pays for it? Does the burden lie on us?
- Are we liable if someone trips and falls on a broken sidewalk?
- You mentioned the trail being a bike path, who is responsible for the removal of abandoned bicycles?
- I moved out of the central business district to get away from all the people. Why would I want to draw more people into my quiet neighborhood?
- Will there be large public gatherings driven by art installations and other events on the trail that come into our neighborhood? How do you foresee maintaining the safety of our neighborhood?
- You envision to connect 14 different neighborhoods through the trail. What if there is social unrest like in Portland, Oregon. Will this trail be used as a protest route? How do we prepare for something like this?
- The path of the trail requires sacrificing street parking. How much parking do you think we will lose in the community?
- The path will make our communities more accessible by bike, also for undesired individuals. How do you expect the path to be controlled and policed in order to avoid an increase of crime in our neighborhood?
- Should we be concerned that low-income community residents are at risk of being displaced, if you are successful and the Trail improves the quality of our neighborhood but no affordable housing is provided?
- What will the impact on property taxes have on the displacement concerns of legacy residents in communities around the MT?
- Federal government funded trail development requires compliance with mandates such as the Americans with Disabilities Act (ADA) and environmental protection policies. How is MT incorporating these items?
- How does MT manage the impact of the construction on our neighborhood, i.e. lost business, noise, traffic, etc.? For how long do we have to endure that?

## Appendix

- <https://www.nytimes.com/2016/09/12/us/atlanta-beltline.html>
- <https://www.theguardian.com/cities/2018/oct/25/cursed-sprawl-can-beltline-save-atlanta>

## Success factors for community engagement

Case study: the Friends of the Legacy Trail

Success factors	Examples from Legacy Trail	Relevance for MT	Current MT strength
Be creative	Allows individuals to “buy” a \$20 tax deductible square foot of the trail, receiving a certificate with the precise GPS coordinates of their square foot. Raising contributions from the public helps to prove community commitment	5	3
<b>Grow the membership and volunteer base</b>	<b>Focus on organizational growth, now with 1,000+ dues-paying members and 300+ volunteers</b>	<b>5</b>	<b>3</b>
Find friends in high places	Partner with elected officials at County level, as well as other high profile charitable organizations with aligned goals	5	3
Facilitate communication with volunteers and the general public	Maintain an up-to-date web site , monthly newsletter and social media presence offering a wealth of fresh, engaging content to all stakeholders.	5	3
Raise the organization’s profile in the community	Deliver a five-minute “elevator” pitch or longer presentation to businesses, community groups, and HOAs. Participate in farmers markets, neighborhood and major events like food festivals, health fairs, and business expos.	5	3
Recruit passionate board members	Let each oversee one facet of the organization, turn them loose, and trust their efforts. Our eight committees: Trail Extension, Safety, Marketing, Trail Maintenance/Enhancement, Membership, Public Meetings, Volunteers, and Information Technology	5	4
Establish a political action committee	Established a political committee with individuals from across the political spectrum who are recognized and respected in the community. They raised funds, sought endorsements, and run a Vote Yes campaign	4	2
Engage the local news media	Meet with local print media editorial staff and columnists and create content to receive favorable coverage. Write letters to and have them published by the editors of these media outlets. Do local radio and television interviews and panel discussions.	4	3
Develop a succinct, easily communicated core message	Emphasize safety for trail users and motorists, highlight cultural value of interconnecting neighborhoods, and stress higher quality of life. Clearly communicate that funds will be used to that end	4	3
Become a stand-alone charitable organization	Friends of the Mockingbird is independent 501(c)(3) tax exempt organization	4	5
Seek political party support	Remain bi-partisan	3	3

Source: [Friends of the Legacy Trail](#)