

# PLANNING MINNESOTA



American Planning Association  
**Minnesota Chapter**

*Making Great Communities Happen*

A Publication of the Minnesota Chapter of the American Planning Association

May-June 2018





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Volume 37, Number 3

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Published by: The Minnesota chapter of the American Planning Association (APA MN) publishes this newsletter on a bimonthly basis. Submissions: We welcome articles, letters to the editor, photos, calendar items, project profiles, planners on the move items, and other news. Send all submissions via e-mail to: [apamnnewsletter@gmail.com](mailto:apamnnewsletter@gmail.com). Kathy Aro is the Chapter administrator. She can be reached at: [kathy.aro@planningmn.org](mailto:kathy.aro@planningmn.org)  
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# Strong Roots, Big Plans



**From the  
President**

APA National recently wrapped up their annual spring conference. Planners across the United States and Internationally descended upon New Orleans for four days of learning, advocating, and networking.

The tag line for the conference is also appropriate to describe APA Minnesota. We are fortunate to have a history of strong roots that has provided an important foundation to advocate for our members. We also have big plans. The future is bright for APA Minnesota as we reinvest in activities core to our mission and vision. The Board of Directors has been faced with many big decisions. Our big plans and focus on services core to our mission will help better advocate for our members.

I also want to take this opportunity to congratulate two Minnesota awards on the national stage. The Metropolitan Council received an award at the National Planning Conference for its innovative approach to collaboration and resources through its Local Planning Handbook. Dr. Carissa Shively Slotterback was inducted into the AICP College of Fellows, the highest honor bestowed by the American Planning Association. Awards such as these help continue to build strong roots.

APA Minnesota is recognized as a leader in building strong communities. This recognition extends across the country. As part of that recognition, we are ecstatic to announce the Minnesota has been selected to host the 2024 National Planning Conference.

We hope you join us at an upcoming event. Our showcase event, the Fall Conference, is shaping up to continue the focus of strong roots and big plans. This year we join members from across the upper Midwest as Minnesota's Planning Conference will be home to the Upper Midwest Planning Conference in Rochester.

A handwritten signature in blue ink that reads "Tim Gladhill".

Tim Gladhill

President, APA-MN

# What Does it Mean to be an Ethical Planner?



By David Schultz

When was the last time you read the AICP Code of Professional Conduct and that about what its words mean? Does it establish a new set of rules distinct from our private life or is there some connection between personal and planning ethics?

Would you ever lie at work to cover up for a mistake, protect a friend, or do so at the request of your boss or an elected official?

Would you ever lie in your private life to cover up a mistake, protect a friend, or do so at the request of a family member or someone else close to you? The reason for asking these questions is that they try to address one basic question when it comes to ethics: Is the code of conduct that governs our behavior at work the same as that as found in our private life, or do we ascribe to two different standards in our lives? In effect, what does it mean to be ethical at work as a planner?

Teaching ethics often seems easy. In my classes current events often dominated class discussion where a day never went by where students could not find examples in the news of people behaving badly. But in examining their behavior—housing officials taking bribes or planners fudging data—or even now stories of the EPA simply engaging in broad denial that climate science data on global warming exists, sometimes the claim would arise that at work the ethical expectations are different. By that, what it means to be ethical in our private (non-work) life is different from what it means when we put our planning hat on. By that, the AICP Code of Ethics and Professional Conduct establishes a different set of rules for how to act. Maybe.

Let's do a thought experiment. Generate a list of traits, virtues, or characteristics that you would consider as important to someone being considered ethical in their private life. Terms such as honesty, integrity, compassion, trustworthy, and responsibility may be terms that come to mind. Now generate a list of traits, virtues, and characteristics of someone whom you consider to be ethical as a planner? What terms would you find? Is honesty important? How about integrity, compassion, trustworthy, and responsibility? The AICP Code explicitly and implicitly refers to all of these values, and more. It also discusses serving the public, competence, issues of conflict of interest and self-dealing, and striving for inclusivity in making decisions. There are definitely principles that planners are asked to follow that are beyond what are required in our private lives, but it is not so clear that there is a separate standard of conduct that the AICP establishes that is com-

pletely distinct from private ethics. Instead, there is some connection between the two—in many ways our professional code of ethics seems to presuppose that we know what it means to be ethical in our private lives.

Why is this important? I am not sure one could be ethical as a planner unless one first was ethical in their private life? Yes, we have all worked with someone who is a great planner but a basket case in their personal life, but for the most part few of us can live completely separate lives. To understand what it means to be ethical as a planner requires adherence to the AICP Code, but more is expected than that. Someone who merely followed that Code to the letter and did no more would not necessarily be ethical. It may not even be possible to comply with the AICP Code if one were not personally ethical.

What is being argued is that the profession of planning is one about integrity. Integrity is about the unity of personal and professional values. What it means to be a professional is to hold a set of ethics or values. It is about saying character counts. When I read the AICP Code that is what it says. Who you are as a person is connected to what you do in your professional work as a planner. Yes, exactly what it may mean to be honest in our private and work lives may differ, but honesty still matters. So might the same be said of many other ethical values we hold in our private lives. However, the AICP Code does not supplant, it supplements our personal values. It builds upon our private ethical values, asking us to live up perhaps to even more demanding standards in our private life because the actions or choices that we make affect larger numbers of people. When we act as planners we do not act alone, we act—as the Code says—with regard to the duties we have to many different constituencies.

## **Ethical Problem of the Month: What would you do?**

You are working closely with your city engineer to plan and develop a bridge and route that will replace the old one. This was at the request of your city council. When you submit the plans along with the design, you are told by council that it is too expensive and to develop a design that is least costly. You truly believe that any least costly design will be unsafe or hazardous. It is an election year and council really does not want spend additional money but the bridge has to be replaced ASAP. What would you do?

Write me at David Schultz at [dschultz@hamline.edu](mailto:dschultz@hamline.edu) and I will publish (anonymous, if desired), responses.

*David Schultz is a Hamline University Professor of Political Science and a University of Minnesota Professor of Law. He is also a former city director of code enforcement, zoning and planning and a housing and economic planner.*



# New CDC Community Strategies Website

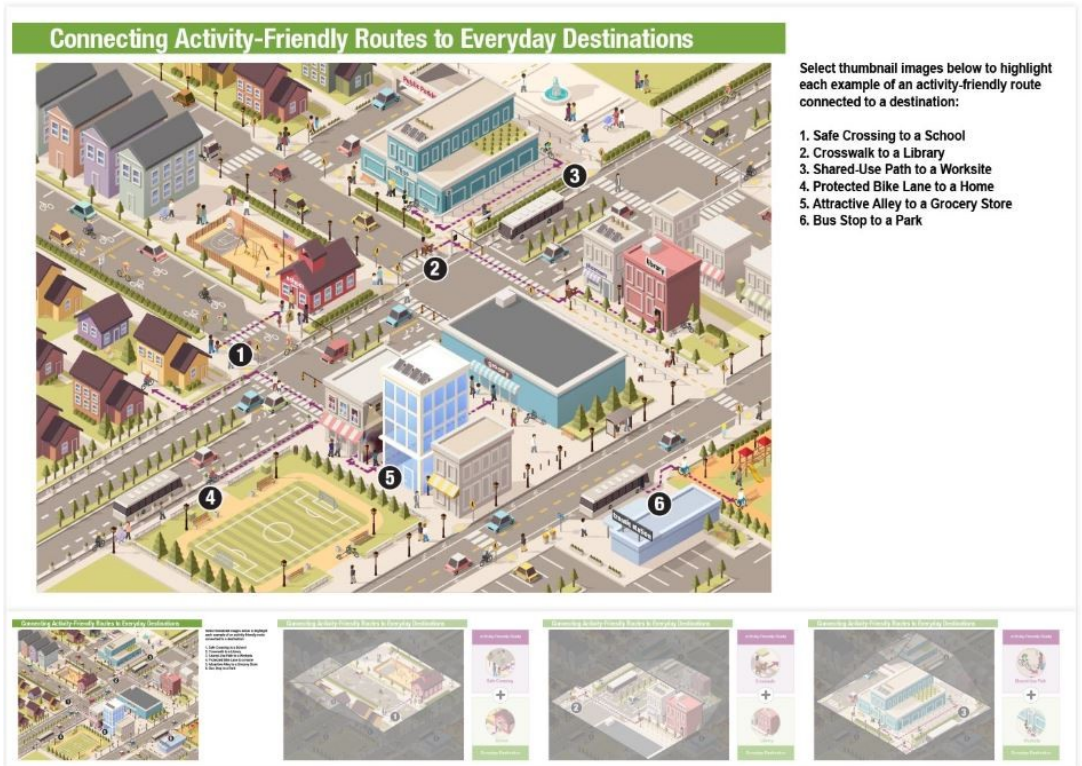
To support the work of several rounds of new grant opportunities on the street now or coming out soon, including the new [State Physical Activity and Nutrition \(SPAN\) Program](#), and further support existing efforts such as the Surgeon General's [Call to Action to Promote Walking and Walkable Communities](#), the upcoming revised [National Physical Activity Guidelines](#), and the U.S. Community Preventive Services Task Force [Community Guide Recommendation related to Transportation and the Built Environment](#), CDC's Physical Activity and Health Branch has created a new Community Strategies website.

