

AGENDA
MAPLEWOOD CITY COUNCIL
MANAGER WORKSHOP
5:15 P.M. Monday, June 4, 2012
Council Chambers, City Hall

- A. CALL TO ORDER**
- B. ROLL CALL**
- C. APPROVAL OF AGENDA**
- D. UNFINISHED BUSINESS**
- E. NEW BUSINESS**
 - 1. Commissioner Interviews
 - a. Human Rights Commission
 - b. Planning Commission
 - c. Parks and Recreation Commission
 - 2. Maplewood Community Center Discussions
 - a. Facility Plan & Energy Improvement Project
 - b. Current Trends/Market Analysis/Budget Outlook
 - c. Strategy/Action Plan
 - 3. Economic Development Initiatives
 - a. Consolidation of BEDC and HRA Commissions
 - b. Consolidation of Planning Commission with Community Design Review Board
- F. ADJOURNMENT**

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AGENDA REPORT

TO: James Antonen, City Manager
FROM: Charles Ahl, Assistant City Manager
Sarah Burlingame, Senior Administrative Assistant
DATE: May 30, 2012
SUBJECT: Commission Interviews
a. Planning Commission
b. Human Rights Commission

INTRODUCTION

The City Council will be conducting a continuation of interviews of candidates for the Human Rights Commission and Planning Commission. There are a total of six openings: one on the Business & Economic Development Commission; two on the Human Rights Commission; one on the Parks & Recreation Commission, and two on the Planning Commission. These are vacancies due to terms expiring, which were not filled during the last round of interviews, and some resignations. The Council will interview four applicants during the June 4th Council Workshop and one applicant during the June 11th Workshop. Applicants are given 15 minutes to interview.

RECOMMENDATION

Staff recommends that the Council interview the candidates as indicated in the schedule below. The suggested questions will be submitted under separate cover to the Council. During the interview process, Council Members should fill out their ballots. Once the Interviews have concluded, Council Members should submit their ballots to staff, which will be tallied with the results brought back to the Council during a regular meeting at a later date with recommendations for appointments.

Time	Candidate	Commission
5:15	Question Selection	
5:20	Michael Faeth	Planning Commission
5:35	Stephen Wensman	Planning Commission
5:50	Julie Xiong	Human Rights Commission
6:05	Mary Newcomb	Human Rights Commission

** Indicates Candidate is Seeking Reappointment*

Attachments:

1. Candidate Applications in order of interview schedule



CITY OF MAPLEWOOD
BOARDS AND COMMISSIONS
APPLICANT INFORMATION FORM



Name: Michael Faeth Date: 5/11/12

Personal Information

Minnesota State Statute §13.601 states that once an individual is appointed to a public body, the following additional items of data are public:

- (1) residential address; and
- (2) either a telephone number or electronic mail address where the appointee can be reached, or both at the request of the appointee.

ADDRESS: _____ Zip _____

PHONE: Home _____ Work _____ Cell _____

You may attach a resume or other summary of your background and experience for appointment to this Commission

1. On which board are you interested in serving? (please check)
- | | |
|--|--|
| <input type="checkbox"/> Business & Economic Development Commission | <input type="checkbox"/> Housing & Redevelopment Authority |
| <input type="checkbox"/> Business Representative <input type="checkbox"/> Resident | <input type="checkbox"/> Human Rights Commission |
| <input type="checkbox"/> Community Design Review Board | <input type="checkbox"/> Parks & Recreation Commission |
| <input type="checkbox"/> Environmental & Natural Resources Commission | <input checked="" type="checkbox"/> Planning Commission |
| <input type="checkbox"/> Heritage Preservation Commission | <input type="checkbox"/> Police & Civil Service Commission |

2. How long have you lived in Maplewood? Just moved here recently w/wife.

3. Will other commitments make regular attendance at meetings difficult? Yes No

4. Please list specific reasons why you would like to serve on this Board or Commission?

I would be glad to serve on any available board, but I do have a specific interest in utilizing and designating spaces. Before I settled on a PhD in history, I was also a Poly S&M major w/ a focus in urban planning.

