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The Minneapolis Plan

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Introduction

A vision for the city's future

The City's vision statement is a component part of its strategic planning efforts and is shared among policy makers, city staff, residents and business owners alike. It describes the city's values and spirit, and inspires pride and community.

“Minneapolis is a city that people choose to call home. It offers its residents a progressive tradition of good government, civic participation and a vibrant economy for business and industry. In Minneapolis, residents cherish their children, value education, embrace their diversity, respect their neighbors and protect their environment. Their promise to future generations is an even greater, more beautiful city than the one they inherited.”

Formulating a vision of the city's future is a powerful exercise that will enable positive and beneficial changes for Minneapolis. The Minneapolis Plan document outlines the details of this vision, by focusing on the physical, social and economic attributes of the city. As a result, the city's image, as reflected in The Minneapolis Plan, is of a city where a rich natural ecology of the Mississippi River, lakes and creeks combines with parks, parkways, buildings and neighborhoods of quality and character to create a secure and attractive urban setting. It is also a place where a richly diverse community of people choose to live and work together, attracted by a tradition of strong neighborhoods and a high quality of life in the economic and cultural capital of the Upper Midwest region.

Our vision for Minneapolis is rooted in aspirations for the city's continued growth and its ability to offer residents, workers and visitors choices in how they live, work and play. The city's future is also tied to its livability and its quality of life; the character and attractiveness of its neighborhoods, residents and workers' sense of safety, and the way in which long-time residents welcome new households into the city. This Plan describes the policy directions that bring Minneapolis closer to realizing this vision.

the city's eight goals

The city's vision for its future can also be described in terms of the eight goals adopted by our Mayor and City Council Members and incorporated into the work of city departments. The adopted City Goals are an important tool that has both informed The Minneapolis Plan process and will continue to be used in planning and decision making in the future.

The city's eight goals are to:

- 1. Increase the city's population and tax base by developing and supporting housing choices citywide through preservation of existing housing and new construction.**
- 2. Increase safety and confidence in the City of Minneapolis through effective and efficient law enforcement and prosecution, and criminal justice system reform.**
- 3. Strengthen the participation of all citizens, including children, in the economic and civic life of the community.**

- 4. Create strong vital commercial corridors citywide through mixed-use development, including a variety of businesses and creative housing.**
- 5. Improve public transportation to get people to jobs, school and fun.**
- 6. Preserve and enhance our environmental, economic and social realms to promote a sustainable Minneapolis.**
- 7. Market downtown as a place to live, work, play and do business.**
- 8. Strengthen our city through infrastructure investments.**

The Minneapolis Plan has been informed by the values conveyed through these adopted goals. The Plan responds to the goals throughout its nine chapters, outlining policy and proposing a course of action that directly addresses the city's objectives.

- 1. Increase the city's population and tax base by developing and supporting housing choices citywide through preservation of existing housing and new construction.**

Growth in the city's population and tax base is one of the key themes of The Minneapolis Plan. Increases in the number and type of housing units are essential to the city's continued prosperity. The Minneapolis Plan proposes that this growth occur according to two different scenarios: One is continued infill in residential areas, where single or small clusters of lots are available for redevelopment; the other scenario involves the identification of sites where major housing development could take place, designed for higher density housing to appeal to new and emerging housing markets, such as seniors and empty nesters of all income levels. Together, these scenarios for growth in housing choices are intended to respond to the wide variety of housing submarkets, by providing a variety of housing types and levels of affordability.

- 2. Increase safety and confidence in the City of Minneapolis through effective and efficient law enforcement and prosecution, and criminal justice system reform.**

The city's continued commitment to delivering excellent policing and public safety facilities and resources lays a foundation for community activities that focus on developing a sense of belonging and a responsibility to protect the safety and stability of city neighborhoods. Stable, sociable neighborhoods are the building blocks of a sustainable city, offering attractive living choices for households of all kinds and broadening the civic life of city dwellers by getting them involved in community-based activities. Community-based crime prevention efforts, coordinated with citywide policing efforts, have drawn strength from this commitment shared by neighbors. Minneapolis places a great deal of value on public safety, and the city's actions will continue to strengthen these community connections and build an ever-stronger commitment to place.

- 3. Strengthen the participation of all citizens, including children, in the economic and civic life of the community.**

The economic and civic life of our community is built on the full involvement of citizens in everyday activities, such as school,

work, play, family and community life. Providing access to learning, employment, mentoring and civic activities is pivotal to building a healthy, vibrant, prosperous community for all citizens. A comprehensive approach to realizing this goal demands that

Minneapolis invest in facilities, programs and services that support the development of a strong and healthy community. From job training and employment readiness programs to

education and health programs for all citizens, Minneapolis will continue to nurture our families and children through community building activities, through public institutions, such as schools, parks and libraries, with the assistance of other community-based organizations, such as Block Clubs and places of worship, by investing in specialized services and programs for families and children, and by the provision of basic city services such as public safety and infrastructure to citizens. Over the next twenty-five years, Minneapolis will also aggressively pursue job creation in three existing growth centers, in new growth centers and in clean industrial reuse of brownfields. These policies will be focused on long-term economic growth and promoting diversity in the urban economy.

4. *Create strong vital commercial corridors citywide through mixed-use development, including a variety of businesses and creative housing.*

In the first decades of the century, Minneapolis' growth was shaped dramatically by the streetcar network, a system that provided affordable easy access to work, home, shopping and recreation for a huge number of residents of the Twin Cities, St. Paul and Minneapolis. The streets that served as the backbone of the streetcar system imprinted the surrounding neighborhoods with their constant traffic in streetcar riders and pedestrians. The corridors remain a central focus of most neighborhoods through which they pass, and present both great opportunities and challenges to finding innovative uses for older spaces. They are connectors and growth centers on a neighborhood scale and, when they border residential areas, function as mixed-use areas. The commercial corridors continue to serve as focal points for neighborhood activity, even if their commercial functions may be underutilized. The corridors receive special attention in The Minneapolis Plan in terms of economic development, housing development, transit and transportation investments. Their revitalization plays an important role in the strengthening of urban neighborhoods, particularly in areas where other amenities such as green space or lake access may be lacking.

5. *Improve public transportation to get people to jobs, school and fun.*

People move about on foot, on bicycles, in cars and via public transportation. Goods move about primarily via an assortment of vehicles, while information moves through a variety of different media; wires, cables, books, airwaves and human contact. Moving people and information effectively requires careful thinking about the economic, environmental and social implications of the existing transportation system. Minneapolis has succeeded in making access to our homes, workplaces and shops convenient if one is traveling by automobile, but needs to make a greater commitment to a balanced transportation

system by emphasizing transportation alternatives. This means that the city will place a greater emphasis on transit, working with Metro Transit on focusing service along transit corridors, on giving priority for transit travel on city streets, and on improving the frequency and reliability of transit service throughout the city. A balanced transportation network enhances community benefits, creating advantages such as environmental and economic sustainability, a reduction of negative environmental impacts and the promotion of civic values in our democratic society. Improving the mobility of its citizens while enhancing the business climate through improved transit and telecommunications is crucial to Minneapolis' future vitality.

6. *Preserve and enhance our environmental, economic and social realms to promote a sustainable Minneapolis.*

The Mississippi River and the Chain of Lakes are the most visible form-giving elements from pre-settlement days that help define Minneapolis today. The dense street grid from recent settlement is overlaid on the landforms to provide the basic system of movement and settlement for the city and its neighborhoods. The wisdom of prior generations left us with both interconnected civic spaces and well distributed parks, schools, libraries and other public structures that define both our places and our sense of ourselves in a city. Public and private investments have left us with a rich tradition of structures that record our history. The quality of irreplaceable resources Minneapolis possesses, whether natural or built features, will be enhanced and protected by city actions. Maintaining the superior quality of the urban environment is another critical component of planning for long-term prosperity, along with investments in the urban economy and an enrichment of civic life. In order to ensure the City's long term sustainability, possible changes must be evaluated on the basis of their contribution to environmental stewardship, social equity and economic opportunity for all citizens.

7. *Market downtown as a place to live, work, play and do business.*

Downtown, the heart of the economic and cultural capital of the Upper Midwest region, is an exciting and active place that offers the very best qualities and experiences that cities provide. It will continue to be a vibrant place to be, busy with people who live, work, shop, dine and enjoy the special events and unique public attractions. It will contain a wide variety of historical buildings and the finest contemporary architecture, with a skyline that continues to serve as a source of civic pride. With parks, plazas and the Mississippi River as civic places, it will serve as a model for other growth centers in Minneapolis which combine significant numbers of jobs, residences, and institutions in high amenity areas, well served by transit and other transportation alternatives.

8. *Strengthen our city through infrastructure investments.*

The success of Minneapolis as an economic center for the Upper Midwest region is due in part to the existing utility infrastructure and transportation connections (air, rail and highway networks) that coincide in the Twin Cities region.

These networks are the lifeblood of the economy as they move both basic water and sewer services, as well as people, goods and information from their source of origin to their ultimate destination. Similarly, the physical appeal of city neighborhoods is enhanced considerably as long as public infrastructure is maintained with an appropriate degree of care and investment. Whether building roads, designing flood mitigation measures, investing in new public buildings or transportation facilities, the city will maintain high standards of aesthetic quality, seek to bolster property values, and enhance a sense of community identity. As one of the oldest, already-built settlements in the metropolitan region, these investments will continue to be important to the city's well being. The city will devote its resources to infrastructure investments, in recognition of the role that infrastructure has on the city's continued prosperity, its economic strength and its neighborhood livability.

Choosing our future: themes in The Minneapolis Plan

The themes described below account for the story behind *The Minneapolis Plan (the "Plan")*. They expand on our vision for the city by filling in some of the details of how we intend to shape the future. As you read through The Minneapolis Plan draft, you should hear echoes of some of these themes in every chapter of the Plan.

Minneapolis is going to be a growing city. More people will settle in Minneapolis and more jobs will be created within the city's boundaries. New housing will be built along the Mississippi River and on several other sites in the city, especially near community schools, mixed use areas and neighborhood commercial areas and growth centers. In addition to new housing developments, the existing housing stock will be targeted for reinvestment and rehabilitation. As household profiles change, more dwellings are going to be occupied by families with children than has been the case for many decades. Also, baby boomers who built the suburbs of the last 25 years will be the empty nesters of the next 25 years, affording Minneapolis an opportunity for growth as they demand a different type of housing than what they have lived in for the last few decades.

Jobs will continue to grow in the city. Downtown will accommodate several more office towers and add workers and residents to its daily rhythms. Jobs will also be developed in the several industrial areas of the city and in other opportunity areas where vacant land could be redeveloped, as well as around older commercial properties ready for adaptive reuse of their structures.

Minneapolis will offer many choices to city residents. The choices available to residents and workers, and to people looking at Minneapolis as a place to live or work, will be expanded. The city's vitality draws on the diversity that exists within its boundaries. A variety of housing types, job openings, recreational facilities and cultural attractions opens up doors of opportunity for larger numbers of people. Different sites within the city will be considered as potential growth centers, where concentrations of housing, jobs, services and quality transit service offer people a range of activities, job opportunities, services and amenities they seek.

Broadening choices will also imply the need for city involvement in order to create choices where formerly they did not exist. Minneapolis will invest in improving transit service, to create a better transit product and offer an attractive alternative

to driving. The Minneapolis Plan stresses that traveling by car will be designed to keep drivers and their passengers safe, but the comfort, convenience and quality of service experienced by those traveling by transit or other alternative means will not be sacrificed to the demands of automobile traffic.

The focus will be on the mobility of the user, rather than the mobility of the vehicle. In areas of the city designated as growth centers, transit will be a component part of future growth. Transit service and amenities such as shelters in these areas will be vastly improved. Clustering development of these growth centers or other commercial or service-oriented sites around transit service corridors will make large numbers of jobs available within walking distance of the transit route.

Minneapolis will maintain its excellent quality of life. Growth will not detract from Minneapolis being a pleasant place to live. More people will make the city safer and provide markets for neighborhood commercial activities to which people can walk or bike. More residents and workers will get involved with local issues in the city and participate in local activities from art parks to community gardens, to cultural celebrations, to Block Club parties.

Minneapolis will have attractive parks, desirable recreation programs, and more trails for walking and biking. We will make our city a place where community schools are connected by linear parks and where libraries are open evenings and weekends. We will have rehabilitated houses, attractive new housing that fits into the neighborhood, high quality transit service, and quiet neighborhood streets. We will recognize and celebrate our history through special events and by preserving and reusing historic buildings appropriately so that they link us more closely to our past.

Minneapolis will be a safe place to live, work, and play. Confidence in the city's approach to safety is the cornerstone to ensuring that city dwellers, residents and visitors continue to think of Minneapolis as a desirable, safe place. Small-scale efforts that many residents participate in can be just as effective as citywide law enforcement strategies in ensuring community safety. Building a sense of community by talking to the new residents on the block, or learning the name of the child who lives next door, establishes links between neighbors. Block clubs, neighborhood social events, and parks programming at neighborhood centers contribute significantly to a sense of community safety.

Of course, ensuring the safety of a large city like Minneapolis cannot rest only on the strength of neighbor-to-neighbor relationships and activities. Emphasizing Minneapolis' reputation as a safe, beautiful city with a high standard of living requires attention on all fronts. Good educational opportunities and achievement for youth, health care, affordable high quality housing, living wage job opportunities and intergenerational relationships are all important elements in preventing crime and threats to safety from ever taking place. Building design and site plan review can assist city officials in preventing unsafe structures and places from being built. A variety of approaches will not only improve community safety, but benefit the city economically and socially as well.

Minneapolis will be a "people-oriented" city that values and respects its cultural and racial diversity, as well as the histories and traditions related to that diversity. All kinds of people will make Minneapolis their home in the next years. The city is and will continue to be a cultural and economic center throughout the entire Upper Midwest region.

New households from every walk of life will choose to live in Minneapolis over the next years, for the city's physical attractiveness, its economic stability and its residents' acceptance of different people and cultures. Cultural and racial diversity causes great cities to flourish and develop a unique vitality. It is more than shared geography that brings people together along city streets and across backyard fences. Common interests in improving homes, making businesses flourish and investing in the education, good health and human capital of city dwellers cross many cultural boundaries. Building bridges of understanding, teaching respect and finding shared values in unfamiliar environments is important to building the strength of a community.

Minneapolis will be a sustainable community within a sustainable region and a sustainable world. Minneapolis will be a sustainable community in which the use of natural resources and the impacts of human activity will be understood in the context of future generations of city residents and the relationship of its people to all other natural systems. The use of resources, development patterns and any impacts on air, water, land and other living organisms by the present generation should not impinge on the ability of future generations to be economically sustainable, live in a clean environment, and equitably share in the benefits and the burdens of growth. It is the goal of the city to continue growing in terms of its population, the size and scope of its infrastructure, its built environment, and in the gross production of its economy. The city will seek to increase the understanding of its people and its leaders about the long-term costs and benefits of resource and development decisions and public policies that are made in the present day so that those decisions and policies are economically and environmentally sustainable over time.

How to read this document

The Minneapolis Plan is a multi-volume set that meets state planning requirements as well as city policy needs. There are four volumes in the set: the first is the policy document, and the remaining 3 consisting of Technical Appendices submitted according to Metropolitan Council requirements. The Plan's policy document consists of nine chapters, as outlined in the Table of Contents of this volume. Each chapter consists of a narrative and explanatory text, policy statements, implementation steps and various other graphic illustrations. At the conclusion of each chapter, a section titled "putting it together" highlights the principal themes of that chapter by linking them to a comprehensive view of Minneapolis' future.

In order to understand City policy, readers of the Plan need to consider all of its component parts together. The relationship between policy statements, numbered by chapter and highlighted in bold text and implementation steps is direct: the policy statement leads by outlining the identified goal or value to be achieved. The consecutive implementation steps give an indication of the methods that should be undertaken to reach the goal.

The Minneapolis Plan is made up of the narrative and accompanying maps, the policy statements and the implementation steps all found in this document. In addition, there is a citywide Land Use Policy map (included in Chapter 9) that illustrates many of the place-specific policies included in The Minneapolis Plan.

The Downtown 2010 Plan

Included in The Minneapolis Plan is the comprehensive plan for Downtown Minneapolis, entitled Downtown 2010. The Downtown 2010 plan contains policies and actions to guide development downtown toward a shared vision: a downtown that not only serves as the economic center for the Upper Midwest region, but is also a unique urban community that is constantly alive and filled with people. The policies in this plan are organized into nine chapters, titled: Downtown's Physical Setting, Office, Retail, Entertainment, Hospitality and Conventions, Education, Downtown Living, Downtown Movement, and Management.

The Downtown 2010 plan is the product of a collaborative planning process of the City of Minneapolis and the Downtown Council. The Downtown 2010 Plan is included as part of the Minneapolis Plan because of Downtown's significance as an employment and residential center, a major generator of job growth and the area's functional importance to the city and the region.

regional setting

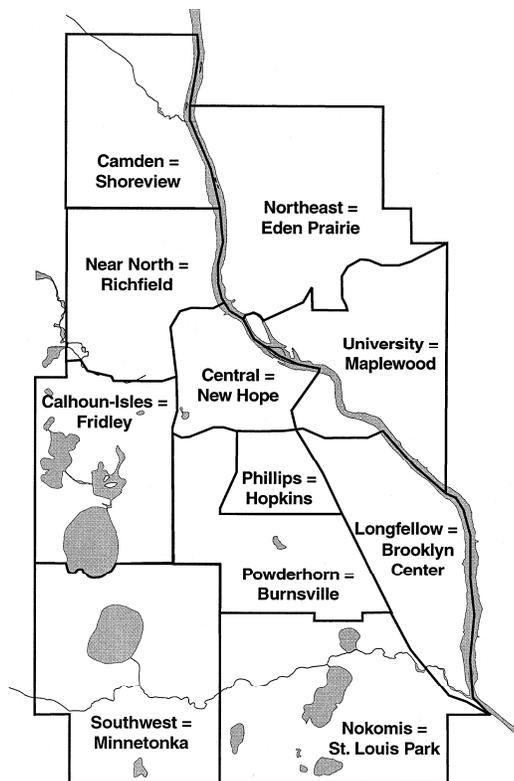
Minneapolis and its eighty-one neighborhoods and eleven communities sit at the center of a growing metropolitan region. Most of the cities and towns in this region fall within the sphere of influence of the Metropolitan Council, a regional authority that conducts long-range planning and operates direct services in waste water collection and treatment for the seven county area, including Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington. The Metropolitan Council has recently authored a regional growth strategy called Metro 2040, which calls for the Council to work in partnership with metro area communities to create land reserves that can accommodate future growth, make the vitality of the urban core area a reinvestment priority, and identify productive agricultural lands, open space and parks for long-term environmental preservation. The Metropolitan Council encourages participating communities to develop unique solutions well suited to local concerns, and to coordinate local comprehensive planning to meet growth strategy goals by the end of 1998.

Part of the rationale for the Metropolitan Council's stance on growth strategies can be found in the rates of growth the region has experienced over the last quarter century. Over the last twenty-five years, the metro area has grown considerably. Between 1970 and 1995, the number of households within the region increased by 367,000 almost doubling. The overall population increased by 575,000 and the number of jobs created numbered approximately 611,000. Metropolitan Council's growth projections call for growth at close to the same order of magnitude for the next 25 years in absolute numbers, although percentage increases will be less. Households are expected to increase by 330,000, the total population by 650,000 and employment opportunities in the region are predicted to increase by 410,000.

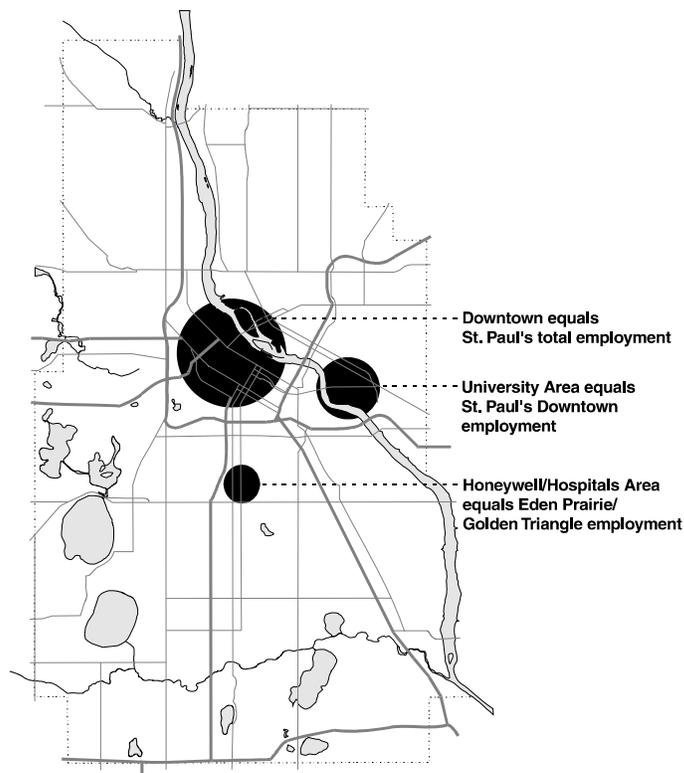
In comparing Minneapolis to its neighbors, a lesson in demographics becomes striking when the population and employment totals for nearby communities are contrasted with Minneapolis' eleven communities. The accompanying maps tell an illustrative story about the concentration of people and jobs within the city relative to the comparative low-density pattern found elsewhere in the region. See the

following comparison maps. The dynamics of growth forecast for the next 25 years promises to be significantly different than the dynamics of growth of the last 25 years. During the last quarter century, there was a severe metropolitan mismatch between the supply of housing and the demand for housing, given the near doubling of households. Much of this new demand was fueled by the baby-boom generation as they formed their families. The cheapest, simplest method of providing housing was to provide "stick-built", single family homes on ever larger lots, subsidized by federal highway funding, mortgage interest deduction, water and sewer grants and other programs. Many had the financial ability to take advantage of these opportunities due to the economic prosperity of the Twin Cities during those years.

Minneapolis population equals eleven municipalities



job center comparisons



People migrate in search of jobs to better their household situations. A growing economy adds jobs at all income levels, attracting job seekers at all levels. The oldest and often the most affordable housing sub-markets of the Twin Cities are obviously concentrated in Minneapolis, Saint Paul and the older suburbs. Thus, the very prosperity of the region has contributed to the growth of the lower income population in the region's center during the last quarter century.

These demographic changes that will affect the metropolitan region over the next 25 years will afford Minneapolis the opportunity to grow and prosper. As the baby boom generation ages, tastes change and the economy in general feels a shift in its focus. The baby boom generation is approaching 50 in the middle of this decade and are increasingly "empty nesters". By 2010 many of these individuals will have reached retirement age. Changing needs in housing, transportation and public services will ensue as this group discovers different priorities and makes new demands on the market and the public sector alike. Maintaining the strength of the city in the region is the key to balanced growth in the future.

The economic geography of the region is also telling of the city's need to encourage growth. Between 1980 and 1990, 18,000 more city residents were added to the number of people living below the poverty level in Minneapolis. The median household and family income in Minneapolis is considerably less than the metro average, raising the need to consider issues of affordability in housing to transportation service in the city distinct from their counterparts in the region. One-size planning responses do not fit all communities in the region because of distinct differences in income levels, citizen priorities and municipal responses to development pressures.

“The city and the suburbs need to rely on each other”

Sprawling cities distance us from our fellow citizens. Flight to the suburbs and the consumption of rural land for suburban residential development shifts government capacity to finance public services, and the constant supply of newly purchased rural land at the edge of the city makes investment at the edges much cheaper than in the central city. Yet these new developments require the construction of expensive infrastructure facilities, which are financed by the entire region and the federal government. The net result is a subsidy of newer development that occurs at the urban fringe because full costs are absorbed by the larger community, including those in the central city. Office buildings, retail centers and expensive homes yield twice or more the taxation rate of farms and lower valued residential property. Suburban communities depend almost exclusively on property tax revenue for their financing, which leads some communities to exclude lower value land development from their boundaries. These factors create extremely inequitable levels of municipal services between the suburbs and the city.

Tax base sharing introduced by the Minnesota State Legislature in the early 1970's was based on the principle that increased revenues from commercial and industrial investment in the metropolitan region would be shared more equitably among all member counties. Still, the enormous disparity in property taxes, the basic financing tool for local authorities, means that the ratio of resources accessible to the region's richest and poorest taxing districts are 9 to 1, respectively. The profound strength of the downtown district, however, is a tremendous asset for the City of Minneapolis and for the metropolitan region. Growth in the tax base, job opportunities and commercial vitality of downtown Minneapolis positively contributes to the region. In fact, since 1995, Minneapolis has been a net contributor to the fiscal disparities pool, reversing a ten-year pattern of receiving funds from the fiscal disparities program. Keeping the central city strong must be a shared goal throughout the region: as the financial and administrative center for the Upper Midwest region, downtown Minneapolis acts as a convenient and synergistic place for local, national and international business to conduct their affairs.

city trends

At the end of the last century, Minneapolis, the "Mill City", was a bustling urban center, much as it is today. The city served as a destination and market center for the agricultural and extraction industries of timber, mining and other resource-based activities, as well as flour milling. Mechanized industry chose to locate in Minneapolis precisely for this reason. Connections to national transportation networks boosted the attractiveness of the city for business and industry leaders. The city was experiencing a great economic "boom" at the end of the century, recovering from the recession of the 1880's and riding the crest of prosperity and growth surging around the busy warehouses and mills of Minneapolis.

Minneapolis today plays an equally important role as the center of the Upper Midwest region, for arts and culture, employment, and sports and entertainment. Much of this strength comes from downtown Minneapolis; with a total of almost 150,000 workers, private employers located downtown accounted for 40% of the metropolitan region's office space (this figure rises to 50% once government agencies such as Hennepin County, the Federal Courts, the Federal Reserve Bank and the City of Minneapolis are included in the job count). (See Maps i.5, i.6)

Demographically, the city has changed considerably over the last 45 years. The total population has decreased steadily since 1950 although the rate of change slowed in the late 1980s and 1990s. In contrast, the number of households in the city has remained relatively stable since 1950. The size of households has decreased slightly over time, in keeping with national trends. The rate of new household formation is projected to increase over the next 15 years. (See Maps i.1 - i.4)

Racially the city has diversified and become more cosmopolitan. As both the region and the city continue to grow and become more ethnically and culturally diverse, the metropolitan community as a whole must directly address issues of discrimination and the concentration of households of color living in poverty.

There are 81 designated residential neighborhoods in the city and eleven "communities", organized as districts for planning and administrative purposes. Communities consist of several neighborhoods and are the foundation for some planning activities, such as the community schools initiative undertaken by the School District.

Most residents and employees identify more closely with the neighborhoods they live and work in. Among Minneapolis' most famous trademarks are its livable neighborhoods and the excellent quality of life families have enjoyed here for generations. The positive experience of urban living in Minneapolis has been immeasurably strengthened by the beauty, variety, economic stability and character of its neighborhoods. Neighborhoods are primarily residential areas and are the immediate centers of interest for property owners, business people and residents. However, they also contain small scale shopping opportunities, parks, places of worship, and schools. Some of the city's most successful neighborhoods are places that have evolved over time into an identifiable area that encourages citizens who work or live in these places to take responsibility for their maintenance and continued development. Past planning programs, such as the Model Cities initiative of the 1970's, built on the strength and interest in neighborhood development throughout the city. Most recently, the Neighborhood Revitalization Program (NRP) has institutionalized and reinforced neighborhood identity. The program, launched in 1990, emerged from a recognition of the importance of the city's neighborhoods and the need to build a grassroots, decentralized process responsive to neighborhood needs. The NRP has a 20 year life span and a 400 million dollar budgetary allocation that incorporates programmed spending and planning support from City Departments, the Minneapolis Community Development Agency (MCDA), the School Board, the Park Board, the Library Board and Hennepin County.

The presence of strong neighborhood organizations, supported by Neighborhood Revitalization Program dollars, has resurrected a tradition of community-based planning efforts in Minneapolis. At the neighborhood level, NRP programs have placed a strong emphasis on "bricks and mortar" programs such as housing rehabilitation, business revitalization, park facilities renovation and other improvements to the physical realm. The Minneapolis Plan and NRP plans are mutually supportive planning efforts. The development of The Minneapolis Plan over the last two years has been receptive to issues, priorities, and activities at the neighborhood level. As the majority of city neighborhoods have now secured approval for their NRP plans, so has

The Minneapolis Plan been significantly enriched by the activities and perspectives raised by NRP planning.

Across the landscape of the city, in terms of its relationship to the metropolitan region, its population and its activities, change is inevitable; but decline is not. The city and its residents are resilient and Minneapolis has weathered the winds of change successfully over the last century and more. As growth carries Minneapolis forward into the next century, we know that some things, such as jobs, productivity, wages, capital, information and knowledge must continue to thrive. Other things, such as pollution, waste, crime and poverty must not. Building on strengths, overcoming weaknesses and threats, and seizing on opportunities, we can not only choose our future but also ensure that it is a future of promise.

city management /why do we plan?

Achieving the goals outlined in this plan is a long-term process requiring continuous effort. These goals are broad in their scope and, when considered comprehensively, touch virtually every aspect of city living. A list of city goals, in the shape of the comprehensive plan, provides important leadership to planning efforts. They identify the values of a community, and send a clear message to private interests, non-profit organizations and other public agencies. Thousands of decisions are made and millions of dollars are spent by private individuals in new construction and remodeling each year. Just like businesses, families and institutions also consider their future in terms of whether they should “move or improve”. When the decision is to move instead of improve, or when improving creates substandard conditions of poor construction and overcrowding, the residential resources of the city can be damaged.

Government influence in this decision-making process is important in two ways. One is direct public action, of which redevelopment and rehabilitation projects are the most dramatic. Public intervention, such as acquiring land for a playground, the renovation of a school or the rerouting of traffic, can also add to the livability of a neighborhood. Government influence is also exercised through public controls; housing code, building codes and zoning ordinances. Within limits, such controls can gradually and slowly reshape the use of land and the condition of buildings into healthier and more economic patterns. However, controls cannot create beautiful, attractive neighborhoods by themselves. To do this they must be linked with private initiative and with public action – all of which must be working towards a set of common goals.

Understanding trends and behaviors that will guide future market activity prepares the city for its efforts to influence job and enterprise development, housing markets, and the provision of public institutions and infrastructure. A familiarity with the logic and behavior of private sector activity will be an invaluable asset in maintaining the level of development activity that has kept this region growing steadily over the last fifteen years. City agencies maintain a very important role in influencing the range of possible market transactions by providing encouragement to develop choices that are overlooked in favor of the status quo. As public resources continue to be constrained, the extent of public intervention in new development will continue to decline. While the reach and activity of government investments may be constrained by trends at the national, state and municipal levels, the community must make a careful assessment about where and when to spend public money to realize the most effective gains and the most lasting benefit to the entire community.

community involvement and the Minneapolis Plan process

The Minneapolis City Planning Commission, City Council and the Mayor oversaw the development of the Minneapolis Plan, which was officially initiated in September of 1995. Throughout the process of developing the Minneapolis Plan, staff at the Planning Department called on the participation of citizens, business and development representatives, special interests, advisory commissions, government officials, department heads, and the staff of other city agencies.

The first phase of plan preparation included three open workshops in which the participants identified what they liked and disliked about the city, what they thought were the most important trends and issues affecting the city and what could be done about supporting or changing those trends. The Planning Commission hosted a series of open house conversations that Fall as well, to share concerns, brainstorm ideas and stimulate involvement in the Minneapolis Plan process. These sessions were held between September and November of 1995.

A citywide meeting held in December of 1995 focused on meeting challenges and opportunities, and started to brainstorm strategy around the city's eight goals, described above. "On the Road" meetings starting in the fall of 1995 were sponsored by special groups and organizations to participate directly in discussions about the Minneapolis Plan. Planning Commissioners and staff acted as Ambassadors for the Minneapolis Plan at these special meetings.

The second phase of the planning process involved further discussion and the initial work in crafting policy and strategy related to issues identified in the first phase. Eight work groups were formed to facilitate discussion, and the membership of these groups was drawn from a wide range of interests, from citizens to business interests to city staff. The Work Groups were formed in January of 1996. Their principal task was to research, analyze and resolve issues that formed the backbone of the Minneapolis Plan. The Work Groups met regularly over a three-month period, from February to April of 1996.

Those groups were labeled:

- The New Economy
- Lifelong Learning, Arts, Culture and Recreation
- Moving People, Goods, and Information
- Community Form and Land Use
- Neighborhood Quality and Variety
- Neighborhood Commercial and Density
- Neighborhood Design and Preservation
- Natural Systems and Resource Use

Mid-way through the work group process, a half-day session was held to discuss citywide issues that had been identified from the work of neighborhoods in the Neighborhood Revitalization Program. Highlights from the working sessions on NRP were summarized and incorporated into the plan development process.

The Minneapolis Plan retreats were held with Department Heads, City Council members and the Mayor. These meetings were held to review issues and major directions that were emerging from the work groups. Department Heads provided feedback to these issues and gave staff direction on policies they thought most important to The Minneapolis Plan. The Mayor, City Council and the Planning Commission also met for a whole day during the planning process to respond to the major directions proposed in the plan and provide their ideas on what

should be done to address major issues facing the city.

The third phase in the process involved reconciling directions proposed by the work groups into a structure and coherent story, summarized below. Organizing the extensive material prepared in Work Groups, at NRP working sessions, and in Department Head meetings as well as City Council retreats resulted in a plan with seven chapters, each of them dealing with a distinct aspect of Minneapolis' future.

Finally, a draft was prepared for initial discussions. Preview sessions of the draft Minneapolis Plan, called Presentation Highlights, were held in December of 1996 through to January of 1997. Special meetings with the Mayor and City Council members previewed the direction and content of the draft version. This draft was also presented to Department Heads, and other city boards and commissions reviewed the plan in special meetings conducted by the Planning Department and the Planning Commission.

The Minneapolis Planning Department issued *The Minneapolis Plan: A Workbook for Citizen Comment* in July 1997. The Plan was made available to interested citizens and others through Minneapolis Public Libraries all over the city. This draft Plan was the subject of close to a dozen public meetings and open houses, and received extensive comment from citizens, other city departments and other interested organizations. In October of 1997, the City Planning Commission approved a revised version of the Workbook, titled Version 2.0, Draft for Planning Commission Action. Copies of this draft were made available at all Minneapolis Public Libraries and on the World Wide Web, at the Planning Department's home page.

The "Learning From" series was designed to educate city staff and the general public about special topics of interest. Guest speakers and Planning Department staff made presentations about downtown revitalization, transit alternatives, parks and open space planning, historic preservation issues, urban freeways, and traffic calming, among others. Learning from the successes and challenges faced in other cities has stimulated a great deal of creative thinking about how Minneapolis can create unique solutions that will shape this city's future.

November 3, 1995	Learning from Denver
December 1, 1995	Learning from Seattle/Portland
January 5, 1996	Learning from Toronto
February 2, 1996	Learning from Pittsburgh
March 1, 1996	Learning from our past
April 5, 1996	Learning from LRT and Busways
May 3, 1996	Learning from Amsterdam
June 7, 1996	Learning from Oslo
July 10, 1996	Learning from Traffic Calming
January 16, 1997	Learning from Cleveland and Denver
February 20, 1997	Learning from: Back from the Brink
March 20, 1997	Learning from: Land Trust Efforts in Other Cities
April 17, 1997	Learning from: Re-shaping the Urban Freeway: Connecting Neighborhoods, Parks, and People
May 22, 1997	Learning From History: Renovation of Commercial Structures & Warehouse Buildings

the process for updating the plan

The Minneapolis Plan proposes a shared set of directions about future change in Minneapolis. This vision will guide city decisions about services, development, and budgets over the next years, but it is not a detailed map or budget for the city. Work will continue on The Minneapolis Plan even after the City Council has approved it and it becomes a working document for public agencies and private citizens. The next step is for city agencies, elected officials and citizens to fill in additional details and make the Plan an influential tool in shaping the future of Minneapolis. Through an annual process of updating, The Minneapolis Plan will grow as detail is added and specific areas of the city are the subject of more specific planning activities. The Implementation Steps outlined in The Minneapolis Plan form the basis of directing future activities of city departments.

annual planning, priority-setting and budgeting process

Decision-making about the activities and operations of city departments is a yearly process in Minneapolis. In addition to annual revisions to The Minneapolis Plan, an effort called the Priorities process is convened by the Mayor in May. The Priorities process brings city department heads together to think creatively about government effectiveness. By using The Minneapolis Plan as a tool to assist in structuring the outcome of the Priorities process, city staff can provide the Mayor with innovative ideas about how to operate government more effectively in preparation for the city's operating budget process, formally initiated by the Mayor in August. Priorities may change over time and The Minneapolis Plan, as a working document, is intended to reflect these changes as citizens and policymakers deem appropriate.

implementation activities

Taking the policies and "Implementation Steps" called for in this version of The Minneapolis Plan into the realm of implementation will involve a complex set of actions. Where the City of Minneapolis can get directly involved in implementation, The Minneapolis Plan will establish clear links between policy direction and operations activity. Some examples of these links are listed below:

- Planning efforts will correspond to the goals and approaches advocated in The Minneapolis Plan.
- Projects receiving public monies and submitted for review to the Planning Commission will be assessed in terms of their contribution to meeting the goals and adopting the approaches outlined in The Minneapolis Plan.
- The city's new Zoning Ordinance reflects the direction of The Minneapolis Plan as the two have matured together over their development.
- Focus MCDA, a business plan for the Minneapolis Community Development Agency, acts as a guiding document for the activities of the MCDA and will be guided by the framework established by The Minneapolis Plan.

- The city's capital programming and budgeting process will be directly tied to The Minneapolis Plan. Capital requests will be considered in light of their relationship to Plan objectives.
- Communication and educational devices, such as slide shows and Internet “pages”, will guide neighborhood organizations in the use of the Plan.
- Ensuring that City decision-making and policy-setting is conducted within the framework of sustainability principles.
- Integration of environmental, economic and social equity concerns into decision-making processes at all levels.

Sustainability indicators will be developed and adopted by the City Council and reported on annually.

Implementation of The Minneapolis Plan will occur gradually over time and will require a wide range of efforts. Investment, regulation, leadership and support must come into play to build on consensus and devote the resources necessary to carry out The Minneapolis Plan's vision for the future.

The Minneapolis Plan is a collection of ideas and recommendations about how to make decisions about future growth and development in Minneapolis. The Plan has nine chapters, each dealing with a specific area of interest, from housing and job markets, to protecting the natural environment, to building community connections, among other issues. It tells a story of our past and present day experiences by describing the economic, social and demographic trends that continue to influence Minneapolis today. It is a document that looks to the future by proposing policies that guide city actions, as well as some of the Implementation Steps or actions that will assist in making these policies reality.

Guiding implementation activities undertaken by the city and other stakeholders from a distance is the principal role of The Minneapolis Plan. In order to fulfill this obligation, the language of the Plan is intended to inform decisions about specific projects by relating values communicated in The Minneapolis Plan through the narratives, policy statements and implementation steps outlined in the body of the document. Telling the story of how these objectives relate to each other is one of the Plan's most important obligations to the community that shaped its content.

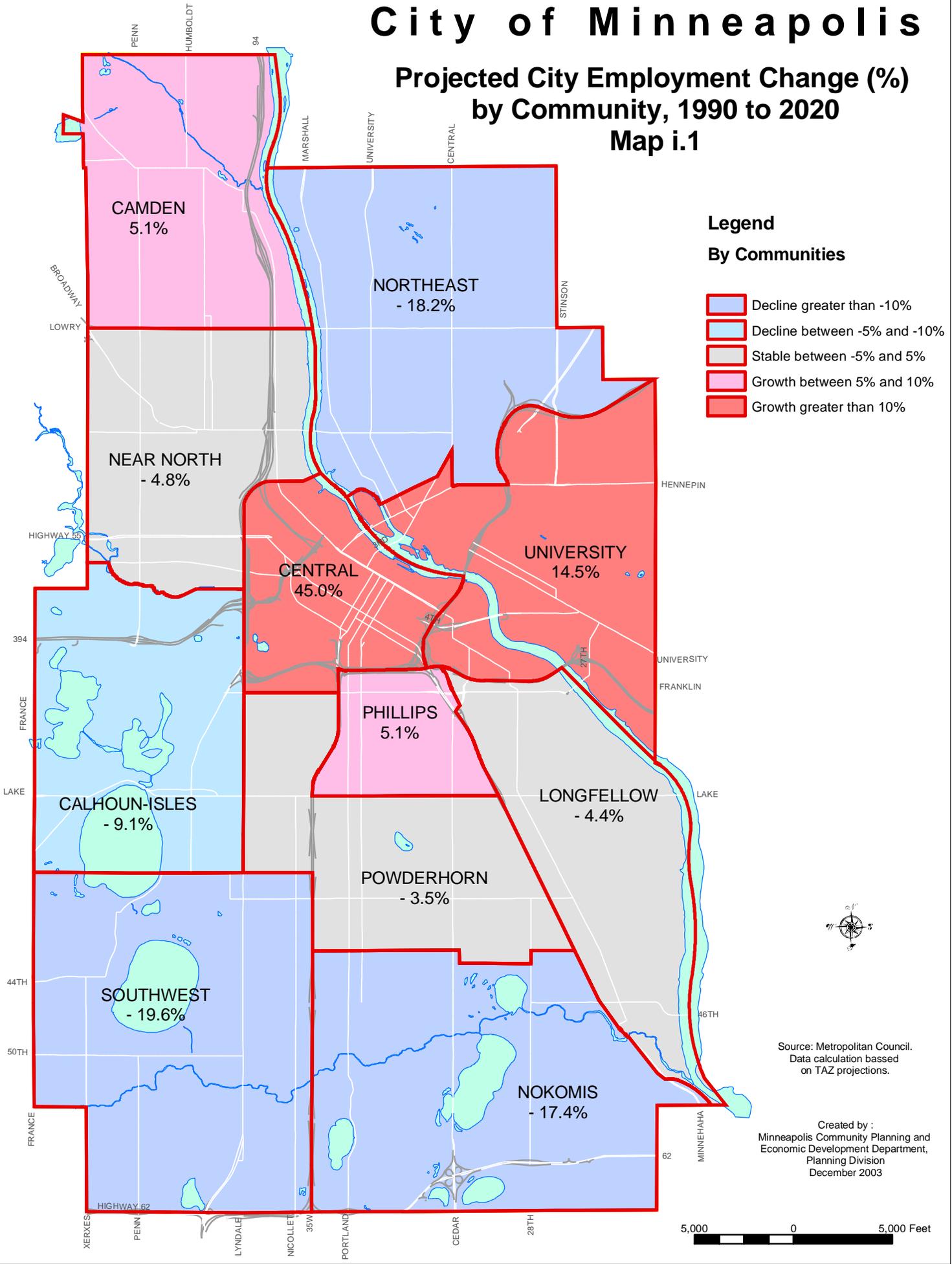
Implementation of sustainability goals.

A city that meets the social and economic needs of all of its residents while maintaining the quality of its environment is practicing sustainability. Sustainability also means meeting the needs of the current generation of city residents without compromising the ability of future generations to meet their needs and live in a clean and healthy community. Sustainability is a measure of the quality of the city's natural environment, but it is also about the equitable distribution of its economic opportunities, and the social and physical well-being of all its people. The principles of sustainability include:

- Production of goods and services that minimizes environmental impacts, reduces pollution and waste, and conserves energy and natural resources.
- Reducing the environmental footprint of the city's built environment and its transportation, communications and energy systems.
- Using resources within the carrying capacity of natural systems and harvesting of resources at no more than replacement levels.
- Understanding the full energy, environmental and social impacts of the manufacture, transportation and distribution of goods and services.

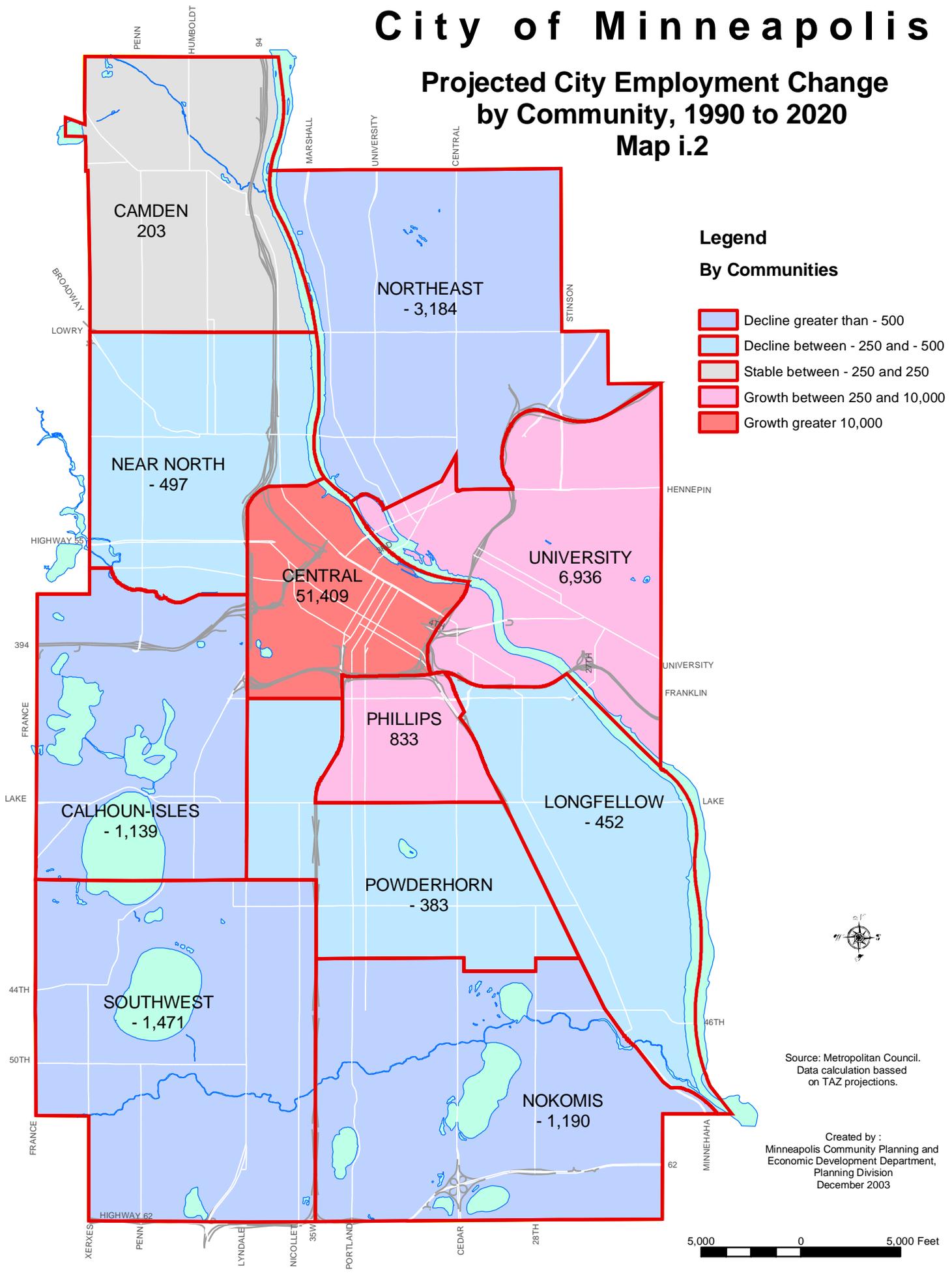
City of Minneapolis

Projected City Employment Change (%) by Community, 1990 to 2020 Map i.1



City of Minneapolis

Projected City Employment Change by Community, 1990 to 2020 Map i.2



Legend

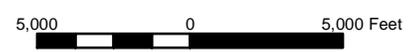
By Communities

- Decline greater than - 500
- Decline between - 250 and - 500
- Stable between - 250 and 250
- Growth between 250 and 10,000
- Growth greater 10,000



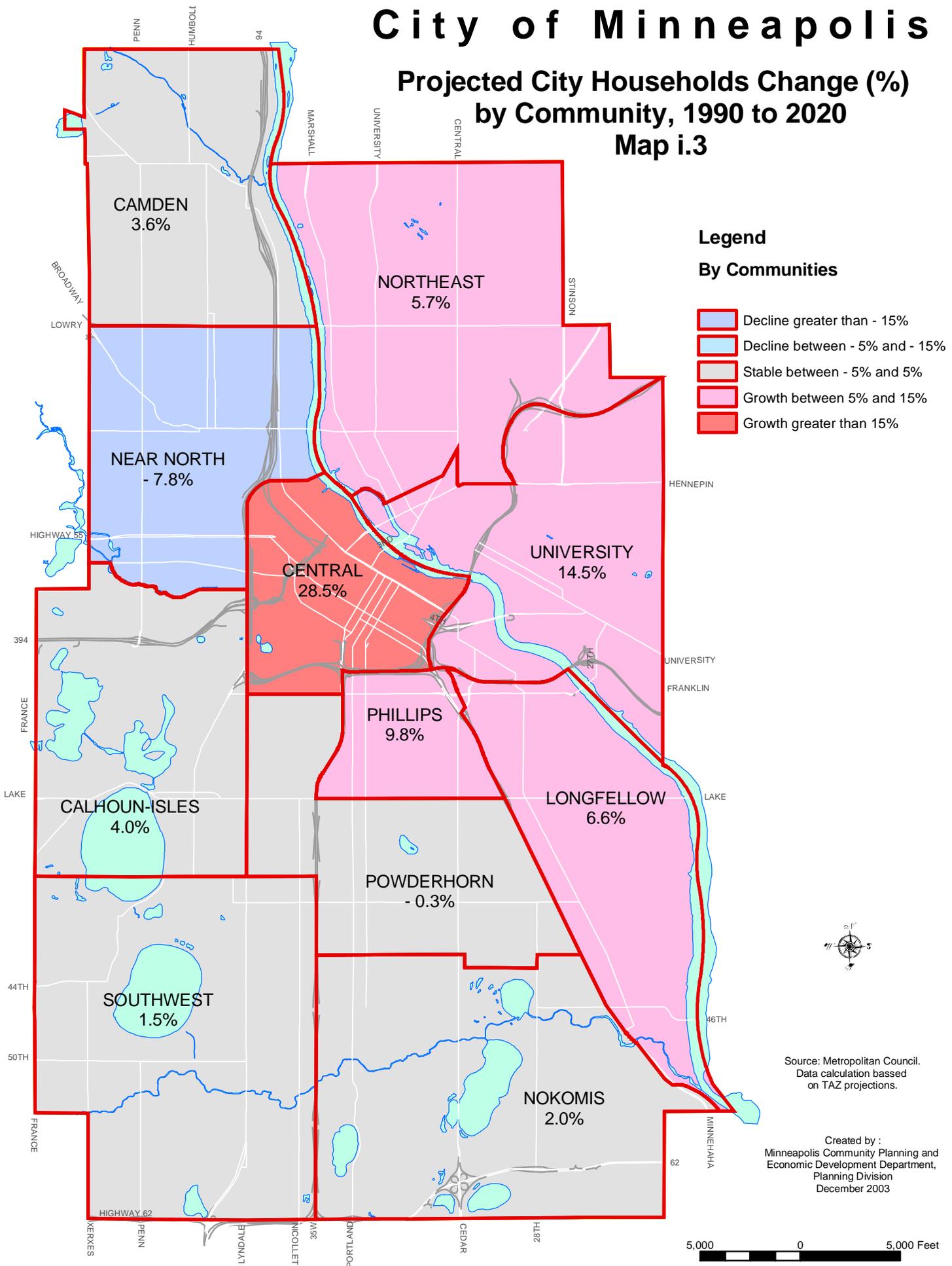
Source: Metropolitan Council.
Data calculation based on
TAZ projections.

Created by :
Minneapolis Community Planning and
Economic Development Department,
Planning Division
December 2003



City of Minneapolis

Projected City Households Change (%) by Community, 1990 to 2020 Map i.3



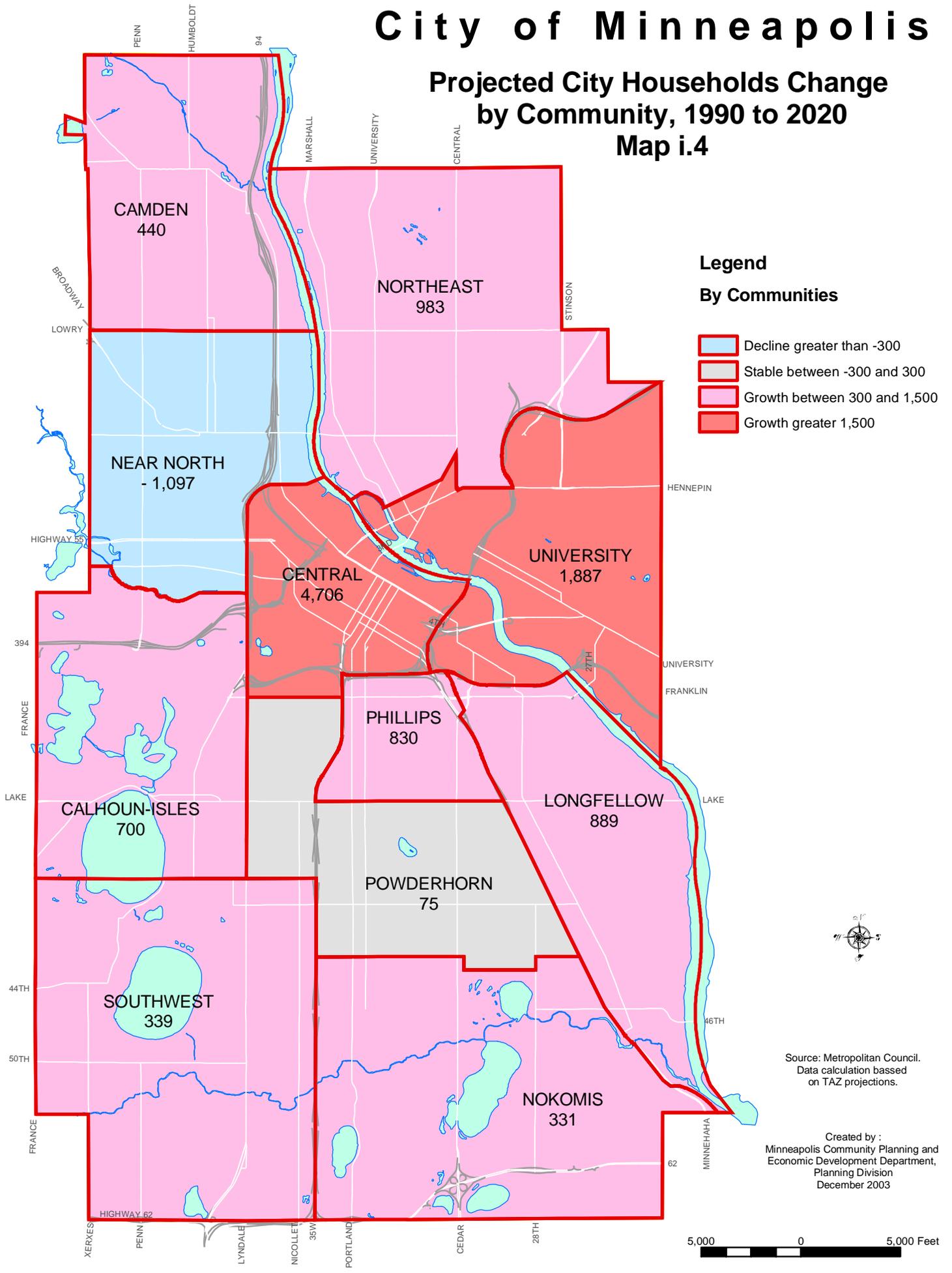
City of Minneapolis

Projected City Households Change by Community, 1990 to 2020 Map i.4

Legend

By Communities

- Decline greater than -300
- Stable between -300 and 300
- Growth between 300 and 1,500
- Growth greater 1,500



Source: Metropolitan Council.
Data calculation based on TAZ projections.

Created by :
Minneapolis Community Planning and
Economic Development Department,
Planning Division
December 2003



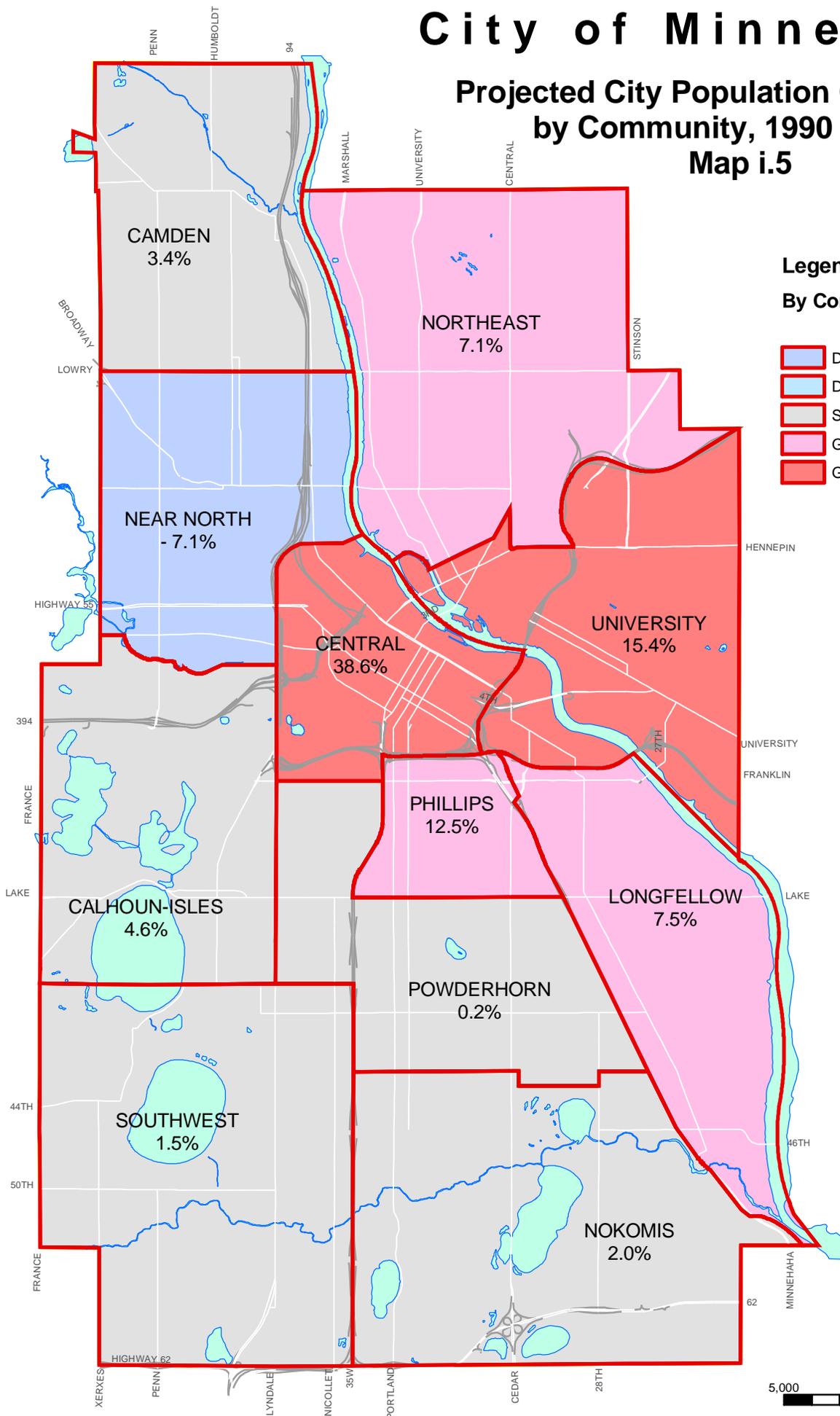
City of Minneapolis

Projected City Population Change (%) by Community, 1990 to 2020 Map i.5

Legend

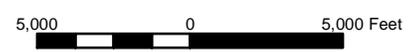
By Communities

- Decline greater than -15%
- Decline between -5% and -15%
- Stable between -5% and 15%
- Growth between 5% and 15%
- Growth greater than 15%



Source: Metropolitan Council.
Data calculation based on
TAZ projections.

Created by :
Minneapolis Community Planning and
Economic Development Department,
Planning Division
December 2003



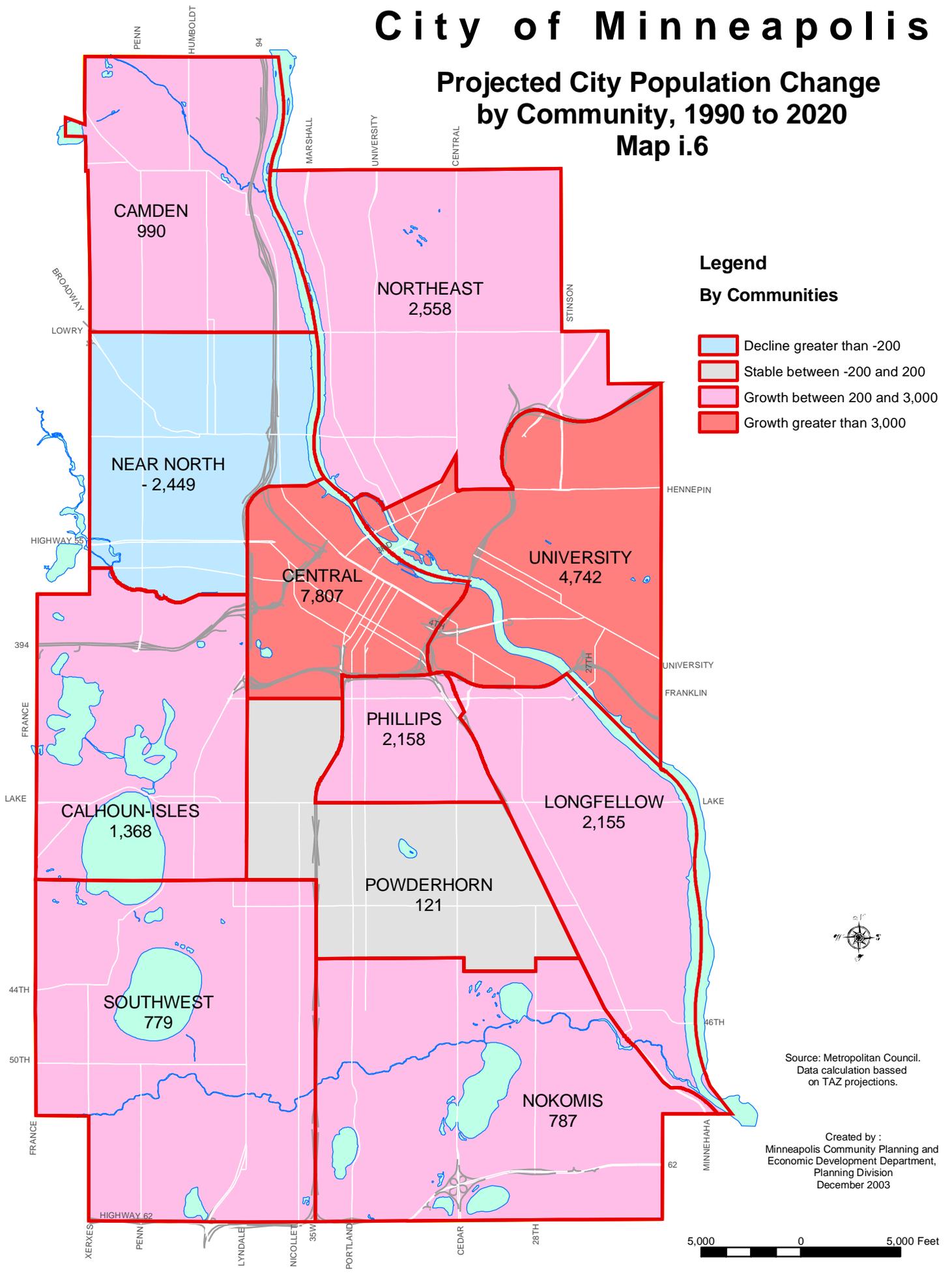
City of Minneapolis

Projected City Population Change by Community, 1990 to 2020 Map i.6

Legend

By Communities

- Decline greater than -200
- Stable between -200 and 200
- Growth between 200 and 3,000
- Growth greater than 3,000



Source: Metropolitan Council.
Data calculation based on TAZ projections.

Created by :
Minneapolis Community Planning and
Economic Development Department,
Planning Division
December 2003

5,000 0 5,000 Feet

City of Minneapolis

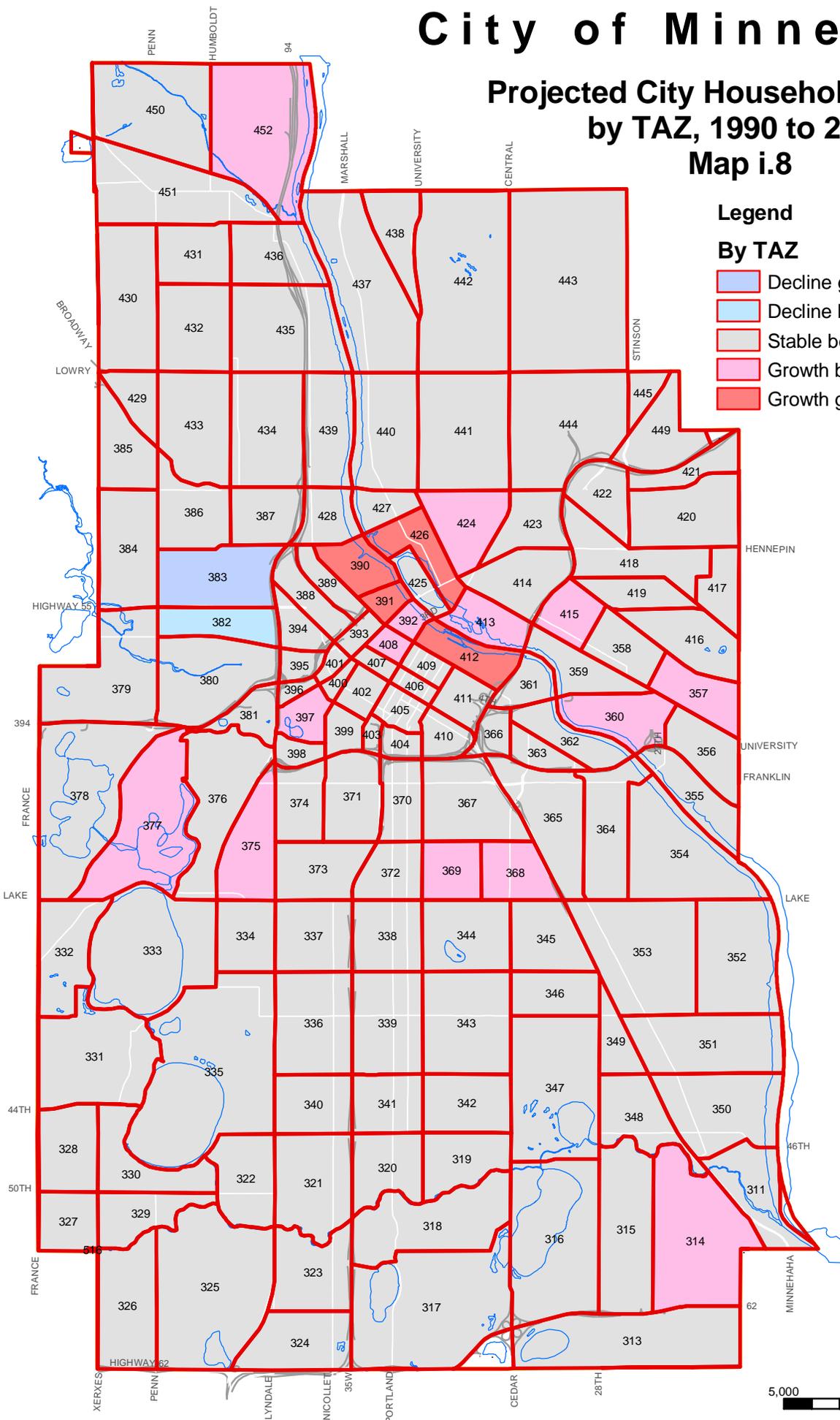
Projected City Household Change by TAZ, 1990 to 2020

Map i.8

Legend

By TAZ

- Decline greater than -500
- Decline between -200 and -500
- Stable between -200 and 200
- Growth between 200 and 500
- Growth greater than 500



Source: Metropolitan Council.
Data calculation based on
TAZ projections.

