Planning Minnesota

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Submissions: We welcome articles, letters to the editor, photos, calendar items, project profiles, planners on the move items, and other news. Send all submissions via e-mail to: apamnnewsletter@gmail.com.

Otto and Peggy Schmid are the Chapter administrators.

They can be reached at: mnapa@buffleheadweb.net
9288 Beverly Drive,
Breezy Point, MN 56472.
Phone 888-882-5369

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Building on Past Success

Thanks for electing me as your next president for the Minnesota Chapter of APA! I’m truly excited to begin my service to the chapter.

First of all, I want to extend a huge THANK YOU to Lance Bernard for his four years as past president. Under his leadership, the organization has truly blossomed and accomplished more than there is space here to highlight. Lucky for us, Lance has offered to co-chair the 2013 conference in Rochester with Melissa Poehlman, which promises to be a well-planned and fun event. His dedicated service to the chapter has truly made a positive imprint on our organization.

Also, thank you to outgoing Vice President and Secretary Trisha Rosenfeld and Jean Coleman for their service to APA! The board truly relies on these positions to keep the organization running, and each of them has served selflessly for two terms.

In looking forward to the next two years, the new executive committee (welcoming back Adam Fulton as Treasurer, and introducing Tim Gladhill as Vice President and Tina Goodroad as Secretary) and the board will be meeting in January to conduct a goal setting session. With our increasing membership (over 800 members!) and soaring attendance at chapter conferences the last few years, our organization is poised to accomplish even more.

Specifically, I would like to build on the success of our first Spring Seminar to offer another one in May that provides targeted training on a specific topic (and 8 AICP credits in one day!) Also, I’d like to continue our tradition of monthly brown bag events. Matt Parent has done a wonderful job taking over for Joe Hogeboom in the last year with these events, and the topics are interesting and educational. Be sure to try to attend one in the coming months.

Finally, one new initiative I’m excited to talk to the board about is a mentoring program. We have done this in the past, and I think it’s a great way to welcome recent graduates and students into our organization and at the same time provides long-time members with a way to give back to the profession and teach new planners.

As with any mostly volunteer-run organization, we rely on our members to pitch in to plan events and manage initiatives. If any of the above efforts sounds interesting to you, please contact me or Peg to get involved!

Breanne Rothstein

“In looking forward to the next two years, the new executive committee (welcoming back Adam Fulton as Treasurer, and introducing Tim Gladhill as Vice President and Tina Goodroad as Secretary) and the board will be meeting in January to conduct a goal setting session. With our increasing membership (over 800 members!) and soaring attendance at chapter conferences the last few years, our organization is poised to accomplish even more.”
Introducing the Newest APA-MN Board Members

The APA Minnesota Chapter would like to welcome the new officers to the Board. Breanne Rothstein has been elected to the office of President, Tim Gladhill will become Vice-President, and Tina Goodroad will take on the duties of Secretary. Adam Fulton has been re-elected to continue his position as Treasurer. In addition, Chelsey Armstrong will be moving into the office of Student Representative, while Aubrey Austin moves up to Student Director.

The officers’ bios and pictures are on the website; check them out for further information about the officers. One hundred sixty two ballots were cast in the election, and we thank all of you who chose to participate in the voting.

All of these new officers will assume their duties beginning January 1. The first meeting at which they will preside will be the annual Work Plan/Retreat on January 18, in St. Cloud, at the St. Cloud City Hall Conference Room on the 3rd floor. The agenda will be posted on the website about a week before the retreat.

We congratulate all of the new officers, and we thank those who show their support for the chapter by offering to run for election. Also, remember that there are many committees available as part of the chapter activities. New members bring ideas, so consider participating on one of the committees. Consult the website for contact information for those committee chairs.
Professional Development Officers

By Jane Kansier, AICP and Rita Trapp, AICP

2012 was another busy year. APA Minnesota applied for 99.5 CM credits. This included 23 free credits, the 8 credit spring conference and the September conference with 64.5 credits. We also partnered with the Government Training Services (GTS) for the 4 CM credit Advanced Planning and Zoning for Professional Planners Workshop. Not included in this number are the several times District Directors showed a CD-ROM from the APA Minnesota Library.

The mission of the American Planning Association is to provide “leadership in the development of vital communities by advocating excellence in community planning, promoting education and citizen empowerment, and providing the tools and support necessary to meet the challenges of growth and change.” Providing continuing education opportunities for all of our membership is an important component of this mission. The 41% of MN APA members who have obtained the AICP credential have taken on the obligation to obtain a minimum of 32 CM credits each year.

2013 Continuing Education Opportunities

We are working to offer as many continuing education opportunities as possible. So far, the following events are planned:

- January 16th, Zoning for Small Scale Businesses webinar at Burnsville City Hall (1.5 CM)
- January 23rd, Photography for Planners Brown Bag at Golden Valley City Hall (1 CM)
- February 12th, view “Urbanized”, a document film by Gary Hustwit at WSB
- February 13th, Fracking and Resource Extraction and Community Planning webinar at SRF (1.5 CM)
- May 15th, Rethinking the Role of the Urban Freeway webinar at Wayzata City Hall 1 CM
- June 5th, Pedestrian and Bicycle Planning webinar at SRF (1.5 CM)
- June 26th, 2013 Planning Law Review (1.5 CM)
- September 18th -20th, Upper Midwest Planning Conference in Rochester, MN

Watch for announcements on the monthly Brown Bags and additional training opportunities throughout the year.

