



REDEVELOPMENT LESSONS FOR COMPREHENSIVE PLANNING ON JUNE 22, 2017: SUMMARY OF PEER-TO-PEER CONVERSATIONS

Communications and community outreach for Ford Plant redevelopment

Merritt Clapp Smith, Principal City Planner, St. Paul

1. What are the market challenges for redevelopment or adaptive reuse in your community?
 - Not much redevelopment for years, so the norm was “no change”
 - Disconnect of market and desire for sameness
 - Misconceptions and redoing what was started before
 - Transparency with good information and communication
 - Trust of staff
 - Technical, environmental, and financial feasibility
 - No legal mechanism for housing ownership-type
 - Affordable units
 - One master developer
2. What are significant barriers to redevelopment, including universal barriers and project-specific or location-specific barriers?
 - Convincing the public/community members that project part of the bigger picture
 - NIMBY issues and expectations of residents
 - Owner resistance to grid establishment
 - Recreational needs and interest of private groups
 - Different needs of adjacent property owners
 - Cost of infrastructure
 - Staff changes and staff time
 - Mayoral politics
3. What are critical steps for redevelopment, such as community vision, engagement, building or establishing partnerships, securing funding, and setting the table (installing infrastructure, cleanup, and land assembly)?
 - Importance of refining the vision given market changes and economic cycles
 - Cleanup takes lots of time, costs a lot, and affects the implementation process
 - Creating connections to adjacent sites
 - Extensive community engagement
 - Dealing with public’s emotion and defining who the “public” is
 - Partnerships with state agencies and housing groups
4. What lessons can you share from previous redevelopment efforts, including general lessons learned and lessons from related to policymakers, local officials and other stakeholders?
 - Hiring the best consultant helps
 - Importance of providing flexibility in the zoning code
5. Other points?
 - Maintain level of trust
 - Social media healthy for project
 - Work to reach out to more than just the immediate neighborhood



Feasibility of mixed uses for Penn American District

Julie Farnham, Senior Planner, Bloomington

1. What are the market challenges for redevelopment or adaptive reuse in your community?
 - Market changes
 - Retail and soft market for office space, and residential bubble
 - Getting funding, including financing for mixed use and new street
 - Getting the kind of development that want
 - Long-term property owners reluctant to raise the bar
 - Cannot force what the market will not support
2. What are significant barriers to redevelopment, including universal barriers and project-specific or location-specific barriers?
 - Auto-oriented area with lots of surface parking
 - Pollution cleanup
 - Costs
 - Multiple ownership
 - Buying property and piecing it together over time
 - Political pressure and developer influence
 - Non-conforming uses, such as auto dealerships, when applying zoning to vision
3. What are critical steps for redevelopment, such as community vision, engagement, building or establishing partnerships, securing funding, and setting the table (installing infrastructure, cleanup, and land assembly)?
 - Comp plan sets stage for more detailed plan
 - Define vision and identify what want
 - Use the vision as marketing tool to draw redevelopment and learn to promote city
 - Acquire properties to gain control
 - Get buy-in from property owners
 - Set the table with infrastructure improvements and partnerships with developers
 - Pedestrian-friendly connections with new street
 - Planning for Orange Line to serve district ripe for Transit Oriented Development
 - Zoning code changes
 - Highest design requirements on interior streets
 - Windows, facades, and public art
4. What lessons can you share from previous redevelopment efforts, including general lessons learned and lessons from related to policymakers, local officials and other stakeholders?
 - Look at the whole area - beyond the property
 - More proactive marketing with developers and realtors
 - Reach out to partner with developers and build relationships with developers
 - Sell the vision
 - Be flexible with requirements to move toward what want in vision
 - Example of transitioning with 0.6 Floor Area Ratio (FAR) for car dealerships
 - But know what will fall on sword over

* [Penn American District Redevelopment Overview](#)

