City of Blaine
City Council Workshop

April 25, 2023 | 5:30 PM
Blaine City Hall
10801 Town Square Drive NE
Blaine, MN 55449

AGENDA

NOTICE OF WORKSHOP MEETING

In accordance with the provisions of Section 3.01 of the Blaine City Charter, a Council Workshop meeting is scheduled for the following purpose:

1. Call to Order

2. New Business

2.1. 2023-150 Ridgedale Mall Transformation
Sponsors: Sheila Sellman, City Planner

2.2. 2023-159 Council Code of Conduct, Rules of Order and Procedure
Sponsors: Michelle Wolfe, City Manager

3. Other Business

4. Adjournment

City of Blaine
Staff Report

File Number:

Agenda Date	Status
April 25, 2023	
In Control	**File Type**
City Council	Presentation

New Business -

Agenda Item # 2.1

Ridgedale Mall Transformation

Background

Mayor Brad Wiersum and Julie Wischnack, Community Development Director of the City of Minnetonka, will be providing insight and information on the transformation of Ridgedale Mall.

Staff Recommendation

Questions for Council

Attachment List

1. Minnetonka

Ridgedale: A Vision for 2035

City of Minnetonka

September 2012

LMN Architects
Damon Farber Landscape Architects
Leland Consulting Group
Studio Cascade

TEAM:

LMN Architecture Urban Design Interiors	Mark Hinshaw, Principal and Head of Urban Design Sarah Snider, LEED AP
Damon Farber Associates	Joan MacLeod, ASLA, Vice President
LELAND CONSULTING GROUP	David Leland, Managing Director
Studio Cascade Community Planning & Design 117 W Pacific Ave, Suite 200 • Spokane, WA 99201	William Grimes, Principal

WETLAND
Bus Stop
Bus Stop
Bus Stop

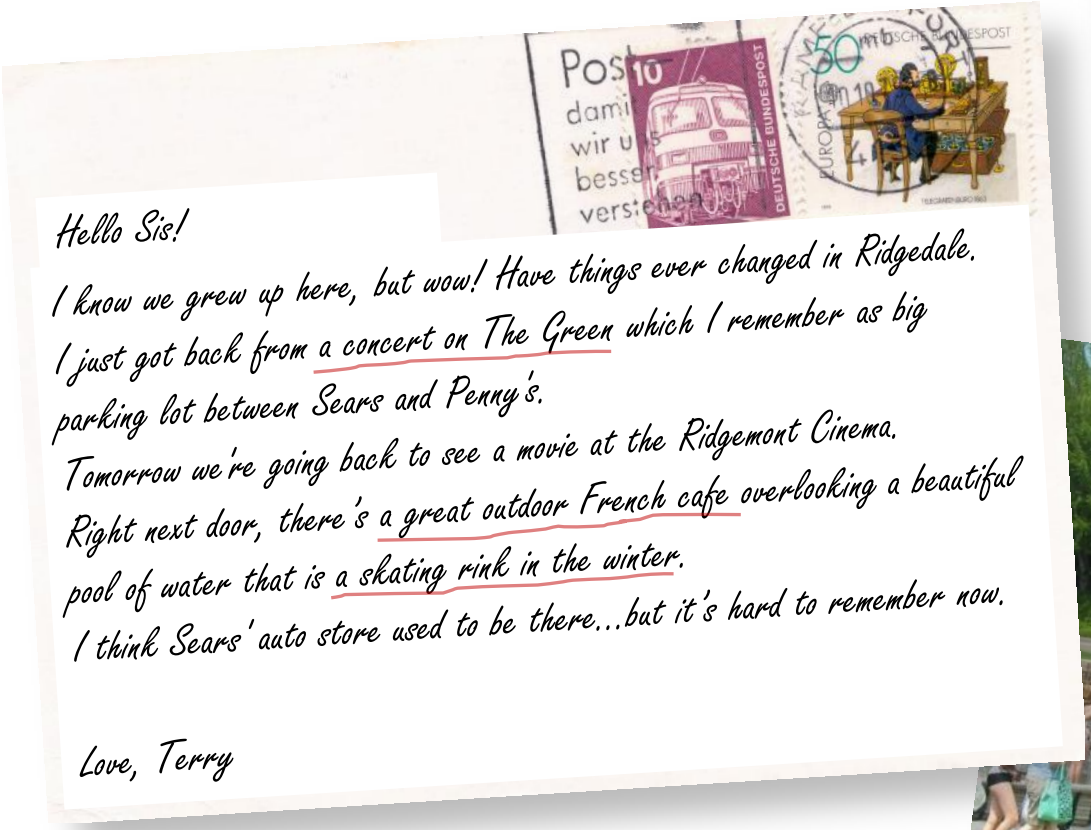
Contents

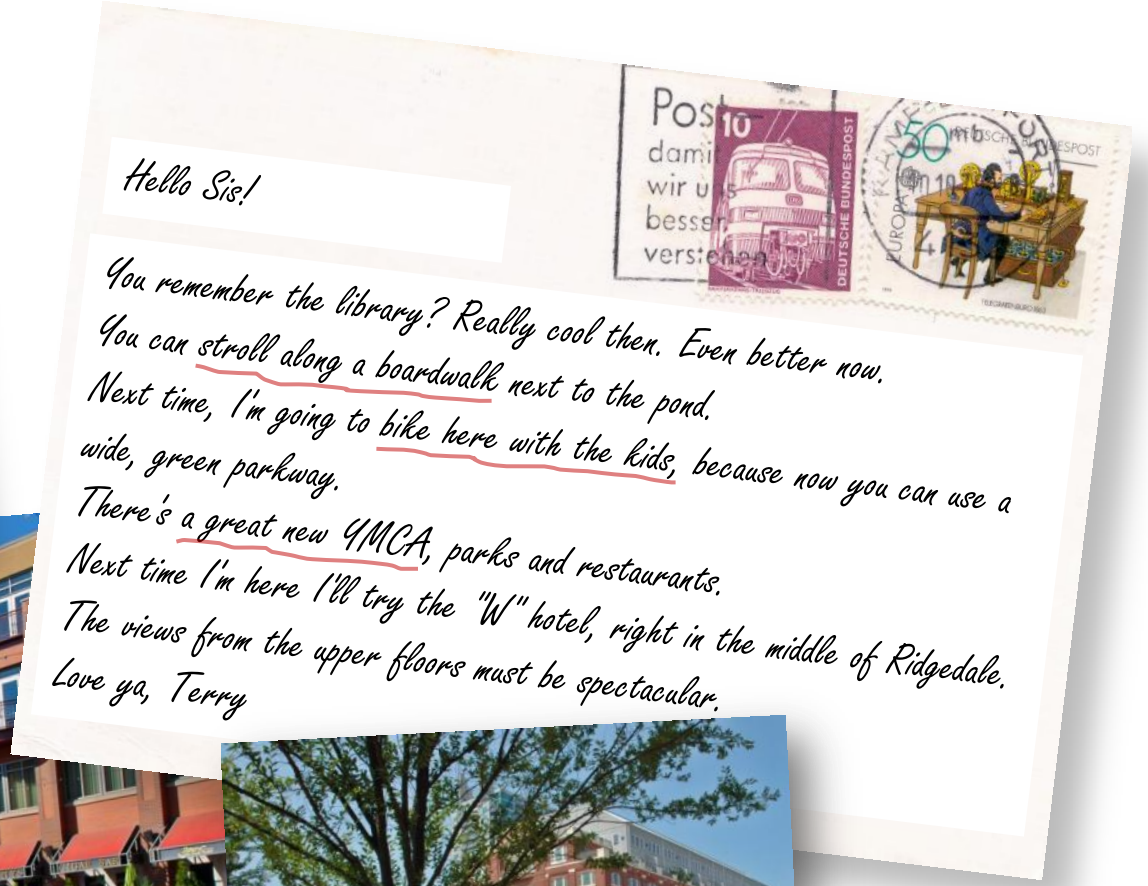
1. Impressions from the Future
2. Existing City Policies & Plans
3. Existing Context
4. Market Demographics: National & Minnetonka
5. Vision, Strategies & Concept Plan
6. Development Program
7. Implementation
8. Regulation
9. Suggested Capital Improvement Projects

Impressions from the Future

Postcards from Ridgedale

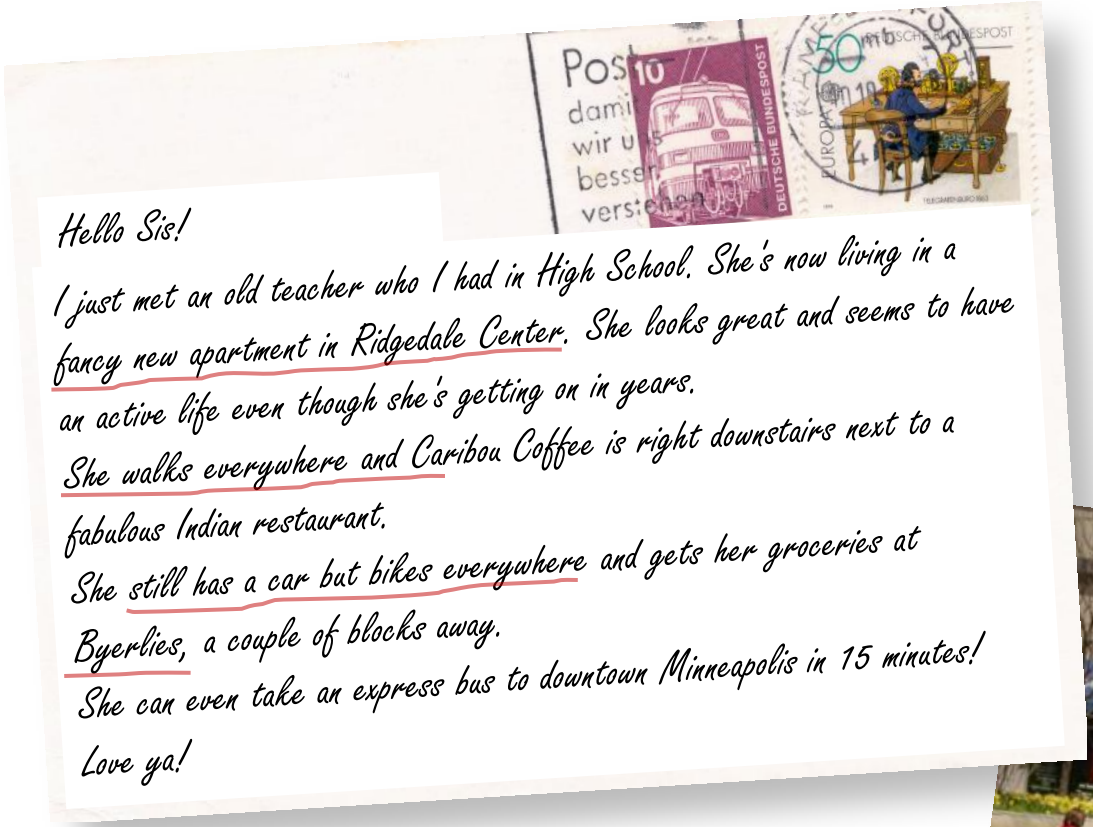
Postcards from 2035


Hello Sis!
I know we grew up here, but wow! Have things ever changed in Ridgedale.
I just got back from a concert on The Green which I remember as big
parking lot between Sears and Penny's.
Tomorrow we're going back to see a movie at the Ridgemont Cinema.
Right next door, there's a great outdoor French cafe overlooking a beautiful
pool of water that is a skating rink in the winter.
I think Sears' auto store used to be there...but it's hard to remember now.
Love, Terry



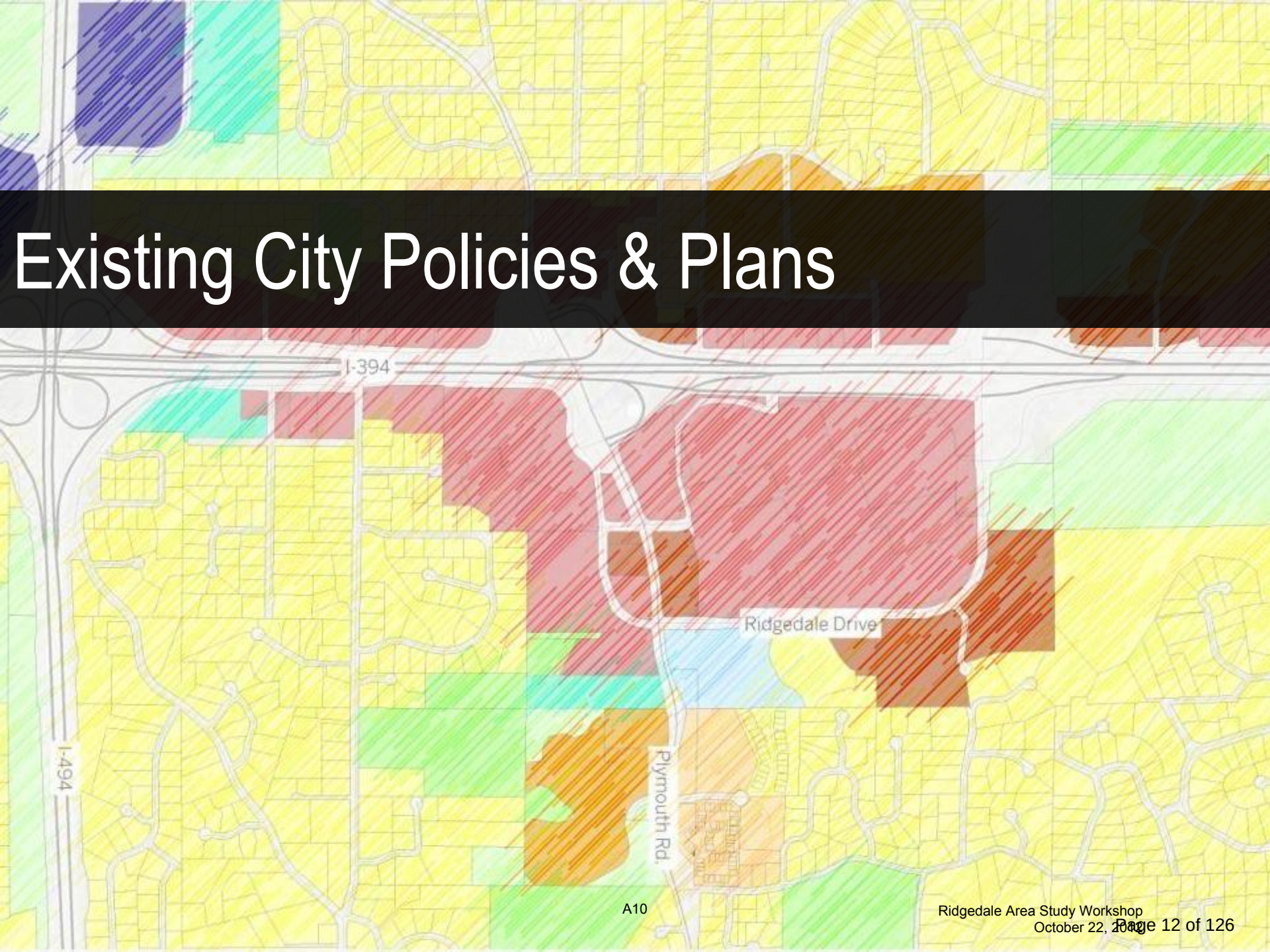
Hello Sis!

You remember the library? Really cool then. Even better now.
You can stroll along a boardwalk next to the pond.
Next time, I'm going to bike here with the kids, because now you can use a wide, green parkway.
There's a great new YMCA, parks and restaurants.
Next time I'm here I'll try the "W" hotel, right in the middle of Ridgedale.
The views from the upper floors must be spectacular.
Love ya, Terry


Hello Sis!
I just met an old teacher who I had in High School. She's now living in a fancy new apartment in Ridgedale Center. She looks great and seems to have an active life even though she's getting on in years.
She walks everywhere and Caribou Coffee is right downstairs next to a fabulous Indian restaurant.
She still has a car but bikes everywhere and gets her groceries at Byerlies, a couple of blocks away.
She can even take an express bus to downtown Minneapolis in 15 minutes!
Love ya!

au bon pain

Existing City Policies & Plans



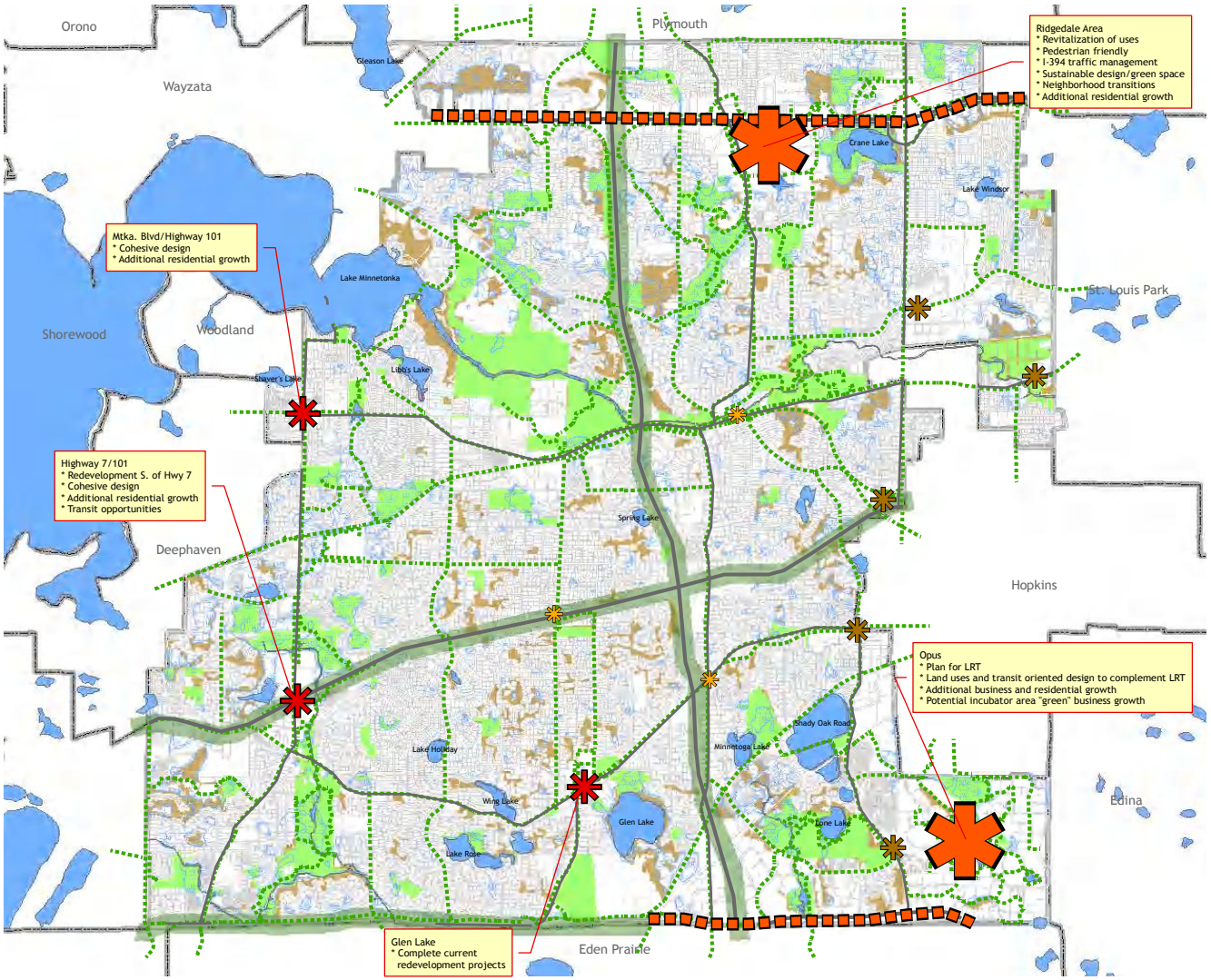
Comprehensive Plan (2009)

Minnetonka… where quality is our nature

Minnetonka will be the community of choice where people come together to live, work and play in a naturally beautiful environment.