One of the greatest challenges we face is making sure members across the State have the opportunity to earn CM credits. We will continue to work with the MN APA Board, the District Directors, and APA to find ways to provide training opportunities in all our districts.

AICP NEWS

Congratulations to the APA Minnesota members on their successful completion of the AICP exam in 2012! Watch for their names on the website.

2013 AICP EXAM:

Join over 280 APA MN Chapter Members and earn your AICP designation in 2013. The application window for the May 2013 AICP exam is now open. Candidates have until January 29, 2013 to apply. Qualified candidates will be able to take the exam between May 6th and May 20th.

APA MN is able to offer one scholarship through APA for the AICP exam registration fees each year. Interested candidates should complete the application available on the APA MN website by January 25th.
Aging, Livable Communities, and Economic Demands

Ramona Mullahey

Member - Divisions Council/Chapter Presidents
Council Task Force on Collaboration
Divisions Council Initiative on Aging & Livable Communities

The U.S. is undergoing a demographic transformation. On January 1, 2011, the very first Baby Boomers born between January 1, 1946 and December 31, 1964, turned 65. Further, the Pew Research Center has projected that about 10,000 people “will cross that threshold” every day over the next 19 years. By 2030, the 65 and older population will have grown to 18 percent. By 2050, 20 percent of Americans will be 65 or older, an increase of 120 percent from 40 million to over 88 million.

As today’s population live longer, the cost of healthcare rises, dramatically increasing demands on entitlement programs such as social security and Medicare. Those two factors are going to make it incredibly challenging to address the needs of retiring Baby Boomers, especially as many of them have no intention of ceding their independence and their youthful perspective towards life.

This means that the 79 million baby boomers, about 26 percent of this country’s population, will be redefining what it means to be older. Boomers will work longer and demand that community infrastructure be more responsive to their needs as those who “age in place.” This will further increase economic demands on communities, not to mention the Federal Government through various transportation programs. Older adults require access to services, a range of housing types and transportation options for active living in the community. According to AARP [http://assets.aarp.org/rgcenter/ppi/liv-com/aging-in-place-2011-full.pdf], unsupportive community design, unaffordable and inaccessible housing, and a lack of access to needed services are barriers to the desire of older adults to live in their own homes and to thrive in their communities.

Progress is being made in more than 300 age-friendly/livable community initiatives underway nationwide based on age-friendly models from organizations such as the World Health Organization, AARP and U.S. Environmental Protection Agency. Innovative partnerships are forming among government agencies, businesses, social service providers, aging experts, and grassroots advocacy groups to brainstorm how to make their city or town age-friendly. Further, the lifetime associations and connections rooted in place can be pivotal to successful aging. However, making cities more age-friendly can be daunting. Most experts agree that many communities have not planned for the aging boomers. Fiscal constraints are pushing some communities to cut spending on critically needed programs and services.

On the Radar & See Yourself in a Division

The APA Aging of America Initiative provides an extraordinary opportunity for planners. Join the conversation. Visit the APA Aging and Livable Communities Initiative online at: http://www.planning.org/leadership/divisions/initiatives/aging/index.htm. Also, contact the DC/CPC Task Force or Noel Comeaux (noel.comeaux@dot.gov) to get involved with this and other division initiatives.

Further, Ramona Mullahey is Past –Chair of the Private Practice Division. For more information on this and the other 20 divisions, please go to http://www.planning.org/divisions/. Division membership is a great way to participate in APA as well as to network with planners involved in your area of expertise and to network nationally and internationally.
The Spaces We Create

If you close your eyes and think of a neighborhood, a street, or a public place that is unique or memorable, you would probably smile. But what makes that neighborhood, street, or public place special? What are the elements or “ingredients” that combine to produce a place that not only works for the people in your community but rises far above the ordinary?

As planners, we review, critique, or create projects and plans for the communities we serve. When we review, critique, or create a plan for the new gas station on the corner, the senior housing development downtown, or the new trail connection through the spine of the community, do we understand how the people who will use those amenities will interact with that environment? Are we considering how the built environment contributes to the feeling of “sense of place”?

Can we envision our sons or daughters interacting with that space – how about our mothers and fathers – grandmothers and grandfathers? Or are we simply reviewing, critiquing, and creating projects that meet the minimum standards of the Zoning Ordinance – going through our list to ensure everything meets code: sidewalk – check; landscaping – check; setbacks – check; signage – check.

We seem to be losing our grip on what it means to be a part of a physical world. As George Watson, Landscape Architect with WSB & Associates, Inc., wrote recently, “we are becoming a rootless society isolated from contact and making it more difficult to relate to and empathize with others and the environment.” I challenge everyone to keep this idea – sense of place – in mind the next time you receive an application or prepare a plan. Think about the neighborhood, street, or public place that is memorable and brings a smile to your face. Ask yourself if there are ways to incorporate those same influencing factors to create a sense of place, instead of just the same old development that meets the bottom line.

