



July 27, 2009

**Urban Land Institute
Minnesota/
Regional Council of Mayors**

**Opportunity City Pilot
Program
Summary Report**

City of Minnetonka

Urban Land Institute (ULI) Mission:

ULI provides responsible leadership in the use of land and in the creation of thriving communities worldwide.

Urban Land Institute Minnesota (ULI MN):

ULI Minnesota actively engages public and private sector leaders to foster collaboration, share knowledge and join in meaningful, strategic action to position our region for economic growth and prosperity.

Regional Council of Mayors (RCM)

Supported by ULI Minnesota, the nationally recognized Regional Council of Mayors was formed in 2005 and represents Minneapolis, Saint Paul and 36 municipalities in the developed and developing suburbs. This collaborative partnership provides a nonpartisan platform that engages mayors in candid dialogue and peer-to-peer support with a commitment towards building awareness and action focused on housing, sustainability, transportation and job growth.

A special thanks to the Opportunity City Pilot Program sponsors. Without their financial contribution, the program would not be possible.

- Family Housing Fund
- Metropolitan Council
- City of Minnetonka

Opportunity City Pilot Program Report

Summary – Minnetonka’s Story

Program Goals/Outcomes:

The goal of the Opportunity City Pilot Program is to build on the collaborative relationships among Regional Council of Mayors (RCM) and Urban Land Institute (ULI) professionals to identify and implement best practices that support a full range of housing choices for economic stability and regional prosperity.

The City of Minnetonka is one of five metropolitan suburban communities selected to participate in the ULI MN/RCM Opportunity City Pilot Program. Minnetonka has a history of participation in RCM. Past Minnetonka mayors, Jan Callison and Karen Anderson (a founding member of RCM), were active participants in the RCM. Current Mayor Terry Schneider has participated regularly since becoming mayor in 2009. The Minnetonka EDA committed \$5,000 to the Opportunity City Pilot Program and Minnetonka dedicated countless staff hours to the collection of information, evaluation of tools and strategies and coordination related to the housing audit, community data and site evaluation.

With cities working together and learning from each other, the outcome of the process is to develop an approach that identifies local housing tools and strategies that can serve as a model for other cities and be brought to scale at the regional level. In addition, implementation of new tools and strategies will enable suburban cities to better prepare themselves for the future through preservation, rehabilitation and production of quality housing units, use of regulatory incentives, incorporating sustainability and connecting housing to jobs and transportation networks.

Process: The Housing Audit

- 1.) Review of the housing framework.
- 2.) Analyze the Community Change Report as it relates to demographic and household data.
- 3.) Review and evaluate existing city tools and strategies surrounding the preservation and production of a full range of housing choices.
- 4.) Identification of specific recommendations for local implementation.

Attachments to the summary report include: housing framework review, community factors questions, community change report, program review detail, Corridor Development Initiative report and performance review template.

Minnetonka’s Story

The City of Minnetonka has long been regarded as a desirable place to live and raise a family with its diverse topography, natural amenities and close proximity to downtown Minneapolis. As land for housing diminished the market demand for that housing grew, causing values to rapidly increase. Currently, the availability and affordability of homes for young households is limited. The lack of availability is directly related to the low turnover of existing housing, less than 2% per year, which further diminishes options for neighborhood regeneration.

Minnetonka's policy leaders have been well aware of these issues for some time and have taken a leadership role in dedicating financial resources and making land use policy decisions in support of affordable housing. However, through the Opportunity City Program, the community data indicates that aging-in-place has increased while capturing younger households that are moving from rental to ownership has decreased. These factors will continue to limit opportunities for younger households and their ability to live in the City.

Providing additional tools and strategies that support a full range of housing choices will help Minnetonka address the limited affordable housing and availability of existing and new housing options. These options should include providing support for additional housing types at various values that empty nesters and older households would find attractive so they could still have the benefit of remaining in the city. This, coupled with strategies to retain and attract young households by targeting purchase assistance and the construction of new affordable housing options within redevelopment areas, will help the City remain economically and competitively viable.

Through continued strong leadership that supports difficult policy decisions, Minnetonka will remain an attractive and desirable place to live for all ages and income levels.