As we work to preserve our quality neighborhoods and provide exceptional City services, we will always be aware of the delicate balance between the need for urban services and the importance of protecting and managing our natural surroundings.

Policy Basis: Strategic Growth Plan



Minnetonka 2030 Vision

Building on the Past, Looking to the Future

Established Neighborhoods (white area)

* Support existing character
* Opportunities for housing choice
* Quality housing stock
* Preserve important natural resources
* Improve connections

Village Areas

* Maintain historic function
* Support businesses and services
* Walkability and neighborhood connections
* Sustainable and cohesive design

Community Village

Neighborhood Village

Special Purpose Village

Regional Areas and Corridors

* Vitality encouraged by mixed uses
* Transit/major transportation facilities
* Business support
* Walkability
* Support cohesive design

Regional Business Corridors

Corridors

* Community connections & "greenways"
* Reflection of growth values

Trails

Major Roadways/ Transit

"Natural" regional travel corridors

Protection of Resources

* Support for sustainability
* Preservation of "natural" corridors & connections

Parks/Open Space

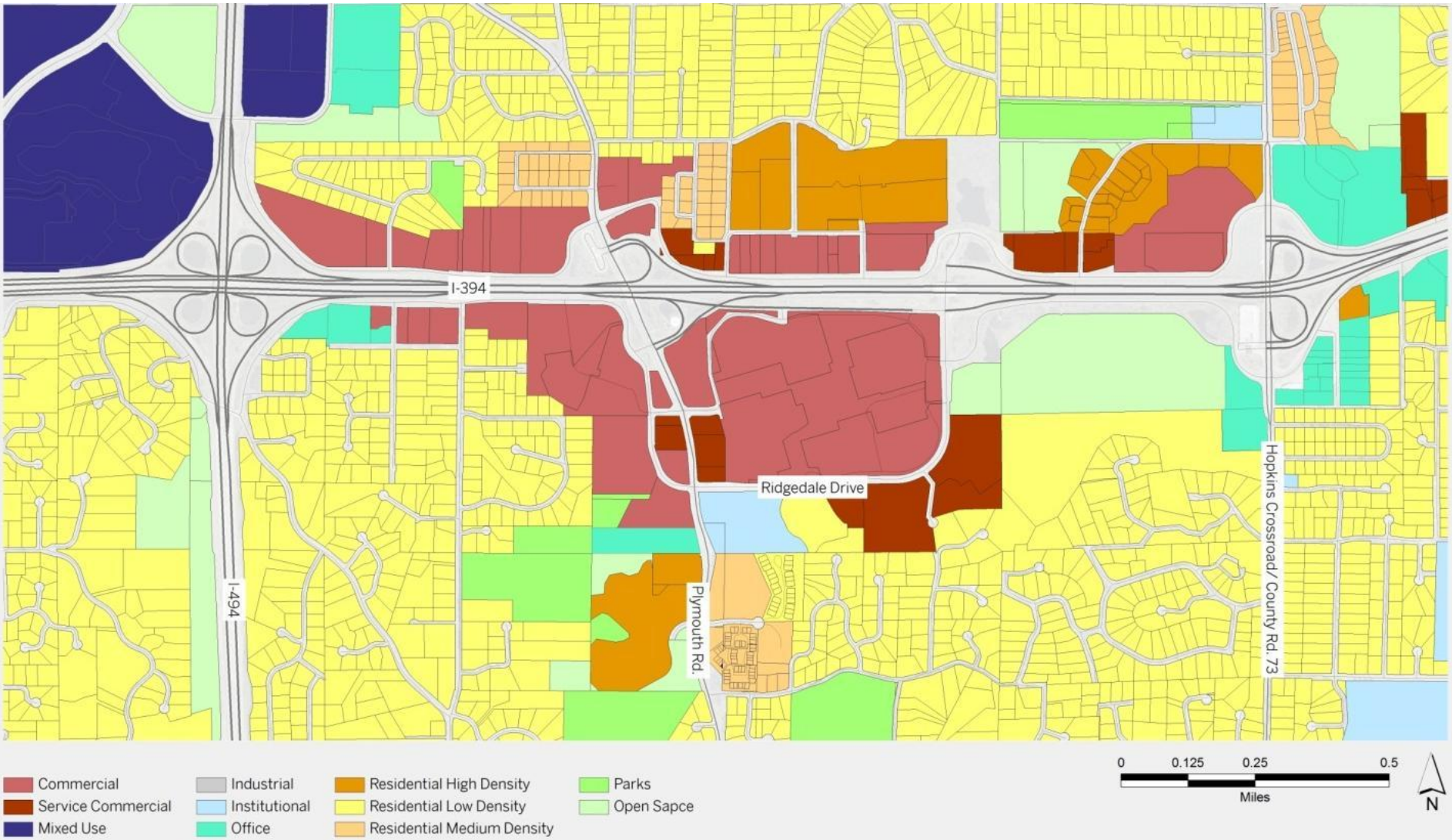
Wetlands

Lakes

Areas of Vegetation

Figure III-1
Overall Growth Strategy

Policy Basis: Existing Land Use



Policy Basis: Planned Land Use

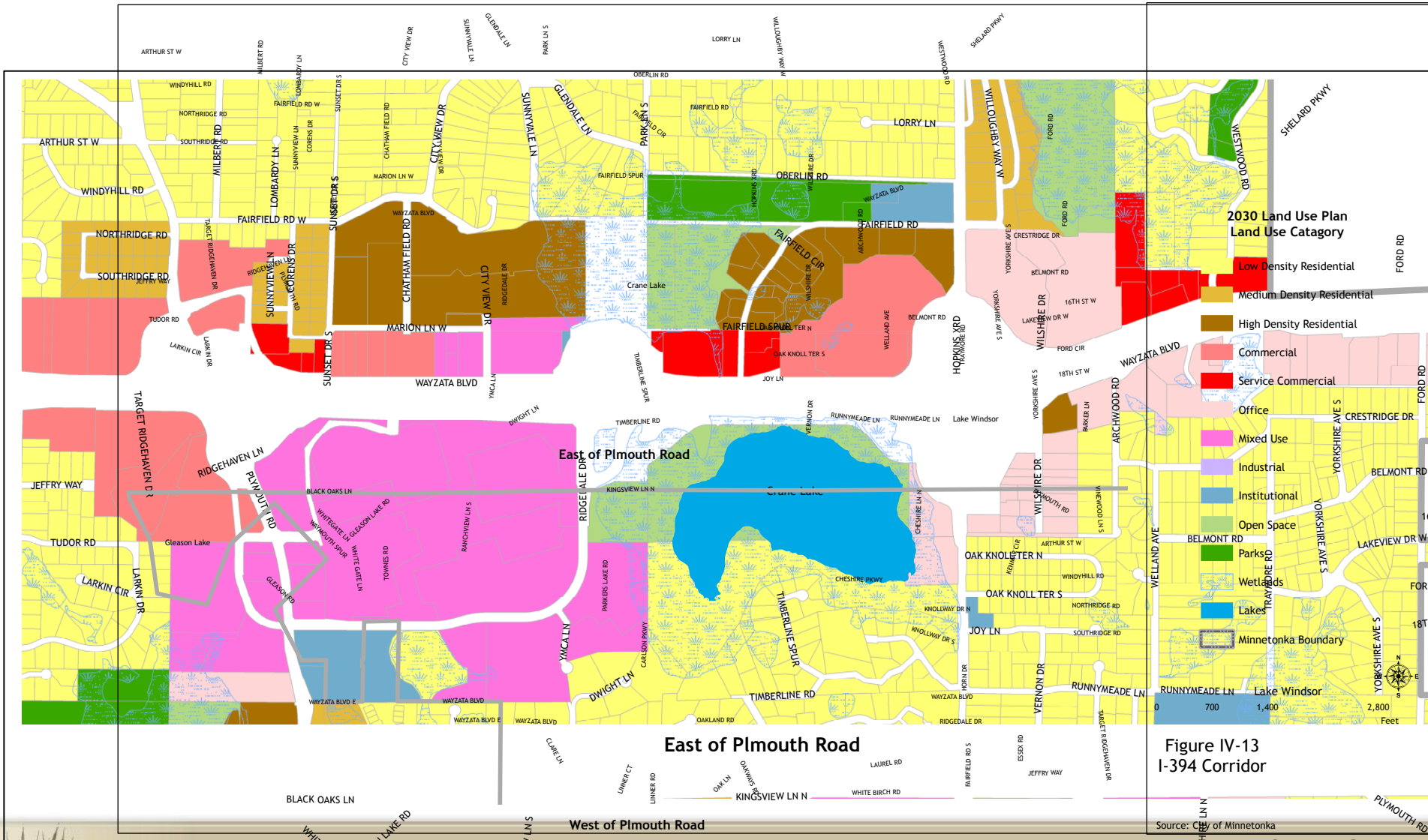


Figure IV-13
I-394 Corridor

Source: City of Minnetonka

Policy Basis: Land Use

- Diversity
- Density/intensity
- Balanced impacts
- Flexibility
- Commercial vitality

Policy Basis: Residential & Housing

- Increased density
- Changing demographics
- Age and income variety

Policy Basis: Redevelopment

- Mixed-income housing
- Infrastructure change
- Neighborhood compatibility
- Transit hubs and density
- Incentives for redevelopment/rehab

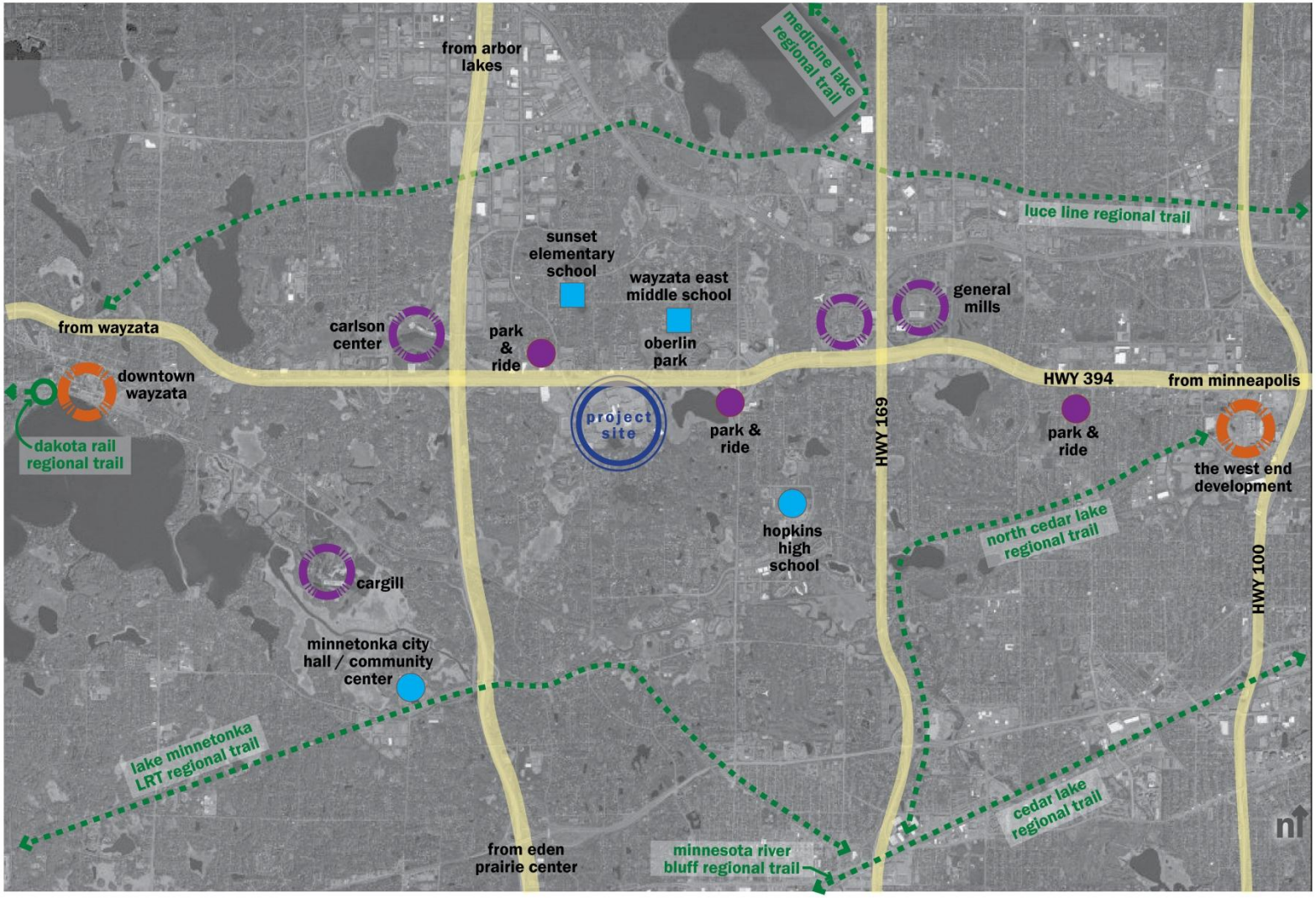
Policy Basis: Transportation

- Safe/integrated system
- Land use interdependence
- Business accessibility
- TDM
- Congestion management
- Multi-modal
- Trails/sidewalks
- Traffic Calming

Context

FAIRFIELD
NORTHRIDGE
SOUTHRIDGE
WOODCREST
SUNNYVIEW
COHENS
SUNSET
CHATHAMFIELD
CITY VIEW
MARION
WAYZATA
EB I394 TO RIDGEDALE DR
RIDGEDALE DR TO EB I394
PLYMOUTH RD TO EB I394
PLYMOUTH
CARTWAY
RIDGEDALE SERVICE
RIDGEDALE
YMCA
TIMBERLINE
BRIAR
LIVE OAK
SHERWOOD
NORWAY PINE
AUSTRIAN PINE
DWIGHT
TOMBRIDGE

Context



Regional Challenges

- Need for Updated Brand Image and Facilities
- Shopping/entertainment Competition

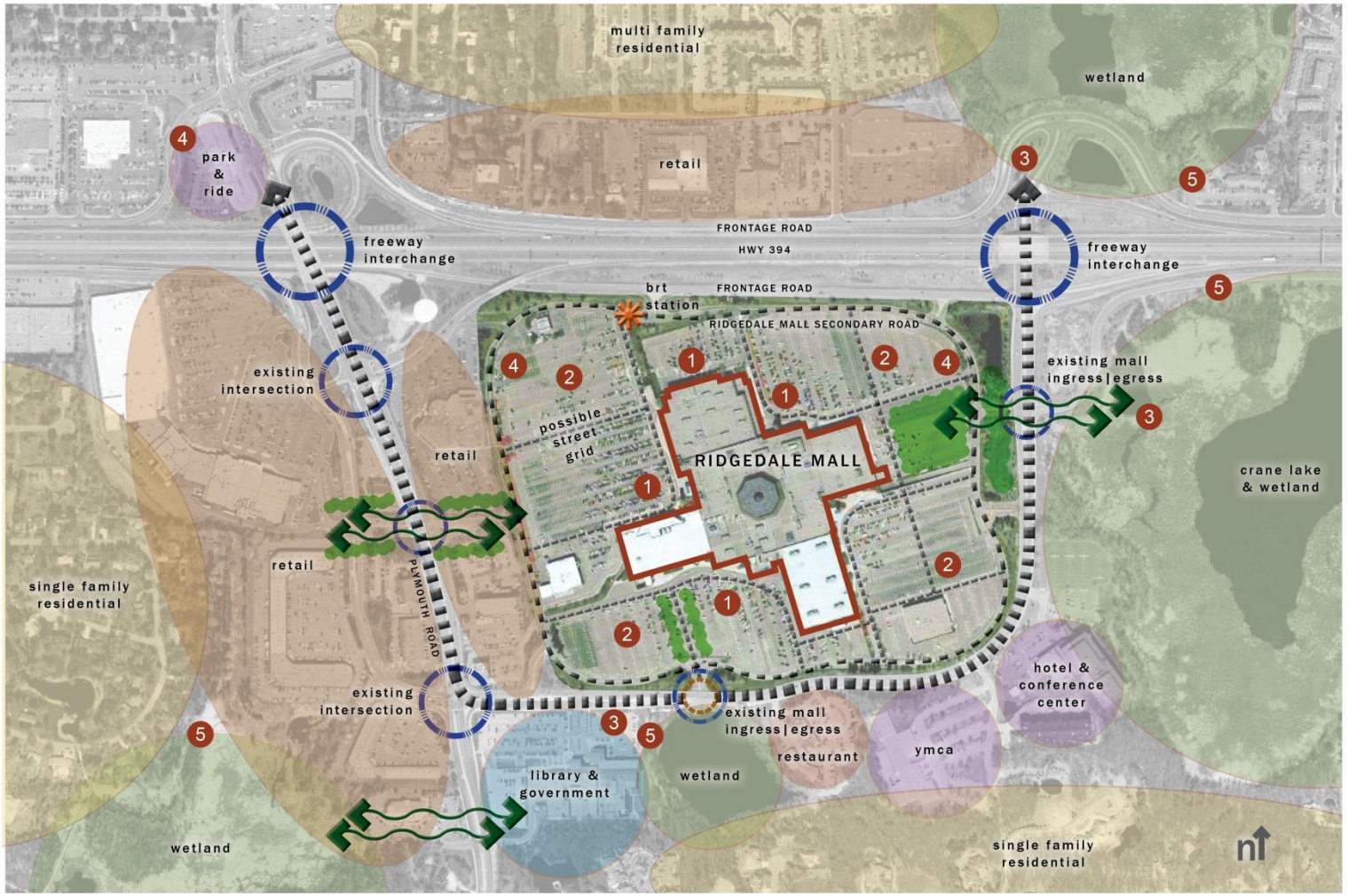
Project Area Assets

- Transportation Access and Parking
- Cultural facilities
- Natural wetland, lakes
- Regional park and trail systems
- Excellent school system
- Large employment bases

Opportunities

- Improve transit
- Increase housing, office
- Improve pedestrian amenities
- Create pedestrian friendly connections
- Integrate Sustainable Infrastructure

Study Area Components



1. Upgrade identity of mall and entrances
2. Develop infill vision for parking lots while meeting parking demand
3. Integrate complete streets and improve connections
4. Improve transit connections and modes
5. Improve connections and facilities to natural features

Existing Conditions

Existing Conditions

Existing Conditions

Ridgedale Village Center Study

Parks & Trails

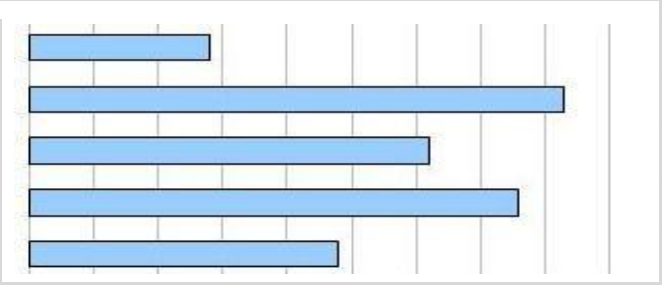
Key Issues

- Lack of intensity and proximity
- Absence of controls
- Segregated islands of land use
- Irregular access
- Not a convenient or safe walking environment
- Lack of district identity
- Need for “critical mass” of change

Market Demographics: National Trends

The generational divide

Generation	Born	Age Today (2010)	Percent of National Population (2006)	Total National Population in Millions (2006)
Eisenhowers	Before 1946	65+	16%	48
Baby Boomers	1946 - 1964	46 - 64	26%	76
Generation X	1965 - 1980	30 - 45	21%	62
Gen Y / Echo Boomers	1981 - 1999	11 - 29	28%	83
Post Echo	After 2000	0 - 10	9%	28



- The baby boomer generation and Generation Y comprise the two largest generations.
- Generation X, currently between the ages of 32 and 47 fall into the prime shopping years as they are older, more financially secure, have lower unemployment, and are more established in their careers than their younger counterparts. Culturally, they also have different perceptions of workforce participation, wages, and income than Generation Y. However, they also comprise a smaller demographic group which is forcing retailers to adjust marketing strategies to accommodate affluent Baby Boomers and the plugged in Echoboomers.