5. Do you have any specific areas of interest within the Board's or Commission's scope of responsibilities?

Anything related to special permits, rezoning and abandonment issues.

6. List any community organizations or activities in which you have recently or are now an active participant.

Like I said, we recently moved here, and this is part of my effort to be communally involved.

Please share any additional comments on why you should be selected by the City Council.

I have a keen understanding of zoning issues, and have numerous advanced degrees, which demonstrates my ability to understand and pick up complex issues. My age (29) would likely add to the board's diversity as well.

THE INFORMATION CONTAINED IN THIS APPLICATION SHALL BE CLASSIFIED AS PUBLIC EXCEPT FOR HOME AND WORK TELEPHONE NUMBERS, HOME ADDRESS AND E-MAIL ADDRESS.

Return or mail this application to: City of Maplewood, 1830 County Road B East, Maplewood, MN 55109

*This is an incomplete resume, but I'll spare you the
academic jargon.*

MICHAEL T. FAETH

Education

PH. D. Candidate History, University of Minnesota, (degree anticipation 2013)

Primary Advisor: Dr. Carla Rahn Phillips,

M.A. History, University of Akron, 2007

Primary Advisors: Dr. Michael Levin, e-mail:

Dr. Martha Santos, e-mail:

B.A. History, Political Science and Spanish, Muskingum University, 2005

Work Experience:

Fall 2011-
Spring 2013

Adjunct Professor (University of Wisconsin-Stevens Point)

Courses Taught:

- 101- World History to 1500
- 102- World History since 1500
- 176- U.S. History to 1877
- 315- Spanish Empire
- 364- The Holocaust
- 480- International Studies Senior Seminar

Fall 2009-
Summer 2011

Instructor (University of Minnesota)

Courses Taught:

- 1011- Origins: Global Societies Before 1500

Fall 2008-
Spring 2010

Teaching Assistant (University of Minnesota)

Courses Taught:

- 1011- Origins: Global Societies Before 1500
- 1012- The Age of Global Contact (1500 to 1921)
- 1032- Europe and the World: 1500 to the Present

Spring 2006-
Spring 2007

Teaching Assistant (University of Akron)

Courses Taught:

- Modern European History: World War I to the Present
- United States History to 1877

Fall 2005

University of Akron Press, Distribution Manager



CITY OF MAPLEWOOD BOARDS AND COMMISSIONS APPLICANT INFORMATION FORM



Name: Stephen Wensman

Date: May 23, 2012

Personal Information

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- (1) residential address; and
- (2) either a telephone number or electronic mail address where the appointee can be reached, or both at the request of the appointee.

ADDRESS: _____ Zip _____

PHONE: Home _____ Work _____ Cell _____

You may attach a resume or other summary of your background and experience for appointment to this Commission

1. On which board are you interested in serving? (please check)

- | | |
|--|--|
| <input type="checkbox"/> Business & Economic Development Commission | <input type="checkbox"/> Housing & Redevelopment Authority |
| <input type="checkbox"/> Business Representative <input type="checkbox"/> Resident | <input type="checkbox"/> Human Rights Commission |
| <input type="checkbox"/> Community Design Review Board | <input type="checkbox"/> Parks & Recreation Commission |
| <input type="checkbox"/> Environmental & Natural Resources Commission | <input checked="" type="checkbox"/> Planning Commission |
| <input type="checkbox"/> Heritage Preservation Commission | <input type="checkbox"/> Police & Civil Service Commission |

2. How long have you lived in Maplewood? 2 months

3. Will other commitments make regular attendance at meetings difficult? Yes No

4. Please list specific reasons why you would like to serve on this Board or Commission?

I like to be involved where I live and give back to the community. I also have a breadth of experience related to planning, land use, zoning, environment, etc. that I can bring to the position.