Kelsey Johnson, AICP
WSB & Associates, Inc.
In recent years, cities across the country have addressed the need for cycling infrastructure in various ways. Some cities, such as New York and Chicago, have added on-street bike lanes. Others have added cycling paths or off-street multimodal trails that cyclists share with pedestrians, runners, and in-line skaters.

A recent study published in the journal Transportation examined bike commuting in 90 of the largest American cities and the influence that bike paths and lanes have on commuter cycling rates. The study, conducted by Ralph Buehler of Virginia Polytechnic Institute and State University and John Pucher of Rutgers University, found that cities with more bike paths and lanes have significantly higher rates of bike commuting, even when factors that influence cycling rates – such as weather, cycling safety, degree of sprawl, and the price of gasoline – are taken into account. This study assesses bike lanes and paths separately to determine how the different types of cycling infrastructure influence commuter cycling behavior.

Data Analysis

Buehler and Pucher used 2008 city-level data, collected by the League of American Bicyclists and the Alliance for Biking and Walking, that describe the availability of bike lanes and paths. To analyze variation in bike commuting across cities, the study used data from the 2006–2008 American Community Survey (ACS) on commuting behavior.

Although ACS data show that, on average, less than one percent of the population cycles to work, Buehler says that the actual number of bike commuters may be higher. The ACS asked people to report only their primary mode of transportation (even if they used more than one). As a result, the data likely does not capture part-time biking activity of people who bike to work once or twice a week but drive or take public transportation the rest of the time. The ACS survey question also does not capture data on seasonal bike commuters or commuters who cycle to or from public transportation. Finally, Buehler points out, the ACS does not measure non-commuting bike trips, such as errands or doctor appointments. As these types of trips are not captured in the ACS data, the study was limited to the influence of bike lanes and paths on bike commuting.

Elements that influence bike commuting

Nevertheless, the study found that cities with more bike paths and lanes, on-street lanes, and off-street paths have higher rates of bike commuters. Other findings included:

- Of the 90 U.S. cities included in the study, Portland, Madison, Minneapolis, Boise, and Seattle had the highest percentages of bike commuters.
- Higher shares of college students in an area’s overall population, as well as increases in gas prices, are associated with higher bike commuting levels, whereas higher cyclist fatality rates are associated with lower rates of bike commuters.
- Higher sprawl ratings and higher levels of car ownership are associated with lower cycling rates.

Buehler notes that bike paths and lanes affect different kinds of cyclists. For instance, he says, younger, male cyclists are more likely to cycle in on-street bike lanes, while older and female riders are more likely to cycle in off-street bike paths. Either way, says Buehler, “[b]uilding bicycle networks is positively connected to cycling levels.”
Housing market comeback?

Based on the amount of construction work in Minneapolis at the moment, the housing market is booming. The city says that it expects the value of building permits issued in 2012 to exceed $1 billion for the first time since 2000. That’s nearly double the level of 2010. The reason? Apartments. Developers are putting up numerous multi-unit rental properties, including three of the five biggest projects. One of them is Whole Foods and 222 Hennepin Apartments, above. On the right, and on the cover, is Dock Street Apartments.
Legislative Update

For the first time since 1990, the DFL will control the House, the Senate and the governor’s office at the same time. They are projected to hold a 73-61 majority in the House and a 39-28 majority in the Senate. One recently re-elected member of the House resigned to take a position in another state. A special election will be called to fill the vacancy.

The 88th Legislature begins the new session on January 8. State Net estimates that 4,800 bills will be introduced by the 88th Legislature. That’s a lot of stuff expected in ‘Legislative Hopper’! Your APA MN Legislative Committee will again be busy keeping a close eye on these issues important to you and which affect planning practice in Minnesota. Checking in with the Chapter Web Site is a great way to stay connected with these details. Other alerts will be sent out to membership during the year.

The Legislative Committee is also continuing its work on completing a ‘White Paper’ on the need for planning enabling reform. These results will be presented at the Planner’s Day at the Capitol program during the middle of this session. More information on this CM Law Credit program will be sent out to membership soon.

Snap Shot issues that may be highlighted in the upcoming session.

- Revenue outlook has improved to the point where a budget surplus is anticipated through the end of June. The surplus was offset by the required restoration of K-12 education funding balances. The state is forecast to need another $1.1 billion for K-12 by the end of the state fiscal year. So stay tuned! State fiscal year projections by some for 2014 could end with a deficit of nearly $1.1 billion. The next economic forecast will be issued in February. Statewide planning & community development impacts will be uncertain until that time.

- On the Federal outlook side, Congress delayed mandatory spending cuts “The Fiscal Cliff” expected on January 1 until May. Cuts would have affected a wide range of programs, including health, social services, Community Development Block Grants, and reductions in general fund contributions to surface transportation programs.

- Changes to local property tax policies, education funding mechanisms, and local government aid may be reconsidered by the new legislature.

- Changes to income and sales tax policies may be considered as a means to strengthen revenues.

- Implementing the federal Affordable Care Act will likely result in changes to Minnesota Care. New health care law operators of nursing homes and long-term care facilities will likely lobby for assistance to deal with increasing costs. Planning implications for adequate decent housing for an aging population are not going away.