The new [Community Strategies](#) website currently contains a package of resources supporting the Community Guide Recommendation, including:

- A listing of [Real World Examples](#) from communities of various sizes who have implemented projects of various scopes and costs
- An [Implementation Resource Guide](#) broken into 6 distinct steps
- A [Visual Guide](#) to concrete community changes.

It also includes a package of resources related to zoning and land use codes, including:

- [Components of Local Land Development and Related Zoning Policies Associated with Increased Walking: A Primer for Public Health Practitioner](#) - This document provides a primer for public health practitioners and others interested in engaging with local planning and zoning officials. Specific community examples and



links to key resources are provided through the primer along with a glossary of key terms used by the planning and zoning sectors.

- [Zoning Code Reforms are Associated with Walking Behaviors in a Nationwide Evaluation](#) - This factsheet summarizes key findings from a recently completed nationwide evaluation of the relationship between zoning code reforms and both leisure time and active travel-related walking and activity.
- [Zoning Elements are Associated with Walking Behaviors in a Nationwide Evaluation](#) - This factsheet summarizes key findings from a recently completed nationwide evaluation of the relationship between zoning elements supportive of walking and both leisure time and active travel-related walking.





# Student Director's Report

## Parks Improvement Plan

Graduate students from the Urban and Regional Studies Institute at Mankato State worked with the city of Worthington in Southwestern Minnesota as part of their final studio course. Namuun Bayasgalan, Jaclyn Essandoh, and Ahmed Shiiraar worked with the city to develop a comprehensive plan for the city's parks and their future development. The students worked closely with the City Administrator, Public works Director, and the Park Commission. A full inventory of the parks was conducted, and then a survey of residents to gather community opinion. The plan categorizes parks by service area and makes recommendations for spending based on these categories in five and ten year increments.

## Virtual Historical Tour of Mankato

Another project that came from Mankato State's studio course was a virtual tour of downtown Mankato's Historic and Architecturally significant sites. Situ Chitrakar, Kate Taylor, Jacob Dada worked with Dr. Janet Cherrington-Cuore who has long operated a physical walking tour of the downtown. Students researched the architecture of the city, and then used ArcGIS online mapping to create an interactive map tour. Students also created physical materials and leaflets to along with Dr. Cherrington-Cuore's walking tour.

## Welcome to Ramsey: Highway 10 Project

Students from the Humphrey School worked with the City of Ramsey and the Resilient Communities Project to analyze the current state of the highway 10 corridor in Ramsey, MN, which is part of a large reconstruction project being conducted by MnDOT. Chris DesRoches, Liz Engels, and Jonathan Reisetter analyzed the problems and opportunities surrounding the corridor and broke these into categories of connection, image, and businesses.

## PSO Lunch Speaker Series

A year after winning a national APA award, the Humphrey School Planning Student Organization continues to create new programming and better connect students with working professionals. The most recent development is a new lunch speaker series that began in the fall semester. Topics and speakers have included Merritt Clapp-Smith on the Ford Site planning process, Breanne Rothstein on planning in the private sector, Brian Kary on transportation planning for the Super Bowl, and a

## Welcome to Ramsey

THE GATEWAY TO GREATER MINNESOTA

OPPORTUNITIES 3

**The Opportunities Along the Highway 10 Corridor** are numerous. Between shopping and parks and recreation the city has much to offer. Everyday thousands of drivers pass through the city, which enables an opportunity to entice new customers, visitors and residents. According to estimates from the Metropolitan Council, the City of Ramsey can anticipate a **15k growth in population by 2030**. Between new people and new construction, Ramsey has many opportunities.

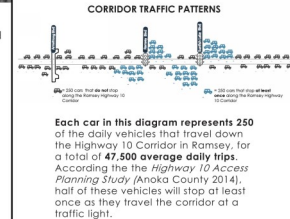
### TRAFFIC PATTERNS, LAND USE AND FUTURE IMPROVEMENTS

This map shows assets along the Highway 10 Corridor in Ramsey. The 1st project on Armstrong Boulevard (photo below) was completed in 2014. Lines indicate future infrastructure improvements.



**Infrastructure Changes**  
The Minnesota Department of Transit and the County of Anoka have **improvement plans that will increase safety, lessen traffic and provide better access** to Ramsey's amenities. These include a frontage road that will modernize the city's corridor, illuminating unsafe highway access points, and providing better access to corridor business.

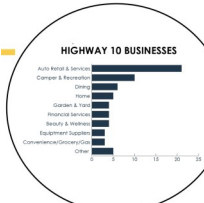
Above and below grade improvements will soothe traffic by illuminating stop lights and improving safety by separating the railline from the road.



**Time to Engage**  
Every car presents an opportunity for a potential visitor. The average time spent on the Highway is up to **10 minutes**. Cars slowing down have the opportunity to see more advertising and the option to turn off for shopping or recreation.

According to the *Highway 10 Access Planning Study* (Anoka County 2014), nearly **50,000 average daily trips** and nearly **10 minutes of time** means that Ramsey has at least **half a million minutes each day to catch the eyes of travelers**.

To take advantage of these wandering eyes, Ramsey needs to present itself to commuters.



### COMMUNITY ASSETS BUILD IDENTITY

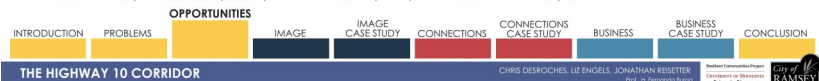
Ramsey has many community assets. Ramsey's destination retail presents a marketing opportunity that can help brand Ramsey as the Gateway to Greater Minnesota. Ramsey is **ideally located** for those who leave the metro area on Highway 10 on their way to one of the thousands of lakes to the west and north. In total there are **over two dozen outdoor recreation and auto related businesses in the five miles of Highway 10 in Ramsey**.

Within two miles of Highway 10, Alpine Park, Cottonwood Park and Emerald Pond Park can be found. Also within two miles of Highway 10 in Ramsey is the Mississippi River, the Rum River and Sunfish Lake.



### USEFUL OPPORTUNITIES TO IMPROVE IMAGE

The Highway 10 Corridor in Ramsey has many attributes which present opportunities. From the many different amenities that the city holds to the agglomeration of businesses, the Ramsey Highway 10 Corridor embodies greater Minnesota. **Nearly 50,000 average daily trips spend over half a million minutes in the corridor each day.** These travelers present an opportunity to showcase the city. In the next poster you will see these principles used in a case study of Sunfish Blvd.





# Planners Day at the Capitol

APA MN’s annual Planners’ Day at the Capitol was held on March 14, 2018.