National demographic trends

Baby Boomers

- Age 48 – 66
- 26% of the national population.
- Will downsize and urbanize.
- Seek quality experiences and activities to stay healthy.
- May extend employment, including part-time, to recuperate income lost during recession.

Generation X

- Age 33 – 47
- 21% of the national population.
- Seek unique, urban, authentic, and edgy experiences.
- Prime family years. Must balance family, work and play.
- Moving into prime earning potential.

Generation Y

- Age 18 – 32
- 28% of the national population.
- Greatest diversity.
- Use technology for social mobilization, at home, work & play.
- Prime apartment rental years.
- Bringing new technology and social habits to higher education and workplace.

Baby Boomers: An Overview

- Born between 1946 and 1964
- The US Census Bureau projects that the number of Americans over the age of 65 will double—growing from approximately 40 million today to 80 million in 2040.
- 25 percent will be senior citizens in the next decade.
- For the next 18 years, at least 10,000 Baby Boomers per day will turn 65.
- Up to 1/3 (25 million) baby boomers will downsize and urbanize, seeing themselves as forever young and wanting high quality experiences.

Sources: ULI, Deloitte, Leland Consulting Group

Baby Boomers: Rethinking Retirement

- Surveys show that Baby Boomers perceive to have been more greatly damaged by the Great Recession than elder generations.
- 52 percent of 50 to 64 year olds say they may delay their retirement while 16 percent say they never expect to stop working.

Source: Pew Research

Baby Boomer Residential Preferences

- Younger Boomers (born between 1955 and 1964) want technology-heavy features in their homes.
- Older Boomers (typically born between1946 and 1954) want single-story floor plans.
- Walkable, urban communities
- High quality, engaging:
  - Experiences
  - Activities
  - Good food and
  - Shopping

Source: Del Webb, Leland Consulting Group

Gen X 1965 to 1981

- Born during baby bust years
- Smaller than Gen Y & Baby Boomers
- Peak family years
- Peak earning years - may be delayed as Boomers put off retirement

Skeptical of financial institutions

- Only 1/3 are confident about being able to save enough for retirement
- Worried they may be short changed by social security
- Hard hit by recession
  - 15% of Xers made early withdrawals from their 401(k) plans
  - 23 percent stopped contributing to their retirement accounts
  - 22% stopped contributing to college savings plans

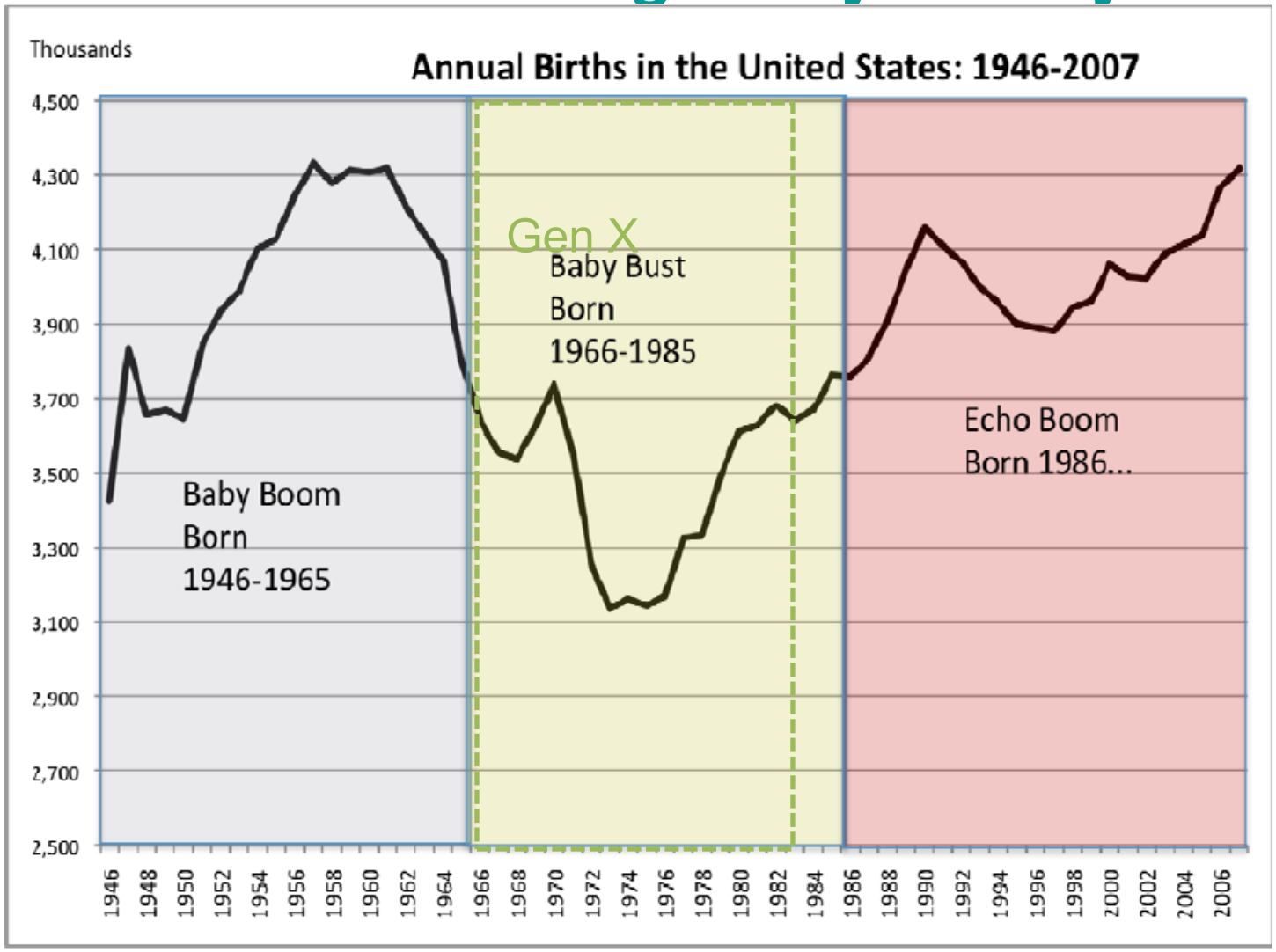
Source: CNBC "Retirement may be mission impossible for Gen X" Jessica Rao 4-18-12

Gen X bought during housing bubble

"The Census Bureau reports that in the first quarter of 2005, 70 percent of older Xers (ages 35 to 44) owned homes. In the fourth quarter of 2011, it had fallen to 62 percent. Among younger Xers (under 35), it dropped from 43 to 38 percent in the same time period."

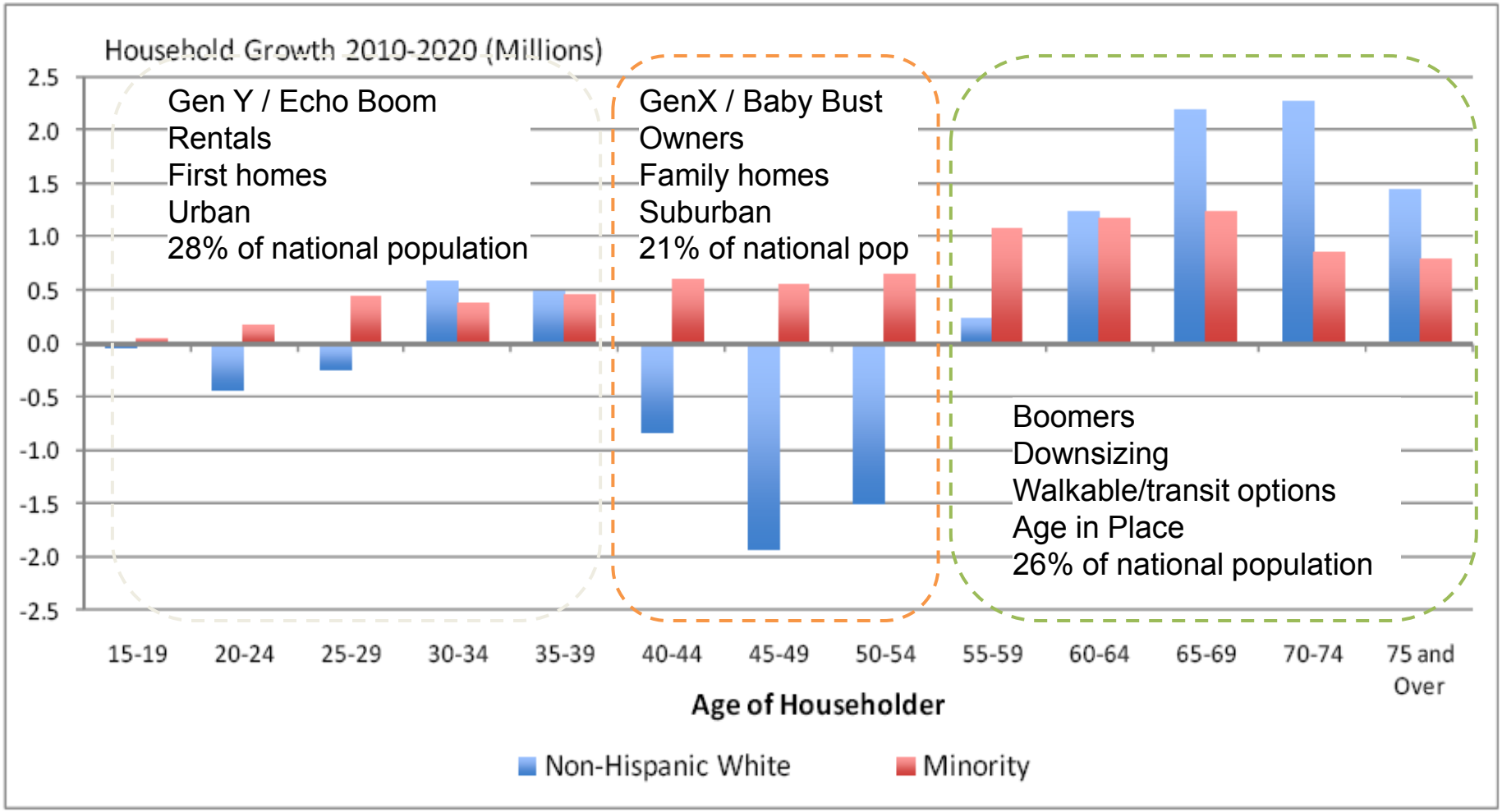
Source: CNBC "Retirement may be mission impossible for Gen X" Jessica Rao 4-18-12

Gen X – Born during baby bust years



Source: Updated 2010-2020 Household and New Home Demand Projections, Joint Center for Housing Studies Harvard University

Household Growth by 2020



Source: Updated 2010-2020 Household and New Home Demand Projections, Joint Center for Housing Studies Harvard University

Life Stage Influences Housing Choice

Gen Y Moves to Home Ownership in Near Future

	STUDENT HOUSING	SINGLE & ROOMMATE RENTAL	RENT AS COUPLE / 1ST HOME	YOUNG FAMILY OWN	MATURE FAMILY OWN	EMPTY-NESTER DOWNSIZE OWN	RETIREE SENIOR HOUSING
2009	Gen Y	Gen Y	Gen X	Gen X	Baby B	Baby B	Eisen Baby B
2012	Gen Y	Gen Y	Gen Y	Gen X Gen Y	Baby B Gen X	Baby B	Eisen Baby B
2015	Gen Y	Gen Y	Gen Y	Gen Y	Gen X	Baby B	Eisen Baby B
2020	Gen Z	Gen Y	Gen Y	Gen Y	Gen X Gen Y	Gen X Baby B	Baby B

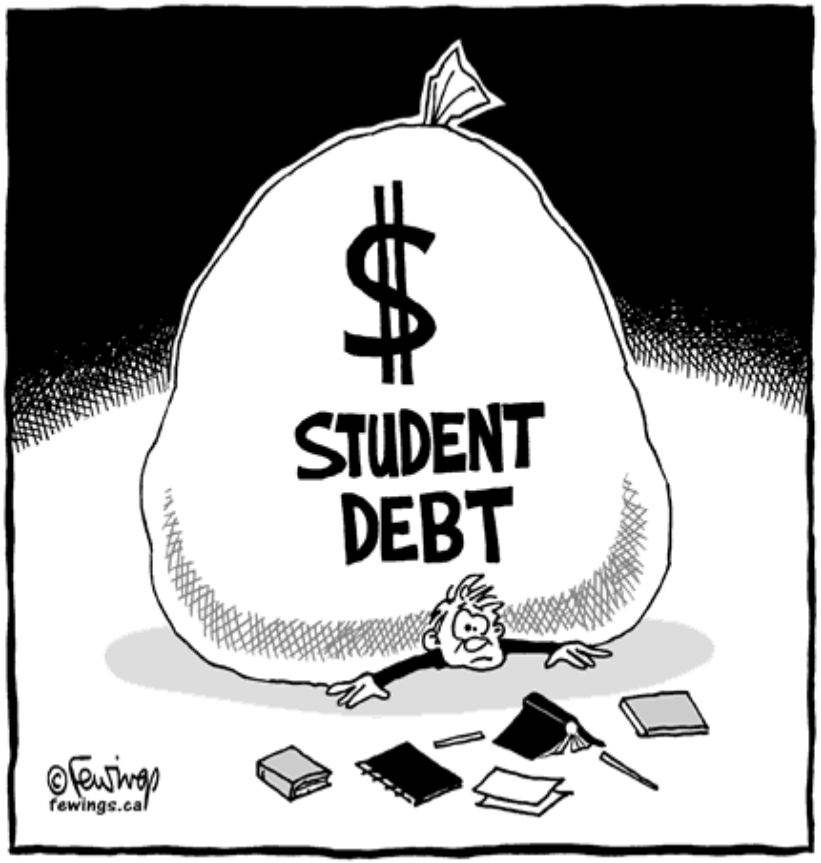
Source: Updated 2010-2020 Household and New Home Demand Projections, Joint Center for Housing Studies Harvard University

Generation Y / Echo Boomers: An Overview

Known as Generation Y, Generation Next, Echoboomers, Millenials, The Net Generation, The Facebook Generation, Generation Me etc.

- Born between 1981 and 1999
- Largest generation - 77 million in 2011
- Highly connected and influential generation.
  - This generation alone commands $200 billion in spending power and influences nearly $500 billion in spending from other generational groups
- Statistically, will become the most educated generation in modern history
- Highly diverse population group

Generation Y: Wealth and Debt



- Not a generation of savers
  - 90 percent of U.S. born Echo Boomers have less than $1,500 in assets
- Facing high debt
  - The average Gen Yer has $45,000 of debt
  - The average college student today has $24,000 in student debt

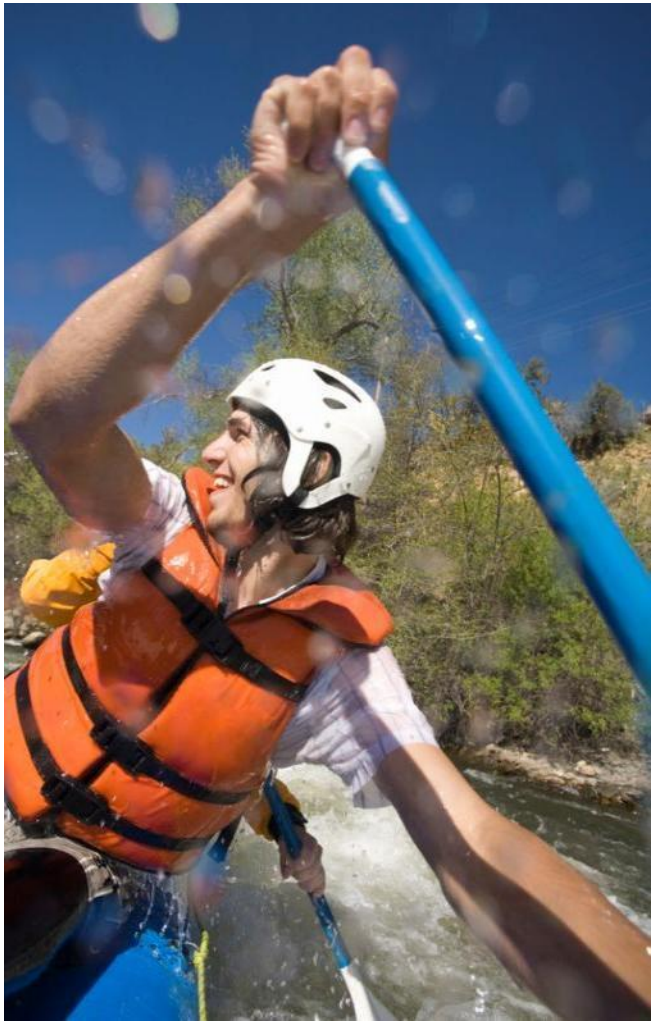
Source: Forbes, The New York Times

Generation Y / Echo Boomers: Urban Preferences

- 13 percent carpool to work while seven percent walk.
- 88 percent want to be in an urban setting, but cities can sometimes be expensive, so Gen Yers will find comparable communities with engaging shopping, dining and transit– this presents an opportunity for Minnetonka.
- One third are willing to pay for the ability to walk.

Source: Wall Street Journal

Generation Y Values



- Gen Y works to live, does not live to work
- Value more than previous American generations:
  - Quality over quantity
  - Unique experiences
  - Education
  - Living in social, urban environments
  - Leisure
  - Freedom

Generation Y and Homeownership

- Ages 25 to 34 made up 27 percent of all home buyers in 2011, the lowest share in the past decade and six percentage points below their 33 percent share in 2001
- 9 percent of 29 to 34-year-olds got a first-time mortgage between 2009 and 2011; half of what it was a decade ago when it was around 17 percent.