Created by :
Minneapolis Community Planning and
Economic Development Department,
Planning Division
December 2003

5,000 0 5,000 Feet

City of Minneapolis

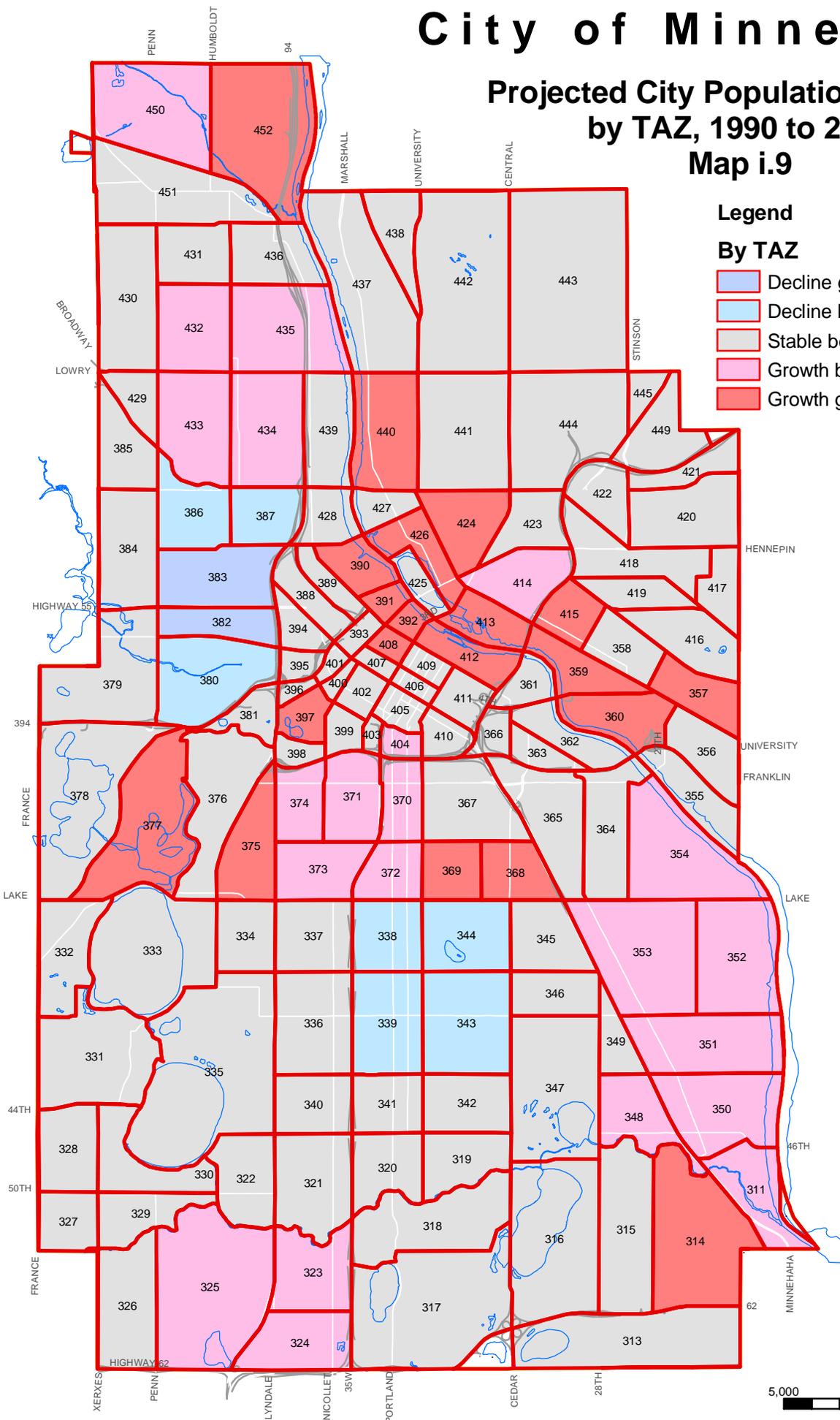
Projected City Population Change by TAZ, 1990 to 2020

Map i.9

Legend

By TAZ

-  Decline greater than -500
-  Decline between -100 and -500
-  Stable between -100 and 100
-  Growth between 100 and 500
-  Growth greater than 500



Source: Metropolitan Council.
Data calculation based on
TAZ projections.

Created by :
Minneapolis Community Planning and
Economic Development Department,
Planning Division
December 2003

5,000 0 5,000 Feet

1. Community Building

Community Building emphasizes the bonds of community that link city dwellers to each other and to the neighborhoods they call home. Gathering places and programs that serve a wide range of resident interests are important tools and contributors to making communities strong. Mentorships, arts programs, youth initiatives and volunteer programs cultivate personal relationships among people from all walks of life. Other issues such as safety and security, challenging racism and discrimination and keeping the population healthy are critical to making Minneapolis a livable, vital city.

- 1.1 **Minneapolis will promote opportunities and activities that allow neighbors and residents to get to know each other better.**
- 1.2 **Minneapolis will encourage both private and public development that provides gathering spaces in city neighborhoods.**
- 1.3 **Minneapolis will encourage public institutions to coordinate their programming and facilities in order to function as neighborhood centers.**
- 1.4 **Minneapolis will encourage activities that rely on coordinated programming and facilities use with community partners in the volunteer, nonprofit and private sectors.**
- 1.5 **Minneapolis will promote neighborhood-based arts activities.**
- 1.6 **Minneapolis will promote community-based initiatives in youth programming.**
- 1.7 **Minneapolis will recognize and celebrate its history.**
- 1.8 **Minneapolis will take steps to eliminate discrimination against protected classes and promote a wider understanding of the value of diversity in our community.**
- 1.9 **Minneapolis will work to enhance the appeal of city living by improving residents' actual and perceived sense of safety and security.**
- 1.10 **Minneapolis will continue to support community-based initiatives to assure safety and to prevent crime in neighborhoods.**
- 1.11 **Minneapolis will intensify law enforcement and secure more convictions for criminal offenses.**
- 1.12 **Minneapolis will ensure that public safety infrastructure adequately meets residents' needs.**
- 1.13 **Minneapolis will protect and improve residents' health by preventing disease, disability and violence.**

Introduction

How does one define a vibrant, healthy community? The idea has different meanings for different people. Well-being is defined not only by the economic prosperity people enjoy, but also by some of the more normal, day-to-day interactions and experiences they encounter. School, cultural celebrations, sporting events, social gatherings and work bring us together and enrich the quality of life we experience. A first-rate education for children, the condition of public parks and facilities, the environmental quality of waters and lands within the city's boundaries and the character of arts and cultural events that involve city residents all define some aspect of a community's wealth.

Residents look beyond their homes to their neighbors and the block they live on and realize that they share their concerns about the quality of life, the beauty and the safety of their surroundings with their neighbors. These are communities of place, focused on the physical qualities of a neighborhood. Yet the diversity of the city also generates more choices, so that as residents, workers or visitors, we can find a shared interest with others who may not be nearby. We look to these communities of interest, and find others whose values we share. Minneapolis is different from many of its neighbors in our diversity of opinions, values, backgrounds and aspirations--yet among us there are many common threads that bring us together. We gather to exchange ideas and opinions and discover that we share goals and mutual interests more often than we expect. From our encounters with our neighbors, co-workers, mentors, teachers, and friends we stitch together a quilt of commonalities and differences. The strength of the community we live in lies within these connections. Making it easier to identify shared interests among people from all walks of life is an important element of building community spirit. (See Map 1.1.1)

*"The city is an ever-changing quilt
of shared values and identities"*

the city is a gathering place

The city has traditionally served as a gathering place for people and resources. Immigrants throughout the city's history have known it as a place of shelter, an opportunity to launch into a new culture and still maintain their connections to a community that offers support in the process of adapting to a new and foreign place. Building a sense of community relies on residents being able to share values and interests: most people who seek out these connections with others find they have the same desire to earn a living wage, live in peaceful neighborhoods, allow their children to play in safe parks close to home, enjoy high quality education and make use of recreational facilities that encourage people to play, learn or relax. Minneapolis has traditionally served as a gathering point for resources, entrepreneurs and immigrants. As the urban center of the Upper Midwest, it has a distinct cosmopolitan character and vast economic and cultural opportunities available to those ready for the challenge. City dwellers often identify with the smaller communities of like-minded people they encounter at home, at work or at school more than they do with the larger and more complex nature of the entire city. Yet the dynamism and pace of city living can often make it difficult for people to discover common ground. Relationships across the boundaries of race, family background and economic status are critical to forging a community that works. These personal connections often encourage people to participate in common projects, and to work collaboratively on issues that affect the well being of the neighborhood and the city as a whole. Emphasizing the interests residents share encourages people to become involved in discussions and decision-making about values, goals, policy and shared objectives. (See Map 1.1.2)

1.1 Minneapolis will promote opportunities and activities that allow neighbors and residents to get to know each other better.

Implementation Steps

Expand block club activities to include social, educational, recreational and communication functions.

Support citizen participation in community-based activities involving planning and the delivery of city services.

Support commercial activities that provide neighborhood scale gathering places such as bookstores, art galleries, coffee shops and ice cream shops.

local institutions

Some of the traditional cornerstones of community identity in most American cities have been local institutions. Places of worship, schools, social and service clubs and philanthropic groups have historically played significant roles in the development of a community's character, influencing the neighborhood's identity, image and activity patterns. Although some of these institutions have faded from an active involvement in the shaping of community identity, many others have adapted their outreach efforts to the neighborhoods in which they reside. They are making a tremendous impact in response to the needs of neighbors to interact in mutually supportive ways. Park buildings, libraries, schools and community centers are public resources. They provide access to services and facilities across all boundaries, and contribute significantly to a community's well being. Public agencies must maintain the greatest possible access to these spaces available throughout city neighborhoods. Yet as the profile of public spending and development changes, it will be increasingly important to also support investments originating in the private sector. Privately built spaces should be encouraged by providing incentives to developers to incorporate safe, welcoming, busy gathering spaces in new developments.

1.2 Minneapolis will encourage both private and public development that provides gathering spaces in city neighborhoods.

Implementation Steps

Increase resident access to and use of facilities and meeting spaces in parks, libraries, and schools.

Encourage not-for-profit institutions and places of worship to increase resident access to and use of facilities and meeting spaces.

Develop new facilities that act as gathering spaces in parks and on other publicly owned land.

Investigate needs for additional public land to create gathering places.

Encourage private developers to include gathering spaces in new developments.

Many of the city's neighborhoods already have natural 'centers' that reflect the interests and involvement of its most active members and act as the focus of neighborhood life. The character and programming of these centers reflect the household composition and interests of residents in different parts of the city. In some cases, the park and school complexes such as Four Winds, Marcy, Lind and Green Central will continue to be a focal point for neighborhood activity. In other cases, a library may serve as the activity center for a neighborhood. Still other areas in the city may find their 'neighborhood center' at a locally-owned shop, with the ever-present small business owner the most constant and familiar feature of that neighborhood.

sharing common resources to strengthen neighborhood centers

Expanding the services and enhancing the condition of facilities operated by the Library Board, the School Board, or the Park Board will strengthen their roles as the focal points of neighborhoods. The end result could be a neighborhood center that offers courses ranging from after school youth programs to family-oriented recreational activity on the weekends, to library access and borrowing services, to neighborhood-sponsored cultural events or art projects such as mural painting and pocket art parks. By expanding school day and afternoon programming and extending hours at school facilities in partnership with other organizations, programs that are focused on promoting child development have a physical space to house these activities. A school site could become a multi-faceted learning center open to children, families and all other interested participants within the community outside of school hours. By defining itself as a place for socializing, learning and recreation for people from all walks of life, the neighborhood center as a public institution functions as a hub for many different kinds of activities firmly rooted in the community.

Starting in the 1950s, Minneapolis began to plan its parklands according to open space standards measured in terms of acres of parkland to persons, and also in terms of resident accessibility (each household should be between one-quarter to one-half mile from neighborhood playgrounds). By the 1960s, the Park Board endorsed a new construction plan that called for the construction of recreation buildings in both neighborhood and community parks. Most recently, the Neighborhood Revitalization Program (NRP) has been directly involved in influencing and financing the pattern of new facilities development. The idea of co-locating a school next to a park, and implementing shared facilities agreements to make the building and grounds more accessible to more residents is not a new one, but it continues to be a very popular method of enhancing neighborhood and community amenities. The Whittier Gym and School site is just one of these examples, planned for and partially funded by NRP funds. However, proposed new facilities must continue to be evaluated on the basis of both citywide equity issues and long term staffing requirements. (See Map 1.1.3)

The presence of schools in city neighborhoods has traditionally been seen as another positive addition to neighborhood life. From the 1950s onwards planners proposed to locate elementary schools in the heart of each of the city's 81 neighborhoods. Junior high and senior high schools were clustered on the borders of the city's 11 communities (larger planning units consisting of collections of the 81 neighborhoods), to serve students across neighborhood boundaries. Most school sites since then have been chosen with a view to capitalize on the presence of neighboring park lands and maximize other resources whenever possible. When racial desegregation laws required busing and cross-town travel for many students, the city built larger elementary schools but maintained their connection to green spaces as much as possible. School populations have expanded and contracted significantly over the last decades, mirroring demographic patterns in society at large. Starting in the late 1970s, many of the older and smaller schools were decommissioned as the number of students declined. Yet the rate of population growth over the last decade has caused a steady increase in the demand for school space. A community schools planning initiative underway in the School District since 1993 will strengthen the connections between a school site and its surrounding neighborhoods. Guaranteed attendance areas for existing community schools and specialized curriculum magnet schools offer families an opportunity to become much more involved with student academic and extracurricular activities. The community schools initiative is committed to providing students and their families with the choice of attending a school close to their home. The program recreates existing school attendance areas and has also pledged to

build new community schools when needed. Most of the projected need over the next years will be focused on areas with a high concentration of youth and children of school age, particularly at the K-8 school level. However, building new facilities and maintaining existing ones is an expensive and resource intensive task. Location and facilities investment decisions concerning schools will continue to be mindful of financial and space constraints, yet work in partnership with other public and nonprofit partners to maximize public resources that are invested in the wellbeing of the community. (See Maps 1.1.4)

1.3 Minneapolis will encourage public institutions to coordinate their programming and facilities in order to function as neighborhood centers.

Implementation Steps

Expand collaborative planning for programming and facilities-sharing agreements among colleges, early childhood and K-12 schools, libraries and parks.

Expand the opportunities based at schools to include parks programming, library borrowing, health-related services where appropriate and continuing education activities to all residents.

Coordinate park transportation alternatives with Minneapolis Public Schools to make parks more accessible to students.

Evaluate opportunities for commercial activities in public facilities, such as small restaurants, vendors or coffeehouses, or seasonal equipment rental.

Include community-oriented functions such as NRP, Inspections, CCP/SAFE, etc. in addition to traditional police functions in precinct stations.

Just as important in pursuing the neighborhood center concept is the need to engage the private and non-profit sectors. Private sector partnerships that get businesses involved with the local community through sponsorships, mentorships and other efforts at community outreach can provide opportunities for learning, enrichment and entertainment in areas under-served by public facilities.

Every effort should be made to expand the use of volunteers in delivering services, involving not just adult volunteers as coaches, for example, but youth team members as volunteers to maintain playing fields. Lessons need not stop with winning, losing, or how to play the game, but should extend to learning the rewards of hard work and community responsibility. Mentorships and learning experiences for people of all ages bring residents, workers and business owners into closer contact with each other and contributes to building the personal relationships that make communities strong and healthy.

1.4 Minneapolis will encourage activities that rely on coordinated programming and facilities use with community partners in the volunteer, nonprofit and private sectors.

Implementation Steps

Extend after-hours programming in public institutions, including parks, schools and libraries, to serve a range of family and resident needs and schedules.

Engage volunteers in the provision of programming and maintenance of facilities required for expanded services.

Support and encourage local institutions' participation in neighborhood volunteer programs.

Support and expand existing mentorship programs that increase participation and collaboration among youth, elders, families and children in the community.

responding to community interests

The activities and special events in Minneapolis that respond to resident interests are as diverse as the population itself. Supporting the diversity of activities is an important priority for the well-being of the community, yet maintaining the breadth of events is a challenge that can only be successful with the participation of many different partners in the public, private and non-profit sectors. This chapter focuses on community-based arts and youth activities only as examples, knowing that many people are motivated by specific interests outside of those mentioned here. The chapters on Leisure and Culture and Learning provide other examples of programs, events and facilities that serve to bring residents together, whether for a softball game, a concert at Lake Harriet, a rainy afternoon at the library or the Minneapolis Institute of Arts, or a special event at the Target Center.

the arts and community pride

“the arts build bridges in a community”

The arts community in Minneapolis has established a long tradition of grassroots arts activity, and is nationally recognized for the dynamism and creativity of arts-related events in the city. Minneapolis' arts community has thrived on its ever-increasing cultural plurality, and some of our most vibrant cultural resources are based in the city's neighborhoods. From Northeast Minneapolis, where close to 20 buildings house almost 300 working artists, to the West Bank Theatre district, to the cultural festivals such as Mayday and Crepuscule staged in Powderhorn Park, arts organizations have enriched community life in Minneapolis by providing learning experiences, entertainment, creative inspiration, economic benefits and cultural understanding to patrons and participants alike. (See Map 1.1.9)

Minneapolis' public libraries have also contributed to a better appreciation and understanding of the arts at the community level. Providing access to learning experiences about arts activities and sponsoring exhibits at community libraries has enabled many people to approach the arts from first-hand experience. From youth-oriented mural programs to community-based cultural celebrations involving music and dance, to street fairs and performance festivals, the arts bring color, energy, ideas, and emotions to the daily lives of residents. Some neighborhood-based arts activities have positioned themselves to raise awareness and stimulate discussion around social issues such as racism, violence, and community solidarity. People from all walks of life look to the arts as a pivotal tool in strengthening communities by building bridges of understanding, revitalizing neighborhood appearances and illustrating a community's proud cultural heritage. Arts activities build wide audiences, crossing neighborhood boundaries and welcoming diverse people who share a common interest.

1.5 Minneapolis will promote neighborhood-based arts activities.

Implementation Steps

Improve collaboration and coordination of arts programming with established private arts organizations, local neighborhood groups and public facilities such as the Minneapolis Public Libraries.

Support citywide and neighborhood-based cultural celebrations.

Encourage the work of neighborhood-based arts programs that strengthen the relationship between the arts and the environment.

Promote neighborhood arts as a neighborhood economic development tool, with business plans that can be tested and evaluated.

Expand youth opportunities and exposure to the arts in Minneapolis.

Increase support for the arts as a means of encouraging youth to participate in safe activities that encourage self-expression and bridge generational, cultural or ethnic gaps.

Coordinate and facilitate city involvement in neighborhood-based arts activities.

youth development & intergenerational connections

Providing a positive, supportive environment for children and youth is the most critical responsibility we shoulder as a community. Young people growing up in Minneapolis, like their counterparts in cities all across the nation, face major challenges. It will take a sustained effort from everyone, including parents, teachers, city leaders, youth workers, businesses, neighbors and religious leaders to provide youth with the assets and advantages they need to grow up safely and successfully. Providing a community context for learning how to successfully make one's way in the world is essential to each young person's success; the process of learning how to do this requires a network of others to educate, train, shelter, nurture, finance, assist and mentor youth.

"Strong vital prospering youth are not born. They are raised by a community of people who provide the essential building blocks of development for young people."

Youth programming that is organized and based from the neighborhood offers learning, skill building and creative opportunities with peers and elders. It also offers opportunities for better understanding between elders and youth. Unique activities, such as the Green Chair arts project or the Urban Mural project, teach kids new skills or spark a flint of interest in new experiences. Personal contact with a participating artist or tradesperson may inspire a young person to consider their future in new terms. As youth donate their time and energy to neighborhood-specific activities like mural projects or community gardening, they begin to cultivate respect from those same neighbors as others experience the positive and artistic contribution young people can make to their community. Youth initiatives need increased citizen involvement, both in assisting specific program initiatives or in shaping long-range planning for youth agencies.

1.6 Minneapolis will promote community-based initiatives in youth programming.

Implementation Steps

Emphasize leisure, recreational and educational programming that offers positive, community-based experiences to youth.

Work with a range of agencies to establish asset-building goals for Minneapolis' youth.

Create programs and opportunities for older youth to build relationships with younger children through service projects, volunteering, mentoring, tutoring, baby-sitting or other initiatives.

Manage the Police Athletic League to foster mutual respect between youths and police through athletic and recreational activities.

Search Institute's Assets for Youth Development

External Assets	Internal Assets
1. Family support	1. Achievement motivation
2. Parent(s) as social resource	2. Educational aspiration
3. Parent communication	3. School performance
4. Other adult resources	4. Homework
5. Other adult communication	5. Values helping people
6. Parent involvement in schooling	6. Is concerned about world hunger
7. Positive school climate	7. Cares about people's feelings
8. Parental Standards	8. Values sexual restraint
9. Parental discipline	9. Assertiveness skills
10. Parental monitoring	10. Decision-making skills
11. Time at home	11. Friendship making skills
12. Positive peer influence	12. Planning skills
13. Involved in music	13. Self-esteem
14. Involved in school extra curricular activities	14. Positive view of personal future.
15. Involved in community organizations or activities	
16. Involved in place of worship	

investments in community well-being

The bonds that hold a community together often take root in a common history. Almost 100 years after the fact, history begins to repeat itself here in Minneapolis. The ethnic and cultural profile of Minneapolis' population has changed radically in the last fifteen years.

"respect diversity and challenge discrimination"

Minneapolis, throughout the 1880s, experienced changes to the city's demographics at the same scale and intensity as witnessed in the 1970s, 1980s and 1990s. At the end of the last century, Minneapolis, the 'Mill City', was a city of immigrants. Most of those newcomers immigrated to Minnesota in search of improved economic opportunity for their families; others fled persecution and oppression in their homelands. The city was experiencing a great economic 'boom' at the end of the century, recovering from the recession of the 1880s and riding the crest of prosperity and growth surging around the busy warehouses and mills of Minneapolis. Most people who arrived on the city's doorstep at that time shared the same basic experiences and tribulations as today's immigrants. They faced the same obstacles in the form of learning an unfamiliar language, adapting to the climate and finding a job that paid well enough to support their families.

1.7 Minneapolis will recognize and celebrate its history.

Implementation Steps

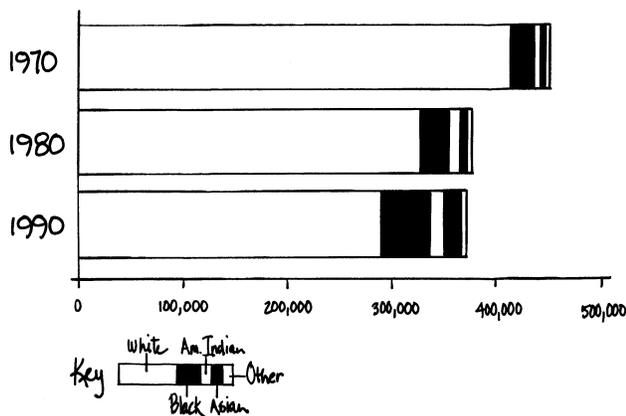
Continue to designate buildings, sites and districts as local heritage preservation sites.

Provide educational activities to encourage citizens to understand the city's history and rich traditions.

Incorporate heritage preservation at the earliest stage of planning for new development and neighborhood revitalization

Encourage new developments to retain historic structures, incorporating them into new development rather than demolishing them.

Minneapolis has become more ethnically diverse



source: John Adams & Barbara Van Drasek,
Minneapolis/St. Paul: People, Places & Public Life

Minneapolis, the busiest urban center in the Upper Midwest at the end of the last century, just as it is now, continues to offer immigrants shelter and the comforts of familiar goods, services and traditions while they adapt and integrate themselves into the new culture they encounter in America. Since the early 1980s, ethnic diversity in Minneapolis has been increasing rapidly. Recent waves of immigration have brought people to the city from Africa, Asia, Eastern Europe and Latin America. As people adopt Minneapolis as a new home, strengthening the ties that bind a community together becomes a shared effort. Yet, a chain or link of community relationships is only as strong as its weakest link. As both the region and the city continue to grow and become more ethnically and culturally diverse, the metropolitan community as a whole must directly address issues of discrimination and the concentration of households of color living in poverty. Discrimination, in its many forms, is a continuing problem in our community, as it is elsewhere in the nation. Enforcement of fair housing laws and the defense of protected classes in the workforce and educational settings is an important effort the city must continue to maintain. Discrimination on the basis of affectional preference, age (18+), race, religion, public assistance status, gender, Vietnam era veteran, marital status, national origin, ancestry, color or disability is prohibited by law and will be enforced. The health and welfare of our community demands respect for diversity in all its forms through the development and implementation of all public policies.

1.8 Minneapolis will take steps to eliminate discrimination against protected classes and promote a wider understanding of the value of diversity in our community.

Implementation Steps

Require that all city policies challenge discrimination of any type in the workplace, the housing market and the educational system.

Follow and promote the Minneapolis Principles of Conduct Against Prejudice and Racism, outlined below:

I commit to follow these principles and work for their adoption in every organization in which I am a member:

- Take steps to understand people of different cultures and races, and to discover and resolve the sources of my negative assumptions and fears.
- Correct my own and others' racially insensitive behavior and language, such as jokes and stereotyping.
- Welcome people of different cultures, races and abilities into my neighborhood.
- Make every effort to ensure that decision-making and policy groups represent the diversity of people affected by the groups' decisions.
- Make sure that institutions, organizations, neighborhoods, and the workplace sponsor events that represent the cultural richness and history of Minneapolis.
- Have and support hiring practices that are free of bias, weed out candidates who are biased, and achieve an employee group which reflects, at all levels, the diversity of the available workforce.
- Provide human resource development programs that include diversity training for all members or employees, promote only racially and culturally unbiased people, offer equal advancement opportunities, and actively assist persons of color in their commitment to success.
- Use cultural and racial inclusivity as a factor in making decisions about the products I purchase, where I buy them, where I invest funds and choose to make contributions.
- Offer services, programs, and products (e.g. educational, industrial) which reflect and are sensitive to the diversity of the customers or clients.
- Make sure formal communications, such as news releases, reports, and advertising reflect the diversity of the community and do not perpetuate inaccurate generalizations and slurs directed at any group of people.

Perform intake and referral services for persons believing they have been discriminated against with respect to fair housing rights and conduct appropriate investigations for such discrimination charges.

Manage fair housing contracts with Legal Aid, Fair Housing Center and Urban Coalition, providing assistance and information as needed in making presentations to consumer and provider groups.

Protected classes & anti-discrimination laws

- Affectional preference
- Age (18+)
- Race
- Religion
- Public assistance status
- Gender including sex harassment & pregnancy
- Vietnam era veteran
- Marital status
- National origin
- Ancestry
- Color
- Disability

Minneapolis Affirmative Action Division

safety and security are the foundation of livable neighborhoods

Watching over physical safety and security in city neighborhoods has been a traditional function of government. Every citizen wants peace, quiet, safety and security in their home as fundamental features of city living. Every neighborhood merits the same degree of protection and investment in its physical infrastructure and safety features.

Fear and the perception of crime shake the concept of the city's livability at least as much as the actual incidence of crime impacts residents, workers and visitors. Media images and simplistic headlines have occasionally used broad brushstrokes to describe the city as a place in distress, beset by violence that touches every aspect of residents' lives. Yet perceptions of safety throughout the community and residents' fear of crime vary widely.

Community-based crime prevention in Minneapolis is crucial to preserving a sense of safety and security in city neighborhoods. CCP/SAFE and Block Club efforts are bolstered by a strengthening of enforcement and prosecution efforts on the part of the city and Hennepin County. Events such as National Night Out bring neighbors together to support each other's crime prevention efforts. When residents of all ages take over the streets for a summer's night of socializing with their neighbors, residents are encouraged by the progress they make in enriching their quality of life.

1.9 Minneapolis will work to enhance the appeal of city living by improving residents' actual and perceived sense of safety and security.

Implementation Steps

Develop and implement strategies for improving safety in communities through CCP/SAFE by organizing and training citizens, providing police response to local crime concerns and mitigating problems at addresses with a history of repeat police calls.

Direct the Police Department to:

- Continue to respond to emergency and non-emergency calls for service, apprehend offenders, prevent and deter crime, investigate and gather evidence at crime scenes, and maintain civil order.
- Continue to provide proactive response to specific neighborhood crime problems targeting gangs, drugs, guns and prostitution.
- Continue to use existing patrol by foot, squad cars, bikes, and horse programs, and the canine unit.
- Continue to conduct personal safety and drug awareness education for school children.

Organized, well-connected citizen groups work as equal partners with law enforcement agents at the community level in Minneapolis. The greatest success in developing proactive strategies about promoting safety in city neighborhoods originates from within the community. Organized community-based actions directed at improving safety connect people with a shared commitment to making their neighborhoods peaceful and livable environments. From the petitioning and organizing activities of block clubs to increasing community-based patrols of the Minneapolis Police Department, the coordination of activities shared among sworn officers, civilians, residents and neighborhood organizations is the key to staying on top of what happens 'on the street' in the city.

1.10 Minneapolis will continue to support community-based initiatives to assure safety and to prevent crime in neighborhoods.

Implementation Steps

Support community crime prevention activities in the neighborhoods.

Continue to develop the Safe Schools/Safe Parks/Safe Areas initiative to provide safety in the school buildings and on school grounds.

Assign more officers to beat patrols, bike patrols and mounted patrols as a regular function of the Police Department, to improve community interaction with police officers.

Work with local media to more accurately report criminal events and trends as well as ongoing prevention efforts.

The effectiveness of these broad, community-based measures must be complemented by police and prosecution initiatives aimed at improving crime prevention and law enforcement. The number of sworn officers in the ranks of the police force is a comprehensive part of the organizational strength the city brings to bear on criminal activity. Strategic thinking about resource allocation and a sharing of information between different jurisdictions, such as Hennepin County, is also tremendously important in using human, financial and physical resources most effectively. The sharing of expertise and skills continues to be extremely important in providing the most effective law enforcement methods possible.

Finally, intensifying prosecution efforts and securing a higher rate of convictions rests on a committed partnership with Hennepin County and the exploration of alternative sentencing strategies for certain offenses, such as sentence-to-serve and workhouse programs. Creating specific tools (such as the Drug Court established by Hennepin County and the City of Minneapolis in January of 1997) to respond to particular offenses has provided prosecution and sentencing with stiffer penalties for certain offenses, reflecting the idea that the consequences of engaging in criminal activity are serious and certain to be applied.

1.11 Minneapolis will intensify law enforcement and secure more convictions for criminal offenses.

Implementation Steps

Intensify the enforcement of existing laws and regulations in order to decrease criminal activity.

Work with Hennepin County on increasing prosecutions and securing convictions.

Work with the criminal justice system to secure appropriate convictions.

Ensuring that public safety infrastructure meets the needs of citizens is an equally important factor in improving the 'peace of mind' equation that makes city living appealing to residents. The condition and adequacy of street lighting, police and firefighting facilities are of great priority to the city's long-term livability. Crime Prevention Through Environmental Design (CPTED) is a way of thinking about buildings and open spaces that encourages law enforcement officials, architects and developers to make urban areas safer and more secure for people using them. One of its most important components is the need to maximize surveillance, from buildings to parking lots, houses to the street, or schools to playgrounds. It also focuses on lighting, building layout and open space configurations, among other aspects (see the City Form chapter for more information on CPTED). (See Maps 1.1.5 - 1.1.8)

1.12 Minneapolis will ensure that public safety infrastructure adequately meets residents' needs.

Implementation Steps

Plan and provide for the necessary resources, personnel, equipment, training and the proper direction of these resources so that basic fire and emergency medical services can be effectively delivered to citizens.

Dispatch police and fire resources to emergency and non-emergency scenes.

Provide full service police precinct stations, assembly locations and smaller "cop shops" in commercial areas where a police presence is needed to deter crime.

Locate fire stations throughout the city within a four minute or less response time, to minimize fire loss and expedite rescue and emergency medical service.

Provide fire training facilities such as a fire training tower and similar facilities.

Provide voice and data radio communications that meet the expanding needs of fire and police.

Assure that new developments and renovation of existing structures adhere to the principles of Crime Prevention Through Environmental Design (CPTED).

Improve public safety infrastructure by evaluating existing street lighting standards to determine if current standards are adequate to today's safety needs.

Develop street lighting standards in the city according to the following criteria: Adequacy of light output, glare control, capital costs and energy efficiency within the context of public safety, aesthetics, neighborhood livability and economic development.

healthy citizens make a strong community

A healthy community is one of the most important investments in the city's future well being. Promoting the overall health of the community pays off in the long term; though the results may not be seen immediately, the investment in creating and maintaining healthy habits makes itself evident as the population ages from childhood to youth to adulthood. The city has long played an advocacy role in promoting good health among citizens and offering services and programs that enrich the physical, mental and emotional health of residents. One of the approaches to delivering

health care traditionally supported by the city has been school-based clinics. School-based clinics are a first-rate resource for ensuring the healthy development of children, and also function as one of the most effective means of addressing health needs of families as a whole. Yet school-based clinics are not the only way to deliver health services to residents. As the city continues its role in providing health services, other arrangements may be made to ensure that families of students enrolled in the public schools receive essential care and health education.

1.13 Minneapolis will protect and improve residents' health by preventing disease, disability and violence.

Implementation Steps

Increase immunization rates for children.

Reduce the risks of HIV infection through education, prevention and treatment.

Address alcohol, tobacco and other substance abuse through education and counseling.

Promote the social, mental and physical wellbeing of adolescents through education, counseling and preventative care.

Reduce violence and the psychological effects of violent trauma through education and counseling.

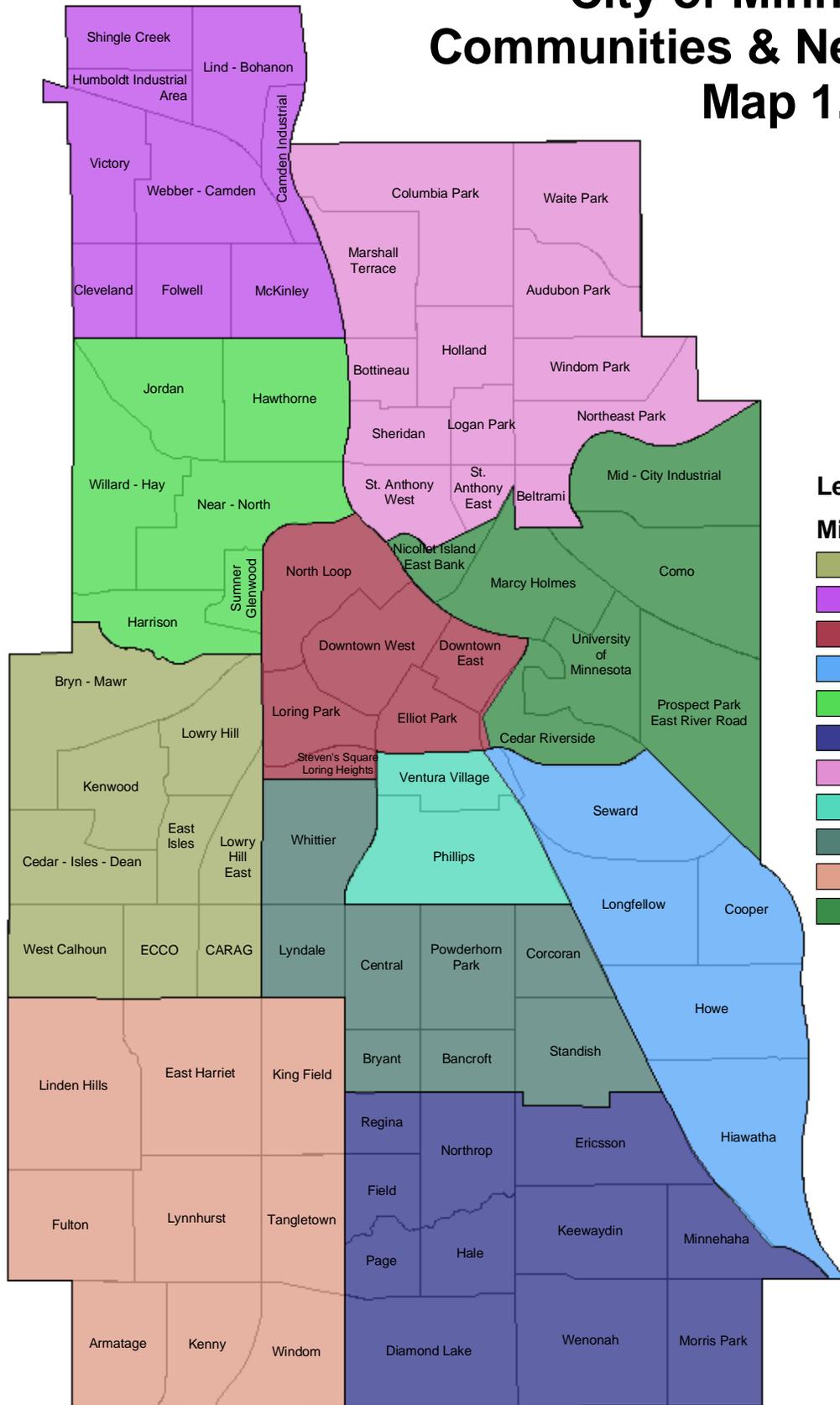
Improve response time to complaints about public health nuisances.

Provide clinical and health promotion services in school-based clinic settings and health promotion and classroom education services in schools served by designated clinics.

putting it together

The true strength of any community derives from the success of small-scale, public, everyday life interactions. These interactions, between neighbors and acquaintances who share the same block, or visit the same park, or encounter each other at local restaurants and stores, build a web of trust and familiarity. In a city, a place of wide-open choices and rich opportunity, people cultivate friendships and acquaintances selectively. Neighbors and neighborhoods, on the other hand, are bound together because of their shared geography. Daily life offers many opportunities for residents to come together. These shared aspects of daily life convey certain rights to each resident, but also demand certain responsibilities of them. The right to privacy as well as the freedom to develop varying degrees of contact with people around them are "deeply cherished and jealously guarded gifts of great-city life", as Jane Jacobs has written. The obligations a citizen owes to his or her community materializes at election times, at block-level meetings held to address neighborhood issues, and at city-wide gatherings convened to respond to challenges that face the entire community. The rewards of honoring these obligations surface in the form of economic confidence, neighborhood stability, care and respect for natural resources, reinvestment in community institutions and a highly regarded overall quality of life. These rewards are what build an authentic sense of community in Minneapolis.

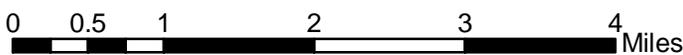
City of Minneapolis Communities & Neighborhoods Map 1.1



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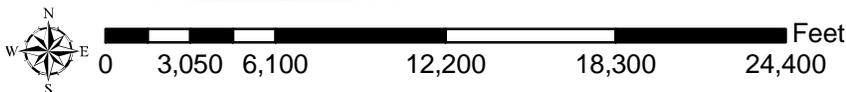
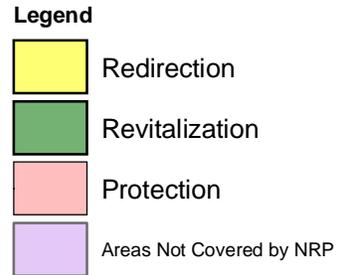
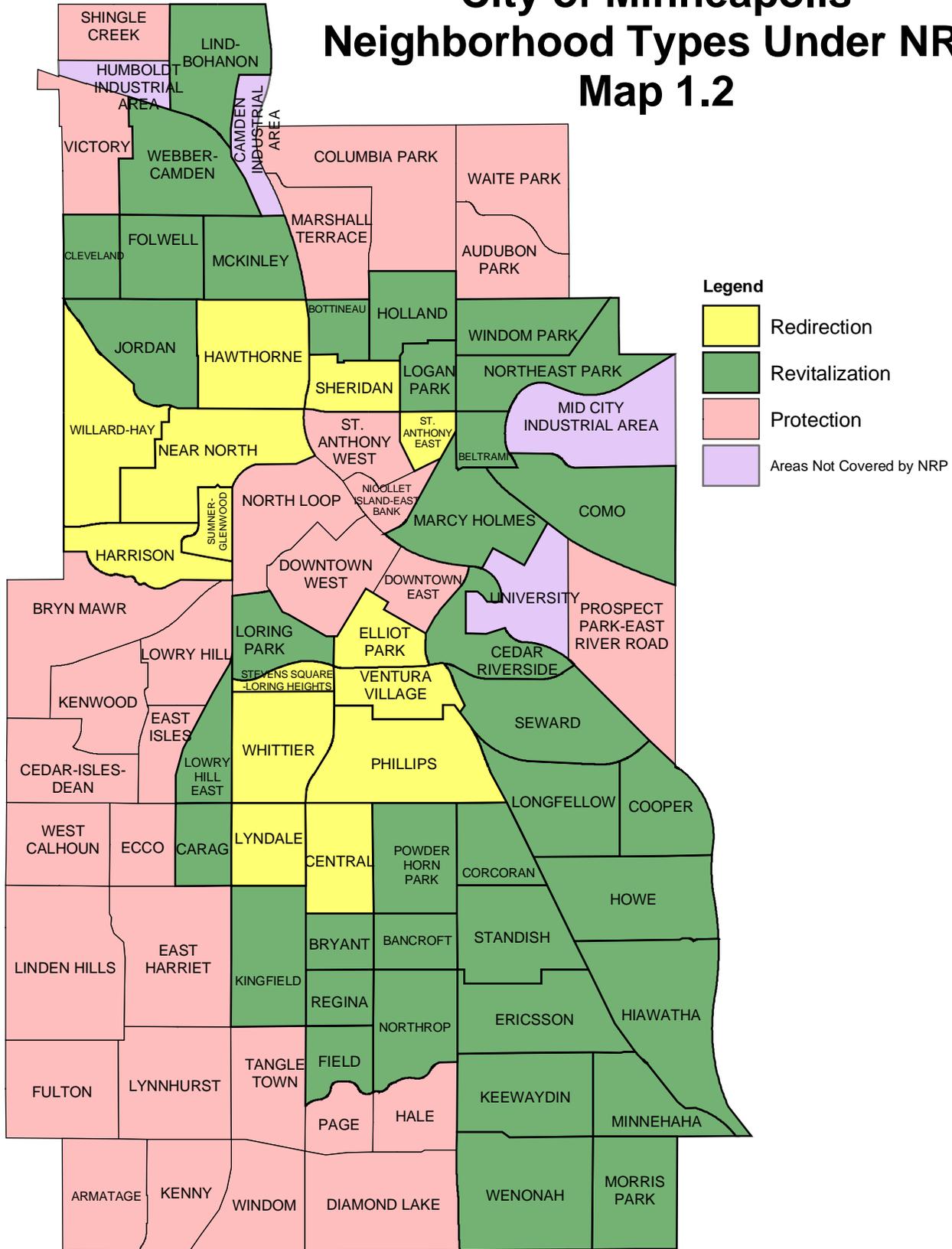
Minneapolis Communities

- CALHOUN-ISLE
- CAMDEN
- CENTRAL
- LONGFELLOW
- NEAR NORTH
- NOKOMIS
- NORTHEAST
- PHILLIPS
- POWDERHORN
- SOUTHWEST
- UNIVERSITY



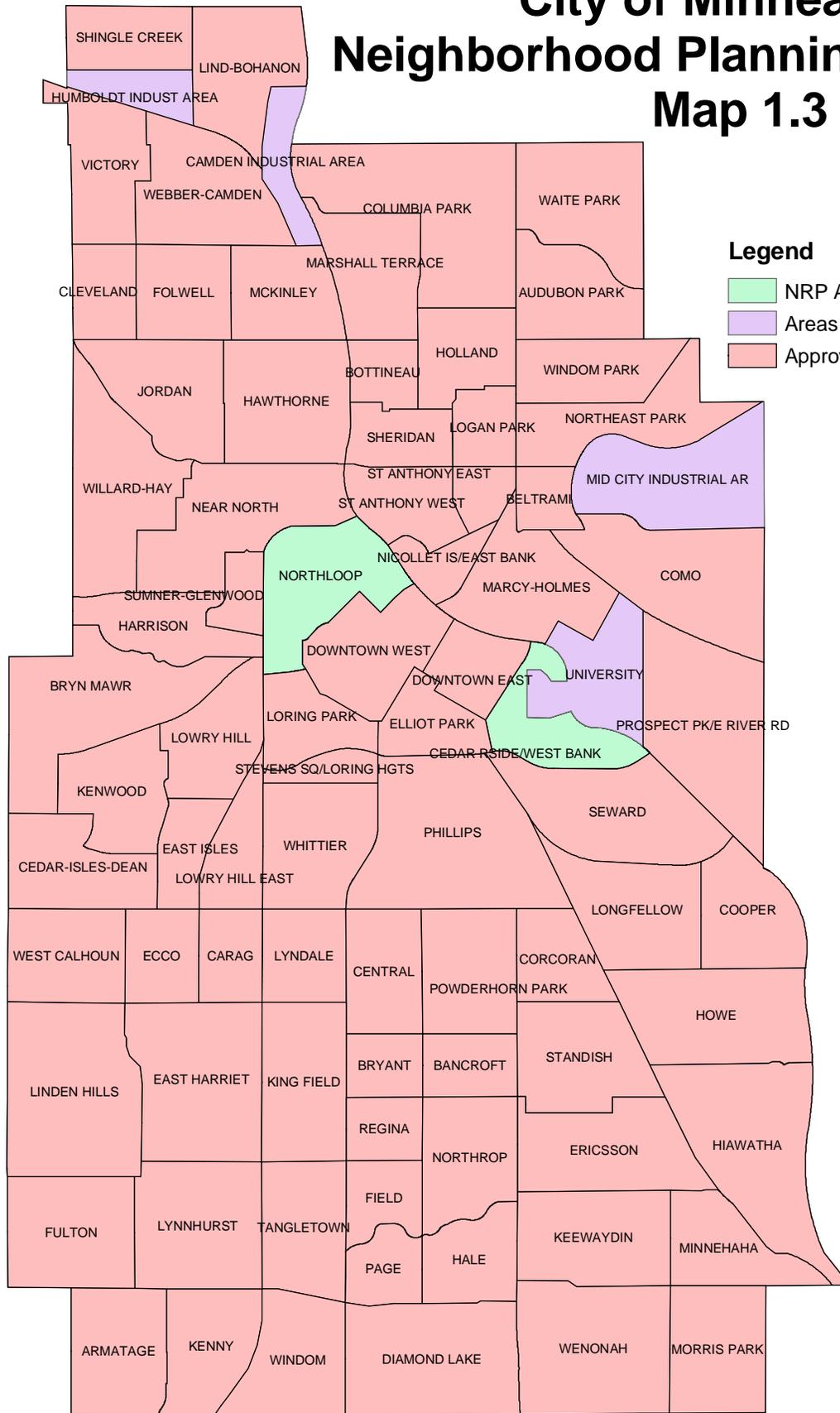
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Minneapolis Community Planning and
Economic Development Department,
Planning Division
January 2004

City of Minneapolis Neighborhood Types Under NRP Map 1.2



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Minneapolis Community Planning and
Economic Development Department,
Planning Division
August 2004

City of Minneapolis Neighborhood Planning Under NRP Map 1.3



Legend

- NRP Action Plan Under Development
- Areas Not Covered by NRP
- Approved NRP Plans As Of 2003

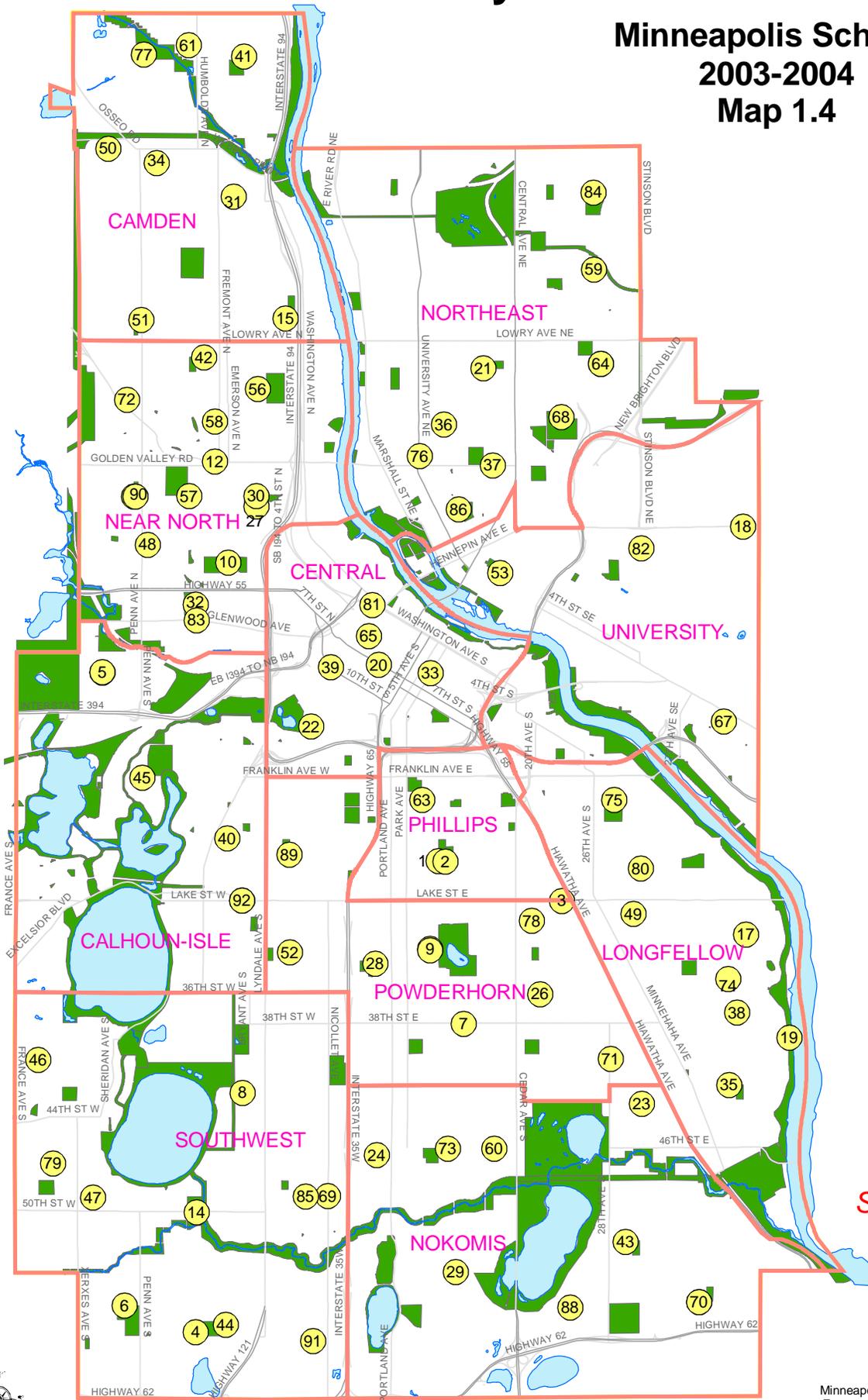


087550,500,250,000 Feet

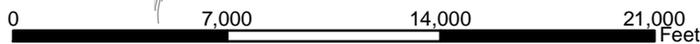
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December 2003

City of Minneapolis

Minneapolis Schools 2003-2004 Map 1.4

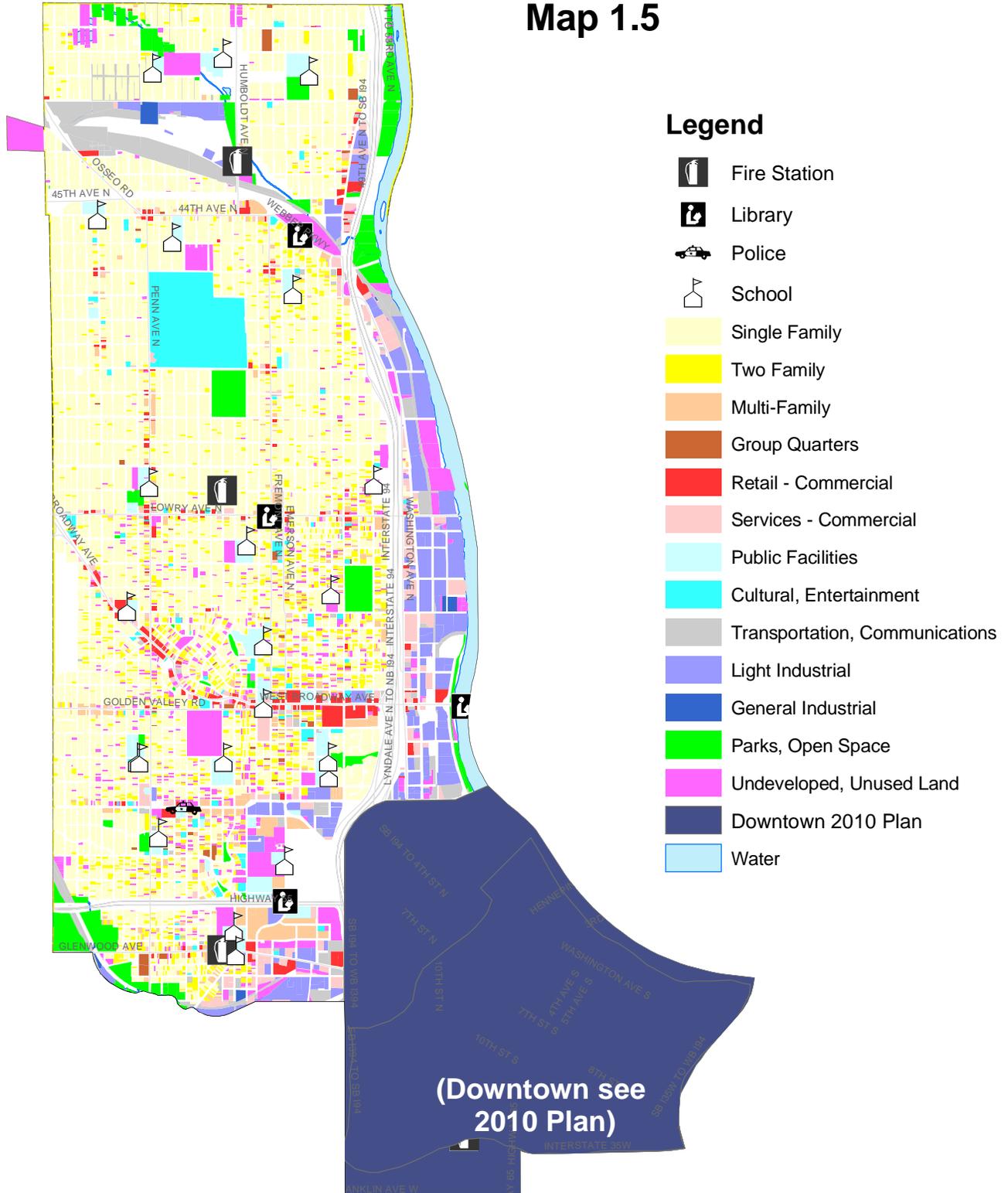


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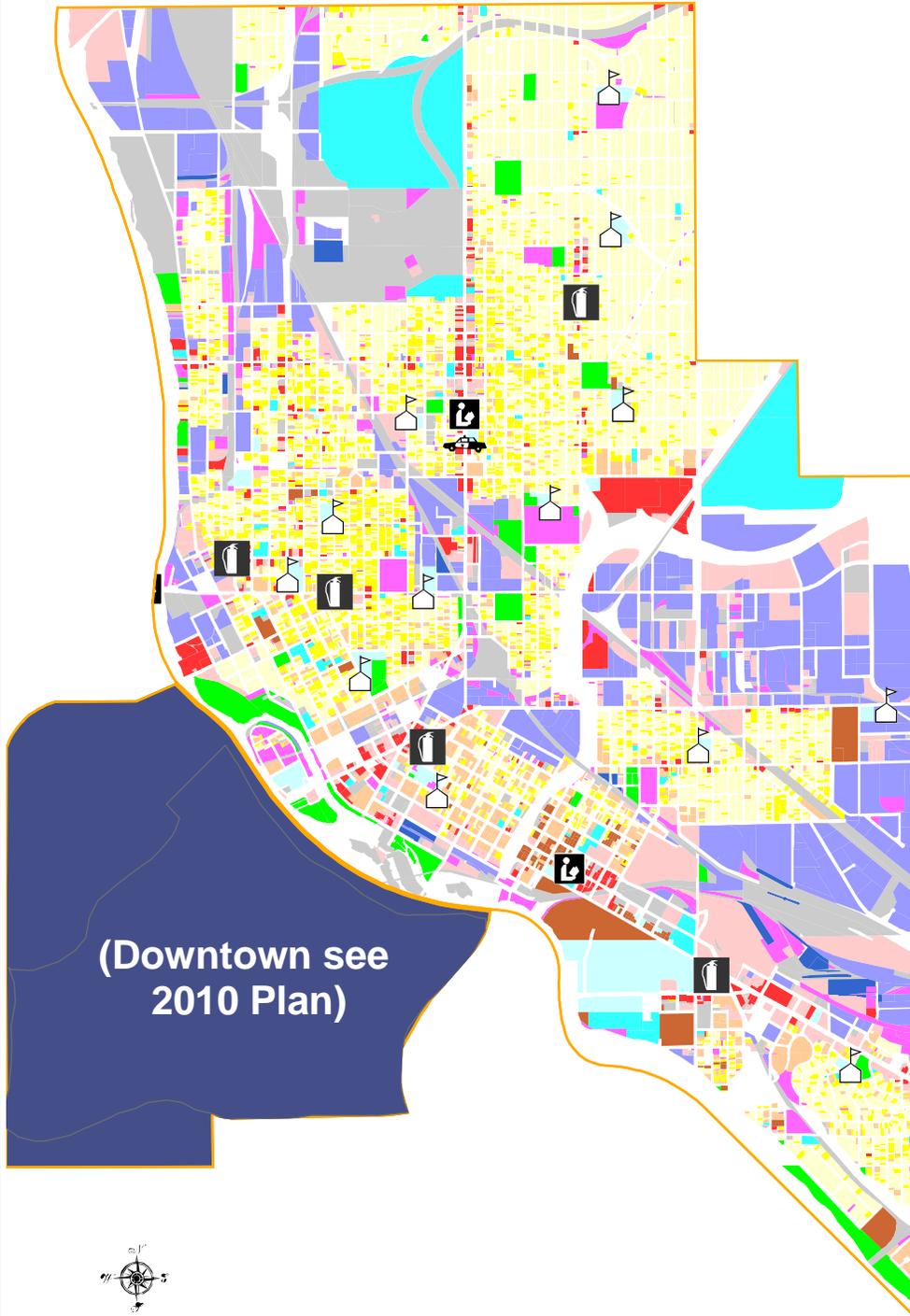
City of Minneapolis

Public Facilities North Sector Map 1.5



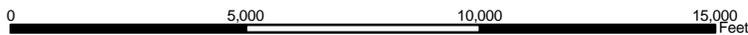
City of Minneapolis

Public Facilities Northeast and Southeast Sectors Map 1.6



Legend

-  Fire Station
-  Library
-  Police
-  School
-  Single Family
-  Two Family
-  Multi-Family
-  Group Quarters
-  Retail - Commercial
-  Services - Commercial
-  Public Facilities
-  Cultural, Entertainment
-  Transportation, Communications
-  Light Industrial
-  General Industrial
-  Parks, Open Space
-  Undeveloped, Unused Land
-  Downtown 2010
-  Water



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City of Minneapolis

Public Facilities South Sector Map 1.7

(Downtown see
2010 Plan)

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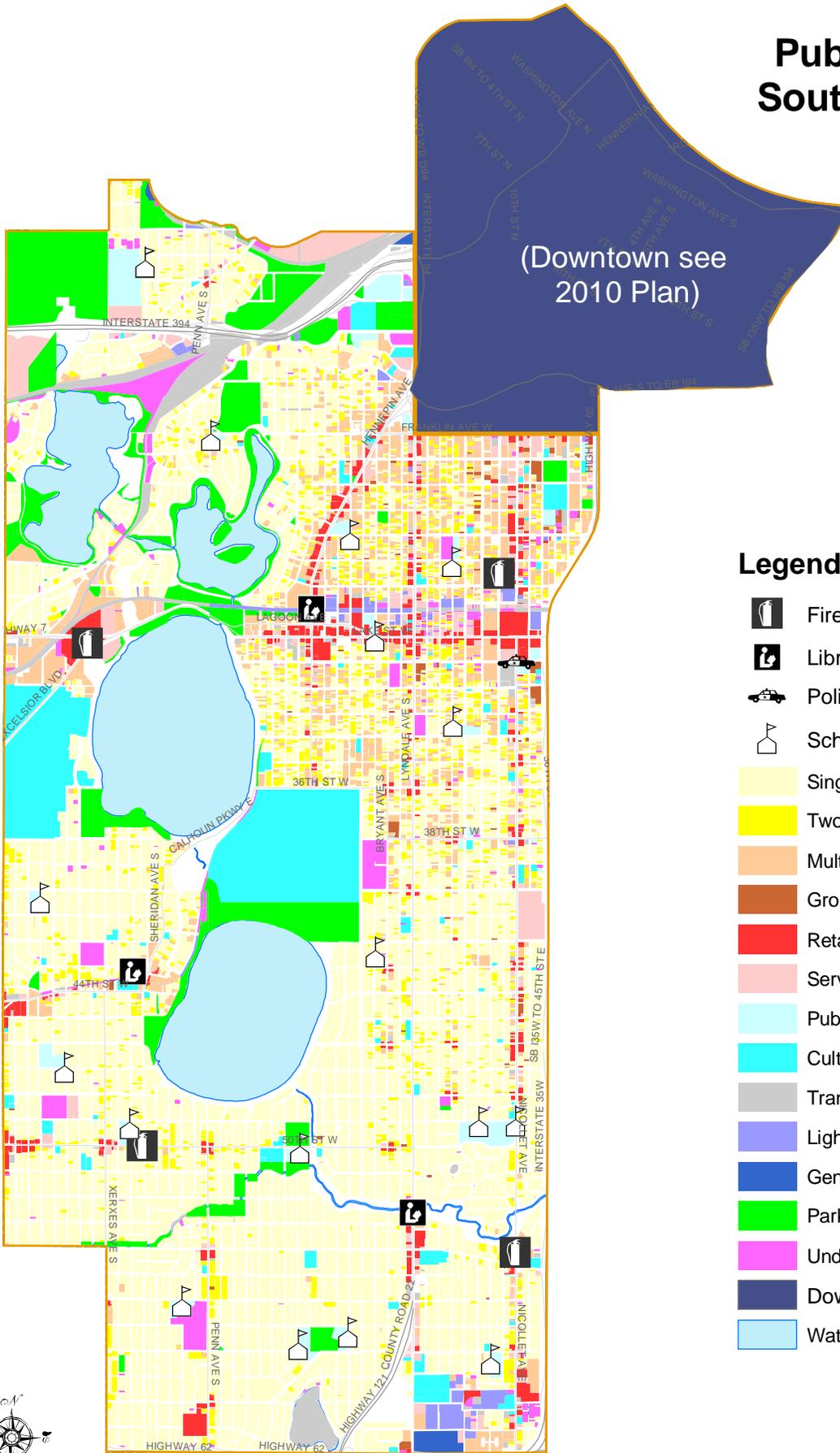
-  Fire Station
-  Library
-  Police
-  School
-  Single Family
-  Two Family
-  Multi-Family
-  Group Quarters
-  Retail - Commercial
-  Services - Commercial
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-  Cultural, Entertainment
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-  General Industrial
-  Parks, Open Space
-  Undeveloped, Unused Land
-  Downtown 2010
-  Water



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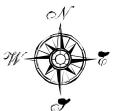
City of Minneapolis

Public Facilities Southwest Sector Map 1.8



Legend

- Fire Station
- Library
- Police
- School
- Single Family
- Two Family
- Multi-Family
- Group Quarters
- Retail - Commercial
- Services - Commercial
- Public Facilities
- Cultural, Entertainment
- Transportation, Communications
- Light Industrial
- General Industrial
- Parks, Open Space
- Undeveloped, Unused Land
- Downtown 2010
- Water

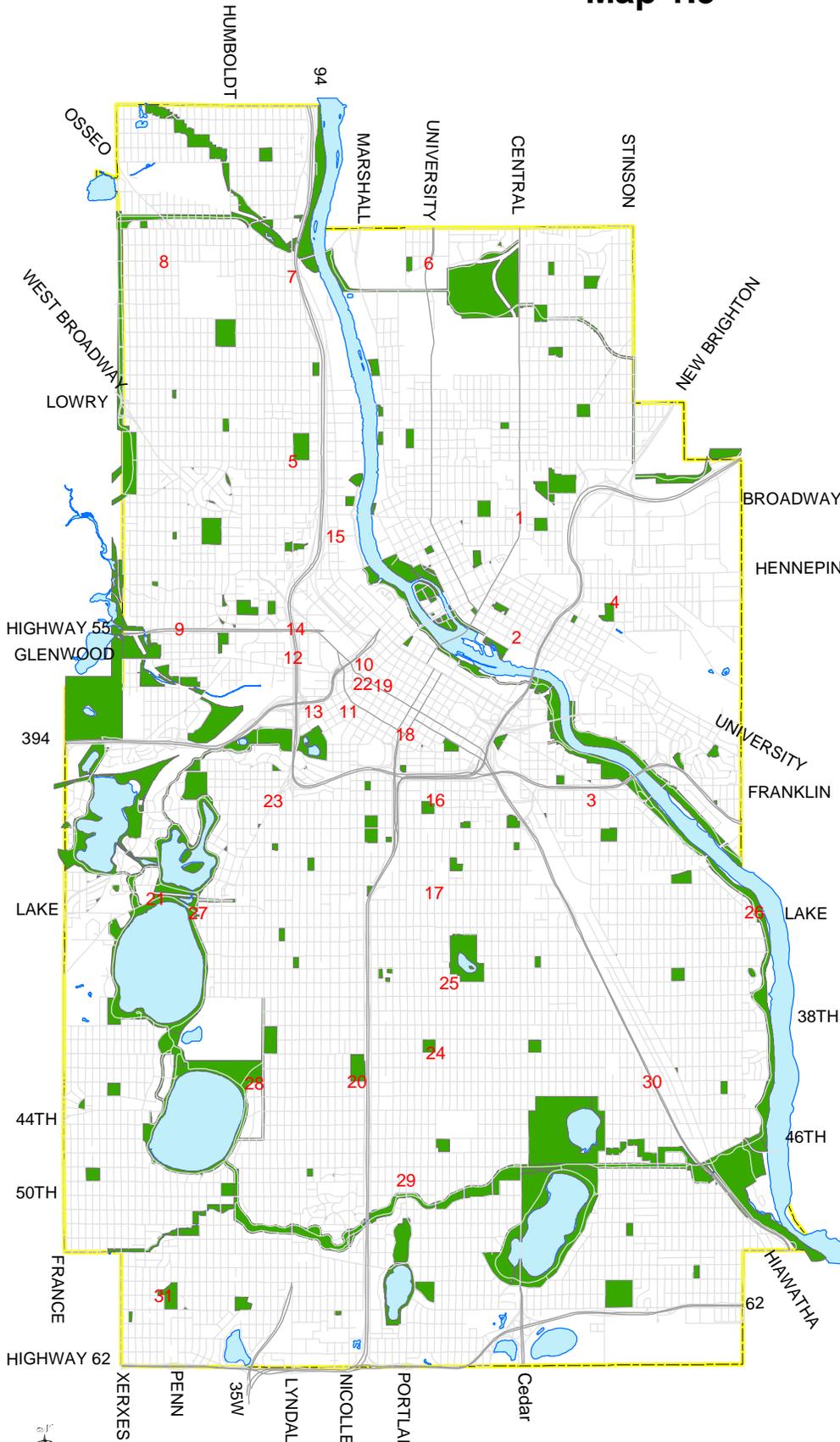


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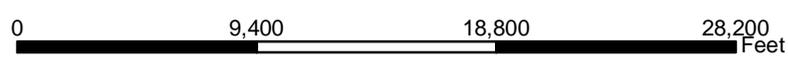
City of Minneapolis

Public Arts, 1985 to 2003

Map 1.9



- Legend**
- NUMBER**
- 1, Untitled, Susan Fiene
 - 2, Untitled, Aldo Moroni
 - 3, Untitled, Marjorie Pitz
 - 4, Accord, Norman Andersen
 - 5, Untitled, Norman Andersen, Kathy Schaefer
 - 6, Untitled, Jeffrey Kalstrom/Ann Klefstad
 - 7, Untitled, Zoran Mojsilov
 - 8, New Project, Flood Area 1
 - 9, Antoinette and James, Jane Frees Kluth
 - 10, Oasis Bench, Leslie Hawk
 - 11, Hawthorne Transportation Murals, Various Artists
 - 12, Heritage Park Public Art, Seitu Jones
 - 13, Jeremiah Mosaic Project, Marilyn Lindstrom
 - 14, Seed Project-Celebration of Life
 - 15, New Project, Animal Control Facility
 - 16, Touchstone Plaza, Rafala Green
 - 17, Midtown Greenway Bridges at Park and Chicago, Various Artists
 - 18, Sky View, Michael Sheridan
 - 19, 11 Manhole Covers, Various Artists
 - 20, Chippendale Bench, Tom Rose
 - 21, BUSTOP Bench, Bryan Carpenter
 - 22, Minneapolis Water Toy Bench, Stanton Sears
 - 23, New Project, Loring Bikeway
 - 24, Untitled, Michael Bigger
 - 25, Tea House on Powderhorn Lake, Susan Fiene
 - 26, West River Commons, Andrea Myklebust
 - 27, Community Vessel, Philip Rickey
 - 28, A Pathway to Peace, Teri Kwant and Greg Ingraham
 - 29, Chubby Bunny, Jeffrey Barber
 - 30, Hiawatha Avenue Mural, Sara Rothholz Weiner
 - 31, Garden Party, Scott Wallace



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 December 2003

2. The Market in the City

The Market chapters develop the idea of choice, in employment markets, commercial and industrial activity, and in housing markets as well. The city's future depends on our understanding of market dynamics, to enhance and support existing choices that are already thriving, whether in the form of employment opportunities in Downtown Minneapolis or the different types of housing choices available throughout the city. Economic development activity will focus on four areas: The preparation of land attractive to investors; the access to and availability of capital resources for business owners; further skill development and training for the labor force; and the streamlining or simplifying of regulatory environments that inhibit investment in the city.