5. Do you have any specific areas of interest within the Board's or Commission's scope of responsibilities?

Planning, land use, zoning, environmental review, design, etc.

6. List any community organizations or activities in which you have recently or are now an active participant.

Hamline Midway Coalition, St. Paul - Board Member, Community Plan Task Force, and Land Use Committee Chair from 2006-2009; I am an Associate Planner in Washington County; I formerly worked for Hoisington Koegler Group, Ingraham and Associates, the Cities of Otsego and Elk River as planner/landscape architect

Please share any additional comments on why you should be selected by the City Council.

I am passionate about good planning and creating/maintaining a good quality of life in my community.

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Return or mail this application to: City of Maplewood, 1830 County Road B East, Maplewood, MN 55109



CITY OF MAPLEWOOD BOARDS AND COMMISSIONS APPLICANT INFORMATION FORM



Name: Julie Xiong Date: May 17th, 2012

Personal Information

Minnesota State Statute §13.801 states that once an individual is appointed to a public body, the following additional items of data are public:

- (1) residential address; and
- (2) either a telephone number or electronic mail address where the appointee can be reached, or both at the request of the appointee.

ADDRESS: _____ Zip: _____

PHONE: Home _____ Work _____ Cell _____

You may attach a resume or other summary of your background and experience for appointment to this Commission

1. On which board are you interested in serving? (please check)

- | | |
|--|---|
| <input type="checkbox"/> Business & Economic Development Commission | <input type="checkbox"/> Housing & Redevelopment Authority |
| <input type="checkbox"/> Business Representative <input type="checkbox"/> Resident | <input checked="" type="checkbox"/> Human Rights Commission |
| <input type="checkbox"/> Community Design Review Board | <input type="checkbox"/> Parks & Recreation Commission |
| <input type="checkbox"/> Environmental & Natural Resources Commission | <input type="checkbox"/> Planning Commission |
| <input type="checkbox"/> Heritage Preservation Commission | <input type="checkbox"/> Police & Civil Service Commission |

2. How long have you lived in Maplewood? 1.5 years

3. Will other commitments make regular attendance at meetings difficult? Yes No

4. Please list specific reasons why you would like to serve on this Board or Commission?

I come from a diverse background with varied and impactful experiences that have led me through a long journey in navigating through the system myself for equal opportunities and advancement. I envision being able to formally advocate some of the topics of our community in hopes of providing an easier path for others.

5. Do you have any specific areas of interest within the Board's or Commission's scope of responsibilities?

My areas of interest is in any aspect of Human Rights.

6. List any community organizations or activities in which you have recently or are now an active participant.

Minneapolis VA Hospital, Volunteer
Abbott Northwestern Hospital - Joint Replacement Center, Volunteer/Coach
Sister Kenny Sports & Physical Therapy Center, Volunteer
United Way, Volunteer

Please share any additional comments on why you should be selected by the City Council.

I am a long time resident of the Twin Cities. I am familiar with the demographics of our community therefore can associate and adapt with many diverse audiences. I bring valuable skills and insights through my personal and professional experiences that can contribute to your mission. Please see the attached resume for a summary of my background and experiences.

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Julie Xiong

SUMMARY:

- 10 years of corporate marketing and communications experience
- 10 years of employee training and learning development
- Account and client relationship management experience
- Entrepreneur, business, and project management experience
- Operations experience in small and large corporation
- Educational background in the health and sciences
- Experience in several health care settings
- Customer service and sales skills
- Knowledge in Microsoft Office Suite, 50 wpm
- Creative, analytical, independent and team player
- Fast learner, detail, and goal oriented

EDUCATION

Current

Des Moines University
Master of Healthcare Administration
Des Moines, IA

2009

University of MN - Twin Cities
Bachelor of Arts, Communications Studies
Minneapolis, MN

EXPERIENCE

2001 - Current

Wells Fargo Home Mortgage
Client Services Relationship Specialist
Minneapolis, MN