- Strong sentiment to develop a more aggressive bonding bill aimed at funding many projects cut from legislation passed by the 87th Legislature is likely. Neither House nor Senate will have super-majorities, so bonding bill efforts will likely result in ‘business as usual.’

- Policies relating to the proposed sulfide mining projects and the extraction of sand for natural gas fracking are among the high profile environmental issues expected to be debated this year. The Minnesota Legislature may consider options for controlling the projects and mitigation measures for possible adverse effects.

- Continuing problems caused by the Asian carp invasion will likely generate proposals to construct more barriers on the Mississippi River.

- Review of the problems caused by the depletion of the state’s lakes and ground water levels caused by drought are expected could be a new focal point for potential legislative action.

- Discussion of new residential and non-residential energy efficiency programs and policies for encouraging efficiency projects and other ‘Green Technologies’ are expected to be taken up in 2013.

### APA MN Legislative Bill Tracking By Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Session</th>
<th>House Bills Tracked (and %)</th>
<th>Senate Bills Tracked (and %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>Special Session</td>
<td>3 (100%)</td>
<td>3 (100%)</td>
</tr>
<tr>
<td>2012</td>
<td>Regular Session</td>
<td>489 (38%)</td>
<td>427 (37%)</td>
</tr>
<tr>
<td>2011</td>
<td>Special Session</td>
<td>27 (100%)</td>
<td>21 (100%)</td>
</tr>
<tr>
<td>2011</td>
<td>Regular Session</td>
<td>672 (38%)</td>
<td>599 (41%)</td>
</tr>
</tbody>
</table>
• Report by the Office of the Legislative Auditor reviewing the management of conservation easements by public agencies and conservation organizations is due for release this session. The report may include recommended changes to existing policies and practices.
• Several reports relating to environmental review and permitting efficiencies previously enacted may lead to further refinements to existing state policies.
• The 2012 omnibus agriculture policy bill created an advisory committee to provide policy recommendations for the next generation of biofuels. A report is scheduled to be issued to the Legislature in February. Recommendations may include discussion on the types of fuels & blends to be considered beyond ethanol.
• Provisions to allow for partial discharges of easements for parcels taken by eminent domain were considered in 2011-2012 and may be reintroduced in 2013.
• Policies for changing procedures for establishing development moratoria and interim ordinances were debated and voted on in the 87th Legislature, but were not passed. They could be reintroduced in 2013.

2011-2012 APA MN Key Bill Tracking Clustered By Topics and Chapters
Bill tracking primarily focused on more than 75 sections of statutes relating to over 30 chapter headings that are coded into permanent law. The Committee tracked a total of 2,241 House and Senate bills within the two year period, including legislation that was introduced in each special session of the 87th Legislature.

The table below summarizes the total number of bills introduced by the House and Senate in 2011 and 2012, the total number of bills passed by the Legislature, and the number of full vetoes that were issued by the Governor. These include special and temporary laws as well as laws coded into the Minnesota Statutes.

<table>
<thead>
<tr>
<th>Year</th>
<th>Session</th>
<th>House Bills</th>
<th>Senate Bills</th>
<th>Laws Passed</th>
<th>Full Vetoes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>1st Special Session</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>2012</td>
<td>Regular Session</td>
<td>1,291</td>
<td>1,148</td>
<td>150</td>
<td>32</td>
</tr>
<tr>
<td>2011</td>
<td>1st Special Session</td>
<td>27</td>
<td>21</td>
<td>12</td>
<td>0</td>
</tr>
<tr>
<td>2011</td>
<td>Regular Session</td>
<td>1,761</td>
<td>1,477</td>
<td>94</td>
<td>23</td>
</tr>
</tbody>
</table>
Upcoming Events

EDAM Winter Conference
When: January 24-25, 2012
Where: Minneapolis Marriott Southwest
What: The Education Committee has planned another great conference program full of timely and informative educational sessions. The International Economic Development Council recognizes the event toward the recertification of Certified Economic Developers, and six CM credits have been applied for through AICP. Sessions will focus on social media strategies, “economic gardening,” development freezes, legislative policy and winter tourism.
Registration: Cost for the full conference is $225 for EDAM members, $335 for nonmembers and $70 for a student. To attend just one day costs $165 for members, $195 for non-members and $40 for students. For more information go to www.edam.org or go directly to the registration page.

Photography for Planners
When: Wednesday, January 23, 12 p.m. to 1 p.m.
Where: Golden Valley City hall, 7800 Golden Valley Road, Golden Valley, MN www.goldenvalleymn.gov
What: As planners we need to illustrate the physical world to inform or persuade. Unfortunately, most of us cannot sketch in more than two dimensions. Photography is the solution in many cases, but you cannot wait until the week of the big talk to start collecting images. Bill Weber will describe how to build a useful and accessible collection and greatly improve your photos. You’ll be inspired to make photography an essential part of your career and a life-long hobby. The event has been approved for CM credit.
Presenter: Bill Weber has been building a catalog of urban photos since 1985 and uses digital images in all of his work. His photographic education has included courses, books, tutorials, photo clubs, self assignments and lots of practice. Weber has 38 years experience as a city planner, the last 34 years as a consultant. He now heads Weber Community Planning and Weber Architectural Photography.
For more information: RSVP to Matthew Parent at matthew.parent@co.anoka.mn.us by Monday, January 21.