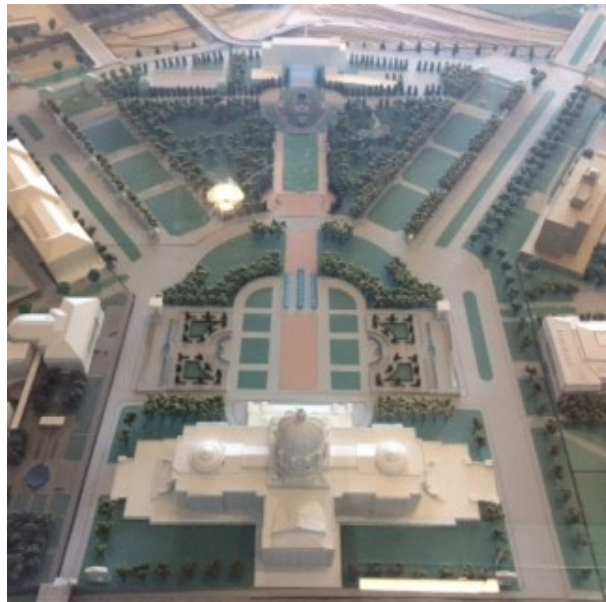
This year’s program included advocacy training from Jason Jordan and the APA Legislative Advocacy Team, lunch at the Capitol during the program, scheduled appointments with legislators, a Historic Alexander Ramsey House Tour, and a social time at Forepaugh's.

Laws made in St. Paul have a profound effect on the practice of planning throughout Minnesota. The APA MN Board adopted new legislative action priorities for 2018.

The program covered these actionable measures and provide information on how to meet and advocate with legislators at the Minnesota State Capitol. Key focus topics included housing, Twin Cities metropolitan governance, and economic development.

The accompanying photos show participants in the program. Thanks for your participation.

*Photos by Stephen Goltry, AICP .*



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# Community Spotlight: Stearns County

By Chelle Benson, AICP

## Description of the Community:

Located in central Minnesota, Stearns County is the largest county by area in the southern half of the state (14th in area overall). The total area of the county is 1,394 square miles or 892,160 acres, extending approximately 54 miles east to west and 36 miles north to south. The Mississippi River forms the county's eastern border and the Sauk River and its tributaries drain the majority of the county.

Stearns County has 30 cities, 34 townships and numerous unincorporated town sites. The smallest city is St. Rosa, population 69 and the largest is St. Cloud population 67,641 which also serves as the County Seat. The County's population was estimated at 157,822 in 2017, most of which is concentrated on the east side of the county, in the St. Cloud metropolitan area. In recent years Stearns County has experienced an influx of new residents and steady population growth is expected for decades to come.

**How long have you worked for the Community?** I have been the Director of the Department for just over six years. I previously worked for the County from 1992-2002.

## What is the greatest part of your job?

Work is never the same two days in a row and I get the opportunity to work with the residents, elected and appointed officials in the County where I was born and raised.

The Environmental Services department administers a lot of programs from Animal Feedlots to Zoning. We are delegated County from the Minnesota Department of Health to license establishments for Food, Pools, and Lodging and we run a household hazardous waste facility.

## What is a unique fact or characteristic about your community.

Stearns County is the **#1 dairy producing county in the state**, 12<sup>th</sup> in the nation. Leader in many other agricultural areas as well (i.e. top in oats and hay production, total cash farm receipts). The County has the largest concentration of organic farms (58) in the state. Minnesota has 653 certified organic farms recognized by the [Minnesota Department of Agriculture](#) (MDA).

Sinclair Lewis, author of numerous novels, including "Main Street", was a native of Sauk Centre northwestern Stearns County and in 1930 was the **first American to win the Nobel Prize for literature**.

The 1952 **invention of the pontoon** is credited to a farmer who lived in Stearns County on the Horseshoe Chain of Lakes, near Richmond - Ambrose Weeres (Weeres Pontoon).

Cold Spring Granite (south central Stearns County) is the **largest**



**granite company in the world** with five manufacturing locations and over 1,250 employees throughout North America. The company has supplied Granite for the Minnesota State Capitol building's Rotunda, Stearns County Courthouse, Mount Rushmore visitor center, Korean War Memorial, National Japanese American Memorial, U.S. Capitol Visitors Center in Washington, DC and many others throughout the world.

Rock climbing, scuba diving, and cross country skiing are some of the activities to be enjoyed at the 683 acre Stearns County **Quarry Park and Nature Preserve** (eastern Stearns County). It is the largest in the Stearns County Parks system. Natural features include scenic woodlands, open prairie, wetlands, and unquarried bedrock areas. Plant life includes everything from oaks and aspens to yellow ladyslippers, Indian paintbrush, and prickly pear cactus.

Solar- when Stearns County adopted comprehensive plan goals and solar standards over a decade ago, we did so without knowing how solar would explode in Minnesota. A 2013 State Law mandated certain utilities to obtain 1.5% of their electricity from solar by 2020. The County started receiving a plethora of inquiries about potential solar projects and because we were the first County in the State to enact solar standards with a known process many companies started here. In 2016, an innovative amendment was added to the solar standards requiring pollinator friendly habitat to be planted as groundcover in the solar array. **As of late 2017, there has been 100MW of solar production in Stearns County.**

## Are there any new projects on the horizon?

The County recently approved an Interim Use Permit for peat mining. The peat will be used for a Worm Farm in southwestern Stearns County (Crow Lake Township).

Chelle Benson is the Environmental Services Director for Stearns County.



# PlanIt News Updates

The PlanIt News Blast continues to provide updates and respond to FAQs for comp plan updates. Below are some of the new resources and updates for this month.



**UPCOMING DEADLINE:** Communities can request an extension of up to 12 months to the 2040 Comprehensive Plan Update submittal deadline. Interested communities need to submit an adopted local resolution ([sample resolution](#)) and a completed [extension request form](#) by May 31, 2018. Council staff will then review these requests and amend any planning grant agreements, if applicable. Please contact your [Sector Representative](#) if you have any questions. Requests should be emailed to [reviewscoordinator@metc.state.mn.us](mailto:reviewscoordinator@metc.state.mn.us) or mailed to the address below:

Reviews Coordinator  
390 North Robert Street  
St. Paul, MN 55101

**PlanIt Podcast:** Episode 14: [Relationship between Developers and Cities – Peter Brown](#). Change is inevitable. Communities are constantly changing and evolving due to new demands, technology, public spaces, and more. Private sector developers play an important role in shaping the future of the communities. So, what is their relationship like with Cities and planners? And how can this relationship be utilized to achieve positive outcomes for all parties? In this episode, Peter Brown who consults with both sides, explores ways to ensure best results.

- **MPCA Climate Adaptation Grants** are now available. The MPCA invites communities to submit applications for Climate Adaptation Grants for up to \$30,000 (with 25% match). The grants will help communities plan for the impacts of climate change and improve community resilience. Funded projects will serve as examples for other communities and accelerate adoption of resilience practices in Minnesota:
- Deadline: June 26, 2018
- Eligibility: Communities are welcome to apply. Multi-jurisdictional collaboration is encouraged.

General information can be found [here](#). Request for Proposals Information (refer to page 10) can be found [here](#).

Questions: email [grants-loans.pca@state.mn.us](mailto:grants-loans.pca@state.mn.us) no later than June 19, 2018. All questions and answers will be posted by 4:00pm on Friday, June 22, 2018.

**TAZ REMINDER:** Your comp plan Transportation Analysis Zone (TAZ) forecasts should only include areas that fall within your

community. If your community shares a TAZ with an adjacent city or township, make sure your forecasts only include the population, households, and employment within your community's portion of that TAZ. The TAZ forecasts in your comp plan update need to add up to your total community forecast. This ensures that the socioeconomic forecasts the Metropolitan Council uses for transportation planning are consistent with your comp plan. Communities can consult preliminary [TAZ by community forecasts](#) prepared by Council staff. Also, please refer to the [TAZ Allocation Tutorial](#) or contact your [Sector Rep](#) with any questions. Affected Jurisdiction Review Contact Information:

**MDH:** [Source Water Protection Contact Information by Community](#)

**MnDNR:** The DNR contact for comprehensive plan review is Martha Vickery (Region 3). She will be facilitating the internal coordination within DNR, and will provide comments on your plans. You may contact Martha at [martha.vickery@state.mn.us](mailto:martha.vickery@state.mn.us). PLEASE NOTE: You will still need to upload your water supply plans through the MnPARS system, and the Met Council will continue to coordinate MRCCA plan reviews with the DNR. These items are outside of the "adjacent and affected jurisdiction" for DNR since they have actual approval authority over both.

**MnDOT:** Their goal is to complete the review of plans within 30 days. Submittals sent in electronically can usually be turned around faster.