- Build and maintain relationships with corporate clients; serve as point of contact
- Account management, benefits administration, and employee learning and development of new programs
- Communication, training, maintenance, and tracking of marketing campaigns and strategies
- Liaison between corporate client and internal partners working with Account Executives, Marketing, Sales, and Operations
- Internal communications of clients, programs, processes, and campaigns
- Analyze issues, business requirements, standards, and procedures to identify opportunities for improvement and develop innovative business plans
- Manage projects
- Provide website, product, process, client, procedure, and systems training
- Accomplishments: Numerous Service & Team Excellence, Certificate of Appreciation, Employee of the Month, and Shared Success for transition of business line to a new site



CITY OF MAPLEWOOD BOARDS AND COMMISSIONS APPLICANT INFORMATION FORM

Name: Mary C. Newcomb Date: May 11, 2012

Personal Information

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ADDRESS: _____ Zip _____

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You may attach a resume or other summary of your background and experience for appointment to this Commission

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- | | |
|--|---|
| <input type="checkbox"/> Business & Economic Development Commission | <input type="checkbox"/> Housing & Redevelopment Authority |
| <input type="checkbox"/> Business Representative <input type="checkbox"/> Resident | <input checked="" type="checkbox"/> Human Rights Commission |
| <input type="checkbox"/> Community Design Review Board | <input type="checkbox"/> Parks & Recreation Commission |
| <input type="checkbox"/> Environmental & Natural Resources Commission | <input type="checkbox"/> Planning Commission |
| <input type="checkbox"/> Heritage Preservation Commission | <input type="checkbox"/> Police & Civil Service Commission |

2. How long have you lived in Maplewood? 12

3. Will other commitments make regular attendance at meetings difficult? Yes No

4. Please list specific reasons why you would like to serve on this Board or Commission?
- Commitment to employee rights and opportunities in the workplace: demonstrated at my workplace through assignment of non-traditional job duties to hearing-impaired employee and through cooperative partnership with employee union.
 - Interest in ensuring equal rights and opportunities to all.
 - Desire to involve Maplewood citizens in respectful discussions pertaining to human rights, as guaranteed under the law.

5. Do you have any specific areas of interest within the Board's or Commission's scope of responsibilities?
- Community Education
 - Am willing to assume any responsibilities, as directed by Committee Chair and/or City Council

6. List any community organizations or activities in which you have recently or are now an active participant.
- Head Election Judge, Maplewood Precinct 3.
 - Member, Federal Executive Board: working cooperatively across multiple Federal agencies for the benefit of all, in areas including emergency preparedness, employee recognition and training.
 - Parent representative to the DeLaSalle High School (Minneapolis) Board of Trustees.

Please share any additional comments on why you should be selected by the City Council.

I am a long-time Federal government employee. As such, I have an understanding of my responsibility to conduct the business of government in a fair and impartial manner, regardless of my personal feelings on matters under discussion in the public forum.

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AGENDA REPORT

TO: James Antonen, City Manager
FROM: DuWayne Konewko, Parks and Recreation Director
Larry Farr, Chief Building Engineer
SUBJ: Maplewood Community Center Discussion:
1. Facility Plan & Energy Improvement Project
2. Current Trends/Market Analysis/Budget Outlook
3. Strategy/Action Plan

DATE: May 29, 2012 – for council workshop on June 4, 2012

INTRODUCTION

Council directed staff to provide an update on the progress of the Maplewood Community Center with regard to the five – seven year sustainable budget plan and changes that are likely to occur as a result of implementing this plan. To that end, staff will be presenting information on the following items:

1. Facility Plan & Energy Improvement Project
2. Current Trends/Market Analysis/Budget Outlook
3. Strategy/Action Plan

RECOMMENDATION

The discussion concerning the Maplewood Community Center is informational only and no formal action is required by the city council.