Source: Forbes

Shifting Housing/Lifestyle Preferences

Resulting from:

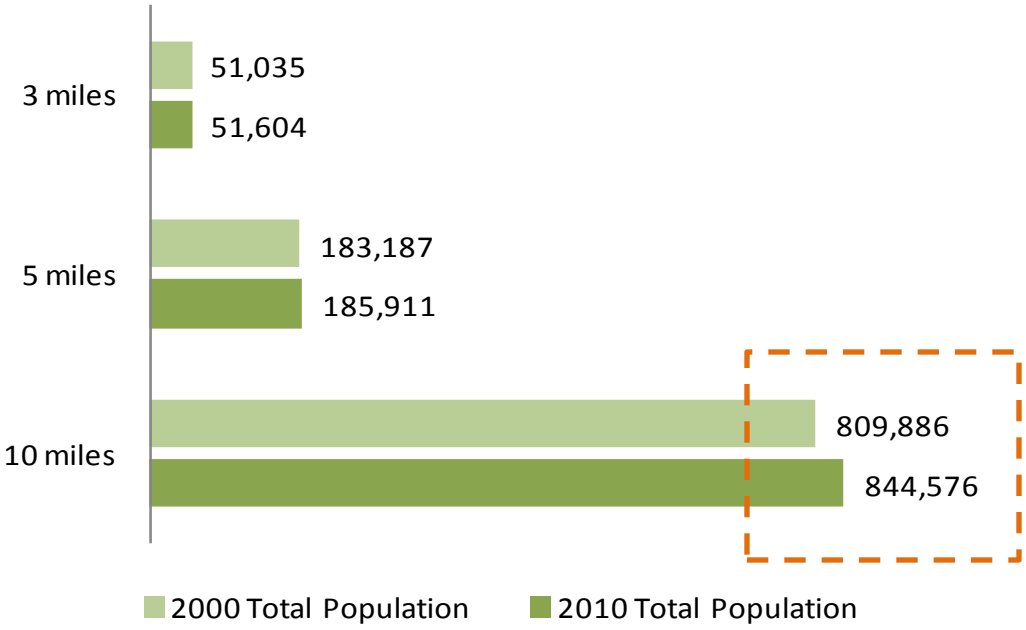
- Generational preferences
- Rising gas prices
- Interest Rates

..there is rising interests in mixed-use, higher-density, walkable communities and away from suburban sprawl.

Market Demographics: Minnetonka

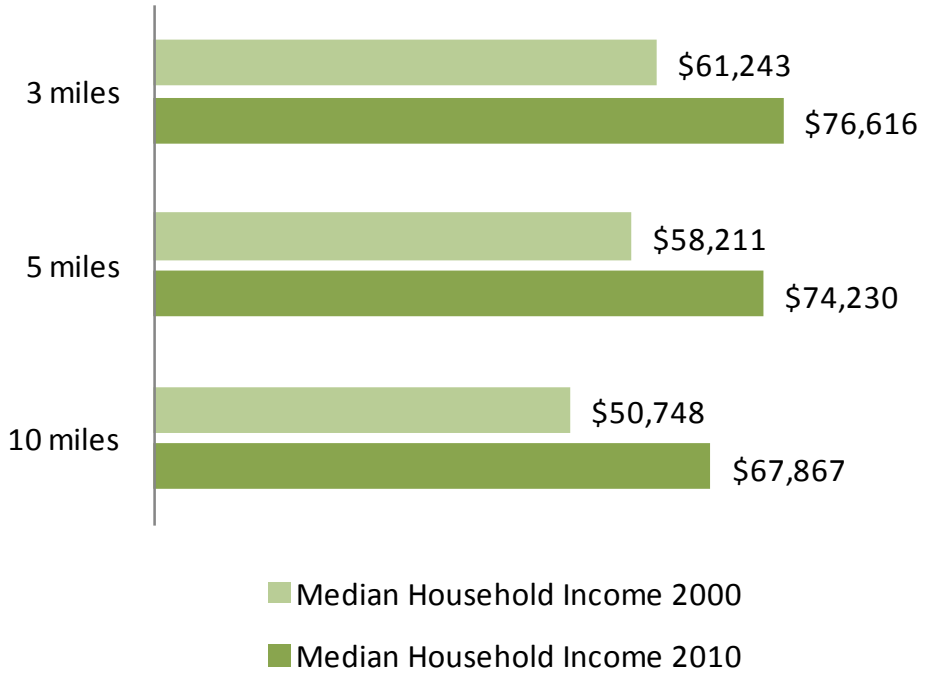
Ridgedale Market Area

Population Growth 2000-2010, Ridgedale Market Area



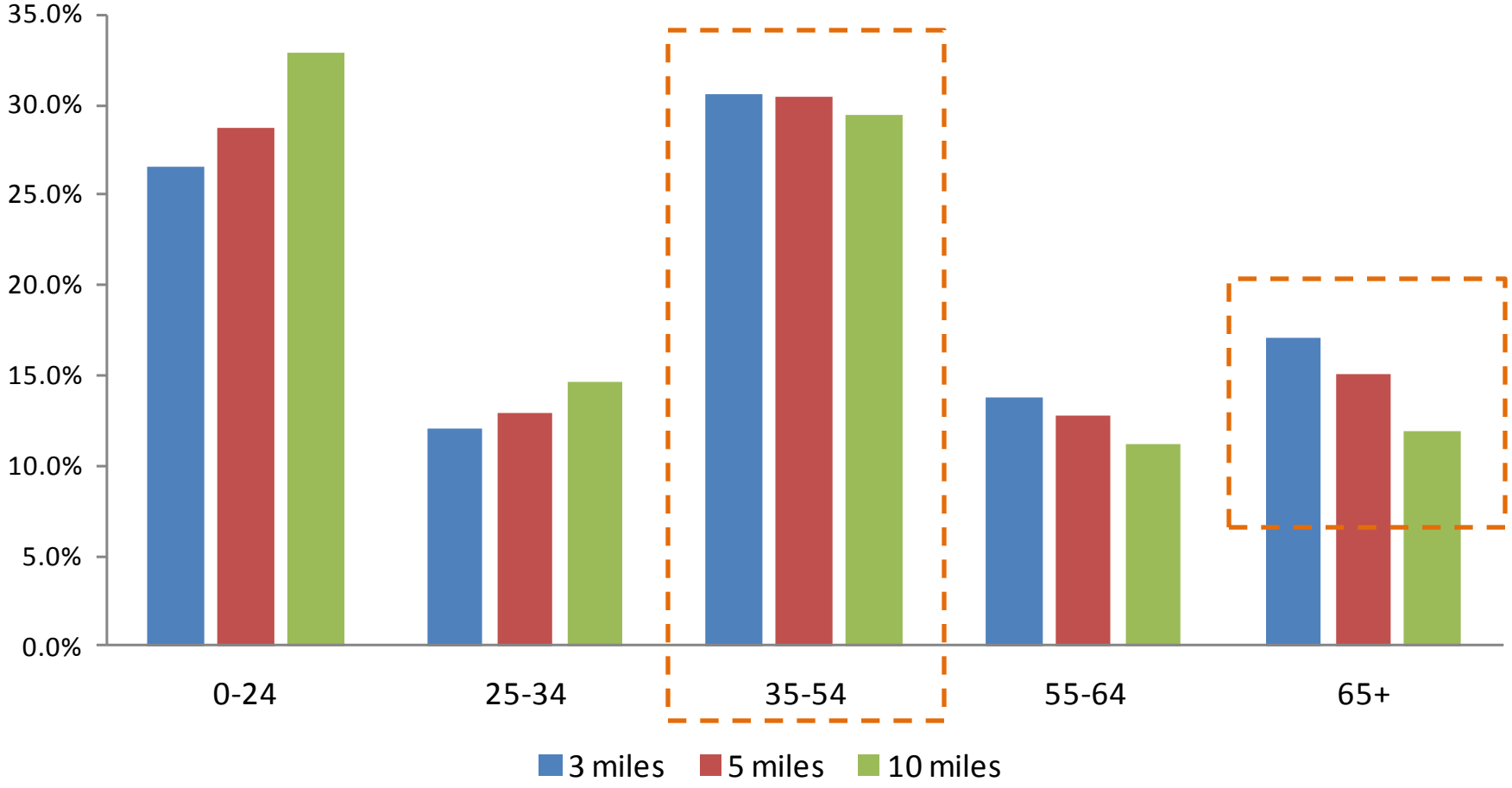
- Minimal growth within three and five miles of the site between 2000 and 2010.

Median Household Incomes 2000-2010, Ridgedale Market Area

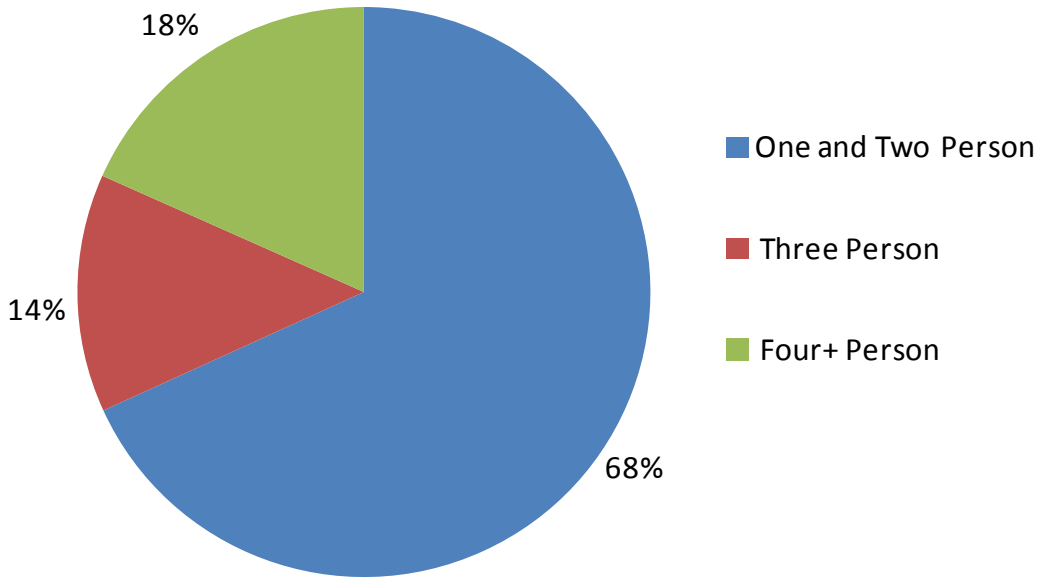


- Incomes have grown by between 25 and 34 percent between 2000 and 2010 in the market area.
- Median household incomes are highest within the immediate three mile radius.

Population Distribution by Age, Ridgedale Market Area

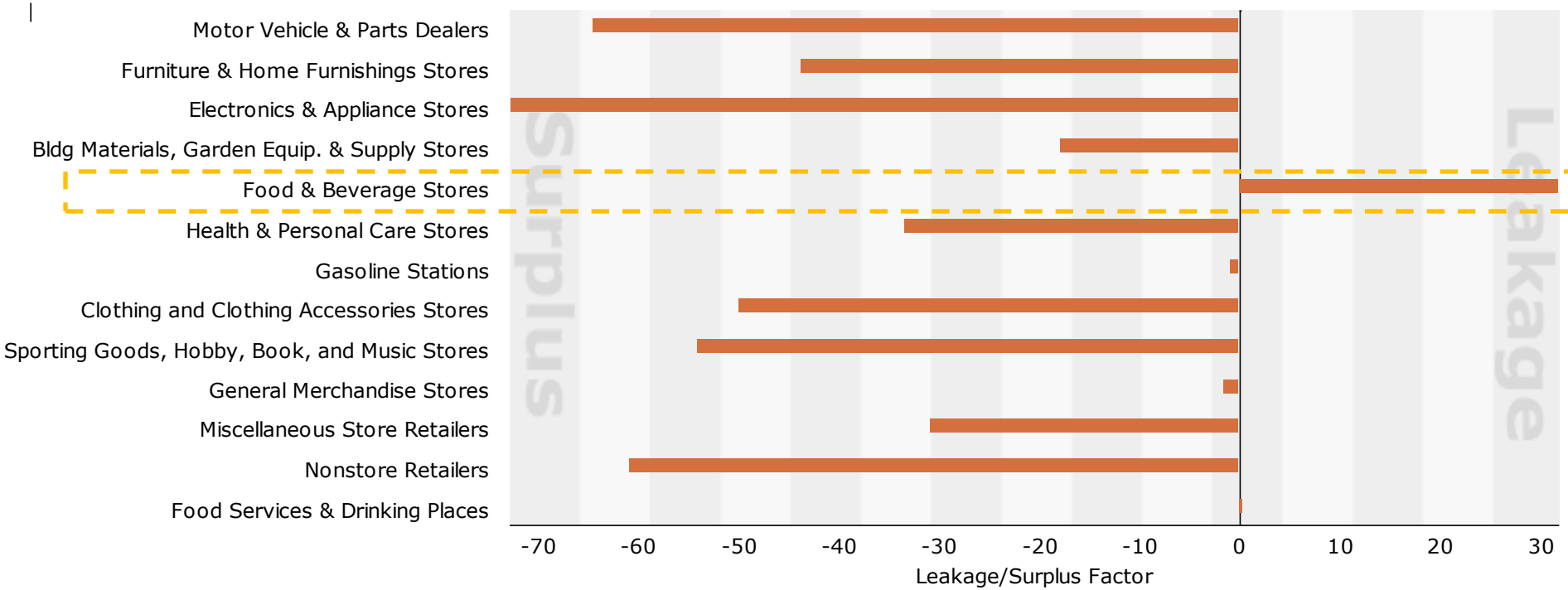


Household Size, Ridgedale Market Area



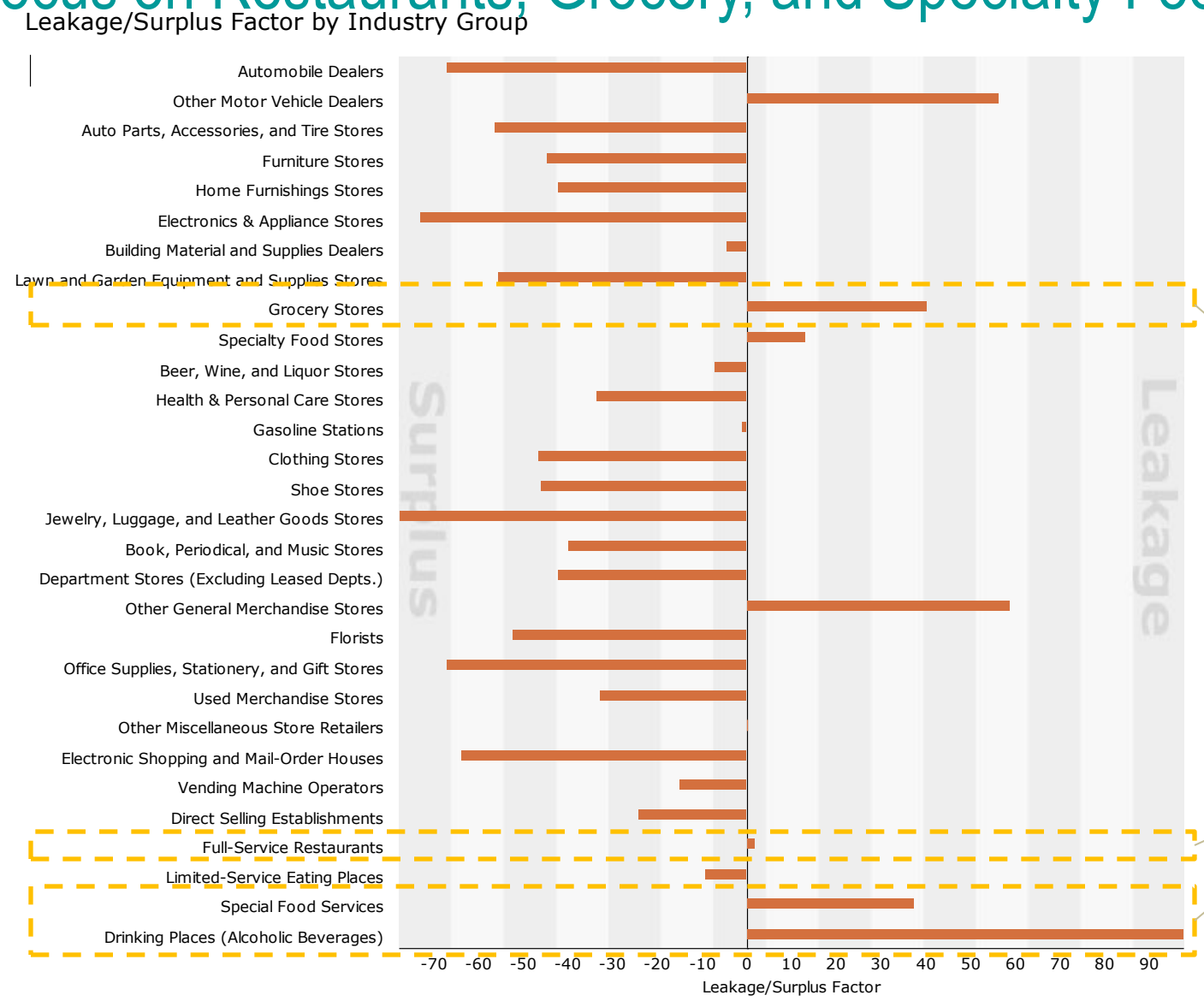
- Within a three-mile radius, over 68 percent of households are one and two person households.
- One and two person households predominantly favor urban, walkable communities and are the primary residents of downtown, multi-family housing.

Leakage/Surplus Factor by Industry Subsector



Minnetonka is experiencing leakage in food and beverage stores, indicating an opportunity to build more food uses.

Focus on Restaurants, Grocery, and Specialty Food in the Area



There is particular need for Grocery, specialty Food Stores, and bars/restaurants

Vision, Strategies & Concept Plan

Vision

Create an **identity** and **sense of place** for the Ridgedale district.

Build on past investments and current plans.

Provide an **armature** for investments and improvements over time.

Develop the **public realm** as a glue to link various projects and places.

Identify **catalyst projects** and potential locations.

Strategies

1. Protect **natural features** and restore more of the tree canopy.
2. Public and private projects should **enhance** streets, sidewalks, trails, parks and other **public spaces**.
3. Retrofit major streets to provide safe, convenient and appealing routes for **walking and bicycling**.
4. Adopt new land use **regulations** that increase intensity in certain areas of the district.

Strategies (cont.)