- 2.1 **Minneapolis will increase its share of economic prosperity in the region.**
- 2.2 **Minneapolis will support the existing economic base by providing adequate land and infrastructure to make city sites attractive to businesses willing to invest in high job density and low impact, light industrial activity.**
- 2.3 **Minneapolis will continue to provide high quality physical infrastructure to serve the needs of business.**
- 2.4 **Minneapolis will develop its technological and information infrastructure in order to offer high quality working environments to businesses.**
- 2.5 **Minneapolis will focus resources and efforts on building a skilled and employable work force in livable wage occupations.**
- 2.6 **Minneapolis will focus resources and efforts on connecting residents to living wage jobs.**
- 2.7 **Minneapolis will continue to pursue the removal of barriers that prevent residents from holding living wage jobs.**
- 2.8 **Minneapolis will develop the existing economic base by emphasizing business retention and expansion.**
- 2.9 **Minneapolis will strengthen long-term confidence in the economy by building innovative public to private sector partnerships.**

introduction

Minneapolis is a city with abundant resources in the form of its physical attributes, the diversity and skills of its population, and a shared vision for the city's future vitality and prosperity. While changing and facing new challenges, the city has thrived over the last fifteen years as the center of a buoyant regional economy. The next twenty-five years will provide an opportunity for the city to build on a combination of regional population growth and economic changes.

The challenges that accompany patterns of growth in the metropolitan area must be addressed in order to ensure that all residents have choices in their decisions about employment, housing, and the quality of life of the neighborhoods in which they live. The influence of the private market on the "quality of life" for which Minneapolis is known encouraged the design of the Market chapters. Understanding the trends and decision-making that influence market forces enables the city and its partner public agencies to improve and expand choices in terms of enterprise development, housing markets, and the provision of public infrastructure and institutions.

understanding market activity

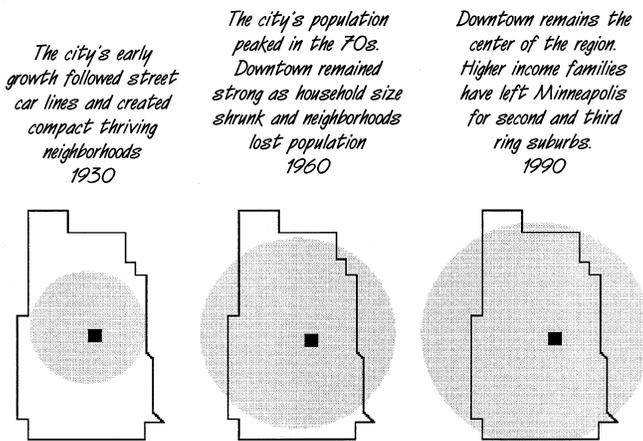
Understanding trends and behaviors that will influence future market activity prepares the city for its efforts to influence job and enterprise development, to encourage growth in new housing markets, and to stimulate neighborhood-based commercial activity. Our familiarity with the logic and behavior of private sector activity will be an invaluable asset in maintaining the level of development activity that has kept this region growing steadily over the last fifteen years. As the public sector becomes more fiscally constrained in its actions, the influence of market demand for certain types of jobs, certain kinds of housing and certain categories of commercial activities increasingly dominates the choices available to residents. City agencies maintain a very important role in influencing the range of possible market transactions. By providing encouragement to development proposals that are often overlooked in favor of the status quo, the city can assist in expanding choices. As public resources continue to be constrained, the extent of public intervention in new development will continue to decline. While the reach and activity of government investments may be constrained by trends at the national, state and municipal levels, the community must make a careful assessment about where and when to spend public money to realize the most effective gains and the most lasting benefit to the entire community.

the city as the region's center, past and present

When the city of Minneapolis began to grow alongside Saint Anthony's Falls on the banks of the Mississippi River over 100 years ago, it served as a gathering place for resources, labor and trade; first for agricultural and then later for industrial goods produced within the region. The young city acted as the primary trading marketplace for its inhabitants and served a large hinterland that extended through the Upper Midwest Region. It offered excellent transportation connections in the age of river and railroad transport. Channeling an abundant energy source at the Falls created an extensive supply of power for new industry locating in Minneapolis. Both skilled and unskilled labor was plentiful and the economic "boom" that occurred first in timber, then flour milling in the late 19th century, employed thousands of laborers who had immigrated to Minneapolis at that time.

Today, Minneapolis offers its residents and the larger population of the Upper Midwest a place of research and innovation, a hub of transportation routes, a center for arts and cultural programming, and a concentration of wealth production and service delivery. The city showcases new technologies, offers experiences of urban living that redefine how we think about our neighbors and the larger community, and also provides the traditional comforts of amenities and beauty we search for in our homes and neighborhoods. The diversity and competitiveness of the regional economy, fueled by the economic engine of downtown Minneapolis, have brought sustained prosperity and wealth to the Twin Cities area over the last two decades.

The challenge of the coming years is to continue to grow so that we maintain the city's strong influence over the metropolitan region and the Upper Midwest. Minneapolis' strengths come from its special attributes. Whether it is the bustle and activity of downtown or the attractive residential neighborhoods that form the building blocks of the city's livability, growth in the form of new households and new job opportunities is necessary to maintain the city's economic health, vitality and diversity.



The circles represent wealth moving out from the center city over time: downtown (the square) has retained a strong presence in the city and the region even as many city neighborhoods lost people and some of their job base.

the urban economy: an overview

Enhancing the urban economy in Minneapolis is described in two sections of the discussion on economic development. The first section of this focus on the urban economy relates to the overall approach the city will adopt in regards to economic development activities. Many of these approaches are spelled out in detail in the city's Economic Development Strategy, approved in June of 1995. These policies can be described as targeting land, labor or capital. The following section includes the next two chapters called *Marketplaces* and emphasizes place. In the *Marketplaces: Growth Centers* chapter, designating districts in the city called growth centers to attract concentrations of jobs, housing, mixed uses and amenities, turns the attention of investors, business owners, workers and residents to specific areas of the city within the metropolitan region. These areas are described as growth centers because of their current characteristics or their potential for future mixed uses development. Additionally, the corridors of the city can also accommodate growth of jobs, housing, mixed uses and amenities, typically served by existing transit. The final "markets" chapter (*Markets: Neighborhoods*) focuses on neighborhoods, discussing the corridors as a locus of some of the economic and housing activity that takes place within those boundaries. The

city's housing policies are expanded on in this chapter, with a place-specific focus as well as a discussion of overall city policy.

2.1 Minneapolis will increase its share of economic prosperity in the region.

Implementation Steps

Create a growth center concept approach to economic development, housing investment, transit service planning and investment in amenities to focus major investments in the city.

Facilitate investments in land preparation through pollution clean-up and land assembly activities.

Continue to maintain high quality physical and information infrastructure that serves the needs of businesses and residents.

Support efforts that build skills and connect residents to living-wage jobs.

investments in land, labor, capital and partnerships

Increasing the city's share of regional economic prosperity for all residents is the overriding goal of the city's economic development strategy. The city's investments in future economic vitality focuses not only on place-specific solutions in the form of growth centers, but also relies on four essential factors that together explain much of the dynamics of economic transactions that make up a city's economy. Land and infrastructure is the first of these variables. Developing the labor force through training, education and support services is a second crucial priority. Thirdly, the expansion of capital and technical assistance resources is critical, particularly in an economic climate that is increasingly oriented to advancing technology and communications networks. Finally, cultivating partnerships between the public and private sectors is essential to sustained success in encouraging long-term growth and economic vitality.

land readiness and light industrial land use

Industry is important to the city. It provides jobs, a tax base, and economic vitality to the region. Historical patterns of industrial development have resulted in the concentration of heavy industries with regional impacts within city limits. At the same time, the legacy of pollution and contaminated land passed down from the heavily industrialized economic activity of previous generations is a serious obstacle to generating new economic development at the end of this century. Pollution remediation and environmental clean up are specific initiatives that demand city leadership and continuing partnership with the state in order to persuade decision makers about the business logic of potential investment choices in the city.

However, the history of the city's development has found residential and industrial uses in close proximity to each other. Many industries generate off-site odor, dust, noise and vibration. A large number of these industries also generate significant off-site truck traffic, which can be particularly troubling to existing neighborhoods. The location of non-office uses, such as light industry or manufacturing activity, demands a different kind of consideration about where these uses should be located and how they should operate, based primarily on the impact these kinds of activities have on neighboring uses.

Managing these impacts is the key to future livability in Minneapolis' neighborhoods. Heavy industrial uses that create negative impacts on their surroundings can sometimes be buffered with natural or built features to shelter surrounding areas from the

most negative impact. Those heavy industrial uses currently operating with a negative impact on their surroundings and generating relatively low job counts will be encouraged to mitigate their impact and encouraged to relocate when possible. The diversity of the existing industrial base must continue to be developed in the future, and city agencies will continue to identify appropriate areas for the retention and expansion of existing industry as well as the development of new industry. With appropriate attention to the form and design of these industrial activity areas, businesses can operate competitively and successfully in the larger regional economy, create minimal impacts for their neighbors, and contribute to the economic health of individual residents and neighborhoods. The chapter on City Form addresses some of the more specific recommendations that will guide the form and design of Industrial/Business Park Opportunity Areas. (See Map 1.2.1)

2.2 Minneapolis will support the existing economic base by providing adequate land and infrastructure to make city sites attractive to businesses willing to invest in high job density, low impact, light industrial activity.

Implementation Steps

- Identify appropriate areas for the retention and expansion of existing industry and the development of new industry in specific industrial and business park opportunity areas.
- Promote light industrial uses as the preferred use of industrial land, but discourage warehouse or distribution uses in areas where truck traffic will negatively impact residential neighborhoods.
- Continue to protect a healthy physical environment that is attractive for private investment and compatible with neighborhoods.
- Engage in pollution clean up and land readying activities to be able to provide clean and competitive sites.
- Encourage federal, state and metropolitan support for pollution clean up and land readying activities.
- Allow for a limited amount of heavy industrial uses where appropriate, but minimize negative impacts on their surroundings.
- Relocate conflicting heavy industrial uses from impacted areas as more appropriate sites in the city or the region become available.
- Encourage heavy industry to locate at appropriate sites, such as those that have with immediate freeway access, are distant from natural or cultural amenities, and with no significant residential uses in the immediate vicinity.

TABLE 2.1
<i>Industrial/Business Park Opportunity Areas</i>
Southeast Minneapolis Industrial Area SEMI Refined Master Plan See Chapter 12 for overview of policy guidance and detailed land use maps
North Washington Industrial Park/ Jobs Park
Upper River
Mid City Industrial Area
Shoreham Yards/Columbia Park*
Humboldt Yards/Hennepin Community Works*
Hiawatha Corridor (including Seward Industrial Park)*
* component of Potential Growth Center
Source: The Minneapolis Plan, Land Use Policy Map

infrastructure

Minneapolis functions as the business center of the Upper Midwest because of its location at the crossroads of rail, highway and air The Market in the City

connections. The energy resources, the intensive coverage of fiber optic cable in downtown Minneapolis, the existing network of rail transshipment facilities and the excellent air transportation connections at the Minneapolis-Saint Paul International Airport all add more appeal to the city's location at the heart of a bustling region. Future growth and development of the economic base depends on the continued development of these essential transportation and information networks. Helping to provide businesses with optimal conditions to be able to compete in the regional, national and international marketplace is one aspect of city government's economic development efforts now and in the future.

2.3 Minneapolis will continue to provide high quality physical infrastructure to serve the needs of business.

Implementation Steps

- Develop and maintain the city's infrastructure to ensure the long-term success and competitiveness of Minneapolis in regional, national and global markets.
- Support the current location of the Minneapolis-Saint Paul International Airport but alleviate its impact on residents.
- Maintain the city's physical transportation facilities so that the design, condition or management of the city's streets and alleys, sidewalks, and skyways do not pose a threat to the well being of citizens and users.
- Encourage the development of major freight transshipment facilities at peripheral/arterial interchanges and highway/rail junctions to reduce conflicts with other activities.
- Continue to protect facilities such as radio beacons, and other aids used in airport navigation, from physical encroachment and electronic interference.
- Evaluate the importance of rail service to industries located in the city and formulate appropriate recommendations based on both industry needs and neighborhood livability.

Minneapolis must also enhance its competitiveness by maintaining high paying industries in the city. Some of these industries include printing and publishing, machinery and metalworking, biomedical technologies, and computer and software related manufacture. These industries demand high quality working environments in their communications and technological infrastructure. The city must remain attractive to these industries by maintaining and improving the high amenity environment and physical infrastructure to attract these industries to the city, through the provision of high amenity environments in order to ensure the growth of jobs of the future rather than the declining marketability of jobs of the past. Businesses located in Minneapolis, but operating in national and international markets, have excellent resources within their grasp in the form of connections to essential information networks. The presence of high quality information infrastructure and the availability of skilled employees will provide the basis for sustained growth in the future; the city's prosperity will continue to grow as long as the region is able to provide these two essential elements needed for daily business operations.

2.4 Minneapolis will develop its technological and information infrastructure in order to offer high quality working environments to businesses.

Implementation Steps

- Plan for the installation and management of fiber optic networks in the public right-of-way at designated growth centers such as the downtown and other activity nodes in the city.

Expand the city's understanding of the role of the telecommunications industry, its needs and necessary public and private sectors, and be prepared to respond proactively.

Promote the use of "best available technology" in upgrading communication linkages to the region and the world.

building a skilled work force for the economy of the future

In order to meet the needs of developing and growing business in the regional economy, the city's labor force must be well educated, appropriately skilled and adequately prepared for job opportunities that emerge in the region's growing employment marketplace. For all residents to enjoy the benefit of economic growth and wealth creation, economic development efforts must focus on preparing a qualified, ready to employ resident work force.

Economic growth and diversity over the last decade in other U.S. cities has come from tertiary industries such as electronics and computer-related activities and aeronautics. In the metropolitan region, growth has come in service sector jobs, as well as in the transportation, machinery and fire, insurance and real estate sectors. These firms rely heavily on technology and require significant educational achievement and skills development from their labor force. Investments in post secondary education and job training have demonstrated that the community understands very clearly the benefit of investment in human capital.

Although the region as a whole has seen growth across many sectors, including the "horizon industries" described above and that are expected to see much growth in the next 20 years, many of these jobs are located outside of the central city. The lowest paid service occupations, general service sector jobs, are held by a disproportionately large share of city residents. Data from the 1990 census indicates that average wages in the service sector are approximately two thirds the level of wages in all other occupations. The loss of jobs in certain key sectors has been much more acute in the city than in the metropolitan region; precision production, craft, and repair operations dropped 22.5% for city residents, but registered a 7% increase throughout the metropolitan area. This shift of job creation in certain sectors to the suburbs has meant a steady decline in earnings for some central city households, in addition to long travel times and high transit costs. These changes reflect a sectoral shift away from a manufacturing base relying on skilled industrial labor to economic activity that operates in close connection with information technology, automation, and telecommunications infrastructure.

the need for livable wage occupations

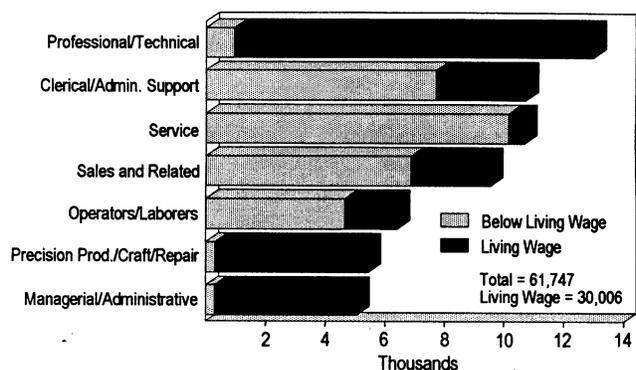
This kind of fundamental economic shift from manufacturing and industrial activity to service and technology-based industry demands that workers acquire new skills. It also requires a shift in the nature and structure of vocational and occupational training for those people entering the work force for the first time. The transition from high school to livable wage occupations must be facilitated for residents entering the work force. Current trends suggest that city residents are finding it increasingly difficult to find employment that pays living wage levels, as technological and structural change alters the character of economic activity considerably. Yet, work that pays livable wages is available in the region; the unemployment rate is approximately 6% for the metropolitan area, although some neighborhoods register unemployment rates of 10% and greater.

The Changing Economic and Labor Force Status of Minneapolis Residents

Positive Indicators	Negative Indicators
Continued lower rates of metropolitan unemployment and higher rates of employment growth than the U.S. as a whole.	Between 1979 and 1989 the City of Minneapolis added 20 additional census tracts in which the income of more than 25 percent of the population was classified as below the poverty level.
A net increase of 231 000 jobs for the seven county metropolitan Twin Cities area between 1980 and 1990, with a net increase of 13 000 jobs within the City of Minneapolis.	The unemployment rate for all city residents increased from 4.8% in 1980 to 6.7% in 1990. Unemployment for people of color increased from 11.6% in 1980 to 15.6% in 1990.
A net increase of around 40 000 Minneapolis adults age 25 or older with some post high school education between 1980 and 1990.	
Source: Changes in the Minneapolis Labor Force and the Growing Living Wage Employment Gap, Minneapolis Planning Department	

Livable wages can be defined in vastly different ways, depending primarily on the size of household and the earning ability of household members. The City of Minneapolis has adopted the benchmark of 110% of the poverty level for a family of four. Translated into a full-time or nearly full-time working schedule, this wage rate provides yearly income in the \$12,000 to \$15,000 per year range. As a floor rate, this wage level would lift a family of two or three persons above the Department of Commerce's Lower Living Standard. The average household size in Minneapolis is 2 to 3 persons, making this estimation of a livable wage an appropriate one. (Source: Changes in the Minneapolis Labor Force and the Growing Living Wage Employment Gap, 1993.) The March 1997 passage of a City Council resolution requires that businesses receiving financial assistance from city agencies greater than \$100,000 will be required to hire city residents at livable wage levels, defined as 110% of the federal poverty level.

proportion of living wage jobs created per year by occupation: metropolitan area, 1989 - 1996



Source: Minnesota Regional Employment Outlook to 1996, MN Department of Jobs and Training, December 1992
 Minnesota Regional Employment Outlook to 1996, MN Department of Jobs and Training, February 1992
 Minnesota Salary Survey, MN Department of Jobs and Training, August 1990

prepare people to work

Some job seekers require more specialized training to become eligible for living wage jobs; others need assistance and resources that can teach the importance of job readiness skills—the importance of arriving to work on time or the need to work the required hours. Other potential employees need assistance in securing transportation to and from the workplace, and day care for their children. The opportunity for individuals to earn a living, adequate to support their households, is essential to the livelihood of many residents and thus city neighborhoods. Livable neighborhoods rely on working individuals, strong families, healthy children, resourceful public facilities (such as libraries, schools and parks) and active social organizations. Earning a livable wage is the first step towards that success.

2.5 Minneapolis will focus resources and efforts on building a skilled and employable work force in livable wage occupations.

Implementation Steps

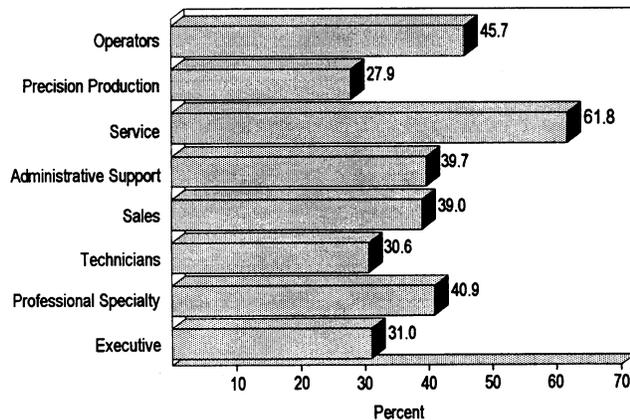
Promote the work readiness of city residents and the development of skills that respond to emerging opportunities in advanced technological firms that pay livable wages.

Encourage the participation of schools, libraries and major institutions, such as hospitals and other corporations, in building residents' work-readiness skills.

Create vocational and occupational training for job seekers in partnership with corporate citizens and educational institutions.

Support youth employment, apprenticeship and mentorship initiatives.

percent share of city jobs held by city residents by occupation



Source: U.S. Bureau of the Census, Public Use Micro Data Sample, 5%, 1990

connect residents to living wage occupations

Although the solution to the problem of inadequate wage levels is first answered by investing strategically in occupational training and skill development, other measures can be taken. Residents need to be better informed about the living wage level work opportunities available to them. Job linkage services offered collaboratively by the county and the city, as well as job postings and networks accessible at career centers and public institutions like the libraries, are important connectors for working residents. Interagency collaboration aimed at linking residents to job opportunities will be critical to the success of welfare-to-work and other programs targeting job creation and employment goals.

2.6 Minneapolis will focus resources and efforts on connecting residents to living wage jobs.

Implementation Steps

Continue to link job creation for unemployed and underemployed residents to city assistance programs.

Aggressively work to inform Minneapolis residents of jobs that are available throughout the metropolitan region.

Promote efforts at coordinating development for new business sites and housing construction within the city.

Support alternative transportation options developed in partnership with employers, workers and other agencies that transport residents to workplaces outside of the city.

remove barriers to employment

Some city residents face obstacles in their efforts to find employment in the metropolitan area. Obstacles arise not only from a lack of experience or knowledge, but also as the result of systemic barriers present in our community. Investing in the labor force requires attention to both kinds of obstacles. Work readiness is a broad term, covering everything from the habits and expectations of employees and employers to the availability of satisfactory options for child care or transit so that residents are able to arrive at their workplace ready to do the tasks expected of them. Larger, deep-seated obstacles, such as racism and prejudice, must be identified and eliminated so that residents do not encounter discrimination in their search for work. Ensuring that the transit system works efficiently and effectively to serve the transportation needs of workers and residents traveling to and from their homes is another top priority.

2.7 Minneapolis will continue to pursue the removal of barriers that prevent residents from holding living wage jobs.

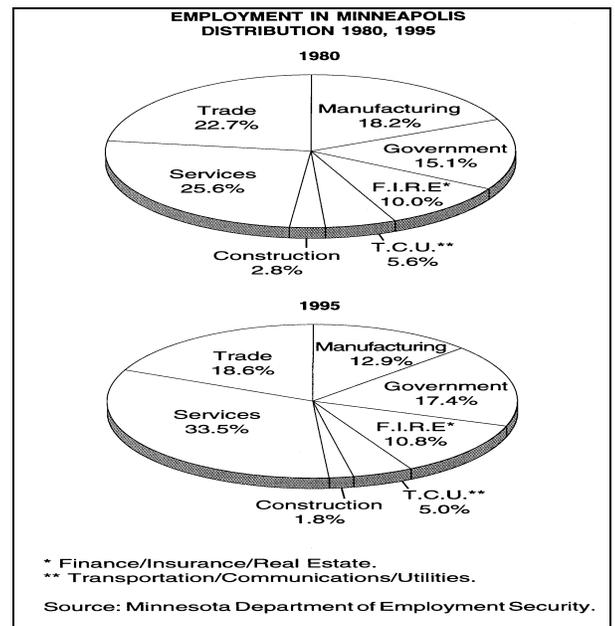
Implementation Steps

Improve public transportation that links workers to jobs.

Provide a wider range of child and elder care services.

Promote on-site day care as an employment assistance program.

Remove the barrier of racism and prejudice in residents' search for employment.



capital and technical resources for businesses

Changes in the global economy have reshaped the types of occupations found throughout the region. Corporate downsizing and sectoral shifts in the economy continue to redefine employment and vocational opportunities for young and mid-career residents alike. Home-based businesses and the growth of cottage industry have been one way that people with relevant skills cope with economic shifts. The ability to run a small business from the home also feeds an entrepreneurial spirit that may otherwise never be kindled in the face of considerable obstacles such as start-up costs or overhead. Home-based businesses are a well-developed trend in the current economic climate, exactly the kind of activity that the city must accommodate as the nature of work and the composition of the labor force changes over time.

Special offices already established at various public agencies assist entrepreneurs and investors in the process of information gathering and securing approvals for all aspects of a business program. For example, the BusinessLink service at the MCDA offers a clearinghouse of information about financing programs and other funding tools that are at the disposal of city agencies. The Minneapolis Public Library also operates a section for small business planning, offering services that range from information searches to workshops for business owners at the downtown site. The library acts as a major resource for both print and digital resources, offering extensive services both by telephone and on a walk-in basis.

2.8 Minneapolis will develop the existing economic base by emphasizing business retention and expansion.

Implementation Steps

Encourage home occupations within limitations in order to promote individual entrepreneurs and business formation, while protecting the character of residential areas.

Encourage existing capital equity pools to serve the business and financial needs of disadvantaged populations and to publicize the availability of such resources.

Promote business start-ups, retention and attractions. Foster a healthy business environment by encouraging access to the resources and information necessary for successful operation.

Many of the city's most entrepreneurial and innovative occupations can be found among the owners and employees of micro-businesses and home-based businesses. The relative ease of establishing certain businesses from the home, such as food preparation, small-scale craft production as well as professional or technical services, makes home based business more and more attractive in today's rapidly changing economic climate. A 1994 McKnight Foundation sponsored study showed that there were over 200 home-based businesses located in Central neighborhood alone. Among these were businesses providing information services and other businesses that offered both skilled and unskilled trades and services. As the report stated, these individual entrepreneurs are creating their own jobs, and they will likely remain invisible for the most part until they grow and mature, ideally with the help of a strong informational and technical infrastructure that provides support and assistance along the way.

Source: *Central Neighborhood Study, Final Report, Betty Mosely, Training and Development Resources*

building innovative public/private partnerships

Simplifying the regulatory aspect that investors encounter as they establish their business will contribute significantly to economic growth and the perception of the business climate in Minneapolis. The city is committed to improving coordination between various agencies and eliminating unnecessary barriers to standard procedures regarding approvals or permits. Delivering efficient, effective services is a focal point of the city's commitment to fulfilling its regulatory role in such a way that business development is stimulated. The City of Minneapolis recognizes that it can influence the investment process by participating as an active and interested partner in private sector initiatives. The city will demonstrate its commitment to long-term growth and economic development.

2.9 Minneapolis will strengthen long-term confidence in the economy by building innovative public to private sector partnerships.

Implementation Steps

Advance efforts to improve the coordination of economic development activity among various government jurisdictions, the business community, neighborhoods and non-profit agencies.

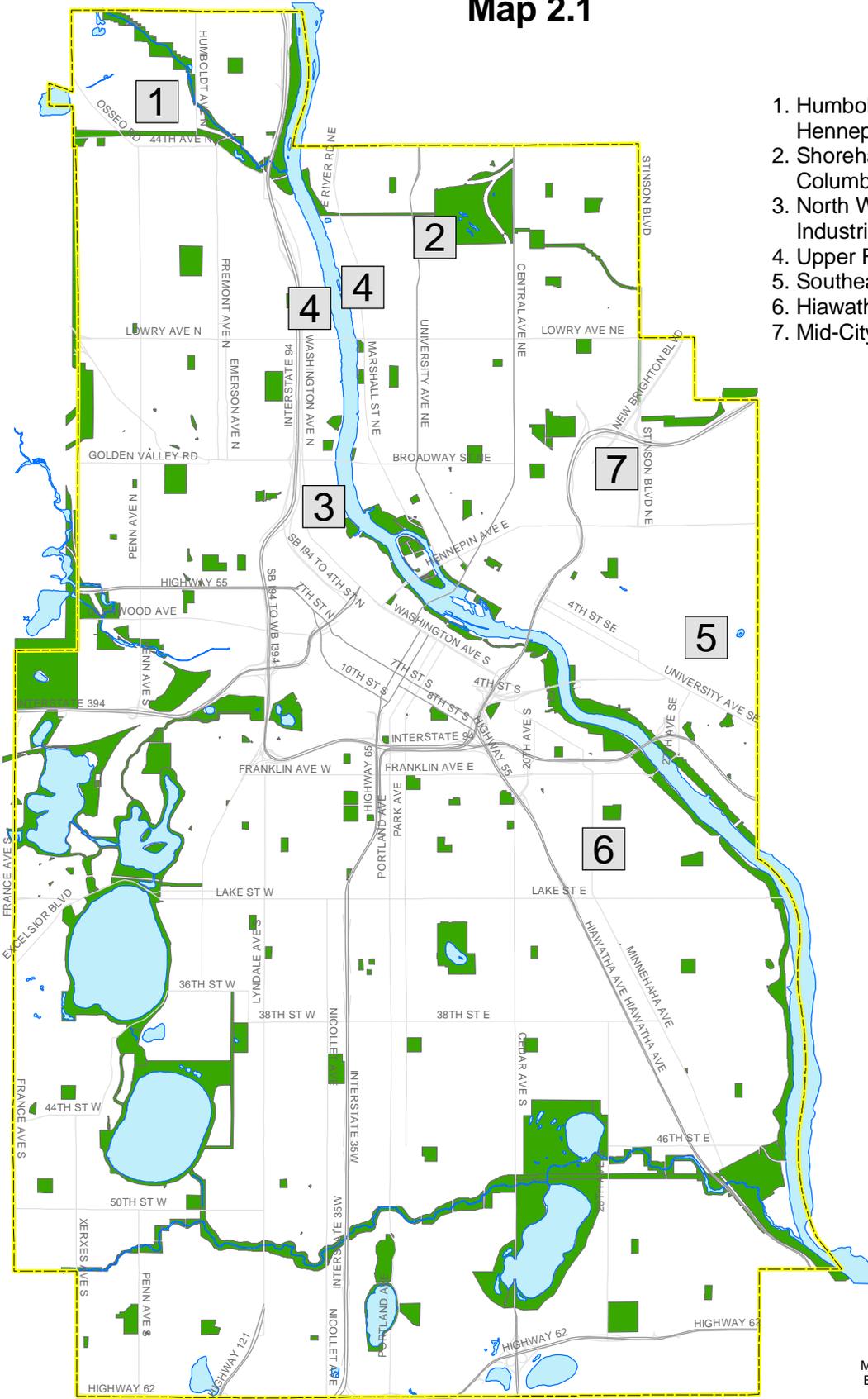
Continue to streamline regulatory and development processes.

putting it together

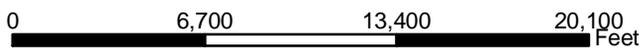
The urban economy and the housing market are, for the most part, the domain of private market transactions. The overall health of an economic market is built on series upon series of exchanges; this is what gives them a vibrant and dynamic character. The city will apply its expertise in job and enterprise development, in the opening of new housing markets and in the stimulation of neighborhood commercial businesses, by continually monitoring how the market is functioning. By studying trends and behaviors, and making reasonable estimations about future patterns and directions, the city can develop its contribution to the health of the community's employment, business, commercial and housing markets. Connecting people to financial, technological or physical resources provides residents with the essential tools they need to participate fully in a given market transaction, whether it is a job search, establishing a business, choosing their home or shopping at neighborhood stores.

City of Minneapolis

Industrial & Business Park Opportunity Areas Map 2.1



1. Humboldt Yards/
Hennepin Community Works
2. Shoreham Yards/
Columbia Park
3. North Washington
Industrial Park/Jobs Park
4. Upper River
5. Southeast Industrial
6. Hiawatha Corridor
7. Mid-City Business Park



Created by :
Minneapolis Community Planning and
Economic Development Department,
Planning Division
December 2003

3. Marketplaces: Growth Centers

Downtown Minneapolis is one of the success stories of the Upper Midwest. It has the largest number of jobs in the region, substantial housing, cultural activities, recreational activities and amenities. It is well served by transit. Two other areas of the City--the University of Minnesota area and the Wells Fargo/Hospitals area--are also "downtowns." These thriving, mixed-use "growth centers" are expected to accommodate additional jobs and housing. More intensive development will be encouraged and supported at additional selected growth centers which will be designated. All of these centers will be supported with improved amenities and transit.

- 3.1 **Minneapolis will designate and develop selected Growth Centers which will be well served by transit and alternative transportation, have superior amenities, accommodate a range of housing needs and offer attractive employment opportunities.**
- 3.2 **Minneapolis has adopted Downtown 2010 as a component of the City's Comprehensive Plan and envisions downtown Minneapolis in the year 2010 as one of the nation's finest urban centers; a place of prosperity, civilization and civic pride, that will serve as the center for the metropolitan area, the state and surrounding region.**
- 3.3 **Minneapolis has adopted a Growth Center plan for the University of Minnesota/ SEMI area which guides land use decisions and investment in the area and recognizes the contributions from existing plans and planning processes.**
- 3.4 **Minneapolis will create a Growth Center plan for the South Phillips area, similar to the Downtown 2010 plan which would guide decisions and investment in the area, recognizing the contributions from existing plans and planning processes.**
- 3.5 **Minneapolis will establish priorities in the designation of future Growth Centers from the list of Potential Growth Centers in order to guide future changes in land use and development.**

introduction

Ensuring that future growth can be directed in such a way that it spans a long-term process of wealth creation is an important aspect of the city's economic development strategy. As the city grows, its departments and agencies have a responsibility to make sure that it grows intelligently. The Minneapolis Plan calls for certain existing centers to continue their growth, and for other areas to act as a magnet for new investment over time as the result of city strategy guiding development decisions. The intensity of development at different centers will correspond with the nature of activity and the character of the surrounding area; future growth in certain categories of centers will be very limited. In designing criteria for these growth centers to include minimum and, in some cases, maximum development intensity, the city will encourage a mix of employment-generating activity at a given site and tailor future development and the creation of new centers to an appropriate scale.

Designating these growth centers in the Minneapolis Plan is the first step in planning and managing growth at existing centers and planning for the future growth of these centers. Some of the city's existing growth centers are well advanced in their planning processes. These areas look to specific area plans for guidance to their future development. *Minneapolis Downtown 2010* is one of these plans. In recognition of the unique role downtown occupies in relation to the region, it has already been adopted by City Council as a component of the city's existing comprehensive plan (*Plan for the 1980's*). The Downtown 2010 Plan will be adopted as a component part of The Minneapolis Plan. Other area plans, for the University of Minnesota area and for the Wells Fargo/Hospitals area in South Minneapolis, will give more specific direction to the future of these areas.

What is a growth center?

The growth center concept is flexible enough to accommodate different scales and intensity of employment generating uses which can coexist alongside housing and a mix of other activities. It will establish thresholds of employment density; businesses locating in them must employ a minimum number of employees in relationship to the land and space they occupy. An area will be designated a growth center if it takes advantage of incentives to mix compatible land uses, such as office and residential, and maximizes transit patronage while providing adequate transportation access for the movement of goods and people. Existing growth centers are unique in the city and the region. Within their boundaries are found a wide range of activities, including residential, office, retail, entertainment and recreational uses. Their principal character is a concentration of employment activity, but they succeed as busy, interesting, attractive places because there are a wide range of complementary activities taking place throughout the day. People want to live in these places, walk to work, relax in parks and open spaces on their work breaks, and have their everyday commercial needs met. Encouraging the continued success of existing centers and promoting the development of new centers is key to the city's continued prosperity in the region.

existing Growth Centers

Today Minneapolis boasts three easily identifiable and concentrated regional job centers, with specific boundaries, that act as showcases for the regional economy. Downtown, the area around the University of Minnesota Twin Cities Campus and the Wells Fargo/Hospitals center in South Minneapolis provide unique employment opportunities to city residents as well as residents of the larger region. The concentration of employment-generating development in each of these areas brings a critical mass of private

and public sector firms, services, complementary retail and entertainment uses as well as a daily stream of employees to and from each site. Transit service to these centers is the best in the metropolitan area. As unique job opportunity centers, they attract some of the area's most qualified workers and provide many of the highest paying jobs in the region. (See Map 3.1)

The benefits of concentrating large numbers of workers in one area that is well serviced by the transit network and supported by related amenities and activities like parks, pedestrian malls, and shopping and dining reduces the number of different trips people make in the course of a normal day. Concentrating complementary types of activities, such as office uses and day care, in the same building or in adjacent buildings, can save time and money for parents on the run to daycare and then to their own workplaces. (See Map 3.2)

3.1 Minneapolis will designate and develop selected Growth Centers which will be well served by transit and alternative transportation, have superior amenities, accommodate a range of housing needs and offer attractive employment opportunities.

Implementation Step:

Designate downtown Minneapolis, the University of Minnesota area and the Wells Fargo/Hospitals area as "Existing Growth Centers" with the adoption of this Plan.

The scale of capital investment by large corporations and other institutions has created a corporate and professional services magnet in downtown Minneapolis, an educational magnet at the University of Minnesota campus east of downtown, and an advanced technology/health magnet in South Phillips. Each of these existing employment centers provides different opportunities and face different challenges.

Downtown Minneapolis

Downtown Minneapolis presently acts as the primary employment center of the Upper Midwest region, with 150,000 employees in 1997. It grew significantly between 1980 and 1997, adding 40,000 employees and about 12 million square feet of office space. In 1997, downtown contained about 40% of the multi-tenant privately owned office space in the metropolitan region, a considerable market share of the office leasing market. Combined with government-occupied offices, this share increased to 50% of office space and related employment for the region, consolidating its leadership role as a job center. Future planning for the downtown district will capitalize on this economic vitality and work towards maintaining this status.

Economic growth in the Upper Midwest region has increased steadily over the last fifteen years. Downtown Minneapolis is the focal point of this highly diversified and competitive regional economy, as the region's cultural and business center. Downtown 2010, a product of continuing public/private partnership in planning, was adopted in October 1996 as a component of the city's comprehensive plan. When The Minneapolis Plan draft is approved by City Council, the Downtown 2010 plan will continue to guide downtown decision making. Downtown 2010 serves to encourage and guide downtown investment decisions, just as The Minneapolis Plan seeks to influence activities throughout the city, and continues to foster the strength of downtown Minneapolis, the region's economic engine.

As new businesses establish themselves in the metropolitan area, they make their decisions about location based on certain specific factors. Locating a business that operates in local, regional and national markets in downtown Minneapolis makes good sense for four compelling reasons. First, financial transactions rely heavily on telecommunications and electronic networks to send and receive necessary information instantaneously, while power outages and

unreliable connections to information networks can seriously impact the business of providing these immediate services to customers. Downtown Minneapolis offers businesses access to electronic and telecommunications networks unique in the region. Downtown buildings also offer the required power backup so that this specific business can meet its contractual obligations to keep downtime to fifteen minutes or less. Secondly, rapidly growing communications firms need a "smart" building, not cheap space. Downtown buildings provide the internal communications required, which less expensive buildings elsewhere cannot afford. Thirdly, the process of expanding a client base demands that entrepreneurs have constant opportunities to meet prospective new clients. The clustering of financial services in downtown Minneapolis encourages the networking that makes business grow in this rapidly changing sector of the economy. Clients in San Francisco or New York can be secured through connections and human contact between individuals working downtown. The walk-ability and skyway connections found downtown are extremely important factors that unite downtown into an easily understandable, coherent district. Finally, downtown Minneapolis is an ideal choice because it is located at the near geographic center of a growing, large metropolitan area. Within 8 miles of the airport, accessible to regional, national and international connections, downtown offers business exactly the kind of centrality and transportation links required for success in a growing region, with expansion into new markets as they emerge.

By promoting and enhancing its unique urban qualities, downtown Minneapolis can sustain its competitive advantage over its competitors located both in other cities and on the urban fringe. Presently, downtown offers major retail, entertainment and cultural, as well as residential, attractions for the region. It is a transit hub for many regional and city bus lines and currently has the best levels of service in terms of frequency and reliability in the Metropolitan Transit (Metro Transit) system. Between 1980 and 1995, private investments renovated the main retail and transit corridor along the Nicollet Mall. Public-private partnerships over the last two decades brought professional basketball to the state, constructed the Target Center and the Metrodome downtown, rebuilt the city's Convention Center, restored the historic State and Orpheum Theaters, and reclaimed the Mississippi riverfront.

Arts and entertainment activities give the downtown character and activity beyond normal office hours. These activities serve in part as a stimulus for tourism and economic development. Cultural facilities such as theaters, concert halls, sports venues and family entertainment attractions bring considerable tourist dollars to Minneapolis each year. Broadway theater, the Symphony Orchestra, museums, nightclubs, major league sports and restaurants all contribute to making Minneapolis the region's entertainment and cultural capital, and the vibrant arts community that flourishes in the city distinguishes Minneapolis as a cultural center throughout the nation. Downtown Minneapolis already hosts day care facilities and school facilities. Expanding the appeal of downtown to families with children should be considered in conjunction with a children's arts program, or the addition of more family-oriented attractions that complement retailing. The addition of more children's activities will bring additional vitality to downtown.

3.2 Minneapolis has adopted Downtown 2010 plan as a component of the city's Comprehensive Plan and envisions downtown Minneapolis in the year 2010 as one of the nation's finest urban centers; a place of prosperity, civilization and civic pride, that will serve as the center for the metropolitan area, the state and surrounding region.

Implementation Steps

Enhance downtown as a special place that offers the finest qualities and experiences associated with cities.

Maintain downtown as the economic center for the Twin Cities metropolitan area and Upper Midwest region.

Strengthen downtown's position as a regional retail center that serves downtown employees, visitors and regional residents.

Strengthen downtown's role as the region's center of arts, entertainment and culture.

Maintain and strengthen Minneapolis' position in the national and international convention and trade show market.

Encourage the growth of educational uses in order to complement other functions and to enhance downtown as an arts and cultural center.

Develop residential areas into neighborhoods that offer a variety of housing types and affordability levels, as well as traditional urban neighborhood qualities and experiences.

Provide a balanced transportation system that ensures continued economic vitality and contributes to the quality of life for downtown, the city and the metropolitan area.

University of Minnesota Area

The University of Minnesota campus, located on the east and west banks of the Mississippi River southeast of downtown, is another growth center of statewide significance. The University was created with a land grant from the territorial legislature in 1851, predating the founding of the State of Minnesota by seven years. Its long history and its preeminence in the post-secondary educational system within the state allows it to thrive as one of the top universities in the country. The University of Minnesota employs close to 64,000 full-time or part-time staff, including students who are also employees. Approximately 27,000 of those employees work at the Twin Cities campus in Minneapolis. The University of Minnesota has a tremendous impact on the city, not only as a prestigious educational institution but also as a magnet for jobs in other related fields.

Surrounding uses that border the University campus to the east and west provide a wide range of amenities to employees and students. Housing is a significant component of this mix in the Dinkytown and Marcy Holmes neighborhoods on the east bank of the river, and in Cedar-Riverside on the west bank. Shopping, restaurants, related services like copy shops, special order book stores and coffeehouses have located very successfully immediately adjacent to the University on both sides of the River. Stadium Village, Dinkytown and the Seven Corners area on the West Bank campus all possess an active street life far beyond normal working hours.

3.3 Minneapolis has adopted a Growth Center plan for the University of Minnesota/ SEMI area which guides land use decisions and investment in the area and recognizes the contributions from existing plans and planning processes.

Implementation Steps

The **SEMI Refined Master Plan** gives policy guidance on the amount, location and relationships among housing, commercial and institutional land uses.

Support the University of Minnesota's contribution to the city, in terms of providing employment, diversifying the economy and advancing technology.

Provide good regional, intra-city transit and alternative transportation access to meet commuter needs.

Promote moderate to high density housing of a variety of affordability levels and supporting commercial uses adjacent to the University of Minnesota.

Encourage open communication between the University of Minnesota and the city as well as neighborhoods in which they are located.

Wells Fargo/Hospitals Area

The most significant concentration of employment activity that exists in Minneapolis today, outside of downtown and the University of Minnesota campus, is found in South Minneapolis, just off Lake Street. Wells Fargo, Inc. and Abbott Northwestern Hospital (part of the Allina Health System) are employment anchors in that neighborhood. There is a solid core of entrepreneurial growth and investment in the immediate surroundings, at 4th Avenue and Lake Street. The site is bisected by the 29th Street rail corridor, which has been designated as a future regional light rail transit corridor and bicycle pathway. The Midtown Greenway will connect Lake Calhoun and the Chain of Lakes system on the western edge of the city to the Hiawatha Corridor and the eastern edge of the city, offering tremendous potential for an alternative transit system that would serve South Minneapolis. At the Great Lakes Commercial Center, there is tremendous potential for redevelopment and job creation initiatives, and development of the Midtown Greenway will bring tremendous opportunities for new land uses in that area. The twin goals of job creation that maximizes opportunity for city residents and the need to foster mixed-use urban neighborhoods that accommodate housing, shopping, dining and entertaining as well as recreational amenities, will have a direct impact on the revitalization of the Wells Fargo/Hospitals area.

3.4 Minneapolis will create a Growth Center plan for the South Phillips area, similar to the Downtown 2010 plan which would guide decisions and investment in the area, recognizing the contributions from existing plans and planning processes.

Implementation Steps

Develop an area-wide Growth Center Plan to determine the amount, location and relationships among housing, industrial, commercial and institutional land uses.

Support the contribution of Wells Fargo, Allina Health Systems hospitals and other neighborhood institutions to the city and the neighborhoods adjacent to them.

Maintain clear channels of communication and participation to coordinate the planning efforts of local institutions, city agencies and neighborhood organizations.

Encourage the expansion and establishment of new employment-generating activities at the Sears site and along the 29th Street corridor.

Allow for a limited amount of mixed retail uses and commercial services.

Provide good regional and intra-city transit access to meet commuter needs.

Develop site-specific solutions for housing rehabilitation and new housing construction that is mixed in its type and affordability levels in residential areas bordering the employment center.

Create a safe, attractive environment for workers, residents and visitors to the area by investing in public infrastructure of safety.

future Growth Centers

A Growth Center must have four components; housing, businesses, amenities and transit service. The Growth Center concept envisaged for Minneapolis' economic future aims to foster the development of centers where office use, research facilities, clean industrial uses and related amenities, services, complementary businesses and housing locate to their maximum advantage. The Growth Center concept is not intended to be applied to every job-providing area of Minneapolis. It will apply to a limited number of areas which meet "threshold" requirements defined by specific criteria (see table), determined by the Planning Department in partnership with other agencies.

In addition to finalizing criteria that define future Growth Centers, each location will require a more specific planning effort. In the spirit of the area plan completed for Downtown (Downtown 2010), planning efforts at the other existing Growth Centers and potential Growth Centers will produce area-specific master planning efforts that influence the character of development in these centers.

Planning for Potential Growth Centers should begin immediately, even if those plans may not take effect immediately. In some cases, the Potential Growth Center sites once provided far more jobs than today, offering nearby residents living wage jobs and the path to creation of household wealth. Where current land uses do not appear to be ready for immediate change, the city and its partner agencies will encourage land owners and developers to make the most efficient use of land possible and that jobs per acre be maximized when new employment opportunities arise. These area plans must be updated and renewed regularly, to keep them current and responsive to a changing development climate. In some cases, such as the rail yards in Camden and Northeast communities, the boundaries of these areas will be clearly defined. In other locations, boundaries must be determined through the planning process, as they were in the Wells Fargo/Hospitals area.

TABLE 3.1
Growth Center Targets, Job Generation Component

		Additional Jobs (net new employment)			
		Minimum Criteria for Designation	Low Growth (Metropolitan Council)	High Growth (City Estimates)*	Strong Growth*
Existing Growth Centers: Job Generation					
Tier 1 Downtown	Housing, businesses, amenities, transit • 1,000 acres in size • total jobs: 140,000 • minimum employment density: 100 jobs/acre.	44,000	50,000		
Tier 2 University of Minnesota/SEMI Area SEMI Refined Master Plan See Chapter 12 for overview of policy guidance and detailed land use maps	Housing, businesses, amenities, transit • 500 acres in size • total jobs: 27,000 • minimum employment density: 85 jobs/acre.	7,000	10,000		
Tier 3 Wells Fargo/Hospitals Area	Housing, businesses, amenities, transit • 300 acres in size • total jobs: 10,000 • minimum employment density: 60 jobs/acre.	2,000	5,000		
Potential Tier 2 Growth Centers: Job Generation					
Mid-City		350	2,500		
Shoreham Yards/ Columbia Park	Meets designation criteria for job density and job creation potential.	10	2,500		
Potential Tier 3 Growth Centers: Job Generation					
Humboldt Yards/Hennepin Community Works	Meets designation criteria for job density and job creation potential.	300	500		
Lyndale Gateway		100	500		
VA Hospital/Airport		0	500		

*Note: High growth estimates are based on City projections without the designation of an area as a Growth Center. Upon detailed study and designation by City Council of a Growth Center, a Strong Growth projection would be made.

TABLE 3.2
Growth Center Targets, Housing Development Component

		New Housing Units			
		Minimum Criteria for Designation	Low Growth	High Growth*	Strong Growth*
Existing GrowthCenters					
Downtown Minneapolis	Housing type and density range.	3,500	5,000		
University of Minnesota/SEMI Area SEMI Refined Master Plan See Chapter 12 for overview of policy guidance and detailed land use maps	Housing type and density range.	750	2,000		
Wells Fargo/Hospitals Area	Housing type and density range.	200	500		
Potential Tier 2 Growth Centers: Housing Development					
Mid-City	Meets designation criteria for housing type and density range.	0	500		
Shoreham Yards/ Columbia Park		0	500		
Potential Tier 3 Growth Centers: Housing Development					
VA Hospital/Airport	Meets designation criteria for housing type.	360	700		
Lyndale Gateway		360	700		
Humboldt Yards/ Hennepin Community Works		600	600		

*Note: High growth estimates are based on City projections without the designation of an area as a Growth Center. Upon detailed study and designation by City Council of a Growth Center, a Strong Growth projection would be made.

sites for future Growth Centers

There are several opportunities for changes to present day land uses, in the form of changing economic realities, such as the phasing out of many of the activities at Shoreham Yards, or the redesign of the Humboldt Industrial Area. Other developed areas warrant further study, to consider the kind of infill and redevelopment that adds mixed uses, employment-generating uses at a higher density, and improved, high-quality transit services.

Potential Growth Centers require further study in order to determine their viability as Growth Centers. This will have repercussions on city and regional systems. For example, a study of the Potential Growth Center at the VA Hospital/ Airport location will consider the impact of the airport runway extension, as well as noise pollution issues, on the viability of such a Center. As the growth center concept develops, the city will provide guidance and incentives to specific sites in order to influence the location decisions of business interests.

putting it together

The Minneapolis Plan emphasizes that growth is the key to the city’s future prosperity. Economic growth strategies must have a focus on place and on creating these opportunities within the boundaries of the city. Strategies to expand and diversify investment, training and capacity building for businesses and residents alike are focused on concentrating resources and specific activities in designated places. The city and its partner agencies have a key role to play in fostering growth. In a climate of constrained public resources and increased fiscal conservatism at public agencies, the city can leverage the greatest impact from private investment if it understands the transactions of the market sector and invests its dollars in such a way that others follow.

TABLE 3.3
Potential Growth Centers

	<i>Tier 1</i>	<i>Tier 2</i>	<i>Tier 3</i>
Mid-City		✓	
Shoreham Yards/ Columbia Park		✓	
Humboldt Yards/ Hennepin Community Works			✓
Lyndale Gateway			✓
VA Hospital/Airport			✓

3.5 Minneapolis will establish priorities in the designation of future Growth Centers from the list of Potential Growth Centers in order to guide future changes in land use and development.

Implementation Steps

Designate candidates for future Growth Centers as Potential Growth Centers with the adoption of this Plan.

Convene area-specific master planning efforts to guide future development of Potential Growth Centers; upon adoption of a plan by City Council, an area would be designated a Growth Center.

Provide for the flexibility to designate these Growth Centers within the city’s ordinances.

Provide good regional and intra-city transit access to meet commuter needs.

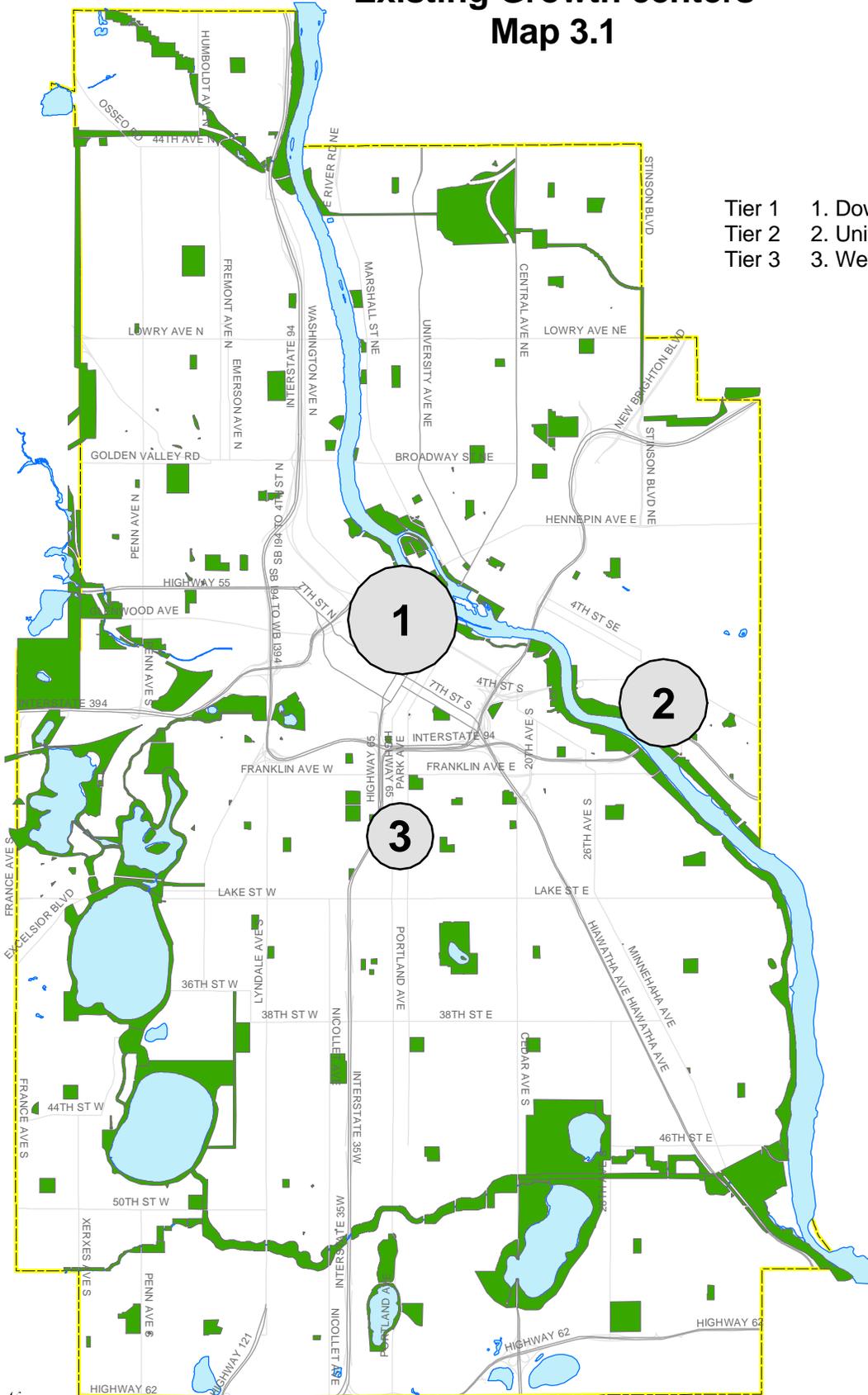
Design development of a form and intensity which utilizes land efficiently and maximizes the advantages of mixed land uses that incorporate the character of the surrounding area.

Recognize the important role of place-making in creating identifiable places with well-used attractive amenities such as open space, natural features, entertainment, public institutions and successful identities.

City of Minneapolis

Existing Growth centers Map 3.1

- Tier 1 1. Downtown Minneapolis
- Tier 2 2. University of Minnesota Area
- Tier 3 3. Wells Fargo / Hospital Area

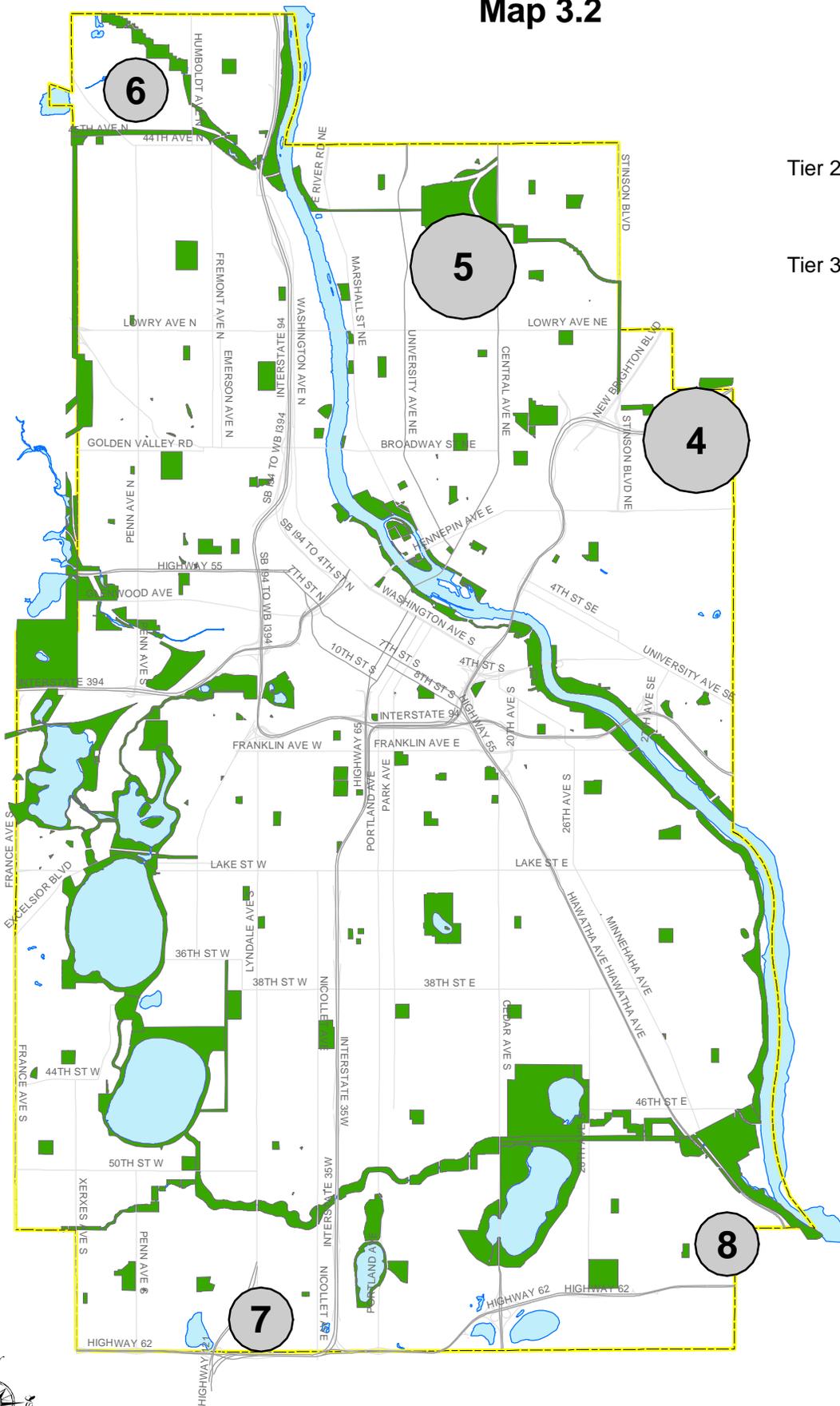


0 8,100 16,200 24,300 Feet

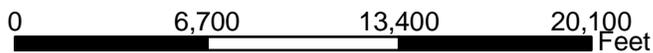
City of Minneapolis

Potential Growth Centers

Map 3.2



- Tier 2
 - 4. Mid-City
 - 5. Shoreham Yards / Columbia Park
- Tier 3
 - 6. Humboldt Yards/Hennepin Community Works
 - 7. Lyndale Gateway
 - 8. VA Hospital/Airport



4. Marketplaces: Neighborhoods

Minneapolis is a city of neighborhoods bound together by streets that function as corridors. These connecting streets and the land uses that border them will continue to play a special role in the evolution of our communities. The Plan uses the terms “community corridors” and “commercial corridors” to describe streets characterized by types of mixed-use, linear development. The neighborhoods find many of their goods and services along these corridors. Also in this chapter, the city’s role in housing markets is discussed both in terms of improving choices for residents with constrained housing options and expanding the range of choices for those residents with considerable housing options at their disposal. The basic approach to housing is described by the city’s “Housing Principles,” adopted by the City Council in 1995.

- 4.1 Minneapolis will encourage reinvestment along major urban corridors as a way of promoting growth in all neighborhoods.
- 4.2 Minneapolis will coordinate land use and transportation planning on designated Community Corridors streets through attention to the mix and intensity of land uses, the pedestrian character and residential livability of the streets, and the type of transit service provided on these streets.
- 4.3 Minneapolis will support development in Commercial Corridors where it enhances the street’s character, improves its ability to accommodate automobile traffic and foster pedestrian movement, and expands the range of goods and services offered.
- 4.4 Minneapolis will continue to provide a wide range of goods and services for city residents, to promote employment opportunities, to encourage the use and adaptive reuse of existing commercial buildings, and to maintain and improve compatibility with surrounding areas.
- 4.5 Minneapolis will identify Neighborhood Commercial Nodes that provide a shopping environment of small-scale retail sales and commercial services and are compatible with adjacent residential areas.
- 4.6 Minneapolis will support a limited number of Auto-Oriented Shopping Centers, while promoting their compatibility with the surrounding area and their accessibility to bus, bicycle and foot traffic.
- 4.7 Minneapolis will identify and support Activity Centers by preserving the mix and intensity of land uses and enhancing the design features of each area that give it a unique and urban character.
- 4.8 Minneapolis will enhance Downtown’s position as a regional retail center which provides a shopping experience that is entertaining and unique in the region.
- 4.9 Minneapolis will grow by increasing its supply of housing.
- 4.10 Minneapolis will increase its housing that is affordable to low and moderate income households.

- 4.11 Minneapolis will improve the availability of housing options for its residents.
- 4.12 Minneapolis will reasonably accommodate the housing needs of all of its citizens.
- 4.13 ELIMINATED.
- 4.14 Minneapolis will maintain the quality and unique character of the city’s housing stock, thus maintaining the character of the vast majority of residential blocks in the city.
- 4.15 Minneapolis will carefully identify project sites where housing redevelopment or housing revitalization are the appropriate responses to neighborhood conditions and market demand.
- 4.16 Minneapolis will work closely with Neighborhood Revitalization Program (NRP) planning and implementation to ensure that plans are consistent with the city’s Housing Policy.
- 4.17 Minneapolis will promote housing development that supports a variety of housing types at designated Major Housing Sites throughout the city.
- 4.18 Minneapolis will encourage both a density and mix of land uses in Transit Station Areas (TSAs) that both support ridership for transit as well as benefit from its users.
- 4.19 Minneapolis will require design standards for TSAs that are oriented to the pedestrian and bicyclist and that enforce traditional urban form.
- 4.20 Minneapolis will provide direct connections to transit stations for pedestrians, bicyclists, and bus riders.
- 4.21 Minneapolis recognizes that parking is a necessary part of the urban environment, but will limit the amount, location and design of parking in TSAs in order to encourage and support walking, bicycling, and transit use.

introduction

This chapter tells a story about the daily life of neighborhoods, and the policy directions established here address the basic building blocks of neighborhood life: housing, streets and commercial land uses. It describes the city's neighborhoods from this perspective in order to relate the elements of land use, transportation and community building to each other. These are the elements that define neighborhood livability.

Urban settlement and neighborhood development

Urban settlement and growth in Minneapolis changed radically in the late 1880's with the electrification of horsecar lines. The electric streetcar and trolley system had a tremendous impact on the development of the relatively young city. Suddenly, it seemed, this new mode of transportation allowed new development to occur at farther distances from the central core of the city, reducing residential crowding in the core area and enabling working people to live farther away from the congested downtown yet still move around easily and quickly to work and shopping. Initially, streetcar lines served the south side of Minneapolis. Northeast neighborhoods were also connected to downtown and the Lake District. Another well-traveled line connected the Near North with the Southside and Downtown.