AGENDA REPORT

TO: City Council
FROM: Charles Ahl, Assistant City Manager/Community Development Director
SUBJECT: **Discussion on Economic Development Initiatives**
 ■ **Consolidation of BEDC and HRA Commission**
 ■ **Consolidation of Planning Commission and Community Design Review Board**
DATE: May 28, 2012

INTRODUCTION

In February 2012, the City Council established as a top goal [a tie for first with Public Safety] the goal for the City moving forward in 2012 – 2014 Economic Development. The specifics of the goal were listed as:

Make a concerted effort to define and develop a plan [through the EDA] that will ensure new economic development in the city with a particular focus on re-development. Commit to a redevelopment [including housing] for the city through prioritizing and updating the Master Plan. Determine staffing needs for this effort with adequate resources. Work with BEDC.

The intent of this work session item is to begin the discussion to define the effort moving forward on ideas that will be pursued. A general outcome of this session will include direction on Commissions and general areas of agreement on the initial tasks to be explored.

Background for Discussion

The Community Development staff will be the lead department on this goal and economic development effort. Preliminary discussions have been on-going with BEDC about development of an Economic Strategic Plan. The Council provide a budget for BEDC in 2012 that includes hiring a consultant to begin development of this strategy/plan. Following are some bullet items of discussion in creating this direction/effort:

- Create work plan with advisement by relevant commissions and adopted by Council/EDA
 - This plan will define areas such as the use of financial resources to assist property development.
 - When, where and if the City will use tools such as Tax-increment Financing, Tax Abatement and other general financing tools that encourage and/or refine development.
 - Job creation/retention will be an important component, along with protection and enhancement of the City's tax base.

ECONOMIC DEVELOPMENT

PAGE TWO

- City's role – leader, facilitator and/or assistance (BEDC has stated it prefers city to go after “bigger” projects rather than developing assistance programs)
 - This role is a key issue for discussion. During the 1980's and 1990's, Maplewood's city role was based on a statement that many lead staff stated that “We can just wait for development to occur.”
 - Maplewood has little prime space available for open development. Many parcels are difficult to develop and possibly under-utilized due to existing controls from an infrastructure or area uses basis.
 - Without assistance, redevelopment and major property investment is not likely to occur, as it is more profitable to develop on open areas further out in the metro area. The “prime area”, if defined as most profitable, has shifted away from the central core of the metro.

- Retain and expand existing businesses (development of strategies assisted by BEDC consultant) Measures:
 - Meetings with key (major) employers
 - Business reinvestment- leasehold improvements (number of permits, value of work)
 - Jobs retained (by NAICS)

- Identify key properties or areas of Maplewood for potential targets of investment (development of strategies assisted by consultant) Develop marketing campaign to attract investment? Measures:
 - Calls made or materials sent to end-users.
 - Trade shows attended or events hosted to promote Maplewood
 - Web hits on economic development page, new Maplewood Health Care Area or Maplewood Retail pages, etc.
 - New commercial tax base created (dollars and square footage)
 - Jobs created (by NAICS)
 - Policies and ordinances reviewed, updated and amended
 - Number of single-tenant commercial buildings that are vacant
 - Business subsidy inquiries/applications (If assistant program is developed)

- Identify key areas for infrastructure investment; Measure:
 - Highway 36/English Street Improvements
 - Gateway Corridor
 - Rush Line Corridor
 - Continued Gladstone Public Improvements
 - Hillcrest Corridor
 - Technology improvements
 - Medical Corridor around St. John's Hospital
 - Maplewood Mall Retail Expansion
 - Meetings with brokerage and development community
 - Other site readiness needs?
 - Others?