Upper Midwest Planners Conference Planning
When: January 16, 11:30 a.m. to 1 p.m.
Where: WSB & Associates in St. Louis Park. Click here for a map.
What: We will be hosting the APA Upper Midwest Planners Conference September 18-20 at the Rochester Civic Center. Join us on January 16 to help establish a conference theme and volunteer for one of our conference committees.
For more information: Contact Lance Bernard at lbernard@srfconsulting.com.

Zoning for Small Scale Businesses
When: Wednesday, January 16, 3 p.m. to 4:30 p.m.
Where: Burnsville City Hall, Conference Room E, 100 Civic Center Parkway, Burnsville, MN
What: Whether it is microbreweries or food trucks, home businesses or temporary markets, new commercial activities, new impacts and new uses present challenges. Consider the legal social, cultural, economic and spatial dimensions of this of this topic. Hear how these businesses have impacted communities of different sizes and regions. Learn how your plans and implementation tools should prepare and respond.
For more information: RSVP to Jane Kansier at jkansier@cityofpriorlake.com by Tuesday, January 15. This session is approved for 1.5 CM credits.
CDBG Funds Work Well In Diverse Communities

Note: This story is run with permission from the U.S. Department of Housing and Urban Development, HUD USER.

HUD has sponsored a study that investigates Section 108, the provision in CDBG's authorizing legislation that allows grantees to borrow up to five times the amount of their annual grant through loans backed by the full faith and credit guaranty of HUD. These loans markedly expand the size and reach of local community development projects completed with CDBG funds and are especially important to local governments struggling to finance development needs during the economic recovery. The resulting report, “Study of HUD’s Section 108 Loan Guarantee Program,” describes this recent investigation of how communities used Section 108 funds and reports on the project outcomes from loans made in fiscal years 2002 to 2007.

Earlier studies by the U.S. General Accounting Office, the White House Office of Management and Budget, HUD’s Office of Policy Development and Research, and the Urban Institute have examined various questions raised about the Section 108 program: How are the loan funds used? Does Section 108 unnecessarily duplicate other federal economic development efforts? What risk does HUD assume by guaranteeing these loans? What are the outcomes of this resource for communities? The new study attempts to answer these questions using data collected and analyzed from surveys, site visits, and administrative records for projects funded during the study period.

Diverse Projects, Minimal Duplication and Risk, and the Need for Better Performance Measurement

HUD’s Section 108 loan commitment from 2002 to 2007 totaled $1.4 billion. The average loan size was $4.9 million for 296 projects across the country, ranging from $159,000 to more than $59 million. Researchers found that the most common types of projects funded with these loans involved economic development (60%), public facilities (31%), and housing (9%). These activities are consistent with the CDBG program’s national objectives, which are to benefit low- and moderate-income people, eliminate or prevent slum and blight conditions, and meet other urgent, recently emergent community needs. The prevailing activity was hard cost construction (visible physical improvements such as foundations, walls, roofs, electrical work, and plumbing), which accounted for almost half of all planned project expenses. (See table 1).

Researchers identified 679 unique sources for (and 1,074 unique uses of funds by) these Section 108 projects. Grantees were not required to leverage outside funding for projects that used Section 108 loans, but for those that did, each Section 108 dollar generated an average of $4.62 of largely private monies. In some cases, the leveraged funds were conditioned on approval of the Section 108 loans, whereas in others, these funds bridged the gap between Section 108 dollars and other committed funding to meet total project costs. Loan repayment took various forms, but most economic development projects depend on program-generated revenue such as rent, sales, third-party loan repayments, and increased tax collection. When interviewed, grantees and field office personnel emphasized how important it was to vet projects and structure Section 108 loans properly to avoid repayment difficulties. Both primary and secondary funding sources are pledged in the loan application, all of which would
have to fail before a default occurred. As for grantee failures to meet loan obligations, HUD has never had to use its full faith and credit guaranty as a backstop and has never used credit subsidy funds reserved for future loss.

To explore the question of whether Section 108 duplicates existing federal efforts, the research team examined 10 federal programs that support economic development to see if those funds might have been used in lieu of Section 108. The researchers concluded that the superficial similarities to other programs were less significant than the distinctive urban development targeting and flexible requirements of the Section 108 program. Three-fourths of grantees stated that their projects would not be possible without Section 108 funding. Communities view Section 108 as a valuable tool that is flexible, supports a variety of activities, has low interest rates, provides seed money and gap financing, makes large projects feasible, and complements other programs and funding sources.

To study the results of Section 108 projects, researchers investigated how outcomes are measured, reported, and documented. Although the study team was able to obtain some results, complete data on project accomplishments were not uniformly available. Staff shortages, the length of HUD’s approval process, lack of technical expertise, local regulations, and reluctant reporting by private businesses all hindered efforts to maintain accurate documentation. Some information exists; grantees report accomplishments in annual reports, and HUD keeps relevant financial information (including contracts and promissory notes) for Section 108 loans on file. HUD also has some outcome data for individual projects and maintains a database reflecting respective projects’ anticipated job creation and retention rates.