To submit an electronic .pdf version of the plans, MnDOT can accept the plans via e-mail at [metrodevreviews.dot@state.mn.us](mailto:metrodevreviews.dot@state.mn.us) provided that each separate e-mail is less than 20 megabytes.

A .pdf version of the plans sent to MnDOT's external shared workspace site located at: <https://mft.dot.state.mn.us>. Please contact MnDOT development review staff gain access to the shared workspace site. Also, please send a note to [metrodevreviews.dot@state.mn.us](mailto:metrodevreviews.dot@state.mn.us) indicating the file name and stating that the plans have been submitted on the shared workspace site.

- A compact disc with the plans in .pdf format. The disc can be sent to:  
MnDOT – Metro District Planning Section  
Development Reviews Coordinator  
1500 West County Road B-2  
Roseville, MN 55113
- If you are unable to send the plans electronically, submit a set of full size plans to the above address.

# Events and Information

## APA MN Planning Awards

The APA-Minnesota Chapter Planning Awards provide an exciting opportunity to give credit to outstanding projects and people who have contributed to the planning profession over the last year. The award process provides an opportunity to share the exciting work you and your co-workers and partners have completed with our planning peers. It's time to celebrate the great work we do here in Minnesota! The awards will be given during an evening reception at the conference. Winners will be notified in advance and asked to attend the conference to accept their award. Please submit nominations by **June 1st, 2018** for information on the following awards:

- Innovation in Planning
- Excellence in Community Engagement
- Partnerships in Planning
- Success Stories in Implementation
- Planning in Context
- Outstanding Student Project
- Gunnar Isberg Student Scholarship

Visit <http://www.plannersconference.com/awards.php> for submittal information.

Information on submitting nominations for the Planner of the Year, renamed to the Peg and Otto Schmid Planner of the Year award, and the Lifetime Achievement award will be available on the website in May. For questions, please contact the Awards Chair Stephanie Falkers at [sfalkers@sfrconsulting.com](mailto:sfalkers@sfrconsulting.com).

## Broadband Webinar

APA's Technology Division is hosting a free webinar entitled [Broadband Business Models](#) on May 18, 2018, 12:00-1:30 PM .

Learn the basics of high-speed broadband infrastructure, and the importance of public-private-partnerships in funding infrastructure business models. Understand why and when you should work with incumbent providers, the potential of public-private partnerships and the basics of the community network model. Discuss the unique challenges of remote, rural, small and tribal communities in planning for future-ready communities. Understand the value of feasibility studies; the role of planners and how to choose the right model for your community. Approved for CM credits.

## Become a Chapter Leader

Interested in serving your APA chapter and state, and building leadership experience? APA chapters and divisions that will elect new leaders this year are inviting candidate nominations.

The Minnesota Chapter is seeking nominations for the following positions:

- President
- Vice-President
- Secretary
- Treasurer

If you are interested in running for a leadership position, you may sign up at the APA nominations website. Candidates' position statements are due by May 15. Online voting will begin in August. If you have never used the [nominations website](#), choose "Sign Up Here!" to register. You will be asked to confirm your email address before you can log in.



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# Events and Information (cont.)

## CPTED Training

St. Paul Public Schools office of Security and Emergency Management in conjunction with the University of Louisville is offering the four day Crime Prevention Through Environmental Design Course August 13-16, 2018. This class is typically in high demand and does not come to Minnesota often.

Registrations is [available online](#).



## EDAM Redevelopment Webinar

Lessons from a Site Transformed: KA Block Redevelopment

Tuesday, May 22 | 11:00 am - 12:15 pm

The webinar will be followed by a building tour on October 3 – join us for one or both! October tour registration will open later in the year.

Join the Economic Development Association of Minnesota (EDAM) for this unique opportunity to learn about the transformation that happened with the new Kraus-Anderson head-

quarters in Minneapolis. Hear different perspectives about this exciting redevelopment project on this webinar, and then tour the site when the Emerging Professionals and EDAM U Committee co-host a tour of the Kraus-Anderson headquarters, followed by a happy hour at Finnegan's, on Wednesday, October 3rd.

What started as a new headquarters lead to a redevelopment of an entire block which included building a 17-story, 307-unit apartment complex called HQ; an eight-story, 165-unit hotel called Elliot Park Hotel and part of the Marriott Autograph Collection; and a microbrewery called Finnegan's.

Don't miss the opportunity hear different perspectives on this exciting transformation and then see it for yourself!

[Details & Registration](#)

## Environmental Careers Webinar

Join the APA Environment, Natural Resources and Energy (ENRE) Division for an informative and inspiring discussion entitled [Environment, Natural Resources and Energy Professional Pathways](#) on Wednesday, May 16, 2018, 12:00-1:15 PM CDT.

The United Nations estimates 60 percent of the world's human population will live in urban areas by 2030, with one in every three people living in cities with at least half a million inhabitants (World's Cities 2016). One thing is certain: good city planning and environmental planning will remain intertwined in the 21st century.

A panel of professionals from diverse career levels will discuss a wide range of important topics including career development,



## Events and Information (cont.)

establishing a professional network, and projections for opportunities in environmental planning. This moderated panel will allow panelists to share their own experiences and stories. Webinar audience members will be able to participate through the use of live polling technology and interactive questions.

The webinar is an overview of potential careers in environmental planning. After participating in this webinar participants will be able to:

- Distinguish the different career options in environmental planning
- Understand the qualifications necessary for the job
- Learn about day to day work activities

### Legislative and Law Call for Volunteers

APA Minnesota's Legislative and Law Committee Invites You to Join Us!

If you would like to shape Minnesota's planning policy outcomes, consider becoming a member of APA Minnesota's Legislative and Law Committee!

We are looking for individuals who will take an active role in the success of the committee. Committee members share in a range of activities including reviewing policy, assisting with the development of our annual slate of legislative priorities, serving as subject matter experts, testifying at the legislature when needed to advance our established legislative priorities and more.

Participating is easy! The committee meets approximately 4-6 times a year. Most of our meetings can be attended in person or via conference call.

If you would like to join, send an e-mail to Kathy Aro, APA Minnesota's Executive Director at [kathy.aro@planningmn.org](mailto:kathy.aro@planningmn.org). If you would like to learn more about the committee, please contact the co-chairs:

Paul Mogush  
612-673-2074  
[paul.mogush@minneapolismn.gov](mailto:paul.mogush@minneapolismn.gov)

Andrew Mack  
218-766-8993  
[andrewmack@hotmail.com](mailto:andrewmack@hotmail.com)

### 2018 Livable Communities Grants

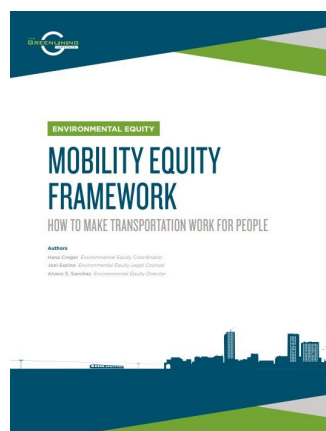
The Metropolitan Council has made over \$20 million available across its Livable Communities programs for 2018. The Council awards 4 types of grants to communities

- Livable Communities Demonstration Account (LCDA) – Supports innovative development and redevelopment that links housing, jobs, and services and demonstrates efficient and cost-effective use of land and infrastructure. More about LCDA grants.
- Local Housing Incentives Account (LHIA) – Produces and preserves affordable housing choices for low to moderate incomes. More about LHIA grants.
- Tax Base Revitalization Account (TBRA) – Cleans up contaminated sites for redevelopment that creates jobs and/or produces affordable housing. More about TBRA grants.
- Transit Oriented Development (TOD) – Catalyzes development around light rail, commuter rail, and high frequency bus stations. More about TOD grants.

Specific requirements and deadlines vary by program. Please visit the [Livable Communities website](#) for more information and application materials.

### Mobility Equity Framework

The Greenlining Institute has released a free guide called the [Mobility Equity Framework: How to Make Transportation Work for People](#).



For too long, transportation planning has focused on cars rather than people while neglecting communities of color and low-income neighborhoods. This framework offers planners and community advocates a step-by-step guide to a more community-centered transportation planning process that focuses on the mobility needs of communities and puts affected communities at the center of decision-making.