NEXT STEPS FOR DISCUSSION

Where do we go and how do we get there? Following are some discussion items for consideration by the City Council:

- Based on outcome of strategic plan, develop a department level plan to ensure Community Development has the appropriate staff to complete the strategic plan in the appropriate roles:
 - Planning/Land Use
 - Building Inspections/Code Enforcement
 - Environmental Planning
 - Economic Development

- Provide / direct the limited resources toward redevelopment and economic development efforts:
 - Dedication of funds to EDA efforts
 1. \$85,000 to \$90,000 in 2013 to EDA [0.5% of Levy]
 2. Capital Improvement Plan [continue infrastructure upgrades]
 - a. “Build it and they will come” ???
 - b. Gladstone Investment – will it pay dividends?
 - Search for external funding
 1. Economic Development Planner will need to spend a fair percentage of time as a grant writer.

- Streamline Commissions
 - Attached is an article from the April 28, 2012 Edition of the StarTribune. While the article deals with lost population and tax base in the central core cities of Minneapolis and St. Paul, there can be some comparison to Maplewood a few years from now. Specifically, some areas where those cities inhibit or make development difficult. One key area of consideration is the number of Commissions that a developer needs to address when applying for permits for a project.
 1. From a development perspective, each commission requires an investment of time, energy and resources for a project. In addition to the staff time needed for these commissions, which could be redirected toward the Economic Development position, the Council has been struggling with finding qualified candidates for all the Commissions. Thus, staff is proposing to combine the following:
 - a. Planning Commission combined with the Community Design Review Board
 - i. The CDRB was once a sub-committee of the Planning Commission but was created in the 1970’s when the Planning Commission was inundated with plats and new developments.
 - b. Business and Economic Development Commission combined with the Housing and Redevelopment Authority
 - i. A number of the members are similar and these groups have similar tasks and goals.

- c. Attached is a summary of 8 other Communities and how they approach Commissions.

ECONOMIC DEVELOPMENT
PAGE FOUR

Recommended Action

This item is for information and discussion.

Direction from the Council on exploring/discussing:

- What should be the City's role in Economic Development? Financial?
- Should the City redefine staff roles to dedicate more efforts to encourage the economic development tasks listed? Other tasks/ideas?
- Are there specific areas of the City for development / redevelopment?
- Should we streamline development and combine Commissions?

Attachments:

1. StarTribune Article on No Love for Heart of City
2. Surrounding Cities Commission Approach

StarTribune

No love for the heart of the city

Article by: STEVE BERG
April 28, 2012 - 7:04 PM

Nothing riles up the neighbors like the prospect of more neighbors.

In the Linden Hills neighborhood of Minneapolis, a warning marked "Urgent!" went out over the Internet when a developer tried to fill a sparse corner with four stories of housing atop a row of retail shops. Obviously, he had to be stopped.

When light-rail construction approached St. Paul's Frogtown, panicky neighbors convinced the city to put limits on new development -- for fear of higher property values.

Yet, more people and higher values are precisely what Minneapolis and St. Paul need as they struggle against another disappointing census report.

The 2000-2010 results show the Twin Cities metro area continuing to grow (up 12 percent to 3.3 million) while its central cities tread water (down 0.3 percent to 668,000).

The numbers left both mayors talking with a hint of desperation about the need to add substantial population, something neither city has been able to do for six decades. Without growth and the tax base it brings, they said, neither city will be able to afford the services and amenities that successful places enjoy.

Minneapolis Mayor R.T. Rybak told the City Council last year: "If we want to live in the kind of neighborhoods we want, if we want Minneapolis to be the kind of city that we know it can be, there is one more thing we have to do: We have to grow."

To be blunt, both mayors are talking about -- neighbors, please cover your ears -- density. Only density can bring the efficiency and vitality that the central cities need.

"We're not talking about overwhelming density, we're talking about acceptable density," said St. Paul Mayor Chris Coleman, listing the Central Corridor, Lowertown and the vacant Ford plant in Highland Park as opportunities to refill the city.

The combined population of Minneapolis and St. Paul peaked at just over 833,000, in 1950. Over the following six decades it fell below 668,000 as old neighborhoods thinned out, households got smaller and families with children migrated outward.