City Housing Goals and Policies:

The Opportunity City Pilot Program has five key themes in support of a full range of housing choices:

- Preservation and rehabilitation.
- Production of housing units that support varied resident life cycles and incomes.
- Use of regulatory incentives.
- Sustainability.
- Jobs/housing balance connected to transportation systems.

The review of the City of Minnetonka's goals and policies indicates a wide range of support for these key themes. The various community goals are incorporated into the City's current Comprehensive Plan and are briefly outlined below. *[More detail provided in Appendix 1.]*

Housing Goals:

- Strengthen neighborhoods by improving the existing housing stock.
- Promote new affordable and market-rate rental and for-sale housing.
- Encourage diversity in the types, sizes and prices of housing units available in Minnetonka.
- Create partnerships with other agencies to ensure the longevity of affordable housing.

Land Use Goals:

- Build a community that provides generous natural beauty, quiet neighborhoods, an overall sense of safety and security, a strong tax base, orderly commercial and industrial districts and ample local employment opportunities.

Livable Communities Action Plan Goals through 1996-2010

Many of the goals already have been achieved.

- Build 180 for-sale housing units.
- Build 324 affordable rental units.
- Provide homebuyer assistance for 90 households.
- Rehabilitate 120 owner-occupied units.
- Build 89 family rental units.
- Build 90 rental units for senior citizens and those with special needs.
- Increase the number of property owners who accept Section 8 rent assistance certificates.
- Rehabilitate two rental apartment buildings.

Evaluate Community Factors:

In every city, there are internal and external factors that hinder the city's ability to provide a full range of housing choices. In Minnetonka, several factors were evident, as determined through interviews with staff and meetings with policy leaders. The following is summary of the key community factors for Minnetonka. *[More detail provided in Appendix 3.]*

Fully Developed Community and High Cost of Land

- Costly to redevelop existing land uses.
- Infill redevelopment occurs but the type and size of the new use is expensive and may not fit into the existing neighborhood character.
- Difficult to attract young households due to the lack of available options and higher cost of existing housing.

Resistance to Higher Density Housing

- Fully developed city with only some areas developed at higher densities.
- The cost of redevelopment requires higher densities that the 12 or more units per acre allowed in Minnetonka. Higher density projects at 20-25 units per acre help to reduce the high costs of redevelopment and provide workforce housing opportunities.

Aging of Homes and Aging Households

- City beginning to experience scattered deferred maintenance.
- Observing the increased difficulty of older households in single-family homes being able to maintain the homes and afford increasing property costs.

Housing Affordability Compared to Employer Wages

- There is a disconnect between large retail sector wages and available housing.
- There is increasing ethnic diversity within the local labor force of those who may be unable to afford to live in the city.

Transportation\Transit Limitations

- There is limited access and use of transit and other public transportation.
- There is a disconnect between the concentration of development and transit needs.
- Where there is transit, there is low resident ridership—even in higher-density areas and areas of affordable housing.

Review of Program and Land Use Tools:

The City of Minnetonka offers two housing rehabilitation loan programs funded by the City's annual allocation of Community Development Block Grant (CDBG) funds. These programs, owner-occupied renovation and a deferred emergency program, are for residents needing to finance home improvements such as siding and window replacements, furnace and energy efficient improvements and general remodeling. The programs are available to households that own their home and have an income at or below 80% of the area median income, which was approximately \$64,720 for a family of four in 2008. Until July 2009, the income limit for this program was at 50% of area median income.

The City also has an Economic Development Authority (EDA) that levied \$100,000 through an HRA Levy for 2009 and is considering another levy for 2010 to specifically support affordable ownership programs. The HRA levy is an important City tool to help provide additional financial resources related to affordable home ownership and housing renovation in support of a full range of housing choices in the City.