Through the 1910's to the Second World War, these outlying residential areas developed around streetcar lines that traveled along Hennepin, Nicollet, Broadway, Central, and Lake. Commercial districts sprung up gradually as a critical mass of residents settled in newly built areas. Small clusters of stores prospered at streetcar stops by supplying groceries, meat, pharmaceuticals and other everyday goods and services. As time passed and streetcars were gradually replaced by private automobiles, the shape and form of retail commercial areas changed as well. Department stores were replaced by shopping malls, built to accommodate cars and their drivers. Corner grocery stores closed their doors as supermarkets became more common and people's grocery shopping habits changed. Economically stable and prosperous households either left the city altogether or got into their cars to do their shopping at suburban centers located in outlying areas.

Clearly, demographics and shopping habits have changed the landscape of commercial areas in Minneapolis remarkably. Today there are still strong niche markets of commercial services thriving in city neighborhoods. In some instances, more analysis, planning and discussion needs to occur in order to better understand how market forces work in city retail markets. When commercial uses are no longer thriving, other re-use possibilities, such as residential or office/service based businesses, should be considered. In other cases, the city and its partner development and regulatory agencies have experienced successes with existing programs targeting commercial development in the city. (See Maps 1.4.1 - 1.4.4)

4.1 Minneapolis will encourage reinvestment along major urban corridors as a way of promoting growth in all neighborhoods.

Implementation Steps

Develop standards based on a recognition of the qualities that make urban corridors desirable, viable and distinctly urban, including; diversity of activity, safety for pedestrians, access to desirable goods and amenities, attractive streetscape elements, density and variety of uses to encourage walking, and architectural elements which add interest at the scale of the pedestrian.

Designate certain streets as community corridors with the adoption of this Plan.

Designate certain streets as commercial corridors with the adoption of this Plan.

community corridors

The streetcar routes and the historic, traditional urban corridors they created remained long after the streetcars had disappeared. Some of these continue to bustle with commercial activity, even while they suffered varying states of economic decline as the mall became the shopper's main destination. The influence these streets have had on the city's development is considerable. Even when a historic streetcar-traveled street lost its predominantly commercial character, it remained an important corridor through the neighborhoods. The streets have become physical and cultural pathways that link people to each other, to local institutions and to daily destinations such as work, shopping, school or home. Today, these important streets that run through the city's many communities connect neighborhoods, serve as a principal travel route for many residents and visitors, and are almost always characterized by their limited mixed use. These streets serve as community corridors. Commercial services do not overwhelm the character of these streets, but there are normally clustered storefronts or services found along their lengths. Commercial uses, whether retail or services, are low intensity in these areas. They do not create noise, significant traffic or disruption to neighbors by being open to the public for extended hours. These streets are also a source of pride and identity for neighbors: they both connect people and act as a definitive boundary for residents, workers and investors.

Community Corridors are locations that support new residential development at medium density and increased housing diversity in our neighborhoods. They support limited commercial uses, which are measured against their impacts on residential character, such as the production of fumes or noise or negative aesthetics. Design and development along these streets is oriented towards the pedestrian experience. The streets, which form the spine of the community corridors, carry fairly high volumes of traffic, but must balance vehicular travel against residential quality of life. These streets are also important identifiers and travel routes for neighborhood residents and pass-through traffic.

See Chapter 9, City Form, for additional policy language regarding Community Corridors

identifying Community Corridors

Community Corridors are designated on the Land Use Policy Map. They are characterized by the following features:

- Streets connect more than 2 neighborhoods
- Corridors have a land use pattern that is primarily residential with intermittent commercial uses clustered at intersections in a pattern of nodes.
- Streets are generally minor arterials by the City's street classification system, with some exceptions
- Streets carry a range of traffic volumes, a minimum of 4,000 average annual daily traffic (AADT) up to 15,000 AADT and greater.
- Streets carry a heavy volume of traffic but are not necessarily the principal travel routes for a specific part of the city
- Corridors do not support automobile oriented shopping centers.
- Corridor land use and building form exhibit traditional commercial and residential form and massing. (See discussion of traditional urban form in Chapter 9.)
- Commercial uses on community corridors are generally small-scale retail sales and services serving the immediate neighborhood.

4.2 Minneapolis will coordinate land use and transportation planning on designated Community Corridors streets through attention to the mix and intensity of land uses, the pedestrian character and residential livability of the streets, and the type of transit service provided on these streets.

Implementation Steps

- Designate a network of Community Corridors. (See criteria above.)
- Strengthen the residential character of Community Corridors by developing appropriate housing types that represent variety and a range of affordability levels.
- Promote more intensive residential development along these corridors where appropriate.
- Require that street design for these corridors preserves and enhances the strong residential character and pedestrian orientation of these streets while maintaining the street's capacity to carry current volumes of traffic.
- Discourage the conversion of existing residential uses to commercial uses, but encourage the development of mixed-use residential dwelling units in commercial buildings where appropriate.
- Support the continued presence of small-scale retail sales and commercial services along Community Corridors.
- Ensure that commercial uses do not negatively impact nearby residential areas.
- Prioritize transit advantages to Community Corridor streets, and encourage the routing of express transit service to these streets wherever possible.

Table 4.1 Community Corridors	
Street	Designated Area
49 th Ave. No.	Humboldt Ave. N. to Lyndale Ave. N.
Fremont Ave. No.	West Broadway to 44 th Ave. N.
44 th Ave. No.	Lyndale Ave. N. to Penn Ave. N.
Dowling Ave. No.	I-94 to Penn Ave. N.
Humboldt Ave. No.	44 th Ave. N. to city boundary
West Broadway	26 th Ave. N. to city boundary
Penn Ave. No.	44 th Ave. No. to Cedar Lake Rd
Lowry Ave. No.	I-94 to city boundary
Plymouth Ave. No.	I-94 to city boundary
Glenwood Ave. No.	I-94 to Penn Ave
49 th Ave. No.	I-94 to Humboldt Ave. No.
Lowry Ave. N.E.	River to city boundary
University Ave. N.E.	27 th Ave. N.E. to Emerald St. SE
Central Ave. N.E.	29 th Ave. N.E. to city boundary
Central Ave NE	18 th Ave NE to Mississippi River
Johnson St. N.E.	31 st Ave. N.E. to I-35W
Broadway Ave. N.E.	River to I-35W
E. Hennepin Ave.	6 th St. S.E. (Mississippi River) to city boundary
Riverside Ave.	I-35W (15 th Ave SE) to Franklin Ave.
Cedar Ave.	Washington Ave to 58 th Street
Bloomington Ave.	Franklin Ave. to 54 th St
Minnehaha Avenue	Lake Street to 50 th St
Chicago Ave.	I-94 to 56 th St.
Franklin Ave.	Clinton to Hennepin Ave.
Nicollet Ave.	Lake St. to city boundary
E. Lake Street	36 th Ave east to Mississippi River
W. Lake Street	Abbott Ave No. West to city boundary
34 th Ave	45 th St to Hwy 62
Excelsior Blvd	City boundary to W. 32 nd St
Lyndale Ave.	Lake St. to city boundary
Hennepin Ave.	Lake St to 36 th Street
44 th St. West	City boundary to Upton Ave. So.
38 th St.	King's Highway (Dupont Ave) Ave. To West River Parkway
50 th St.	City boundary to I-35W
54 th St W /Diamond Lake Rd.	Penn Ave to I-35W
Penn Ave. So.	50 th St. to city boundary
Cedar Lake Rd.	Penn Ave. To Glenwood Ave.

commercial corridors

The aging of traditional commercial corridors throughout the city has sparked considerable revitalization and reinvestment efforts, with numerous neighborhood organizations devoting attention to the future of these areas in their respective Neighborhood Revitalization Program (NRP) Action Plans. Many of these corridors still function as a "backbone" in certain neighborhoods. These historic streets serve as boundaries connecting a number of neighborhoods and continue to serve as focal points for resident activity, even if their commercial functions may be underutilized. In some areas, the future of the corridor may lie in continued high activity retail uses along these streets. On other corridors, redevelopment and reuse scenarios may include more commercial services, light industrial or higher density residential development. The old streetcar trunk lines of Lake Street, Broadway Avenue, Central Avenue and Nicollet Avenue merit innovative planning and investments. They continue to be the activity focus of Minneapolis' communities and their revitalization plays an important role in the strengthening of urban neighborhoods, particularly in areas where other amenities such as green space or lake access may be lacking.

Commercial Corridors are streets that are available for development including more intensive commercial and high traffic activities. The buildings and structures on these streets are generally similar to traditional commercial storefronts and the siting and massing of new structures should respect this typology. These corridors must balance both pedestrian and automobile orientation in their design and development. The corridors support all types of commercial uses, with some light industrial and high density residential uses as well. While the character of these streets is commercial, residential areas are nearby and impacts from commercial uses must be mitigated as appropriate. Some uses may not be allowed on commercial corridors because of their impacts and the repercussions these impacts have on nearby residential areas. Commercial uses on these streets will be supported insofar as they do not create excessive negative impacts relative to the location and its surroundings. These impacts include consequences such as fumes, noise, significant automobile traffic, late night activity, and negative aesthetics that may be associated with businesses such as major automobile repair and automobile sales. The streets that form the spine of these corridors carry large traffic volumes and must balance significant vehicular through- traffic capacity with automobile and pedestrian access to commercial property.

See Chapter 9, City Form, for additional policy language regarding Commercial Corridors.

identifying commercial corridors

Commercial Corridors are designated on the Land Use Policy Map. They are characterized by the following features:

- Streets have high traffic volumes, with a minimum of 10,000 Average Annual Daily Traffic (AADT) and ranging up to a 20,000 AADT count.
- Streets have a mix of uses, with commercial uses dominating. The commercial element typically includes some automobile-service uses, and/or drive-through facilities. Light industrial uses may also be found along these streets. Low density residential is uncommon.
- A mix of uses commonly occurs within some of the structures.
- Buildings that front onto commercial corridors generally retain a traditional urban form in their siting, massing and relationship to the street. (See discussion of traditional urban form in Chapter 9)

4.3 Minneapolis will support development in Commercial Corridors where it enhances the street's character,

improves its ability to accommodate automobile traffic and foster pedestrian movement, and expands the range of goods and services offered.

Implementation Steps

Designate a network of Commercial Corridors. (See criteria above.)

Support a mix of uses on Commercial Corridors--such as retail sales, office, institutional, higher density residential (including Major Housing Sites where designated), and clean low-impact light industrial--where compatible with the existing and desired character of the street.

Ensure that commercial uses do not negatively impact nearby residential areas.

Regulate impacts of commercial uses, and in some cases prevent some uses from locating on designated Commercial Corridors, due to their adverse impacts on the viability of nearby residential areas.

Develop plans for the City's major Commercial Corridors which articulate the desired character of the street.

Develop parking facilities and management strategies that balance the following goals: improved customer access, protection of sidewalk traffic; reduced visual impacts and shared use of parking facilities.

Develop economic development incentives for the rehabilitation, re-use and revitalization of older or historic commercial buildings and districts.

Ensure that parking structures and surface lots conform with identified design principles. (See discussion of traditional urban form in Chapter 9.)

Reduce the impact of non-residential uses on neighboring residential areas by considering appropriate access, buffering between incompatible uses and regulating hours of operation.

Require that street design for Commercial Corridor streets provide automobile access and parking in keeping with traditional urban form

Require that street designs provide high quality access to Commercial Corridors for pedestrians and cyclists, as well as facilitate transit service and through passage of traffic.

Street	Designated Area
Lyndale Ave. No.	42 nd Ave. N. to 49 th Ave. N.
West Broadway	Mississippi River to 26 th Ave. N.
Central Avenue	18 th Ave NE to 29 th Avenue N.E.
E. Hennepin Avenue	Mississippi River to 6 th Street S.E.
Franklin Avenue	Mississippi River to I-35W
Lake Street	36 th Ave S., west to Abbott Ave So
Excelsior Blvd	32 nd St to Lake Street
Lagoon Ave	Dupont Avenue to Humboldt Ave
Nicollet Avenue	I-94 to Lake Street
Lyndale Avenue	Franklin to Lake Street
Hennepin Avenue	Franklin to Lake Street

“The re-use of neighborhood commercial districts in Minneapolis”

Major demographic and market changes have affected the City's commercial areas. Loss of population and a relative decline in median income in many neighborhoods have resulted in less buying power among residents. The growth of suburban malls and the trend towards large specialty and discount stores, coupled with increased reliance on the use of automobiles, have siphoned retail expenditures away from neighborhood commercial areas. One result of these changes is that many areas of the City have an oversupply of commercial space. The major challenges to addressing the City's commercial areas involve accommodating recent changes in the commercial marketplace by promoting the adaptive reuse of commercial buildings, ensuring a healthy mix of goods and services for City residents, and maintaining and improving compatibility with surrounding areas. Other key issues include preserving the urban and pedestrian character of our commercial areas, and balancing this with the need to provide off-street parking, and assisting smaller merchants and property owners to organize and jointly develop marketing, physical improvement and parking programs.

city policy on commercial areas

As the household demographics, neighborhood purchasing power and dynamics of urban retail markets change, the retail options available in the city become increasingly diverse. The viability and importance of small and medium sized retailers in meeting local demands remains strong, while the presence of warehouse-style discount stores will continue to be a driving market force. From neighborhood scale shopping to auto-oriented grocery and household goods retail to specialized and department store retail in Downtown Minneapolis, the city's population, diversity and size is large enough to support a broad range of retail environments. The niche of retailing that meets the length and breadth of consumer demand can often find a good fit in the city, close to its market, its labor force, and transportation networks. Yet the inheritance of older, streetcar-oriented neighborhood commercial areas poses both a challenge and an opportunity for neighborhoods.

4.4 Minneapolis will continue to provide a wide range of goods and services for city residents, to promote employment opportunities, to encourage the use and adaptive reuse of existing commercial buildings, and to maintain and improve compatibility with surrounding areas.

Implementation Steps

Provide for a range of commercial districts that provide the services required by the residents and businesses.

Plan, implement and monitor projects and programs that encourage and support the city's neighborhood commercial areas.

Encourage the economic vitality of the city's commercial districts while maintaining compatibility with the surrounding areas.

Maximize the effectiveness of city support services and continue to build successful partnerships with the business community, neighborhood groups and other interested parties.

Maintain and strengthen the character and marketability of small-scale commercial areas throughout the city through technical and financial

assistance to qualified neighborhood businesses, neighborhood based business associations and local development corporations.

Continue to promote the creation of neighborhood based business associations and local development corporations where they will be most effective in promoting local business interests.

Encourage coordination and communication between business associations and neighboring residents groups.

neighborhood-commercial nodes

Minneapolis' neighborhood commercial areas continue to thrive where the population in surrounding neighborhoods is stable, the purchasing power remains strong and the buying patterns of households focus on local retail situated in these areas. The degree of residential mobility and economic insecurity experienced by neighboring households can be a serious threat to the long-term prosperity of any neighborhood commercial area. These areas are typically comprised of a handful of small and medium sized businesses focused around one intersection that primarily serves the needs of the immediate surrounding area, although they may well also contain specialty stores that serve as a regional client base. Neighborhood businesses improve their chances of financial backing if income levels in a particular neighborhood are above average and the area has the financial capacity to purchase the product or service that the business offers. In other neighborhoods where income levels are lower, local businesses struggle with lesser degrees of support from the investment community. In certain cases, these neighborhoods have a real need for local services because of the number of residents without automobiles and thus without ready access to regional shopping locations. By extension, these neighborhoods may well display more localized spending patterns that improve the potential viability of well-run, well-marketed neighborhood businesses. Identifying what these businesses need to succeed and helping them connect with their client base will go a long way to ensuring the continued viability of many of these neighborhood-scale commercial areas.

The health and prosperity of neighborhood commercial areas varies widely throughout the city. As the retail market changes, tailoring an approach to encouraging and promoting commercial services in neighborhoods requires further study from the city and related public agencies. The Minneapolis Plan has not designated all neighborhood commercial areas, in its text or its maps, because the city lacks the necessary understanding of the environment in which these commercial areas operate. One of the plan's directions is to provide this additional information so that the policy on commercial areas can be shaped by an assessment of existing conditions.

Neighborhood Commercial Nodes are the small-scale service locations and focal points for neighborhoods. Their character is defined by the limited impact and scale of businesses operating in these locations, making them good neighbors to the largely low-density residential areas that surround them. Commercial uses in Neighborhood Commercial Nodes operate with little negative impact on their neighborhoods, such as the production of fumes or noise or negative aesthetics, or even blight through minimal or deferred maintenance of buildings and land. These areas are generally pedestrian oriented in scale and design. Neighborhood commercial nodes have usually developed at intersections, and the intersecting streets are often designated as community corridors. Related to the city's historical growth pattern, these nodes generally consist of traditional commercial storefront buildings, and maintain a building typology that is appropriate for the surrounding residential neighborhoods.

See Chapter 9 for additional policy language regarding Neighborhood Commercial Nodes.

identifying neighborhood commercial nodes

Neighborhood Commercial Nodes are designated on the Land Use Policy Map. They are characterized by the following features:

- Nodes provide at least three retail or service uses to residents of surrounding neighborhoods.
- Nodes are oriented to pedestrian traffic, with few automobile-oriented uses.
- Nodes generally have between 10,000 to 100,000 square feet of retail or service floor area.
- Nodes generally have a trade market area ranging from 2,000 to 12,000 people.
- Nodes generally appear at the intersections of community corridors.
- Commercial uses at nodes are typically focused close to a single intersection. However, the nodes can be more dispersed or cover more territory.
- Nodes generally have a historical commercial function and form.
- At nodes, a mix of uses can occur within structures and on a lot by lot basis (vertical and horizontal mixed use).

4.5 Minneapolis will identify Neighborhood Commercial Nodes that provide a shopping environment of small-scale retail sales and commercial services and are compatible with adjacent residential areas.

Implementation Steps

Designate a set of Neighborhood Commercial Nodes.

Support the continued presence of small-scale retail sales and commercial services in Neighborhood Commercial Nodes.

Direct other uses that act as neighborhood focal points (institutional, cultural or social) to locate at Neighborhood Commercial Nodes.

Restrict auto-oriented, industrial or manufacturing activities that generate significant vehicular traffic, noise or air-borne impacts on residential neighbors.

Promote medium density residential development around Neighborhood Commercial Nodes (see also Community Corridors policy in this chapter).

Limit the territorial expansion of Neighborhood Commercial Nodes, but encourage rehabilitation and reinvestment in existing buildings.

Ensure that commercial uses do not negatively impact nearby residential areas.

Facilitate the redevelopment of underutilized commercial areas and promote their reuse as infill development, such as office or housing, while maintaining neighborhood compatibility.

Promote traditional urban form in terms of building siting and massing when undertaking new development in Neighborhood Commercial Nodes. (See discussion of traditional urban form in Chapter 9.)

Preserve traditional commercial storefronts at Neighborhood Commercial Nodes wherever possible.

Develop parking facilities and management strategies that balance the following goals: improved customer access, protection of sidewalk traffic; reduced visual impacts, mitigated impacts on neighboring uses and shared use of parking facilities.

Promote transit stops and bicycle parking and storage in Neighborhood Commercial Nodes.

TABLE 4.3 Neighborhood Commercial Nodes
42 nd St. No. And Fremont Ave. No. (44 th and Humboldt)
44 th St. and Penn Ave. No.
46 th St. and Lyndale Ave. No.
Camden (41 st /42 nd St. No. and Lyndale Ave. No.)
Lowry Ave. And Penn Ave. No.
Lowry Ave. And Emerson Ave. No.
Lowry Ave. And Lyndale Ave. No.
Plymouth Ave. and Penn/Oliver Ave. No.
West Broadway and Penn Ave. No.
Glenwood Ave. and Cedar Lake Road
Penn Ave. So. And Cedar Lake Road
13 th Ave. NE/Broadway/University Ave
Como Ave. and 16 th Ave. SE
29 th Ave. NE and Johnson St. NE
22 nd Ave. NE and Johnson St. NE
University Ave. and Bedford St. SE
Bloomington Ave. And 25 th St. East.
Bloomington Ave. And 35 th St. East
38 th St. and 42 nd Ave. So.
38 th St. and Minnehaha Ave. So.
38 th St. and 23 rd Ave. So.
38 th St. and Cedar Ave. So.
38 th St. and Bloomington Ave.
38 th St. and Chicago Ave. So.
38 th St. and 4 th Ave. So.
42 nd St. and Bloomington Ave. So.
42 nd St. and Cedar Ave. So.
50 th St. East and 34 th Ave. So.
Cedar Ave. So. and Minnehaha Parkway
48 th St. and Chicago Ave. So.
56 th St. and Chicago Ave. So.
36 th St. and Bryant Ave. So.
38 th St. and Nicollet Ave. So.
43 rd St and Nicollet Ave. So.
46 th St and Nicollet Ave. So.
46 th St. and Bryant Ave. So.
50 th St. and Bryant Ave. So.
50 th St. and Penn Ave. So.
50 th St. and Xerxes Ave. So.
54 th St and Penn Ave. So.
54 th St. and Lyndale Ave. So.
Nicollet Ave and Diamond Lake Rd.
60 th St. and Nicollet Ave. So.
Linden Hills (Sheridan Ave. So. and 43 rd St W.)
Morningside (44 th St. W. and France Ave. So.)

auto-oriented commercial centers

Minneapolis is an already-built city and relatively few locations remain where commercial centers that feature a number of small, medium and large sized stores can be accommodated. As residents, we make specific choices about the way we travel and where we shop. While some consumer-driven changes can be made to alter the normal pattern of the shopping choices we make, a large share of the market operates according to a set of rules governed by household income statistics, geographical trade areas and economies of scale. Typically, the marketing formula calls for new construction at an extremely low-density, one-story scale. Yet, the benefits of development such as this, in the form of job creation and an increase in the tax base, does not come without costs, in the form of land

consumption, transportation impacts, or aesthetic blight. When proposals for large-scale community commercial centers emerge, the City will work with developers to ensure that access to non-motorized traffic and mitigation of traffic impacts provides benefit to the immediate surroundings.

Auto-Oriented Shopping Centers are unique locations reserved for large-scale retail uses with large floor area buildings and surface parking facilities. The sites these centers are located on are characterized by their immediate and easy connections to regional road networks. Although these sites are more oriented to the automobile, designs that address access and travel for pedestrians and other forms of transportation are critical to their “fit” next to residential neighborhoods. While all types of large-scale commercial uses are permitted to locate in these areas, some uses generate negative impacts on their neighbors, such as noise, fumes and negative aesthetics. Decisions to locate such large-scale commercial uses in designated Auto Oriented Shopping Centers will be evaluated against their impacts. As a result, these developments will be expected to incorporate design principles that buffer and mitigate commercial uses relative to nearby residential areas, while still providing good pedestrian access where appropriate.

See Chapter 9 for additional language regarding Auto Oriented Shopping Centers.

identifying Auto-Oriented Shopping Centers

Auto oriented shopping centers are designated on the Land Use Policy Map. They are characterized by the following features:

- Areas have more than 100,000 square feet of total retail floor space, and have at least one major chain of grocery or household goods retail, with a large area of surface parking.
- Areas have convenient and direct access to a major road (CSAH or state-aid highway), which is directly connected to the regional road network.

4.6 Minneapolis will support a limited number of Auto-Oriented Shopping Centers, while promoting their compatibility with the surrounding area and their accessibility to bus, bicycle and foot traffic.

Implementation Steps

Designate large-scale auto-oriented commercial centers as listed with the adoption of this Plan.

Restrict the number of auto-oriented shopping centers to the two that have been designated.

Direct large shopping centers to locate along major arterial streets that have immediate freeway access.

Minimize traffic and visual impacts on nearby uses through careful planning and design.

Encourage the development of mixed residential, office, institutional and, where appropriate, small-scale retail sales and services to serve as transitions between large-scale auto-oriented commercial centers and neighboring residential areas.

Ensure the provision of high quality transit, bicycle and pedestrian access to Auto Oriented Shopping Centers.

Encourage high quality design that includes ample public green or open space.

Require adequate buffers between auto-oriented districts and other uses which would otherwise be negatively impacted.

**TABLE 4.4
Large Scale Auto-Oriented Shopping Centers**

Name	Designated Area
The Quarry	I-35W and Johnson Street (Northeast Minneapolis)
West Broadway Ave	W. Broadway and Lyndale Ave North (North Minneapolis)

activity centers

Partially as the result of the city’s historical development, certain districts have functioned as hubs of activity and movement for decades. Other areas are just recently experiencing a renaissance of business and development interest as unique destinations. Activity Centers are the places that shape Minneapolis’ urban identity. By encouraging a mix of uses that hold appeal for many residents and visitors, a long day of activity that stretches into the evening, traditional urban form in buildings that enhance the pedestrian environment and a sense of safety through street level activity, Activity Centers attract interest and patrons throughout the city.

The concentration of activity, the high pedestrian, automobile and transit traffic generated by travel to and from these centers and the mix of uses located there are all critical elements defining a sense of place. The scale and size of these areas must be addressed through planning studies, as outlined in the policy language below. An important consideration, of course is the balance between the benefits these Centers bring to the city as a whole, and the need to mitigate undesirable impacts, which could range from overflow parking and traffic impacts on neighborhood streets to a need for increased city services such as trash removal or street cleaning.

Activity Centers are destinations that attract large numbers of visitors, workers and residents. They support a wide range of commercial, office-residential and residential uses, a busy street life and levels of activity throughout the day and into the evening. They are heavily oriented towards pedestrians, and maintain a traditional urban form and scale. While many commercial uses are permitted in these areas, it is important to note that some commercial uses on these streets will be evaluated on the basis of negative impacts the use generates relative to the location and its surroundings. These impacts may include noise, fumes and negative aesthetics, and will be addressed from the perspective of how nearby residential areas are affected by such impacts.

identifying Activity Centers

Activity Centers are designated on the Land Use Policy Map. They are characterized by the following features:

- Activity Centers generally have a diversity of uses that draw traffic from citywide and regional destinations, but do not generally support automobile uses.
- Activity Centers are complimented by medium and high density, residential uses, and also accommodate retail and commercial services, entertainment uses, educational campuses, or other large-scale cultural or public facilities.
- Activity Centers have a traditional urban form (building siting and massing).
- Activity Centers have a significant pedestrian and transit orientation, as service and features of these areas are already good.
- Activity Centers have uses that are active all day long and into the evening.
- A mix of uses occurs within structures and within the larger boundaries of Activity Centers.
- Activity Centers have a unique urban character that distinguishes them from other commercial areas because of the mix and complementary type of uses as well as the traffic the area generates.

4.7 Minneapolis will identify and support Activity Centers by preserving the mix and intensity of land uses and enhancing the design features of each area that give it a unique and urban character.

Implementation Steps

Designate Activity Centers according to criteria outlined above.

Develop a master plan for each designated Activity Center that a) establishes boundaries for these areas; b) addresses the identity, role and design features of the Center; c) gives guidance to the mix of land uses, scale and size of development in these areas and d) identifies transportation and circulation needs for each area.

Ensure that land use regulations support diverse commercial and residential development types which generate activity all day long and into the evening.

Promote the incorporation of residential uses within the same structure as other commercial uses.

Preserve traditional urban form in buildings where it currently exists, and encourage new development to relate to traditional siting and massing, where it is already established. (See description of traditional urban form in Chapter 9, City Form.)

Discourage automobile services and drive-through facilities from locating in these designated areas.

Develop parking facilities and management strategies that accommodate high customer demand, promote shared facilities and minimize visual impact and adverse effects on pedestrian and sidewalk traffic.

Ensure that regulations balance the transition between high traffic land uses and adjoining residential areas.

Require that buildings in Activity Center districts incorporate a pedestrian orientation at the street edge.

Apply street design criteria that incorporates a pedestrian orientation and accommodates a variety of traffic (pedestrian, cyclist, transit, automobile).

Central and Lowry
East Hennepin
Dinkytown
Stadium Village
Cedar Riverside (includes 7 Corners)
Uptown
Lyn-Lake
50 th and France
Warehouse District
East 26 th Street and Nicollet Avenue

downtown

In addition to its role as the primary employment center of the Upper Midwest region, downtown Minneapolis remains an important retail center in the city and region with more than 3.6 million square feet of retail space, much of it located in a concentrated retail district along Nicollet Mall. Growth has included the opening of four new retail centers during the 1980's, the renovation of a number of others and the complete redesign and refurbishment of the Mall in 1990. A vital retail atmosphere is maintained at street level along Nicollet and adjoining streets while four season comfort and convenience is assured through the connection of almost all facilities to the extensive system of skyways that connect over 60 downtown blocks. A validated parking program provides low-cost parking to customers. Sales are generated by three primary markets with downtown employees generating about 40%, residents 45% and regional visitors about 15% of retail sales.

4.8 Minneapolis will enhance downtown's position as a regional retail center which provides a shopping experience that is entertaining and unique in the region.

Implementation Steps:

Provide a continuous retail presence in the retail district by requiring retail uses on both the street and skyway levels.

Promote downtown as a unique shopping district that combines convenience and retail selection with an entertaining, elegant shopping experience.

Encourage a variety of retail with diverse price points in downtown in order to serve a broad range of residents.

housing ourselves: an overview

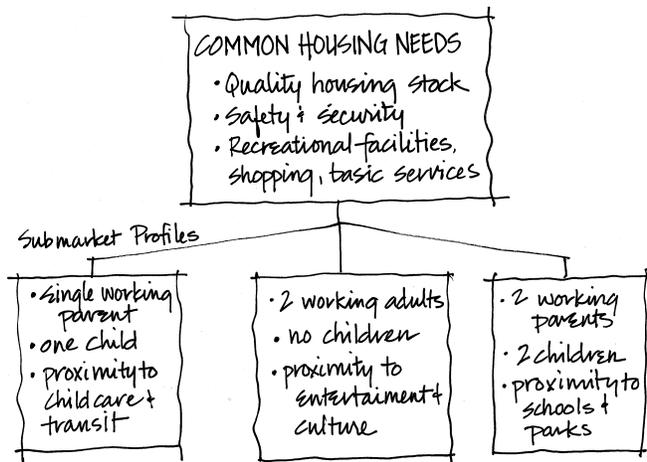
This section of the Marketplaces: Neighborhoods chapter addresses housing issues and is divided into three parts. Beginning with a discussion of what constitutes livable neighborhoods, the message of this section describes the need to increase the number of households settling in the city over the next decades. Each household in the city has particular needs and the city's future depends on the ability to meet these needs. Neighborhood livability is based on physical conditions, from the quality of housing stock to the condition of the streets. It is also based on social or human factors, many of which were highlighted in the Community Building chapter, including interaction with neighbors, a sense of common purpose and goals, as well as a shared responsibility to take care of resources such as parks and schools. Understanding the elements that maintain this crucial sense of livability is essential to ensuring that the city's future growth fits into the pattern of vital, closely-knit neighborhoods Minneapolis has already established. The second part of this section outlines an overview of housing policies throughout the city. These

policies are rooted in themes of supporting growth and offering choice. The Minneapolis Plan directs city efforts to expand and diversify housing options for residents, whether they have highly constrained choice or a great deal of choice in housing. Finally, the last section on housing describes how and where new housing and new amenities, such as commercial services, may be found throughout the city. Much of the neighborhood-based work sponsored by the Neighborhood Revitalization Program (NRP) has brought a place-specific focus to housing reinvestment in Minneapolis. Outside of NRP efforts, there are specific instances where major site development of hundreds of housing units may be possible. Other areas around commercial nodes and community schools may present good opportunities for housing reinvestment and redevelopment. Scattered site housing construction will also remain a component of neighborhood strategies.

the importance of livable neighborhoods

Businesses have always made decisions about their location choice based on a wide consideration of factors such as maximizing efficiency in operations, the location of end markets, and the kinds of skills and talents found in the labor force. Just as important for deciding on the location of a home office or an assembly plant are a number of non-economic factors, such as the quality of housing and schools for employees' families, the adequacy and quality of transportation services and other public infrastructure, levels of personal safety and security, as well as community attitudes.

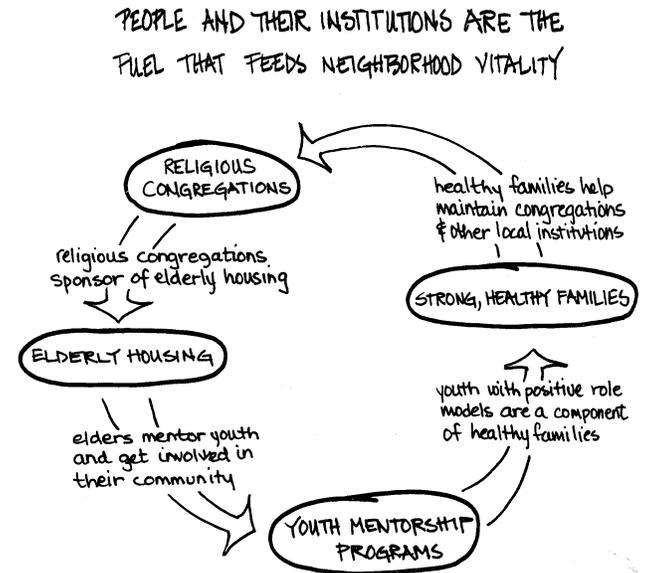
As an indicator of the relative health and livability of the city, the condition of Minneapolis' residential neighborhoods over time has proven to be an important measure of the city's prosperity. Livable neighborhoods create places that people choose to settle in. Livability suggests safety, beauty, the quality of available housing choices and affordability. These qualities should be present in all types of housing and be accessible to residents in every sector of the housing market.



Different households are looking for different features in their neighborhood of choice.

Minneapolis will continue to be an attractive choice for new and existing businesses as long as the city provides the basic building blocks of a healthy, prospering community. In order to maintain the city's strength and vitality, city services and actions must be targeted at making every city neighborhood a secure and attractive place in which to live and invest. The city must continue to devote careful attention to its decisions about public infrastructure, whether roadways or stormwater management practices, with this goal in mind. The state of physical, publicly maintained infrastructure in city neighborhoods provides a foundation for citizens' private investments in the shape of time and money in their houses and Marketplaces: Neighborhoods

community organizations. This partnership and commitment to the quality of Minneapolis' neighborhoods is critical to the future of our neighborhoods.



housing growth

Attracting new residents and retaining existing city dwellers as their housing requirements change is an important foundation of a strong and vital future for Minneapolis. Expanding the choices in housing types available in the citywide market broadens the appeal of the city to a large group of potential future residents. Housing more people in the city's neighborhoods increases buying power as more households settle in a specific area. This holds much promise for the revitalization of commercial corridors throughout the city, returning to the neighborhoods some potential for in-city shopping in contrast to the pull of suburban shopping that dominates the regional landscape. More people settling in the city means that religious congregations welcome new resident members to their community as the places of worship become more closely connected to the neighborhood in which they are located. Little League teams grow in numbers; so do park programs offering creative programs for kids. Connections can be made between retired volunteers and youth programming needs which remain constant and diverse as neighborhood organizations and other public agencies develop more choices for extracurricular youth activities. New residents demand high quality transit service to get them to and from their daily destinations conveniently, reliably and safely.

The city's traditional role has been to provide public infrastructure in the form of public safety, roads, water and sewer, to maintain this physical infrastructure and to deliver other property services, such as snow removal. Increased residential development expands the tax base and allows the city to deliver first quality property and other services to residents. Yet, the city's future prosperity will not rely uniquely on the delivery of these important services. People will make an extremely important contribution to the future of the city. The number of households from all walks of life who choose to make Minneapolis their home must continue to grow if the city's neighborhoods are to remain economically, socially and physically vital. City agencies can make these decisions much easier by providing the most appealing living conditions for residents throughout the city.

what are residents' housing needs?

The city's growth in the next decades must reflect the patterns of household change just as they did in the last decades, and continue to welcome new settlement in the city. New residents, in the shape of empty nesters and seniors, will play an extremely important role in future planning for housing development in the city. To ensure that the city will be able to accommodate demographic changes in the housing market, Minneapolis' residential neighborhoods must continue to diversify and grow.

Some neighborhoods contain a wider range of housing types than their counterparts. Other areas enjoy excellent access to parks and lakes and, in good weather, experience an influx of people from all over the region who look to the same parks for rest and relaxation. A few of the city's neighborhoods know the freeways and other major thoroughfares as their boundaries. Rivers, lake edges and railway corridors separate other neighborhoods from each other. Specific institutions, such as the University of Minnesota or large hospitals and corporations, partially define the landscape of other places in the city. Perceptions of security or threats to personal safety differ across city neighborhoods and so do people's experience of such things.

Most residents share a common desire for the housing basics; quality houses that will retain their economic value over time, safety and security in the neighborhood, and a combination of recreational facilities, shopping or other basic services nearby. Yet, different households are looking for specific attributes in their neighborhoods, depending on their interests and lifestyle. Single parents with preschoolers and no access to an automobile look for housing with good transit and day care facilities nearby. Retired couples who have sold their family home and have a keen interest in entertainment and travel seek out housing that is relatively maintenance free and convenient to downtown arts venues. They are looking for lifecycle housing in their community, a type of housing that responds to their changing housing needs. Artists and other professionals search for low cost living and work spaces in areas that are often overlooked by other home seekers. Young first time homebuyers establishing their careers and families are looking for excellent schools, quality recreational facilities and a home large enough to accommodate a family. Single working adults may choose to rent their housing close to entertainment, recreational amenities and quality transit services, close to other like minded people of similar interests and easily accessible to their workplace. Some search out neighborhoods with a wide variety of housing types that will accommodate changing housing needs; apartments, large single family homes, co-housing, townhouses or condominiums. The city's neighborhoods develop their individual character based on the interests of their residents. As a result, every neighborhood in Minneapolis has a specific set of amenities they proudly claim as their own. Whether these amenities are a park for kids to play in, a lake that turns into a hockey rink in the winter or corner store market to pick up milk, bread and the newspaper, each neighborhood in the city looks to these features as an essential defining element of its identity and character.

4.9 Minneapolis will grow by increasing its supply of housing.

Implementation Steps

Support the development of new medium- and high-density housing in appropriate locations throughout the City.

Support the development of infill housing on vacant lots. Use partnerships and incentives to reduce city subsidy level and duration of vacancy.

Use new and strengthened strategies and programs to preserve and maintain existing housing stock.

Review policies and practices that determine the appropriate scale of residential development on properties that come into city ownership or request City development assistance.

Streamline city development review, permitting and licensing to make it easier to develop property in the City of Minneapolis.

Develop a close dialog with community participants about appropriate locations and design standards for new housing.

Foster community dialog with community participants about appropriate locations and design standards for new housing.

Foster community dialog about housing growth in and adjacent to city neighborhoods.

Improve the information systems that support housing-related policy making, goal setting, and program evaluation.

affordable housing

In order to expand housing choices for residents who face economic constraints, it is essential to increase the supply of affordable housing. This is particularly important not only for the very poor. Working families at a range of income levels benefit from housing that does not consume too great a share of the household income that leaves resources available to attend to the many other important human needs.

Affordable housing not only benefits its occupants. It benefits the entire city and region by supporting the diverse workforce required by a vital economy. Affordable housing development can bring reinvestment into neighborhoods that face economic challenges. Strong neighborhoods benefit from the addition of cultural and economic richness. Housing located near transit lines or job centers provides savings that goes beyond what is evident from the level of rent or mortgage payments.

4.10 Minneapolis will increase its housing that is affordable to low and moderate income households.

Implementation Steps

Provide regulatory incentives for affordable housing development.

Create a single strategic plan for housing that establishes priorities, sets goals, launches initiatives, refines programs, and is the focus of regular evaluation.

Develop new funding streams for affordable housing.

Promote increased development of housing for very low-income households earning 30% or less of metropolitan median income.

Improve the efficiency of City investment in the creation and preservation of affordable housing.

Develop a close dialog with community participants about appropriate locations and design standards for new affordable housing.

Foster partnerships with housing developers, financial institutions, faith communities and others to extend the City's capacity to create affordable housing.

Partner with other municipalities, the Metropolitan Council and state government to develop a regional strategy for increasing the supply of affordable housing, supported by a more predictable, long-term revenue stream.

Support mechanisms such as community land trusts and housing cooperatives to create long term affordable housing.

Improve access of low-income families to sources of housing financing.

housing choice

The diversity of Minneapolis housing reflects the diversity of its citizens. Minneapolis citizens are from different household sizes and have different means. Age, preferences in housing style, and individual needs also vary. The needs of many citizens are met in the existing housing stock. Housing in Minneapolis neighborhoods ranges from primarily owner-occupied single family homes, to areas where high-density residential development is the norm. Two-story homes, bungalows and Victorians dominate in different parts of town. Cooperatives, condominiums, and apartment buildings house many citizens. Newer developments are adding to this diversity with townhomes, row housing, and planned residential developments that use common space in creative ways. Some of these are uniquely viable in Minneapolis because of its unique character as the center of the region.

While condition and management of housing requires ongoing attention in many parts of the city, the diversity of housing in and between neighborhoods is to be embraced and protected. The city's amenities and its identity as the center of the region will continue to attract people with a diversity of needs and interests – from the working class, the creative class and the professional class. Choice in housing supports the vitality represented by this wide-ranging population.

For disabled and elderly residents and populations that face economic challenges, choice in housing means supporting the provision of options that address their distinct and varied needs. This includes housing designed for handicapped accessibility and continuum of care, and various kinds of supportive housing.

4.11 Minneapolis will improve the availability of housing options for its residents.

Implementation Steps

- Increase the variety of housing styles and affordability levels available to prospective buyers and renters.
- Provide and maintain moderate and high-density residential areas.
- Provide and maintain areas that are predominantly developed with single and two family structures.
- Promote the development of housing suitable for people and households in all life stages, and that can be adapted to accommodate changing housing needs over time.
- Promote accessible housing designs to support persons with disabilities.
- Promote mixed-income housing development that offers a range of dwelling unit sizes and levels of affordability.
- Diversify the location distribution of affordable housing in order to allay the historic patterns of concentration of poverty that characterizes some neighborhoods.
- Implement city policies related to the provision of housing for homeless individuals and families.
- Support the development of housing with supportive services that help households gain stability in areas such as employment, housing retention, parenting, mental health and substance challenges.
- Encourage the rehabilitation and sensitive reuse of older or historic buildings for housing including affordable housing units.

Fair Housing practices

The city will make reasonable accommodation of the housing needs of the resident population, as required by the federal Fair Housing Amendments Act of 1988. These responsibilities range from

providing intake and referral services for citizens who believe they have been discriminated against with regards to fair housing rights, to contracting with consumer and provide groups to ensure Fair Housing requirements are met.

4.12 Minneapolis will reasonably accommodate the housing needs of all of its citizens.

Implementation Steps

Permanent housing for people with disabilities shall not be excluded by the zoning ordinance or other land use regulations from the benefit of residential surroundings. Special housing shall be available as needed and appropriately dispersed throughout the city.

Appropriate departments and agencies of the city shall actively enforce anti-discrimination laws and activities that promote Fair Housing practices.

4.13 ELIMINATED

Implementation Steps

Eliminated.

housing quality in livable city neighborhoods

The condition and quality of housing in a given neighborhood influences its character considerably. Much of Minneapolis' housing stock dates from the city's first wave of urban growth starting at the turn of the century. Over the course of following decades, as both Minneapolis and Saint Paul experienced population growth rates of an average 20% per decade, residential neighborhoods grew as farm-to-city migration, and out of state and international migration filled in the city's corporate limits.

One of the most distinctive qualities of the city is the grace and charm of its older houses. Many of Minneapolis' residential neighborhoods grew up over a fifty-year period dating from approximately the turn of the century up to the beginning of the First World War. The rapid growth rate and the building trends of the time have left an architectural legacy in Minneapolis comparable only to parts of Saint Paul. Arts and Crafts bungalows, old Victorian-era mansions, and Art Deco inspired homes, among others, are to be found throughout the city. The prevalence of details commonplace in a bygone era, such as built-in buffets, hardwood floors, and oak paneling and trim makes many of the city's homes very attractive to home buyers. Making it easier to install conveniences such as a remodeled kitchen, a second bathroom or remodeled plumbing and other major renovations are important initiatives that will encourage residents to invest their time and equity in city houses to preserve the character of their homes. In some cases, allowing the purchase of an additional side lot to facilitate home renovation or addition project may be a worthwhile decision, instead of rebuilding on the existing vacant lot. The City's mandate is to maintain flexibility in its regulatory and development tools, and thus carry out its role of evaluating the contribution a home renovation proposal makes to the quality and character of residential neighborhoods.

4.14 Minneapolis will maintain the quality and unique character of the city's housing stock, thus maintaining the character of the vast majority of residential blocks in the city.

Implementation Steps

Continue using high quality materials for new construction and historic preservation that reinforce long-term housing maintenance goals.

Halt the illegal stripping of abandoned or condemned properties and assign a public or non-profit agency to manage the removal and sale of historic and architectural features of these properties.

Encourage adaptive re-use, retrofit and renovation projects that make the city's housing stock competitive on the regional market.

Provide the flexibility in the city's ordinances to improve and maintain existing structures.

Ensure attractive, livable neighborhoods through increased efforts to maintain a clean environment (graffiti, street cleaning, sweeping, etc.) and through increased enforcement of housing and property maintenance codes.

Attain the greatest possible degree of enhancements to neighborhood livability when making infrastructure improvements or modifications.

Control ice and snow on city streets, alleys and pedestrian bridges.

Conduct housing complaint investigations and take corrective actions up to and including condemnation.

Ensure maintenance and cleaning services for all landscaped areas in the public right-of-way.

Ensure the maintenance of public property held by city agencies and departments.

The age and demand for Minneapolis' housing stock over time created past opportunities for reinvestment throughout the city. In some of the city's neighborhoods, some of the most dilapidated housing has no outstanding quality or character that recommends it to full scale renovation. When existing housing has been ignored by a succession of owners, an opportunity for change presents itself to the neighborhood. New housing that is designed and built to respect both the character and context of the neighborhood can bring great benefit to its surroundings. There are implicit challenges in building new housing, but the rewards are significant if the program is done sensitively. New housing development generates savings in construction costs, improves energy efficiency, and creates options for new home ownership that did not previously exist.

Rehabilitation is preferred whenever feasible over demolition; preserving the architectural gems of residential Minneapolis is an important contribution to the city's character. In order to maximize the possibility of retaining older homes that possess unique architectural features or neighborhood value, community residents and the city's development and regulatory bodies need to discuss common goals and strategies that provide guidance to the city's activities. The legacy of generations gone before lives on in the shape and form of the city's neighborhoods. We appreciate and invest in the old houses not only because they tell us stories about the past, but also because they continue to offer shelter and the creature comforts we demand of our housing.

4.15 Minneapolis will carefully identify project sites where housing redevelopment and or housing revitalization are the appropriate responses to neighborhood conditions and market demand.

Implementation Steps

Emphasize recycling of existing housing stock whenever feasible through renovation and rehab as an alternative to demolition.

Streamline city permitting activity to encourage renovation and investment in boarded and condemned housing.

Reduce the number of boarded buildings.

Encourage retrofitting and renovation of older homes, through "This Old House" and other programs.

Maintain and strengthen the architectural character of the city's various residential neighborhoods.

Ensure that city grants and programs are designed to encourage rehabilitation and renovation that reflects the traditional architectural character of residential areas.

a place-specific focus to housing investment

New construction or rehabilitation projects targeting housing have, by definition, a specific neighborhood focus to them. Whether these projects are large in scope, proposing to build multiple housing units, or whether the focus is on renovation of one dwelling at a time, housing reinvestment and new investment will continue to happen all over the city as the city takes on its share of regional growth over the next 25 years.

NRP housing strategies

Building on existing neighborhood assets has influenced the direction of Neighborhood Revitalization Program activities in Minneapolis since the program's inception in 1990. NRP activities place a strong emphasis on housing in the city's neighborhoods, so much so that the average NRP plan allocates more than 50% of its funds to housing renovation, construction or rehabilitation programs. As neighborhoods develop their own revitalization objectives

through the NRP process, they have classified themselves into one of three groups. Redirection neighborhoods are experiencing serious social, physical and economic problems, such as blight, vacant buildings, unemployment and a lack of commercial services. Revitalization neighborhoods seek to direct specific attention to areas that are beginning to experience social, physical and economic problems. Protection neighborhoods experience few of the problems that other neighborhoods do, but still require attention to maintain their quality of life. This classification, along with the population and size of a given neighborhood, has important implications for the allocation of funding that is eventually approved by participating jurisdictions.

Strategies designed to address housing issues in these neighborhoods have varied since the NRP's inception. Different priorities emerge in each neighborhood's Action Plan depending on the emphasis suggested by the combination of surveys, analysis and planning work done by neighborhood organizations. In cases where a high proportion of households rent their homes, some neighborhood plans have targeted their resources at increasing home ownership through loans and grants. In neighborhoods where there is a high proportion of low household income and the housing stock is older, considerable amounts of money have been devoted to paint and fix and renovation programs. Others have decided to invest in community-based services directed at improving housing quality. The Citizen Inspection Program, developed in collaboration with the Inspections Department and neighborhood organizations is one example of these types of services. Many neighborhoods have devoted resources to increasing the choice of housing available to their residents by making all types of housing more affordable to low income households. NRP implementation projects that target housing should be encouraged to respond to metropolitan area goals of providing affordable housing. Each of the city's eleven communities has a responsibility to take on its share of affordable housing.

4.16 Minneapolis will work closely with Neighborhood Revitalization Program (NRP) planning and implementation to ensure that NRP plans are consistent with the City's Housing Policy.

Implementation Steps

Continue to use NRP Plans as resources for understanding housing needs and opportunities in the development and delivery of city housing services.

Identify select project sites around commercial nodes and community schools that would support housing redevelopment initiatives.

Identify underutilized land resources, such as air rights above freeways, which have been successfully used in other cities to provide sites for schools, parking, housing and other uses.

Initiate a dialogue with any neighborhood where city or regional strategies requires reconciliation with neighborhood strategies.

Support the City's sideyard policy on residential redevelopment to lot and neighborhood-specific issues such as lot size and condition, the proximity of adjacent structures, the nature of neighboring land uses, overall housing density in the neighborhood and the need for green (open) space.

major housing sites: new construction

Minneapolis' housing policy is founded on the idea of both preserving and building on the existing strengths of neighborhood housing markets, and creating new opportunities for growth. Identifying project sites appropriate for redevelopment will focus on the surrounding context and on the market appeal of certain housing types. New housing developments that respond to the surrounding

neighborhood are critical to the success of the city's desire to pursue growth. The city's approach in working with developers and other public agencies seeking to build on Major Housing Sites or in Growth Centers will be to focus attention on the surrounding environment, in terms of traffic impacts, connections to the transit system, and connections to amenities such as natural (ecological) features, pedestrian-friendly, walkable environments connections to public facilities (e.g. schools, libraries and parks).

New infill units and the renovation of older units will be secured through the NRP's series of Action Plans throughout the city. Yet the scale of new housing development expected to take place over the next decades must be accommodated in other ways in order to realize the growth forecast for the region and to assure healthy, stable city neighborhoods. The Metropolitan Council has proposed that the City of Minneapolis absorb a minimum of approximately 9000 households over the next twenty-five years. That share translates to only five households per neighborhood per year, an extremely modest growth goal and perhaps too modest in relation to the opportunities for growth that exist at the regional level. These new households will be searching for a wide variety of housing types, broader and more varied than the housing that currently exists in Minneapolis today.

To prepare for the future and successfully add to the city's "quilt" of vital, livable neighborhoods, new development sites must be secured. Identifying project sites appropriate for redevelopment will focus on the surrounding context and on the market appeal of certain housing types. Although Minneapolis is one of the most developed areas in the metropolitan region, certain sites stand out as excellent candidates for new housing construction. These areas require further study to determine feasibility and answer planning concerns. Certain guiding principles, such as locating these sites close to amenities of all kinds and reserving prime sites for higher density structures, will direct future development. The city's approach in working with developers and other public agencies seeking to build on Major Housing Sites, in Growth Centers, or close to Commercial Corridors will be to focus attention on the surrounding environment, in terms of traffic impacts, connections to the transit system, and connections to amenities such as natural (ecological) features, pedestrian-friendly, walkable environments, connections to public facilities (e.g. schools, libraries and parks.) Potential housing sites are designated in the plan to draw attention, provoke discussion and encourage all interested parties to plan for the future of Minneapolis' residential neighborhoods. (See Map 1.4.5)

4.17 Minneapolis will promote housing development that supports a variety of housing types at designated Major Housing Sites throughout the city.

Implementation Steps

Concentrate new housing developments in close proximity to amenities or in locations where value will be sustained over time.

Develop a citywide Housing Strategy for placing medium (10-30 units per acre) to high-density (30+units per acre) new housing on major transportation and transit corridors and near commercial revitalization projects or neighborhood amenities (e.g. sites such as Growth Centers, Major Housing Sites, Commercial Corridors)

Protect Major Housing Sites for medium (10-30 units per acre) to high (30+units per acre) density residential development from development proposals which exclude housing through land use controls, redevelopment plans and other available means.

Designate Major Housing Sites as listed with the adoption of this Plan.

Promote the development of new housing that is compatible with existing development in the area as well as to existing historic or older housing stock where appropriate.

Provide the flexibility in the City's ordinances to accommodate new housing development tailored to meet a range of different housing submarkets.

implementation will depend on partnerships with other units of government, neighborhood organizations, the not-for-profit sector, and the private sector.

TABLE 4.6
Major Housing Sites, Growth Targets

Location	Minimum Criteria for Designation	Low Growth	High Growth	Strong Growth
Humboldt Greenway	Available land Interest in redevelopment at higher density housing type/ Diversity.	600	600	600
Upper River	as above	200	500	700
Central/Lowry	as above	200	500	700
East Lake Street	as above	200	500	700
Hiawatha/Minnehaha Corridor	as above	500	700	1,000
Midtown Greenway Corridor	as above	1,680	1,800	2,500
Sumner Glenwood	as above	-700	200	500

Hiawatha LRT

The Hiawatha LRT line connects Minneapolis neighborhoods with downtown Minneapolis, the airport and the Mall of America. Six LRT stations along Hiawatha Avenue serve Minneapolis neighborhoods. Although the VA Medical Center does not fall within the City limits, portions of the station area do. The areas around each of these stations are designated as TSAs.

Downtown Minneapolis is home to four stations along 5th Street. An extension of Hiawatha LRT will be built and a fifth station constructed near 5th Avenue North to connect with the future Northstar commuter rail line. The downtown station areas are described in, and policies for them are detailed in, the *Downtown East/North Loop Master Plan*. (In general, *The Minneapolis Plan* provides policy and direction for downtown Minneapolis through the *Downtown 2010 Plan*, which, as a stand-alone document, is included in its entirety in *The Minneapolis Plan*.)

TABLE 4.7
Designated Transit Station Areas (TSAs)

Hiawatha LRT
• Cedar/Riverside
• Franklin Avenue
• Lake Street/Midtown
• 38 th Street
• 46 th Street
• 50 th Street/Minnehaha Park
• VA Medical Center

Transit Station Areas (TSA)

Transit Station Area (TSA) is a land use policy feature arising from regional investment in dedicated, fixed-route transit lines (e.g., LRT, commuter rail, and busway). The purpose of identifying TSAs as a land use feature in the *Minneapolis Plan* is to emphasize that station areas represent unique opportunities and challenges that require special policy consideration. As such, TSAs call for tools that maximize potential community development benefits of transit while also strengthening and protecting the surrounding neighborhoods.

Characteristics of TSAs

Transit Station Areas (TSAs) are designated on the Land Use Policy Map. The *Minneapolis Plan* does not delineate the precise geographic extent of these policy areas. The following general characteristics should be used to guide policy application and implementation steps in these areas:

Dedicated, fixed-route transit service represents increased levels of accessibility for downtown Minneapolis and the neighborhoods that are served. This increased level of accessibility will attract investment. Areas nearest the station may be most appropriate for uses that maximize the benefits of transit, such as multi-family housing, high employment work places, and other uses with high pedestrian traffic (e.g., schools, entertainment, and retail services). These new opportunities must relate well to existing neighborhoods and build upon their strengths.

- TSAs will be the subject of established master plans that identify and/or prioritize areas for change (and preservation), as well as specific goals and objectives for redevelopment, public infrastructure, density and urban design.
- TSAs are areas approximately one-half mile in radius from transit stations, reflecting an understanding that most walking trips to and from transit stations are ten minutes or less in duration. Density, urban design, and public infrastructure is, therefore, especially critical in these areas. The actual size of this area is influenced by directness of routes, physical barriers, and the potential for those barriers to be bridged.
- Potential TSA densities and/or redevelopment opportunities are generally highest within 1/4 mile of the transit station, but are also dependent upon factors such as existing neighborhood character and land cost and availability.
- TSA development is designed with the pedestrian, bicyclist, and/or transit user in mind.

The City will engage in activities that foster transit ridership. This will include redevelopment as well as regulations that prevent the introduction or expansion of uses that do not support transit (e.g., automobile repair services or low-density industrial uses). Public infrastructure and design standards should result in a high quality environment that is pedestrian and bicycle friendly, and which generates vital urban areas. Success of these efforts will be measured by the extent to which development supports the overall well being of the City, the neighborhoods surrounding the stations, and the transit system.

The City acknowledges its essential role in ensuring that critical public components of TSAs are realized. To achieve these public components, the City may need to acquire land and build or modify public infrastructure. The City further acknowledges that successful

- TSA development serves individuals who are more likely to use transit (e.g., residents of multi-family housing and office and retail workers)
- TSA development includes small-scale retail services that are neighborhood in scale and from which pedestrians, bicyclists, and/or transit riders are likely to benefit (e.g., coffee shop, day care, dry cleaners, small-scale grocery, flower shop)

4.18 Minneapolis will encourage both a density and mix of land uses in TSAs that both support ridership for transit as well as benefit from its users.

Implementation Steps

Explore and pursue opportunities to integrate development with transit stations.

Concentrate highest densities and mixed-use development nearest the transit station and/or along Commercial Corridors, Community Corridors and/or streets served by local bus transit.

Ensure that new development density is well integrated with existing neighborhood character through transitions in scale and attention to design.

Support the development of new housing types in the TSA, including townhomes, mansion apartments, garden apartments, granny flats/carriage houses, and multi-family residential buildings.

Support and encourage small-scale, pedestrian-oriented services and retail uses to locate near stations and within mixed-use buildings to serve transit riders and the immediate neighborhood (e.g., day care centers, cafés, dry cleaners, convenience grocery, etc.).

Recruit land uses that value convenient access to downtown Minneapolis or other institutional or employment centers that are well served by transit.

Discourage automobile services and drive-through facilities from locating or expanding in these designated areas.

4.19 Minneapolis will require design standards for TSAs that are oriented to the pedestrian and bicyclist and that enforce traditional urban form.

Implementation Steps

Ensure that TSA building and site design is oriented to the pedestrian (e.g., reinforcing street walls, anchoring street corners, creating semi-public outdoor spaces, creating visual interest, providing adequate fenestration, and ensuring that principal building entrances open onto public sidewalks).

Preserve traditional urban form where it currently exists within TSAs, and encourage new development to relate to this context. (See description of traditional urban form in *Chapter 9, City Form*)

Work in partnership with neighborhoods and businesses to enhance the safety and aesthetics of TSA streets and sidewalks through installation of streetscape elements (e.g., lighting, trees, and street furniture).

Ensure that new development and renovation of existing structures adhere to the principles of Crime Prevention Through Environmental Design (CPTED) (See description of building form and context in *Chapter 9, City Form*.)

Ensure that TSA development is well integrated into the surrounding neighborhoods through attention to building design, landscaping, and transitions in density and land use.

4.20 Minneapolis will provide direct connections to transit stations for pedestrians, bicyclists, and bus riders.

Implementation Steps

Design streets, sidewalks, and other public infrastructure to prioritize pedestrian, bus and bicycle access to transit stations (e.g., create wider sidewalks; construct pedestrian bridges, tunnels, and plazas; add bicycle lanes and parking; create bus lanes, pull-outs, and waiting facilities.)

Work with transit service providers to ensure that bus connections to transit stations are safe, attractive and easy to use (e.g., establish appropriate signage and waiting facilities on important connecting local bus routes)

Enhance pedestrian connections to stations where walking environments are unsafe or uninviting (e.g., buffering pedestrians from traffic, reducing intersection crossing distances, installing traffic control devices, limiting the size and number of curb cuts, improving streetscapes including lighting and landscaping, installing public art, etc.)

Mitigate physical barriers that prevent easy access for pedestrians to the stations (e.g., bridging highways or high-volume roadways, creating safe pedestrian underpasses, acquiring new public rights-of-way and passages, etc.)

Enhance pedestrian connections and wayfinding from neighborhoods with high concentrations of transit users.

Work in partnership with neighborhoods and businesses to ensure that primary pedestrian and bicycle routes are well maintained, free of obstacles, and cleared of snow and litter.

Establish working relationships with institutions, large employers, and/or landowners to encourage transit use and improve wayfinding to/from transit.

4.21 Minneapolis recognizes that parking is a necessary part of the urban environment, but will limit the amount, location, and design of parking in TSAs in order to encourage and support walking, bicycling, and transit use.

Implementation Steps

Establish upper limits on the amount of off-street parking so that walking, bicycling and transit use are not discouraged.

Allow reductions in minimum off-street parking requirements.

Support shared use of parking by commercial uses with different peak periods of parking demand.

Restrict the location of off-street parking for new development to the side or rear of buildings, so that there are direct connections between the public sidewalk and the principal entrances of buildings.

Limit the amount of street frontage for new off-street parking lots and require landscaping between parking lots and public sidewalks.

Provide density bonuses for land uses that provide parking underground or within structures.

Use parking meters and other parking management practices to ensure an adequate supply and turnover of on-street parking for commercial activities.

Discourage long-term on-street parking by non-residents.

Work in partnership with the Metropolitan Council to evaluate and address the impact of automobile traffic and parking generated by the presence of transit stations.

Limit parking facilities in neighborhoods that are exclusively for the use of transit riders.

Work in partnership with other entities to identify opportunities for shared parking facilities to strategically support the development within TSAs.

putting it together

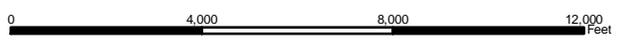
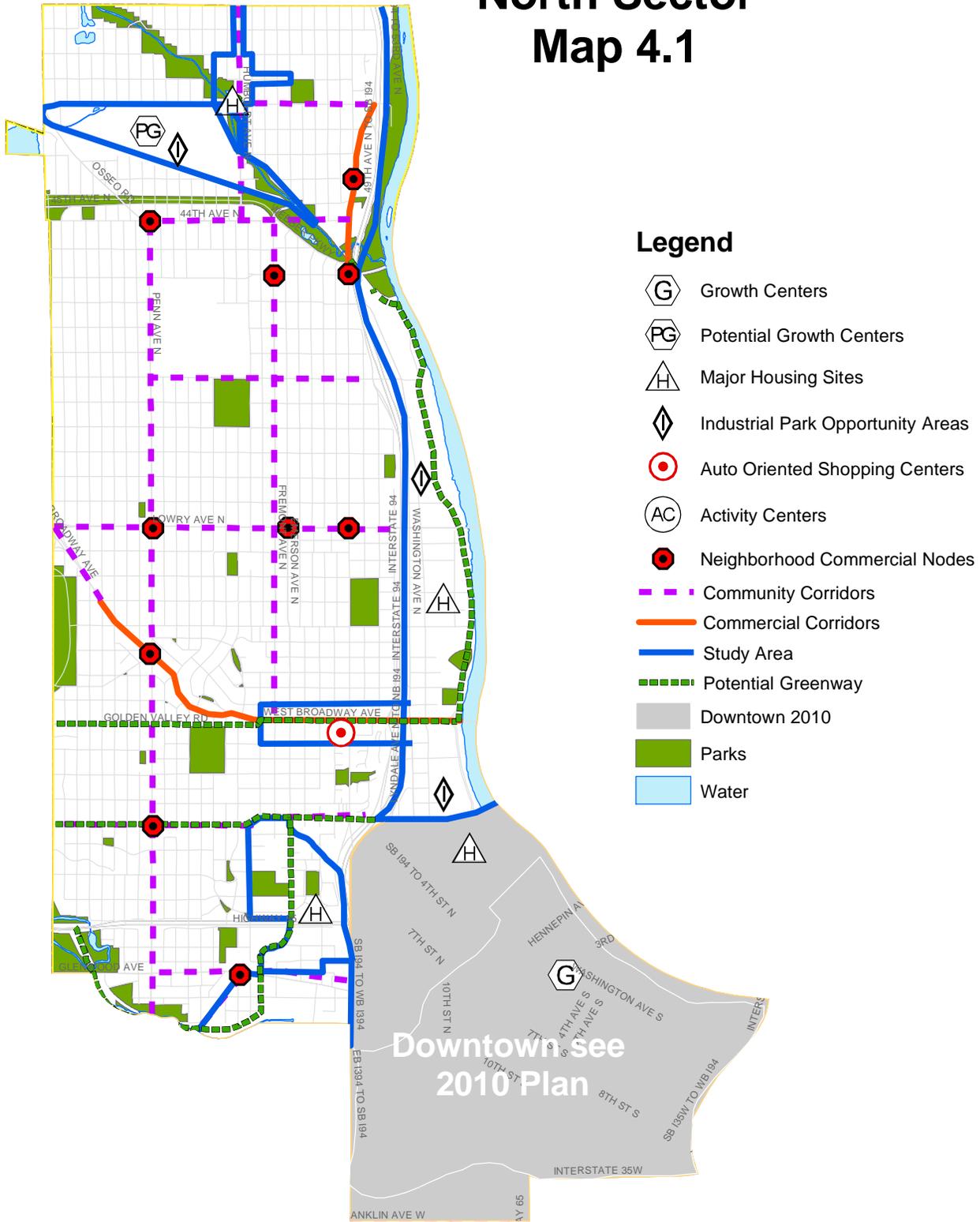
Ensuring that city policy enables individuals to respond to the market environment will be a valuable investment in maintaining the robust activity that has kept this region growing steadily over the last five years while other American cities have had cycles of boom and bust. In the case of housing, city agencies can influence the range of available choices by providing support for alternatives that would normally be overlooked by the status quo development activity. In other instances, the approach may be to capitalize on the strengths of existing market conditions, and invest financial support where the market has indicated the relative stability of specific housing types and conditions. Different market conditions require city agencies to respond based on the specific demands of diverse market niches, or resident needs and affordability levels. For this reason, the discussion of city housing policy has been included in the Markets section of The Minneapolis Plan.