Downtown redevelopment with Hudson Manufacturing

John Hinzman, Community Development Director, Hastings

1. What are the market challenges for redevelopment or adaptive reuse in your community?
 - Assembling finance
 - History and sustainability mismatch
 - Long process
 - Money and certainty
 - Available money
 - Lack of support or technical resources
 - Incompatible land uses and lack of available land
 - Small infill sites
 - Insufficient rents for residential
 - Small infill sites
2. What are significant barriers to redevelopment, including universal barriers and project-specific or location-specific barriers?
 - Economic Development Agencies (EDAs) need to defer to city councils
 - Lack of patience, but long timeframe for projects
 - Reluctance to enter agreements in early stages
 - Getting people, including owners, to see change
3. What are critical steps for redevelopment, such as community vision, engagement, building or establishing partnerships, securing funding, and setting the table (installing infrastructure, cleanup, and land assembly)?
 - Partnerships can develop seemingly organically
 - Patience with non-linear timeline
 - Be very specific and know the end vision
 - Community buy-in essential
 - Identify easily attainable deliverables
4. What lessons can you share from previous redevelopment efforts, including general lessons learned and lessons from related to policymakers, local officials and other stakeholders?
 - Build trust
 - Cannot give too much information
 - Communicate!
 - Staff balance
 - Don't oversell
 - Manage expectations
 - Be optimistic, but not unrealistic

Community engagement for Columbia Arena redevelopment

Julie Jones, Planning Manager, Fridley

1. What are the market challenges for redevelopment or adaptive reuse in your community?
 - Arena
 - Needed to recoup \$3 million spent on site
 - Proposed plans by previous owner
 - Development requests for high-end units
 - High-water table that prevented underground parking and chemicals in soils
 - Strip mall
 - Quality of older building was struggle for adaptive reuse
 - Low vacancies with good cash flow meant owners did not want to redevelop and tenants wanted to stay
 - Reinvestment funds
2. What are significant barriers to redevelopment, including universal barriers and project-specific or location-specific barriers?
 - Arena
 - Developer
 - Bad soils and contamination
 - Blighted buildings with high occupancy
 - Poorly positioned buildings made adaptive reuse difficult
 - Policy restrictions on levy increase because of city charters
 - RFP requirements and funding
 - Wanted one developer to do all parts of development
 - Lacked public money to buy property
 - Transit station location not obvious
 - Representation by meeting attendees did not reflect city's demographics
3. What are critical steps for redevelopment, such as community vision, engagement, building or establishing partnerships, securing funding, and setting the table (installing infrastructure, cleanup, and land assembly)?
 - Continued efforts on engagement - one-to-one conversations, engage younger people, and add attractions for families
 - Add to city funding sources
 - Good information and inform public on process
 - Study of facility maintenance costs to compare old vs. new
 - Independent community engagement from LISC to conduct engagement
4. What lessons can you share from previous redevelopment efforts, including general lessons learned and lessons from related to policymakers, local officials and other stakeholders?
 - Make Council confident of how general public feels - positive as well as negative
 - Inform supporters of importance of participating in process
5. Other Points?
 - Pursue grant funding, such as transportation improvement grant
 - Find relevant studies, such as information on shared parking from U of M student group

* [Fridley Columbia Area Overview](#)