In addition, Minnetonka residents have access to various state and county programs with various restricted income limits. The following is a summary of the programs reviewed as part of the housing audit. *[More detail on the review of each program is provided in Appendix 4.]*

Ownership Housing Reinvestment. The CDBG-funded programs are available to residents that target ownership housing renovation. A total of 475 loans have been issued since the program started in 1976. Based upon data available since 2000, 66 loans totalling \$834,000 were issued, which is an average of \$13,000 per loan. The program provides up to \$20,000 in deferred loans with 0% interest for 10 years. The loan is payable upon sale of the property; 9% of the loans have been repaid, which equals a total of one or two payments per year. The city stopped actively marketing this program in 2005 when it created an Emergency Loan Program that provides \$5,000 deferred loans with 0% interest for 10 years. This program is offered on a limited basis. The city has issued 30 loans since 2006 with no repayments collected to date.

Housing Services for the Elderly. The City provides an annual CDBG allocation in support of the Household and Outside Maintenance for the Elderly (H.O.M.E) program which assists those who are age 60 and older, or those with disabilities. Services include house cleaning, food preparation, grocery shopping, window washing, lawn care and other maintenance and homemaker services. The program has served 348 residents over a three-year period, for a cost of approximately \$120 per resident served. The program reduces and addresses deferred maintenance issues that may otherwise need to be resolved through code enforcement efforts.

Support of Affordable Housing. The City has welcomed the addition of new units of housing at an affordable price over the past several years with financial assistance resulting in:

- **WHAHLT (land trust):** 34 units of new and renovated units sold to low income households. The City provides a \$750,000 line of credit and an annual \$250,000 grant for property purchases.
- **Minnetonka Heights:** Renovation of a 172-unit apartment complex using City bonding.
- **Elmbrooke:** Renovation of 46 unit apartment complex using city bonding and an EDA loan.
- **Cedar Hills Townhouses:** Renovation of 30 units using CDBG and other state and county funds.
- **Glen Lake Landing:** 97 affordable units.
- **Cedar Pointe Townhouses:** City provided funds to help make affordable nine units in a 152-unit rental complex.
- **Minnetonka Mills Townhouses:** City supported the use of TIF to construct 30 units of affordable rental town homes.
- **Beacon Hill Terrace:** Provided TIF and city bonds to allow 44 affordable units in this 110-unit apartment complex.
- **Excelsior Court Apartments:** Contributed CDBG funds for 24 affordable rental units.
- **West Ridge:** City approved the use of TIF for 227 affordable senior and family, rental and ownership units. There are 48 units that are subject to resale covenants.
- **Ridgebury:** Provided TIF to support the sale of 56 new affordable units in a 163-unit development. The affordable units are all subject to resale covenants.
- **Habitat for Humanity:** The City provided a land write-down for four affordable units.
- **Glen Lake Redevelopment:** A three-phase, 197-unit redevelopment with 23 affordable units. Only one phase has been built.

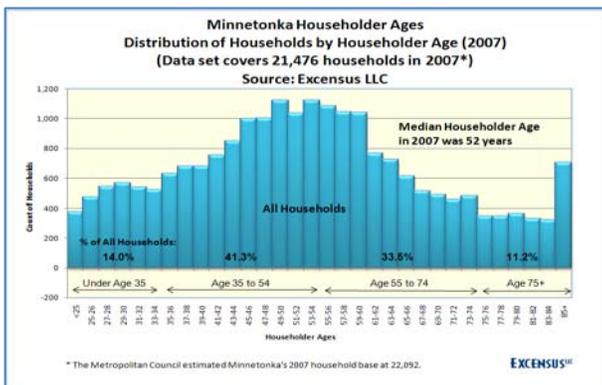
City Official Controls and Land Use Strategies. The City also uses several methods through its land use and official controls to support and promote a full range of housing choices.

- **Planned Unit Development (PUD).** The City uses the PUD process for redevelopment areas and mixed-use projects to allow more land use flexibility.
- **Tax Increment Financing (TIF).** The City only uses this tool if the project dedicates 10-20% of the units as affordable or sets revenue aside for housing if there is no affordable housing in the project.
- **Housing & Redevelopment Authority (HRA) Levy.** The City EDA in 2009 used its powers to provide an HRA levy that will generate funds for the land trust. The City will consider another levy in 2009 for 2010 funds.
- **Rezoning or Comp Plan Amendments.** The City supports providing 20% of new housing units as affordable when there is a rezoning or comprehensive plan amendment.
- **Development Security.** The City is flexible on development securities, including disbursement agreements.
- **Property purchases.** The City has proactively purchased single-family homes when available in areas for future redevelopment. The homes are rented at an affordable rate when possible.