# Events and Information (cont.)

## Social Equity Webinar

APA is holding a free webinar entitled [Fostering Social Equity and Inclusive Growth](#) on Tuesday, May 29, 2018, 12-1 p.m.

Social equity is the defining issue of our time. In light of today's political uncertainties and challenges, how can planners foster broad-based, inclusive growth, and ensure they are creating more just and equitable communities? What should the planner's role be? In a first-of-its-kind educational opportunity, APA — in conjunction with NPC18 — is hosting educational sessions about social equity. Even if you were unable to attend the related NPC18 session, you can participate in this

webinar. Topics will include:

- What social equity means
- Frequently encountered planning issues and challenges
- Ensuring diverse civic engagement
- A three-tiered approach that addresses social, environmental, and economic needs
- Implementation tools and other practical resources for planners

This webinar will highlight resources, solutions, case studies, and best practices that APA members can use in their communities.

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## Job Opportunities and RFPs

Job Title: Planning Lead

**Hiring Agency:** Landform Professional Services, LLC

**Deadline for Application:** 6/30/2018

**Salary Range:** DOQ

**Web Site for Hiring Organization:** [www.landform.net](http://www.landform.net)

Job Description: Landform is a multi-disciplinary consulting firm based in Minneapolis. We offer a full range of site design, planning and civil engineering services backed with over 20 years as an organization. Our professional resources include landscape architects, planners, civil engineers, land surveyors and development managers. We are committed to client service, design quality, principles of sustainability and an innovative approach to site design.

Our culture is based on our vision to grow and diversify while emphasizing quality design, strong client partnerships and an energetic employee environment. We value quality, relationships, mentorship, leadership and enthusiasm in our work. We achieve our mission by helping our public and private sector clients create successful memorable, SensiblyGreen® places.

We are looking for a Planner with a bachelor's degree in planning, public administration or urban design with a minimum of 10 years' experience, including project management and supervisory roles. Experience in municipal community development, economic development or urban planning experience; ability to maintain effective working relationships with other employees, agencies and clients; strong written and oral communication skills required. Landform offers an exciting opportunity for planners to work with public and private sector clients.

Responsibilities:

- Lead planning projects, including project management, community engagement and design Lead public meetings

and other community engagement efforts

- Advocate for planning processes within multidisciplinary environment
- Actively participate in marketing and business development efforts for the studio Lead preparation of ordinance updates, master plans and comprehensive plans.
- Provide planning support to other Studios

Requirements:

- Review development applications on behalf of city clients, from acceptance of the application, to review of the application, preparation of staff reports and presentation to boards/commissions/council
- Proficiency in Microsoft Office and familiarity with GIS and Adobe Creative Suite
- Project management, including budgeting, contract execution, scheduling and staffing
- Excellent verbal and written communication skills

Critical thinking skills

- Working knowledge of Microsoft Office suite required
- Knowledge of GIS and Adobe Creative Suite desired
- May need to attend client meetings, including evening meetings

May include travel to client locations

Ability to work as part of a team

# Job Opportunities and RFPs (cont.)

Ability to work in an open office environment

Measures of Success:

Ensure completion of projects on time and on budget

Ensure completion of projects in compliance with Landform standards

Collaboration with other team members

Application Instructions: Please send resume to:

Michelle Chapman

105 South 5th Avenue Ste. 513

Minneapolis, MN 55401

Phone: 612-252-9070

E-mail: [careers@landform.net](mailto:careers@landform.net)

Website: [www.landform.net](http://www.landform.net)

Landform is an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability status, protected veteran status, or any other characteristic protected by law.

**Job Title: Planner I**

**Hiring Agency:** Landform Professional Services, LLC

**Deadline for Application:** 6/30/2018

**Salary Range:** DOQ

**Web Site for Hiring Organization:** [www.landform.net](http://www.landform.net)

Job Description: Landform is a multi-disciplinary consulting firm based in Minneapolis. We offer a full range of site design, planning and civil engineering services backed with over 20 years as an organization. Our professional resources include landscape architects, planners, civil engineers, land surveyors and development managers. We are committed to client service, design quality, principles of sustainability and an innovative approach to site design.

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We are looking for a Planner with a bachelor's degree in planning, public administration or urban design with municipal community development, economic development or urban planning experience; ability to maintain effective working relationships with other employees, agencies and clients; strong written and oral communication skills required. Landform offers an exciting opportunity for planners to work with public and private sector clients.

Responsibilities:

- Prepare site investigation due diligence reports under the

supervision of the Studio Lead

- Support other Planners with municipal clients
- Help review development applications on behalf of municipal clients, including preparation of staff reports
- Assist Project Leads in preparing development applications and narratives for the other Studios
- Assist with preparation of ordinance updates, master plans and comprehensive plans.

Requirements:

- Excellent written and verbal communication skills
- Excellent research skills
- Critical thinking skills
- Working knowledge of Microsoft Office suite required
- Knowledge of GIS and Adobe Creative Suite desired
- Ability to work as part of a team
- Ability to work in an open office environment
- May need to attend client meetings, including evening meetings
- May include travel to client locations

Measures of Success:

- Effective collaboration with other team members
- Accuracy in research and clarity in summarizing findings
- Ability to manage work to meet deadlines
- Quality written reports

Full-Time 40-50 hours per week

Benefits: Health, dental, life, disability, PTO, 401K employer contribution, transportation allowance, fun and relaxing atmosphere Promotions are based on your proven ability to master tasks.

Application Instructions: Please send resume to:

Michelle Chapman

105 South 5th Avenue Ste. 513

Minneapolis, MN 55401

Phone: 612-252-9070

E-mail: [careers@landform.net](mailto:careers@landform.net)

Website: [www.landform.net](http://www.landform.net)

Landform is an equal opportunity employer and all qualified



# Job Opportunities and RFPs (cont).

applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability status, protected veteran status, or any other characteristic protected by law.

## Request for Proposals

**Hiring Agency:** City of Baxter

**Deadline for Application:** June 4, 2018 4:30 p.m.

**Web Site for Hiring Organization:** [www.baxtermn.gov](http://www.baxtermn.gov)

**Job Description:**

RFP for: State Highway 371 Bike/Pedestrian Crossing Study and City-Wide Bike/Pedestrian Policy.

**Application Instructions:**

Please see the city website link for RFP and attachments.

**Job Title:** Manager of Housing and Community Development

**Hiring Agency:** City of Racine, Department of City Development, Division of Housing and Community Development

**Job Description:** City of Racine, Wisconsin seeks a Manager of Housing and Community Development to join our team of professionals dedicated to City improvement and livability.

Situated in southeastern Wisconsin along the shoreline of Lake Michigan, in the energetic Milwaukee-Chicago corridor, the City of Racine is 16 square miles in size and has a beautifully diverse population of 77,474 people comprised of all ages, multiple ethnicities and ranges in income. Racine has a thriving downtown and neighborhood commercial districts, historic neighborhoods, and an extraordinary cultural scene.

With the purpose of serving the City's continued progress, the Manager of Housing and Community Development is responsible for the direction and supervision of multiple housing and community development programs (CDBG, HOME, ESG) within the Department of City Development. The position ensures that the housing and development programs achieve their objectives while complying with funding regulations and requirements from the U.S. Department of Housing and Urban Development (HUD) and City goals. The Manager is also charged with managing the day to day operations of the City Housing division which includes managing employees, monitoring

budgets, setting strategic direction and providing staffing and reports to City Boards and Commissions.

The successful candidates will have a minimum of seven (7) years increasingly responsible experience in a housing or community development program, of which a minimum of two (2) years must involve management/supervisory responsibilities; Minimum of an undergraduate degree in Urban Planning, Economics, Public Administration or related field; Master's Degree preferred, experience with GIS a plus; a thorough understanding of U.S. Housing and Urban Development (HUD) regulations and the ability to interpret and apply administrative guidelines and requirements; thorough knowledge of community development and affordable housing legislation, principles, and practices, and an understanding of housing development, land use, and affordable housing financing. Candidates should have significant experience in initiating, developing, managing and presenting policies and programs relating to housing and neighborhood development.