While the suburban Twin Cities population tripled over those six decades, the central cities, hemmed in on all sides, lost a fifth of their people and much of their comparative wealth.

City household incomes are now, on average, 33 percent lower than suburban incomes -- a huge gap by national standards. So, it's not just infill growth that Minneapolis and St. Paul need; it's upscale growth.

That's an enormous challenge, given this metro region's strong preference for suburban living and many urban neighborhoods' stiff resistance to greater density.

Especially in the most attractive areas, city residents cling to their relatively tranquil lifestyles and their almost phobic disdain for additional height and mass, even though those are essential elements for any landlocked city hoping to add population and ease tax burdens.

It's a paradox that frustrates local leaders, especially when they see what's happening in rival markets of similar size.

Denver and Seattle each added 45,000 people within their boundaries over the past decade, and Portland, Ore., added 55,000. Moreover, these cities retained and attracted middle-class taxpayers, avoiding the large city-suburb income gap that besets the Twin Cities.

What is it about Denver, Seattle and Portland that makes them more competitive within their own metro markets? What do they know about infill development that we don't know?

All three cities found themselves staring into an abyss at one point during the 1970s or '80s, suffering painful economic transitions and sudden population dips. Perhaps because of those hardships, they saw more clearly the shape of a new economy.

Talented people could live and create wealth wherever they wanted; growth and prosperity would follow along. Blessed with mild climates and lovely natural settings, those cities decided to leverage their advantages by creating attractive urban centers.

Portland was especially aggressive.

To preserve nearby farms and woodlands, the metro government drew a boundary around the city and redirected development inward. Buses and light rail were added to reduce auto dependence and enhance the quality of places.

Later, streetcars were reintroduced. Zoning laws were changed to make infill the default option. Neighbors could influence the design of new buildings, but couldn't stop their construction.



Glen Stubbe, Star Tribune

In addition, the city borrowed against future tax revenues in selected districts to pay for parks, leafy streetscapes and other amenities. As if producing a play, Portland built an elaborate set, then waited for people to show up.

If anything, the city overachieved, attracting more young people than the economy could support. "Portland is where young people come to retire," is a popular observation.

"When the market arrived, Portland was ready," said Ethan Seltzer, professor of urban studies and planning at Portland State University. "The city followed a simple rule; make the things you want easy and the things you don't want hard."

Denver followed a similar path, but with a stronger emphasis on culture, arts, sports and a wider variety of new housing.

Singles were attracted to a revived warehouse district and riverfront, while families filled in huge open parcels on the former airport and a former air force base.

Seattle's resurgence owes less to urban planning than to aggressive corporate leadership.

Microsoft founder Paul Allen set the tone by launching South Lake Union, once a neglected district on the edge of downtown that became a bustling combination of biomedical labs and condo buildings that stretch toward the University of Washington.

Still, most of Seattle's growth was scattered. Apartment towers went up on parking lots; mixed-use buildings replaced detached houses along busy streets to create linear urban villages.

"We didn't aggressively reinvent anything," said Ray Gastil, Seattle's former planning director and now professor of design innovation at Penn State University. "We did take advantage of a changing market," he said, noting that terrain and traffic problems created high demand for compact urban lifestyles.

Downtown redefined itself as Central Seattle, adding peripheral neighborhoods connected by frequent bus service.

•••

All three cities, meanwhile, managed to avoid population losses that might otherwise have offset their gains. Minneapolis added nearly 10,000 housing units but suffered deep losses on the struggling North Side, where foreclosures drove the population down by 11 percent. St. Paul followed a similar pattern.

Indeed, large and persistent concentrations of poverty may be what most separates Minneapolis and St. Paul from Seattle, Portland and Denver. Poverty rates are lower in those cities, and low-income pockets are widely dispersed.

There's little disagreement among planners and developers that concentrated poverty and its associated social problems (failing schools, crime, etc.) discourages infill growth and investment and makes suburban choices more attractive.