Community Change—Key Points:

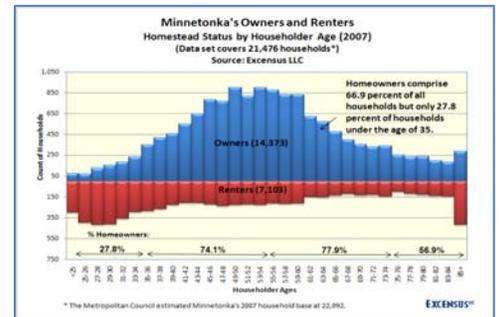
The City of Minnetonka’s households are concentrated in the middle-age (45-64) range with 80% of those households choosing to remain in their existing home or to “age-in-place.” Trends since 2004 show a gain in older households and an offsetting decrease in households under the age of 45. The continued aging of the households can create an imbalance with a larger portion of the residents not moving and so not allowing traditional single-family homes to become available for new, younger households. Younger households, under age 35, are having difficulty finding available and affordable housing with only 27% of those living in single-family detached homes. Those under the age of 35 currently account for only 14% of all households. This trend is likely to continue, as Minnetonka has very low residential turnover rates. Low turnover is a reflection of the satisfaction with the community and desire to live in the City, but this may also be an indication of a limited supply of housing types available and desirable to older households. There is a potential economic cost to this “aging in place.” It can destabilize school enrollment levels, shift demand for local commercial goods and services and reshape the need for community-based programs and services. All are issues that policy leaders and local planners should be concerned with.

From 2004 to 2007, 43% of the new households coming to Minnetonka were renters, with 80% of those new renters under the age of 35. This is an indication of the importance of rental housing to young households. These and other conclusions are part of the demographic change report provided to Minnetonka. The following is a brief summary of the key statistics. *[The full change report is provided in Appendix 5.]*



- Older households (ages 55 or older) occupy half (49%) of the single-family homes built before 1980 and 92% of single family homeowners over age 75 (8% of the total households) were in older homes.
- Homeowner turnover ranged from 10% to 13% for older and younger households, but was only 2% to 3% for homeowners between the ages of 45 and 84. The moves by this age group (45-64) accounted for over 40% of all homeowner moves.
- A very small share (2%) of the City’s owner-occupied single-family detached homes are “affordable” based on the Metropolitan Council’s threshold value of \$207,800 in 2007. However, 36% of all owner-occupied single-family attached housing (townhome, condo) had a value within this “affordable” range and 60% of those homeowners were under the age of 35. The affordability of homes makes it difficult for younger households to move into the city.

- With 33% of the City’s households living in apartments, this housing type serves a broad mix of household ages. However, there is a significant amount of turnover with 55% of the rental households new during 2004–07 and the majority of those moves made by younger households under the age of 35.



- During 2004–07, only 22% of residents who moved ended up in another home within the City—one of the lowest retention rates of any Opportunity City reviewed, closely matching Shoreview at 20%. Only 10% of households moving from an apartment were able to find a single-family home in the City; they likely were moving out of the city to find a home. This is evident since 36% of the apartment household moves were to a single-family home.
- Compared to other cities evaluated, Minnetonka has a higher rate (16%) of residents who have their primary job within the City.

Minnetonka Mills Corridor Development Initiative (CDI) Process

The City of Minnetonka chose to engage in the LISC Corridor Development Initiative (CDI) process to help evaluate land use options for the Minnetonka Mills Village Center Area. The CDI offers a proactive, facilitated process that brings together all interested parties—governing agencies, developers and neighborhood and community interests surrounding the future use of a particular development area prior to responding to a specific development proposal. The CDI consisted of four community workshops. Approximately 115 community members attended the workshops, aimed at gathering input on community values and concerns, and assessing likely development scenarios that could meet those values. The process involved a technical team of facilitators, designers, developers, and city staff to inform and support participants as they explored ideas. Resulting from the process was an increased confidence by participants about possible guidelines that could be requested of a developer to enhance the area for future and current residents. The purpose of the CDI process is to identify a range of development options that meet community goals and market viability, rather than landing on one specific development direction or product. [The *Minnetonka Mills Corridor Development Initiative Report Summary of Development Objectives* is available in Appendix 6 with the full report available on the city website at <http://www.eminnetonka.com/> or at <http://www.housinginitiative.org/info.>]

A summary of the **key development objectives** prepared as a result of the CDI is summarized below.