Reuse, mixed-use, and environmental cleanup at Boatworks Commons

Anne Kane, Community Development Director, White Bear Lake

1. What are the market challenges for redevelopment or adaptive reuse in your community?
 - Public access/private space debates
 - Environmental considerations
 - Lack of developer interest and difficulty attracting restaurant
 - Community official pushback
 - Catalyst project with long timeline – property purchase in 1999 and master plan in 2002
2. What are significant barriers to redevelopment, including universal barriers and project-specific or location-specific barriers?
 - Continuously protecting the public realm
 - Lakefront owners' lack of interest in having “outsiders” in their area
 - Single property owner not willing to develop
 - Parking ratios and residents using public parking spaces
 - Public space overused by dogs
 - Noise issues from proximity to Highway 61
3. What are critical steps for redevelopment, such as community vision, engagement, building or establishing partnerships, securing funding, and setting the table (installing infrastructure, cleanup, and land assembly)?
 - Master plan
 - Public/private partnerships
 - Getting funding from multiple sources
 - Increase economic development from residents in adjacent areas via Highway 61
 - Maintain public space and history of the area
 - Use community spaces as necessary gathering spaces
 - Safer pedestrian infrastructure
4. What lessons can you share from previous redevelopment efforts, including general lessons learned and lessons from related to policymakers, local officials and other stakeholders?
 - Used previously developed master plan and its graphics as great foundation
 - Relied heavily on its vision – public access to lake, land-use mix, bike/pedestrian, and environmental quality
 - Held firm to vision
 - Carrying out plan depends on having the right design team
 - Make sure developers are honest and reflect the true process of the plan
 - Keep development cleanup in mind
5. Other Points?
 - Explore possibilities for affordable housing
 - Allow people of all socio-economic statuses to enjoy the lake, not just the wealthy
 - Create a wayfinding system
 - Emphasize pedestrians and bicyclists

* [Boatworks Commons Overview](#)

Adaptive reuse for Piccadilly Square

Bill Lightner, Project Manager, Washington County Community Development Agency

1. What are the market challenges for redevelopment or adaptive reuse in your community?
 - Site condition and location
 - Blighted area with vacant property
 - Contamination and environmental concerns
 - Floodplain location on site with historical and cultural ties
 - Funding sources
 - Finding a developer and partners
 - Family-owned property harder to acquire
 - Timing and coordination in long process with lots of possible changes along the way
2. What are significant barriers to redevelopment, including universal barriers and project-specific or location-specific barriers?
 - Finding multiple funding sources and lacking money for environmental cleanup
 - Unexpected construction costs
 - Identifying land use change and redevelopment site when owners still owned land
 - Infrastructure from other jurisdictions run through site
 - Developers who bring most of the money have bigger wants
 - Political climate and approval/denials
 - If Council vision not aligned with project or the vision changes
3. What are critical steps for redevelopment, such as community vision, engagement, building or establishing partnerships, securing funding, and setting the table (installing infrastructure, cleanup, and land assembly)?
 - Financing – used six types of financing
 - Multiple funding sources critical, so list and research all tools available
 - Contingency funds for unexpected costs
 - Owning the land
 - Public/private partnerships, including coordinating with county
 - Be thorough in knowing everything about the property and minimize risks
 - Community vision and city support critical
 - Timing everything across agencies and finishing on time to satisfy funding requirements
4. What lessons can you share from previous redevelopment efforts, including general lessons learned and lessons from related to policymakers, local officials and other stakeholders?
 - Need city and community support, as well as coordination with county as stakeholder
 - Build long-lasting relationships and partnerships
 - Plan, vision report, and guiding from 2008 comprehensive plan
 - Assess all tools and have city approve which ones will use
 - Need clear city vision and consistent policy
 - Do better when city heads and fully backs project
 - Balance affordability with site design and architectural design
 - Keep areas from deteriorating with redevelopment and do the difficult projects

* [Piccadilly Square Apartments Overview](#)

Stormwater management with Liberty Apartments and Townhomes redevelopment

Jason Zimmerman, Planning Manager, Golden Valley

1. What are the market challenges for redevelopment or adaptive reuse in your community?
 - High land prices
 - No Housing Redevelopment Authority (HRA) levy
2. What are significant barriers to redevelopment, including universal barriers and project-specific or location-specific barriers?
 - Severe flooding
 - Needed redevelopment to increase size and area of the site to address flooding
 - City's historic reluctance to provide TIF was obstacle for some developers
3. What are critical steps for redevelopment, such as community vision, engagement, building or establishing partnerships, securing funding, and setting the table (installing infrastructure, cleanup, and land assembly)?
 - Benefited from good timing
 - Used city's study on flooding
4. What lessons can you share from previous redevelopment efforts, including general lessons learned and lessons from related to policymakers, local officials and other stakeholders?
 - Look more broadly for other relevant projects that can work together
5. Other Points?
 - Cooperation from other municipalities was key

* [The Liberty Apartment and Townhomes Overview](#)