Experts offer a list of other hurdles that Minneapolis and St. Paul must overcome to attract growth: an overly cautious banker/developer community; layers of bureaucracy (especially in Minneapolis) that make infill development harder than it should be; substantially higher property taxes; a Midwestern culture that favors a small-town atmosphere in cities; an alluring suburban landscape, especially in the west metro and St. Croix Valley; a split central city (two downtowns, two city halls) less able to achieve political clout, and a metro government unwilling or unable to curb sprawl.

"We scratch our heads when we see a Democratic governor and two senators pushing to build a big new bridge over the St. Croix River to encourage more sprawl into Wisconsin," said Seltzer of Portland State. "That wouldn't happen here."

It's part of an array of hidden subsidies that work against urban infill, said John Adams, professor of geography at the University of Minnesota. Bridges, roads, tax breaks for oil companies and tax deductions for home mortgages all contribute to the suburban advantage, he said.

Here are six suggested strategies for growing the population and tax base St. Paul and Minneapolis need:

- **Establish population goals** and explain why density is important. Take an inventory of potential infill sites.
- **Adopt form-based zoning codes** that give developers clear options on height and mass. The larger the building, the more amenities a developer must supply to the neighborhood. Neighbors can influence design but cannot prevent minimal infill.
- **Simplify bureaucracy.** At every step, make it cheaper, easier and faster to develop the city that you want, and costlier, harder and slower to develop the city you don't want.
- **Expand transit.** Aside from the regional bus/light rail network, explore streetcars as a way to stimulate density in central districts.
- **Stabilize poor neighborhoods** not only for ethical and economic reasons but to stem population loss.
- **Find a meaningful brand** that will attract young professionals. Denver, Portland and Seattle, for example, emphasize nature and the outdoors mixed with cool urban lifestyles.

Minneapolis and St. Paul are doing some of those things. Meanwhile, some local officials think patience is all that's required - that we're lagging Portland, Seattle and Denver by a decade or two but that we'll catch the next wave of infill growth, thanks to a market that favors smaller footprints and urban lifestyles.

David Frank, transit development director for Minneapolis, isn't so sure. "We Minnesotans are very good at naming our problems," he said, "but we're less good at solving them. I'd say that if we haven't grown substantially by the 2020 census, it's a sign that we've failed -- and we can't let that happen."

Steve Berg is a writer and urban-design consultant. Researcher Geoff Maas contributed to this commentary.

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City of Woodbury

- Five commissions
 - Planning Commission – *meets once a month; more as needed*
 - Economic Development Commission – *meets quarterly and as needed*
- Performance Standards govern design – denials have to be confirmed by city council

City of Oakdale

- Four commissions
 - Planning Commission – *meets once a month*
 - Economic Development Commission - *meets 8 times a year*
- Performance standards set up much like 44-19;20 but much more extensive
- Development Review Committee: three staff members; appealed to council

City of White Bear Lake

- Six commissions
 - Planning Commission – *meets once a month*
 - Variance Board – *meets once a month*

City of Vadnais Heights

- One commission
 - Planning commission – *meets once a month*
- VHEDC – Works independent of city

City of Roseville

- Six commissions plus independent HRA
 - Planning Commission – *meets once a month*
 - Variance Board – *meets once a month*
- Performance standards set up much like 44-19;20
- Development Review Committee

City of Saint Louis Park

- Eleven commissions
 - Planning Commission – *meets twice a month*
 - Board of Zoning and Appeals – *meets once a month*
 - Housing Authority – *meets once a month*
- Staff has three division – planning, economic development and housing
- Design standards within code – appeals to BZA

City of Golden Valley

- Eight commission plus independent HRA
 - Planning commission – *meets twice a month*
 - Board of Zoning and Appeals – *meets once a month*

City of Richfield

- Ten commissions
 - Planning commission – *meets once a month*
 - HRA – *meets once a month*
- Council serves of BZA