City of Minneapolis

Major Study Areas

North Sector

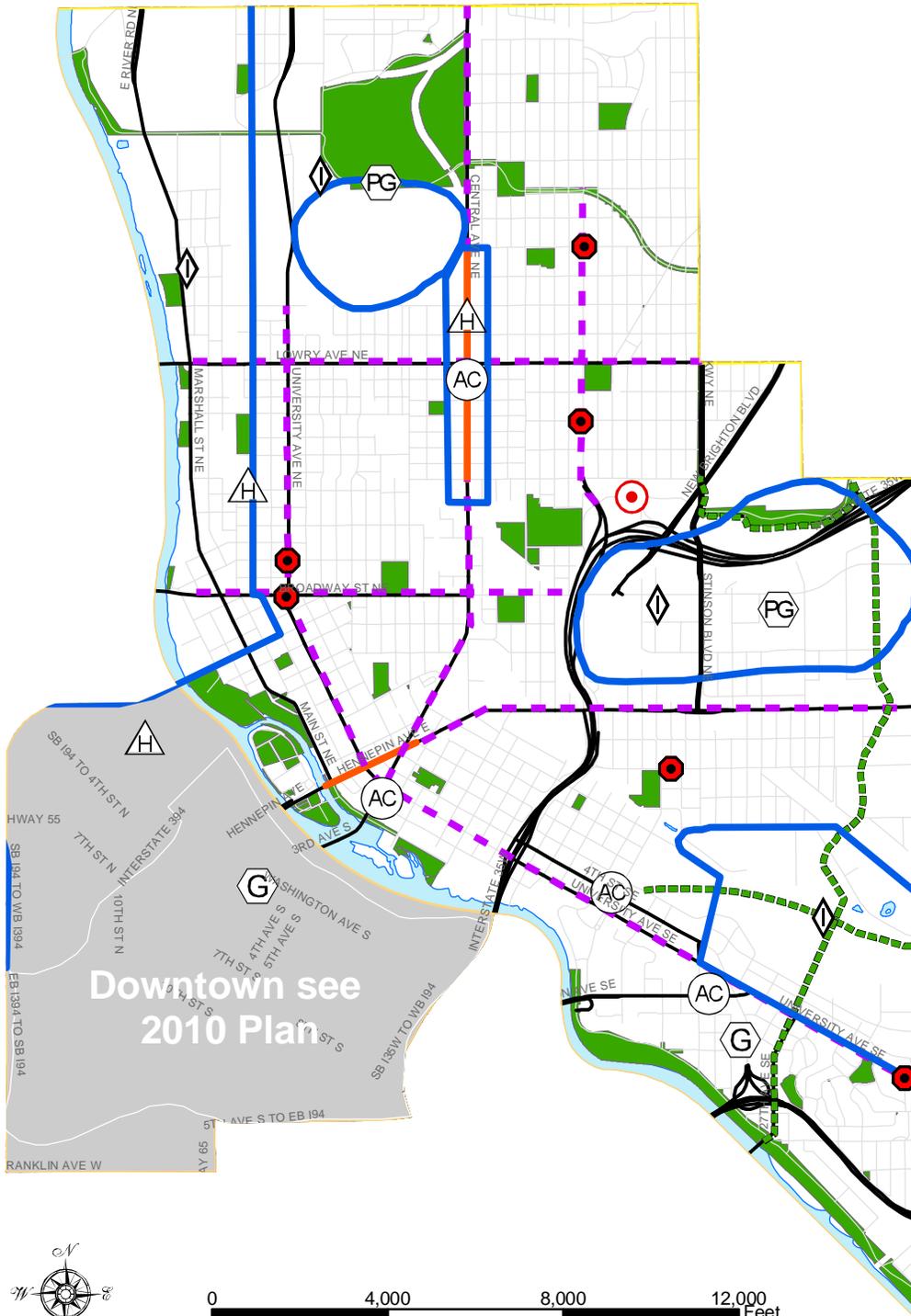
Map 4.1



Created by :
 Minneapolis Community Planning and
 Economic Development Department,
 Planning Division
 December 2003

City of Minneapolis

Major Study Areas Northeast and Southeast Sectors Map 4.2



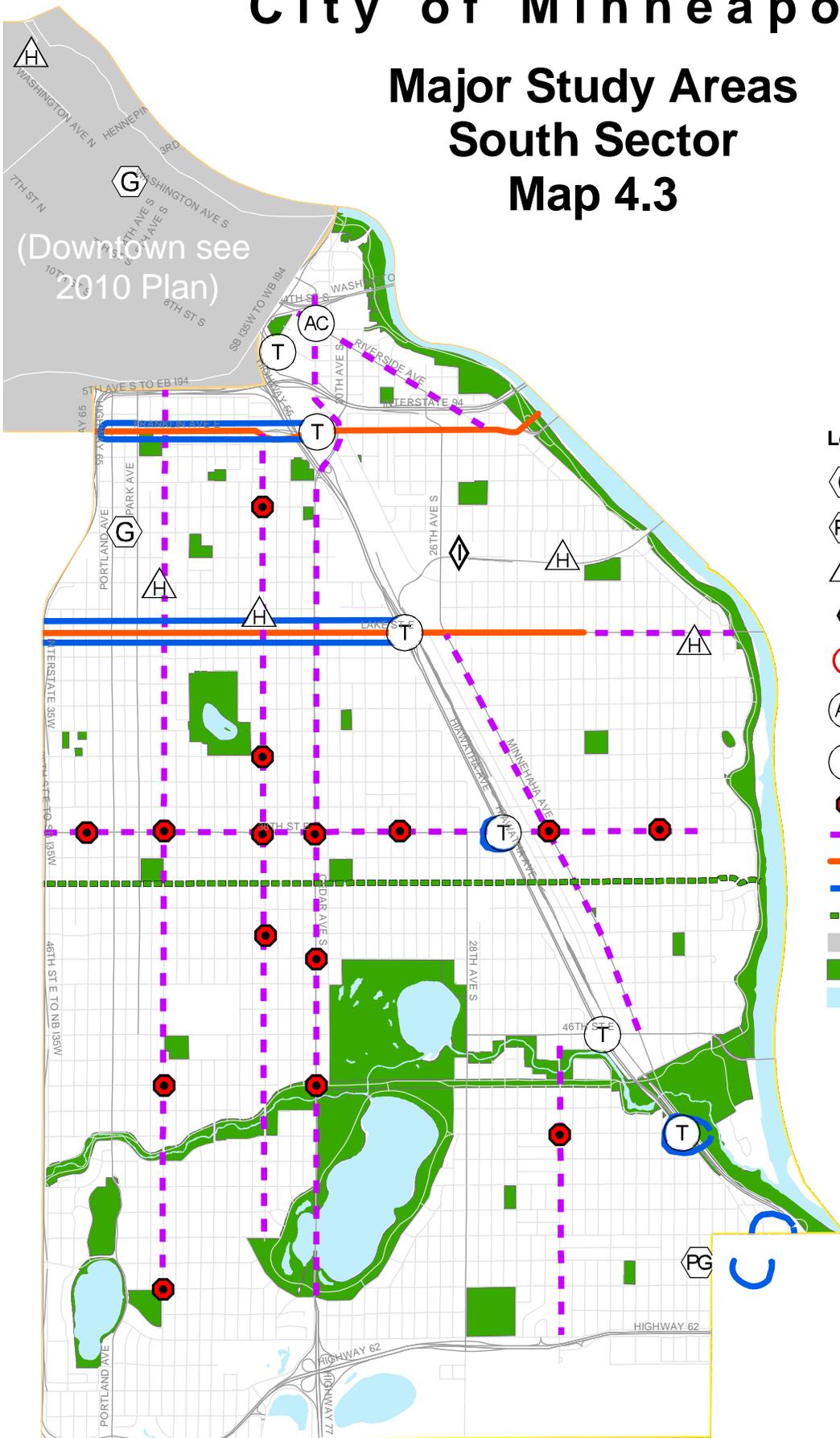
Legend

- Growth Centers
- Potential Growth Centers
- Major Housing Sites
- Industrial Park Opportunity Areas
- Auto Oriented Shopping Centers
- Activity Centers
- Neighborhood Commercial Nodes
- Community Corridors
- Commercial Corridors
- Study Area
- Potential Greenway
- Downtown 2010
- Parks
- Water

City of Minneapolis

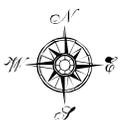
Major Study Areas South Sector Map 4.3

(Downtown see
2010 Plan)



Legend

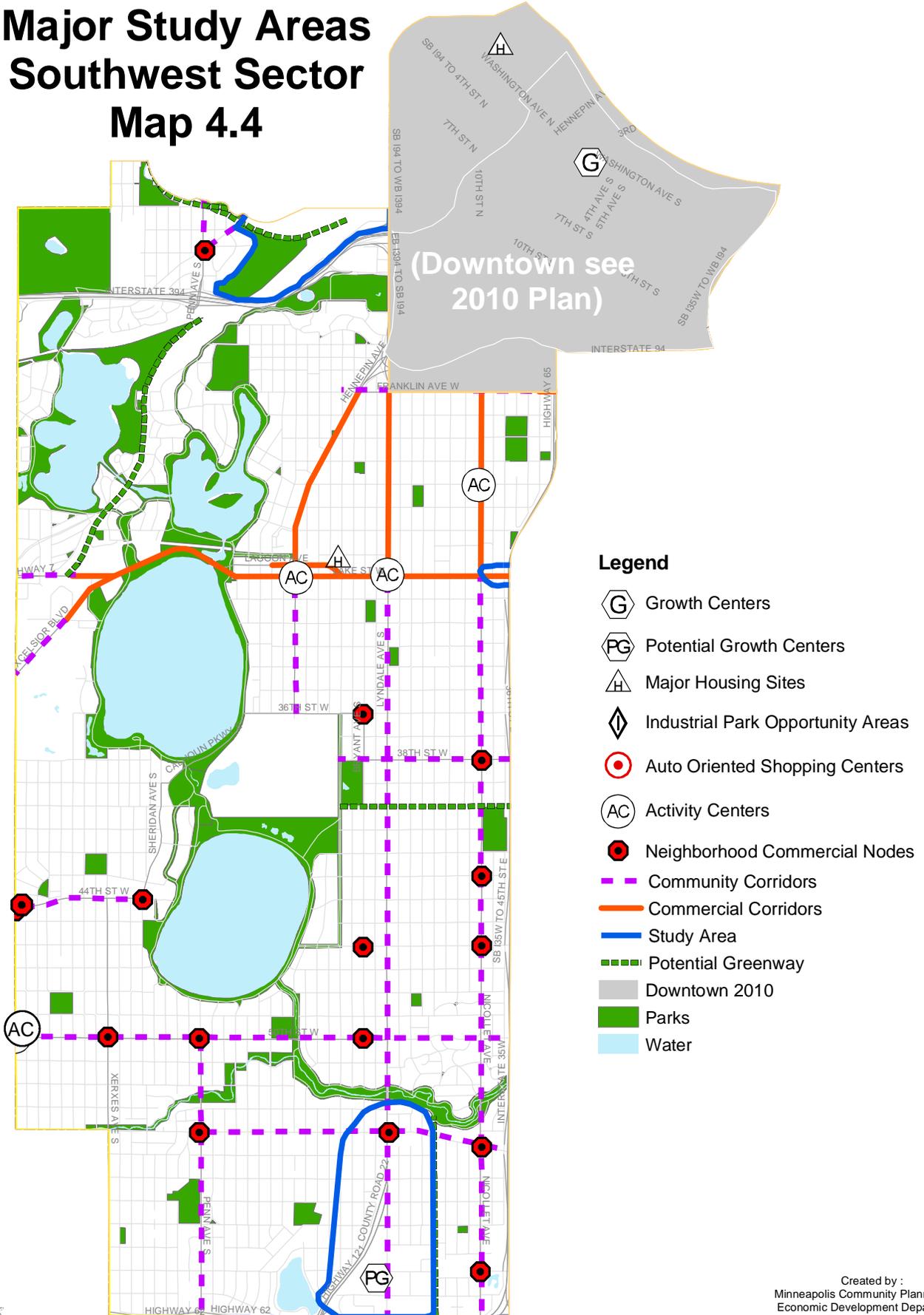
- Growth Centers
- Potential Growth Centers
- Major Housing Sites
- Industrial Park Opportunity Areas
- Auto Oriented Shopping Centers
- Activity Centers
- Transit Station Areas (1/2 mile radius)
- Neighborhood Commercial Nodes
- Community Corridors
- Commercial Corridors
- Study Area
- Potential Greenway
- Downtown 2010
- Parks
- Water



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Economic Development Department,
Planning Division
December 2003

City of Minneapolis

Major Study Areas Southwest Sector Map 4.4

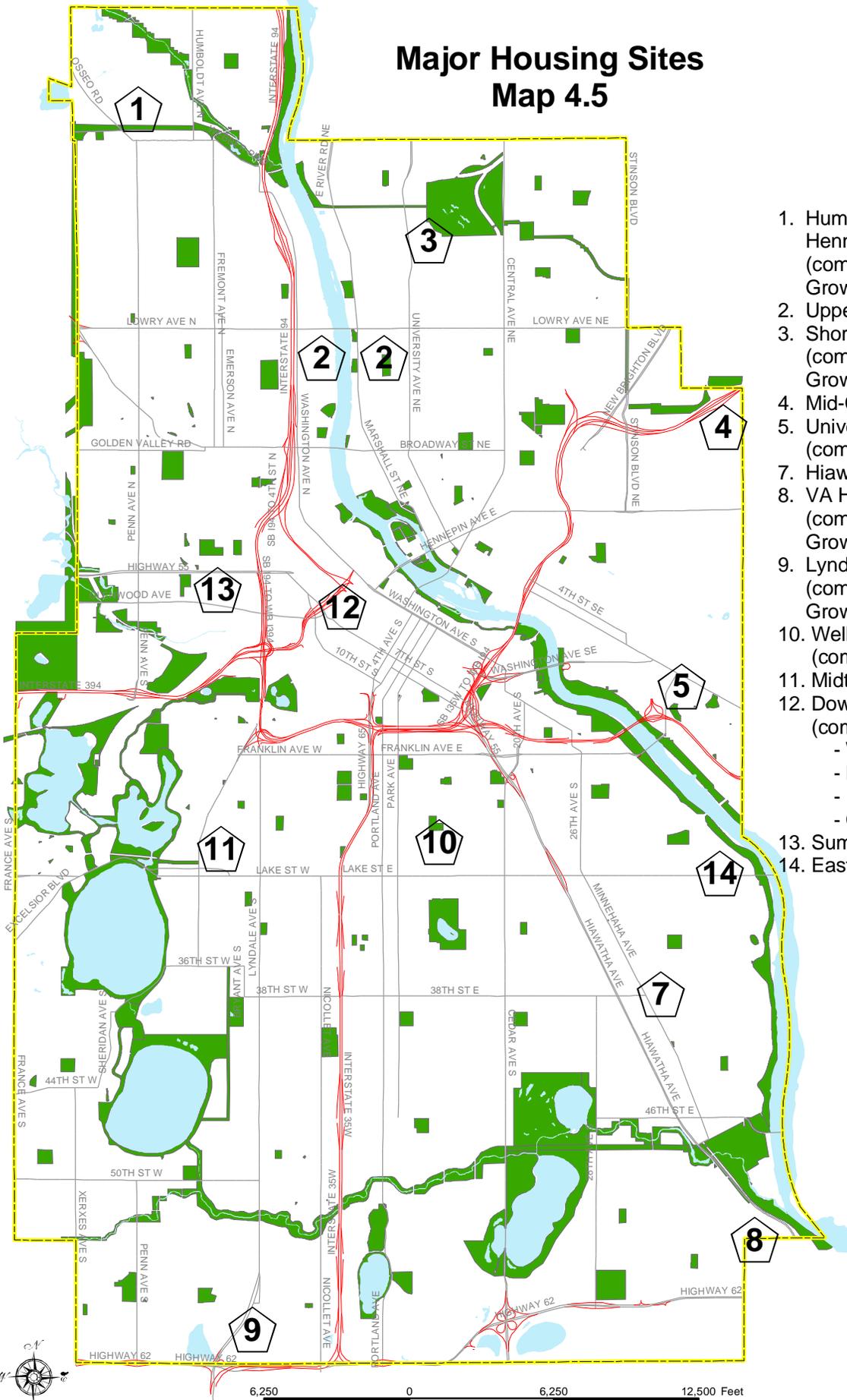


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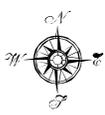
- Growth Centers
- Potential Growth Centers
- Major Housing Sites
- Industrial Park Opportunity Areas
- Auto Oriented Shopping Centers
- Activity Centers
- Neighborhood Commercial Nodes
- Community Corridors
- Commercial Corridors
- Study Area
- Potential Greenway
- Downtown 2010
- Parks
- Water

City of Minneapolis

Major Housing Sites Map 4.5



1. Humboldt Yards/
Hennepin Community Works
(component of potential
Growth Center)
2. Upper River
3. Shoreham Yards/Columbia Park
(component of potential
Growth center)
4. Mid-City
5. University of Minnesota Area
(component of Growth Center)
7. Hiawatha/Minnehaha
8. VA Hospital/Airport
(component of potential
Growth Center)
9. Lyndale Gateway
(component of potential
Growth center)
10. Wells Fargo/Hospital Area
(component of Growth Center)
11. Midtown Greenway Corridor
12. Downtown
(component of Growth Center)
- Warehouse District
- Loring Park
- Elliot Park
- Central Riverfront
13. Sumner Glenwood
14. East Lake Street



6,250 0 6,250 12,500 Feet

Created by :
Minneapolis Community Planning and
Economic Development Department,
Planning Division
December 2003

5. Learning

Learning is a life long process and is a responsibility of the entire community. Young people begin learning well before their formal experience at school, and experience teaches invaluable lessons far beyond the walls of a classroom. This chapter addresses the learning resources at our disposal in Minneapolis, from early childhood learning centers in neighborhoods, to the Minneapolis Public School's community and magnet schools, to private colleges, the state university system and the community college network serving the Twin Cities area. These institutions are highly visible features of daily life in Minneapolis, and offer resources and sites that open up worlds of possibility to students, whatever their stage in life. Other community-based connections have a critical role in serving the needs of all residents. Combined resources allow these institutions to offer greater breadth in programming. Links among public institutions, such as the Library Board, the School Board or the Park Board, develop even stronger ties to the community they serve.

- 5.1 **Minneapolis will support the Minneapolis Public School's efforts to restructure its curriculum and instruction to improve student achievement.**
- 5.2 **Minneapolis will invest human and financial resources in nurturing healthy children and providing them with a safe school environment.**
- 5.3 **Minneapolis will encourage the further development of community connections to public schools.**
- 5.4 **Minneapolis will promote and expand opportunities for adult learning that recognize our diverse communities of interest.**
- 5.5 **Minneapolis will build on the educational activities of colleges, universities and technical schools in the Twin Cities region.**
- 5.6 **Minneapolis will support a strong library system with excellent services, programs and collections to meet a variety of informational and educational needs.**
- 5.7 **Minneapolis will expand access to digital information and communications technology.**
- 5.8 **Minneapolis will encourage the growth of partnerships and learning opportunities that prepare students for the world of work.**

introduction

Learning occurs throughout our lives, but the formal educational process begins with preschool experiences for some children and with kindergarten for most. The formal setting of the classroom builds on these earlier opportunities to acquire basic skills such as language and mathematics, but also gives students a sense of possibilities and choices available to them by building tool-like skills, such as problem-solving, research and the ability to work in teams. The entire learning process is fundamental to a child's grasp of the choices and potential for future success. Yet the actual process of learning does not end on graduation from high school. As we get older, we realize that learning continues elsewhere, in the workplace, the neighborhood center and in community education programs, and also through the use of information technology. New acquaintances, workplaces or friendships encourage us to share knowledge and information in order to support our shared interests and common goals: we both teach and learn from each other. Learning is critical to our experience of the rights and responsibilities associated with civic life. As business firms increasingly find that their most valuable asset is the human capital they employ, they look to continuing education for their workers, both on and off the job, to enhance the value and capacity of their workforce. Access to information networks like the World Wide Web familiarizes people with the technology that is increasingly a part of everyday life and brings an eclectic collection of information within the grasp of a great number of residents. Whatever the source, participating in diverse learning experiences teaches us that learning is the key to a prosperous future.

The demands of work and the amount of complex information encountered in the activities and transactions of everyday life require skills that differ from past requirements. Living wage jobs in all industries and sectors require higher levels of education than in the past. Radical changes to the nature of business activity may result in a number of career shifts for individuals over their lifetimes. In work environments that are perpetually changing, the ability to learn new skills becomes an invaluable asset as workers are expected to adapt quickly and efficiently.

learning to learn

The 1990 Census reported that 26,000 children under the age of 5 years lived in Minneapolis at that time. Ensuring that these children have healthy, stimulating and supportive preschool years is an essential component of preparing children for more formal learning experiences. Early childhood care, library resources, education and nutrition programs are important tools that the city invests in to build a bright future for all children. The city participates in programs with other public agencies such as the Park Board, the Minneapolis Public Schools and Hennepin County that connect families to local resources, offer support services to families with young children and provide educational programs to preschoolers and their parents alike. Other nonprofit and private agencies offer culturally-specific programs for young children and deliver services that respond to special needs within the community.

Minneapolis has an obligation to its future to provide adequate resources that deliver high quality services to children; yet child care for working parents has come under a great deal of pressure as federal welfare reforms expect recipients to enter the work force within two years of receiving limited financial relief. Federal assistance to pay for childcare in order to attend work or employment training will be withdrawn under the new welfare reform act. These changes will place additional strain on resources

for child care funding and, until new providers emerge to serve increased demand for child care, waiting lists will continue to be long and the need for child care will not be met. Some of the projected impacts from the changes to welfare programs estimated by Hennepin County include an increase in juvenile delinquency or crime as children are left alone while parents are at work; an increased threat to child and family safety as children are subjected to increased family stress; and increased pressure on nonprofit organizations to help families with child care costs.

Childcare services, early childhood learning centers and preschool-oriented programs are thriving in Minneapolis today. With future changes to welfare and an increase in workforce participation, Minneapolis must continue to show the same commitment to childcare and programming it has historically shown in order to realize its goals of remaining a vital, growing and livable city.

early education through high school

A solid foundation for lifelong learning starts with meeting needs for early childhood learning and with high quality public education. The Minneapolis Public Schools are committed to providing the skills and information that the next generation of citizens will need to maintain the strength and vitality of our community. As the population of the city has changed dramatically over the last three decades, the demographic profile of the Minneapolis Public School student population has also changed radically. Though the city's demographic profile tells us that only seventeen percent of the city's households include children, school enrollment has been increasing steadily. Current enrollment for 1996-1997 is about 46,000 students, and projections reach 50,000 by the year 2000. The ethnic composition of the schools is also changing radically. There have been tremendous changes in school populations in terms of racial/ethnic percentages; over the past 25 years, the student of color population has increased from seventeen percent in 1973 to sixty-three percent in 1994 and is projected to increase to sixty-eight percent by 1998. An increasing number of students do not speak English at home, and as a result are more isolated in their efforts to complete assignments or participate in activities such as parent-teacher interviews. As the Twin Cities area again becomes a destination for immigrants, Minneapolis assumes a large share of both the challenges and opportunities associated with the responsibility to help students and their families in learning a new language in a foreign culture. The steady increases in student population as well as changes in the family and socio-economic status of students attending Minneapolis Public Schools demands a response to the challenge of accommodating growth and change in the student population's ethnic heritage.

creating the best possible learning environment

With such a wide range of family backgrounds, teachers find that student learning styles differ considerably. Diversifying instructional methods to respond to differences in learning styles is a critical part of this process; one approach does not meet all needs in the classroom. Educational reform underway at the federal, state and school district levels addresses this very important element of the learning experience and also includes a definition of performance standards. Performance standards allow the community the ability to measure academic achievement across the student population. Students must meet district, state and national standards. These standards provide measures and indicators for the community at large, and help to focus efforts at creating the best possible environment for learning, one that is responsive to individual learning differences and challenges.

magnet and community schools

Just as performance standards and a variety of instructional methods aim to meet different needs within the student population, magnet and community schools provide distinct learning experiences to students. Magnet schools in the Minneapolis Public Schools district match up with business partners to give students a fast track into their chosen career by offering specialized curricula and internship opportunities. They offer a high academic challenge to students and provide critical college preparation to the student population. Community schools function as one of the most important institutions that foster 'stronger and longer' attachments linking students, their families and educators. Broadening the web of support and interest in student achievement at magnet or community-based schools sends a supportive message to students looking for approval and praise in their school careers. The emphasis on achievement and performance encourages students to actively pursue skills and talents and develop new interests in a supportive school environment. (See Map 1.5.1)

5.1 Minneapolis will support the Minneapolis Public School's efforts to restructure its curriculum and instruction to improve student achievement.

Implementation Steps

Finalize and maintain school performance standards that ensure students have the skills and knowledge they need to be contributing members of their community.

Provide equity of resources that enable students to achieve goals and acquire new skills.

Work with communities to offer a system of magnet and community-based schools of choice to the student population.

Establish high achievement levels and the practical application of basic skills.

invest in healthy students

A healthy, safe and nurturing environment at school is a benefit some children may not enjoy in their home or neighborhood. Making sure that school age children are healthy and alert is an important aspect of ensuring that students are ready to learn. School age children spend a critical part of their day under the supervision of school staff. Consequently, student health care, delivered by Health Related Services (HRS) throughout the Minneapolis Public Schools, is targeted to promote and support student achievement, health and well being. Given that each school site has considerable impact on the health and well being of the student body, the physical condition and appearance of the buildings and surrounding site have a tremendous impact on children. Many schools and sites require changes to improve their condition and appearance. Specifically, the school sites are being upgraded to meet standards set by fire codes, environmental regulations (e.g. lead and asbestos materials) and the Americans with Disabilities Act (ADA).

5.2 Minneapolis will invest human and financial resources in nurturing healthy children and providing them with a safe school environment.

Implementation Steps

Support the health of families and children with services provided through a system of year-round, school-based care which includes physical and mental health.

Integrate health screening and preventative care into the school facility.

Maintain the school's role in providing healthy nutritional meals for children, in accordance with the redesign initiative on health care.

Implement the Minneapolis Public School's Master Facilities Plan for upgrading facilities to meet safety and ADA requirements, and deferred maintenance.

Support initiatives that rely on joint efforts to make neighboring areas around schools and walking routes to schools safer and more secure for school children.

Coordinate safety initiatives targeted to school environments.

Respond to, investigate and attempt to resolve student behavior and school security problems and neighborhood complaints.

Direct the Police Department to mitigate juvenile behavior problems by attending school gatherings and making classroom presentations.

"The lives of students directly affect their ability to learn. The schools alone cannot meet all students' needs. We need a supportive and involved community to improve the social, emotional and physical health, nutrition and financial well-being of the district's students and their families"

connect schools to community resources

A child's success at learning demands that the community, educators and family members alike focus on the child's total environment. The community's commitment of energy and resources to the learning experience is expressed through all of the "asset-building" activities in which a child is engaged in his or her public and private worlds. After all, a student spends only 8% of his or her lifetime from birth to age 18 in a formal classroom setting. School children attending Minneapolis' public school system arrive each day from a diverse range of family backgrounds. Learning and mastering new skills requires practice, concentration, and a sense of achievement and praise. The encouragement and participation of family members and other community leaders shows students the value of succeeding at learning. Whether this support comes in the form of volunteer mentorship programs, daily homework help, community service opportunities or short courses offered by cultural institutions and businesses, these community connections link the learning process to life beyond the classroom. Public institutions such as the Minneapolis Public Libraries, the Parks and Recreation Board and non-profit youth organizations or religious organizations offer learning experiences as part of their normal programming.

5.3 Minneapolis will encourage the further development of community connections to public schools.

Implementation Steps

Continue to explore solutions to space shortages and an increased student population with local businesses, cultural institutions and other participating organizations.

Continue to expand shared facilities agreements with other public institutions (such as parks and libraries) to maximize the learning resources available to students in their own communities.

Promote public and private programs that reward both employers and participants who participate in non-paid civic and community-based work.

Expand the school day and the school year to provide for extra learning time for students, in conjunction with increased community-based resources for tutoring and teaching experiences.

Work with schools, community organizations and family associations to increase and coordinate volunteer efforts devoted to improving student achievement.

Provide high quality housing of a variety of types and affordability levels at sites close to designated community schools to assist with family and neighborhood stability and strength.

adult education

Education is a continuous process that occurs over the course of our lifetimes. Continuing education can be an opportunity to upgrade or improve skills. Others welcome the opportunity for continuing education as a chance to learn new skills and acquire knowledge about unknown issues or subjects important to them. Occasionally residents experience a need for transitional training that will take them from school to their future careers. A chance to learn beyond the traditional student years offers opportunities for personal enrichment and the possibility of acquiring new skills through community-based initiatives that cater to a wide range of interests.

diversity and accessibility in learning experiences

Many new immigrants arrive in Minneapolis with a language other than English. The difficulties of learning to communicate in an unfamiliar culture with only a rudimentary understanding of the language are very real for many newcomers. Applying for and securing a job are nearly impossible without this kind of assistance. Approximately one-tenth of the students in the Minneapolis Public Schools speak a language other than English at home; for the sake of their families and the future success of these students, English as a Second Language (ESL) programs are an important investment in the work readiness and employability of newcomers to the city. There is a great demand for English as a Second Language (ESL) programs for all age groups.

Making it easier and more accessible for all members of the community to pursue enriched learning and skill building close to home opens up worlds of possibilities. After school, after work and evening classes bring the idea of further training or learning new skills within the reach of residents who may have discarded their desire to enroll in a class for reasons of time, travel and convenience. Minneapolis' public libraries offer creative programs for learning that can be tailored to individual interests and learning styles. As the scope and range of courses available at different institutions and organizations broadens, more doors open to residents, new interests are sparked, and the excitement of embarking on a new course of learning grows. Some of the non-traditional partnerships discussed in this chapter are excellent candidates for these innovative learning experiences. Educational institutions, in the public and private sphere, are resources for the community as a whole, addressing a breadth of interests and fields with excellent facilities and staff resources.

5.4 Minneapolis will promote and expand opportunities for adult learning that recognize our diverse communities of interest.

Implementation Steps

Provide a range of choices through diverse community education courses.

Support the teaching of English to adults whose primary language is not English.

Maintain the diversity of educational offerings available to residents at educational institutions located in Minneapolis.

Encourage non-profit agencies and other organizations to contribute to community education and enrichment programs.

Promote opportunities for on the job training offered by employers as a means for residents to acquire new skills.

Encourage the development of job readiness skills for adults.

the educational role of post secondary institutions

Most of the state's best post secondary educational institutions are located within the Twin Cities metropolitan area. Private and public vocational and technical schools offer career programs as well as specific responses to working people's needs for lifelong learning and occupational training. Community colleges throughout the state are taking on increased importance as workforce requirements change. Some of these schools have begun to offer their services to employers interested in providing their employees with on-the-job training. Job seekers look to the colleges for assistance in acquiring marketable technical skills. There are six of these community colleges within the metropolitan area, including the Minneapolis Community College located downtown. The co-location of technical colleges with the community colleges located throughout the metropolitan area provides a flexible learning option to students. Downtown workers and city residents alike are well served by the Minneapolis Community and Technical Colleges on Hennepin Avenue, by Metro State's campus on Hennepin Avenue and the University of Saint Thomas on LaSalle at 10th Street.

The state's university system evolved from the creation of teacher training institutions established in the mid-19th century. From an early focus on teachers' colleges, the state university system was expanded first in the 1940s and later in the 1970s to offer general post secondary education and training and then 'alternative educational forms'. The creation of Metro State University, aimed primarily at mid-career adults, responded to this demand for alternative education venues. With a downtown campus in Minneapolis and another site in Saint Paul, it acts as a valuable resource for working people returning to school as well as full-time students in both central cities.

The University of Minnesota was established as a land grant institution by the territorial legislature in 1851. Its mission emphasizes research, graduate education, and professional training "to serve agriculture, the mechanic arts and industries of the state." Today, the University offers graduate and undergraduate degrees in over 200 fields to more than 40,000 students throughout the state. The university is recognized nationally for its work in agricultural research and development, medicine and science, and technology. It produces almost half of the state's doctors and most of its engineers and scientists among its 400,000 awarded degrees. Connections to the community are an important aspect of the University of Minnesota's profile as a land grant institution. As the University increases its involvement in community development initiatives, it will expand the connections that link the institution to the community at large, sharing expertise, research and innovation with Minneapolis.

Private colleges in the metropolitan area coordinate their programs under the auspices of the Associated Colleges of the Twin Cities. Within the boundaries of Minneapolis and Saint Paul, private undergraduate and graduate programs are available at no fewer than five institutions. Macalester College in Saint Paul, the University of Saint Thomas in Saint Paul (with a major downtown campus located in Minneapolis), the College of Saint Catherine in Minneapolis and Saint Paul, the College of Saint Mary's in Minneapolis, Concordia College in Saint Paul, Hamline University in Saint Paul and Augsburg College in Minneapolis plan programs together to avoid duplication and allow students registered at any

sister institution to enroll in classes held at another campus. Inter-loan library programs sponsored by these colleges offer a vast world of research material to students and faculty at any of the participating institutions.

Residents of Minneapolis have invaluable educational resources at their fingertips. The state has demonstrated its leadership in investing in education, and Minneapolis is committed to maintaining the city's prominence in housing the broadest range of educational institutions residing in the state. Continuing and furthering the educational choices available to residents is a priority for the future growth and prosperity of this community.

5.5 Minneapolis will build on the educational activities of colleges, universities and technical schools in the Twin Cities region.

Implementation Steps

Encourage technology transfer from colleges and universities into the marketplace.

Foster outreach efforts to engage universities and other educational institutions in community planning and development activities.

Maintain links to businesses in order to best identify skills and information taught at technical institutions that have practical application and demand in the employment market.

community resources

Expanding and improving the library system, another essential community resource, connects city residents to learning opportunities in familiar, close-to-home environments. One of the library's key missions is to provide lifelong learning opportunities to all residents of the community by ensuring access to information. The diversity and accessibility of its material and human resources make the library a cornerstone of community activity throughout the city. The network of libraries functions as a pivotal information, education, and cultural resource for people in the community.

library services and programs

Residents use library services differently according to their specific informational needs and the nature of their search. For example, a family may use the local branch library for activities such as story telling, or to borrow a copy of the latest best seller, or to find good resources for an older child's research project. The central library provides unique resources unmatched elsewhere in the state, including extensive business materials to help job seekers or entrepreneurs looking for very specific data. Library collections accessible to borrowers provide information in the form of books and printed material, electronic information and other treasures, such as rare books, historical manuscripts, and music and audio-visual materials. The possibilities for lifelong, independent learning at Minneapolis' public libraries are endless.

offering library services that respond to resident interests

Some neighborhood libraries act as centers for other learning activities beyond book borrowing or research. For example, the Franklin Learning Center at Franklin Library offers literacy training and instruction in English as a Second Language. Both Franklin and Hosmer Libraries house computer learning centers where residents can get free skills training. Several neighborhood libraries also provide tutors for after-school homework help for neighborhood children in a safe, supportive environment. Developing links such as these to the community is key to the future of the libraries. Residents want to see publicly funded

services meet their needs, on schedules and timetables that make sense in their lives. Sharing facilities and resources to preserve the integrity of library materials while increasing residents' accessibility to these materials is crucial to providing the public goods and services that Minneapolis prides itself on, in the form of schools, parks and libraries.

Making sure that people are able to use the library, whatever their needs, must be enhanced by efforts to bring resource materials to residents, particularly residents who do not have a library easily accessible to their homes. Mobile lending programs will reach under-served areas or less active populations as part of library programming strategy. The "bookmobile" program, the volunteer book delivery service for people with limited mobility, adaptive equipment and other services or library products for people with disabilities, and the upgrading of library facilities to meet ADA standards, will further improve accessibility to the library system in the future.

information technology and the libraries

New communications technology allows libraries to better connect users with different branches and services of the library system. Upgrading of the library's computer networks will allow for access to global information services such as the World Wide Web and other communications technology. As technology becomes more and more present in our daily lives, residents need to feel capable and comfortable with these information tools. The dream of a computer with Internet connections in every home is a very real one as the computer industry continues to experience steady change. Just as important, though, is an effort to provide accessible opportunities to access this technology in public institutions. Libraries provide one of the most important access points for this increasingly common technology.

5.6 Minneapolis will support a strong library system with excellent services, programs and collections to meet a variety of informational and educational needs.

Implementation Steps

Provide a downtown central library that has excellent transportation linkages, state of the art access to information technology and learning spaces for both youth and adults.

Secure new funding sources to augment basic, tax supported library service.

Improve physical access to library services through the bookmobile program, adaptive equipment such as voice recognition and print enlargement and ADA upgrades for city libraries.

Ensure that library facilities contribute to the civic pride of Minneapolis, preserve their historical integrity and are designed to be a community focus for education, information and culture.

Design services and programs in response to needs resulting from demographic and societal changes in Minneapolis.

Remodel, expand or replace community libraries for functionality and space to meet neighborhoods' library service needs.

Radical changes in technology have created new learning opportunities through the World Wide Web and other electronic communication networks. The World Wide Web makes a vast quantity of information easily accessible to users without extensive computer skills. Access to the World Wide Web and other electronic information answers residents' interests in learning about issues and research topics close to their heart. Although some optimists have expressed their confidence that every house in the nation will someday be linked to this global information 'network,' the City of Minneapolis will continue to invest in

improvements and extensions to the electronic links provided in our public learning facilities to ensure equal access for all. Other communities across the country have seized on the idea of electronic access to these networks by creating 'e-villages' and information hubs in public facilities. These e-villages have involved extending and reallocating staff hours to monitor the facilities and assist residents in their efforts to connect to the networks. Some communities have established 'navigator services,' offering introductory orientation sessions on exploring the Web as part of community-based recreational and educational programming. Minneapolis' public libraries provide free World Wide Web access and tutoring sessions to help people learn to maneuver their way through this new world of information. Our citizens should have accessible opportunities to connect to the world of information that hovers on the other side of the electronic link to the Internet.

5.7 Minneapolis will expand access to digital information and communications technology.

Implementation Steps

Electronically link schools, libraries and community centers into telecommunications and informational infrastructure.

Continue to place public information generated by city agencies on the World Wide Web.

Support libraries as the focal and most public service location for local, regional and worldwide digital information for the community.

learning partnerships

As the city grows and changes, public institutions and private as well as not-for-profit partners must work together to maintain the high quality and diversity of programs and facilities that respond to residents' educational needs and interests. Traditional services and programs such as the library and the public schools have much to contribute to residents' learning opportunities, but there is also an undeniable need to foster a sense of participation and commitment to community-based activities among businesses and non-profit organizations. There are a number of examples of corporations and non-profit agencies running successful educational and mentorship programs, whether for training, vocational skills or volunteer service. The Boys and Girls Club of Minneapolis has worked with the Minneapolis Park Board and the Phelps Programming Collaborative to create a community center in South Minneapolis that offers classes, recreational opportunities and learning experiences for youth, and also opens its doors to people of all ages. The new facility is a wonderful example of the kinds of partnerships that can work together to provide the backbone of a strong, vital community.

Preparing students for the world of work involves teaching them not just the basic skills of language or mathematics. Success lies in developing an ability to solve problems, do research, interact with others in all kinds of work environments, work together, and organize time and resources effectively. Many of these skills are being taught in the public schools, as educational reform (curriculum development and changes in instructional methods) which strengthen the link between what students are taught and how they apply that knowledge. Business and educational institutions have developed mentorship and 'job-shadowing' programs that offer youth a real life glimpse into the world of work. Links between youth organizations, schools and businesses both small and large, provide unique opportunities for growth, personal development and the building of dreams. They enrich the community, fulfill businesses' search for capable, skilled workers and dispel the mystery of careers and work for many city residents. Non-profit organizations and the foundation community

have become more involved with facilitating these kinds of experiences. The contributions these organizations make will continue to be promoted and encouraged, as they are incorporated into the world of work and learning for many residents.

5.8 Minneapolis will encourage the growth of partnerships and learning opportunities that prepare students for the world of work.

Implementation Steps

Assist new and support existing businesses that sponsor skill-building experiences in city neighborhoods.

Support and expand existing mentorship programs that increase participation and experiential/environmental learning opportunities.

Continue to connect schools with business partners where educational curriculum and training overlap with business activities.

Create more opportunities for youth to work, apprentice and otherwise experience a local business' operations through small business 'shadowing ' programs.

Require that students develop problem solving and research skills, the ability to work independently and the capacity to be a productive team participant.

Continue to work with a wide range of business and educational organizations to develop student skills and expand experiences they need to become contributing members of the community.

putting it together

The diversity and density of residents living in the city promises the opportunity for new discoveries and the possibility of learning from a wide range of resources within the community. Improving the quality, access and type of lifelong learning experiences residents have is the best long-term investment we can make as a community in our quality of life. Informed, educated residents respect the differences and build on the common interests they share with their neighbors. A more educated and skilled workforce earns higher wages in their chosen field.

Providing an environment where learning and education are highly respected and appreciated is the responsibility of the entire community. Each individual's actions, as a student or a teacher, contributes to a shared sense of interest and commitment to understanding and accommodating change. Learning is more than reading and writing, and takes place even beyond the walls of a classroom. Learning is a community-wide responsibility. Its success relies on partnerships and involvement among a variety of participants in order to be truly successful at providing all residents with 'lifelong learning' experiences.

6. Leisure & Culture

Minneapolis' identity begins with its name, "city of water," chosen by the first wave of settlers who made the city their home. As Minneapolis matured, its natural beauty has been maintained by preserving public access to the Mississippi River, lakes and parklands that weave through many city neighborhoods. Parks programming offers a wide range of choices for people from all walks of life to find the facilities they need to enjoy indoor and outdoor activities all year long. At the same time, the city's prominence, not only as a regional economic center but one of the most dynamic and creative arts communities in the nation, has added another facet to Minneapolis' image of itself. Arts and cultural events bring a world of entertainment, learning and exploration closer to home than any other city in the Upper Midwest region. These qualities distinguish the city from most of its neighbors and are highly cherished by residents. Together they contribute significantly to the livability of the place we call home.

- 6.1 **Minneapolis will identify, protect and manage environmental resources so that they contribute to residents' experience of nature, the parks system and the city.**
- 6.2 **Minneapolis will develop and support a system of urban parks and 'greenway' connections throughout the City.**
- 6.3 **Minneapolis will offer a diverse range of programming and recreational facilities for resident use.**
- 6.4 **Minneapolis will make parks secure, attractive places and ensure that these facilities are accessible, enjoyable and safe.**
- 6.5 **Minneapolis will continue to promote the economic and creative vitality of arts activities based in the city, both as a regional center for art with an international presence as well as a unique arts environment that responds to local specialty interests.**
- 6.6 **Minneapolis will continue to support the role of arts in tourism and community pride.**

Introduction

Minneapolis, the "City of Lakes," takes its name from the many glacially-shaped lakes linked by creeks and feeding into the region's extensive river system. The abundance of water prompted the first residents of the city of Minneapolis to name their home the "City of Waters" from an Ojibway word for water "minne" and the Greek root "polis" for city. The lakes have traditionally served as the city's identifying feature, in part because of the wise choice made by some of the city's earliest citizens to dedicate lakefront property as public parklands.

Over time, the city has also become known throughout the region as a dynamic and creative center for the arts and culture. Minneapolis has become a cultural capital in the Upper Midwest, known for its theater, dance, gallery exhibitions, arts education, creative media, music and sporting events. Non-profit arts organizations, arts education and the for-profit or commercial sector of the arts have all flourished in the state in the last decades. Philanthropic organizations with a long established tradition of giving have consistently supported events and sponsored venues connected to cultural celebrations and arts activities. A spirit of volunteerism and community engagement, as well as the relative isolation people experience have also served to explain the community's history of support for the arts of all types.

identity

The city's parks, recreational programs and arts events involve citizens with the community in which they live. These public resources are essential to the long-term vitality they bring to our community, bringing people together to share activities, knowledge, interests and beliefs. Public places and events are the outdoor and indoor 'rooms' of our city. They offer a multitude of choices that respond to a wide variety of interests, and feed the dynamic of neighborhood participation that nurtures the city's spirit.

the importance of urban green spaces

The "City of Lakes" was not much more than a string of mills, warehouses, shops and homes nestled against the banks of the Mississippi for the first decades of its existence. In the early 1880s, as the city began to grow at a much faster rate than ever before, park designers began to acquire lands around the city's southern lakes and creek system. This system of parkways was initially planned as a series of broad, leafy-treed boulevards and parks connecting the Chain of Lakes with the creek system and bridging the Mississippi River to link Northeast Minneapolis with the rest of the city. Park designers believed then that green spaces were essential to the good health and enjoyment of urban dwellers. Our own experience of the lakes and parklands tells us that the same holds true today. Residents and visitors alike look to the parks as a common resource for play and relaxation, for entertainment and for learning in the case of the Park Board and School District collaborations that have emerged over the last decades. As the focal point of many residents' lives, Minneapolis' parks maintain a special place of honor in the urban fabric of city neighborhoods.

a wealth of arts and cultural events in the city

Arts institutions and philanthropic organizations also maintain a long-standing presence in the state, with special emphasis on the Twin Cities area. The community of people involved as funders, patrons, educators, actors, dancers and other arts workers in the city's theaters, galleries and other cultural performance venues have built Minneapolis' nationally recognized reputation as a unique arts

and cultural center. This reputation as a cultural clearinghouse has helped Minneapolis exert a strong pull throughout the Upper Midwest. The connections between arts activities, philanthropic giving and a tangible sense of community are inextricably linked in the State of Minnesota, and the state's largest nonprofit organizations are located in Minneapolis and Saint Paul.

Arts and cultural events in Minneapolis draw residents out of their homes, overcoming the isolation that accompanies increasingly common home-based entertainment activities. Participation in arts activities establishes a different precedent for many residents, and finding the right facilities and programs that fit specific interests is part of the challenge implicit in supporting the arts community in Minneapolis.

The influence arts programming and events have at the individual and community level is tangible, but not quantifiable. Community organizers and artists speak of the power of the arts to deliver messages in a clear and understandable fashion. Arts activities spark creativity and stir the imagination. They allow communication across boundaries in formats that allow people to understand issues that may have been incomprehensible. As such, they make an immeasurable contribution to the quality of life in this city.

landmarks and other significant places

Familiar landscapes and favorite places have an important place in our daily lives. Park lands, playing fields, the creeks and lakes, bike paths and walking trails distinguish themselves because our sensory experience makes such places unique and personally significant. After all, the beauty that people attach to their homes and streets has a great deal to do with their perception and experience of that place. We judge the open and public spaces around us by the same criteria. Landscape, vegetation and foliage, sight lines, a sense of enclosure and privacy in some context or a feeling of openness in others are qualities that impress upon us the distinctive character of a place.

open spaces

The natural features of Minneapolis' parks do have a finite capacity. As residents and non-residents alike discover the appeal and beauty of these accessible public spaces, the parks begin to get stressed by the number of park users and the impact of specific activities on the lakes, parklands, facilities and greenways. Costs associated with maintaining these special public facilities are increasing, and as more and more users pass through the parks system, the burden of responsibility for maintenance and upkeep lies primarily with city agencies. The best urban parks are designed with these goals in mind, and the continued care and maintenance of parks seek to preserve this experience of nature in an urban setting.

6.1 Minneapolis will identify, protect and manage environmental resources so that they contribute to residents' experience of nature, the parks system and the city.

Implementation Steps

Incorporate protection, conservation and maintenance of the natural environment in the design and operation of parks, streets, open spaces and related facilities.

Provide educational, recreational and stewardship opportunities for people to develop an understanding of and respect for the natural environment.

Encourage planting of native vegetation on parklands and green spaces.

Provide and maintain habitat for resident and migratory songbirds and waterfowl, and other wildlife.

Expand the use of alternative energy sources to heat and cool recreational facilities.

Ensure that access to the city's lakes, streams and the Mississippi River continues to be maintained for the benefit of present and future citizens of Minneapolis.

Preserving existing connections and creating new corridors that connect different sectors of the city encourages us to travel by means other than automobile to destinations that were previously unknown territory on residents' 'mental maps' of the city. The isolation of neighborhoods along the north side from the Upper Riverfront parklands offers a classic example of the need to build up these connections and corridors. These 'greenway' corridors can serve both as open space for city neighborhoods by providing open, accessible, secure places for residents to recreate, and also as transportation networks, allowing travel by alternative means, such as bicycles. Working more collaboratively with planning and development of the Chain of Lakes regional parks system is an example of the kind of work that can be done to maintain the city's open spaces. Planting boulevards and creating green, landscaped medians beautifies streets and creates an urban amenity in city neighborhoods. It also slows automobile traffic, contributes to a reduction in the tremendous costs involved in maintaining miles of pavement and advances effective stormwater management practices.

6.2 Minneapolis will develop and support a system of urban parks and 'greenway' connections throughout the City.

Implementation Steps

Invest in the greening of boulevards and landscaping along existing parkways and other streets that connect into and supplement the regional parks system.

Preserve former transportation corridors that are intact or largely intact and use them to connect neighborhoods to each other and to major amenities.

Seek and enforce greater financial participation from people who use the regional parks system.

Support reducing reliance on property taxes by seeking out other state resources to support parks and recreational programming.

recreation and the parks facilities

The city's parks and other green open spaces are tremendously appealing to residents because they respond to a variety of interests and needs. Art parks, play lots, athletic fields, parkways, golf courses and ecological conservation areas such as wetlands serve different functions. From bicycle trails to the lakes to the river parkways to park buildings and community centers located in parks, these public resources are well-loved and heavily used in Minneapolis. Some of the facilities inherited by the Park Board, such as the structures at Lake Harriet, Loring Park and Theodore Wirth Park, are historical remnants of past generations. Their preservation and renovation is critical to linking present day park users to their antecedents.

Through the seasons, both indoors and out, residents find the facilities needed for a wide range of sports. Opportunities to play soccer, bicycle, fish, sail, canoe, swim, skate, toboggan, ski, play baseball, basketball or badminton are found throughout the city's neighborhoods. Other indoor facilities, in particular sports facilities for youth and teenagers, must be advocated for the wellbeing of young people in the community. Whatever the game or sport residents choose to play, the city's parks and public facilities will continue to accommodate these choices.

6.3 Minneapolis will offer a diverse range of programming and recreational facilities for resident use.

Implementation Steps

Diversify the recreational facilities offered by the city to respond to the wide range of resident interests.

Collaborate and coordinate space sharing maintenance agreements and programming among public agencies.

Encourage the maintenance and rehabilitation of historic park buildings.

Provide sports facilities that are comparable to suburban complexes for the use of teenage sports programming and activities.

park safety and security

In order for residents to make their way safely to parks and open spaces, and to look to the parks as a play space and gathering spot for children, neighbors and friends, the parks must be shown to be safe environments, free from the possibility of harm or threats to individual or community safety. Good design can accomplish a great deal to this end; the siting of park buildings, landscaping, lighting and visual sight lines have much to contribute to making parks safer, more secure places.

6.4 Minneapolis will make parks secure, attractive places and ensure that these facilities are accessible, enjoyable and safe.

Implementation Steps

Use design features that promote safety and security when constructing or renovating park spaces.

Ensure that adjacent land uses contribute to the safety and ambiance of the park.

Provide safe pedestrian crossings at streets adjacent to parks and reduce the speed of traffic and street width where possible.

Maintain public roads and circulation systems to link parks with neighborhood surroundings and provide visual links to passing traffic.

Locate lighting grids in city parks based on standards for safety, aesthetic improvements, capital costs and energy efficiency.

Bring all public buildings into compliance with fire and ADA codes.

Remove environmental concerns and update general building infrastructure needs (roofs, windows, electric systems, and telephones).

artistic places & activities

The Twin Cities region has always made a special place for the arts in its midst. Some of the region's arts institutions have a long history in Minneapolis. Only a small handful are profiled in this chapter, but the number of participant institutions and the contribution they make to the community is unparalleled in the Upper Midwest.

In 1904, the Minnesota Orchestra debuted as the Minneapolis Symphony Orchestra. It opened at Orchestra Hall in Downtown Minneapolis in 1974 after performing for many years at the Northrop Auditorium on the University campus. Another example is found in the history of what is known today as the Walker Art Center. Approximately thirty years ago, a visionary artist named Tyrone Guthrie established a theater company in Minneapolis, and the Guthrie today is the leading force in regional theater and serves as the inspiration to countless other theater companies in the Twin Cities. In 1879, T.B. Walker opened a small gallery in his home in Downtown Minneapolis, and later moved it to Lowry Hill. Approximately forty years later, a museum called the Walker Art Gallery opened its doors to the public, at its current Vineland Place

address, although the building itself was remodeled and eventually demolished in the late 1960's to make room for the building that houses the Walker Art Center today. More than one hundred years have passed since T.B. Walker was inspired to establish a gallery for the arts in Minneapolis; today it is renowned throughout the world as a contemporary art center. The leadership and continued inspiration these organizations provide to the arts community as a whole brings distinction and breadth to the artistic resources available in Minneapolis.

As the arts bring people together around issues of common interest, they also make considerable monetary contributions to the immediate economy. The presence of large scale arts institutions like the Walker Art Center, the Guthrie Theater, Minnesota Orchestra, The Minneapolis Institute of Arts, the Minnesota Opera and the Children's Theatre Company entices more than 3 million people to attend performances, give courses, and perform in the Twin Cities each year. The Broadway theater market in Minneapolis was recently ranked the sixth largest in the U.S., with significant enabling contributions from the public sector in the form of support and renovation of historic theaters, such as the State and Orpheum in downtown Minneapolis. The Twin Cities dominate the state's film and video production industry. Minneapolis' Office of Film, Video and Recording reports that the state's industry is worth about 249 million annually and employs 5000 Minnesota residents. Furthermore, the music industry in the metropolitan Twin Cities area generates more than 600 million dollars annually, providing a significant talent, economic and employment base to area residents. For the economic and most importantly civic benefits the arts brings to the community that nurtures them,

6.5 Minneapolis will continue to promote the economic and creative vitality of arts activities based in the city, both as a regional center for art with an international presence as well as a unique arts environment that responds to local specialty interests.

Implementation Steps

Enhance the city's unique arts and cultural resources that promote the city's identity within the region and in special 'niches' within the arts community.

Encourage the growth of the film and video industry in Minneapolis by promoting the city to a national film and video production audience.

Position the Arts Commission to act as a liaison between all city agencies that sponsor public arts activities in order to enhance the cultural life and enrich the experience of citizens through the arts.

Develop closer collaboration among the Arts Commission, the Heritage Preservation Commission, the Committee on Urban Environment and the City Planning Commission.

forty ways to spend the day in Minneapolis

Minneapolis is a city shaped by its climate. Its indoor gathering places and outdoor public spaces are imprinted with patterns of daily life that change over the course of seasons. Whether walking along the banks of the Mississippi, jogging on the paths that circle around the lakes in the Chain of Lakes parks system, accompanying children to a ballgame at a neighborhood park or strolling downtown in the Warehouse District and on Nicollet Mall, there is much to be seen and experienced in the city. The city's core vitality is most easily measured by what is visible to passersby, in the form of the arts or the parks system and other special urban places. In the case of some locations, such as the Minneapolis' Sculpture Garden, these two elements come together seamlessly. The art in it is owned and curated by the Walker Art Center, yet city taxpayers own and pay for the maintenance of that public space. Somewhere between the arts and the parks system, two essential facets of urban life,

many people define their own version of rest, recreation and relaxation.

Forty Ways to Spend the Day in Minneapolis

- | | |
|--|---|
| <i>Jog around Lake Harriet.</i> | <i>Go see a movie outdoors in Stevens Square Park.</i> |
| <i>Visit the Sculpture Garden.</i> | <i>Ice skate at Peavey Plaza.</i> |
| <i>Bike the River Road & the Grand Rounds bike trails.</i> | <i>Rollerblade around the Lake of the Isles.</i> |
| <i>Shop downtown on Nicollet Mall.</i> | <i>People-watch in Uptown.</i> |
| <i>Go on a historic walking tour of the Warehouse District.</i> | <i>Visit the University of Minnesota's Weisman Museum.</i> |
| <i>See a Broadway show at the Orpheum.</i> | <i>Have dinner at Lyn-Lake and see a performance at the Jungle Theater.</i> |
| <i>See a Timberwolves game at the Target Center.</i> | <i>Take a young friend to story hour at the library.</i> |
| <i>Take a tour of historic Nicollet Island.</i> | <i>Visit the library's Planetarium Museum.</i> |
| <i>Visit the Minneapolis Institute of the Arts, for free.</i> | <i>Fish at Lake Hiawatha.</i> |
| <i>Take a boat ride on Lake Harriet.</i> | <i>Play tennis with a friend at the local courts.</i> |
| <i>Canoe on Lake Calhoun.</i> | <i>Pick up a game of basketball at the neighborhood park.</i> |
| <i>Toboggan at Wirth Park.</i> | <i>Attend a lecture at one of the area's universities.</i> |
| <i>Golf at Columbia Park golf club.</i> | <i>Meet friends at the Ribfest in downtown Minneapolis.</i> |
| <i>Shop at 50th and France.</i> | <i>Walk the dog along the Minnehaha Creek parkway.</i> |
| <i>Hang out at one of the city's numerous coffee shops.</i> | <i>Commute by bike to work along the Cedar Lake Trail.</i> |
| <i>Picnic at Minnehaha Falls.</i> | <i>Join thousands of others for an outdoor concert on Hennepin Avenue</i> |
| <i>Visit one of the city's many art galleries.</i> | <i>Buy fresh, locally grown produce at the Farmer's Market.</i> |
| <i>Test paddle a kayak at Lake Nokomis.</i> | <i>Walk across the Stone Arch Bridge and see the falls of St. Anthony up close.</i> |
| <i>Visit historic City Hall.</i> | |
| <i>See the Holidazzle parade on Nicollet Mall and Dayton's Auditorium Christmas exhibit.</i> | |
| <i>Sunbathe at Calhoun Beach.</i> | |
| <i>Dine at St Anthony Main.</i> | |

On special holidays, or on a seasonal basis, cultural events are sponsored throughout the city. Many of these parades, festivals, farmer's markets and arts events are neighborhood based. Others have an ethnic or cultural component to their celebration that draws members of the community from great distances. These celebrations are crucial to linking community groups to the arts, and providing a welcoming, creative environment for self-expression.

6.6 Minneapolis will continue to support the role of arts in tourism and community pride.

Implementation Steps

Promote the arts and entertainment in downtown Minneapolis as a source of economic development and tourism.

Coordinate and facilitate city involvement in school and neighborhood-based arts activities.

putting it together

Minneapolis' unique character is shaped by the interests of its citizens. Every resident, employee, investor and visitor to the city benefits when the public wealth of open spaces, park or school facilities, arts and cultural programming and other publicly supported events is enriched. These resources provide the venues a strong community needs in order for its people to come together to share those interests. Parks and arts events are critical to building bridges of understanding within our community. They offer immediate connections between people who share very similar interests, whether soccer for youth, volleyball for adults, community-based cultural celebrations or art parks sponsored by neighborhood improvement programs.

As Minneapolis matures into a diverse, vibrant city, ensuring that residents have continued access to activities and facilities like our parklands as well as arts and cultural events continues to be crucial for the city's livability. Activities that bring people together and make it easy for people to identify common interests and shared values invites all residents to share in the natural wealth and beauty of the "City of Lakes".

arts & entertainment events

Downtown, the heart of the region, bustles night and day with a range of arts and entertainment activities. Visitors, workers and residents are active patrons of the diverse cultural events located downtown. It offers some of the very best amenities that cities possess, from outdoor markets to sidewalk cafes to world class arts and sporting events. The preservation of historic buildings in the Warehouse District stimulates opportunities for housing, office and other commercial services behind the walls of graceful structures that speak to today's residents of ages past. Public art, in the form of street furniture, murals and sculpture shows residents, workers and passersby that open spaces are cared for and watched over, an important example of civic pride and investment.

7. Natural Ecology

The chapter on the Natural Ecology focuses on the concept of sustainability and the need to frame decisions about development and growth in the context of their impact on future generations. The focus of the section is accordingly on the protection of the environment that supports our communities, and also on the management of human activity. Noise pollution, water quality in the river, lakes, streams and wetlands, and the impact of public sector as well as private activities in new construction, building design and retrofit, landscaping, fleet management and energy conservation, are all important features of this chapter.

- 7.1 **Minneapolis will manage the use of the city's environmental resources (including air, water and land) in order to meet present needs while considering future concerns.**
- 7.2 **Minneapolis will support the current airport location but advocate measures to reduce its noise impact.**
- 7.3 **Minneapolis will control non-airport sources of noise pollution through the permit review process.**
- 7.4 **Minneapolis will encourage the planting and preservation of trees and other vegetation.**
- 7.5 **Minneapolis will protect and sustain its water resources.**
- 7.6 **Minneapolis will take measures to reduce water consumption and encourage water conservation.**
- 7.7 **Minneapolis will provide clean and ready to develop sites for business activity occurring within the city's boundaries.**
- 7.8 **Minneapolis will continue to support pollution prevention programs as an important first step in maintaining a healthy physical environment.**
- 7.9 **Minneapolis will make buildings more energy efficient.**
- 7.10 **Minneapolis will enhance the safety and appearance of our built environment through education, inspection and enforcement.**
- 7.11 **Minneapolis will operate waste management programs that focus on reducing solid waste, reusing and recycling materials.**
- 7.12 **Minneapolis will play a leadership role in setting up examples and pilot projects.**

introduction

The Minneapolis Plan, has talked about neighborhood livability in many different aspects. The quality of air, water, and land that city dwellers encounter in the course of their everyday activities plays a very important role in understanding the impact people have on their environment. This chapter of the Plan focuses attention on both the natural elements that influence how we build and manage the city we live in and on the impact human activity has on those same natural elements. Natural geologic or vegetative features, the urban forest, lakes and shoreland, rivers, and creeks and ground waters, air, and some degree of quiet define the natural resources we enjoy in Minneapolis.

a sustainable city

Creating a sustainable city, a place where present day decisions about resource use and land development do not impinge on the quality of air, water, land and the economic livelihood of future generations, requires action on a number of fronts. In a growth-oriented strategy for the city's future, like the one proposed in The Minneapolis Plan, it is clear that some things must grow, such as jobs, productivity, wages, capital and savings, profits, information, knowledge, and education. As a community, we must diminish negative consequences that are associated with unmanageable urban expansion, such as pollution, waste, habitat destruction, flooding and poverty. Gaining a better understanding of how to influence human impacts on the environment that are transacted every day as we travel, work, maintain our homes and feed ourselves, involves changing our perceptions of long-term costs and benefits.

Other chapters in The Minneapolis Plan have addressed economic and social aspects of sustainable policy and planning for the future. The Natural Ecology chapter discusses the environmental aspects of sustainable development policy found in The Minneapolis Plan. Policies found in this chapter are grouped around broader themes addressing the quality and stewardship of the environment, and the management of human impact.

Minneapolis has enormous untapped resources that enable the community as a whole to respond creatively and effectively to the challenges it faces. The entire community has inherited a valuable legacy of natural riches in the land, air and water that are found in the city. Establishing a principle of sustainability to guide future decision making encourages us to think of the legacy that we will leave for future generations. In this spirit, economic growth must be redefined to include the understanding that economic change and technological innovation serve as the genuine underpinnings of greater prosperity, equity and environmental quality. Taking action now to preserve the choice and quality of life for future generations is a deeply rooted responsibility to the city's future that all members of the community share.

- 7.1 **Minneapolis will manage the use of the city's environmental resources (including air, water and land) in order to meet present needs while considering future concerns.**

Environmental progress will depend on individual, institutional, and corporate responsibility, commitment, and stewardship.

Economic growth, environmental protection, and social equity are linked. It is important to develop integrated policies to achieve these goals.

Implementation Steps

Improve air quality and reduce noise by mitigating impacts and reducing sources for emissions or noise pollution.

Continue to invest in maintaining excellent water quality for consumption and recreational purposes.

Invest in environmental clean up and land assembly to ensure the continued availability of urban land for business activity or housing redevelopment.

Increase the number of noise systems monitors to provide more coverage of actual noise impacts.

protection of natural features

noise

Some forms of pollution that threaten residents' sense of livability reside in the air. Air and noise pollution have a direct impact on health. Residents of South Minneapolis have experienced tremendous change in their neighborhood livability over the last 15 years, as the Minneapolis-Saint Paul International Airport has increased its operations dramatically and noise pollution has become a constant presence in these neighborhoods. A disproportionate number of city residents live directly in the path of airport traffic; estimates tell us that the number of Minneapolis homes affected by noise is more than six times the combined number of all other affected homes in other communities. Airport noise is the most significant factor negatively influencing quality of life for many neighborhoods in South Minneapolis. This occurs primarily because a higher percentage of flights use the parallel runways over Minneapolis in their takeoffs and landings.

Yet the airport is a tremendous resource for the entire state. It produces jobs and economic prosperity for thousands of residents and provides the infrastructure and transportation capacity many thriving Minnesota businesses need to remain competitive. The business community's reliance on adequate air transportation in order to compete in the global marketplace is a very important factor influencing the city's relationship to the airport. The travel access it provides passengers is also a tremendous benefit to residents of the city and the entire region.

"Changes in airport operations have meant that Minneapolis and Eagan have endured the noise equivalent of an additional medium-sized airport".

The city has developed several principles on which to base decisions and planning for the airport's future. These principles begin with the first and most important point of agreement, that the city will contract with the Metropolitan Airports Commission to preclude the construction of a third parallel runway. The air traffic and noise impact of a third parallel runway would be unacceptable for Minneapolis residents.

7.2 Minneapolis will support the current airport location but advocate measures to reduce its noise impact.

Implementation Steps

Extend the noise insulation program to the FAA's 60 DNL line.

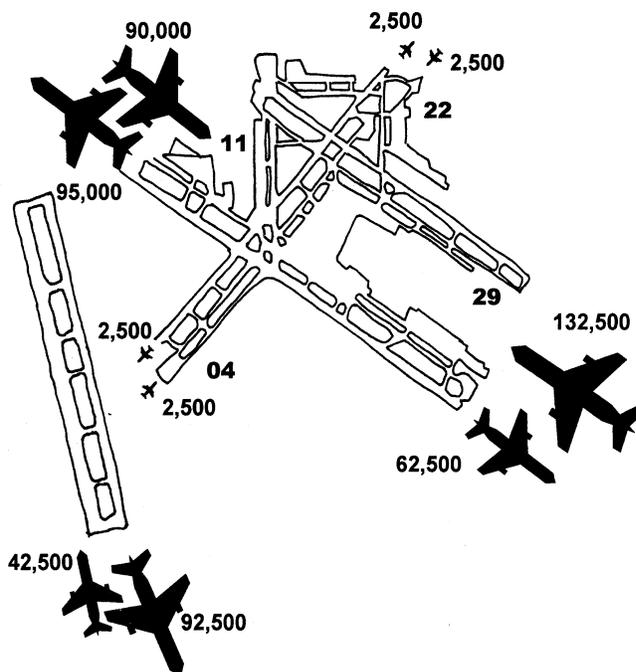
Include multifamily dwellings, nursing homes, and day care centers in the noise insulation program.

Aggressively pursue the conversion of the entire MSP fleet to Stage 3 (reduced noise impact) aircraft by the year 2000.

Make more use of runway 4-22 and maximize use of a new north-south runway, 17-35.

Contract with the Metropolitan Airports Commission to preclude the building of a third parallel runway.

2005 Runway Use Projected Number of Operations



Minneapolis City Planning Department (612) 673-2597

Other noise polluting sources will also be controlled by city regulatory encouragement or permit review requirements. Requiring a noise abatement component of large-scale projects, as well as enforcement, are the key realms in which the city can act successfully. Another recourse is to work with the state in developing noise mitigation components along freeways and highways. By developing a range of responses that can be implemented at the municipal level, Minneapolis will demonstrate its leadership, whether in approving financing for applicant projects or requiring compliance in a permit review process, or requiring mitigation measures due to roadway noise.

7.3 Minneapolis will control non-airport sources of noise pollution through the permit review process.

Implementation Steps

Seek stricter enforcement of noise standards for vehicles (especially motorcycles, trucks and buses), small engines (leaf blowers, lawnmowers, snow blowers and chain saws), and stereo systems.

Seek provisions and legislation that incorporate noise standards into the state's vehicle inspection program.

Require projects that receive city assistance to comply with the regularities governing noise pollution.

Work with participating organizations, owners and developers, to buffer and reduce to acceptable levels noise originating from industry, railroads, freeways or highways which are in or adjacent to residential areas.

tree cover and the urban forest

An important aspect of overall improvements to the quality of our air, water, neighborhoods and public spaces is the presence of mature, healthy trees in the city. The urban forest provides many

pleasures, and serves many purposes, and includes gardens and wetlands as well as trees planted on street boulevards and in parks and other public places. Strategic tree planting is a proven complementary approach to conserving energy because trees and other foliage provide shade and form windbreaks. The planting and maintenance of shade trees should be considered by all city departments as an investment in public infrastructure.