5. Develop **design standards** that encourage high quality development and redevelopment.

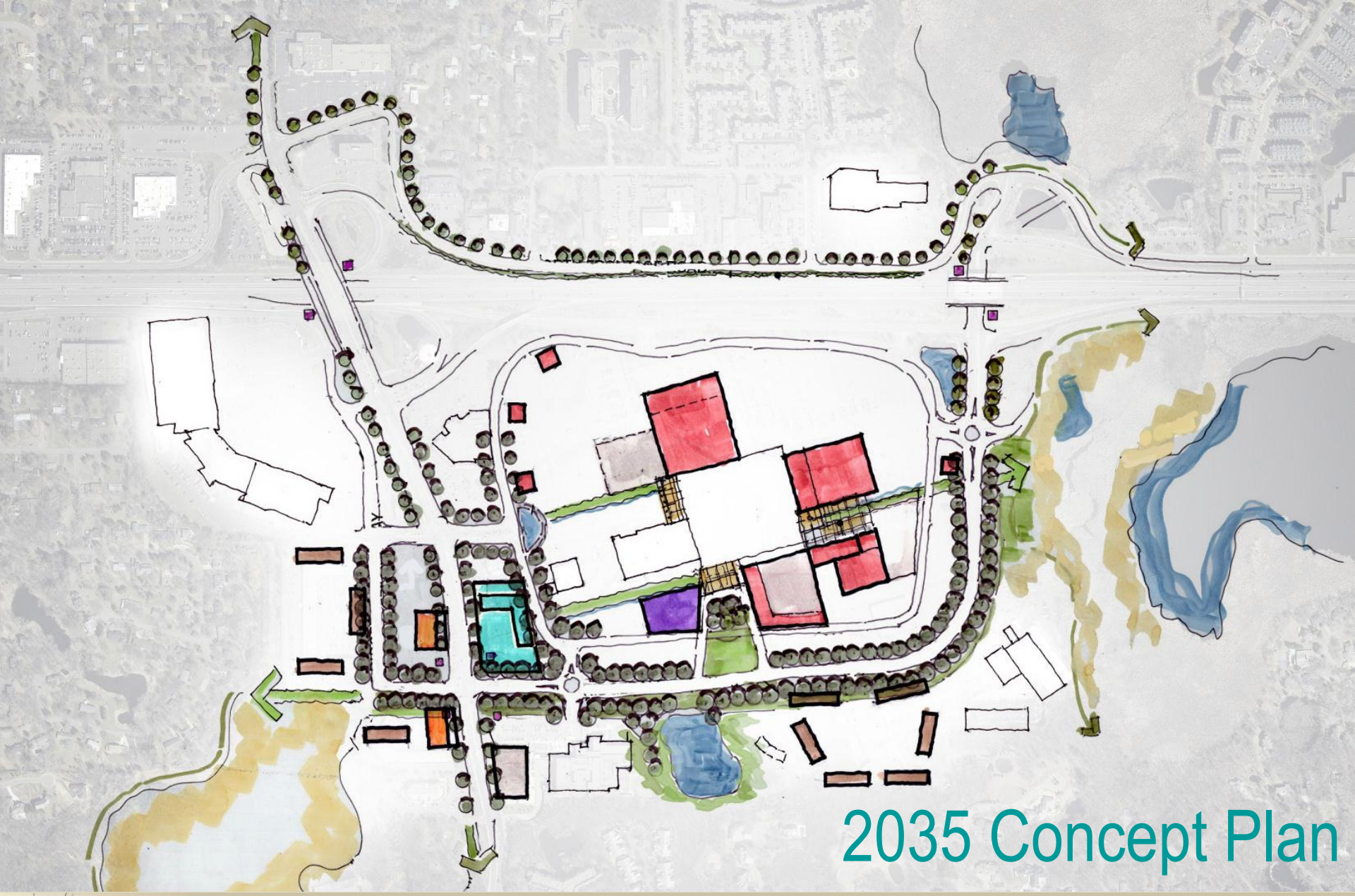
6. Use a system of **wayfinding**, identification signs and **gateway** features to strengthen the image of the district.

7. **Public financing** will encourage quality development.

8. **Partner** with for-profit and non-profit developers to provide infill development and public amenities.

Elements of Concept Plan

1. Transform Retail Center into Mixed Use Community
2. Rebuild Ridgedale Drive into a Parkway
3. Enhance Natural Features
4. Improve Mobility and Circulation
5. Encourage Green Practices



2035 Concept Plan

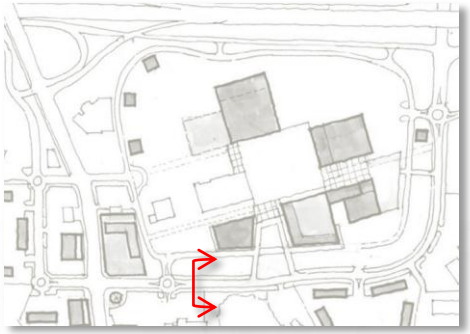
1. Transform Retail Center into Mixed Use Community

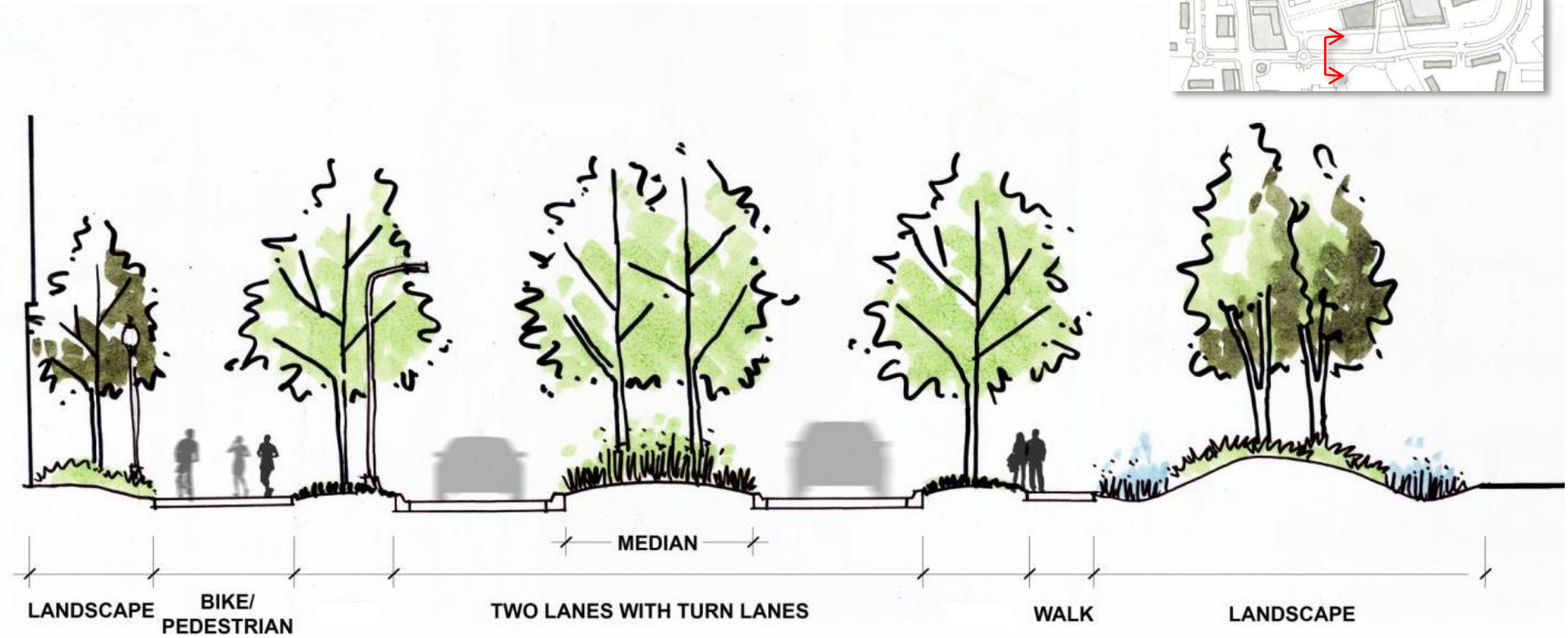
- Add new uses: upscale cinema, restaurants, range of housing, new hotel, and medical offices
- Each new project adds public amenities and pedestrian connections
- Improve streets and sidewalks to encourage walking and bicycle use
- Transit service is enhanced
- Over time, replace surface parking with structured parking

2. Rebuild Ridgedale Drive into a Parkway

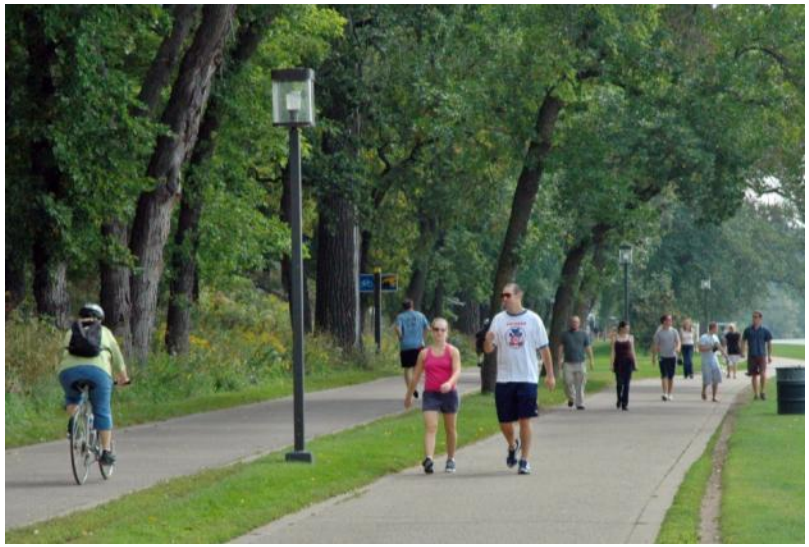
- Develop a consistent theme and use of materials
- Give definition to Ridgedale as a place

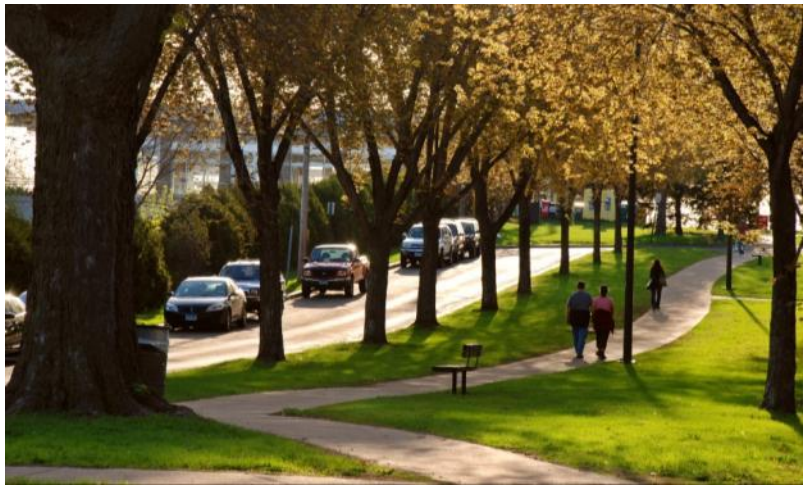
2. Rebuild Ridgedale Drive into a Parkway





3. Enhance Natural Features





- Preserve wetlands as bio-system
- Add trails, connecting to existing
- Develop a new central park: "Ridgedale Commons"
- Increase tree canopy

3. Enhance Natural Features

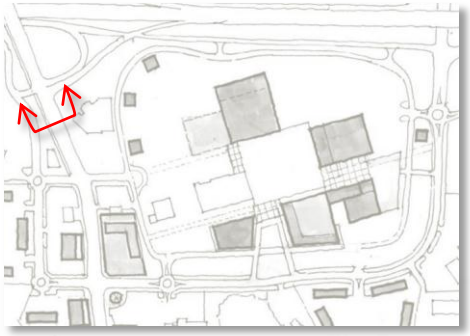
Ridgedale Commons

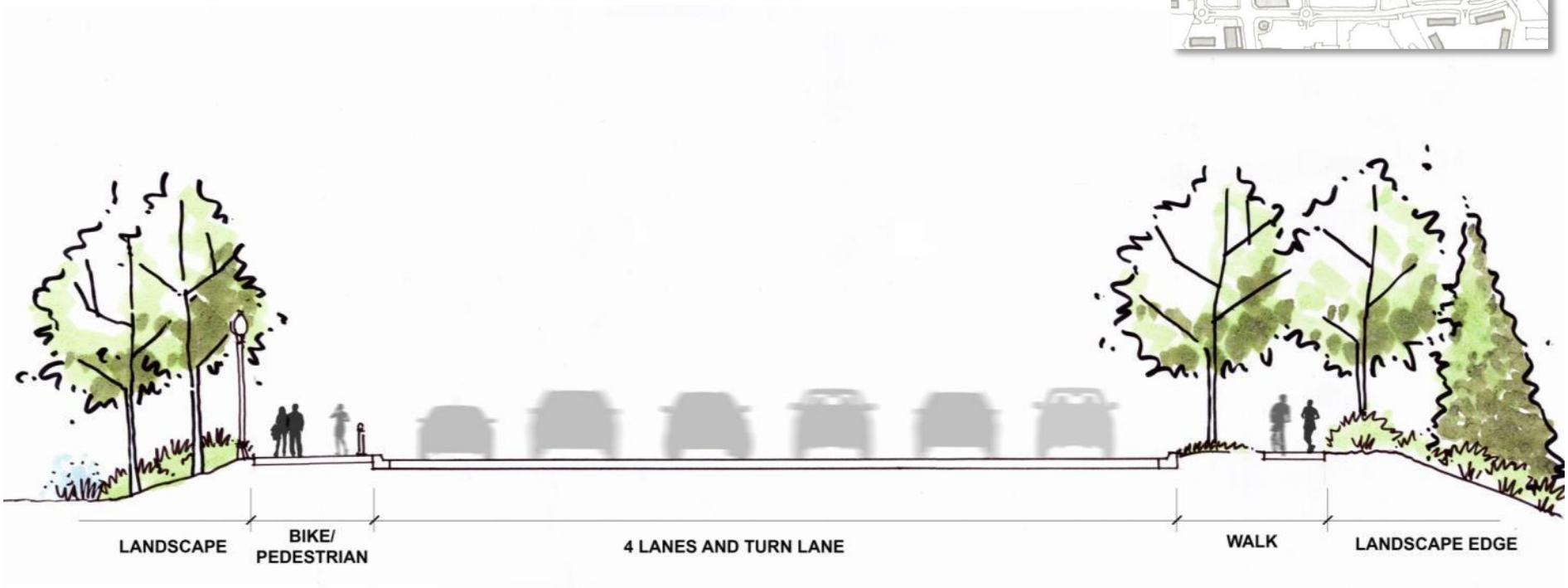
- A town green, surrounded and supported by shops, cafes, and services and recreational amenities
- Frequent programming and seasonal events
- Sustainable features
- Connected to trails and sidewalks

4. Improve Mobility and Circulation

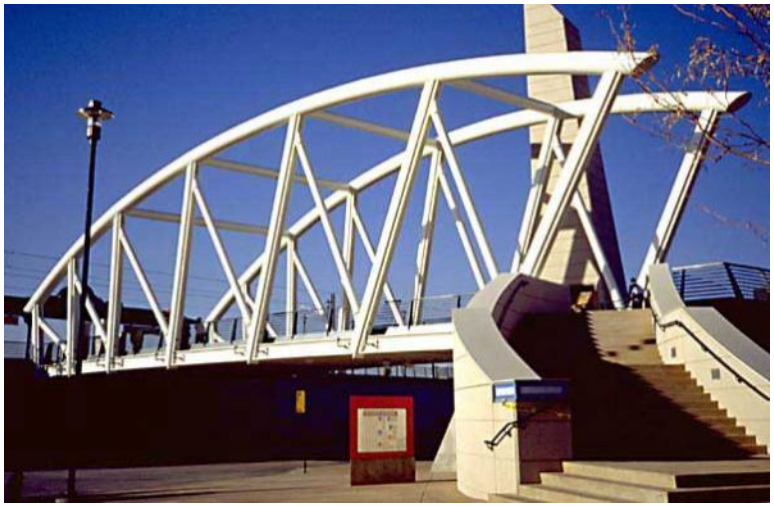
- Add roundabouts to slow traffic and focus access points
- Provide multipurpose trail along south edge of Ridgedale Parkway
- Enhance sidewalk on west side of Plymouth and freeway overpass

4. Enhance Mobility and Circulation





4. Enhance Mobility and Circulation

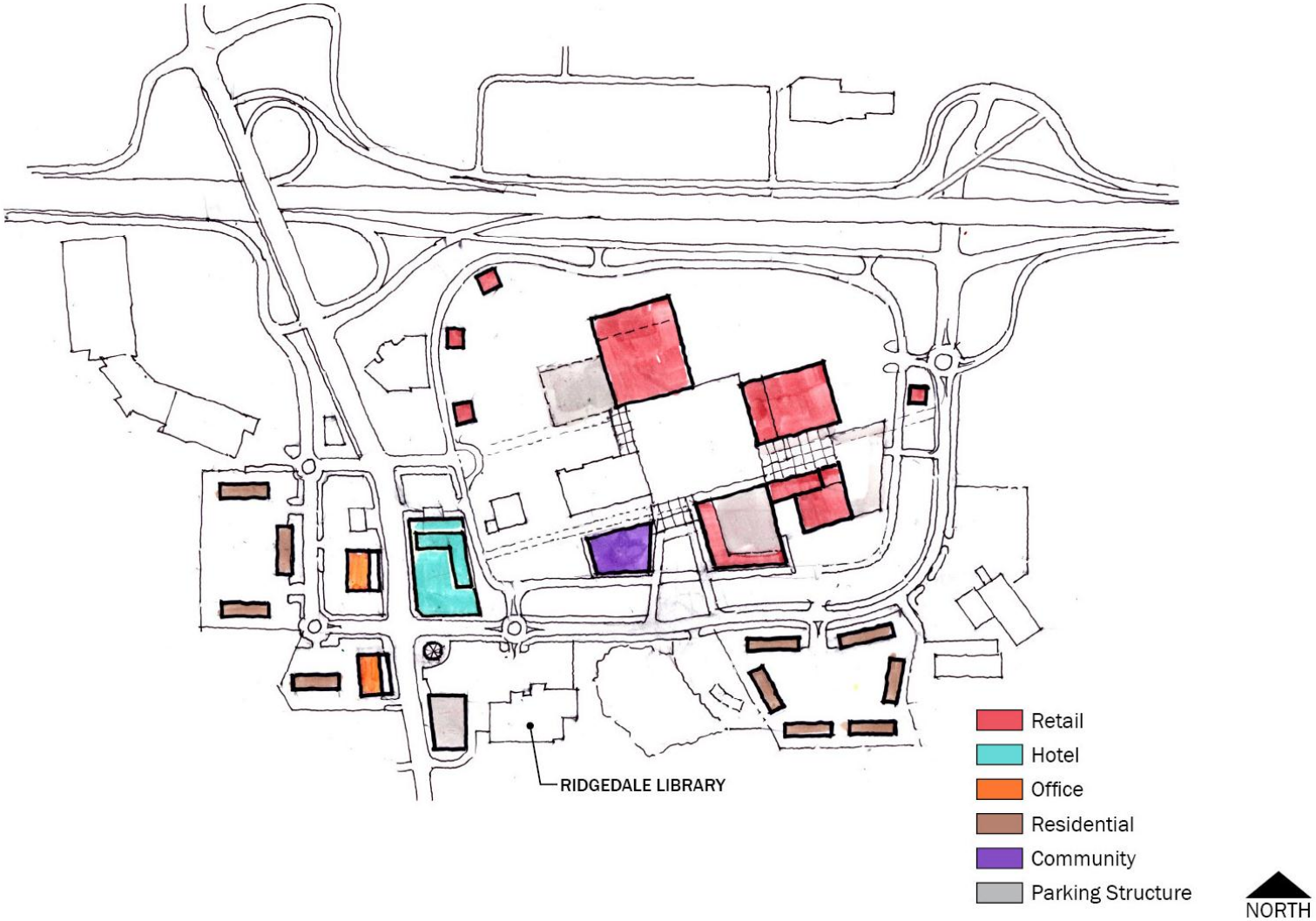


- Relocate bus service to south side of mall near Ridgedale Commons
- Future possibilities:
  - BRT station north edge of Mall
  - Pedestrian bridge over I-394 to connect neighborhood, mall and BRT Station