I. Preserve Minnetonka Mills with mixture of residential and commercial uses

- A. Provide multi-generational destinations.
- B. Seek to reflect and enhance the historic nature of the Minnetonka Mills area with any commercial and residential development or redevelopment design.
- C. Create engaging pedestrian-friendly streetscapes that connect the commercial area along Minnetonka Boulevard and the surrounding park / trail system.
- D. Use design and site orientation that is respectful of residential and commercial uses.
- E. Foster small, independent businesses.
- F. Consider impact on existing neighborhood character.
- G. Maintain the commercial area only on the south side of Minnehaha Creek, with buildings not to exceed 35 feet.
- H. Encourage staging any commercial redevelopment so that current businesses can stay open during any reconstruction.
- I. Encourage views to Minnehaha Creek.

II. Assess and/or enhance public connections to natural amenities

- J. Capitalize on the natural characteristics of the site (i.e. Minnehaha Creek) for public access, views and gathering places.
- K. Connect area (housing, commercial, institutional uses) to the regional system of trails and create public gathering places and access to the creek.
- L. Preserve as many trees as possible.
- M. Maximize existing connections in the new park system.
- N. Encourage possibilities to connect Big Willow trail system to Burwell Park trail system as part of any new development.

III. Consider high quality development compatible with the other categories

- O. Consider options that include mixed-use residential/small-scale retail, housing options compatible with current neighborhood scale, sustainable or green development (may include elements such as a green roof or new housing to enable the maximum public green space along the creek through compact residential development).
- P. Provide off-street parking behind or beside buildings along Minnetonka Boulevard.
- Q. Utilize green technologies in development to support environmental goals.
- R. Incorporate design elements that help enhance the visual appeal of the area through high-quality materials, plantings, public art, ornamental lighting and other interesting features to enhance the sense of place.
- S. Conduct a comprehensive study of current occupancy and needs for senior housing.
- T. Protect existing neighborhood scale through the use of buffers or gradation of height.
- U. Include affordable housing consistent with city guidelines if redevelopment occurs.

IV. Preserve, enhance and restore natural resources of the Minnetonka Mills district

- V. Minimize the impact the proposed land use will have on the natural resources of the Minnetonka Mills district through tree preservation, innovative stormwater practices that reduce the volume of stormwater runoff and limit new storm sewer discharges into the creek, increasing structural setbacks from the creek where practical and feasible, preservation and restoration of wildlife habitat, and use of native vegetation for landscaping.

Recommendations to Increase the City's Capacity to Provide a Full Range of Housing Choices

The City of Minnetonka has made both a financial and policy commitment to housing maintenance and affordable ownership and rental housing through its use of CDBG funds, livable communities dollars and tax increment financing. One of the key observations that emerged through the Opportunity City process is the continued difficulty in attracting and retaining young households and the low turnover of aging adults, which creates a high level of aging in place. Increasing the number of options for both young households wanting to live in the city and older adults wanting to move from their single-family homes but stay in the city will be important. City leadership can prioritize its policies related to future land use and housing programs that help provide more options and opportunities related to renovation and redevelopment to address this issue. Recommendations resulting from the housing audit, community change information and review of City goals, policies and community factors include:

Address Aging in Place. Minnetonka residents are aging and remaining in their homes longer. Retention of households—even as they age—is a benefit for a city; it helps keep the social fabric and volunteer base of the community vibrant—but a lack of neighborhood regeneration can stifle home values and shift public and private sector service needs. Losing younger households as they grow because they do not have available housing options has an impact on local school stabilization. Local leaders can provide policies and tools that create opportunities for all resident life cycles and maintain a vibrant community with healthy levels of turnover (more than 4%) and retention (higher than 20%). Recommended policies and actions include:

- Evaluate the needs of existing older residents for alternate types of housing—including single-family attached and multi-family rental options. **Survey residents and evaluate income levels** of those aging in place. Match incomes and home values to future development opportunities.
- Make stronger connections between new senior housing and the local market by adopting a policy that **requires local marketing of units to existing households**. This allows exclusive opportunities for older residents. Developers would be encouraged to provide a discount to local seniors who move within a certain first-right time frame. In addition, require that new senior developments provide information to local seniors regarding the **Senior Housing Regeneration Program** that purchases existing single-family homes from seniors who are moving and resells those homes to first-time homebuyers, eg. Roseville's Senior Linkage Policy.

Increase Opportunities for Young Households. Efforts to provide additional opportunities for young households in the City are important to a full range of housing choices and to regenerate neighborhoods stabilize school enrollment and keep commercial services viable. The City can provide resources with a specific focus on increasing the younger resident population. Recommendations include:

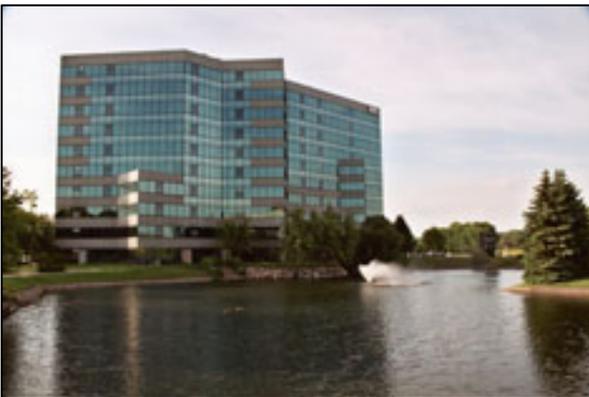
- Continue to support annual investment in long-term ownership affordability through the **WHALT (land trust) and Habitat for Humanity**. These methods ensure that existing homes are renovated and energy-efficient, and sold to households at an affordable price. The homes remain affordable so that future buyers, as well as the first owner, are able to buy the home at an affordable price.
- Invest in the **Senior Housing Regeneration Program (SHRP)** for the purchase of existing housing from older households wishing to sell. The SHRP provides hassle-free purchase options for seniors. The home is sold as-is at an agreed upon market value without incurring realtor fees. The senior is able to leave items they do not wish to take in the home, without incurring disposal or sale fees. The home is then renovated and resold, generally to younger households at affordable prices. Public investment, usually in the form of a deferred second mortgage, would need to be at least \$20,000 per home for renovation and purchase write-down.
- Foster strong working relationships and dialogue with the **City's school districts**. By working together, the City and schools can market programs for home purchases by teachers and families that currently rent or open enroll. Targeting housing programs to households with children will help provide healthy living arrangements and stabilize school turnover.
- Expand connections of current and future housing opportunities to local jobs by **working with employers** to determine housing needs and evaluating links between employment wages and housing values. Consider establishment of a **Live Where You Work** program, eg. St. Louis Park's program.
- Increase access to Minnesota Housing's first-time homebuyer program, which provides **downpayment and closing cost assistance**. Consider supplementing these existing programs due to the higher cost of housing in Minnetonka and connect local funding to foreclosed homes.

Provide Resources for Home Maintenance and Neighborhood Preservation. Minnetonka uses its allocation of CDBG funds for deferred loans for resident home maintenance and maintenance service for the elderly. However, due to consistent reductions in federal funds, additional local resources will be needed to continue the same level of service. To enhance the existing tools in the toolbox, the City should consider the following:

Recommendations

- Continue to financially support the **H.O.M.E. program** and evaluate the need for additional City support to expand the use of the program locally.
- Evaluate the creation of a **home-renovation loan program** using future HRA levy funds that would target households with income at or below 120% of area median income—an acceptable workforce housing income limit. This type of program will increase options for those who are not eligible for CDBG renovation programs, eg. Roseville, Woodbury and Coon Rapids programs.
- Create a **sustainability loan or grant program** that provides financial incentives for the use of energy-efficient and renewable products in home renovation, eg. Woodbury Goes Green program.
- Address renovation of older common-interest communities, approximately 10% of the city's total housing stock, through the use of the **Housing Improvement Area** legislation that provides affordable renovation loan options, eg. Coon Rapids, Columbia Heights.
- Adopt a **Point of Sale ordinance** that requires a home to be brought up to code prior to resale. The program could tie a deferred second mortgage for the amount it would cost to bring the home up to code for those who are unable to pay for the improvement. Recapture of the mortgage would be provided upon resale and could be forgiven if the new purchaser is a young household within the 120% of the area median income limit.

Use Land Use Controls and Resident Engagement Strategies. City leaders have a variety of public tools and strategies they use to determine their participation in land use decisions, affordable housing and the facilitation of redevelopment and renovation. Continuing to be part of the solution and helping to change the way land is used and how it contributes to providing a full range of housing choices takes strong local leadership and vision. National statistics indicate that future households will demand more compact and connected communities. The City of Minnetonka is fully developed but has opportunities for redevelopment. Providing a wide range of strategies that balance renovation, maintenance and redevelopment of the existing housing stock is important. Recommendations relating to specific public policy decisions include:



- Evaluate alternate ways to zone land that would better manage and promote mixed-use and compact, connected development. **Form-/performance-based zoning** is an option that supports more walkable, mixed-use development, particularly surrounding future transit and redevelopment areas.
 - Adopt the **ULI Minnesota Community Site Principles** in the evaluation of future multi-family and mixed-use housing development and redevelopment opportunities. [Appendix 7]
 - Support building and land development requirements that promote sustainability and long-term energy efficiency. Local efforts can help reduce the regional carbon footprint, increase long-term affordability (through lower utility and maintenance costs) and support healthy living.
- Provide a **density bonus and waive fees** in support of the development of a full range of housing choices, including affordable ownership and rental housing, eg. City of Woodbury.
 - Increase efforts to **educate and engage residents** on the value of higher-density development through the use of facilitated discussions and ongoing neighborhood engagement. Eg. Corridor Development Initiative process, St. Louis Park's model for neighborhoods and Chaska's Faces and Places Campaign.

Next Steps:

The Opportunity City Program is only the first step in supporting a full range of housing choices in the community. Key policy leaders need to support next steps that make valuable changes to the way that the tools and strategies are delivered throughout the City. Many of the recommendations have budget implications and affect staff resources. Prioritization of the recommendations is essential. The next steps associated with implementation of the recommendations should include:

- Gaining acceptance of the ULI MN/RCM Opportunity City report by the EDA and City Council, which includes incorporating community site principles into future land use decisions.
- Preparing a work program that outlines the steps and time needed to effectively implement the recommendations. Determine how the recommendations affect land use codes, program service providers and staff workload. Include performance targets to track the progress. Setting performance targets and tracking the progress of local tools and strategies against benchmarks will provide a level of understanding to public officials and residents that become critical during the annual budgeting process. *[Detail on performance measures as related to housing tools and strategies is provided in Attachment 8.]*
- Evaluating budget and staff resource implications tied to each recommendation. Prioritizing recommendations that will have the largest impact in supporting housing goals for a full range of housing choices.
- Evaluating the need to amend the City's comprehensive plan based upon implementation of recommendations.
- Discuss the broader meaning of the demographic data as it compares to current market conditions and evaluate how the data relates to the region. Incorporate future data updates and the online neighborhood-level data tool.



Thanks to the participants in the ULI MN/RCM Housing Initiative Opportunity City Pilot Program:

- **City of Minnetonka**—Mayor and Council members, Economic Development Authority, Planning Commission, Park Board, Community Commission. City staff Julie Wischnack, Elise Durbin and Stephanie Scott-Sims.
- **Minnetonka Mills District Corridor Development Initiative - Advisory Group**
 - Karen Anderson (past Mayor)
 - Patty Acomb (resident)
 - Steve Adams (planning commissioner)
 - Scott Bader (developer)
 - Tony Wagner (city council member)
 - Denny Lambert (park board)
 - Julie Wischnack (city staff)
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