There are other purposes and pleasures provided by the urban forest, gardens and wetlands. Plants, particularly trees, wetland species and native prairie grasses play a significant role in flood control by intercepting, filtering and storing water, and slowing the rate and volume of runoff. They clean the air as they transform and render harmless many pollutants and convert carbon dioxide into oxygen. Mature trees provide a leafy canopy over city streets for three seasons of the year, calming traffic, buffering noise and beautifying the city in simple and effective ways.

7.4 Minneapolis will encourage the planting and preservation of trees and other vegetation.

Implementation Steps

Adopt a tree preservation and replacement ordinance for public and private developments.

Encourage the planting and replacement of trees on public and private property.

Encourage the use of plant communities native to the Twin Cities which achieve native biodiversity and wildlife habitat (particularly for resident and migratory songbirds and waterfowl).

Develop protection measures for unique ecosystems including remaining areas of native vegetation (particularly oaks and wetland vegetation).

Continue to invest in the health of the urban forest by avoiding tree monocultures and planting a variety of native and other hardy non-invasive species.

water

Minneapolis has a tradition of valuing its lakes, rivers, streams and wetlands. The city's water features are cherished places and the quality of water is affected by everything left in or near the street. Stormwater carries these materials, from oil, pesticides, coolants, fertilizers and detergents into lakes, creeks, wetlands and eventually the Mississippi River. The plant and animal life sustained by these bodies of water are endangered when pollutants and excess organic matter upset the delicate balance of the ecosystem. The quality of drinking water is threatened and recreational water quality is also significantly impacted.

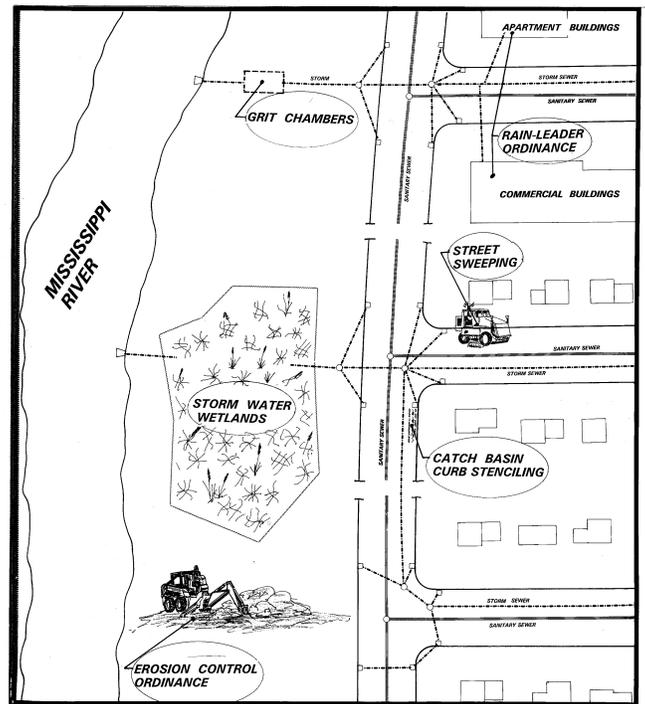
Every community within the metropolitan area falls entirely within the drainage basin of the Mississippi River, which is Minneapolis' primary source of water. Sharing responsibility for the Mississippi with a number of other communities requires a variety of cooperative and collaborative efforts. Decisions that affect the condition of the river are made at every level, from municipal level government decisions about water supplies, to an individual's choices about gardening and yard care.

As knowledge of the extent and degree to which urban activities impact water resources has increased, so has our understanding of the measures that must be taken to respond to those consequences. For example, the city is called upon to reduce the severity and frequency of flooding and high water, to improve the chemical and physical quality of surface water in the city's bodies of water, and to minimize public expenditures to avoid or correct such problems in the future. The goals of city efforts to protect residents from flood damage are not only to eliminate the threat of flooding, but

to maintain high standards of visual quality, to bolster property values, and often to strengthen a sense of community by providing attractive, multi-use areas.

Storm water wetlands protect the city's water quality

source: Minneapolis Public Works



Comprehensive watershed management plans are a well established tool used in monitoring and protecting water quality and water management, and have been or are being developed for the four watersheds in which Minneapolis resides. In conjunction with the development of Minneapolis' Local Water plans and stormwater and erosion control ordinances, there will be a thorough set of plans and controls to protect the city's different watershed areas from undue stress in the form of pollutants, contaminated or excessive stormwater runoff, and soil erosion. (See Map 1.7.1)

7.5 Minneapolis will protect and sustain its water resources.

Implementation Steps

Provide an adequate supply of safe drinking water to Minneapolis and suburban customers.

Upgrade facilities as necessary and provide scheduled and unscheduled maintenance and construction of the water distribution system to ensure water supply delivery of the highest possible quality to Minneapolis and suburban customers.

Develop and adopt a municipal Water Plan in conformance with local watershed groups and regional, state and federal agencies, in order to properly manage water resources and to help all citizens be stewards of irreplaceable natural resources such as clean water.

Undertake community-based and citywide measures to protect lake water quality by managing storm runoff, employing erosion control measures and other best management practices.

Encourage practices that result in either reduced overall amounts of impervious surfaces, or disconnect impervious surfaces and allow water to be slowed or detained in vegetated areas where it will do no harm to homes or property.

Preserve and restore wetlands for their irreplaceable contributions to water quality, control of floodwater rates and volumes, wildlife habitat and aesthetic purposes.

Develop and adopt a stormwater management ordinance for projects that will result in sizable land disturbance activity, with design standards for appropriate "best management practices" in order to reduce both runoff volume and contaminant loading from surface water runoff.

Coordinate and collaborate with other communities and regional, state and federal agencies to preserve the quality of water in the Mississippi River and other water bodies regarding National Pollutant Discharge Elimination System requirements.

Adopt regulations encouraging the stabilization and re-vegetation of slopes and riverbanks.

Work with other communities and agencies to preserve the quality of water in the Mississippi River, streams and other lakes.

Clean, inspect, repair and renovate sanitary sewers and structures.

water conservation and energy savings

Providing water to our homes and businesses consumes a great deal of energy. Before water reaches our homes, businesses or manufacturing sites, it must be pumped, transported and heated. Conserving water resources, and realizing energy savings, benefits consumers as well as utility companies, and sets an important precedent for environmental responsibility to be shared among all members of the community. Conservation initiatives ranging from free or low-cost installation of water-saving devices, stricter controls over leaks in distribution networks, and billing systems based on volumetric consumption are all measures that will further conservation goals.

7.6 Minneapolis will take measures to reduce water consumption and encourage water conservation.

Implementation Steps

Retrofit municipal buildings with water conserving fixtures.

Explore the possibility of developing a conservation program that would include a surcharge on basic water rates of both Minneapolis and suburban customers.

land reclamation

Since cities became the main focus for mechanized and industrial production, the by-products of industrial activity have posed an environmental threat to the continued productive use of these lands. Industrial activities producing heavy impacts on neighboring areas, in terms of polluted land, airborne toxins, and groundwater pollution, have historically located within the city limits, close to transportation networks, markets and suppliers. This pattern of urban industrial development, found all over the country beginning in the mid 19th century, has left Minneapolis with a considerable number of contaminated sites, and consequently with a more urgent need to clean up these areas in order to continue to use land safely and productively. Rehabilitation of some contaminated sites from brownfields to green, open spaces is an important consideration for the city's pollution remediation strategy. However, one of the key platforms of the city's Economic Development Strategy is to ensure that there is adequate land available for development by becoming involved in site assembly, assisting with land readiness and contributing to land cleanup projects that merit public investment.

7.7 Minneapolis will provide clean and ready to develop sites for business activity occurring within the city's boundaries.

Implementation Steps

Establish a priorities hierarchy for contaminated sites that reflect the city's Economic Development Strategy.

Continue to require the reporting of oil and chemical spills and to assist in the clean-up of spills and with the disposal of waste which might pollute ground and surface waters.

Supplement pollution clean-up and land-readying activities with state, federal, and Neighborhood Revitalization Program funds.

Place a higher legislative priority on clean-up assistance programs at the state and federal levels.

Undeveloped and underutilized land is a scarce resource in Minneapolis. Future decisions about land use must be made wisely; clean-up programs are essential if the city is to succeed in attracting new business and provide room for expansion and site preparation for existing businesses. Equally important to the city's future prosperity is an emphasis on the prevention of further pollution. Many private sector companies are well on their way to making their processes and products less toxic to the environment; some of the leaders in this effort have discovered intrinsic economic benefits to adopting new technologies and more stringent pollution control measures. The need to create innovative measures to promote pollution prevention, whether in the form of incentives or using the best available technologies, is a pressing one for the City of Minneapolis.

7.8 Minneapolis will continue to support pollution prevention programs as an important first step in maintaining a healthy physical environment.

Implementation Steps

Require that projects that receive city assistance disclose efforts to minimize toxic releases and waste disposal.

Encourage project developers to minimize toxic releases and waste disposal. Educate and inform project developers on the use of non-toxic, safe products and materials, the impact of toxic releases and waste disposal, through the permit review process.

managing human impact

To ensure that Minneapolis' natural features retain the same quality and integrity well into the adult lives of future generations, we must educate ourselves about the lifestyle choices we make. Informing ourselves about the environmental impact of our activities furthers our understanding of how everyday decisions about getting to work, doing our shopping, heating our homes, learning and entertaining, influence the quality of life we experience in the city today. Some of the decisions made are wasteful; building low density single family dwellings, providing incentives for car ownership and constructing miles of expressways and parking lots consumes tremendous amounts of energy, water and land, and contribute significantly to the environmental challenges cities face.

energy conservation

Maximizing energy efficiency and adopting policies that influence conservation practices is one of the first steps a community can take in educating individuals, as well as entire communities, about the costs of wasteful resource use. Education, incentives and regulations all have a critical role to play in improving the quality of the urban environment. Reducing dependence on non-

renewable fossil fuels, improving construction techniques to maximize energy efficiency and to make use of high quality, environmentally sound materials, and mobilizing city practices and actions to create wise-use consumer practices all play a role in the city's focus on energy efficiency and conservation. These policies will considerably reduce the intensity of resource extraction and waste generated by daily urban life, whether in new construction, heating their homes or driving their vehicles.

Standards to measure and enforce energy efficiency can be extended to homeowners as well as rental property owners. The City of Minneapolis can also encourage the participation of partners who receive public financing assistance by promoting maximum energy efficiency and connection to district energy systems when appropriate.

7.9 Minneapolis will make buildings more energy efficient.

Implementation Steps

Work with the real estate and utility industry to develop methods to rate housing energy use.

Encourage builders and building managers to build and operate so as to have the least harm on the environment, the greatest possible energy efficiency, and the healthiest environment for the occupants.

Use all means available to ensure that indoor spaces are made safer, more pleasant and productive by ensuring adequate ventilation, reducing sources and concentration of pollutants, carefully selecting materials, and the wise use of natural over artificial light.

Educate property owners on energy efficiency measures and conservation improvement programs (CIPs) through the building code process.

Encourage all development projects to a) disclose the relative energy efficiency of the project; b) participate in all applicable Conservation Improvement Programs (CIPs), and c) implement environmental or energy efficiency measures that have a simple payback period of ten years or less.

Encourage compliance with provisions of the Mpls St Paul Urban CO₂ Project Plan

Reduce the amount of electricity needed to provide lighting of city streets and neighborhoods without compromising safety and illumination.

Promote the transition to cleaner alternative fuels (such as natural gas instead of coal and oil) and renewable fuels (hydro, wind, biomass, and solar).

It is also important to ensure that both new construction as well as older buildings located in the city are safe and habitable for residents, workers and visitors. The scope of this work can range from building code conformance to fire code requirements.

7.10 Minneapolis will enhance the safety and appearance of our built environment through education, inspection and enforcement.

Implementation Steps

Conduct inspections of property on the basis of permitted work and complaints.

Provide customers with information on how to safely do construction work.

Provide exterior maintenance inspection services for commercial buildings.

Perform fire code inspections, issue violation orders and follow through to their compliance.

Review construction plans for new buildings and inspect fire suppression systems to ensure fire code compliance in the construction stage.

Coordinate the work of Inspections and the city's Heritage Preservation Commission to ensure that changes and alterations to buildings are safe and maintain the architectural integrity of historic structures, water conservation and energy savings.

waste reduction

Humans generate a tremendous amount of waste. On a per capita basis, we throw out close to one ton of waste annually, including mixed municipal solid waste, commercial, demolition debris and hazardous waste. The amount of waste generated by individual citizens, as well as the larger community of business and corporate citizens places great demands on our ability to process and dispose of this waste safely. The amount of energy and waste in raw materials implicit in throwing out this amount of garbage offers the potential for savings in the form of recycling and re-use of materials. Businesses and individuals alike have made tremendous inroads into the idea of reuse and efforts such as these will continue to be supported at the city level. Through its own example and by educating residents, workers, and business owners about best practices and best available technology in waste management methods, the city will encourage others to reduce waste whenever possible.

7.11 Minneapolis will operate waste management programs that focus on reducing solid waste, reusing and recycling materials.

Implementation Steps

Continue to operate waste management practices consistent with the state approved waste management hierarchy.

Follow source reduction criteria in all city operations for new construction, demolition and renovation activities.

Continue to educate citizens about the risks associated with using products that generate hazardous waste.

Minimize the use of products that generate hazardous waste in city operations.

Strongly emphasize and promote reduction, reuse and recycling, including the purchase of recycled materials.

Make product purchase decisions based on selecting products that have high post consumer recycled material content, long product life expectancy, product life cycles with minimal environmental impacts, and high potential for recycling or reuse.

Encourage reuse of existing materials or recycled content materials for city purposes, including new construction or renovation projects.

Educate residents and property owners of the benefits of properly composting and reusing yard wastes and vegetable food wastes.

Provide seasonal yard waste collection services from spring through fall.

Assign waste that cannot be reused, recycled or composted to incineration facilities that recover some of the imbedded energy value in garbage.

Use landfilling as a last alternative for waste disposal.

Use best available pollution control technology to ensure that waste processing facilities, landfill sites, and storage and disposal facilities that receive hazardous waste and incinerator ash meet Minnesota's stringent operating standards.

Source reduction for municipal government has traditionally meant that product purchase decisions are based on selecting products that have long product life expectancy or life cycles with minimal environmental impacts. "Green" or environmentally friendly purchasing practices will continue to be pursued by the city. Effectively, this means that city purchasing decisions will select products with high post consumer recycled material content or with high potential for reuse and recycling. Use of products that generate hazardous waste is and will be kept to a minimum. These criteria are applied to new construction, renovations, and ongoing operations.

After maximizing source reduction, the city will emphasize reuse and recycling. These approaches direct garbage and yard waste away from the less desirable options of incineration or landfill disposal.

Landfilling is the least preferred option for waste disposal, as described in state and regional waste management hierarchy, and it should be reserved for wastes that cannot be dealt with under the previously described methods. Landfill sites that receive city wastes, including hazardous waste and incinerator ash derived from city wastes, must meet Minnesota's stringent operating standards and make use of the best available pollution control technology.

demonstrating by example: pilot projects

In order to better manage its impact on the natural environment, the City of Minneapolis will expand conservation programs in its divisions and departments. The example set by city government can also influence other partners to work with the city in continuing to push sustainability issues to the center of decision-making agendas. One of the most readily available tools that will enable the city to evaluate progress on sustainability goals is a set of indicators. Agreeing on which indicators should be used will assist in demonstrating the links between environmental impacts, economic growth and social well being in our community.

Another example can be found in the "City as a Model" program, which would require that policies, plans, expenditures, lobbying positions, investments and subsidy or permit decisions conform to economic and environmental sustainability objectives. This kind of initiative could result in the city reusing recycled materials in its operations, from construction of new structures to the printing and publishing of education materials, a conservation program implemented for all city departments' activities, or promoting the adaptive reuse of city-owned buildings.

7.12 Minneapolis will play a leadership role in setting up examples and pilot projects.

Implementation Steps

Continue to improve the efficiency of buildings owned or used by city departments.

Reinvest savings generated from municipal building retrofits for further building projects and retrofits.

Make city operations and purchases more environmentally sensitive by choosing environmentally-friendly products and reusing buildings or materials whenever feasible.

Minimize the use of processes employed in city operations which generate toxic residues and leachates.

Investigate a "green fleets" program to purchase only cars and light trucks that are among the top 10% in efficiency in their class.
Implement a travel demand management (TD) program to encourage municipal employees to be less reliant on the car.

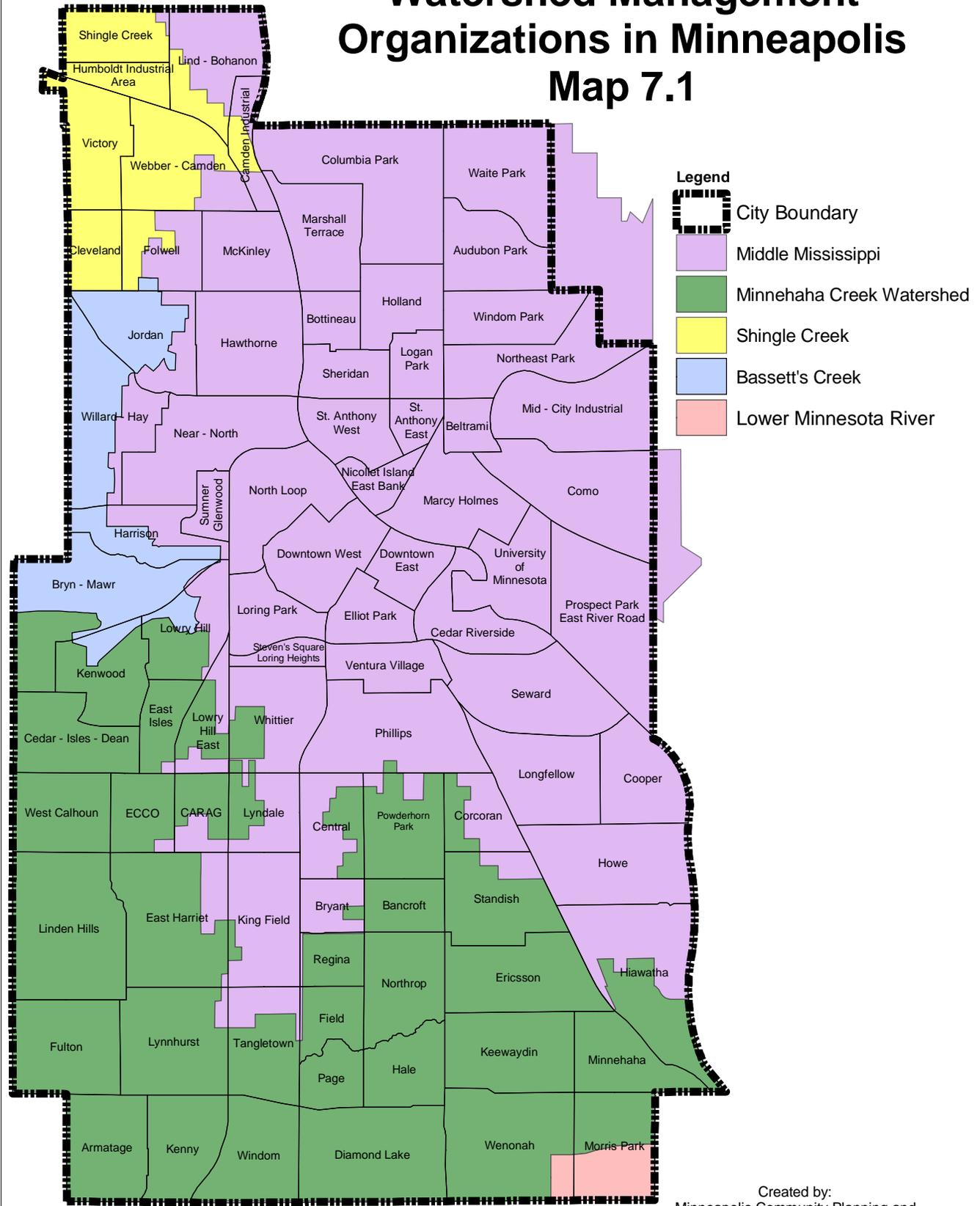
Promote the incorporation of true and life cycle costing techniques in public investment decisions.

Develop a set of indicators with the assistance of other public agencies that measure city activity in protecting the natural environment, managing the transportation system, implementing housing strategies and promoting economic development initiatives.

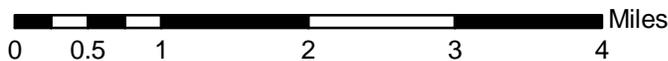
putting it together

Many of the most successful sustainability initiatives underway in Minneapolis are community-based projects that have focused attention on local activities. Community gardens, stormwater management campaigns, local business-to-business economic transactions, skills exchanges and tool libraries are some of the programs that have been put into practice in neighborhoods across the city. We must absorb some of the lessons emerging from the work undertaken by community groups and private groups as well as non-profit sector stakeholders. Doing so connects the community to a broader current of commonly held values about environmental sensitivity and decision making. The commitment to "do no harm" to the resources and opportunities of future generations of residents will lead us as a community to a conscientious and far sighted understanding of what constitutes wealth. The long-term livability and health of our city depends on a definition of wealth that goes beyond material success, and is measured according to a time frame that extends beyond the average seven decades that we as individuals live on this earth. As our neighborhoods grow and the city continues to thrive as the economic heart of a prosperous region, an appreciation of the community's wealth will include not only the built city we see around us but the natural features of water, land, trees, air and light.

Watershed Management Organizations in Minneapolis Map 7.1



Created by:
Minneapolis Community Planning and
Economic Development Department,
Planning Division
January 2004



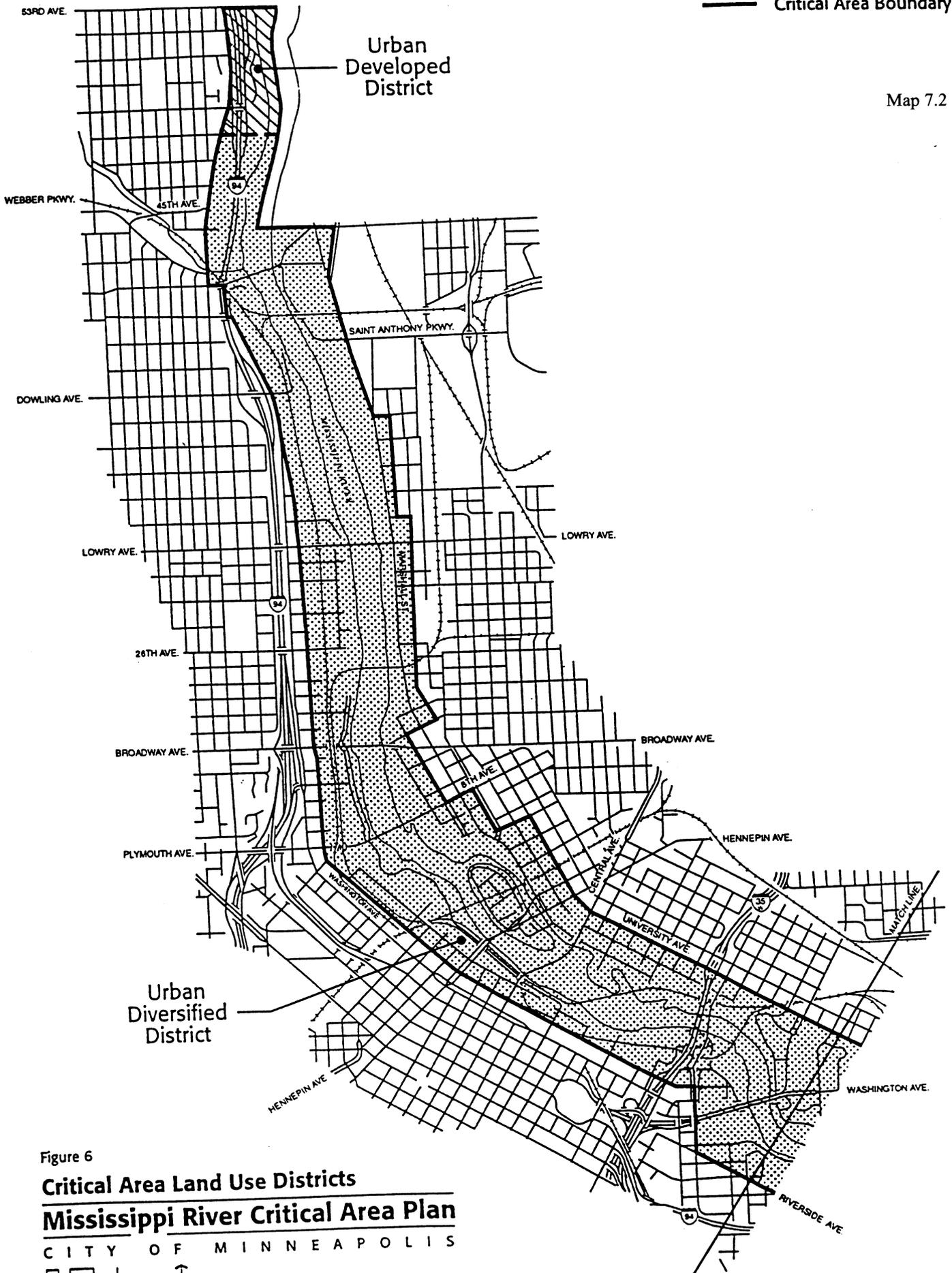


Figure 6
Critical Area Land Use Districts
Mississippi River Critical Area Plan
 CITY OF MINNEAPOLIS

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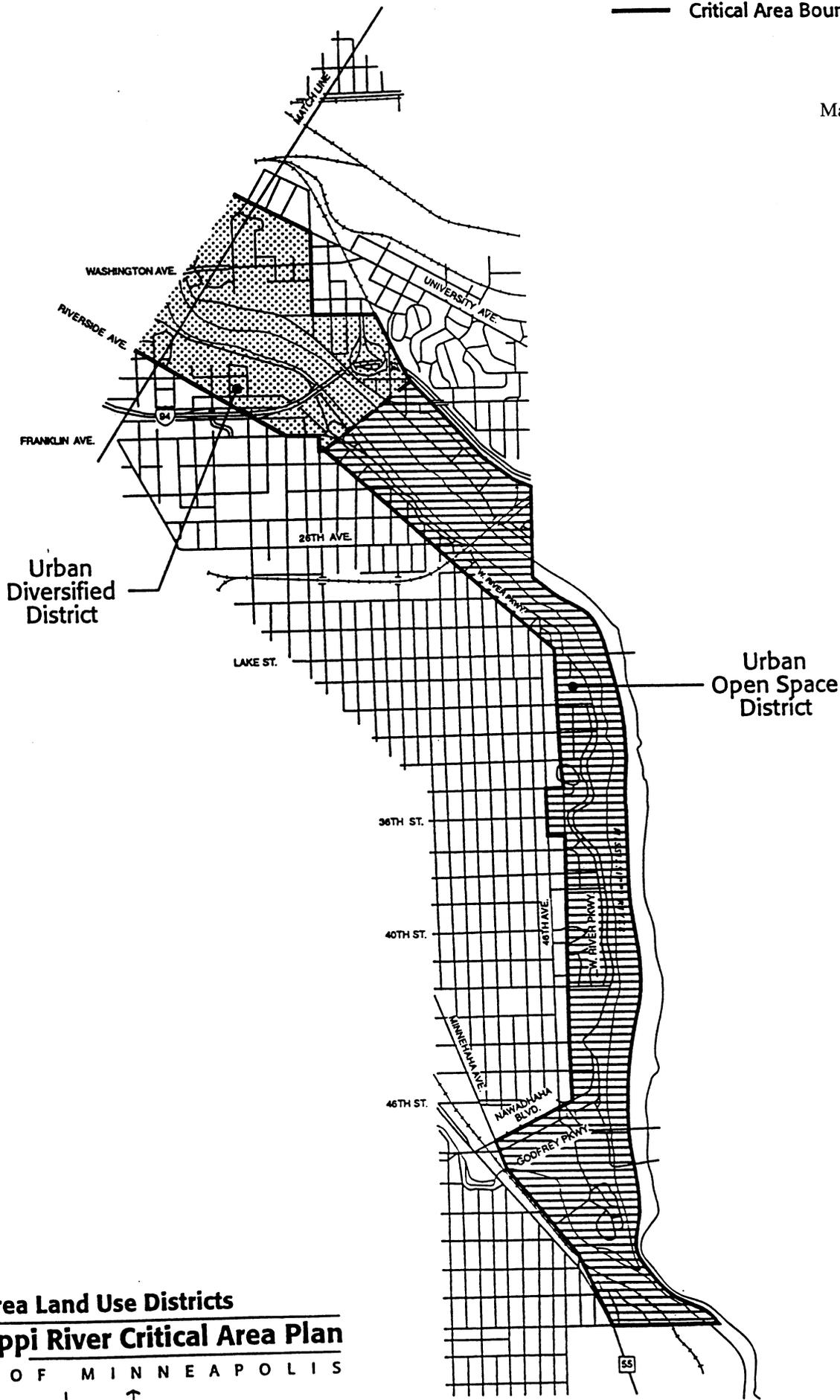
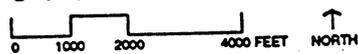


Figure 6

Critical Area Land Use Districts
Mississippi River Critical Area Plan

CITY OF MINNEAPOLIS

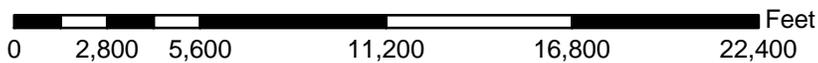


City of Minneapolis Mississippi River Critical Area Plan Map 7.2



Legend

 Critical_Area



Created by:
Minneapolis Community Planning and
Economic Development Department,
Planning Division
January 2004

8. Movement

This chapter of the Plan talks about alternative ways of moving people, goods and information. The existing transportation system must be balanced to strengthen transit and other non-automobile forms of transportation, such as bicycles. Moving around as a pedestrian, transit rider or cyclist must be safe, convenient and comfortable; moving around in a car must remain safe, though not necessarily more convenient. While changes to the transportation system should not affect the accessibility of major centers, such as downtown Minneapolis or the University of Minnesota campus, we need to carefully consider the impact automobiles have on neighborhood and city livability.

- 8.1 Minneapolis will maintain and enhance the elements of a responsive transportation system through balancing the interests of economic development and neighborhood livability.**
- 8.2 Minneapolis recognizes that most city streets continue to be places where people live and work, and secondarily function as methods of moving vehicles; reconciling inherent conflicts will require collaboration and compromise among stakeholders.**
- 8.3 Minneapolis will continue to build, maintain and require a pedestrian system which recognizes the importance of a network of private and public sidewalks which achieve the highest standards of connectivity and amenity.**
- 8.4 Minneapolis will continue to build and maintain road infrastructure in order to assure resident and motorist safety and mobility within the city.**
- 8.5 Minneapolis will strengthen the transportation system in favor of transit alternatives in order to make transit a better choice for a range of transportation needs.**
- 8.6 Minneapolis will follow a policy of “Transit First” in order to build a more balanced transportation system than the current one.**
- 8.7 Minneapolis will direct its share of regional growth to areas well served by transit, to existing and potential growth centers and along transit corridors.**
- 8.8 Minneapolis will continue to aggressively pursue transit improvements in corridors which serve major transit origins and destinations, with the eventual goal of a region wide rail system, including Light Rail Transit (LRT) and commuter rail.**
- 8.9 Minneapolis will work with Metro Transit to improve the focus, priority and overall service offered by the existing transit system.**
- 8.10 Minneapolis will promote the accessibility of downtown Minneapolis by improving and balancing the existing transportation system.**
- 8.11 Minneapolis will continue to enhance the opportunities for cyclist movement.**
- 8.12 Minneapolis will facilitate the development of communications infrastructure to support the continued growth of the city's economic base.**

introduction

The ways in which information, people and goods are moved is constantly changing. The Internet, fiber optic cable and the latest wave of telephone technologies will change our society in ways that are still uncertain. Meanwhile, railroads are in their best financial health in decades, airlines are recording record profits, bicycle use continues to increase and residents are demanding higher quality pedestrian environments. But, freeway use and congestion has increased, vehicular trips and trip distances have lengthened for the average household, mass transit usage has decreased and traffic calming is seen as a solution for the problems of vehicular volumes, speed and safety. This chapter will address both the assets and the transportation challenges Minneapolis faces in its next decades. The following pages describe the need for a balanced transportation system that responds to residents' desires to be able to move around efficiently and cost effectively while minimizing the social, economic and environmental costs transportation systems levy on urban life.

moving people, goods and information

Transportation systems --methods of moving people, goods and information-- make a good servant but a poor master. Moving around the city cost effectively and conveniently allows us to maintain social and economic relationships, but our ever-increasing use of the private automobile and airplanes impose differential social, economic and environmental costs on our citizens. New communication technologies are enhancing our ability to interact for both social and business purposes but visual pollution appears with new transmittal towers. Airplane noise, freeway noise, residential street traffic and truck traffic continue to be problems which threaten the livability of our neighborhoods. As downtown Minneapolis grows, more people travel from further distances and many come from communities with very low population and building density. As Minneapolis' population changes in the context of a growing regional economy, more of our own residents must travel beyond the city to find jobs. These challenges can be viewed through the eyes of the city dweller who must out commute, the suburbanite who commutes to downtown, the resident who must endure freeway or airport noise, or the resident whose mobility is impaired.

It is easy to identify problems. However, Minneapolis must recognize and build on its transportation assets if it is going to successfully meet its challenges and overcome its problems. For example, downtown is the region's most accessible location. Not only do half of the 140,000 downtown workers commute by some means other than a single occupant vehicle, but business-to-business and shopping trips that would be taken on any of the interstate roads in the suburbs are taken within downtown on sidewalks, through skyways or in the elevators of office towers. Employees can do business, run errands and shop within the downtown district without their automobiles and the attendant costs associated with their cars because of the concentration of activities and the existence of other transportation alternatives like the sidewalks, excellent transit service and the skyways. In fact, business trips in elevators use a 100% private transportation system which is energy efficient, environmentally friendly and has a remarkably low mortality rate--not a bad investment alternative to the publicly financed freeways.

building a balanced transportation system

Economic development requires the efficient movement of information, people and goods to maintain the city's local, regional

and national competitiveness. Neighborhood livability, on the other hand, requires the protection of residential environments from the more intrusive elements of the transportation system, such as noise, unsightly towers, heavy truck traffic, excessive traffic speeds, excessive traffic volumes and the parking demands of large institutions, commercial activities or seasonal recreational attractions. As the region has grown, our workplaces, shopping destinations and homes have located at increasingly greater distances from each other and many households travel greater distances over the course of their daily lives. Partly in response to this trend, households now own more cars on average than they did in 1970, and people travel alone for most of their trips (whether to work, shopping, home, or school) more frequently than they ever have before. The existing street system handles most of these demands very well given the stress and duress it has experienced as the number of trips we make has increased dramatically over the last three decades. The challenge we face in balancing our transportation system is reconciling the existing street system of local, collector and arterial roads with the surrounding land uses and building forms that neighbor these streets. It is in the city's best interest to preserve access to property and mobility on the city's streets. It is just as important to the long-term viability of the city's neighborhoods to protect and buffer the places people live from the adverse effects of high speed, high volume automobile traffic.

8.1 Minneapolis will maintain and enhance the elements of a responsive transportation system through balancing the interests of economic development and neighborhood livability.

Implementation Steps

Continue to reduce the negative impacts of traffic volumes on residential neighborhoods throughout the city.

Maintain the continuity of the dense grid of city streets to prevent substantial traffic increases on a small number of residential streets.

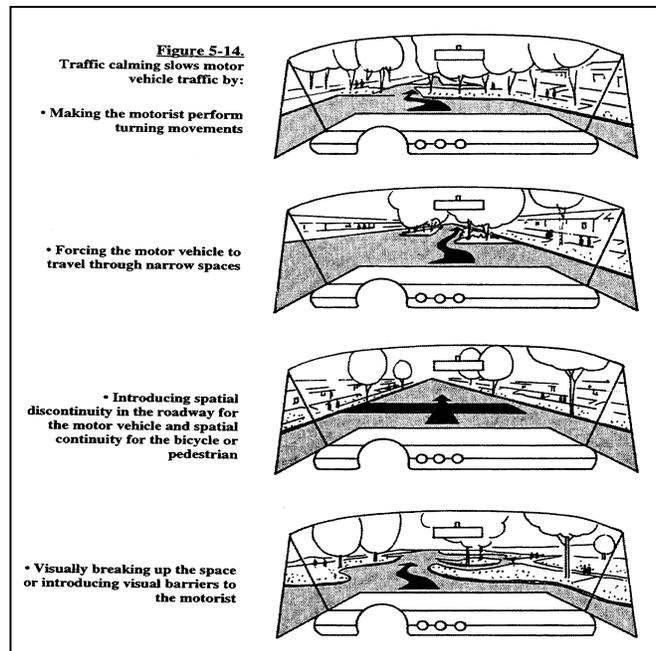
Continue to maintain roadways and bridges in the city's street system.

*"The street is the river of life of the city,
the place where we come together."*

When we think of transportation, we most typically think of city streets and the private automobile. With our streets comes vehicular traffic. The planning and management of street traffic must recognize the importance of livability issues to residents of Minneapolis neighborhoods. Automobile dominance will be challenged as Minneapolis continues to improve the quality of life within the city. Residents expect convenience and ease of travel in their daily trips, whether to work, shop or to visit friends. Reducing and slowing automobile traffic along a residential block encourages drivers to consider the activities and character of the area they are passing through, and can also reclaim the quiet, peaceful character of residential streets throughout city neighborhoods.

The character and function of city streets should be designated not only according to their transportation function (they transport cars across physical boundaries such as freeways or rivers) or their economic function (they provide access to growth centers or institutions like hospitals and universities) but also by their neighborhood or community function. Most streets designated to date have been defined in terms of their importance for general traffic movement, transit movement or truck movement. Given the tremendous importance of preserving the livability of all the city's neighborhoods and improving the superior quality of life Minneapolis is known for, it is important to convene a discussion about balancing the impacts of traffic on residential streets, regardless of their functional transportation classification.

Balancing the needs of vehicular traffic against residential concerns about noise, pollution, air quality and invasion of privacy is a delicate maneuver. (See Map 1.8.1 and 1.82)



Creating Bicycle Transportation Networks: A Guidebook
Source: University of Minnesota, Center for Transportation Studies

Making decisions about priorities will be guided by the need to protect and nurture livable neighborhood environments. Only freeways function primarily as a method of moving vehicles, but streets with primarily commercial uses benefit when they are accessible to shoppers arriving by automobile. Planning for the redesign of city streets should keep this distinction in mind. Accommodating new development while still protecting residential areas from the negative impacts of vehicular traffic continues to be an important component of future transportation planning. This philosophy will lead city departments to evaluate the role of one-way streets, the impact of truck traffic on residential neighborhoods, and methods of slowing automobile traffic to create safer streets for pedestrians, cyclists and residents. Traffic calming methods, including reclaiming underutilized pavement for wider boulevards, narrowing streets at intersections that have high pedestrian traffic, and establishing permanent parking lanes as needed to slow traffic on large avenues will be employed when needed and when acceptable to a given neighborhood.

8.2 Minneapolis recognizes that most city streets continue to be places where people live and work, and secondarily function as methods of moving vehicles; reconciling inherent conflicts will require collaboration and compromise among stakeholders.

Implementation Steps

Develop traffic calming methods which are appropriate to addressing the problems of speed and safety in automobile traffic.

Plan automobile traffic to minimize the negative impact of the automobile in city neighborhoods.

Explore the possibility of converting one-way to two-way streets on residential or commercial streets, as preferred.

New developments will be required to consider their relationship to the street through the site review process.

Require generous sidewalks that accommodate pedestrian volumes, ADA standards, trees and other amenities.

Insulate residential areas from commercial truck traffic.

Truck movement to the regional highway network will be facilitated in ways which minimize the presence of trucks on residential streets.

Protect historic resources from highway construction and expansion by working in conjunction with the Minnesota Department of Transportation (MnDOT).

Adopt parking regulations and approaches that are flexible enough to address short and long-term parking needs.

Continue to require off-street loading facilities for all new development in the downtown district and require underground loading, where appropriate.

basic road infrastructure

Our neighborhoods were built with a dense grid of streets which facilitates excellent access to homes and businesses while typically preventing individual residential streets from becoming overwhelmed with traffic. The city's residential street reconstruction program has given us a street network which is now in good repair. Our relatively compact development pattern throughout the city makes transit feasible, minimizes the amount of street surface per household (reducing both snow removal and street maintenance costs) and encourages early investment and service provision by private communication providers.

8.3 Minneapolis will continue to build and maintain road infrastructure in order to assure resident and motorist safety and mobility within the city.

Implementation Steps

Continue to coordinate roadway improvement projects with utility and flood control capital projects to minimize neighborhood disruption and costly roadway surface repairs due to poor project coordination.

Program, plan, design, survey, coordinate and provide construction assistance for city, Park Board, County and MnDOT road projects.

Program, plan, design, inspect, coordinate and provide construction management for all City bridge projects.

Provide repair and maintenance of city streets and alleys.

Continue to develop and maintain citywide pavement management for all coordination and prioritization of street replacement and repair.

Inspect and repair sidewalks as needed to maintain a safe environment for pedestrians and to minimize liability claims against the city.

Construct, operate, and maintain all traffic control devices and facilities such as signs, signals, pavement markings, bus lanes, bike lanes, etc.

Prepare plans, specifications and estimates for signal and lighting modifications/improvements at intersections, special projects, spot locations and paving programs related to residential streets, municipal state aid, county state aid, trunk highways or MCDA projects.

Investigate fatal and severe traffic accidents and hit and run cases including accident reconstruction as needed and transmit information to the Departments of Planning and Public Works to inform their activities.

**TABLE 8.1
Glossary of Transportation Terms**

Term Used	Definition
Functional Road Classification	<p>A hierarchical classification of roadways. Classification involves determining what function each roadway should perform before determining street widths, speed limits and other design features as well as operational characteristics of a street.</p> <p>Principal Arterial: The metropolitan highway system is made up of the principal arterials in the region. Principal arterials include all interstate freeways. These roads only connect with other freeways, principal arterials and minor arterials and collectors. The emphasis is on mobility, not access.</p> <p>Minor Arterial: Minor arterial streets connect major generators within central business districts and regional business concentrations. The emphasis of minor arterials is on mobility as opposed to access in the urban area. The minor arterial should connect to principal arterials, other minor arterials and collectors. Connection to some local streets is acceptable. Minor arterials should service medium to short trips.</p> <p>Collector: The collector system provides connections between neighborhoods, and from neighborhoods to minor business concentrations. Mobility and land access are equally important. Direct land access should be predominantly to development connections. Typically, collectors serve short trips of one to four miles.</p> <p>Local Streets: Local streets connect blocks and land parcels. The primary emphasis is on land access. In most cases, local streets will connect to other local streets and collectors; occasionally, they will connect to minor arterials. Local streets serve short trips at low speeds.</p>
Traffic Calming	<p>An integrated traffic planning approach that seeks to maximize mobility while reducing the undesirable effects of that mobility. Different traffic calming methods may address concerns about traffic speed, safety, volume and noise.</p>
Infrastructure	<p>Basic systems designed to supply the city with water, sanitation, and streets to facilitate business and residential development.</p>
<p>source: Metropolitan Council</p>	

creating an attractive pedestrian environment

Auto-oriented urban places have pushed out pedestrians and created polluted, unpleasant environments. Auto emissions of carbon monoxide, sulfur dioxide and nitrogen oxide account for 50% of the air pollution we experience, and gains in fuel efficiency and emissions control have been offset by increases in the number of cars and a doubling of distances traveled by the average citizen between 1970 and 1990. Taking the car for short trips is also a strain on the environment. Cold automobile starts are one of the most severe pollutant activities a car will produce; three block trips to local stores and services are a waste of energy resources and contaminate the environment. Careful attention to the pedestrian environment can contribute significantly to our willingness to leave our cars at home and walk or cycle to certain destinations. By capitalizing on and improving pedestrian environments with a special emphasis on high volume pedestrian areas such as downtown Minneapolis, Uptown (Lake and Hennepin) and the University of Minnesota Area, developments in these areas and other locations in the city can significantly enhance existing pedestrian environments.

8.4 Minneapolis will continue to build, maintain and require a pedestrian system which recognizes the importance of a network of private and public sidewalks which achieve the highest standards of connectivity and amenity.

Implementation Steps

Require the most generous sidewalk width possible for public sidewalks located in high pedestrian volume areas, such as existing growth centers, neighborhood commercial areas, transit corridors and mixed use areas.

Ensure that all sidewalk standards meet ADA requirements as mandated by law.

Promote the development of design standards that produce high quality sidewalks for public and private sector development, with supporting street furniture (including street trees), ample widths for pedestrian traffic and transit loading, and the use of materials that require acceptable levels of maintenance.

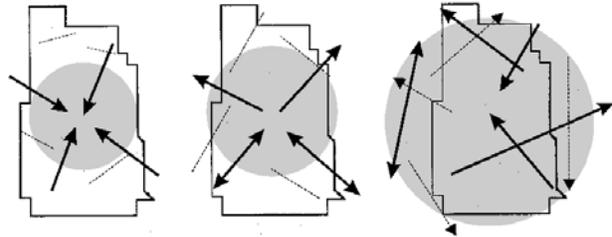
Encourage all new developments to situate their front doors so that they open onto the public sidewalk.

the need for alternative transportation choices

Most of the people who call Minneapolis their home today are traveling longer distances and making more trips than their predecessors did 20 years ago. Estimates suggest that the total number of vehicle miles traveled in the area has increased 129% from 1970 to 1990. Vehicle occupancy has declined (1.5 persons per vehicle in 1979 compared to 1.29 in 1990), as has transit ridership (93 million in 1978 to 61 million region wide in 1995). The end result has been more people driving alone to work on the area's roads, leading to greater congestion and traveling time for commuters.

Since the 1950's, over 525 miles of freeways and expressways have been built in the metropolitan area, funded, for the most part, by fuel taxes and state expenditures, with some contributions from city taxpayers who may drive principally on local streets. Most of the region's growth and new development, in terms of new jobs, single family housing and industrial/commercial building, has been concentrated in the second and third ring suburbs. Seventy-five percent of the downtown work force now commutes from outside the city.

"As the city grew and some of the more affluent residents moved to the outskirts and beyond the city's boundaries, the commuting patterns (shown in solid arrows) changed from a neighborhood-to-downtown or neighborhood-to-neighborhood focus to a suburb-to-downtown or suburb-to-suburb focus. Shorter trips within the neighborhood to get groceries, to entertain or to visit recreational sites changed over time as residents covered greater distances more frequently."



National data tell us that almost all our travel in urban areas (about 98%) is done by car. In the Twin Cities metropolitan area, automobile ownership per household has increased from 1.25 vehicles in 1970 to 1.70 in 1990. Data also show us that more people travel alone to their destinations, whether they are headed home, to work, to school, or shopping. The average trip made by car in 1958 carried 1.57 persons and in 1970 carried 1.50 persons. By 1990, occupancy in the average trip taken in the metropolitan area had declined to 1.29 persons per vehicle. Automobile travel spurs new investment in developments located along new highways in the outer reaches of the urban area. As a community, we need to carefully evaluate the role the single occupant, privately owned automobile should have in our city. Balancing automobile travel against the provision of good transit alternatives will result in better opportunities to offer excellent transportation choices to residents and workers.

The allocation of resources to connect second and third ring suburbs and other urbanizing areas with new freeways, or the construction of massive parking ramps to accommodate the tens of thousands of workers who travel to and from the downtown area daily, must be tempered with a comprehensive look at transit needs and development throughout the entire region. The reality facing Minneapolis in the form of increased congestion and wasted time for many residents, as well as environmental, economic and social issues emphasized in the trends noted above, demands a more balanced network of transportation systems for the city. Just as our dependence on the private automobile has developed over generations, a shift to a more balanced transportation system will also take time and will occur only through many consistent changes.

8.5 Minneapolis will strengthen the transportation system in favor of transit alternatives in order to make transit a better choice for a range of transportation needs.

Implementation Steps

Designate and improve transit service in a high transit service area located in central Minneapolis.

Maintain good automobile access to growth centers such as Downtown, the University of Minnesota Twin Cities campus and the Honeywell/Hospitals area in South Minneapolis.

Work with the Metropolitan Council to develop projects (for consideration for funding from the Metropolitan Livable Communities demonstration account) which demonstrate how transit can be interrelated with housing and commercial redevelopment opportunities.

Make it safer but not necessarily more convenient to move around the city in automobiles.

Do not invest in new highway construction without investigating true life cycle costs, including environmental and social costs.

transit first!

Influencing patterns and trends in how people choose to move around the city relies on a combination of efforts. Programs that have provided preferential treatment for the automobile must be revised to encourage preferential treatment for transit riders and car pool users. The overriding objective of programs such as these must be the improvement and expansion of the reach, quality and reliability of transit service.

Offering discounts for transit use to the commuter population, incentives to share commuting trips by car or van pooling, and providing facilities within the workplace to accommodate different modes of transportation (e.g. bicycle lockers and shower/change rooms for employees) are some of the methods that have proven to be effective in Minneapolis and other communities. As a collaboration between private sector employers and government, employers will be encouraged to use these methods and approaches to provide incentives for their employees to actively use alternative transportation methods.

Providing more incentives for people to use alternative methods of transportation is merely the first step to be taken. Just as importantly, decisions about land use and future development patterns must take transit into consideration. The city's resources, in terms of land, air quality and environmental integrity, are too unbalanced fashion. Planning for transit as a more effective means of moving more people with lesser infrastructure and environmental costs must come first so that it is both convenient, safe and comfortable for transit riders to move around the city.

8.6 Minneapolis will follow a policy of “Transit First” in order to build a more balanced transportation system than the current one.

Implementation Steps

Build partnerships with state and metropolitan agencies and other local government units to advance transit strategies and programs of mutual benefit.

Focus transit services and development growth along transit corridors.

Give public transit priority in development planning and on the Minneapolis street system.

Secure a reliable and growing funding source to effectively support public transit.

transit service and new development

Minneapolis' existing growth centers in downtown, at the University of Minnesota area and at the Honeywell/Hospitals area in South Minneapolis must continue to have high quality transit service. These transportation links are essential to preserve the accessibility and, therefore, the competitiveness of unique destinations like the growth centers.

Transit corridors are another important tool used to encourage development in the city and provide high quality transit service throughout the City, and the region. Corridors that serve longer distance travel are usually located on exclusive rights of way or other travel advantages that allow transit to travel independently of other vehicles and usually at higher speeds. Examples of this service include light rail transit (LRT), commuter rail and high-speed bus service. Local transit corridors are characterized by frequent service on major roadways, like Community or Commercial Corridors, where special transit infrastructure such as high quality bus shelters or bus pullouts are built. Ideally, these two types of corridors are linked to provide better service.

The development of transit corridors can result in better transit service and a more efficient transit system. Corridors can be the “backbone” of a simplified transit system that links neighborhood routes.

Most existing high-speed transit corridors do not serve Minneapolis neighborhoods. Current express corridors serve primarily suburban destinations and travel along the freeways, on I-94 north, I-394, I-35W south, I-94 east and I-35W northeast. This concept needs to be addressed at the city level to provide better inter-neighborhood service. The existing University of Minnesota Transitway serves the Minneapolis and St. Paul campus, but has very limited service to areas along the route, which could be expanded in future transit corridor development. The Hiawatha Transitway is proposed as an LRT corridor, serving Downtown, the University of Minnesota, the Minneapolis/St.-Paul International Airport and the Mall of America. The City's *Transit Planning and Funding Strategy Report (1996)*, as well as the Metropolitan Council's *Transit 2020 Master Plan (2000)*, identifies potential transit corridors that would serve Minneapolis.

**TABLE 8.2
City- Identified Transit Corridors**

<i>Hiawatha Avenue</i>
<i>Olson Memorial Highway</i>
<i>University of Minnesota</i>
source: the City of Minneapolis' Transit Planning and Funding Strategy Report, July 1996

**TABLE 8.3
Transit 2020 Master Plan Corridors**

<i>LRT Corridors</i>
<i>Hiawatha Avenue</i>
<i>Central Corridor (connecting Minneapolis and St Paul)</i>
<i>Commuter Rail Corridors</i>
<i>Northstar (connecting St Cloud and Minneapolis)</i>
<i>Red Rock (connecting Hastings, St Paul and Mpls)</i>
<i>Dan Patch (connecting Dakota County with Mpls)</i>
<i>Busway Corridors</i>
<i>Southwest/ Midtown (Connecting northwest suburbs with Mpls)</i>
<i>Northwest (connecting northwest suburbs with Mpls)</i>
<i>Northeast (connecting northeast suburbs with Mpls)</i>
Source: Metropolitan Council Transit 2020 Master Plan, February 2000

The mix of land uses and activities, the magnitude of development and even site design heavily influence transit usage at a given site. The concept of mixed use in the city's growth centers will flourish

if two things coincide; first, that the pedestrian environment is designed and built as an interesting place to be and, secondly, that there is a reason for people to see the place, even if it may be on the way to another destination.

The presence of pedestrians is essential to the success of these growth centers, as has been seen in two of the existing centers in downtown and the University of Minnesota area. More transit riders result in more pedestrians at either trip end. A successful pedestrian-oriented environment within a dense, mixed use core area is only possible when many residents, workers and visitors arrive without their cars because it is more convenient to arrive by transit. The result is an untapped resource of pedestrians willing to spend time relaxing, shopping, eating or strolling within a core area of mixed use development. Locating commercial amenities and job generating activities adjacent to transit corridors makes for good people environments. Employees have excellent transit options and can serve as a consumer market for complementary retail commercial activities that establish themselves in these areas.

The co-location of complementary activities and the importance of linking new growth areas to transit service cannot be over emphasized. Growth will be welcomed, but managing the form and impact new investment has on the urban environment is an important priority for the city. The impact the private automobile has on the city is powerful. It affects our sense of livability in our homes and it influences how we know our neighbors when they are separated from us by a busy street instead of one that encourages neighborly interaction. Accommodating the automobile consumes vast amounts of land and resources to maintain the streets in the conditions we have come to expect. Planning for future growth by directing new investment to areas already served by existing transportation networks can achieve significant results in both regional and urban growth patterns over the next two decades.

8.7 Minneapolis will direct its share of regional growth to areas well served by transit, to existing and potential growth centers and along transit corridors.

Implementation Steps

Require that future growth centers be well served by reliable and convenient transit service.

Require that all major new developments located within the city facilitate transit access and service.

Develop components of site plan review and environmental review manuals which can be used in land use and environmental processes to secure more transit friendly developments.

Allow costs of driving in peak rush hour traffic to reflect the true costs of congestion and sprawl.

Prohibit construction of new freeways in Minneapolis.

Allow limited expansion and improved capacity of existing freeways in order to reduce traffic spillover onto primarily residential arterial roads when mitigation of impacts is determined to be acceptable to the city.

Encourage employers to provide incentives for ride sharing, car or van pooling and bicycling and other alternatives of getting to work.

light rail transit (LRT)

Light Rail Transit is considered a high priority investment for express transit corridors in both regional and city transit plans. Light Rail Transit (LRT) is a quiet, environmentally friendly and human-scaled transit service that supports the City's growth targets and expands the transportation choices for large numbers of Minneapolis households. LRT service consists of a fleet of electrically powered vehicles, simple stations of 200'-300'

platforms with weather protection, enclosure and heat, ticket purchase and information kiosks and signage, security and safety systems. Power to the vehicles is delivered through overhead electric wires, and the cars are accessible to all from a 14-inch high platform at each station location. These stations are generally sited anywhere from 1-2 miles apart in Minneapolis, and are thus very accessible to Minneapolis residents. Service is frequent, running all day at a range of 7 ½ to 10 minutes in peak hours and normal daytime hours, to every ½ hour in the latest hours of the evening and the earliest hours of the morning.

The LRT's steel rails are either embedded in the street or designed with tie, ballast and rails distinct from the roadway, much like a traditional rail line. The Hiawatha Corridor will connect downtown Minneapolis through 14 neighborhoods to the Minneapolis-St. Paul International Airport and on to the Mall of America and potentially to northern Dakota County (See adjacent box describing the Hiawatha service).

The state legislature, in 1998, approved a commitment of \$40 million towards the Hiawatha Light Rail project, with another \$60 million approved in 1999, and the light rail proposal has been allocated \$120 million in the new federal transportation bill signed into law in early 1998 (the Transportation Equity Act for the 21st century, known as TEA-21). The project's final funding, design and planning is still being shaped by partner agencies at the city, regional, state and federal levels. Construction is expected to begin in 2001. Opening day in 2003 will welcome a new generation of rail transit service to the region and its anticipated successes will form the basis of a regional system of LRT lines serving activity centers throughout the Twin Cities region.

commuter rail

Commuter rail is a type of transit service that operates on existing freight rail tracks and is powered by diesel locomotives. Service typically operates over long distances with stations spaced about 5 to 7 miles apart. Service is targeted toward people who are travelling long distances into regional business centers for the workday.

The Northstar Corridor is an 80-mile transportation corridor from the St. Cloud area to downtown Minneapolis that includes Trunk Highway 10/47 and the Burlington Northern Santa Fe Railroad. This is the fastest growing corridor in the state and has been identified by the Minnesota Department of Transportation (MnDOT) as having the highest potential for successful commuter rail service. Northstar Corridor commuter Rail is proposed to have intermodal connections to bus service within the corridor, and the future Hiawatha LRT service via a connection to downtown Minneapolis.

It is likely that the Northstar will be the first commuter line in the region. It will include 12 stations, including one in Northeast Minneapolis and the terminal station in Downtown Minneapolis. The Northstar Corridor Development Authority (MCDA) is a Joint Powers Board consisting of counties, regional railroad authorities, cities and townships along the corridor, including Minneapolis. The NCDA has secure federal and state authorization to study, design and implement the commuter rail system and other transportation improvements in the corridor as soon as 2003.

8.8 Minneapolis will continue to aggressively pursue transit improvements in corridors which serve major transit origins and destinations, with the eventual goal of a region wide rail system, including Light Rail Transit (LRT) and commuter rail.

Implementation Steps

Develop a dedicated transitway along Hiawatha Avenue and in other corridors where LRT will run.

Conduct master planning for station areas along the Hiawatha Corridor that addresses issues of land use, future development opportunities, circulation patterns and public infrastructure investments.

Invest in high quality amenities and infrastructure to support LRT service along Hiawatha Avenue and in other corridors where LRT will run.

Support the development of commuter rail, including the Northstar, Red Rock and Dan Patch corridors.

Conduct master planning for any future stations located along light rail or commuter rail corridors, including terminal stations in Downtown Minneapolis.

Continue to pursue a regional network of improved transit, linking LRT service and existing bus service.

Hiawatha Light Rail Transit: Building Livable Communities

The presence of rapid, reliable and comfortable transit service linking Downtown, neighborhoods of south Minneapolis, the airport and the Mall of America will be a remarkable addition to the city. Of importance to the city is the impact light rail transit service will have on quality of life, in terms of improved transportation choices, new development patterns, preservation of neighborhood character and enhanced pedestrian connections around station sites.

Hiawatha LRT Corridor Goals

- enhance neighborhood quality of life
- strengthen neighborhoods
- redevelop land along the Hiawatha Corridor
- improve transportation with higher transit ridership and better service
- preserve downtown Minneapolis' economic vitality by improving transit service.

Fitting light rail transit into neighborhoods can support the initiative of enhancing the city's livable neighborhoods. As the city grows with the region, new housing and new job generators will be encouraged to take advantage of transit.

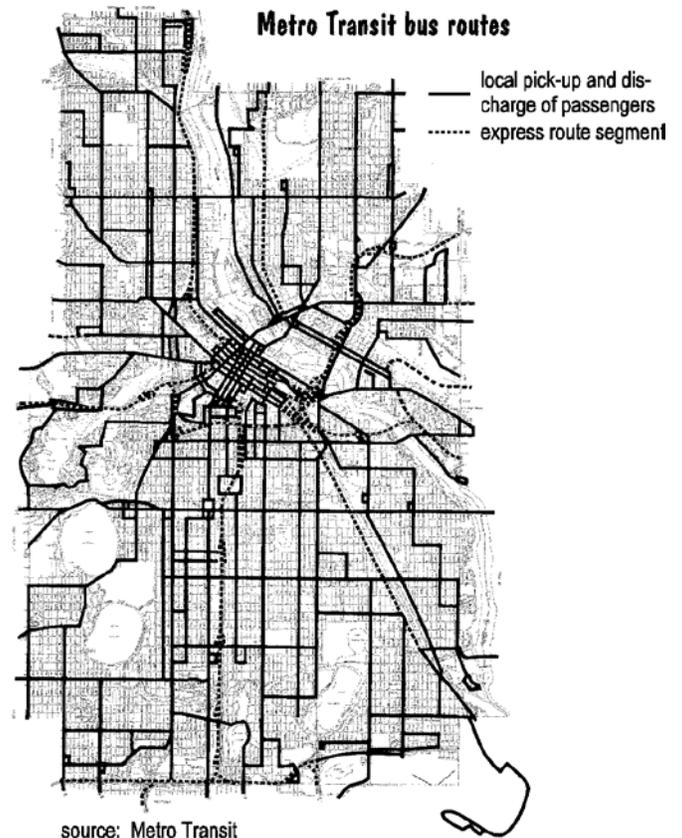
A number of locations along the Hiawatha Corridor are identified in this Plan as potential sites for growth-fueled development. Yet maintaining the beauty, livability and human-scale of the neighborhoods that surround the corridor is critical to the long-term future of the City. This is a goal for the City, as outlined in a City Council action of December 1998. The city's goals for the corridor were clearly identified in that action, and will continue to guide planning and development for the light rail project into the future.

Hiawatha LRT Corridor- Vision Statement

"The Hiawatha Corridor will provide high quality transit connections to major destinations in the City of Minneapolis. It will promote reinvestment in the shape of new housing development and the creation of new employment opportunities at specific opportunities along its length. The LRT corridor will attract a portion of the city's growth while maintaining the livability and preservation of adjacent neighborhoods by devoting careful attention to land use planning and development, station area design and community involvement and participation in these activities."

Metro Transit Bus Service

Until the downtown area of Minneapolis and Saint Paul can be linked by LRT, commuter rail and/or full service busways, and until suburban commuters have a rapid transit option, suburban and High Occupancy Vehicle (HOV) lanes will continue to ferry workers to and from their homes and workplaces. Increasing transit ridership depends on quality, convenience and cost of bus travel. Metro Transit must deliver reliable, easily accessible and convenient service to its riders to maintain and increase the proportion of riders choosing transit as their primary method of getting to and from work. To increase ridership and the public's perception of transit operations, Metro Transit must devote considerable resources to winning over transit riders by improving reliability, offering greater convenience and safer, more secure environments on the buses themselves. Shelters and lighting must be provided in such a way that riders are comfortable and safe while waiting for their rides.



Improving the quality of transit service between city neighborhoods makes a considerable difference on how many residents evaluate their "quality of life". Transit is a key component of the public realm and often the route into and out of a neighborhood leaves an impression of the neighborhood. Plantings, clean up, lighting, and security all contribute to the experience of such a place, as seen from the window of a bus passing through the neighborhood.

8.9 Minneapolis will work with Metro Transit to improve the focus, priority and overall service offered by the existing transit system.

Implementation Steps

Establish high quality, convenient neighborhood-to-neighborhood, as well as city-to-suburb, transit service.

Increase passenger comfort by installing all-weather bus stations at major activity nodes and provide safer, more convenient service to all passengers.

Improve the responsiveness of the bus system to meet the distinct needs of Minneapolis residents.

Develop route changes and different types of buses that are suited to Minneapolis within the Metro Transit system.

Experiment with mini buses and shuttles as a way to improve transit.

Advocate for the continuation and development of express service on I-35W from South Minneapolis, I-94 from North Minneapolis, and on new busways that may be developed in the future.

Reduce peak hour demand on transportation systems by providing incentives to use public transportation, to share rides and to change work hours.

Decrease truck traffic on downtown streets during peak hours and continue to require off-street loading facilities with all new development.

Provide bicycle parking facilities in parking garages and major transit stations.

Improve and promote taxi service as a means of moving about downtown.

Coordinate and manage the performance, construction, operation and management of the Municipal Parking System.

Downtown movement

One of the most pressing priorities for future economic growth in the central city requires that the city maintain the accessibility and mobility of its downtown area for the large number of workers, residents and visitors who make downtown a daily destination. *Minneapolis Downtown 2010*, the city's policy document for the downtown area approved by City Council in October of 1996, describes some of the important approaches that will be adopted in order to preserve accessibility and convenience within the transportation system. The Minneapolis Plan re-emphasizes the directions established by the Downtown 2010 plan in recommending future transportation planning for the downtown area.

8.10 Minneapolis will promote the accessibility of downtown Minneapolis by improving and balancing the existing transportation system

Implementation Steps

Improve transit service in the downtown area by relieving bus congestion during the afternoon peak period, promoting the reduced fare downtown transit zone, and improving the quality of downtown transit stops.

Design and manage the city's arterial street system to balance city and regional traffic needs with the regional highway system serving primarily regional traffic needs.

Manage the highway ramp metering system to eliminate penalties to downtown travelers in the form of excessive queues and delays and enhance the appeal of carpooling.

Design and manage the downtown street system to balance the demands of commuters with the demands of transit riders, pedestrians, cyclists, shoppers and visitors.

Ensure an adequate supply of long-term parking to meet projected employment growth, balanced with objectives for increasing transit use.

Locate long-term parking facilities and principal use parking lots on the periphery of the office, retail and entertainment districts but outside of residential areas, in order to preserve land for more intensive use, improve air quality and provide a pedestrian, bicycle and transit-oriented environment in these areas.

Ensure a sufficient supply of short-term parking in the retail core by expanding the public role in providing and managing short-term supply.

Encourage alternative modes of transportation by allowing reductions in long-term parking requirements in exchange for measurable and quantifiable incentives for transit usage and ride sharing.

Give preferential access and rates to car-poolers in parking facilities in downtown and in municipally owned parking facilities.

promoting alternative forms of transportation

Directing community wide efforts at improving automobile alternatives will involve more than investments in existing and planned transit systems. Non-motorized travel, by bicycle or on foot, will also be comprehensively planned, existing routes will be improved, and new connections for commuters and pedestrians will be established. Making Minneapolis a more walkable environment, through careful attention to design and building forms, will make walking a more attractive choice for many daily trips people make. Investments in bicycle infrastructure will increase the appeal of traveling by bicycle for both commuter and recreational cyclists. Clearly not all trips currently made in automobiles will convert directly into trips on foot or by bicycle, but changes to the environment will assist in making both options much more appealing.

cycling in the city

Other alternatives to mass transit, particularly cycling, will continue to be improved in the future. Commuter cyclist travel to downtown doubled between 1977 and 1987 and increased by close to the same amount from 1987 to 1990. Downtown Minneapolis has a continuing need for safe and secure enclosed bicycle parking spaces (bike lockers) despite the fact that the city has provided over 200 lockers in its parking ramp system. Another part of the city's effort has been to design a cost sharing program to encourage business owners to provide lockers, racks and other amenities for employees who choose to bicycle to work. Another focus to bicycle planning is being pursued through the proposed commuter bicycle trails, of which the Cedar Lake Trail is the city's first example. Separation of cyclist and automobile is sought, whenever possible, for reasons of safety and efficiency. Designated bike lanes on-street, combined with traffic speed reduction efforts, make a cyclist's trip much more pleasant and far less impacted by auto traffic.