Overall, researchers determined that the Section 108 program works well in diverse communities. Room for improvement clearly exists in several administrative areas, such as streamlining application procedures, instituting a more formal approval process for necessary changes in ongoing projects, and creating a reporting system with standard performance measures that permit meaningful program assessments and improvements. The study team suggests that implementing these recommendations could better demonstrate Section 108’s ability to fill a crucial funding void for economic development projects in local communities. Some administrative improvements are already under consideration.

### Funding Use and Number of Projects

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hard Cost: Construction</td>
<td>142</td>
</tr>
<tr>
<td>Hard Cost: Equipment</td>
<td>37</td>
</tr>
<tr>
<td>Acquisition of Land</td>
<td>127</td>
</tr>
<tr>
<td>Public Facility Development</td>
<td>37</td>
</tr>
<tr>
<td>Professional Services: A&amp;E</td>
<td>79</td>
</tr>
<tr>
<td>Environmental Review: Mitigation</td>
<td>34</td>
</tr>
<tr>
<td>Soft Cost: Other</td>
<td>75</td>
</tr>
<tr>
<td>Relocation</td>
<td>33</td>
</tr>
<tr>
<td>Cost of Financing</td>
<td>62</td>
</tr>
<tr>
<td>Soft Cost: Financial Reserve</td>
<td>29</td>
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<tr>
<td>Soft Cost: Construction Contingency</td>
<td>61</td>
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<tr>
<td>Soft Cost: Fees</td>
<td>29</td>
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<tr>
<td>Interest Payments</td>
<td>59</td>
</tr>
<tr>
<td>Infrastructure: Streets</td>
<td>27</td>
</tr>
<tr>
<td>Rehabilitation/Renovation</td>
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</tr>
<tr>
<td>Soft Cost: Management and Admin.</td>
<td>26</td>
</tr>
<tr>
<td>Site Improvements</td>
<td>45</td>
</tr>
<tr>
<td>Soft Cost: Developer/Owner Overhead</td>
<td>25</td>
</tr>
<tr>
<td>Demolition/Site Preparation</td>
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Job Opportunities

**Job Title: Associate Planner**  
**Hiring Agency:** City of Anoka  
**Web Link:** ci.anoka.mn.us  
**Deadline:** 4:30 p.m. on Jan. 18, 2013  
**Salary Range:** $19.73 to $24.66 hr. DOQ

**Job Description**  
Provide technical assistance on land use and zoning codes; provide zoning ordinance code compliance; provide staff support to Planning Commission and Heritage Preservation Commission; review sign permit applications; assist in neighborhood planning; perform GIS activities. One year previous contact/municipal work experience required.

**Application Instructions:**  
Complete and submit a City of Anoka job application and supplemental application by deadline. Human Resources, City of Anoka at 763-576-2740

**Job Title: Consultant to Update Neighborhood Master Plan**  
**Hiring Agency:** Marcy-Holmes Neighborhood Association  
**Web Link:** www.marcy-holmes.org  
**Deadline:** January 24, 2013 by 12 pm

**Job Description**  
The content of all proposals for this work shall address the following issues and adhere to the following format:

A. **Scope of Services:** Describe how service will be provided. Include a detailed listing and description of tasks and deliverables. Provide a summary of the proposed approach to the project, as well as a detailed description of the methodology to be used. The project approach should highlight recommendations of how best to gather input and encourage community feedback, drawing upon the Marcy-Holmes Neighborhood Association, Marcy Holmes Master Plan Updating Committee, and general public in an efficient and appropriate manner.

B. **Experience and Capacity:** Describe background and experience of all firms and subcontractors demonstrating ability to provide required services. Identify any subcontractors or consultants that will be involved. Teaming of consultants with complementary expertise is encouraged.

Project Budget: The Marcy Holmes Neighborhood Association has $38,000 budgeted for this project.

C. **References:** List three references from contracts similar in size and scope that MHNA may contact.

D. **Personnel Listing:** Identify specific personnel or consultants that will be assigned to the project and level of involvement each will devote. This list should be organized to show personnel/consultants and time commitments in relation to

E. **Budget for Services:** Indicate proposed budget including rates, direct costs, and list of charges per consultant. Proposed budget should categorize expenses by phases defined within the Scope of Services, as well as types of services. It should include all expenditures necessary to complete the project, including any anticipated reimbursable expenses.

F. **Timeline:** The Consultant should propose the time frame for completion of The Marcy Holmes Neighborhood Master Plan Update, highlighting specific dates for committee and/or public meetings and completion of each activity defined within the Scope of Services.

**Job Title: Planner**  
**Hiring Agency:** City of Fargo, North Dakota  
**Web Link:** http://applyonline.hr.cityoffargo.com/#598  
**Deadline:** January 28, 2013  
**Salary Range:** Starting $55,349 to $58,677 a year.

**Job Description**  
The City of Fargo is seeking a Planner to be responsible for planning and implementing department projects and programs by collecting data, completing research, and providing project administration. The Planner may also be assigned to the management of complex programs or assigned the responsibility to review important land developments or the administration of the Land Development Code.

The job requires a bachelors degree in urban planning or landscape architecture; a masters degree is preferred; and at least three years of municipal planning experience, or an equivalent combination of education and experience. A valid driver’s license is also required. Employment contingent on successful background check and drug screen.

**Application Instructions:**  
Apply online at www.cityoffargo.com/hr/apply or at Job Service ND no later than January 28, 2013. EOE.