The starting salary range is \$36.20/hour to \$38.27/hour or approximately \$75,304/year to \$79,604/year, depending on the candidate's level of education and experience. Benefits include: (health and dental insurance, Wisconsin Retirement System Pension, etc.)

**Application Instructions:**

Interested candidates can apply for the position by submitting a cover letter, resume and three/five references by May 25, 2018 to <https://www.governmentjobs.com/careers/racinewi/#>.

The complete position description can be obtained by going to <https://www.governmentjobs.com/careers/racinewi/#> and selecting the "Manager of Housing and Community Development" position.

**Job Title:** Senior Planner

**Hiring Agency:** The 106 Group Ltd.

**Salary Range:** Commensurate with experience

**Web Site for Hiring Organization:** <https://106group.com/jobs/senior-planner/>

**Job Description:** Position: Senior Planner

**We live, work and play  
where you live, work and play.**





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612.252.9070 [www.landform.net](http://www.landform.net)

# Job opportunities and RFPs (cont).

## **Location:** St. Paul, Minnesota

The 106 Group has an immediate opening in our St. Paul office for a Senior Planner to join our Planning & Regulatory team. This position involves working collaboratively with others to develop strategies for a broad range of projects that typically involve multiple stakeholders. Job duties entail, but are not limited to project management, writing plans and technical reports, developing strategies for success, identifying stakeholders, facilitating meetings and workshops, and conducting research, evaluation, and analysis. Occasional travel is a requirement of this position. Other duties may include overseeing other staff.

The 106 Group offers a professional and friendly working environment with a wide range of interesting and challenging projects in the field of cultural resources management, planning, community engagement, and design.

See [www.106group.com](http://www.106group.com) for more information about our firm.

**Responsibilities** The successful applicant will support our planning, public engagement, and internal corporate needs, in the following areas: resources and interpretive planning; communications planning and implementation; development of project strategies; and project management.

## **Requirements**

- The ideal candidate will have experience with any/all of the following:
- Bachelor's degree in a related field and at least 4 years of work experience in the planning field or Master's degree with at least 3 years experience
- Preparing for, attending, and presenting at public planning meetings
- Experience in resources management and placemaking
- Experience thinking strategically to solve problems and ensure effective conclusion of projects with multiple interests and needs
- Experience building relationships and conducting outreach with diverse communities
- Demonstrated time management and strong project management skills and ability to complete tasks within assigned budget and schedule
- Ability to communicate effectively both verbally and in writing
- Ability to facilitate meetings and workshops
- Strong emotional intelligence with ability to work individually and as a team

- Ability to adapt quickly, work well under pressure, and manage multiple tasks/priorities
- Demonstrated ability to use Microsoft Office applications
- Valid driver's license and ability to reliably commute to 106 Group office and project locations
- Additional experience valued or preferred:
- AICP-certified planner
- Knowledge of policy, law, and planning
- Training in facilitation, conflict resolution, and organizational development

## **Marketing and networking experience**

- Foreign language experience
- Ability to interpret and deliver solutions that meet project needs
- Good working knowledge of current information technologies
- Salary is commensurate with experience. The 106 Group offers competitive salaries, an excellent benefits package, and opportunities for growth.
- Please complete web application with an attached PDF resume and a cover letter highlighting your skills.

The 106 Group is an Equal Opportunity Employer.

**Application Instructions:** Please complete web application with an attached PDF resume and a cover letter highlighting your skills.

The 106 Group is an Equal Opportunity Employer.

Date posted: 4/23/2018

## **Job Title: Economic Development Director**

**Hiring Agency:** City of River Falls

**Deadline for Application:** May 20, 2018

**Salary Range:** \$83,000 - \$113,797 per year

**Web Site for Hiring Organization:** [www.rfcity.org](http://www.rfcity.org)

**Job Description:** Do you have a passion for developing communities and exceptional relationship-building skills? Come join our team!

**Economic Development Director**

Salary range: \$83,000-\$113,797 with competitive benefits.

The City of River Falls, WI, is seeking a dynamic, hands-on and forward-thinking Economic Development Director to



## Job opportunities and RFPs (cont.)

oversee the City's economic development strategy and coordinate business retention and expansion efforts.

Responsibilities include:

- Serving as first point of contact for businesses seeking to locate or expand in River Falls
- Establishing relationships with key economic development partners
- Administering the City's economic development incentive programs
- Establishing project schedules, project budgets, and compliance requirements
- Developing and maintaining a comprehensive inventory of available buildings and sites

For a full position description and to apply online visit: [www.rfcity.org/employment](http://www.rfcity.org/employment). Application deadline is May 20, 2018. We are an Equal Opportunity/affirmative Action Employer.

Application Instructions: Please visit our website at [www.rfcity.org](http://www.rfcity.org) for full job description and to submit an application, resume, and cover letter.

### **Job Title: Community Development Director**

**Hiring Agency:** City of Inver Grove Heights

**Deadline for Application:** May 16, 2018 at 4:30p.m.

**Salary Range:** \$108,763 - \$115,648/yr. (hiring range)

**Web Site for Hiring Organization:** [www.invergroveheights.org](http://www.invergroveheights.org)

**Job Description:**

The City of Inver Grove Heights seeks a dynamic Community Development Director for the overall management of department operations and staff engaged in the functions of planning, zoning, building inspections, economic development, redevelopment, housing and environmental services.

**Minimum qualifications:**

Bachelor's Degree in Urban Planning, Public Administration, Business, or closely related area and at least 7 years management experience (or an equivalent combination of education and experience) overseeing planning, zoning, environmental, building inspection and community development programs; including at least 2 years of directly responsible economic development experience (e.g. director or coordinator) in a comparably sized city.

**Preferred qualifications:**

A related Master's Degree and both community and economic development experience. Hiring range is \$108,763-\$115,648/yr., plus benefits.

**Application Instructions:**

Deadline to apply is 5/16/18 at 4:30p.m. To view the full job description and apply, visit our job opportunities page at [www.invergroveheights.org](http://www.invergroveheights.org) EOE

### **Job Title: City Planner**

**Hiring Agency:** City of Fergus Falls

**Deadline for Application:** May 11, 2018

**Salary Range:** \$58,986 to \$79,616

**Web Site for Hiring Organization:** [www.ci.fergus-falls.mn.us](http://www.ci.fergus-falls.mn.us)

**Job Description:** The candidate will join a visionary team for a unique opportunity to lead the City's short and long term planning and development efforts. This will include activities related to residential and commercial development and annexation, as well as various research, analysis and special projects.

#### **RESPONSIBILITIES**

This position will review requests for zoning changes, variances, conditional use permits, and zoning code amendments related to future city development. The position will also include oversight of the activities related to the Planning Commission and Historic Preservation Commission.

#### **QUALIFICATIONS**

Bachelor's degree (Masters preferred) in Urban or Regional Planning with emphasis in land use planning or related field; 5 to 7 years' experience in zoning and planning; experience in GIS and AICP certification is desirable; a combination or equivalent in education and experience may be considered.

Requires a self-motivated individual with excellent written and oral communication skills; good knowledge of the principles and practices of planning and zoning with strong analytical ability; strong interpersonal skills; customer service; problem solving ability and experience in technical reporting, preparation, data collection, public presentations and software applications.

Must be able to perform in an active work environment and handle multiple tasks in an organized and effective manner.