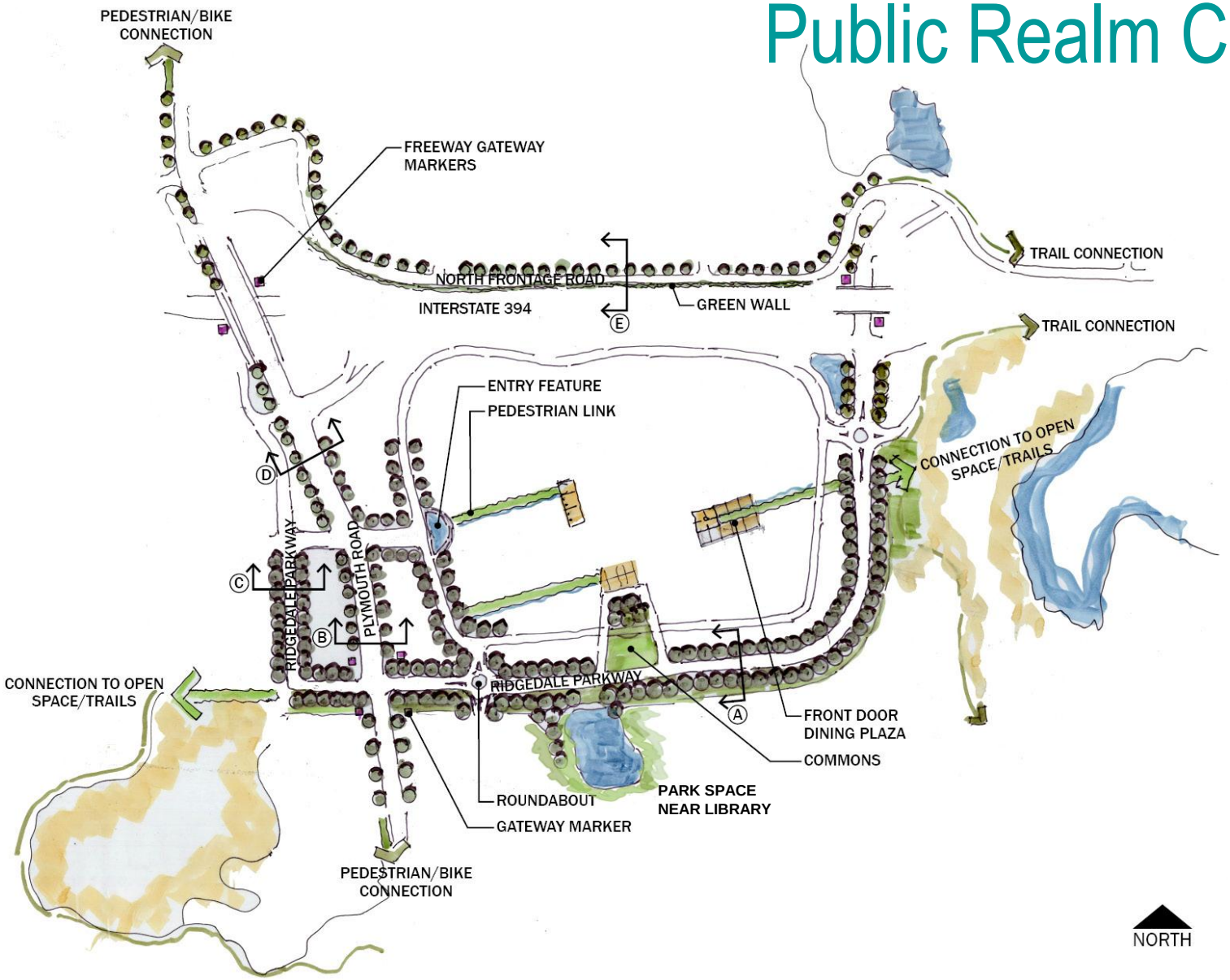
5. Encourage Green Practices

- Encourage energy-efficient buildings
- Apply storm water management best practices
- Promote brand and market "green image"
- Integrate native and adapted plant materials
- Integrate water efficient technologies

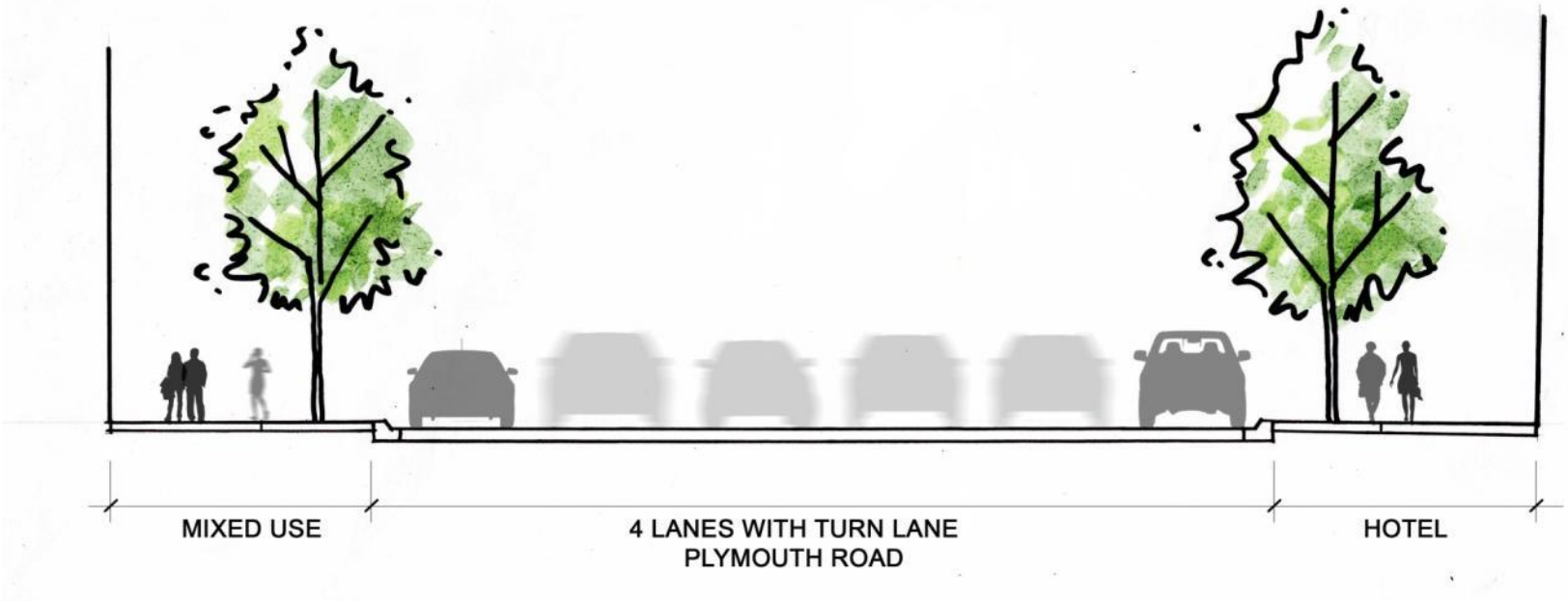
2035 Concept Plan: Potential New Development



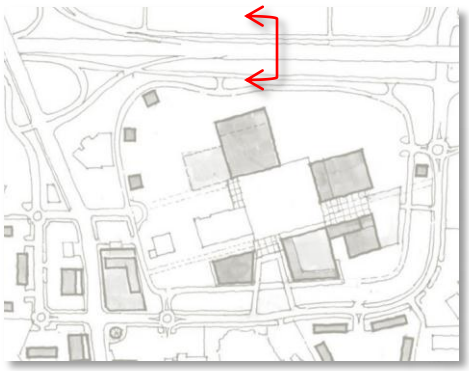
Public Realm Concept



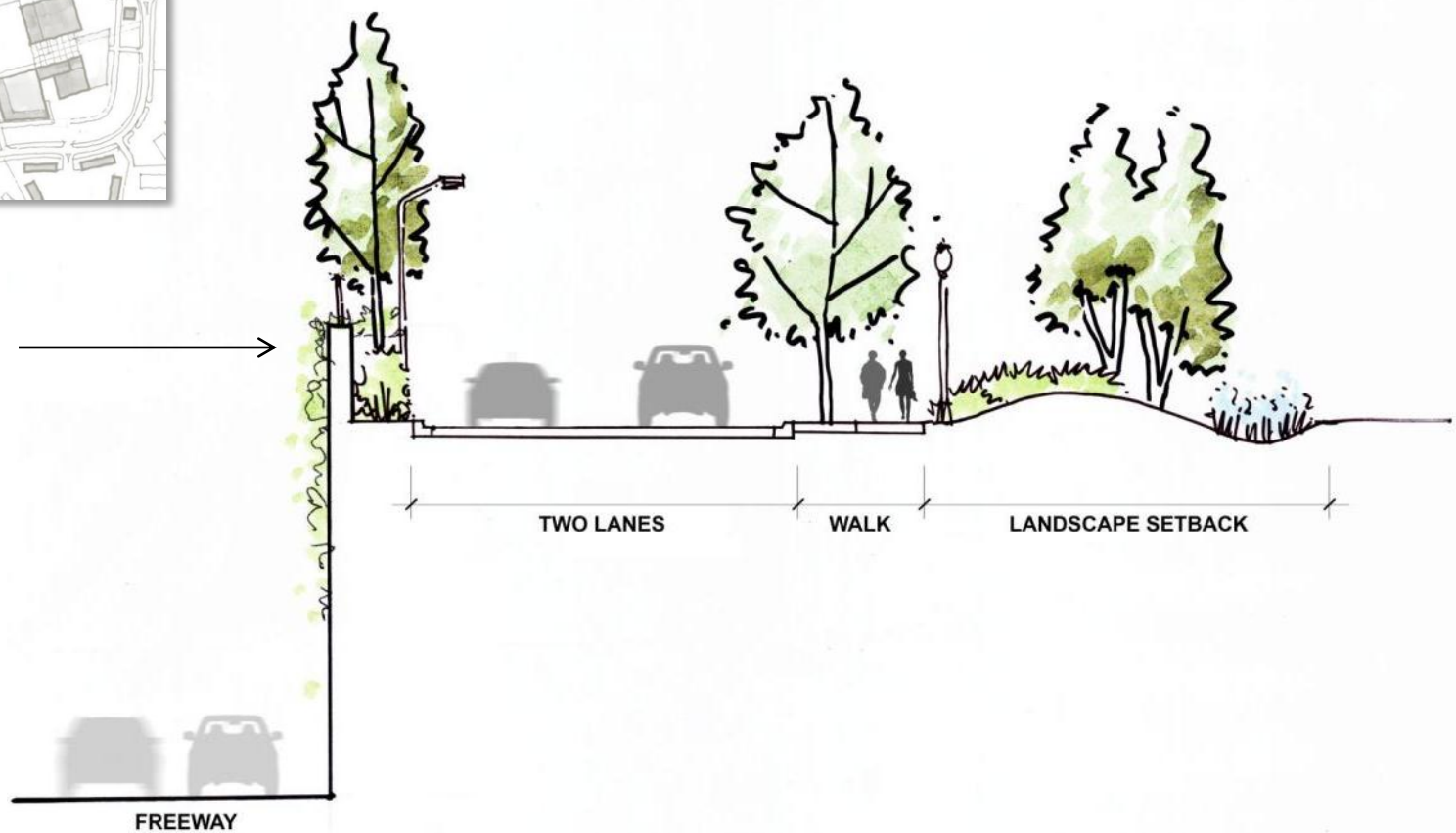
Plymouth Road



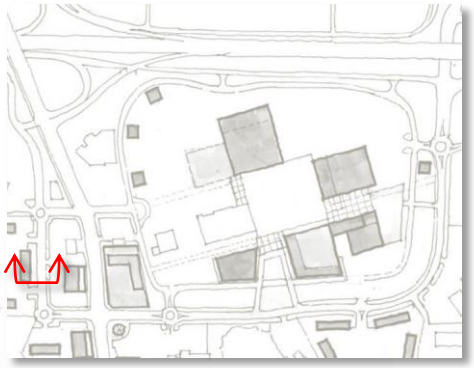
Freeway & Wayzata Blvd.

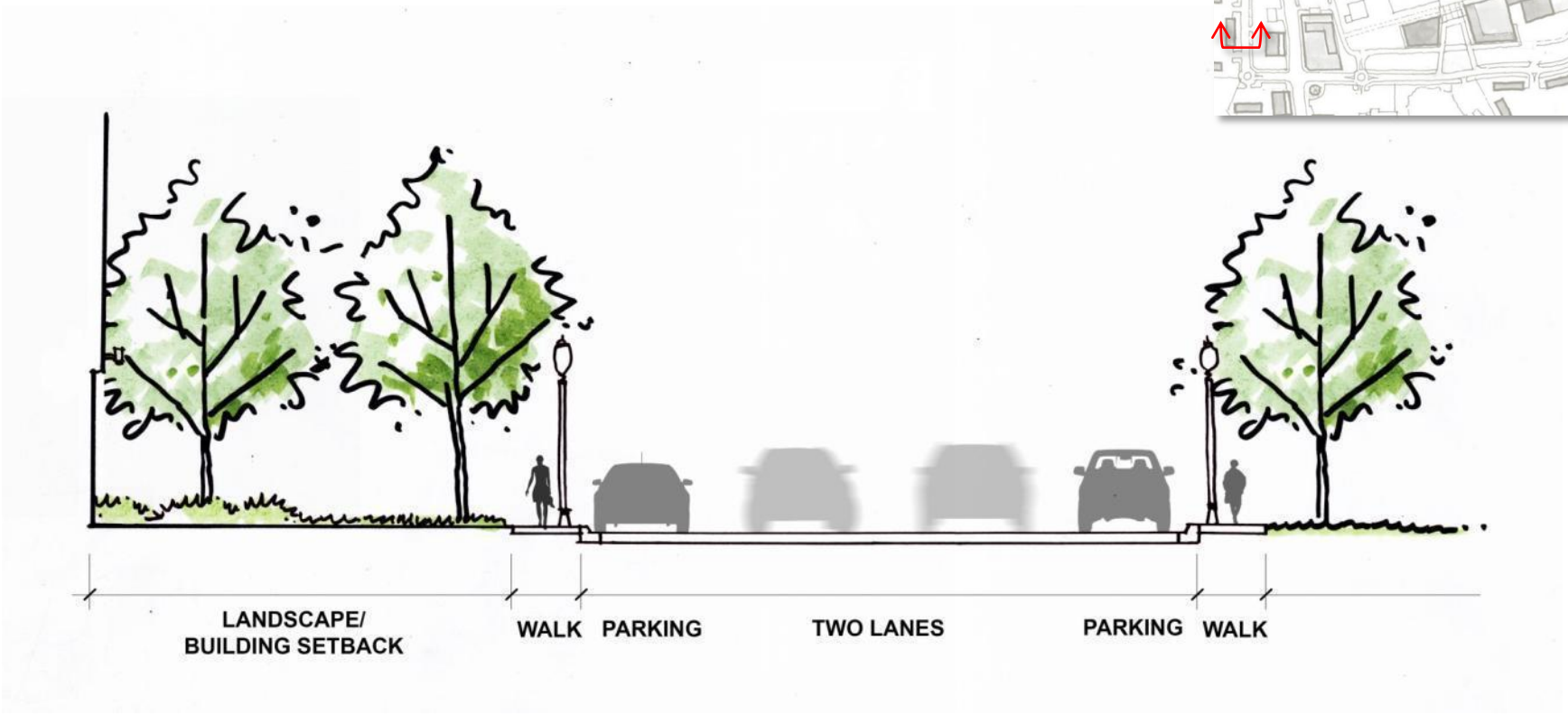


Vegetated retaining wall



West Ridgedale Parkway





Vignettes

East Side of Mall:
Expansion

South Side of Mall:
Expansion and Renovation

Vignettes

Potential Hotel at Ridgedale Parkway & Plymouth Rd.

Vignettes

Development Program

What is a Development Program?

- a narrative description of how a property should be developed
- a guide to the physical planners (architects, landscape architects and others)
- A description of an overall identity for the project including theme, image, and attributes

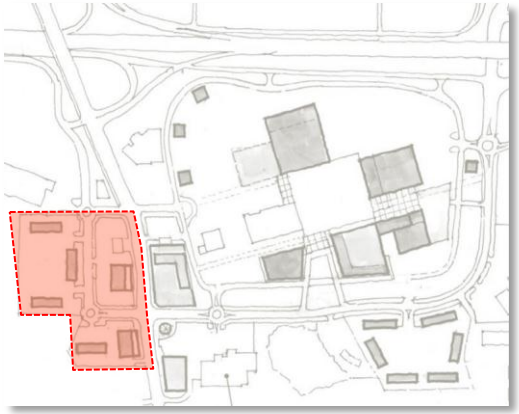
Factors influencing a development program

Appropriate Elements for Ridgedale

- Housing, low & mid-rise
- Office, mid-rise
- Hotel, mid-rise
- Conference center
- Restaurants
- Multiplex cinema
- Additional retail
- Outdoor park/plaza/multi-use
- Expanded YMCA

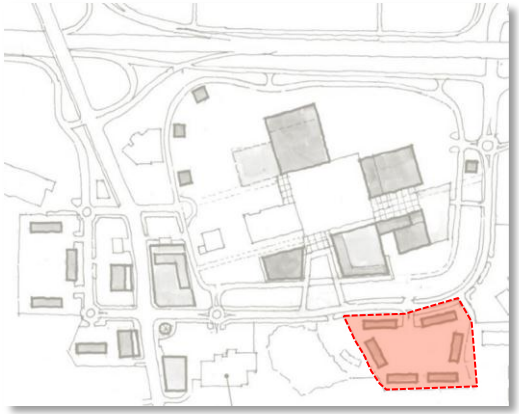
Possible Redevelopment at Ridgedale

Southwest Sector:	
Housing, Mid-Rise:	450 dwelling units
Office, Mid-Rise:	90,000 square feet
Structured / Surface Parking:	800 spaces
Density at 30/gross acre	
FAR of 1.1	
Total Capital:	$157,105,000



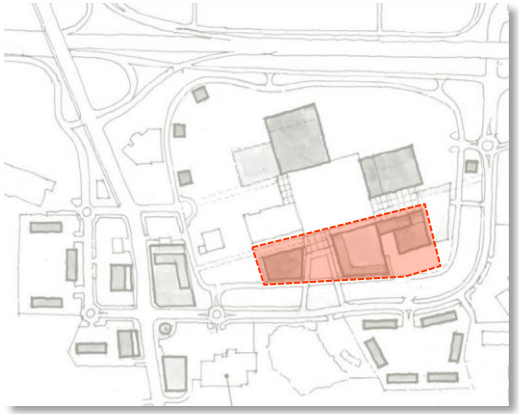
Possible Redevelopment at Ridgedale

South Sector:	
Housing, Mid-Rise:	300 dwelling units
Housing, Low-Rise:	60 dwelling units
Structured / Surface Parking:	500 spaces
Density at 33/gross acre	
FAR of 0.99	
Total Capital:	$98,012,500