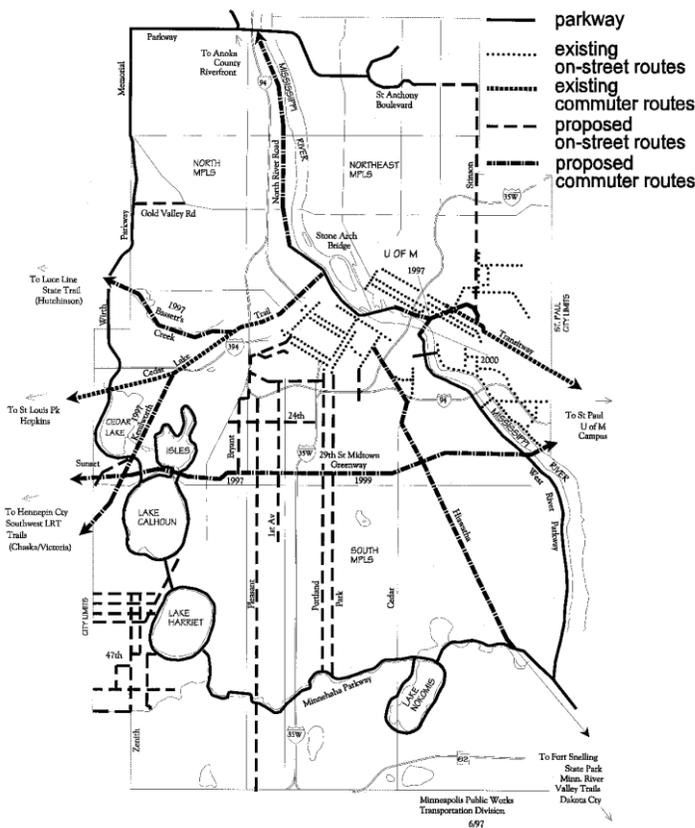
The overwhelming number of people who travel to a shopping destination by car discourages pedestrian scale design, landscaping and facade treatment, contributing to the pattern of strip mall development seen throughout the city. Alternatives to driving must be supported and improved to reach environmental and sustainability goals, and to improve the quality of everyday life. Good design and careful attention to the cycling environment can contribute significantly to our willingness to leave our cars at home and cycle to certain destinations.

8.11 Minneapolis will continue to enhance the opportunities for cyclist movement.

Implementation Steps

- Make it safer, easier and more convenient to cycle in the city by expanding and maintaining lanes, paths, trails, and parking facilities for cyclists.
- Design and improve streets to be pleasant for bicyclists by using best available design widths for slow vehicle speeds, wide sidewalks, and a great variety of trees.
- Continue to plan for and develop a coordinated system of commuter and recreational bikeways that utilize collectors, local streets, and greenways.
- Integrate bike amenity requirements, such as bike lockers and showers for cyclist employees, into the zoning code.

Minneapolis bike routes, 5 year plan



source: Minneapolis Public Works, Transportation Dept., 6/97

the movement of goods and information

Most economic activity in today's business climate relies in some way or another on information. With the birth and rapid growth of the internet, businesses are just as likely to exchange information about financing, innovations in technology, or new product development with their counterparts a continent away as they are to share it with a neighboring business on the other side of the city. Other businesses that trade directly in the "information economy" rely on a physical and organizational connection to these networks as their principal lifeline. For example, the finance, insurance and real estate sectors (F.I.R.E) work principally with electronically transmitted information and they have an overwhelming need to be "wired" into electronic networks, as well as the informal information exchanges that happen in person, on the phone and in a Movement

chance business encounter. This gives much credence to the idea of economic clusters, defined as a critical mass of skill, information, relationships and infrastructure in a given field.

In Minneapolis, we see these clusters of complementary and related businesses choosing their location based in some part on the close proximity of business partners, customers and suppliers. Downtown Minneapolis and the University of Minnesota area are examples of this kind of "place-focus". As our economy becomes more involved with customers, market trends, suppliers and producers scattered around the globe, most competitive businesses seek out a connection to worldwide information networks. Electronic information is the baseline tool these businesses need to maintain contact and informational links with activities around the globe.

8.12 Minneapolis will facilitate the development of communications and transportation infrastructure to support the continued growth of the city's economic base.

Implementation Steps

- Develop new means for city government to communicate with citizens, including developing the city's Internet presence and expanding voice response techniques.
- Coordinate the installation of fiber optics in downtown Minneapolis as well as in other designated growth centers in the city.
- Encourage the sharing of communications infrastructure (fiber optic, cellular phone antennae locations) among multiple users.
- Facilitate planning and installation of electronic infrastructure to public facilities such as schools and libraries that act as neighborhood centers.
- Maintain rail corridors as an alternative system of moving goods, separate from the interstate and truck routing system.

putting it together

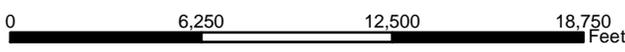
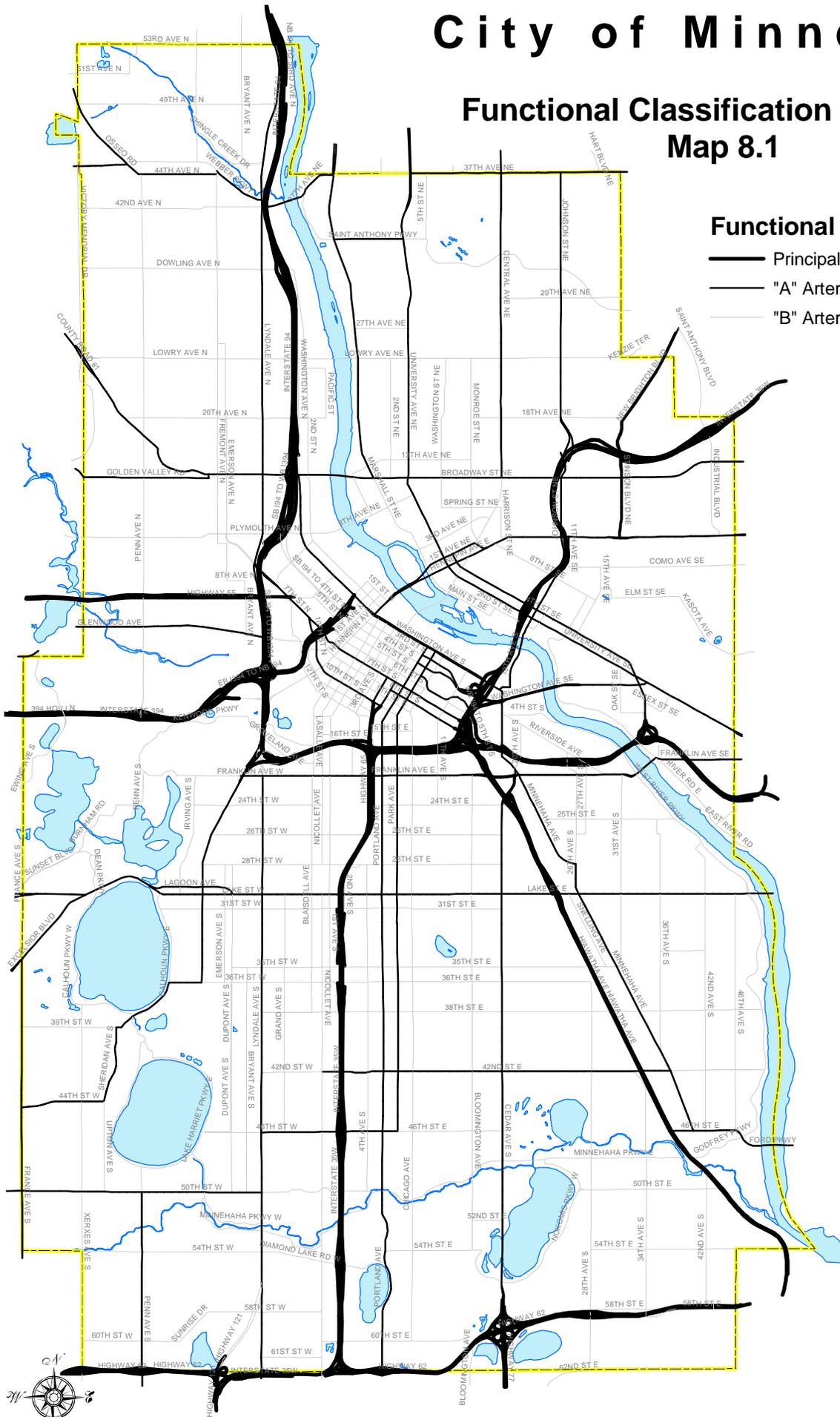
Moving information, people and goods is critical to the city's goal for its economy and long-term sustainability. The condition of our streets and technological infrastructure directly influences our success in regional, national and international marketplaces. These well-traveled physical and information paths connect sellers to buyers, clients to service providers, and individuals with the information and destinations they require to maintain the social and economic relationships that are important to their daily lives. Whether the setting is within the residential streets of a neighborhood, across these boundaries to link opposite ends of the city together, or connecting Minneapolis with its larger regional markets and networks, moving people, goods and information is essential to the well-being and the overall economic livability of the community we live in. The transportation system is one of several important elements that contribute to the economic vitality of the city. Yet, the environmental costs of the transportation systems we use to accomplish these tasks must be borne in mind so that decisions made about investments are guided by an understanding that transportation infrastructure is but a tool and should be considered as a means to an end. Our goal is to provide accessibility and mobility in the most cost-effective manner to the most people, with the least environmental impact possible. Creative solutions designed to meet these criteria are being pioneered daily in Minneapolis and in cities throughout the world. Minneapolis expects to both continue as an innovator and to learn quickly and effectively with respect to transportation challenges and solutions.

City of Minneapolis

Functional Classification of Streets Map 8.1

Functional Road Classifications

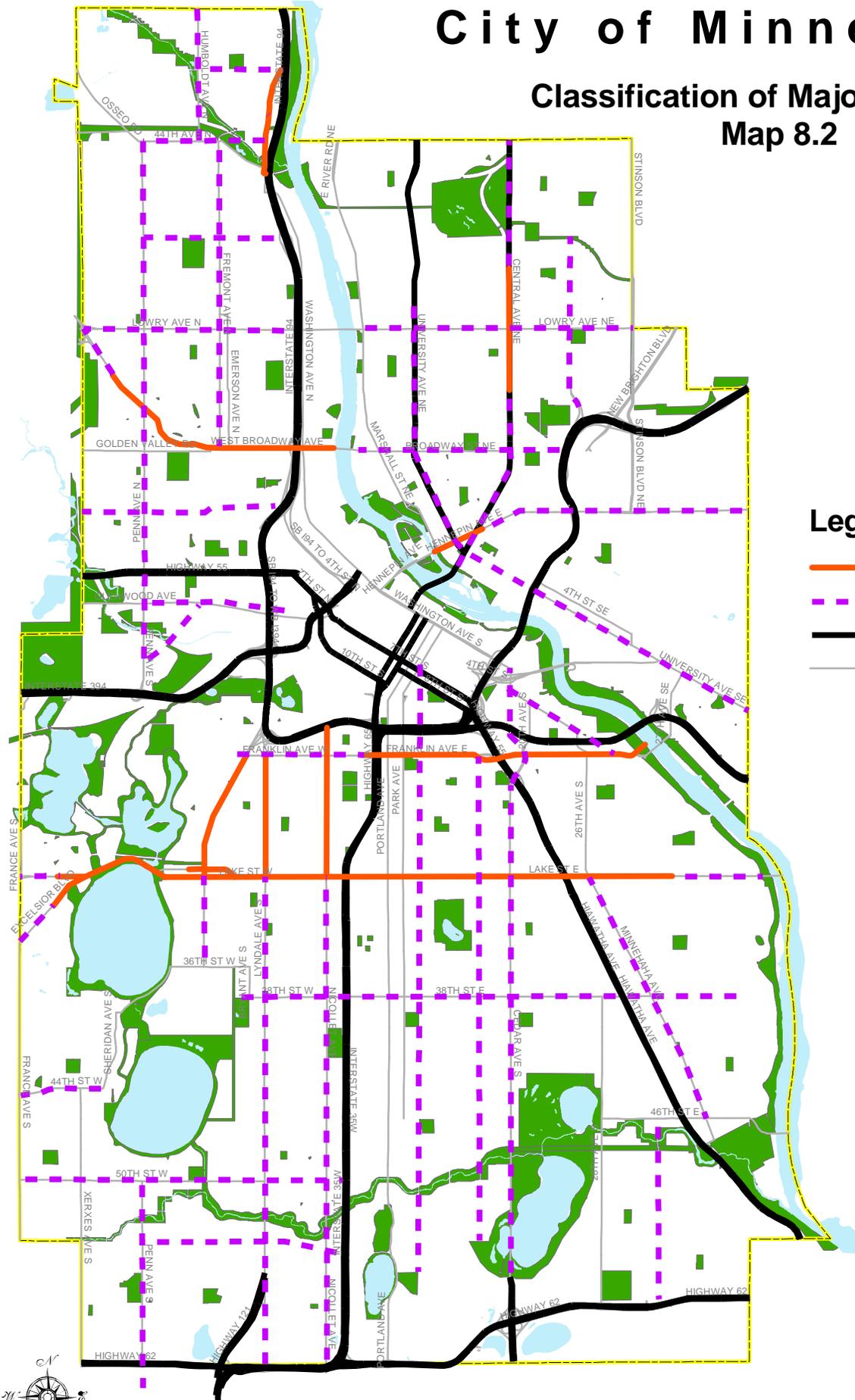
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- "A" Arterial
- "B" Arterial



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Minneapolis Community Planning and
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Planning Division
December 2003

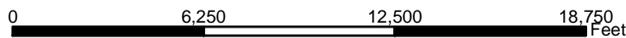
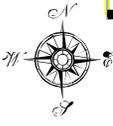
City of Minneapolis

Classification of Major Corridors Map 8.2



Legend

- Commercial Corridors
- Community Corridors
- Highway
- Major Roads



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Minneapolis Community Planning and
Economic Development Department,
Planning Division
December 2003

9. City Form

The City Form chapter encourages residents, investors and public agencies to emphasize and incorporate the unique physical features of urban areas into future development efforts. The Mississippi River's influence on industrial development that fueled Minneapolis' initial growth has bequeathed a legacy of century old structures to the city, shaping the city's development and its character. The traditional urban character of residential and commercial areas is also detailed in this chapter. Mixed use growth centers and the impact different land uses have on their neighbors are also spelled out in the chapter, to encourage readers to think about impacts and consequences of different land uses that can be found in city neighborhoods.

the city in the region: shaped by history

- 9.1 Minneapolis will continue to flourish as the 'City of the Waters', the financial capital of the Upper Midwest and the service center of the grain belt.
- 9.2 Minneapolis will continue to preserve the natural ecology and the historical features that define its unique identity in the region.
- 9.3 Minneapolis will support the preservation and expansion of the existing open space network, including greenways.
- 9.4 Minneapolis will promote preservation as a tool for economic development and community revitalization.

city growth and new development

- 9.5 Minneapolis will support the development of residential dwellings of appropriate form and density.
- 9.6 Minneapolis will work with private and other public sector partners to invest in new development that is attractive, functional and adds value to the physical environment.
- 9.7 Minneapolis will work with institutional partners to assure that the scale and form of new development or expansion will occur in a manner most compatible with the surrounding area.

Traditional urban form:

what is common throughout the city

- 9.8 Minneapolis will maintain and strengthen the character of the city's various residential areas.
- 9.9 ELIMINATED
- 9.10 Minneapolis will support efforts that recognize both the increased visibility and importance of corner properties and the role of gateways in enhancing traditional neighborhood character.
- 9.11 Minneapolis will support urban design standards that emphasize a traditional urban form in commercial areas.
- 9.12 Minneapolis will promote design solutions for automobile parking facilities that reflect principles of traditional urban form.
- 9.13 Minneapolis will restore and maintain the traditional street grid.

neighborhood identity and a sense of pride

- 9.14 Minneapolis will increase citizen awareness of preservation and the important role it plays in fostering community revitalization and civic pride.

- 9.15 Minneapolis will protect residential areas from the negative impact of non-residential uses by providing appropriate transitions.

building form and context: structures that relate to their surroundings

- 9.16 Minneapolis will encourage new development to use human scale design features and incorporate sunlight, privacy, and view elements into building and site designs.
- 9.17 Minneapolis will build on recent initiatives to use Crime Prevention Through Environmental Design (CPTED) principles when designing all projects that impact the public realm, including open spaces and parks, on publicly owned and private land.

land use regulations and planning tools

- 9.18 Minneapolis will establish land use regulations, in order to achieve the highest possible development standards, enhance the environment, promote flexibility in approaches and otherwise carry out the comprehensive plan.
- 9.19 Minneapolis will utilize master planning and regulatory techniques for areas of 100,000 square feet, or 15 acres or greater, so that resultant development or redevelopment is efficient, functional and attractive, incorporating high levels of amenities and meeting public objectives for protection and preservation of the natural environment.
- 9.20 Minneapolis will maintain and annually update maps which are consistent with the requirements of the Metropolitan Council, including an existing land use map and maps of future land use, with the latter showing changes from current land uses including (a) staged development and infill within the urban area, (b) designated redevelopment areas.
- 9.21 Minneapolis will preserve and enhance the quality of living in residential neighborhoods, regulate structures and uses which may affect the character or desirability of residential areas, encourage a variety of dwelling types and locations and a range of population densities, and ensure amenities, including light, air, privacy and open space.
- 9.22 Minneapolis will promote increased housing production in designated areas of the City in order to accommodate population growth.
- 9.23 Minneapolis will continue to provide a wide range of goods and services for city residents, to promote employment opportunities, to encourage the use and adaptive reuse of existing commercial buildings, and to maintain and improve compatibility with surrounding areas.
- 9.24 Minneapolis will support continued growth in designated commercial areas, while allowing for market conditions to significantly influence the viability of a commercial presence in undesignated areas of the city.
- 9.25 Minneapolis will establish industrial districts to provide locations for industrial land uses, while ensuring that

new industrial development is compatible with its surroundings.

- 9.26 Minneapolis will prioritize growth in light industrial land uses to increase the tax base and create jobs for city residents.
- 9.27 Minneapolis will coordinate land use and transportation planning on designated Community Corridors through attention to the mix and intensity of land uses, the pedestrian character and residential livability of the streets, and the type of transit service provided on these streets.
- 9.28 Minneapolis will support development in commercial corridors where it enhances the street's character, improves its ability to accommodate automobile traffic and foster pedestrian movement, and expands the range of goods and services offered.
- 9.29 Minneapolis will identify Neighborhood Commercial Nodes that provide a shopping environment of small-scale retail sales and commercial services and are compatible with adjacent residential areas.
- 9.30 Minneapolis will support a limited number of Auto-Oriented Shopping Centers, while promoting their compatibility with the surrounding area and their accessibility to bus, bicycle and foot traffic.
- 9.31 Minneapolis will identify and support Activity Centers by preserving the mix and intensity of land uses and enhancing the design features of each area that give it a unique and urban character.
- 9.32 Minneapolis will promote housing development that supports a variety of housing types at designated Major Housing Sites throughout the city.
- 9.33 Minneapolis will support the existing economic base by providing adequate land and infrastructure to make city sites attractive to businesses willing to invest in high job density, low impact, light industrial activity.
- 9.34 Minneapolis will designate and develop selected Growth Centers which will be well served by transit and alternative transportation, have superior amenities, accommodate a range of housing needs and offer attractive employment opportunities.
- 9.35 Minneapolis will establish priorities in the designation of future Growth Centers from the list of Potential Growth Centers in order to guide future changes in land use and development.
- 9.36 Minneapolis will encourage both a density and mix of land uses in TSAs that both support ridership for transit as well as benefit from its users.
- 9.37 Minneapolis will require design standards for TSAs that are oriented to the pedestrian and bicyclist and that enforce traditional urban form.
- 9.38 Minneapolis will provide direct connections to transit stations for pedestrians, bicyclists, and bus riders.
- 9.39 Minneapolis recognized that parking is a necessary part of the urban environment, but will limit the amount, location, and design of parking in TSAs in order to encourage and support walking, bicycling and transit use.

introduction

The City Form chapter contains two principal sections, each of which deal with an important aspect of city policy regarding new development and the existing conditions of land within the city's boundaries. The first section discusses elements of the city's built environment, from historic influences that shaped the city's development to a discussion of what factors that contribute to maintaining traditional urban form should be present in new developments, to outlines of specific considerations for design that recognize the value of livable, human-scale buildings. The second section of this chapter outlines the city's policies on land use, including general categories of land uses or designations, which are directly related to the City's Zoning Code, and policies on land use features, identified as unique attributes that serve the city as concentrations of activity in some shape or form.

focus on the built environment

What will Minneapolis' neighborhoods and communities look like in the future? The city's uniqueness springs from its urban qualities, elements of which have been described throughout this Plan, from community building, to housing and job markets, to arts and culture, parks and the natural environment. Yet, the city's physical form and its structures also set Minneapolis apart from its neighbors in the metropolitan region. Parkways and greenways, well-maintained and preserved residential neighborhoods of stucco bungalows and Victorian era houses, shopping districts built to "human scale", where walking to and from stores, schools and places of worship is a pleasant and rewarding experience in itself--these are some of the city's most attractive traits. These are the reasons people choose urban environments; they are the unique qualities of a city built for beauty and to last, and are the greatest resources we can make use of in our common goal to make Minneapolis an increasingly livable community in which to work, learn, and live. The final chapter of The Minneapolis Plan will discuss the physical features that influence the patterns of daily life in the city. Starting with a regional perspective, then moving to a look at the built environment found throughout the city, and finally to the impact that single buildings have on their immediate surroundings, this chapter tells a story about the importance of form and function, beauty and longevity in Minneapolis' built environment and quality of life.

the city in the region: shaped by history

Downtown Minneapolis, the economic and cultural center of the Upper Midwest region, grew up across the river from the first urban settlement at Saint Anthony, starting at about the middle of the 19th century. As the city grew, so too did its importance in relation to the larger Upper Midwest region that surrounded it. Today we see a concentration of the region's greatest land values, in downtown Minneapolis, not so distant from the Itasca State Park headwaters of one of the world's greatest rivers.

The Minneapolis skyline, the heart of the Ninth Federal Reserve District, symbolizes the wealth and influence of the city in the larger region. It is a source of civic pride and one of the community's most visible assets. Real estate development in the central core remained vital through the 1980s. New tall office tower development is being proposed and built in the place of older buildings at the south end of downtown's retail "spine", Nicollet Mall. Residential projects continue to add activity to city streets after the nine-to-five workday is over. New recreational links and parklands bordering the river are now connected through the Heritage Trail, linking the east bank of the river with the historic mill sites at the base of Portland Avenue, across the Stone Arch Bridge.

The “Mill City’s” heritage and fortune sprang from the eddies and falls of the Mississippi. The city’s historic pre-eminence in the region came in large part from its role as a meeting point of transportation routes, principally river transportation and rail shipments. Today, air transportation connections to larger national and international markets maintain city businesses’ essential economic links to larger trade markets, and provide residents with convenience and choice in their travel destinations. The concentration of resources and interests in downtown Minneapolis continues to dominate the region. Maintaining this leadership role into the next century will be important for Minneapolis’ future.

9.1 Minneapolis will continue to flourish as the ‘City of the Waters’, the financial capital of the Upper Midwest and the service center of the grain belt.

Implementation Steps

Strengthen downtown Minneapolis’ role as the economic center of the region (see Minneapolis Downtown 2010 plan).

Protect the image and form of the downtown skyline by promoting building heights, forms and density that furthers downtown’s distinctive physical and historical character (see Minneapolis Downtown 2010).

Promote Minneapolis’ identity as a cultural capital.

the river, the creeks, the lakes, and the land forms

Minneapolis got its name from the abundance of creeks, rivers, lakes, ponds, and wetlands found within its boundaries. Since the city’s first settlement, and the work of the original parks designers, the lakes in particular proved to be an important identifying feature for the city. Early in the city’s history, Minneapolis became well known as the “City of Lakes” and the lakes of South Minneapolis have always been a favorite destination. The lakes provide a beautiful amenity for all city residents and recent partnership projects undertaken by the Minneapolis Clean Water Partnership since 1994 maintain the environmental quality of the Chain of Lakes by developing concerted efforts to improve watershed quality. The Chain of Lakes has assumed an important place in the city’s identity.

The Mississippi River, which connects the entire city from Camden community in the north to the Nokomis and Longfellow neighborhoods at Minnehaha Falls, has played a lesser role in shaping the city’s identity as the main modes of transportation and economic growth have shifted from river travel to freeway travel. Access to the river and its’ recreational uses varies considerably, based primarily on historic patterns of urban development. Since the city’s early settlement, the Upper River was the site of first timber milling and later railroad and open storage yards. This section of the Mississippi River corridor has traditionally been seen as the domain of industry, crisscrossed by rail networks and host to the power generating plants and raw materials production essential to manufacturing and heavy industry. Today these historical industrial uses along the riverfront are being reconsidered with the view of creating transportation and recreational connections from residential neighborhoods along the Upper River to the “big waters” of the Mississippi. Further down the riverfront, proposals for housing, historical recreational sites such as the Mill Ruins Park, and other uses would encourage roadways, building connections, and a variety of land uses, in response to residents’ interest in focusing on the river once again. Planning and redevelopment activities along the river are also framed in the context of required planning, through the Mississippi River Corridor Critical Area Plan, required by state law, and are further enhanced by Minneapolis’ participation in other multi-jurisdictional planning activities, such as the National Parks Service Comprehensive Management Plan for the Mississippi River, and

others. At the present time, the City of Minneapolis has undertaken a planning study for riverfront areas, with an expected timeline of approximately 2 years. Once complete, the study will inform a wide range of activities and adopted plans, including the Critical Area Plan which has as its goal the protection of the natural, cultural, historic, commercial and recreational value of the river corridor. Both the findings of the planning study currently underway and the completed Critical Area Plan for the Mississippi may inspire future changes to The Minneapolis Plan.

9.2 Minneapolis will continue to preserve the natural ecology and the historical features that define its unique identity in the region.

" The river is both the imaginative heart and the historic foundation of a great metropolis"

Implementation Steps

Incorporate natural features and historic sites into planning and development in order to link the city with the river.

Continue to revitalize the Central Riverfront as a residential, recreational, cultural and entertainment district.

Increase public recreational access to and across the river in the form of parks, cyclist/pedestrian bridges, greenways and trails along the river.

Ensure that future riverfront development will be consistent with the City’s Critical Area Plan.

Improve the aesthetics of land use along the river.

Develop new housing near amenities located along the riverfront.

Complete the North Mississippi regional parks system and its connections to North Metro communities.

open space and connecting corridors

Open space is just as important to urban environments as built-up areas. Much of our experience of any place depends on our sensory reactions to the kind of light we see, the chemical composition of the air we breathe, and the physical organization of walls, open space and corridors around us. Walking through a neighborhood where the essential elements of light, air, and the organization of space (sidewalk, roadway, open space, trees and parkland) exist in just the right combination leaves a powerful memory and positive association of that place.

Open spaces are essential in shaping the city’s built form. They provide enormous benefits as gathering places, aesthetic amenities or recreational facilities, whether in the downtown district or in residential and mixed use environments. A carefully designed open space that offers inviting opportunities for people to gather and enjoy the activities going on around them is crucial to the success of many urban places.

The open space network is greatly strengthened by the addition of greenways and connecting corridors. These greenways, which generally support significant green space and minimal motorized traffic, provide an alternative network for movement, incorporating pedestrians, cyclists and transit. The aesthetics of these corridors can be a tremendous amenity for a neighborhood. Design considerations for development along such corridors must balance the building’s relationship to the street and its relationship to the greenway: neither side can afford to be a back side as can be the case with conventional designs. The preferred design concept should seek pedestrian/ cyclist scale solutions for the building when appropriate. (See Maps 1.9.1 - 1.9.4)

9.3 Minneapolis will support the preservation and expansion of the existing open space network, including greenways.

Implementation Steps

Support the Park Board's "no net loss" of parkland policy.

Prioritize the expansion of the park system in ways which increase connections and linkage between different areas of the city.

Encourage new development projects to incorporate open spaces and green spaces through land use regulations and other regulatory tools.

Promote the development of financing, maintenance and community involvement tools that encourage the greening and improvement of transportation corridors and public spaces.

structures that link us to our past

Each new generation inherits a city shaped by the changes initiated by our predecessors. In the case of the historic commercial and industrial buildings that remain in the city today, most of these structures relate to the city's early boom years and the resulting need for storage and warehouse space related first to timber and later to flour.

The first wave of urban development in Minneapolis was oriented to the river, specifically its energy source at Saint Anthony Falls (the "Falls"). Sawmills at Saint Anthony and the Upper River were established in the 1860s and moved up river by about 1880 as the mills began to use steam to power their operations. Flour milling surpassed sawmilling in terms of production value after 1870, harnessing the power of the Falls in its processes and locating its largest mills further downstream, close to the Stone Arch Bridge. To support these industrial processes, secondary uses developed and buildings were constructed. Some were residential and commercial in character, such as those buildings we see today in the East Hennepin area on the east bank of the river. Other buildings were constructed to provide storage and trans-shipment services to the mills lining the banks of the river.

One of the city's most significant resources is the historical legacy passed on from Minneapolis' reign as the "Mill City." The turn of the century saw tremendous growth and wealth in Minneapolis and, thanks to the foresight of many citizens, many of these grand warehouses, office buildings, homes and public monuments remain with us today.

Many of these structures have been adapted to new contemporary uses that respond to market demand for specific kinds of spaces. Today, housing, office, arts production, entertainment, and commercial uses are found in the Warehouse District in downtown Minneapolis. Other areas in the city, with less variety in their mix of activities but with a strong residential character, add even more to the uniqueness of the city, many of which have received historic designation. The unique character of areas such as the Healy Block, Milwaukee Avenue or the Mill Ruins Park creates opportunities for a historical experience highly regarded by many city residents. (See Map 1.9.5)

In the summer of 1998, the Minneapolis Planning Department staff developed a new preservation ordinance for the city. Planning for housing, economic development, and transportation systems must honor and respect the city's past in order to build for what might come. Our task is to preserve and integrate these ties to the past with the community's expectations for growth and change in the future.

9.4 Minneapolis will promote preservation as a tool for economic development and community revitalization.

Implementation Steps

Use historic preservation goals to encourage development and reinvestment in the city.

Promote the city's high quality, architecturally interesting, readily available and affordable housing stock as a market advantage over suburban competitors.

Identify, designate and protect sites, buildings and districts in the city with historic or architectural significance.

Designate individual buildings with historic or architectural significance that have been identified by the city's Heritage Preservation Commission.

Protect designated structures, sites and districts from demolition, neglect or inappropriate modifications.

Protect potentially significant historic structures from demolition until the city can determine the significance of the structure and explore alternatives to demolition.

Encourage relocation of historic resources as a last means of preservation for endangered properties.

Preserve artifacts from structures and sites that are historically, architecturally or culturally significant and seek to reintroduce these artifacts into the city's streetscape and building interiors.

Continue surveys and studies of property in Minneapolis' in order to maintain and periodically update the inventory of Minneapolis potentially significant historic resources.

Develop creative economic incentives in the public and private sector to promote the rehabilitation, maintenance and reuse of the city's historic resources.

Provide tax incentives and low interest loans through the MCDA and other agencies to encourage the retention and designation of historic buildings and areas.

city growth and new development

Decisions that will shape the city in future years focuses on the idea of maintaining Minneapolis' identity as a dynamic and livable urban center while enhancing its physical attractiveness, its heritage and its economic vitality. The Minneapolis Plan recognizes that Minneapolis must continue to grow in terms of its population, employment base and residential livability in order to maintain its role in the region. The following policies give some direction as to how to address some of the challenges associated with growth that the city will inevitably face.

enhancing the positive impact of new residential development

New housing development allows an opportunity to reinforce the urban character of specific areas of the city. Building more housing close to or within commercial developments is the key to stronger commercial and other mixed-use markets. After the population loss the city experienced beginning in the early 1950's and as buying patterns changed, many of the city's commercial areas suffered from decreased business. Repopulating some of these areas through new residential development can assist in revitalizing commercial and mixed-use areas. The location of these new developments within close range of amenities such as shopping, cultural or recreational facilities, job targets or transportation corridors focuses the city's growth into specific areas, as designated in this Plan.

The presence of housing targeted to all income levels as an important element of a successful "mix" is crucial to the marketability of such urban areas. Designing and developing safe and attractive housing types with higher built density (more

housing units on the same amount of land) is critical in order to overcome the image that has plagued the reputation of higher density housing types. If important pedestrian-oriented places in the city such as Activity Centers and Neighborhood Commercial Nodes are to be successful, they will rely on adequate trade areas generated by new households occupying moderate density housing within convenient distances.

9.5 Minneapolis will support the development of residential dwellings of appropriate form and density.

Implementation Steps

Promote the development of well designed moderate density residential dwellings adjacent to one or more of the following land use features: Growth Centers, Commercial Corridors, Community Corridors and Activity Centers.

Provide incentives to alternative forms of home ownership in moderate density areas, such as co-housing and cooperative housing.

Expand the understanding of the role that urban density plays in improving business markets, increasing the feasibility of urban transit systems and encouraging the development of pedestrian-oriented services and open spaces.

Advance the understanding of urban housing and urban retailing among all members of the design and development community

influencing large-scale non-residential development

Ensuring that there is adequate land, transportation and infrastructure capacity for the city's economic growth to continue is another important component to the Plan, as discussed in Chapter 2, *The Market in the City*. New commercial and industrial facilities located in the City are a valuable addition to the urban fabric. There are important elements to the development of these areas, including site planning, design and assuring high quality transit connections, that will be pursued by the City in order to achieve the maximum benefit for neighbors and adjacent property owners.

9.6 Minneapolis will work with private and other public sector partners to invest in new development that is attractive, functional and adds value to the physical environment.

Implementation Steps

Facilitate the location of new economic activity (office, research and development, and related light manufacturing) that takes advantage of environmental amenities and co-exists with neighbors in mixed-use environments.

Promote the use of progressive design guidelines and street-oriented building alignments to maximize compatibility with surrounding neighborhoods.

Curb the inefficient use of land by regulating maximum and minimum height, setbacks, build-to lines and parking through master planning methods and zoning code regulations.

Require site designs which maximize the potential for public transit and alternative transportation use in commercial, research and development and light industrial developments.

Provide setbacks, build-to lines and landscaping standards in commercial and industrial districts that are appropriate to the impacts on neighboring uses.

Other significant changes to the city's features have come hand in hand with increased economic prosperity. As the city grew, so too did many of its founding institutions. Educational institutions, hospitals and corporations expanded and increased their presence in city neighborhoods, and residents and business owners grappled with the challenge of accommodating expansion and change in a

compatible, mutually advantageous way. Vital, healthy institutions bring tremendous stability and presence to any city neighborhood. Balancing the need for expansion with the scale and character of pedestrian or other street level activity in city neighborhoods is a critical issue for both the livability of city neighborhoods surrounding institutions and the continued success of these organizations.

9.7 Minneapolis will work with institutional partners to assure that the scale and form of new development or expansion will occur in a manner most compatible with the surrounding area.

Implementation Steps

Concentrate the greatest density and height in the interior of institutional campuses.

Develop building forms on the edges of institutional property which are most reflective of neighboring properties.

Traditional urban form: what is common throughout the city

The emphasis on traditional urban form in The Minneapolis Plan is included to better describe a pattern of residential neighborhoods, mixed use districts and structures, pedestrian-scale buildings and street designs that reflect the presence of pedestrians as well as automobiles. These are the elements of the built environment that give the city a unique identity, and equate to a sense of place distinct from any other in the metropolitan region.

Many of these traits are inherited from the days of Minneapolis' growth as a streetcar city. Streetcar development in Minneapolis (beginning in the 1870s, through to the 1910s) created residential neighborhoods built at an urban scale measured in "walking time". Houses were not lost on a sea of green lawn and residents could reach the shops and services they needed within a few blocks of their homes and workplaces. The merits of this building pattern are extremely valuable to many people who call Minneapolis home. People are not required to drive every time they leave their home in search of goods, services or entertainment. Some destinations are reachable on foot, and the purpose of many trips can be accomplished by traveling to a single location.

The pattern and scale of the streets, open spaces and buildings that make up the city fabric have a direct and daily impact on how residents and citizens move about, patronize local shops and businesses, meet their neighbors and enjoy the city's amenities. From this perspective, the Minneapolis Plan policies collected here indicate the general principles that describe the preferred standard for new development and built form. Other standards that directly regulate development are found in the city's Zoning Code. However, by articulating the principles of traditional urban form in this chapter, the Minneapolis Plan establishes a critical standard that can be applied to most new development

traditional urban form in residential areas

Neighborhood architecture forms a varied backdrop to the experience of place that settles in on a walk down a sidewalk in Longfellow or Lowry Hill or along a quiet street in Northeast Minneapolis. Porches, gables or attic windows punctuate the housing landscape as you stroll past. The rehabilitation of deteriorated housing restores the beauty of a Healy house or the delicate woodwork detail of a Milwaukee Avenue home. The fabric of neighborhood life, set against the backdrop of older and well preserved housing, weaves together an experience of place that can only be found in the city. A combination of the brand new and the old exist side by side on many of Minneapolis' streets; these are the

best examples of accommodating and encouraging the new while preserving and appreciating the old. Blending new construction with the historic or traditional neighborhood form in the city will be an essential aspect of the continuing appeal of residential areas.

9.8 Minneapolis will maintain and strengthen the character of the city's various residential areas.

Implementation Steps

Encourage the rehabilitation of older and historic housing stock over demolition.

Ensure that city grants and programs are targeted to housing development or rehabilitation that reflects the traditional architectural character of residential areas.

Prohibit new driveways on block faces with alley access and where there are no existing driveways.

Infill development standards must reflect the setbacks, orientation, pattern, materials, height and scale of surrounding one and two family dwellings.

Create traditional setbacks, orientations, pattern, height and scale of dwellings in areas where no clear architectural pattern exists.

In residential areas, the width of a road, the height of a building, the distance a structure is set back from the property line, and the window treatment and orientation of the building in relation to the street, determining the shape and feel of city neighborhoods. Special attention must be paid to specific features of residential neighborhoods as they often act as billboards in representing the image of a given neighborhood to passersby and residents.

Corner properties are some of the most visible indicators of a neighborhood's relative health. Major additions, as well as new development, should be evaluated against the surrounding structures and character of neighboring structures. Various locations also serve as the entrance points for neighborhoods, providing a gateway by which an area becomes known.

9.9 ELIMINATED

9.10 Minneapolis will support efforts that recognize both the increased visibility and importance of corner properties and the role of gateways in enhancing traditional neighborhood character.

Implementation Steps

Provide deeper subsidies for loans or grants targeted to the rehabilitation and redevelopment of corner properties.

Require site plan review of new development or major additions to new structures (other than single family homes) on corner properties.

Provide opportunities for neighborhoods to develop their own gateway projects, enrich their experience with public art, and participate in community building efforts.

traditional urban form in commercial and mixed use areas

As the city reviews development proposals, it will continue to measure the impacts the new use has on its immediate surroundings, using zoning and other land use regulations. The Minneapolis Plan encourages builders, residents and city staff to also focus on the attributes of new buildings. A new structure will be considered in terms of its relationship to the street, to its users and to its neighbors, through the devices of site plan review and other regulatory tools the city controls.

Good design must be in place to ensure that intensive mixed-use development is well used, pleasant and aesthetically attractive enough to withstand the test of time. Successful mixed use

buildings and areas attract pedestrians by bringing their storefronts to the sidewalk's edge, orienting building design to the street, and respecting traditional urban form by keeping building heights to a maximum of four or five stories.

9.11 Minneapolis will support urban design standards that emphasize a traditional urban form in commercial areas.

Implementation Steps

Enhance unique characteristics of the city's commercial districts by encouraging appropriate building forms and designs, historic preservation objectives, site plans that enhance the pedestrian environment, and by maintaining high quality public spaces and infrastructure.

Identify commercial areas in the city that reflect traditional urban form and develop appropriate standards and preservation objectives for these areas.

Enhance pedestrian and transit-oriented commercial districts with street furniture, tree planting, and improved transit amenities.

Orient new buildings to the street to foster safe and successful commercial nodes and corridors.

Expand the scope of site plan review to include most types of commercial development.

Limit the construction and visual impact of billboards in neighborhood commercial nodes.

Require storefront transparency to assure both natural surveillance and an inviting pedestrian experience.

The role of the automobile in areas that maintain traditional urban form is a complex one. On one hand, most patrons will arrive by car to these centers, and they must think of the district as accessible and convenient for their travel and parking needs. However, the appeal of window shopping and sidewalk cafe hopping is quickly spoiled by an inundation of automobile traffic. Some of the Activity Center and Neighborhood Commercial Nodes designated in the Plan will generate interest far beyond their immediate boundaries, and will need to accommodate significant automobile traffic through the provision of parking facilities. Responding to the demands of traditional urban form requires design solutions that prioritize the appeal of the pedestrian environment, emphasize diversity in form and materials, and promote a distinctive identity for an area.

9.12 Minneapolis will promote design solutions for automobile parking facilities that reflect principles of traditional urban form.

Implementation Steps

Require the landscaping of parking lots.

Encourage parking strategies that reduce the need for parking in order to avoid spillover into neighboring residential areas, including residential parking permits and the joint use of available parking in mixed-use areas.

Offer incentives so that new parking structures built in high activity areas (e.g. Growth Centers and Activity Centers) are designed to include a mix of uses through the presence of active street-level uses such as general retail or commercial services.

Establish reduced minimum and new maximum parking standards to discourage auto over-reliance.

Locate parking lots behind buildings or in the interior of a block to reduce the visual impact of the automobile in mixed-use areas.

Provide sufficient parking enforcement in critical parking areas so those residents who need the parking have it available.

Implement parking solutions based on shared parking facilities and critical parking permits for residential districts

the traditional street grid

The residential street grid laid onto the city from its earliest days has provided yet another powerful organizing force for our neighborhoods. Since the first residents claimed title to land along the Mississippi in the 1850s, the street grid has exerted a great deal of influence over land subdivision. The grid is a primary organizing element, easily understood and navigable by all, whether a neighborhood is familiar or foreign to the traveler. Freeway construction removed blocks of housing and series of neighborhood streets, forever altering how neighbors interact, do their shopping, or stroll through their neighborhoods. Maintaining the grid pattern of our streets and "healing" it by re-establishing connections wherever possible is a strong prerogative for the continued vitality of city neighborhoods. In cases where street closures have been approved for the sake of development, attention should be focused on creative and livable solutions to reopening these thoroughfares. Being able to find one's way through unfamiliar territory brings tremendous benefit to the urban landscape. Whenever possible, new development should correspond to the historical street grid pattern.

9.13 Minneapolis will restore and maintain the traditional street grid.

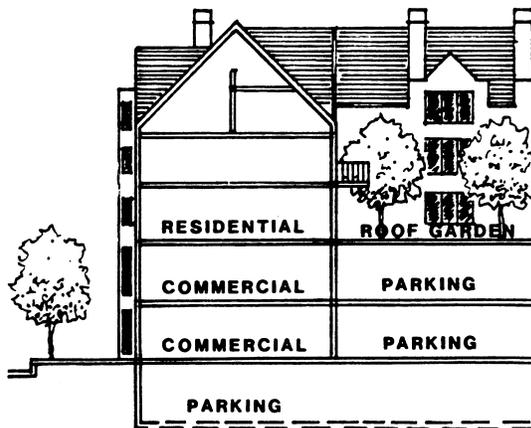
Implementation Steps

Maintain the street grid as the preferred option while evaluating new development of potential street changes.

Restore the street grid whenever possible.

Restore the historic connectivity of street corridors by working with property owners and city agencies on reopening streets such as Nicollet at Lake.

Pursue the reclamation of air rights above freeways so that through the use of land bridges, neighborhoods can be reconnected and land can be used more productively.



Source: The Harmon Area, Small Area Plan

neighborhood identity and a sense of pride

Each neighborhood in the city possesses a distinct character, made up of the houses, commercial buildings, open spaces, streets and alleys that organize patterns of activity happening in their midst. The elements that make these places special are similar, but their details vary tremendously. The roots of any neighborhood's physical character are found in the housing stock, the streets and

the historic roots of a place. Recognizing these elements and using them to fortify neighborhood livability is central to revitalization efforts throughout the city.

historic resources and community revitalization

The future of Minneapolis' historic resources rests on our community's interest in maintaining these links to the past while continuing to grow in the future. Citizens from all walks of life need to be involved in these efforts to communicate with each other about the value of historic resources in our community. After all, certain landmark historic structures serve as key identifiers for different neighborhoods. Whether the structure is a former commercial property, such as the 1929 Sears Tower at Lake and Chicago, the Hosmer Library on 38th Street, or the Grain Belt Brewery in Northeast Minneapolis, these grand old buildings leave their imprint on the neighborhood. Adapting their spaces and rooms to present day uses without radically altering their appearance is crucial in efforts to incorporate historical properties into community revitalization plans.

Exchanging ideas about how to preserve the city's built past should incorporate a range of approaches, from education about the importance of maintaining historic buildings to recognition and designation of previously unaccounted for historic wealth in the city. Other approaches important to success in historic preservation projects rely on technical support and citizen involvement in designation campaigns. Knowing the city's history can inspire, please and enrich the experience of citizens and visitors. An understanding of how these buildings came to be built and the function they have performed since their construction reveals elements of the city's cultural, architectural, engineering, economic, ethnic and political heritage that would otherwise be difficult to recover. The role of residents and property owners in identifying, preserving, protecting and adaptively reusing these buildings, is critical to keeping Minneapolis' heritage strong.

9.14 Minneapolis will increase citizen awareness of preservation and the important role it plays in fostering community revitalization and civic pride.

Implementation Steps

Develop a process for the exchange of information among local developers, planners, realtors, and those concerned with cultural resource management through the Heritage Preservation Commission.

Continue to work with the State Historic Preservation Office (SHPO) and the Minneapolis Community Development Agency (MCDA) to develop education and incentive programs.

Create self-guided walking tour brochures to interpret the city's history using the network of historic sites, districts, buildings, and other resources.

Continue to recognize outstanding projects, programs, individuals and organizations that have significantly contributed to the city's physical heritage and the enhancement of the urban environment.

Design and install appropriate and interpretive signs and historical markers for designated historic districts and sites.

Develop residential and commercial rehabilitation workshops to teach appropriate preservation and maintenance techniques.

Involve citizens and neighborhood organizations in review of architectural changes, additions, demolitions, and signage.

Investigate the establishment of a local non profit preservation organization to engage in fundraising, advocacy and preservation.

Work with Minneapolis Public Schools and the Heritage Preservation Commission to prepare a preservation curriculum package for instructors.

transitions between conflicting land uses

Buffering is important for the continued health and unique character of the city's neighborhoods. Residential areas that border commercial or retail areas are often impacted by traffic flow, product loading and unloading activity, as well as truck traffic, depending on the type of business. Meeting client parking needs, while responding to resident concerns about parking availability and possible dangers that increased on-street parking creates for children's play, is a difficult task. Screening and size or scale standards are helpful in maintaining control over the impact automobiles have in residential areas. Setbacks and alleys also act as good boundary features between different and conflicting uses. The city recognizes both the need for neighborhood commercial activity and the importance of protecting and insulating residential areas from invasions of space, noise, fumes, negative aesthetics and compromised privacy.

9.15 Minneapolis will protect residential areas from the negative impact of non-residential uses by providing appropriate transitions between different land uses.

Implementation Steps

Provide appropriate physical transition and separation using green space, setbacks or orientation between residential and non-residential uses.

Encourage site planning for new developments that orients the "back" of proposed buildings to the "back" of existing development.

Require screening and buffering for new developments next to residential areas,

Minimize automobile and truck impact on residential streets and alleys by enforcing penalties for travel on routes where trucks are prohibited.

Promote quality design and building orientation of commercial and industrial development that is appropriate with the surrounding neighborhoods.

Use the site plan review process to ensure that lighting and signage associated with non-residential uses do not create negative impacts for residentially zoned property.

Mitigate, through screening and buffering, limiting the size and scale of a building, and a business' hours of operation, the effects of commercial properties on residential areas.

building form and context: structures that relate to their surroundings

The built environment shapes the city by directly impacting the senses of people who live, work and play here. Regardless of the size or type of building, design of these structures play an important role in anyone's experience of urban places. Buildings create different impressions for inhabitants and passersby based on their materials, scale, design, and exposure to natural elements and activities that occur within their walls. When structures are designed to both respond to surrounding buildings and work with physical conditions that define the site they are located on, people's use and experience of the built environment have been enriched. Designing and building structures that relate positively to their surroundings and to the people who use them is critical to creating attractive, appealing urban places.

9.16 Minneapolis will encourage new development to use human scale design features and incorporate sunlight, privacy, and view elements into building and site designs.

Require that new development in downtown avoid creating negative impacts at sidewalk level and in public open spaces in terms of wind, lack of light penetration and other microclimate effects.

Encourage the design of all new buildings to fulfill light, privacy and view requirements for the subject building as well as for adjacent buildings.

Promote the preservation and enhancement of view corridors that focus attention on natural or built features, such as the downtown skyline, landmark buildings, significant open spaces or water bodies.

safety through environmental design objectives

Blank walls prevent "eyes on the street" from having a clear visual connection to ongoing activity. Parking lots that separate buildings from the street can often diminish these relationships that provide safety and security to users. Crime Prevention Through Environmental Design (CPTED) is an urban design philosophy that orients buildings and circulation or movement patterns to the street, to function as "eyes" watching over street activity. The success in adopting this kind of approach often lies as much in the kind of activity that looks out over the street. In some cases, small scale neighborhood commercial uses provide the most vigilant and alert security force available, as owners have a vested interest in watching over their immediate surroundings. The daily presence of a manager or owner brings stability and security to commercial activity in the neighborhood, and a store or services offered in such a location can turn into a meeting place and hub for local neighborhood residents. Incorporating environmental design into urban design standards to be used in a site plan review process provides both greater security and creates interesting, safe urban environments that are attractive to residents and visitors alike.

9.17 Minneapolis will build on recent initiatives to use Crime Prevention Through Environmental Design (CPTED) principles when designing all projects that impact the public realm, including open spaces and parks, on publicly owned and private land.

Implementation Steps

Integrate "eyes on the street" design principles into site plan review to foster safer and more successful commercial areas in the city.

Orient new housing to the street to foster safe neighborhoods.

Encourage private developers to incorporate CPTED-oriented open spaces in new developments to facilitate the creation of spaces that maximize positive behavior from users.

land use regulations and planning tools

Minneapolis is an already built city and the history of urban development has shaped the community's understanding of how land is used. Environmental features, activities that take place within the city's boundaries, and the structures we build all compete for scarce land throughout the communities and neighborhoods in the city. The use of land is dynamic, not static, and the profile of land uses is constantly changing.

For most of the city, the character or mix of existing uses within an area will not change dramatically in the next twenty-five years. This is true for most of our residential blocks. Other areas will see more dramatic changes through evolutionary change in areas such as Downtown, the Wells Fargo/Hospitals area or the potential Growth Centers.

Some of the consequences of this growth will be housing infill and development throughout the city, as mentioned in the Marketplaces: Neighborhoods chapter. Major housing sites will

accommodate hundreds of housing units in a variety of types and styles, and have considerable positive impact on their surroundings. Planning for potential growth centers in addition to the three existing centers (Downtown Minneapolis, the University of Minnesota Area and the Wells Fargo/Hospitals Area) could bring different land uses to certain areas of the city.

These changes will occur because of market forces--or in some cases, actions which overcome market forces--which will be influenced or guided by public policy. A primary tool for balancing these static and dynamic realities are land use regulations, such as zoning and subdivision controls. The 1998 proposed zoning code, which is based on a revision of the 1963 code, is one of the primary implementation tools at the city's disposal. The approach guiding this revision can be summarized by the following points: a) business and manufacturing districts are the primary focus of the effort; b) most non-residential properties will not experience a direct zone to zone conversion of district regulations; c) existing land uses and current zoning classifications are the key determinants in re-mapping decisions, with the character of surrounding land uses, recent development trends and the applicable policies of the comprehensive plan also influencing decisions about new classifications and d) the creation of non-conforming uses will be avoided except where needed to maintain the planned character of an area or zoning district, or to implement an important city policy.

9.18 Minneapolis will establish land use regulations, in order to achieve the highest possible development standards, enhance the environment, promote flexibility in approaches and otherwise carry out the comprehensive plan.

Implementation Steps

Ensure that the city's zoning code revision corresponds adequately to policies outlined in The Minneapolis Plan.

Integrate visual quality and design considerations into the City Planning Commission's review of capital improvement projects.

Encourage the utilization of the Planned Unit Development (PUD) device.

Establish a variety of overlay districts which allow the overall land use regulations to be fine tuned so that development and the use of land is more consistent with its context and promotes the realization of other objectives.

Broaden site plan review to promote development that is compatible with nearby properties, neighborhood character, and natural features, to minimize pedestrian and vehicular conflict, to promote street life and activity, to reinforce public spaces, and to visually enhance development.

9.19 Minneapolis will utilize master planning and regulatory techniques for areas of 100,000 square feet, or 15 acres or greater, so that resultant development or redevelopment is efficient, functional and attractive, incorporating high levels of amenities and meeting public objectives for protection and preservation of the natural environment.

Implementation Steps

Develop an approach to master planning for large sites that can be used by private or public entities, that will coincide with available regulatory techniques so that the studies and documentation required by all stakeholders--developer, tenant, neighborhood, lender and public sector--can be coordinated.

Require all development containing one hundred thousand square feet or more of new or additional gross floor area, or one hundred or more additional parking spaces, to submit Travel Demand Management Plans (TDM).

Streamline regulatory procedures for environmental assessment, transportation management plans and others so that the master planning approach outlined above is codified.

Prepare information materials so that the approach outlined above is promoted and easily understood.

9.20 Minneapolis will maintain and annually update maps which are consistent with the requirements of the Metropolitan Council, including an existing land use map and maps of future land use, with the latter showing changes from current land uses including (a) staged development and infill within the urban area and (b) designated redevelopment areas. (See Maps 1.9.6 - 1.9.9)

Implementation Steps

Develop and maintain a major Land Use Policy Map which would include significant land use changes made; for purposes of the map, significant land use changes would include: areas of 15 or more acres; or designated project areas ready for implementation through 40 acre zoning studies; or likely development sites of 400,000 square feet (office) or 600,000 square feet (industrial/warehouse), consistent with state environmental review requirements.

Develop a map of land use of Study Areas in the City which would warrant implementation of land use changes from the City. Studies would include those directed by the city, those under contract through NRP or others known to the city that would inspire changes to land use policy and zoning. This map should be updated regularly.

Develop and update regularly a list of Related Planning Studies that would include studies that are either underway or anticipated and address land use policy designations as described in the Minneapolis Plan.

Identify redevelopment areas, set priorities and criteria, and establish local programs and controls to implement the redevelopment plan by the end of 1998, thereby receiving a higher priority after 1998 in the Livable Communities programs and the Metropolitan Council's Tax Base Revitalization Fund for pollution cleanup.

Update the City's Critical Area/Mississippi National River and Recreation Area (MNRRA) Plan

land use policy and mapping

The City's land use policy is one of the concrete expressions of the Minneapolis Plan. Information relating to land use is found throughout the TMP text, in the policy statements of the document, the accompanying implementation steps and maps. The major illustration of land use policy, as described in The Minneapolis Plan is the Land Use Policy Map. This map consists of both land use designations, described here and land use features, described later in the chapter.

These designations as well as land use features are described graphically in the Land Use Policy Map (See Map.9.6 through 9.9) The purpose of the Land Use Policy Map is threefold: a) to communicate the land use policies of the Plan; b) to provide graphic illustration of Minneapolis' future form, as described in the Minneapolis Plan and c) to show areas in the City where the Plan advocates for change.

Policies governing land use, found throughout the Plan, are gathered in this chapter and their chapter of origin is also referenced. The Minneapolis Plan document is based on a thoroughly explicit rationale for the policies it espouses. This logic is found in the text of the document, and therefore, in order to understand clearly the land use policies, it is essential to refer to

them in their chapter of origin. Furthermore, while the Land Use Policy Map will clearly capture those land use policies that are geographically specific, other policies that are citywide in nature are evident only in the policy narratives of the Plan. The Land Use Policy map does not stand alone as a representation of the Minneapolis Plan's land use policies.

land use designations

The following language describes land use designations. Additional information about all the categories of land use described here can be found in other chapters of the Plan, and should be consulted as they are equally important in describing the city's approach to land use.

residential

See Chapter 4, Marketplaces: Neighborhoods for further discussion of City policy on residential areas

9.21 Minneapolis will preserve and enhance the quality of living in residential neighborhoods, regulate structures and uses which may affect the character or desirability of residential areas, encourage a variety of dwelling types and locations and a range of population densities, and ensure amenities, including light, air, privacy and open space.

Implementation Steps

Apply the form and density approach within the context of a neighborhood or a site and within the framework of The Minneapolis Plan and NRP Plans when evaluating the appropriateness of development proposals for specific sites.

Limit non residential land uses allowed in low density residential areas to religious institutions, specific public facilities such as schools, libraries and parks and other non residential land uses that can be integrated with low density residential uses through proper location, site planning and facilities design.

9.22 Minneapolis will promote increased housing production in designated areas of the City in order to accommodate population growth.

Implementation Steps

Use both infill development and new development opportunities to increase housing in the city.

Consistent with the City of Minneapolis adopted Housing Principles, develop strategies so that the variety of housing types throughout the city and its communities shall be increased, giving prospective buyers and renters greater choice in where they live.

Develop an approach to residential development which combines housing form and housing density; for example, medium density residential development may be a townhouse development as well as a high-rise structure, while an attached dwelling form may result in a low density development or a medium density development.

Ensure that new development projects incorporate a mix of housing types and affordability levels to reach a range of housing submarkets.

commercial

See Chapter 4, Marketplaces: Neighborhoods; Chapter 2, The Market in the City; and Chapter 3, Growth Centers for further discussion of City policy on commercial areas

9.23 Minneapolis will continue to provide a wide range of goods and services for city residents, to promote

employment opportunities, to encourage the use and adaptive reuse of existing commercial buildings, and to maintain and improve compatibility with surrounding areas.

Implementation Steps

Plan, implement and monitor projects and programs that encourage and support the city's designated commercial areas.

Encourage comprehensive and site specific solutions that address issues of compatibility of commercial areas with surrounding uses.

Facilitate the redevelopment of underutilized commercial areas and promote their reuse as infill development, such as office or housing, while maintaining neighborhood compatibility.

9.24 Minneapolis will support continued growth in designated commercial areas, while allowing for market conditions to significantly influence the viability of a commercial presence in undesignated areas of the city.

Implementation Steps

Develop land use controls which include a variety of commercial districts and, in addition to establishing the uses allowed in the commercial districts, establish regulations applicable to all uses and structures located in the commercial districts, including maximum occupancy standards, hours open to the public, truck parking, provisions for increasing the maximum height of structures, lot dimension requirements, density bonuses, yard requirements, and an enclosed building requirement.

Encourage the economic vitality of the city's commercial districts while maintaining compatibility with the surrounding areas.

Facilitate the redevelopment of underutilized commercial areas by evaluating possible land use changes against potential impacts on neighborhood compatibility.

industrial

See Chapter 2, The Market in the City; the section on Commercial Corridors in Chapter 4, Marketplaces: Neighborhoods and Chapter 3, Growth Centers for further discussion of City policy on industrial areas.

9.25 Minneapolis will establish industrial districts to provide locations for industrial land uses, while ensuring that new industrial development is compatible with its surroundings.

Implementation Steps

Develop regulations for the industrial districts that promote compatible industrial development and the efficient use of land.

Allow for a limited amount of heavy industrial uses where appropriate, but minimize negative impacts on their surroundings.

Relocate conflicting heavy industrial uses from impacted areas as more appropriate sites in the city or the region become available.

Encourage heavy industry to be located at appropriate sites, such as those that have with immediate freeway access, are distant from natural or cultural amenities, and with no significant residential uses in the immediate vicinity.

9.26 Minneapolis will prioritize growth in light industrial land uses to increase the tax base and create jobs for city residents.

Implementation Steps

Identify appropriate areas for the retention and expansion of existing industry and the development of new industry in specific industrial and business park opportunity areas.

Promote light industrial uses as the preferred use of industrial land, but discourage warehouse or distribution uses in areas where truck traffic will negatively impact residential neighborhoods.

land use features

Land use features are unique attributes that are defined by a concentration of uses, the scale or intensity of that land use pattern, and their importance to the city’s overall goal of growth and continued livability. Consult the Land Use Policy Maps 9.6 through 9.9 for additional information. These features are the target areas for city growth, and all of the policies that appear below have appeared elsewhere in the Plan. It is critical to consult the “home chapters” referenced under each land use feature for additional policy information: excerpts from this section of Chapter 9 are not sufficient to describe the range or depth of the City’s policy regarding the noted land use features.

community corridors

See Chapter 4, Marketplaces: Neighborhoods for additional policy discussion.

Community Corridors are designated on the Land Use Policy Map. They are characterized by the following features:

- Streets connect more than 2 neighborhoods
- Corridors have a land use pattern that is primarily residential with intermittent commercial uses clustered at intersections in a pattern of nodes.
- Streets are generally minor arterials by the City’s street classification system, with some exceptions
- Streets carry a range of traffic volumes, a minimum of 4,000 average annual daily traffic (AADT) up to 15,000 AADT and greater.
- Streets carry a heavy volume of traffic but are not necessarily the principal travel routes for a specific part of the city
- Corridors do not support automobile oriented shopping centers.
- Corridor land use and building form exhibit traditional commercial and residential form and massing. (See box on traditional urban form.)
- Commercial uses on community corridors are generally small-scale retail sales and services serving the immediate neighborhood.

Table 9.1 Community Corridors	
Street	Designated Area
49 th Ave. No.	Humboldt Ave. N. to Lyndale Ave. N.
Fremont Ave. No.	West Broadway to 44 th Ave. N.
44 th Ave. No.	Lyndale Ave. N. to Penn Ave. N.
Dowling Ave. No.	I-94 to Penn Ave. N.
Humboldt Ave. No.	44 th Ave. N. to city boundary
West Broadway	26 th Ave. N. to city boundary
Penn Ave. No.	44 th Ave. No. to Cedar Lake Rd
Lowry Ave. No.	I-94 to city boundary
Plymouth Ave. No.	I-94 to city boundary
Glenwood Ave. No.	I-94 to Penn Ave
49 th Ave. No.	I-94 to Humboldt Ave. No.
Lowry Ave. N.E.	River to city boundary
University Ave. N.E.	27 th Ave. N.E. to Emerald St. SE
Central Ave. N.E.	29 th Ave. N.E. to city boundary
Central Ave NE	18 th Ave NE to Mississippi River
Johnson St. N.E.	31 st Ave. N.E. to I-35W
Broadway Ave. N.E.	River to I-35W
E. Hennepin Ave.	6 th St. S.E. (Mississippi River) to city boundary
Riverside Ave.	I-35W (15 th Ave SE) to Franklin Ave.
Cedar Ave.	Washington Ave to 58 th Street
Bloomington Ave.	Franklin Ave. to 54 th St
Minnehaha Avenue	Lake Street to 50 th St
Chicago Ave.	I-94 to 56 th St.
Franklin Ave.	Clinton to Hennepin Ave.
Nicollet Ave.	Lake St. to city boundary
E. Lake Street	36 th Ave east to Mississippi River
W. Lake Street	Abbott Ave No. West to city boundary
34 th Ave	45 th St to Hwy 62
Excelsior Blvd	City boundary to W. 32 nd St
Lyndale Ave.	Lake St. to city boundary
Hennepin Ave.	Lake St to 36 th Street
44 th St. West	City boundary to Upton Ave. So.
38 th St.	King’s Highway (Dupont Ave) Ave. To West River Parkway
50 th St.	City boundary to I-35W
54 th St W /Diamond Lake Rd.	Penn Ave to I-35W
Penn Ave. So.	50 th St. to city boundary
Cedar Lake Rd.	Penn Ave. To Glenwood Ave.

9.27 Minneapolis will coordinate land use and transportation planning on designated Community Corridors through attention to the mix and intensity of land uses, the pedestrian character and residential livability of the streets, and the type of transit service provided on these streets.

Implementation Steps

Designate a network of community corridors. (See criteria above.)

Strengthen the residential character of community corridors by developing appropriate housing types that represent variety and a range of affordability levels.

Promote more intensive residential development along these corridors where appropriate.

Require that street design for these corridors preserves and enhances the strong residential character and pedestrian orientation of these streets while maintaining the street's capacity to carry current volumes of traffic.

Discourage conversion of residential uses to commercial uses, but encourage the development of mixed-use residential dwelling units in commercial buildings where appropriate.

Support the continued presence of small-scale retail sales and commercial services along Community Corridors.

Ensure that commercial uses do not negatively impact nearby residential areas.

Prioritize transit advantages to community corridor streets, and encourage the routing of express transit service to these streets wherever possible.

commercial corridors

See Chapter 4, Marketplaces: Neighborhoods for additional policy discussion.

Commercial Corridors are designated on the Land Use Policy Map. They are characterized by the following features:

- Streets have high traffic volumes, with a minimum of 10,000 Average Annual Daily Traffic (AADT) and ranging up to a 20,000 AADT count.
- Streets have a mix of uses, with commercial uses dominating. The commercial element typically includes some automobile-services and/or drive-through facilities. Light industrial uses may also be found along these streets. Low density residential is uncommon.
- A mix of uses commonly occurs within some of the structures.
- Buildings that front onto commercial corridors generally retain a traditional urban form in their siting, massing and relationship to the street. (See box on traditional urban form.)

Street	Designated Area
Lyndale Ave. No.	42 nd Ave. N. to 49 th Ave. N.
West Broadway	Mississippi River to 26th Ave. N.
Central Avenue	18 th Ave NE to 29th Avenue N.E.
E. Hennepin Avenue	Mississippi River to 6th Street S.E.
Franklin Avenue	Mississippi River to I-35W
Lake Street	36 th Ave S., west to Abbott Ave So

Excelsior Blvd	32 nd St to Lake Street
Lagoon Ave	Dupont Avenue to Humboldt Ave
Nicollet Avenue	I-94 to Lake Street
Lyndale Avenue	Franklin to Lake Street
Hennepin Avenue	Franklin to Lake Street

9.28 Minneapolis will support development in Commercial Corridors where it enhances the street's character, improves its ability to accommodate automobile traffic and foster pedestrian movement, and expands the range of goods and services offered.

Implementation Steps

Designate a network of commercial corridors. (See criteria above.)

Support a mix of uses on commercial corridors--such as retail sales, office, institutional, higher density residential, and clean low-impact light industrial--where compatible with the existing and desired character of the street.

Ensure that commercial uses do not negatively impact nearby residential areas.

Regulate impacts of commercial uses, and in some cases prevent some uses from locating on designated Commercial Corridors, due to their adverse impacts on the viability of nearby residential areas.

Develop plans for the City's major commercial corridors that articulate the desired character of the street.

Develop parking facilities and management strategies that balance the following goals: improved customer access, protection of sidewalk traffic; reduced visual impacts and shared use of parking facilities.

Ensure that parking structures and surface lots conform to identified design principles. (See box on traditional urban form.)

Reduce the impact of non-residential uses on neighboring residential areas by considering appropriate access, buffering between incompatible uses and regulating hours of operation.

Require that street design for these commercial corridor streets provide automobile access and parking in keeping with traditional urban form.

Require that street designs provide high quality access to commercial corridors for pedestrians and cyclists, as well as facilitate transit service and through passage of traffic.

Neighborhood Commercial Nodes

See Chapter 4, Marketplaces: Neighborhoods for additional policy discussion.