The City offers a full benefits package including health/dental/vision, long and short term disability, 457 Deferred Compensation Plans, PERA retirement plan, MSRS Post-Retirement Healthcare Savings, paid sick and vacation. Application Instructions: To apply, send resume and cover letter to Mike Hartwell:

Email: [mike.hartwell@ci.fergus-falls.mn.us](mailto:mike.hartwell@ci.fergus-falls.mn.us)

Mail: 112 West Washington Ave, Fergus Falls, MN 56537



## STRATEGIC PLAN 2018-2022

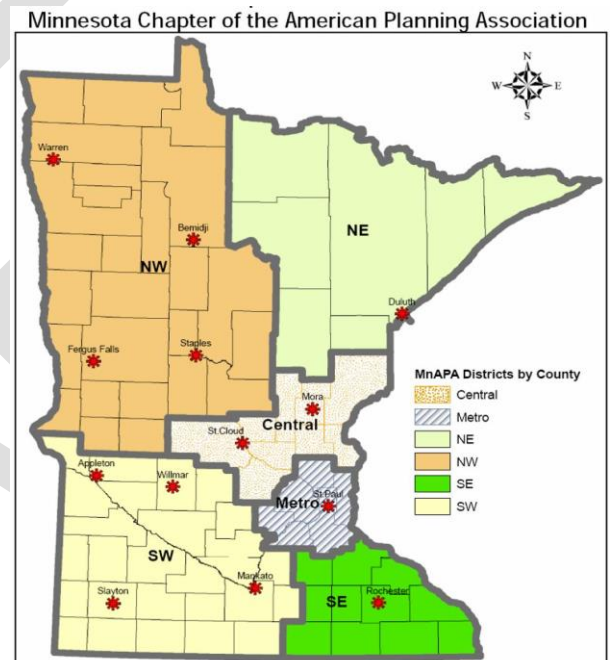
### MINNESOTA CHAPTER OF THE AMERICAN PLANNING ASSOCIATION

An updated strategic plan is included with this issue of the newsletter.  
Feel free to share comments with Vice President [Eric Weiss](#).

### ABOUT US

The Minnesota Chapter of the American Planning Association (APA-MN) is a non-profit statewide organization of over 900 planning professionals, educators, local officials and planning commissioners who are involved in planning-related activities on behalf of state and regional agencies, counties, cities, towns, educational institutions and the private sector. APA Minnesota is a chapter of the American Planning Association (APA), a non-profit public interest and research organization whose origins date back to 1917.

The APA-MN Board of Directors consists of 13 voting members, student and faculty liaisons, committee and special group chairs, and professional development officers. The organization is managed by an executive director and supported subcontractors specializing in communications and legislative platforms.



### STRATEGIC PLAN

This strategic plan will serve as the organization's mid-range guiding document from 2018 to 2022. The document is necessary for the organization to strategically plan for its future and systematically tackle realistic action items, with limited resources, while remaining aspirational. The strategic plan is intended to be a living document, which should be updated as necessary, while serving as a consistent institutional guide.

The strategic plan was created at the Board of Director's 2018 annual retreat and adopted following input of the Board and other stakeholders at the board meeting.

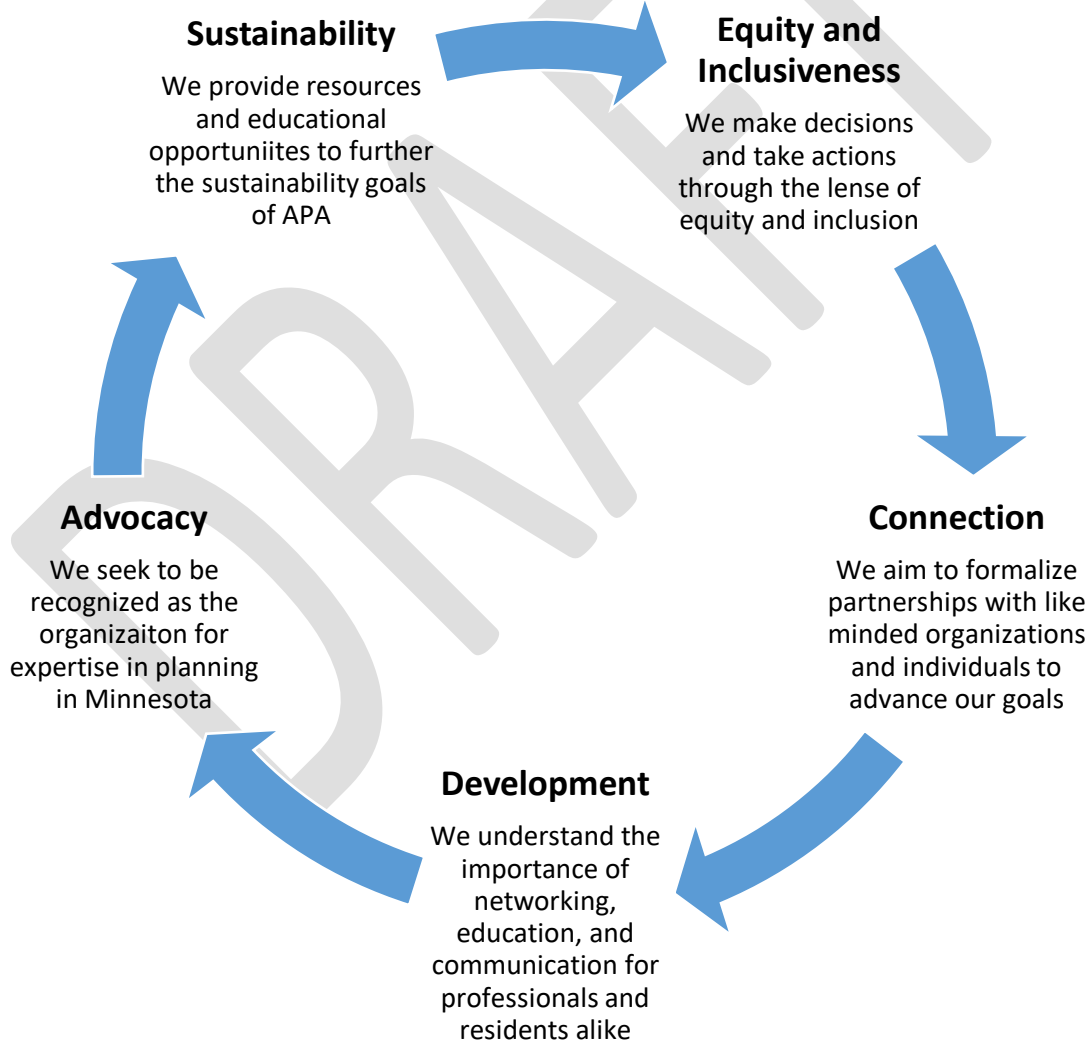
APA Minnesota will use this document to guide the growth of the organization into 2022, each year adopting a work plan to focus efforts, guide work, and strategically address issues considering resources, sequence, and the overall landscape. The Board shall conduct a strategic planning process every five years with incremental and annual updates as needed. An annual review of the document will allow the Board to assess progress made towards goals and achievement of the mission. The Board shall approve an Annual Report to celebrate success, identify future resource needs, and honor transparency and accountability to the membership.



## MISSION

The mission of APA Minnesota is to advocate for equitable and sustainable planning practices across the state by supporting professional planners and educating those who live and work in our communities.

## CORE VALUES



## FOCUS AREAS & GOAL STATEMENTS



Partnerships	<ul style="list-style-type: none"><li>• Establish and formalize partnerships with like-minded organizations to expand organizational reach and accomplish shared goals</li></ul>
Leadership	<ul style="list-style-type: none"><li>• Leverage the knowledge of the association's membership to enact change in Minnesota</li></ul>
Community Planners	<ul style="list-style-type: none"><li>• Grow the field of community leaders advocating for good planning</li></ul>
Involvement	<ul style="list-style-type: none"><li>• Provide a variety of education and networking opportunities to increase member involvement and enrichment</li></ul>
Communication	<ul style="list-style-type: none"><li>• Utilize a combination of communication tools to reach all members and stakeholders</li></ul>
Equity	<ul style="list-style-type: none"><li>• All decisions and actions are made through the lens of equity and inclusion</li></ul>
Membership	<ul style="list-style-type: none"><li>• Retain members and expand membership base by meeting members' evolving needs</li></ul>
Internal Operations	<ul style="list-style-type: none"><li>• Update and improve internal operations to better serve as stewards of the organization's resources and maximize efficiency and effectiveness while prioritizing equity</li></ul>