**Job Title: Transportation Planner/Engineer (Part-Time Intern)**  
**Hiring Agency:** SRF Consulting Group  
**Web Link:** www.srfconsulting.com

**Job Description**  
Part-time intern would assist professional staff with the de-
Job Opportunities

development of a variety of transportation and planning projects including plans, corridor studies, multi-modal projects, freight plans, environmental documentation, and related activities. Interests/skills include:

- Data collection and analysis
- Roadway, trail and transit system planning
- Environmental planning and documentation
- Report and memo writing
- Public presentations

The ideal intern candidate will possess the following qualifications:

- Nearing the completion of a bachelor’s degree in transportation planning, urban/community planning, and/or transportation/civil engineering. Working towards a master’s degree a plus.
- Familiarity with geography, land use and transportation issues
- Strong analytical skills
- Technical writing ability
- Excellent interpersonal and public communication skills
- Proficiency in a number of computer applications including word processing, spreadsheets and database software

Application Instructions:
Please complete our on-line application and submit your cover letter/resume at www.srfconsulting.com and select career tab. EOE

Job Title: Community Development Planner
Hiring Agency: Region Nine Development Commission
Web Link: http://www.rndc.org/employment/
Deadline: Until Filled
Salary Range: $34,299 - $43,497

Job Description
Region Nine Development Commission is looking to add a full time team member to the Community and Economic Development Department.

The position will be responsible for economic development planning activities including: hazard mitigation, renewable energy, comprehensive plans, and community contracts for economic development assistance; transportation planning including Safe Routes to School and Active Living plans; grant writing and resource development activities. The position will also provide general assistance in other areas such as planning support, technical assistance, and needs assessments.

The candidate must possess a four-year degree. Preference given to those with a focus on urban and regional studies. A Master’s Degree is preferred. Must be available for evening meetings and travel as needed. The candidate must also be a team player, possess good writing and speaking skills, and be comfortable with computers and multiple software applications. GIS experience is preferred.

Application Instructions:
Send cover letter, application and resume to: Ronda Allis, Director of Community and Economic Development, PO Box 3367, Mankato, MN 56002-3367. Posting will remain open until position is filled. EOE/ADA Employer.
Leadership Directory

Breanne Rothstein, AICP
President
WSB and Associates
701 Xenia Ave S, Suite 300
Golden Valley MN 55416
Phone: 763-231-4863
E-mail: brothstein@wsbeng.com
Cell: 612-423-5476
Tim Gladhill
Vice President
City of Ramsey
7550 Sunwood Dr NW
Ramsey MN 55303-5137
Phone: 763-238-7946
E-mail: t_gladhill@hotmail.com
Tina Goodroad, AICP
Secretary
Stantec
2335 Hwy 36 W
Stantec
Ramsey MN 55303
Phone: 651-967-4587
E-mail: tina.goodroad@stanteeo.com

Adam Fulton, AICP
Treasurer & Conference Comm. Advisor
Project Manager
Minnesota DNR
5351 North Shore Drive
Duluth MN 55802
Phone: 218-525-0853 x 226
E-mail: adam.w.fulton@state.mn.us

Crystal Paumen, AICP
Central District Director
City of Wayzata, City Planner
600 Rice Street East
Wayzata MN 55391-1799
Phone: 952-404-5312
E-mail: crpaumen@yahoo.com

Bryan Gadow, AICP
Metro District Director, Conference Advisor
City of Wayzata, City Planner
600 Rice Street East
Wayzata MN 55391-1799
Phone: 952-404-5312
E-mail: bgadow@wayzata.org

Andrew Gitzlaff, LEED AP, AICP
Metro District Director
Transportation Planner
Washington County Public Works Dept.
11660 Myerion Rd N
Stillwater MN 55082
Phone: 651-430-4338 Fax: 651-430-4350
E-mail: andy.gitzlaff@co.washington.mn.us

Suzanne Rhes, AICP
Metro District Director
Parks and Trails Division DNR
500 Lafayette Road
St. Paul MN 55155-4052
Phone: 651-259-5586
E-mail: Suzanne.rhes@state.mn.us

Wayne Hurley, AICP
Northwest District Director
Planning Director
West St. Paul Initiative
PO Box 318
Fergus Falls MN 56538-0318
Phone: 218-739-2239 Fax: 218-739-5381
E-mail: wayne@wcf.org

Bruce Peterson, AICP
Southwest District Director
City of Willmar
333 6th St SW
Willmar MN 56201
Phone: 320-235-8311 Fax: 320-235-4917
E-mail: bpeter@ci.willmar.mn.us

James Gittemeier, AICP
Northeast District Director
Senior Planner
Arrowhead Regional Development Commission
221 W First St
Duluth MN 55802
Phone: 218-529-7556 Fax: 218-529-7592
E-mail: gittemeier@ardc.org

Greg Kruschke, AICP
Southeast District Director
Community Development Specialist
City of Owatonna
E-mail: greg.kruschke@ci.owatonna.mn.us

Audrey Austin
Student Director
Hubert H. Humphrey School
2636 Irving Ave S, Apt. 2
Minneapolis MN 55408
Phone: 612-269-9304
E-mail: just303@umn.edu