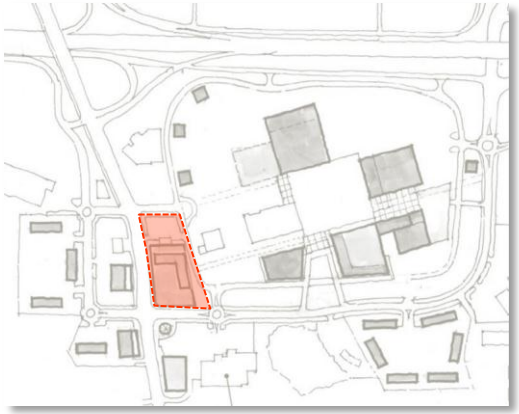
Possible Redevelopment at Ridgedale

South Mall Sector:	
Cinema (12 Screen):	30,000 square feet
Restaurants:	15,000 square feet
YMCA (future/new):	40,000 square feet
Parking Structure:	To be determined
Public Plaza / Park / Events:	60,000 square feet
Total Capital:	$60,000,000 (very rough estimate)



Possible Redevelopment at Ridgedale

West Sector:	
Restaurants:	30,000 square feet
Hotel (8 story):	250 rooms
Conference Center:	20, 000 square feet
Office (6 story):	90,000 square feet
Retail, Additional:	30,000 square feet
Total Capital:	$90,000,000 (very rough estimate)



Total Potential Development

Total Capital Estimate:	$400,000,000 or greater
New Housing:	800 dwelling units
Office Space:	180,000 square feet
New Hotel:	250 rooms
New Conference Center:	20,000 square feet or larger
Restaurants (6):	45,000 square feet
Structured / Surface Parking:	2,800 spaces (may not all be required)

Market Differentiation

- Minnetonka, a very desirable community
- Westside, higher-income demographic
- Mixed-use community versus stand alone shopping center
- Integrated uses: retail / office / housing / cultural / civic / entertainment / open space
- Public-private partnership with City of Minnetonka
- Controls and thresholds to achieve and maintain quality of place
- Green and sustainable theme

Implementation

Implementation is…

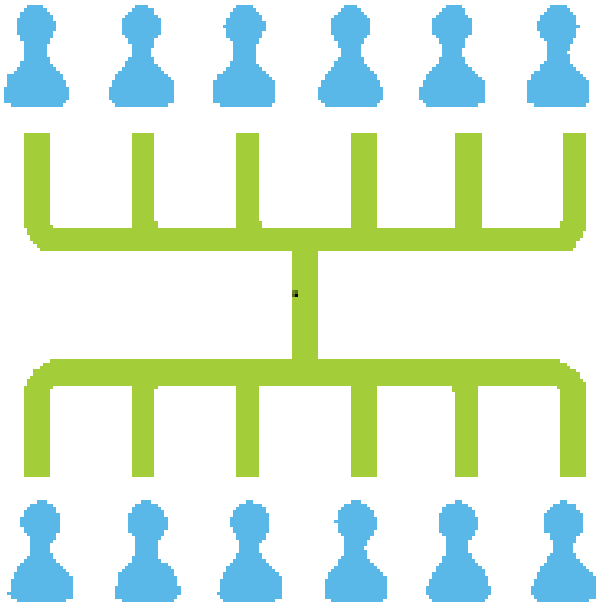
a perspective

a process

The Big Challenge

- Keeping the big picture in focus.
- Keeping the vision and strategy continually alive.
- Never letting the parts get separated from the whole.

Facilitating Implementation



Committed, ongoing leadership that:

- Desires success for the entire community.
- Is respected by the community and has strong leadership skills.
- Is able to motivate and organize stakeholders.
- Moves forward and communicates the vision of a great plan.

A good organization provides:

- Ongoing support for the implementation through communication and coordination.
- Long-term continuity and unifies divergent interests.
- Support for local government, and support to project development.
- Communication of successes and opportunities.

Facilitating Implementation

Many projects.

- The implementation of a great plan moves many projects forward at once.
- The term “projects” should be defined broadly and include streetscape and façade improvements, programs, events, marketing, signage and design improvements and real estate development projects.
- A district organization catalogs and communicates all public and private projects through a web site and printed materials. Both cities and their partners should celebrate successes, small and large.

Many stakeholders.

Many projects bring many stakeholders; people who are invested in one or more projects must pull together to make and implement a great plan. There should be:

- A broad base of involvement that promotes project implementation.
- Stakeholders representing a cross-section of government, non-profits, businesses, and individuals.
- Stakeholders that form the basis of political support for implementation of a great plan.

The key to successful implementation of the plan is mechanisms for marrying the identified stakeholders, current and potential, with projects, existing and proposed. Implementation requires collaboration with stakeholders for positive results.

Managing Projects and Communication

- Managing the redevelopment district needs to be treated as a business that is staffed and supported with a manager or coordinator within the City.
- Maintain superb communication with internal and external stakeholders.
- Don't let the parts get separated from the whole!

Build a Network of People and Organizations

Who can assist in facets of implementation with various audiences, private interests, and public agencies.

Possibly engage:

- The Minnesota Legislative Delegation
- Minnesota U.S. Congressional Delegation
- Private parties that may be interested in making contributions
- Others

Stakeholders and Interested Parties

- Elected and advisory officials (City Council and Planning Commission)
- Citizens of Minnetonka and nearby communities
- General Growth Properties, owner of the mall
- Other property and business owners within the study area and perhaps the city as a whole
- Potentially affected public agencies and public-public partners:
  - Hennepin County
  - Regional Transit Agency
  - State of Minnesota and its departments (economic development, etc.)
- Special interest groups for and against
- Other audiences

Getting Organized

Assemble a task force of department heads within the City to:

- Rapidly resolve problems.
- Address interdepartmental policy or conflicts.
- Maintain accelerated approvals when the intent, design, quality, and related standards fully address the regulations and controls associated with the redevelopment of a district.

Balancing Transparency and Deal Structuring

Transparency is key:

- To maintaining public trust.
- When public capital is involved.

However, prematurely revealing deal points or participants can:

- End participant interest and negotiations.
- Inadvertently impact property values and acquisition costs.

It is important to fully disclose the results of completed negotiations once it is appropriate for all parties.

Regulatory Actions

Regulatory intervention can help to facilitate desired development in several ways.

- Zoning and development regulations can be:
  - Changed to improve financial feasibility (e.g., by raising the building height limit to allow for more square footage or units).
  - Tailored to fit the needs of a peculiar site or a specific geographic area.
- Plan districts or other zoning tools can be designed so that a developer is not subject to a “one-size-fits-all” regulation that may actually discourage development.
- Development standards can incorporate “form-based” requirements such as “build-to lines” or maximum building setbacks, minimum ground-floor transparency, and blank wall limitations to encourage walking and transit use.

Public Investment Tools

Infrastructure bonds for roads and utilities

Tax Increment Financing (TIF)

System Development Charges (SDC) allocations to specific improvements

Transportation Impact Fees (plowed back into the district)

Local Improvement Districts (LID)

Master planning (City paid or contribution to)

Business Improvement Districts (BID)

General Obligation Bonds

Sales tax

Donations and naming rights contributions

Tax abatement for certain housing

Homebuyer and rental assistance programs

Tax credits for affordable housing programs (state and federal)

Energy efficient sustainable development programs

New Market Tax Credits (NMTC)

TOD incentive programs

EB-5 investment

Affordable housing programs

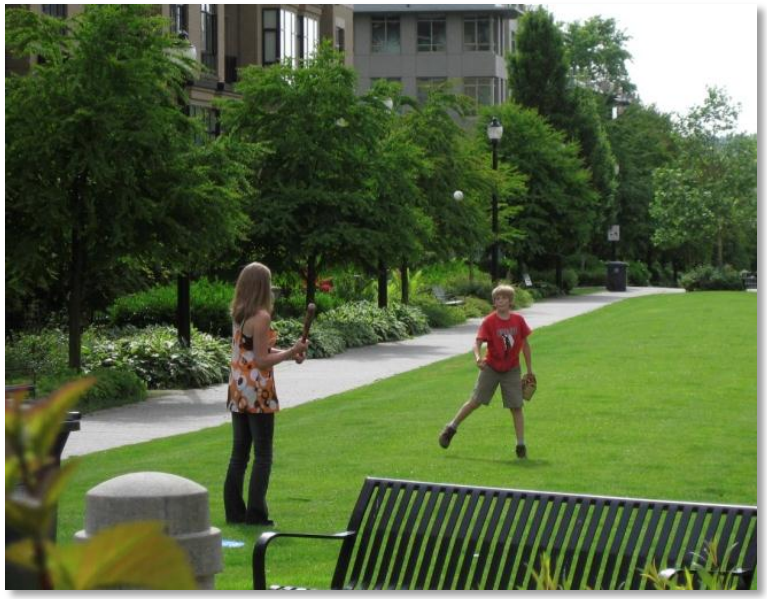
Brownfield revolving loan funds (if needed/available)

Partnerships in Ridgedale

- Since the City does not own land within the study area, it cannot complete a traditional public-private partnership in which City land is sold to the developer.
- Instead the City can make investments in the public right- of-way—the “public realm.”
- Therefore, the City can require higher levels of private sector project quality since high-quality public realm investment is effectively an off-balance sheet benefit for the private sector.

Infrastructure Investments

- The quality, location, and character of infrastructure significantly influence the livability of an area.
- The public bears some or all of the cost of infrastructure improvements.
- The quality, location, and character of infrastructure influence the cost feasibility of development.
- Effective access management that provides safe and efficient street crossings and business access can turn a major thoroughfare from a barrier into a bridge, creating the opportunity for new, desirable neighborhoods and parks and connecting different features and areas.



Development is Iterative and Fluid

- Traditional market studies have a short shelf life.
- Opportunities can arise quickly as new or underserved market niches appear.
- Decision-making must be fast, fluid, flexible, and adaptive.

- The focus should be on principles, strategies, tactics and solutions to achieve mutually desired goals.

Public-Private Partnerships

- Establish a strong public realm
- Enhance feasibility – projects that otherwise wouldn't happen
- Accelerate investment timeline
- Provide greater public benefits and amenities
- Achieve significant policy goals
- Improve quality, scale, or strength of location
- Trigger additional private investment
- Strengthen tax base
- Create a sense of place

Public-Private Partnerships

Leverage:

- Strategic management of public money
- Link public projects to private investment
- Spend limited public $$$ where you know it will leverage private investment
- Private to public investment ratio of 4:1 or 5:1 or better

Public & Private Responsibilities Should be Shared

TASK (Illustrative)	Responsibility		
	Public	Private	Joint
Maximize pedestrian access	•		
Promote development densities			•
Define areas where development will be concentrated			•
Develop a strong commercial core		•	
Plan and manage parking effectively			•
Promote commercial land use intensities	•		
Promote residential development near transit/shopping	•		
Promote and provide incentives for infill	•		
Promote residential units above grade level retail			•
Provide an adequate amount of retail		•	
Establish a wide range of land use activities			•
Encourage a mix of different housing types			•

Successful Public-Private Partnerships

Successful public-private development projects require a holistic and balanced approach. When possible, select your partner.

Typical Public Sector Participation

- Expedited permitting
- Master planning assistance
- Regulatory assistance
- Tax increment
- Tax abatements/credits
- Investment in infrastructure
- Grants

Regulation

Design Guidelines and
ds: All Downtown Sub-Districts
te Design

APPLIES TO ALL DOWNTOWN DEVELOPMENT

APPLIES TO ALL DOWNTOWN DEVELOPMENT

4.1151 Design Guidelines and
Standards: All Downtown Sub-D
A. Site Design

blicly Accessible Open Spaces

nt: To provide an enhanced pedestrian experience by
a network of privately provided and maintained public
, courtyards, and other gathering spaces.

and Sub-Districts
Incorporate Sustainability.
Context Sensitivity.

delines
r development on sites larger than 40,000 square feet,
ide public open space shall include a variety of public
es, both hardscaped and landscaped, such as on-site
s, interior courtyards, patios, terraces and gardens.

blic spaces can be located between a building and the
walk, so long as active ground floor uses are accessible
d from the space and provided the desired street wall
or retail continuity is not adversely impacted by the
ence of this space. Locate plazas intended for public
t/or near street grade to promote physical and visual
ection to the street.

blic spaces shall be flanked by uses that activate the
e and complement street activity with elements such as
s, outdoor cafes and vendors within the space.

blic spaces shall incorporate features that advance
inable principles, such a use of gray water, solar
ction for powering pumps or lighting, rain gardens,
ious paving, containers for recycling, and benches made
recycled materials.

blic spaces intended for public use shall be located
near street grade to promote physical and visual
ection to the street.

blic spaces shall include focal points which could consist
t sculpture, water, pavilions, seating areas, specimen
s, unique paving, or unusual lighting.

Fig. A.2.c.1 & 2 public on-site plaza incorporating a variety of hardscaped and landscaped treatments to create an engaging space

Fig. A.2.c.3 public space lined by outdoor cafe

Fig. A.2.d.5 water feature

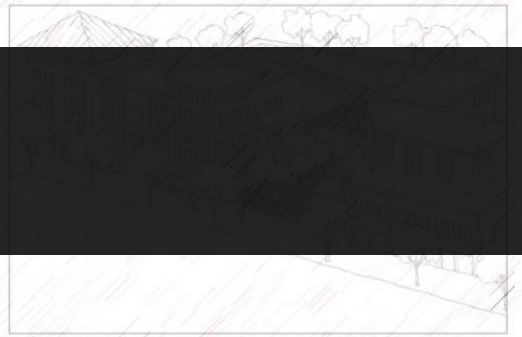


Fig. A.2.d.1 public plaza directly facing principal street

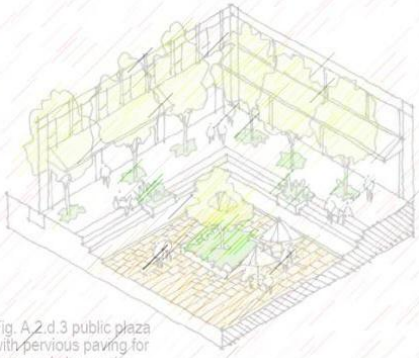
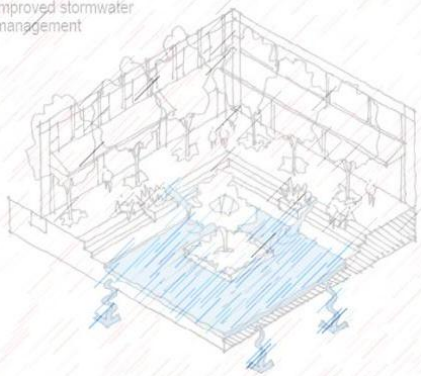


Fig. A.2.d.3 public plaza with pervious paving for improved stormwater management



2. Publicly Accessible Ope
Spaces, cont'd

d. Standards
1. For sites larger than 20,000 square feet t
are providing public open space, at least 3%
development site greater than 20,000 squa
be allocated and designed as publicly access
space, such as a plaza. Public spaces shall b
high pedestrian activity areas, with western
exposure.

2. Street facing public spaces shall not excee
of the total building footprint or 2000 squar
whichever is less . Such space shall have a m
width of 30 feet and a minimum depth of 20
unless otherwise approved by the Manager
constraints.

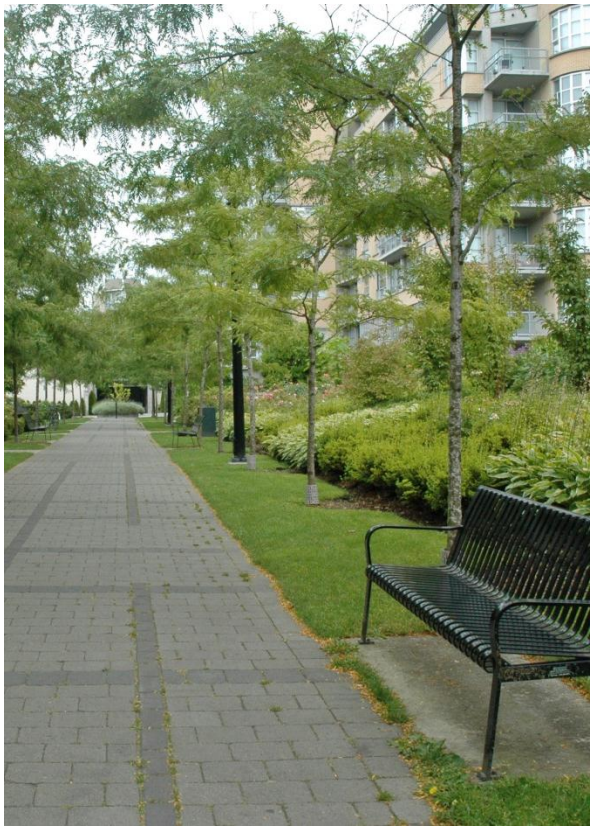
Public spaces located between a building an
sidewalk shall be abutted on at least two sid
retail shops, restaurants, primary residenti
entrances or services with their windows an
fronting on the space.

3. Public spaces shall incorporate the follow
a) At least 30% of the area shall be plant
trees, shrubs, groundcover and peren
landscape plantings.
b) At least 30% of the area shall be hard
decorative paving
c) There shall be at least one bench or s
for each 200 square feet of area, (seat
group into benches or ledges)
d) Pedestrian scaled lighting fixtures
e) One element with sustainability attrib
garden, solar powered lights or equip
pervious paving, container for recyclin
benches made from recycled material
f) Artistic design elements such as deco
paving patterns, ornamental art featu
lighting elements, etc.

4. Public spaces shall be accessible at grade
the sidewalk to promote physical and visual
to the street. Portions of public spaces such
may be above or below grade to accommod
variety of outdoor gathering spaces.