Neighborhood Commercial Nodes are designated on the Land Use Policy Map. They are characterized by the following features:

- Nodes provide at least three retail or service uses to residents of surrounding neighborhoods.
- Nodes are oriented to pedestrian traffic, with few automobile-oriented uses.
- Nodes generally have between 10,000 to 100,000 square feet of retail or service floor area.
- Nodes generally have a trade market area ranging from 2,000 to 12,000 people.
- Nodes generally appear at the intersections of community corridors.

- Commercial uses at nodes are typically focused close to a single intersection. However, the nodes can be more dispersed or cover more territory.
- Nodes generally have a historical commercial function and form.
- At nodes, a mix of uses can occur within structures and on a lot by lot basis (vertical and horizontal mixed use).

TABLE 9.3 Neighborhood Commercial Nodes
42 nd St. No. And Fremont Ave. No. (44 th and Humboldt)
44 th St. and Penn Ave. No.
46 th St. and Lyndale Ave. No.
Camden (41 st /42 nd St. No. and Lyndale Ave. No.)
Lowry Ave. And Penn Ave. No.
Lowry Ave. And Emerson Ave. No.
Lowry Ave. And Lyndale Ave. No.
Plymouth Ave. and Penn/Oliver Ave. No.
West Broadway and Penn Ave. No.
Glenwood Ave. and Cedar Lake Road
Penn Ave. So. And Cedar Lake Road
13 th Ave. NE/Broadway/University Ave
Como Ave. and 16 th Ave. SE
29 th Ave. NE and Johnson St. NE
22 nd Ave. NE and Johnson St. NE
University Ave. and Bedford St. SE
Bloomington Ave. And 25 th St. East.
Bloomington Ave. And 35 th St. East
38 th St. and 42 nd Ave. So.
38 th St. and Minnehaha Ave. So.
38 th St. and 23 rd Ave. So.
38 th St. and Cedar Ave. So.
38 th St. and Bloomington Ave.
38 th St. and Chicago Ave. So.
38 th St. and 4 th Ave. So.
42 nd St. and Bloomington Ave. So.
42 nd St. and Cedar Ave. So.
50 th St. East and 34 th Ave. So.
Cedar Ave. So. and Minnehaha Parkway
48 th St. and Chicago Ave. So.
56 th St. and Chicago Ave. So.
36 th St. and Bryant Ave. So.
38 th St. and Nicollet Ave. So.
43 rd St and Nicollet Ave. So.
46 th St and Nicollet Ave. So.
46 th St. and Bryant Ave. So.
50 th St. and Bryant Ave. So.
50 th St. and Penn Ave. So.
50 th St. and Xerxes Ave. So.
54 th St and Penn Ave. So.
54 th St. and Lyndale Ave. So.
Nicollet Ave and Diamond Lake Rd.
60 th St. and Nicollet Ave. So.
Linden Hills (Sheridan Ave. So. and 43 rd St ^W .)
Morningside (44 th St. W. and France Ave. So.)

9.29 Minneapolis will identify Neighborhood Commercial Nodes that provide a shopping environment of small-scale retail sales and commercial services and are compatible with adjacent residential areas.

Implementation Steps

Designate a set of Neighborhood Commercial Nodes.

Support the continued presence of small-scale retail sales and commercial services in Neighborhood Commercial Nodes.

Direct other uses that act as neighborhood focal points (institutional, cultural or social) to locate at Neighborhood Commercial Nodes.

Restrict auto-oriented, industrial or manufacturing activities that generate significant vehicular traffic, noise or air-borne impacts on residential neighbors.

Promote medium density residential development around Neighborhood Commercial Nodes (see also Community Corridors policy in this chapter).

Limit the territorial expansion of Neighborhood Commercial Nodes, but encourage rehabilitation and reinvestment in existing buildings.

Ensure that commercial uses do not negatively impact nearby residential areas.

Facilitate the redevelopment of underutilized commercial areas and promote their reuse as infill development, such as office or housing, while maintaining neighborhood compatibility.

Promote traditional urban form in terms of building siting and massing when undertaking new development in Neighborhood Commercial Nodes. (See discussion of traditional urban form in Chapter 9.)

Preserve traditional commercial storefronts at Neighborhood Commercial Nodes wherever possible.

Develop parking facilities and management strategies that balance the following goals: improved customer access, protection of sidewalk traffic; reduced visual impacts, mitigated impacts on neighboring uses and shared use of parking facilities.

Promote transit stops and bicycle parking and storage in Neighborhood Commercial Nodes.

Encourage the development of mixed residential, office, institutional and, where appropriate, small-scale retail sales and services to serve as transitions between Auto-oriented Shopping Centers and neighboring residential areas.

Ensure the provision of high quality transit, bicycle and pedestrian access to Auto-oriented Shopping Centers.

Encourage high quality design which includes ample public green or open space.

Require adequate buffers between Auto-oriented Shopping Centers and other uses that would otherwise be negatively impacted by automobile traffic.

Auto Oriented Shopping Centers

See Chapter 4, Marketplaces: Neighborhoods for additional policy discussion.

Auto oriented Shopping Centers are designated on the Land Use Policy Map. They are characterized by the following features:

- Areas have more than 100,000 square feet of total retail floor space, and have at least one major chain of grocery or household goods retail, with a large area of surface parking.
- Areas have convenient and direct access to a major road (CSAH or state-aid highway), which is directly connected to the regional road network.

Name	Designated Area
The Quarry	135W and Johnson Street N.E. (Northeast Minneapolis)
West Broadway Ave	W. Broadway and Lyndale Ave North (North Minneapolis)

9.30 Minneapolis will support a limited number of Auto-Oriented Shopping Centers, while promoting their compatibility with the surrounding area and their accessibility to bus, bicycle and foot traffic.

Implementation Steps

Designate Auto-oriented Commercial Centers as listed with the adoption of this Plan.

Restrict the number of Auto-oriented Shopping Centers to the two that have been designated.

Direct Auto-oriented Shopping Centers to locate along major arterial streets that have immediate freeway access.

Minimize impacts on nearby uses through careful planning and design.

Activity Centers

See Chapter 4, Marketplaces: Neighborhoods for additional policy discussion.

Activity Centers are designated on the Land Use Policy Map. They are characterized by the following features:

- Activity Centers generally have a diversity of uses that draw traffic from citywide and regional destinations, but do not generally support automobile uses.
- Activity Centers are complimented by medium and high density residential uses, and also accommodate retail and commercial services, entertainment uses, educational campuses, or other large-scale cultural or public facilities.
- Activity Centers have a traditional urban form (building siting and massing).
- Activity Centers have a significant pedestrian and transit orientation, as service and features of these areas are already good.
- Activity Centers have uses that are active all day long and into the evening.
- A mix of uses occurs within structures and within the larger boundaries of Activity Centers.
- Activity Centers have a unique urban character that distinguishes them from other commercial areas because of the mix and complementary type of uses as well as the traffic the area generates.

Central Ave. N.E. and Lowry Ave.
East Hennepin (E. Hennepin and Main Street)
Dinkytown (University Ave. S.E. and 14 th Ave S.E.)
Stadium Village (Washington Ave and Oak Street S.E.)
Cedar Riverside (includes 7 Corners)
Uptown (Hennepin Ave and W. Lake St)
Lyn-Lake (Lyndale Ave So. And W. Lake St)
W. 50 th Street and France Ave So.
Warehouse District (Downtown)
East 26 th Street & Nicollet Avenue

9.31 Minneapolis will identify and support Activity Centers by preserving the mix and intensity of land uses and enhancing the design features of each area that give it a unique and urban character.

Implementation Steps

Designate Activity Centers according to criteria outlined above.

Develop a master plan for each designated Activity Center that a) establishes boundaries for these areas; b) addresses the identity, role and design features of the Center; c) gives guidance to the mix of land uses, scale and size of development in these areas and d) identifies transportation and circulation needs for each area.

Ensure that land use regulations support diverse commercial and residential development types that generate activity all day long and into the evening.

Promote the incorporation of residential uses within the same structure as other commercial uses.

Preserve traditional urban form in buildings where it currently exists, and encourage new development to relate to traditional siting and massing, where it is already established. (See description of traditional urban form in Chapter 9, City Form.)

Discourage automobile services and drive through facilities from locating in these designated areas.

Develop parking facilities and management strategies that accommodate high customer demand, promote shared facilities and minimize visual impact and adverse effects on pedestrian and sidewalk traffic.

Ensure that regulations balance the transition between high traffic land uses and adjoining residential areas,

Require that buildings incorporate a pedestrian orientation at the street edge.

Apply street design criteria that incorporate a pedestrian orientation and accommodate a variety of traffic (pedestrian, cyclist, transit, and automobile).

Major Housing Sites

See Chapter 4, Marketplaces: Neighborhoods for additional policy discussion.

Major Housing Sites are identified by the following criteria:

- Proximity to amenities such as premium transit service, natural (ecological) features, pedestrian-friendly, walkable environments, cultural or public facilities (e.g. museums, theatres, schools, libraries and parks.)
- Ability to accommodate medium to high density housing types
- Designation in The Minneapolis Plan

Location	Minimum Criteria for Designation	Low Growth	High Growth	Strong Growth
Humboldt Greenway	Available land Interest in re-development at higher density housing type/ Diversity.	600	600	600
Upper River	as above	200	500	700
Central/ Lowry	as above	200	500	700
East Lake St.	as above	200	500	700
Hiawatha/ Minnehaha Corridor	as above	500	700	1,000
Midtown Greenway Corridor	as above	1,680	1,800	2,500
Sumner Glenwood	as above	-700	200	500

9.32 Minneapolis will promote housing development that supports a variety of housing types at designated Major Housing Sites throughout the city.

Implementation Steps

Develop a citywide Housing Strategy for placing medium (10-30 units per acre) to high-density (30+units per acre) new housing on major transportation and transit corridors and near commercial revitalization projects or neighborhood amenities (e.g. sites such as Growth Centers, Major Housing Sites, Commercial Corridors)

Protect Major Housing Sites for medium (10-30 units per acre) to high (30+units per acre) density residential development from development proposals which exclude housing through land use controls, redevelopment plans and other available means.

Designate Major Housing Sites as listed with the adoption of this Plan.

Concentrate new housing developments in close proximity to amenities or in locations where value will be sustained over time.

Promote the development of new housing that is compatible with existing development in the area, as well as to existing historic or older housing stock where appropriate.

Provide the flexibility in the City's ordinances to accommodate new housing development tailored to meet a range of different housing submarkets.

Industrial/Business Park Opportunity Areas

See Chapter 2, The Market in the City for additional policy discussion.

Industrial/Business Park Opportunity Areas are identified by the following criteria:

- Immediate access to regional freeway network
- Restricted residential land use presence within immediate adjoining parcels of Industrial/ Business Park Opportunity Areas
- Location preference to higher job density, light industrial uses

Southeast Minneapolis Industrial Area SEMI Refined Master Plan See Chapter 12 for overview of policy guidance and detailed land use maps
North Washington Industrial Park/ Jobs Park
Upper River
Mid City Industrial Area
Shoreham Yards/Columbia Park*
Humboldt Yards/Hennepin Community Works*
Hiawatha Corridor (including Seward Industrial Park)*
* component of Potential Growth Center
Source: The Minneapolis Plan, Land Use Policy Map

9.33 Minneapolis will support the existing economic base by providing adequate land and infrastructure to make city sites attractive to businesses willing to invest in high job density, low impact, light industrial activity.

Implementation Steps

Identify appropriate areas for the retention and expansion of existing industry and the development of new industry in specific Industrial/Business Park Opportunity Areas.

Promote light industrial uses as the preferred use of industrial land, but discourage warehouse or distribution uses in areas where truck traffic will negatively impact residential neighborhoods.

Continue to protect a healthy physical environment that is attractive for private investment and compatible with neighborhoods.

Allow for a limited amount of heavy industrial uses where appropriate, but minimize negative impacts on their surroundings.

Relocate conflicting heavy industrial uses from impacted areas as more appropriate sites in the city or the region become available.

Existing Growth Centers

See Chapter 3, Growth Centers for additional policy discussion.

Existing Growth Centers are identified by the following criteria; see accompanying chart for further details and designation list:

- Variety in land use types, including mixed-use within structures as well as district-wide mixed uses.
- Range of intensity of uses: density thresholds for jobs, total area and housing development to receive designation

9.34 Minneapolis will designate and develop selected Growth Centers which will be well served by transit and alternative transportation, have superior amenities, accommodate a range of housing needs and offer attractive employment opportunities.

Implementation Step:

Designate downtown Minneapolis, the University of Minnesota area and the Wells Fargo/Hospitals area as "Existing Growth Centers" with the adoption of this Plan.

Develop area-wide Growth Center Plans for Existing Growth Centers to determine the amount, location and relationships among housing, commercial and institutional land uses.

Potential Growth Centers

See Chapter 3, Growth Centers for additional policy discussion.

Potential Growth Centers are identified by approval of this candidate list. Priority must be assigned to feasibility studies for each designated Potential Growth Center; see accompanying chart for further details and designation list.

	<i>Tier 1</i>	<i>Tier 2</i>	<i>Tier 3</i>
Mid-City		✓	
Shoreham Yards/ Columbia Park		✓	
Humboldt Yards/ Hennepin Community Works			✓
Lyndale Gateway			✓
VA Hospital/Airport			✓

9.35 Minneapolis will establish priorities in the designation of future Growth Centers from the list of Potential Growth Centers in order to guide future changes in land use and development.

Implementation Steps

Designate candidates for future Growth Centers as Potential Growth Centers with the adoption of this Plan.

Convene area-specific master planning efforts to guide future development of Potential Growth Centers; upon adoption of a plan by City Council, an area would be designated a Growth Center.

Provide for the flexibility to designate these Growth Centers within the city's ordinances.

Provide good regional and intra-city transit access to meet commuter needs.

Design development of a form and intensity which utilizes land efficiently and maximizes the advantages of mixed land uses that incorporate the character of the surrounding area.

Recognize the important role of place making in creating identifiable places with well-used attractive amenities such as open space, natural features, entertainment, public institutions and successful identities.

Transit Station Areas (TSA)

See Chapter 4, Marketplaces: Neighborhoods for additional policy discussion.

Characteristics of TSAs

Transit Station Areas (TSAs) are designated on the Land Use Policy Map. The Minneapolis Plan does not delineate the precise geographic extent of these policy areas. The following general characteristics should be used to guide policy application and implementation steps in these areas:

- TSAs will be the subject of established master plans that identify and/or prioritize areas for change (and preservation), as well as specific goals and objectives for redevelopment, public infrastructure, density and urban design.
- TSAs are areas approximately one-half mile in radius from transit stations, reflecting an understanding that most walking trips to and from transit stations are ten minutes or less in duration. Density, urban design, and public infrastructure is, therefore, especially critical in these areas. The actual size of this area is influenced by directness of routes, physical barriers, and the potential for those barriers to be bridged.
- Potential TSA densities and/or redevelopment opportunities are generally highest within 1/4 mile of the transit station, but are also dependent upon factors such as existing neighborhood character and land cost and availability.
- TSA development is designed with the pedestrian, bicyclist, and/or transit user in mind.
- TSA development serves individuals who are more likely to use transit (e.g., residents of multi-family housing and office and retail workers)
- TSA development includes small-scale retail services that are neighborhood in scale and from which pedestrians, bicyclists, and/or transit riders are likely to benefit (e.g., coffee shop, day care, dry cleaners, small-scale grocery, flower shop)

<i>Hiawatha LRT</i>
• Cedar/Riverside
• Franklin Avenue
• Lake Street/Midtown
• 38 th Street
• 46 th Street
• 50 th Street/Minnehaha Park

9.36 Minneapolis will encourage both a density and mix of land uses in TSAs that both support ridership for transit as well as benefit from its users.

Implementation Steps

Explore and pursue opportunities to integrate development with transit stations.

Concentrate highest densities and mixed-use development nearest the transit station and/or along Commercial Corridors, Community Corridors and/or streets served by local bus transit.

Ensure that new development density is well integrated with existing neighborhood character through transitions in scale and attention to design.

Support the development of new housing types in the TSA, including townhomes, mansion apartments, garden apartments, granny flats/carriage houses, and multi-family residential buildings.

Support and encourage small-scale, pedestrian-oriented services and retail uses to locate near stations and within mixed-use buildings to serve transit riders and the immediate neighborhood (e.g., day care centers, cafés, dry cleaners, convenience grocery, etc.).

Recruit land uses that value convenient access to downtown Minneapolis or other institutional or employment centers that are well served by transit.

Discourage automobile services and drive-through facilities from locating or expanding in these designated areas.

9.37 Minneapolis will require design standards for TSAs that are oriented to the pedestrian and bicyclist and that enforce traditional urban form.

Implementation Steps

Ensure that TSA building and site design is oriented to the pedestrian (e.g., reinforcing street walls, anchoring street corners, creating semi-public outdoor spaces, creating visual interest, providing adequate fenestration, and ensuring that principal building entrances open onto public sidewalks).

Preserve traditional urban form where it currently exists within TSAs, and encourage new development to relate to this context. (See description of traditional urban form in *Chapter 9, City Form*)

Work in partnership with neighborhoods and businesses to enhance the safety and aesthetics of TSA streets and sidewalks through installation of streetscape elements (e.g., lighting, trees, and street furniture).

Ensure that new development and renovation of existing structures adhere to the principles of Crime Prevention Through Environmental Design (CPTED) (See description of building form and context in *Chapter 9, City Form*.)

Ensure that TSA development is well integrated into the surrounding neighborhoods through attention to building design, landscaping, and transitions in density and land use.

9.38 Minneapolis will provide direct connections to transit stations for pedestrians, bicyclists, and bus riders.

Implementation Steps

Design streets, sidewalks, and other public infrastructure to prioritize pedestrian, bus and bicycle access to transit stations (e.g., create wider sidewalks; construct pedestrian bridges, tunnels, and plazas; add bicycle lanes and parking; create bus lanes, pull-outs, and waiting facilities.)

Work with transit service providers to ensure that bus connections to transit stations are safe, attractive and easy to use (e.g., establish appropriate signage and waiting facilities on important connecting local bus routes)

Enhance pedestrian connections to stations where walking environments are unsafe or uninviting (e.g., buffering pedestrians from traffic, reducing intersection crossing distances, installing traffic control devices, limiting the size and number of curb cuts, improving streetscapes including lighting and landscaping, installing public art, etc.)

Mitigate physical barriers that prevent easy access for pedestrians to the stations (e.g., bridging highways or high-volume roadways, creating safe pedestrian underpasses, acquiring new public rights-of-way and passages, etc.)

Enhance pedestrian connections and wayfinding from neighborhoods with high concentrations of transit users.

Work in partnership with neighborhoods and businesses to ensure that primary pedestrian and bicycle routes are well maintained, free of obstacles, and cleared of snow and litter.

Establish working relationships with institutions, large employers, and/or landowners to encourage transit use and improve wayfinding to/from transit.

9.39 Minneapolis recognizes that parking is a necessary part of the urban environment, but will limit the amount, location, and design of parking in TSAs in order to encourage and support walking, bicycling, and transit use.

Implementation Steps

Establish upper limits on the amount of off-street parking so that walking, bicycling and transit use are not discouraged.

Allow reductions in minimum off-street parking requirements.

Support shared use of parking by commercial uses with different peak periods of parking demand.

Restrict the location of off-street parking for new development to the side or rear of buildings, so that there are direct connections between the public sidewalk and the principal entrances of buildings.

Limit the amount of street frontage for new off-street parking lots and require landscaping between parking lots and public sidewalks.

Provide density bonuses for land uses that provide parking underground or within structures.

Use parking meters and other parking management practices to ensure an adequate supply and turnover of on-street parking for commercial activities.

Discourage long-term on-street parking by non-residents.

Work in partnership with the Metropolitan Council to evaluate and address the impact of automobile traffic and parking generated by the presence of transit stations.

Limit parking facilities in neighborhoods that are exclusively for the use of transit riders.

Work in partnership with other entities to identify opportunities for shared parking facilities to strategically support the development within TSAs.

putting it together

Great cities are shaped by a series of actions visited upon them by each consecutive generation of residents. Today's residents have

inherited a city of tree-lined residential streets lined with charming and architecturally interesting buildings, beautiful urban parks and a vibrant healthy downtown core offering unique work and entertainment opportunities. Our open spaces link us to the river and the lakes, and allow residents to gather in the familiar surroundings of parks and schools close to home. The city must continue to grow in the next decades, adding people, houses, jobs, services, open spaces and other public infrastructure. Growing "smart" as a city and striving to build high quality developments in the most appropriate locations also encourages us to grow beautifully.

Some of the city's features are significantly shaped by external forces, such as the regional economy's influence on downtown Minneapolis. Other elements, such as the design of infill housing in residential neighborhoods, are shaped primarily by the interests and involvement of people at the community level. Different building forms are appropriate in different environments, given the scope of the activities taking place within a set of buildings and the impact it has on neighbors. Building a livable community for the future relies on the ability of planners and developers to match the scale of a specific structure to the appropriate environment.

Making the city's form fit residents' interests requires a concerted effort from both the public and private sectors. The city is a unique place in which to live, work and play, and our shared objective is to maintain its special features while supporting continued economic growth and prosperity for all its citizens.

TABLE 9.10
Growth Center Targets, Job Generation Component

		Additional Jobs (net new employment)			
		Minimum Criteria for Designation	Low Growth (Metropolitan Council)	High Growth (City Estimates)*	Strong Growth*
Existing Growth Centers: Job Generation					
Tier 1 Downtown	Housing, businesses, amenities, transit • 1,000 acres in size • total jobs: 140,000 • minimum employment density: 100 jobs/acre.	44,000	50,000		
Tier 2 University of Minnesota/SEMI Area SEMI Refined Master Plan See Chapter 12 for overview of policy guidance and detailed land use maps	Housing, businesses, amenities, transit • 500 acres in size • total jobs: 27,000 • minimum employment density: 85 jobs/acre.	7,000	10,000		
Tier 3 Wells Fargo/Hospitals Area	Housing, businesses, amenities, transit • 300 acres in size • total jobs: 10,000 • minimum employment density: 60 jobs/acre.	2,000	5,000		
Potential Tier 2 Growth Centers: Job Generation					
Mid-City		350	2,500		
Shoreham Yards/ Columbia Park	Meets designation criteria for job density and job creation potential.	10	2,500		
Potential Tier 3 Growth Centers: Job Generation					
Humboldt Yards/Hennepin Community Works	Meets designation criteria for job density and job creation potential.	300	500		
Lyndale Gateway		100	500		
VA Hospital/Airport		0	500		

*Note: High growth estimates are based on City projections without the designation of an area as a Growth Center. Upon detailed study and designation by City Council of a Growth Center, a Strong Growth projection would be made.

TABLE 9.11
Growth Center Targets, Housing Development Component

		New Housing Units			
		Minimum Criteria for Designation	Low Growth	High Growth*	Strong Growth*
Existing GrowthCenters					
Downtown Minneapolis	Housing type and density range.	3,500	5,000		
University of Minnesota/SEMI Area SEMI Refined Master Plan See Chapter 12 for overview of policy guidance and detailed land use maps	Housing type and density range.	750	2,000		
Wells Fargo/Hospitals Area	Housing type and density range.	200	500		
Potential Tier 2 Growth Centers: Housing Development					
Mid-City	Meets designation criteria for housing type and density range.	0	500		
Shoreham Yards/ Columbia Park		0	500		
Potential Tier 3 Growth Centers: Housing Development					
VA Hospital/Airport	Meets designation criteria for housing type.	360	700		
Lyndale Gateway		360	700		
Humboldt Yards/ Hennepin Community Works		600	600		

*Note: High growth estimates are based on City projections without the designation of an area as a Growth Center. Upon detailed study and designation by City Council of a Growth Center, a Strong Growth projection would be made.

City of Minneapolis

Connectors and Open Spaces North Sector Map 9.1

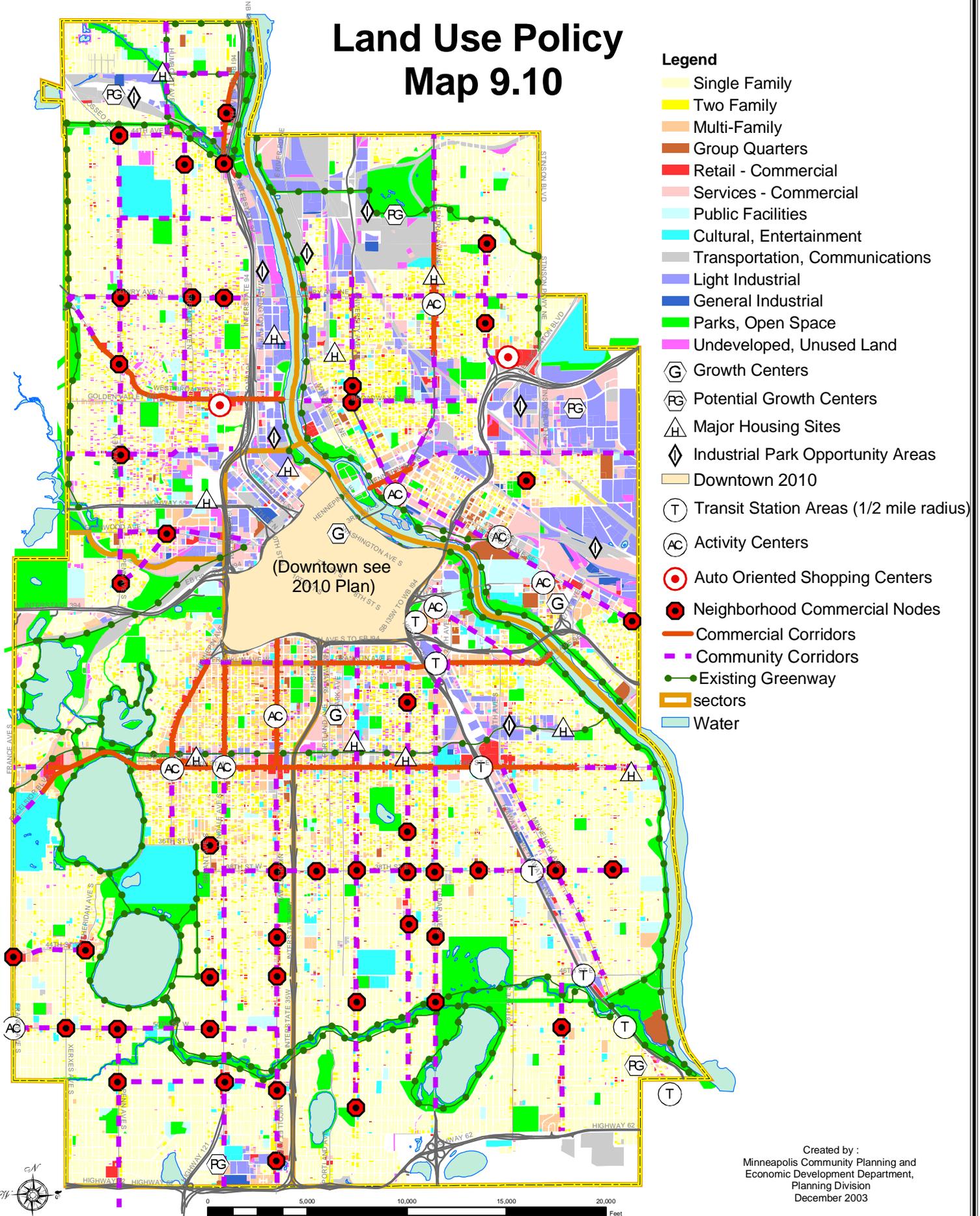


Legend

- Existing Greenway
- Potential Greenway
- Potential Land Bridge
- Potential Regional Transit Stop
- Cemetery
- Parks
- Water

City of Minneapolis

Land Use Policy Map 9.10

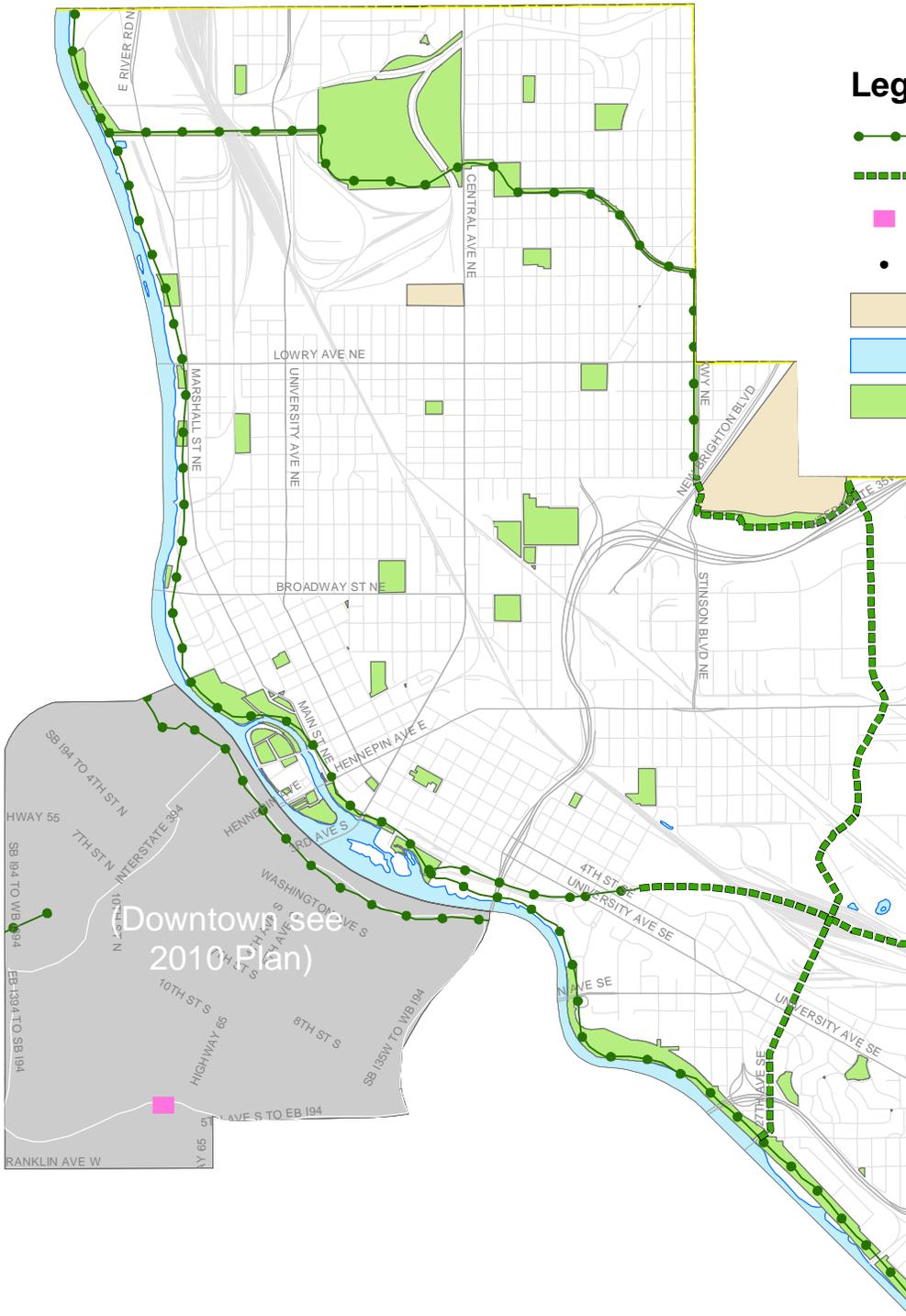


City of Minneapolis

Connectors and Open Spaces

Northeast and Southeast Sectors

Map 9.2



Legend

- Existing Greenway
- - - Potential Greenway
- Potential Land Bridge
- Potential Regional Transit Stop
- Cemetery
- Water
- Parks



City of Minneapolis

Connectors and Open Spaces

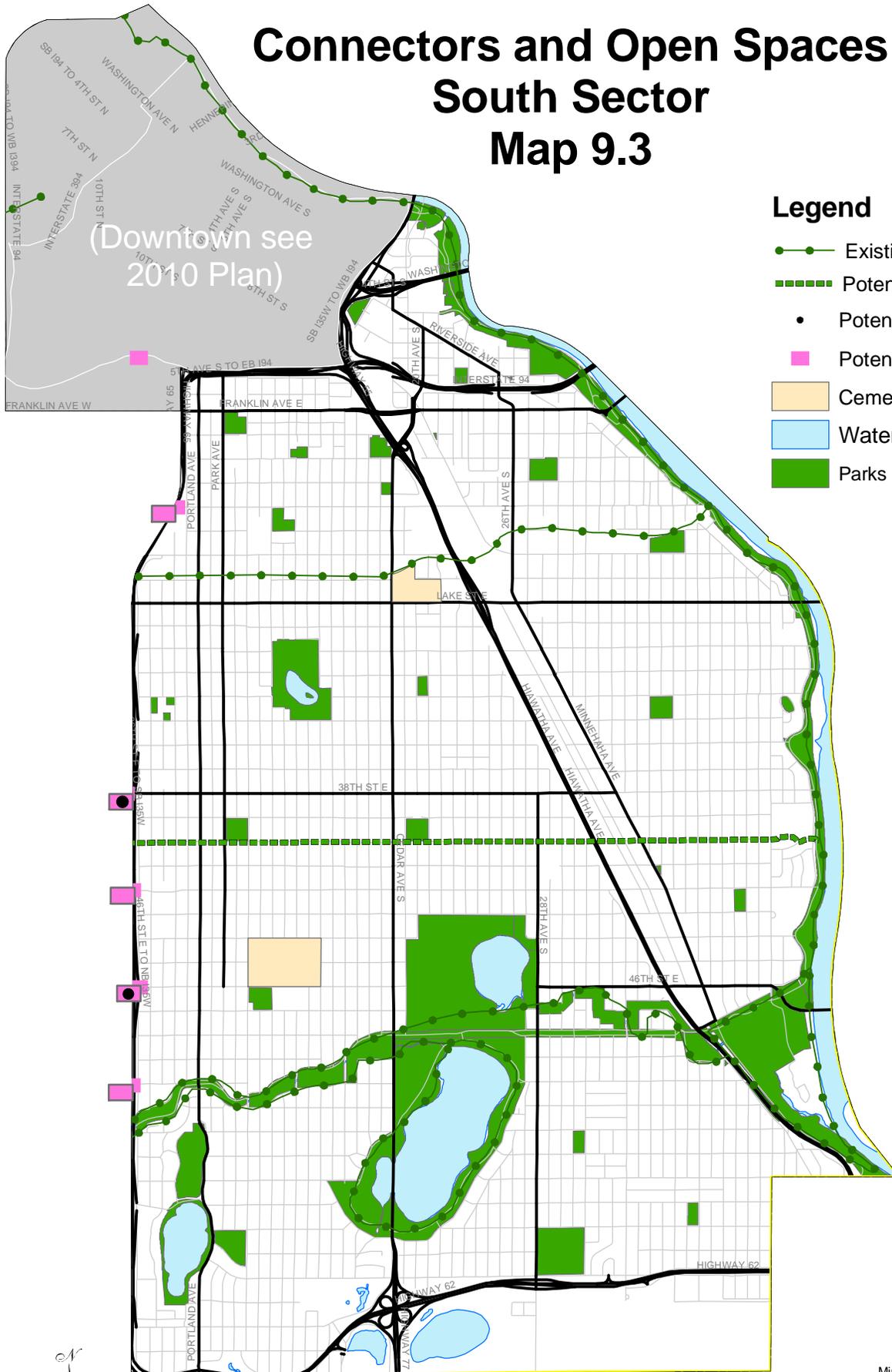
South Sector

Map 9.3

(Downtown see 2010 Plan)

Legend

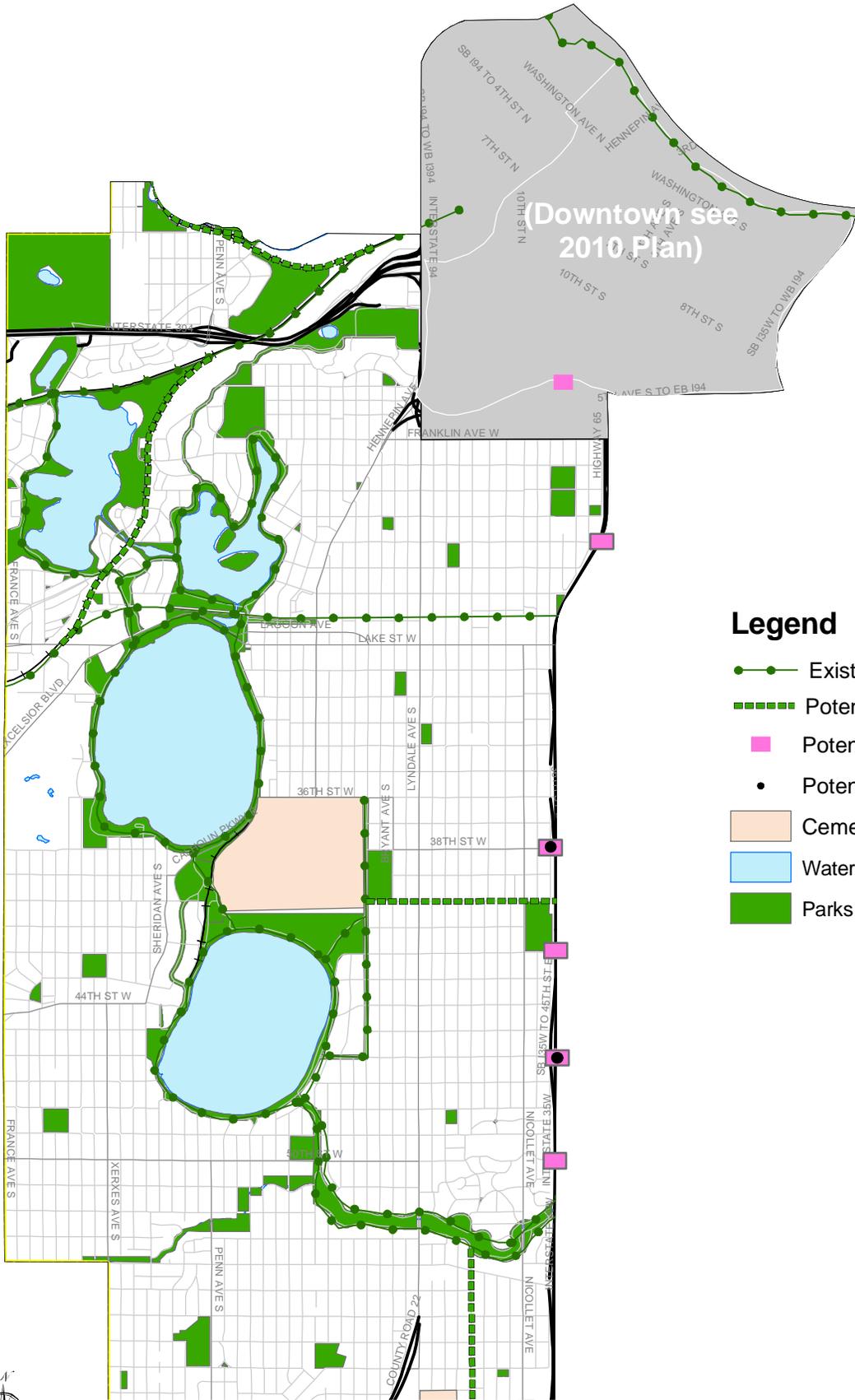
-  Existing Greenway
-  Potential Greenway
-  Potential Regional Transit Stop
-  Potential Land Bridge
-  Cemetery
-  Water
-  Parks



City of Minneapolis

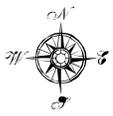
Connectors and Open Spaces

Southwest Sector Map 9.4



Legend

- Existing Greenway
- - - Potential Greenway
- Potential Land Bridge
- Potential Regional Transit Stop
- Cemetery
- Water
- Parks

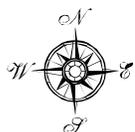
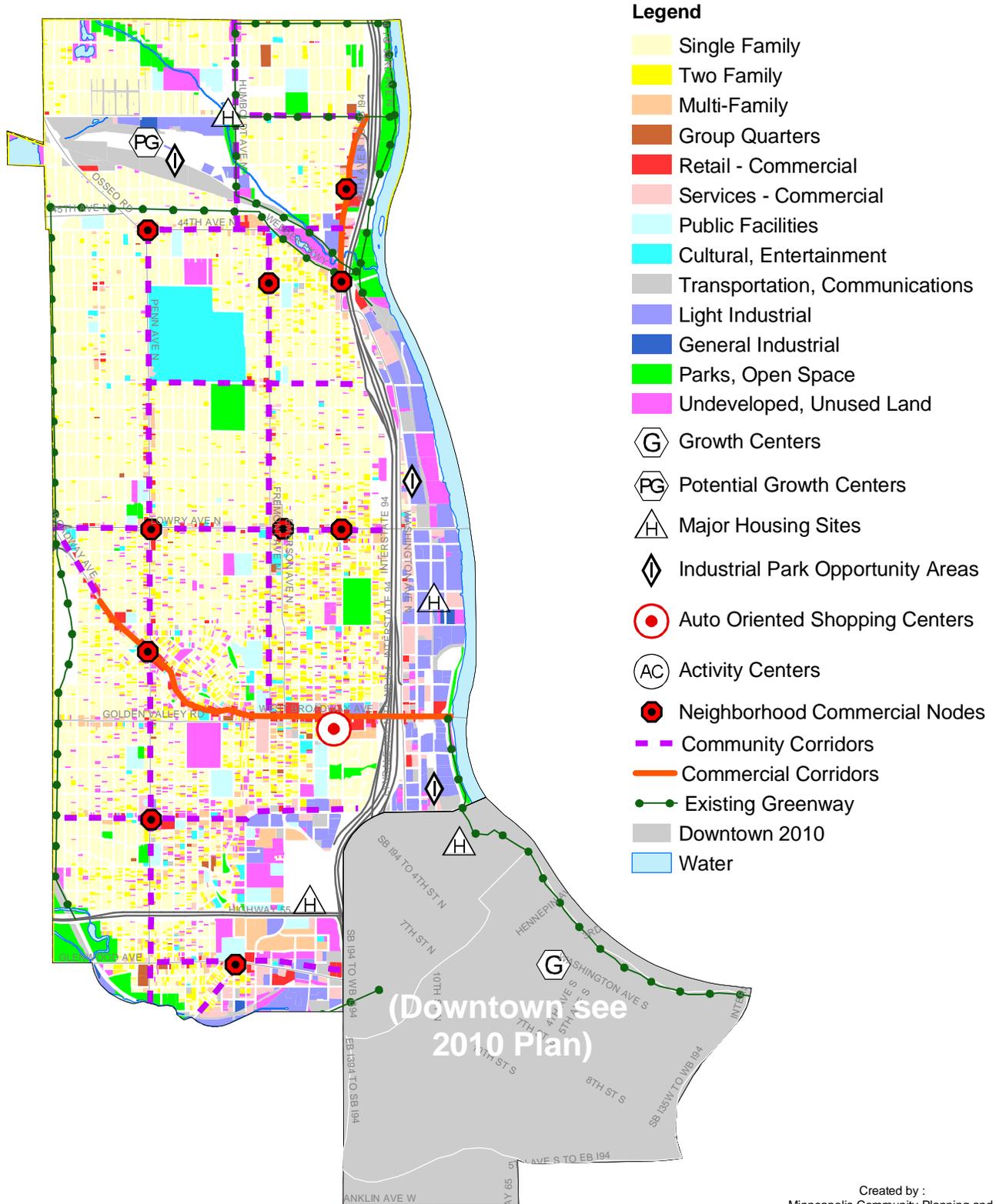


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 Economic Development Department,
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 December 2003

City of Minneapolis

Land Use Policy North Sector

Map 9.6

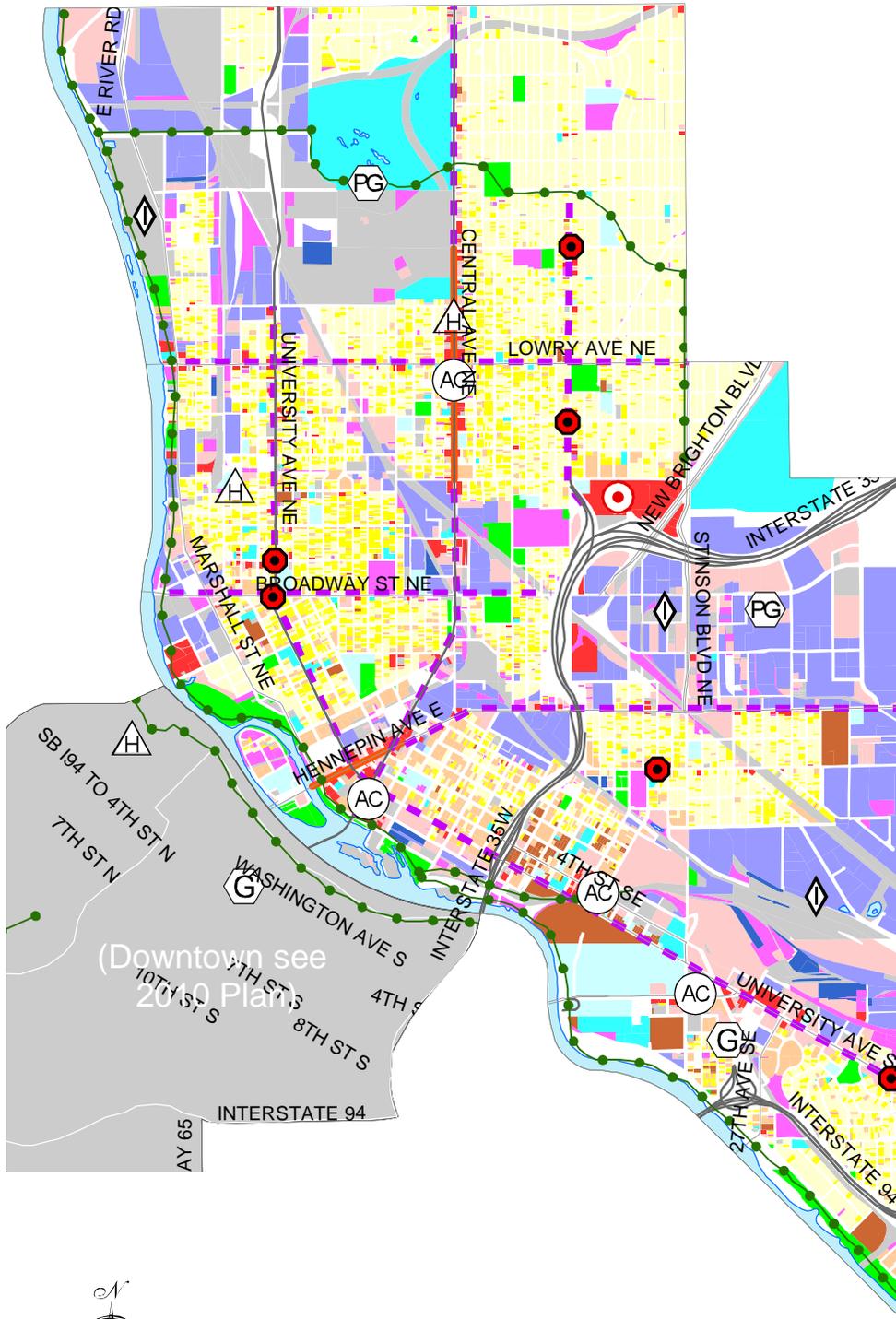


City of Minneapolis

Land Use Policy

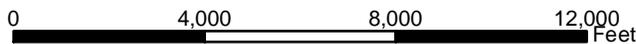
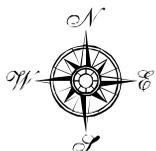
Northeast and Southeast Sectors

Map 9.7



Legend

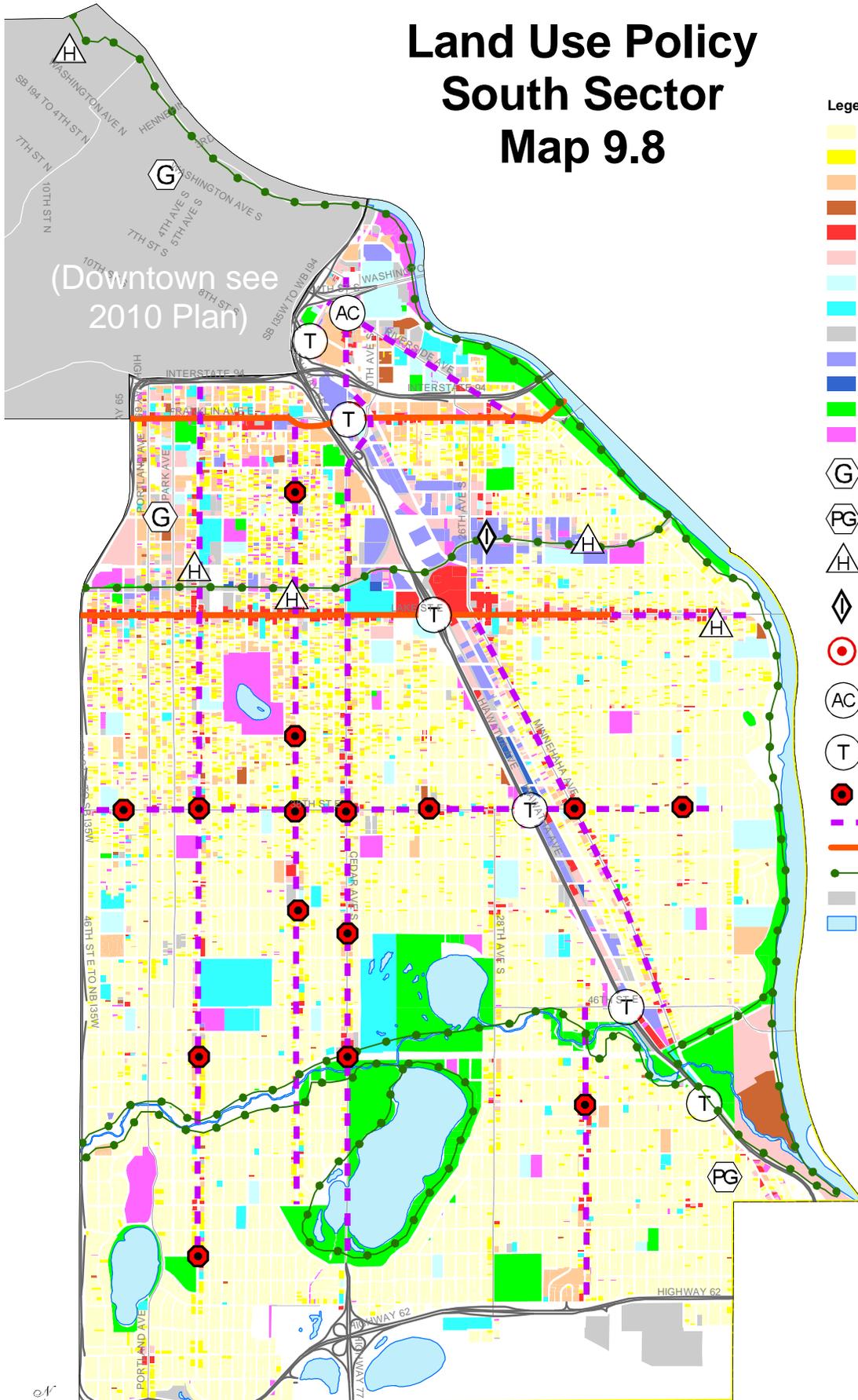
- Single Family
- Two Family
- Multi-Family
- Group Quarters
- Retail - Commercial
- Services - Commercial
- Public Facilities
- Cultural, Entertainment
- Transportation, Communications
- Light Industrial
- General Industrial
- Parks, Open Space
- Undeveloped, Unused Land
- G Growth Centers
- PG Potential Growth Centers
- H Major Housing Sites
- Industrial Park Opportunity Areas
- Auto Oriented Shopping Centers
- AC Activity Centers
- Neighborhood Commercial Nodes
- Community Corridors
- Commercial Corridors
- Existing Greenway
- Downtown 2010
- Water



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City of Minneapolis

Land Use Policy South Sector Map 9.8



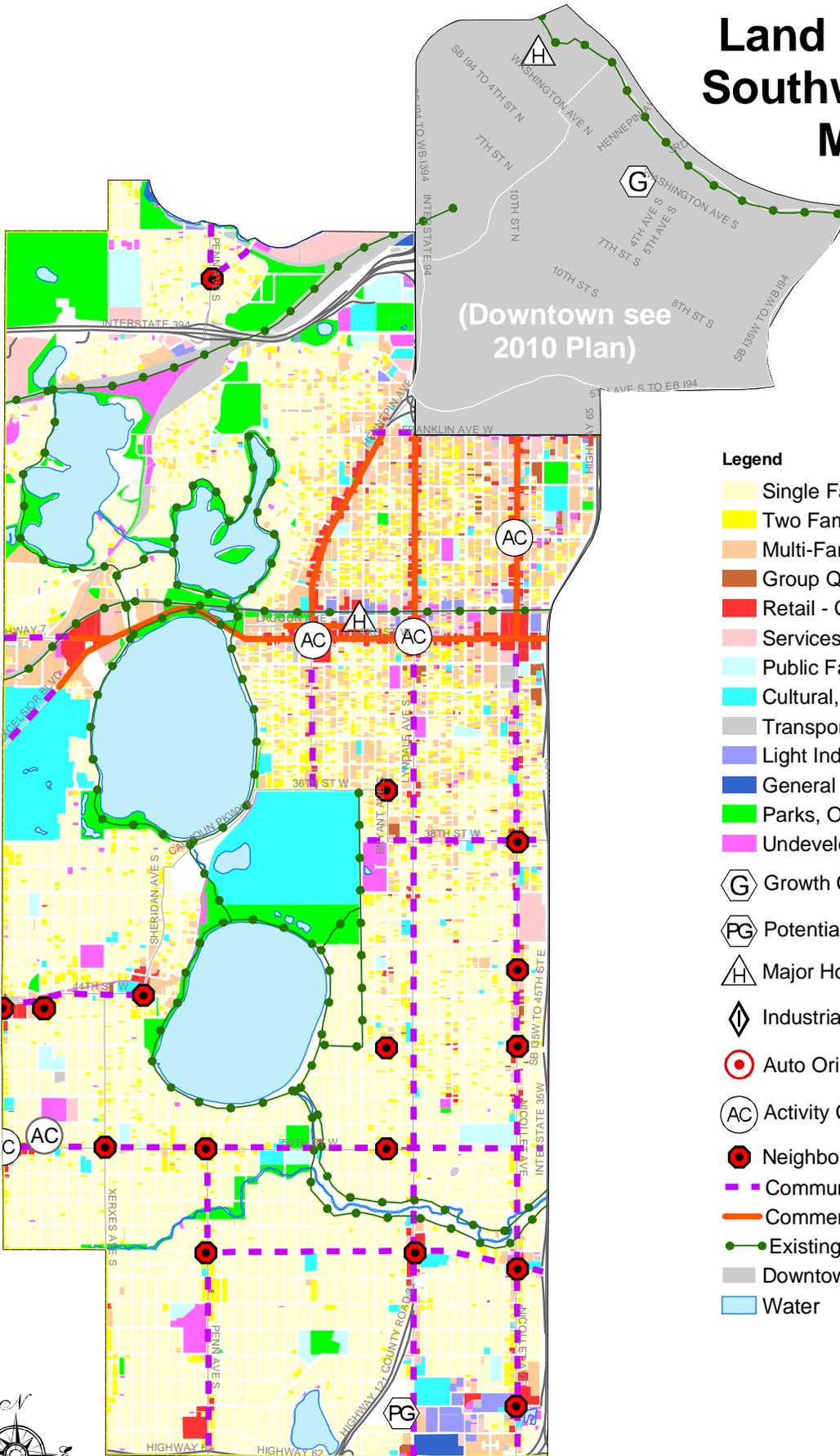
Legend

- Single Family
- Two Family
- Multi-Family
- Group Quarters
- Retail - Commercial
- Services - Commercial
- Public Facilities
- Cultural, Entertainment
- Transportation, Communications
- Light Industrial
- General Industrial
- Parks, Open Space
- Undeveloped, Unused Land
- G Growth Centers
- PG Potential Growth Centers
- H Major Housing Sites
- ◇ Industrial Park Opportunity Areas
- Auto Oriented Shopping Centers
- AC Activity Centers
- T Transit Station Areas (1/2 mile radius)
- Neighborhood Commercial Nodes
- Community Corridors
- Commercial Corridors
- Existing Greenway
- Downtown 2010
- Water

Created by :
Minneapolis Community Planning and
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Planning Division
December 2003

City of Minneapolis

Land Use Policy Southwest Sector Map 9.9



Legend

- Single Family
- Two Family
- Multi-Family
- Group Quarters
- Retail - Commercial
- Services - Commercial
- Public Facilities
- Cultural, Entertainment
- Transportation, Communications
- Light Industrial
- General Industrial
- Parks, Open Space
- Undeveloped, Unused Land
- G Growth Centers
- PG Potential Growth Centers
- H Major Housing Sites
- ◇ Industrial Park Opportunity Areas
- Auto Oriented Shopping Centers
- AC Activity Centers
- Neighborhood Commercial Nodes
- Community Corridors
- Commercial Corridors
- Existing Greenway
- Downtown 2010
- Water



Chapter 10. Afterword

Principles of Application

The Minneapolis Plan will be used by many individuals and organizations. It will be used for guidance, for education and to assure compliance with laws and ordinances. In all cases, the Plan needs to be reviewed and applied in its entirety. That is its nature as a comprehensive plan. Thus, the multiple narratives, policies, implementation steps and graphics need to be reviewed. Future land use, for example, is suggested throughout rather than on a single map. In fact, maps are typically generalized since a map at the citywide scale can never be an absolutely precise reflection of the policies. Also, many decisions regarding individual parcels or collections of parcels require future, detailed studies with guidance from the Minneapolis Plan. Sometimes these studies will result in concurrent actions to revise the Plan and to utilize a particular fiscal device or official control. Finally, the Plan applies to the entire city; no area of the city is "unplanned."

These principles of Application include use of the remaining three volumes of The Minneapolis Plan, which are referred to as the Technical Appendix:

Volume 2

**Land Use
Transportation
Housing
Historic Preservation**

Volume 3

**Aviation
Parks and Open Space
Libraries
Water Supply Plan
Draft Sewer Plan
Draft Surface Water Management Ordinance**

Volume 4

**Implementation
Minneapolis Capital Program 1997-2001 with 1998
Program Authorizations
1998 CDBG Capital Report
NRP Capital Plans (revised)
School Master Facilities Plan**

Principles of Community Building

The Minneapolis Plan is intended to provide an ongoing approach to planning that will lead to strategic decisions that reinforce each other. Three principles of Community Building guide us on our journey.

1. Continually raise aspirations, but maintain achievable results.

There must be a constant desire to have a better city and, ultimately, leave a better city for future generations. This requires a willingness to celebrate our accomplishments yet honestly confront our shortcomings. This desire must be assisted by our ability to identify steps, often seemingly insignificant, but in the end critical to our vision of improvement.

2. Collaborate in ongoing, comprehensive planning and implementation.

There must be a commitment to collaboration and a willingness to engage in that collaboration without precisely knowing the outcome. Comprehensive planning requires an outlook that admits that unintended effects can accompany almost every action. Comprehensive planning requires a change in the culture of an organization so that expertise and insights are offered from differing viewpoints and, thus, ultimately lead to better decisions.

3. Enhance all types of investor confidence.

Cities are built by investors. Each brings time, talent, money or other resources so that over time memorable places are created. Planning can inspire confidence that investments will bring returns and that collectively these returns can be significant. Each type of investment and its size should be respected for the change that ultimately can occur.

Chapter 11. Amendments

Transit Station Areas (TSAs)

- Approved by City Council 7/22/02; Approved by Metropolitan Council 12/18/02
- Amendment adds Transit Station Areas (TSAs) as a land use category along dedicated, fixed-route transit lines (e.g., LRT, commuter rail, busway) to Chapter 4 - Marketplaces: Neighborhoods and in Chapter 9 - City Form.
- Recognizes that TSA's provide unique opportunities for investment in development that maximizes the benefits of transit such as multi-family housing, high employment work places, and other uses with high pedestrian traffic (e.g. schools, entertainment, and retail services).
- Adds policies 4.18 - 4.21 regarding TSA's to Chapter 4 - Marketplaces: Neighborhoods and policies 9.36 - 9.39 to Chapter 9 - City Form.
- Amendment eliminates Minnehaha Mall as an Auto-Oriented Shopping Center land use.
- Amendment eliminates the Hiawatha/Minnehaha Corridor as a Major Housing Site designation on maps 4.3, 4.5, 9.8 and 9.10 but retains its corridor-wide references.
- Removes Major Study Area designation from Map 4.3 for the LRT Station Areas of Cedar-Riverside, Franklin, Lake Street/Midtown, and 46th Street because these areas have been planned through station area master planning. Major Study Area designation is retained for 38th Street, 50th Street/Minnehaha Park and the VA Medical Center.
- Removes the Potential Growth Center designation for Hiawatha/Lake. The Hiawatha/Lake Station Area master Plan provides specific policy for this area based upon community input, market analysis and urban design principles. Institutional, office and industrial employment constitute a smaller proportion of future station area development than what may be envisioned for Growth Centers. The TSA designation as well as its adopted Station Area master Plan is more appropriate for this area.

Housing

- Approved by City Council 11/22/02; Approved by Metropolitan Council 1/23/03
- Amendment rewrites the housing section in Chapter 4 - Marketplaces: Neighborhoods and in Chapter 9 - City Form.
- Eliminates existing Policy 4.9: Implement Housing Principles and Housing Impact Measures.
- Adds new Policy 4.9: Minneapolis will grow by increasing its supply of housing.
- Eliminates existing Policy 4.10: Minneapolis will reasonably accommodate the housing needs of all of its citizens.
- Adds new Policy 4.10: Minneapolis will increase its housing that is affordable to low and moderate income households.
- Eliminates existing Policy 4.11: Minneapolis will improve the range of housing options for those with few or constrained choices.
- Adds new Policy 4.11: Minneapolis will improve the availability of housing options for residents.
- Eliminates existing Policy 4.12: Assume appropriate responsibility for affordable housing.
- Adds new Policy 4.12: Minneapolis will reasonably accommodate the housing needs of all of its citizens.
- Eliminates existing Policy 4.13: Minneapolis will expand the type and range of housing types for residents with substantial choice. No revised policy has been brought forward to replace Policy 4.13; Policy 4.13 is permanently eliminated.

Tier II Sewer Plan

- Approved by City Council 11/8/02; Approved by Metropolitan Council 1/29/03
- Amendment incorporates Tier II Sewer Plan completed by city.
- Tier II Plan provides detailed workout plan for combined sewer overflows (CSOs) corrective actions, based on recommendations from joint CSO Evaluation Study conducted by city and Metropolitan Council.
- The Tier II Sewer Plan outlines the activities surrounding the City's CSO related activities as they relate to the Study. This includes the planned rainleader disconnect program, capital improvements, and public education.

West Broadway

- Approved by City Council 5/16/03; Approved by Metropolitan Council 6/9/03
- Amendment extends Commercial Corridor designation for West Broadway from Mississippi River to 26th Avenue North; extends Community Corridor designation for West Broadway from 26th Avenue North to the City boundary.

Housekeeping

- Approved by City Council 1/14/05; Approved by Metropolitan Council 2/2/05.
- Amendment corrects the appropriate tables within the text of Chapter 4 – Marketplace: Neighborhoods and Chapter 9 – City Form for consistency with the approved land use maps.

Sustainability

- Approved by City Council 1/10/05; Approved by Metropolitan Council 6/13/05.
- Amendment adds language in the Introduction that recognizes the importance of a sustainable city.

SEMI Refined Master Plan

- Adopted by City Council 1/27/06; Approved by Metropolitan Council 8/23/06
- Amendment gives land use policy guidance to the Southeast Minneapolis Industrial area located between University Avenue SE, 15th Avenue SE, Elm Street SE and the Minneapolis/St. Paul border.

Mississippi River Critical Area Plan

- Approved by City Council 6/16/06; Approved by Metropolitan Council 10/11/06.
- Meets the requirements of the Mississippi River Critical Area Act of 1973, updating the 1989 Critical Area Plan.
- Documents the City's river corridor resources and sets forth those policies and implementation strategies the City has adopted to protect the natural, cultural, historic, commercial, and recreational value of the river corridor.

Chapter 12. Summaries and Detailed Land Use Maps Adopted Small Area Plans Amended Into Comprehensive Plan

Franklin-Cedar/Riverside Transit-Oriented Development Master Plan

(Adopted by the City Council December 2001, Amended into Comprehensive Plan December 2002)

Applicable Comprehensive Plan Land Use Features

- Franklin Transit Station Area
- Cedar/Riverside Transit Station Area
- University of Minnesota Growth Center
- Cedar/Riverside Activity Center
- Franklin Avenue Commercial Corridor
- Riverside Avenue Community Corridor
- Cedar Avenue Community Corridor
- Bloomington Avenue Community Corridor

The Franklin-Cedar/Riverside Transit-Oriented Development Master Plan gives land use policy guidance to the areas surrounding the Franklin and Cedar/Riverside light rail stations. As two designated Transit Station Areas, the master plan proposed land uses within ½ mile of each station that provide opportunities for higher density housing, high employment work places, and other high activity uses (schools, entertainment, retail) which maximize the benefits of the LRT system. The plan also highlights the importance of improving pedestrian paths to the stations and better connections between the neighborhoods.

Hiawatha/Lake Station Area Master Plan

(Adopted by the City Council December 2001, Amended into Comprehensive Plan December 2002)

Applicable Comprehensive Plan Land Use Features

- Lake Street/Midtown Transit Station Area
- Lake Street Commercial Corridor
- Minnehaha Avenue Community Corridor
- Cedar Avenue Community Corridor

The Hiawatha/Lake Station Area Master Plan gives land use policy guidance to the area surrounding the Lake Street/Midtown light rail station. As a designated Transit Station Area, the master plan proposed transforming the area from an automobile oriented shopping center into a higher density pedestrian-oriented district with a mix of uses, including housing and smaller-scale commercial uses. The plan also includes recommendations for infill development on underutilized sites as well as infrastructure changes.

46th Street Station Area Master Plan

(Adopted by City Council December 2001, Amended into Comprehensive Plan December 2002)

Applicable Comprehensive Plan Land Use Features

- 46th Street Transit Station Area
- Minnehaha Avenue Community Corridor
- 34th Avenue Community Corridor

The 46th Street Station Area Master Plan gives land use policy guidance to the area surrounding the 46th Street light rail station. As a designated Transit Station Area, the master plan proposed increasing multi-family housing options, a greater mix of uses, and the replacement of many auto-oriented retail businesses with mixed residential and commercial uses. Infrastructure recommendations include the extension of Snelling Avenue, the creation of a town square, and enhancements to the pedestrian environment including a safer crossing of Hiawatha Avenue.

SEMI Refined Master Plan

(Adopted by City Council July 2001, Amended into Comprehensive Plan December 2005)

Applicable Comprehensive Plan Land Use Features

- Industrial Business Park Opportunity Area
- University of Minnesota/SEMI Growth Center
- University Avenue Community Corridor

The SEMI Refined Master Plan gives land use policy guidance to the Southeast Minneapolis Industrial area located between University Avenue SE, 15th Avenue SE, Elm Street SE and the Minneapolis/St. Paul border. As a designated Growth Center, the SEMI area is proposed for redevelopment in order to provide jobs and housing. The primary land use proposed for this area is light industrial with housing and commercial proposed along the University Avenue SE corridor. The plan also gives detailed direction for bridge and roadway infrastructure improvements, storm water management infrastructure and park components.