Chelsey Armstrong
Student Representative, ex officio
Hubert H. Humphrey School
2636 Irving Ave S, Apt. 2
Minneapolis MN 55408
Phone: 612-747-7576
E-mail: chelsey.grace@hotmail.com

Eric Laska
Citizen Planner Director
401 S 1st St #2100
Minneapolis MN 55401
Phone: 612-770-6982
E-mail: elaska@gmail.com

Lance Bernard
APA Minnesota Past President, ex officio
Conference co-chair
SRF Consulting Group, Inc.
One Carlson Pkwy N, Suite 150
Minneapolis MN 55447-4443
Phone: 763-249-6750; Fax: 763-576-2727
E-mail: lbernard@srfconsulting.com

Mark Grimes, AICP
Program Committee, ex officio
City of Golden Valley
7800 Golden Valley Rd
Golden Valley MN 55427-4508
Cell Phone: 320-420-7768
E-mail: mgrimes@ci.golden-valley.mn.us

Loren Gordon, AICP
Networking Committee, ex officio
City Planner
City of Minnetonka
14600 Minnetonka Blvd
Minnetonka MN 55345
Phone: 952-939-8296 Fax: 952-939-8244
E-mail: lgordon@eminnetonka.com

Bob Patton, AICP
Legislative Committee Co-Chair, ex officio
16015 26th Ave N
Plymouth MN 55447
Home Phone: 763-559-3961 Office: 651-201-6226
E-mail: rtpatton@aol.com

Andrew Mack, AICP
Legislative Committee Co-Chair, ex officio
Greater Bemidji Area Joint Planning Board Box 1100
Bemidji MN 56619-1100
Phone: 218-766-8993 (cell) Office: 218-759-3582
Fax: 218-759-3591
E-mail: andrew.mack@jpbga.org

Lyssa Leitner
Awards Committee Chair, ex officio
Washington County
179 Ken St
St. Paul MN 55102
Phone: 651-430-4314
E-mail: lyssa.leitner@co.washington.mn.us

Citizen Planner Committee, ex officio
Cynthia R. Kirchoff, AICP
Law and Planning Committee, ex officio
Attorney at Law
Phone: 651-442-5850
E-mail: cynthia.kirchoff-law.com

Carissa Schively Slaterbeck, PhD, AICP
Faculty Liaison, ex officio
Hubert H. Humphrey School
U of Minnesota
Rm. 130, HHH Ctr.
301 19th Ave S
Minneapolis MN 55455
Phone: 612-625-0610 Fax: 612-625-3513
E-mail: tschively@umn.edu

Sam O’Connell, AICP
Minnesota Design Team Liaison, ex officio
Public Involvement Manager
Southwest Light Rail Project Office
4645 Wayzata Blvd, Suite 500
St. Louis Park MN 55426
Phone: 612-373-3815
E-mail: sam.oconnell@metrotransit.org

Jonathan Maze and Haila Maze, AICP
Planning Minnesota Co-Editors, ex officio
1395 Karl Ln
New Brighton MN 55112
Phone: 651-544-5743
E-mail: haila.maze@minneapolismn.gov

Melissa Poehlman, AICP
Citizen Planner Conference Co-Chair 2013, ex-officio
City of Richfield
6700 Portland Ave S
Richfield MN 55423
Phone: 612-861-9766 Fax: 612-861-8974
E-mail: mpoehlman@cityofrichfield.org

Rita Trapp, AICP, LEED AP
Professional Development Officer, ex officio
US Green Building Council, ex-officio

Jane Kansier, AICP
Professional Development Officer, ex officio
Bldg and Trans Services Director
City of Prior Lake
4646 Dakota St SE
Prior Lake MN 55372
Phone: 952-447-9812
E-mail: jkansier@cityofpriorlake.com

Gene Franchett, AICP
Planning Emerit Liaison, ex officio
13302 Echo Ln
Apple Valley MN 55124
Phone: 952-322-2664
E-mail: franchette charter.net

Thomas Jensen, AICP
Legislative Education Coordinator, ex officio
98-D South Drive
Circle Pines MN 55014
Phone: 763-780-4839
E-mail: thomashjensen@aol.com

Mandy Landkamer
MACPZA Liaison, ex officio
Nicollet County
Phone: 320-523-3768 Fax: 320-523-3843
E-mail: mplandkamer@nicollet.mn.us

Julie Hamilton
Web Designer, ex officio
Avalo Web Development
7219 Forestview Ln N
Maple Grove MN 55369
Phone: 763-488-1630 Fax: 763-488-1632
E-mail: info@avallo.com

Cynthia Bowen, AICP, LEAD AP
APA Representative
4839 Clearview Ln
Columbia MD 21044
Phone: 410-381-4249 Fax: 410-381-4248
E-mail: cwbowen@rwa.com

Lee Brown, FAICP
AICP Representative
E-mail: Brown@teskaassociates.com

Chapter Contact Information:
Otto and Peggy Schmid
Chapter Administrators
9288 Beverly Drive
Breese Point, MN 55672
Phone: 888-882-5369
E-mail: nnapa@burtleheadweb.net

HKGI
123 N Third St, Suite 100
Minneapolis MN 55401
Phone: 612-252-7135
E-mail: rita@hkgi.com