Establish New Districts

1. Determine areas where greater intensity of use is desired
2. Craft districts that demonstrate a differentiation rather than “one size fits all”
3. Ensure that the intent is clear
4. Provide a nexus between concept plan and development standards
5. Indicate a combination of requirements and incentives



Core Standards for Each District

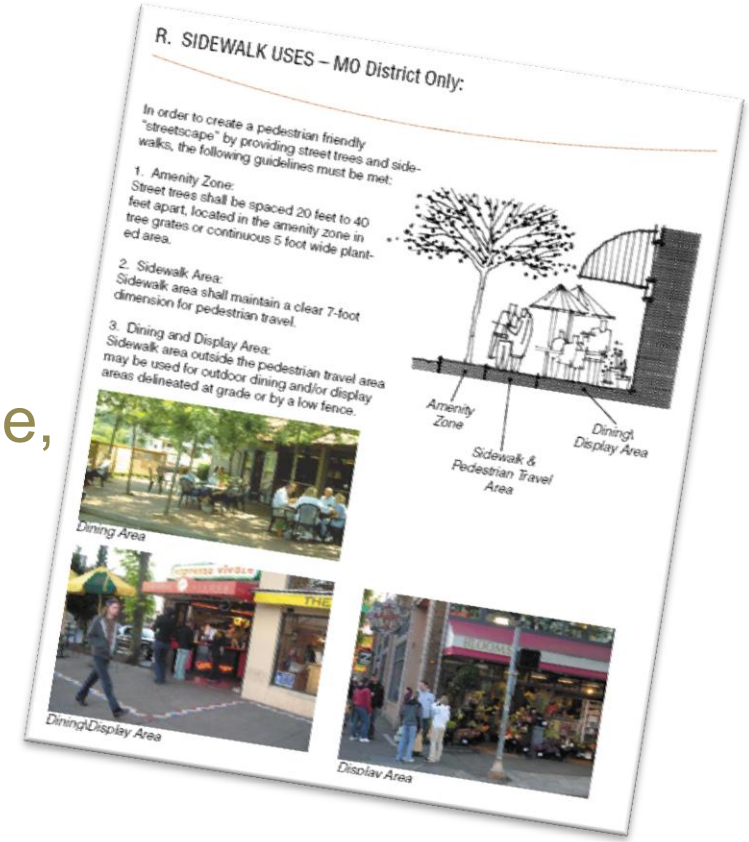
1. Uses
   - Prohibited uses in all districts
   - Prohibited uses in select districts
   - Interpretive authority and appeal
2. Floor Area Ratio
   - Minimum FAR
   - Base FAR (“by right”)
   - Maximum FAR with bonuses
   - Exclusions from FAR Calculations
   - FAR bonus categories

Core Standards for Each District

3. Allowable Building Heights
   - Exclusions from height measurement
   - Height increases in certain conditions
4. Parking Ratios
   - Minimum Allowable/Maximum Allowable
   - Reduction for shared parking
   - Off-site parking

Core Standards for Each District

5. Street Standards
   - Street types: descriptions & maps
   - Lanes: width of travel, turning, bicycle, and parking lanes
   - Sidewalks: widths by street type, planting strip, street trees, lighting, furnishing
   - Curb cuts: distance from intersections, spacing, width
   - Set-to lines and Set-back lines
   - Minimum height of ground floor



R. SIDEWALK USES – MO District Only:

In order to create a pedestrian friendly "streetscape" by providing street trees and sidewalks, the following guidelines must be met:

1. Amenity Zone:
Street trees shall be spaced 20 feet to 40 feet apart, located in the amenity zone in tree grates or continuous 5 foot wide planted area.

2. Sidewalk Area:
Sidewalk area shall maintain a clear 7-foot dimension for pedestrian travel.

3. Dining and Display Area:
Sidewalk area outside the pedestrian travel area may be used for outdoor dining and/or display areas delineated at grade or by a low fence.

Amenity Zone
Sidewalk & Pedestrian Travel Area
Dining\ Display Area

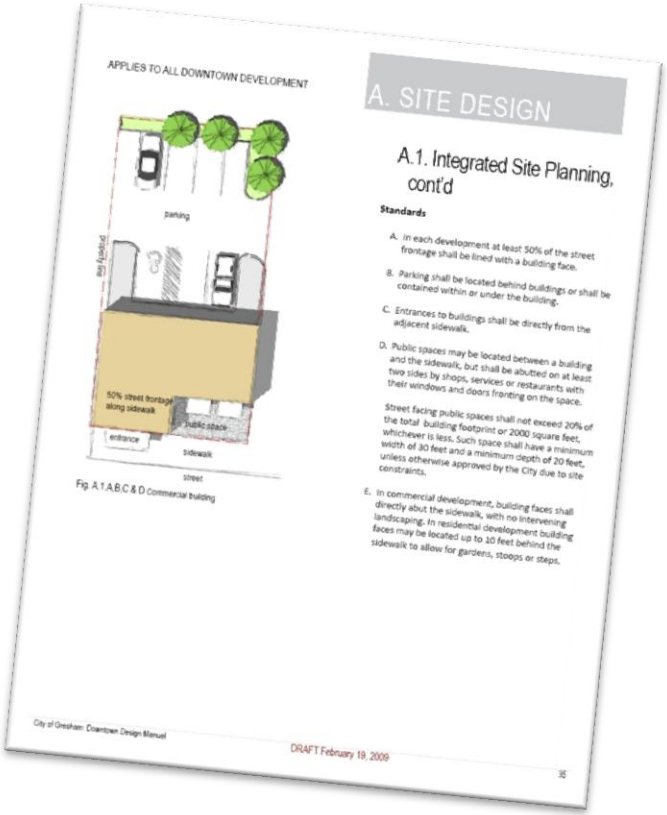
Dining Area
Dining\Display Area
Display Area

Establish Design Standards & Guidelines

1. Site Design
2. Building Design

Site Design Guidelines

1. Surface Parking Lots
   - Screening from the Street
   - Interior Planting
   - Lighting
   - Pedestrian Connections, between sidewalks and destinations
   - Storm Water Management
   - Curb Cuts, shared and minimum separations
2. Screening Loading and Trash Areas
   - Enclosures
   - Landscaping



APPLIES TO ALL DOWNTOWN DEVELOPMENT

A. SITE DESIGN

A.1. Integrated Site Planning, cont'd

Standards

A. In each development at least 50% of the street frontage shall be lined with a building face.

B. Parking shall be located behind buildings or shall be contained within or under the building.

C. Entrances to buildings shall be directly from the adjacent sidewalk.

D. Public spaces may be located between a building and the sidewalk, but shall be abutted on at least two sides by shops, services or restaurants with their windows and doors fronting on the space.

Street facing public spaces shall not exceed 20% of the total building footprint or 2000 square feet, whichever is less. Such space shall have a minimum width of 30 feet and a minimum depth of 20 feet, unless otherwise approved by the City due to site constraints.

E. In commercial development, building faces shall directly abut the sidewalk, with no intervening landscaping. In residential development building faces may be located up to 10 feet behind the sidewalk to allow for gardens, stoops or steps.

parking

alley (optional)

50% street frontage along sidewalk

public space

entrance

sidewalk

street

Fig. A.1.A,B,C & D Commercial building

City of Gresham: Downtown Design Manual

DRAFT February 19, 2009

35

Site Design Guidelines

3. Sidewalks and Street Trees
   - Sidewalk Width, including Clear Unobstructed Pathway
   - Minimum Spacing and Size of Trees
   - Pedestrian-scaled Lighting
   - Bicycle Paths
4. Public Spaces
   - Visibility
   - Access
   - Furnishings
5. Building Placement (by street type)
   - Set-to Lines
   - Set-back Lines

4.1151 Design Guidelines and Standards: All Downtown Sub-Districts

A. Site Design

APPLIES TO ALL DOWNTOWN DEVELOPMENT

5. Landscaping, cont'd

g. Guidelines: Shared Open Space
Intent: To create comfortable places for residents, amenable to social activity, through the use of plazas, courtyards, and other outdoor spaces.

Residential Development
1. Section 7.0210(M)(5) Shared Open Space Standards for Complexes applies to new stacked unit developments of 20 or more units. A departure from the referenced Code Section requires demonstration of meeting the intent statement and approval by the Design Commission or Manager. The following additional guidelines supplement this Section.

2. Make plazas, courtyards, patios and lawns comfortable for human activity and social interaction - standing, sitting, talking, eating and playing.

3. Create a pleasant climate, including shade from summer sun and access to winter sunlight. Locate seating with consideration to sun and shade.

4. Use plants, furniture and lighting to shape, enliven, and give purpose to outdoor space.

5. Consider adding a focal element, such as a sculpture or fountain to outdoor space.

6. Design outdoor space with safety in mind. On-site plazas and courtyards should promote visibility from the street, and lighting to enhance nighttime security.

Fig. A.5.g.2 (1) courtyard

Fig. A.5.g.3 lawn with seating and lighting

Fig. A.5.g.2 (2) provide for all ages

Fig. A.5.g.4 seating and tables

56

DRAFT April 15, 2009

City of Gresham: Downtown Design Manual

Building Design Guidelines

1. Massing
   - Base/Middle/Top
   - Ground Level Emphasis
2. Minimum Ground Level Height
   - Flexibility for Evolving Uses over Time
3. Ground Level Details
   - Menu of Choices, with minimum number, by street type
4. Ground Level Street-facing Transparency
   - Location of Measurement
   - Minimum Percentage

D. DESIGN GUIDELINES: BUILDING DESIGN

2. Ground Level Transparency

Intent: To promote the use of building facades to provide safe and comfortable waiting areas for transit and provide visual connections between activities inside and out.

1. All commercial buildings should include windows with clear vision glass on at least 50 percent of the area between two and twelve feet above grade for all ground floor building facades that are visible from an adjacent street.
2. Street-facing, ground-floor facades of commercial and mixed-use buildings should incorporate generous amounts of glass in storefront-like windows. Amounts of clear, transparent glass should meet or exceed the following:
   - 80% along Type I streets
   - 60% along Type II
   - 50% along other streets

Merchandise and activity inside is highly visible from along the sidewalk.

14

West Temple Gateway & Granary District Design Guidelines

National Development Council / LMN / Wenzoski / Charlier Associates

Building Design Guidelines

5. Treatment of Blank Walls
   - Menu of choices, with minimum number
6. Prominent Building Entrance
   - Menu of choices
7. Roof Form
   - Menu of choices
8. Screening rooftop Mechanical Equipment
   - Menu of choices

2.2 Façade Composition

Intent:

The pattern of exterior building elements, such as windows and doors and wall details, should help unify the building's appearance from the street and reflect its interior functions and uses.

Guidelines:

"Layering" Façade Elements

Flush and flat facades should be given more depth by including elements that create shadow lines, changes of color, and details that organize the façade visually into smaller parts. Large expanses of flat, unembellished surfaces are not appropriate to face streets. Columns, pilasters, colonnades and other structural elements can create depth and create a strong presence on the street. Particularly along 18th and Cooley, building fronts should contribute to a sense of an urban character with well-defined variations and combinations of façade elements.

Ground Level, Street-Facing Windows

In order to provide a lively, interesting streetscape, buildings should incorporate windows into the ground level where they front streets. However, all building types expected to locate in Juniper Ridge will not be able to do this to the same extent. The portion of a building's street façade that is most critical to creating a lively streetscape is a zone between the ground and approximately 15 feet above the ground – in other words, the portion closest to where people are driving or walking.

Figure 23: Masonry or pre-cast outer skin with glazing and a colonnade wraps around the bulk of a light industrial building.

Figure 24: Masonry or pre-cast outer skin wraps around the bulk of an office building adding a richness of texture, durability and detail where the building meets the street.

Throughout the district, at least 20% of this ground-level zone should be devoted to windows that can be seen through (mirror glass is not acceptable.)

For buildings fronting on 18th Street and Cooley Road, it is recommended that at least 40% of this zone be devoted to clear glass windows (tinting is acceptable, but not so dark as to obscure views into the building.)

Juniper Ridge Design Guidelines | October 2010

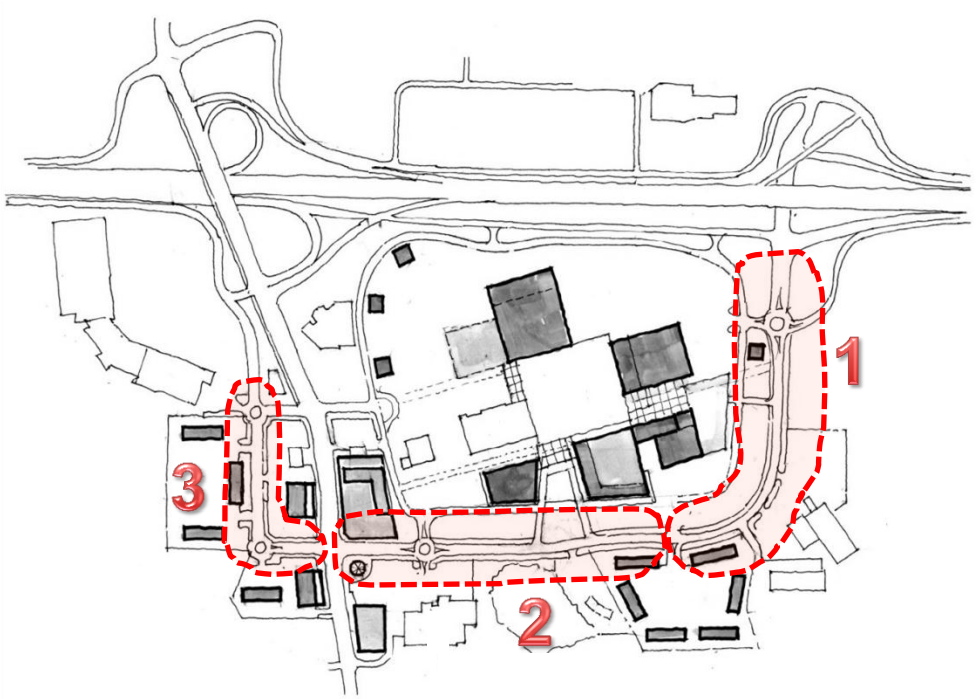
Architectural Guidelines | 33

Potential Capital Improvement Projects

Streets

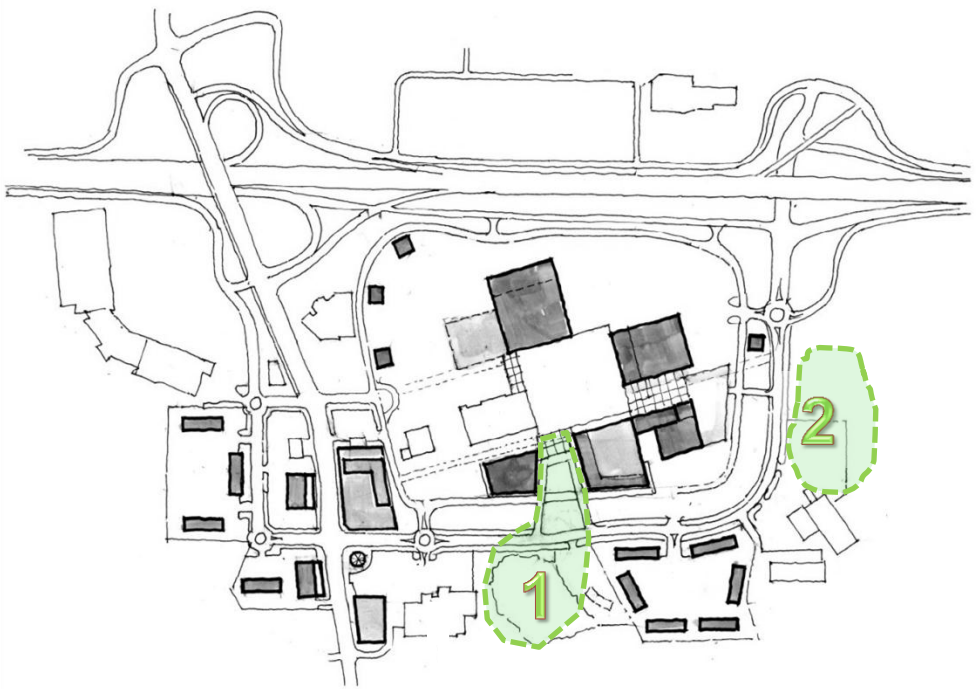
Ridgedale Parkway:

1. East Segment, with roundabout
2. South Segment, with roundabout
3. West Segment



Public Spaces

1. Urban Park/Square/Green, flanking Ridgedale Parkway
2. Expanded Park, east of Ridgedale Parkway

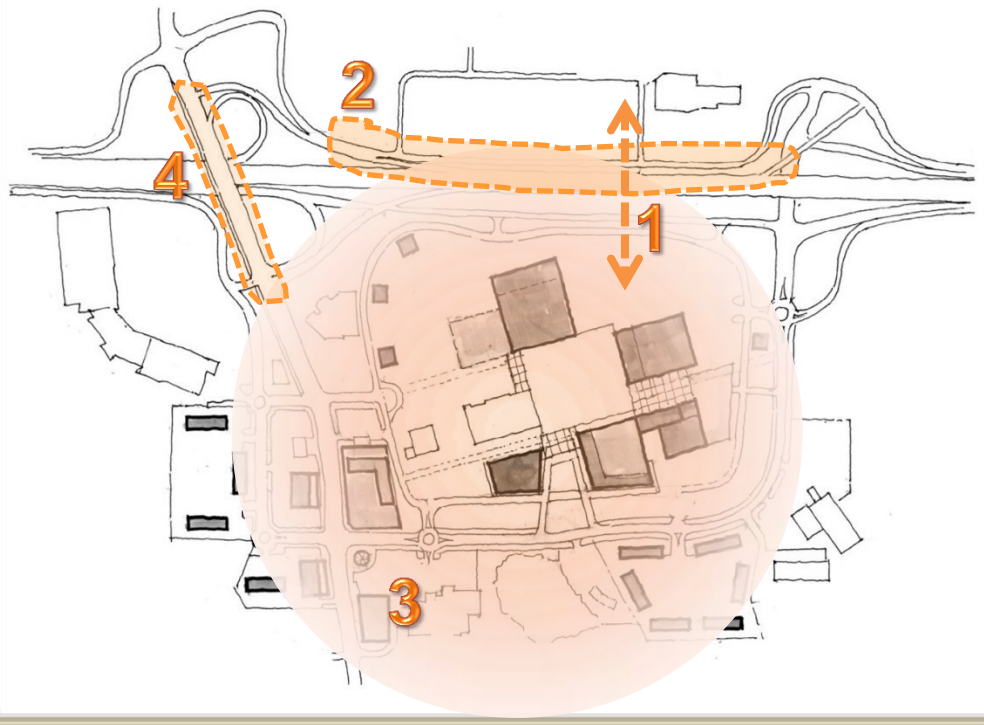


Trails

1. Connection to SW
2. Connection to East

Other

1. Future Pedestrian Bridge over I-394/Wayzata
2. Planting along Frontage Road, north side of I-394
3. Wayfinding/Identity Signage
4. Improve pedestrian connection on Plymouth across I-394



Thank You

Ridgedale Drive / I-394 Westbound On-Ramp Concept

City of Blaine
Staff Report

File Number: 2023-159

Agenda Date	Status
April 25, 2023	
In Control	**File Type**
City Council	Workshop Item

New Business - Michelle Wolfe, City Manager

Agenda Item # 2.2

Council Code of Conduct, Rules of Order and Procedure

Executive Summary

Background

Strategic Plan Relationship

Board/Commission Review

Financial Impact

Public Outreach/Input

Staff Recommendation

In conjunction with new technology for agenda management through CivicClerk and continued efforts toward meeting efficiencies and public transparency, staff is suggesting some updates to Council policies and procedures, including open forum. In addition, staff is bringing forward potential amendments to the Blaine code of conduct, adopted in December 2022, that Council may wish to include as we see other cities' examples come forward:

- Open forum – as cities are allowed to place some limits on public forums, staff is suggesting amended parameters that may help provide time for others to speak by limiting the number of speakers regarding a specific topic. Having the mayor share that Council may limit the number of speakers but that staff will note for the record the

names/addresses of all present to speak through public comment cards will allow for other topics to be presented. Clarification has also been made as to when public should speak on topics already on the agenda, such as through public hearings.

- Consent agenda - to continue the use of the consent agenda as a tool for effective meeting management, additional items for consideration have been included. As always, Council can remove an item for separate consideration at any time prior to its adoption, and questions for clarification can be asked without the need for formal removal.
- Scheduling items – in order to best manage meetings, clarifying how agenda items can be scheduled for both workshop or regular Council meetings is being suggested.
- Clarification regarding Council's authority, working with staff and the public, attendance at staff/other meetings, and internal Council conduct.

Attachments, once finalized, will be uploaded prior to the workshop.

Attachment List

None