FOCUS AREA	PARTNERSHIPS		
GOAL STATEMENT	Establish and formalize partnerships with like-minded organizations to expand organizational reach and accomplish shared goals		
Assets	Strategies and Tactics	Success Indicators	
<ul style="list-style-type: none"><li>• Pre-existing overlap in membership w/ other organizations</li><li>• Informal relationships w/ other organizations</li><li>• Joint Call to Action for Healthy Communities at the national level</li><li>• Members’ relationship with other organizations</li></ul>	<div>1. <b>Where no relationship exists, establish and grow relationships with local and state organizations</b></div> <div>1.1. Identify potential organizations or audiences where a relationship would benefit both parties, including professional-, community-, and equity-focused organizations</div> <div>1.2. Develop APA-MN marketing materials to easily and quickly build awareness of our organization with others</div> <div>1.3. Host 1:1 meetings with other organizations to discuss each other’s work, explore potential relationship</div> <div>2. <b>Where informal partnerships exist, formalize partnership relationship with local and state organizations with similar missions</b></div> <div>2.1. Inventory existing informal partnerships</div> <div>2.2. Define partnership expectations from the perspective of APA-MN, understanding partnerships must be flexible, natural, and equitable</div> <div>2.3. Create regional networks of like-minded organizations, especially in Greater MN where population density and opportunities for networking are lower</div> <div>2.4. Co-host events, board meetings, and/or conferences and workshops with partners</div> <div>3. <b>Build a coalition for healthy and equitable communities</b></div> <div>3.1. Follow the lead of the national Joint Call to Action</div> <div>3.2. Host convening(s) of like-minded organizations</div>	<ul style="list-style-type: none"><li>• Establishment of formalized partnerships</li><li>• Build informal partnerships/relationships</li><li>• Collaboration w/ other organizations on programs and events</li><li>• Be viewed as an expert in planning by others</li><li>• Build awareness of our organization</li><li>• An equity lens is consistently used when building partnerships</li><li>• New relationships help to increase memberships</li><li>• Creation of regional networks</li><li>• Increase in participation in local events</li></ul>	
Barriers		Resource Needs	
<ul style="list-style-type: none"><li>• Lack of time and resources to build new partnerships</li><li>• Awareness of our organization and its work</li><li>• Receptiveness of other organizations in building relationship</li><li>• Lack of clarity</li></ul>		<ul style="list-style-type: none"><li>• Volunteer outreach committee</li><li>• Consistent messaging</li><li>• Formalized partnership structure</li><li>• Guidance from APA National and Joint Call to Action</li><li>• Financial support for convening</li></ul>	

FOCUS AREA	LEADERSHIP	
GOAL STATEMENT	Leverage the knowledge of the association’s membership to enact change in Minnesota	
Assets	Strategies and Tactics	Success Indicators
<ul style="list-style-type: none"><li>• Knowledge of membership</li><li>• Legislative and Law Committee</li><li>• Policy Platform</li><li>• Policy Coordinator</li></ul>	<div><div>1. Use communication outlets to expand awareness of our organization</div><div><div>1.1. Implement external communications and relations plan</div><div>1.2.</div></div><div>2. Serve as experts in the field of planning</div><div><div>2.1 Proactively offer to share the organization’s perspective on topics being considered by governing bodies</div><div>2.2 Develop a bench of experts for advocacy</div><div>2.3 Develop a process by which legislative and law requests are thoroughly and properly vetted</div><div>2.4 Provide guidance to members and allies on effective communication, outreach, organizing, and advocacy</div></div><div>3. Proactively share the organization’s perspective on a wide-range of planning- related topics.</div><div><div>1.1. Regularly update Policy Platform</div><div>1.2. Share Policy Platform with state and local leaders, allied organizations, League of MN Cities</div><div>1.3. Create white papers on a number of planning-related topics</div></div></div>	<ul style="list-style-type: none"><li>• APA-MN is contacted to serve as subject matter experts on local and state legislation</li><li>• APA-MN is viewed as the go-to organization for expertise in planning</li><li>• APA-MN is contacted to provide comments, present, or testify</li></ul>
Barriers		Resource Needs
<ul style="list-style-type: none"><li>• Limited advocacy role as nonprofit</li><li>• New role/arena for APA-MN</li><li>• Time</li><li>• Polarized political landscape</li><li>• Lack of awareness of APA-MN</li></ul>		<ul style="list-style-type: none"><li>• Time</li><li>• Volunteers</li><li>• Coordination with Communications and Partnership teams</li><li>• Policy Coordinator</li></ul>



FOCUS AREA	COMMUNITY PLANNERS	
GOAL STATEMENT	Grow the field of community leaders advocating for good planning	
Assets	Strategies and Tactics	Success Indicators
<ul style="list-style-type: none"><li>Existing community planner/citizen planner handbook</li><li>Existing community connections</li><li>Website and social media</li><li>Knowledge and expertise of members</li></ul>	<ol style="list-style-type: none"><li><b>1. Provide resources to build the knowledge, skills, and abilities of community planners</b><ol style="list-style-type: none"><li>1.1. Define and clarify who is considered to be a community planner, define target audience</li><li>1.2. Update community planner handbook and training materials</li><li>1.3. Create process by which APA-MN offers community planner training; explore potential partnerships to provide such training</li><li>1.4. Officially recognize those trained by APA-MN through certificate program</li></ol></li><li><b>2. Recruit community planners to be members of APA-MN</b><ol style="list-style-type: none"><li>2.1. Design and implement marketing campaign geared towards community planners</li><li>2.2. Create new board position for community planner</li></ol></li><li><b>3. Increase community planner participation in the organization</b><ol style="list-style-type: none"><li>3.1. Market annual conference to community planners</li><li>3.2. Invite community planners to attend other trainings and networking opportunities</li><li>3.3. Create toolkit for policy advocacy geared towards community planners</li></ol></li></ol>	<ul style="list-style-type: none"><li>Increase in community planner membership and involvement</li><li>Adopted and updated curriculum/handbook</li><li>Increase number of training sessions</li><li>Increased awareness of APA-MN and its resources amongst community planners</li><li>Policy advocacy toolkit created</li></ul>
Barriers		Resource Needs
<ul style="list-style-type: none"><li>Time</li><li>Awareness of APA-MN</li><li>Resources and logistics of hosting and facilitating training</li><li>No database of community planner contact information</li><li>Recognition of value of community planner training</li><li>A number of other existing training platforms</li></ul>	<ul style="list-style-type: none"><li>Time</li><li>Volunteers</li><li>Financial support</li><li>Logistical support</li><li>Communications</li></ul>	

FOCUS AREA		INVOLVEMENT	
GOAL STATEMENT		Provide a variety of education and networking opportunities to increase member involvement and enrichment	
Assets		Strategies and Tactics	Success Indicators
<ul style="list-style-type: none"> <li>Membership knowledge and talent</li> <li>District Directors</li> <li>Professional Development Officers</li> <li>Executive Director</li> <li>Technology</li> <li>Support from APA National</li> </ul>		<ol style="list-style-type: none"> <li><b>1. Connect with members outside of the fall conference</b> <ol style="list-style-type: none"> <li>1.1. Establish regular brown bag series</li> <li>1.2. Bi-monthly book club rotating around the state</li> <li>1.3. Special, annual Greater Minnesota events</li> <li>1.4. Host and support webinars</li> <li>1.5. Purchase webinar software</li> </ol> </li> <li><b>2. Provide a mix of networking opportunities</b> <ol style="list-style-type: none"> <li>2.1. Foster networking with planners of all ages, backgrounds, experiences, races, and geography</li> <li>2.2. Foster and support networking building in Greater Minnesota which expands beyond the field of planning and invites members of like-minded organizations and community planners</li> <li>2.3. Provide a number of informal, fun networking opportunities</li> </ol> </li> <li><b>3. Increase opportunities for involvement of membership</b> <ol style="list-style-type: none"> <li>3.1. Provide opportunities for involvement on committees, user groups, and task forces</li> <li>3.2. Explore opportunities for involvement of members in Greater Minnesota</li> </ol> </li> <li><b>4. Build knowledge, skills, and abilities of members to serve as planners</b> <ol style="list-style-type: none"> <li>4.1. Continue to provide annual state conference</li> <li>4.2. Provide ample opportunities for members to earn CM credits</li> <li>4.3. Develop a list of ongoing programs and speakers to draw upon</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>Host at least 3 webinars annually</li> <li>Create calendar of events</li> <li>Better balance of Greater Minnesota and Metro events</li> <li>Increased participation and involvement</li> <li>Additional educational and networking opportunities, formal and informal</li> <li>New program leaders</li> <li>At least 1 event held annually in each district</li> <li>Host at least 3 brown bag events</li> </ul>
Barriers			Resource Needs
<ul style="list-style-type: none"> <li>Geography and distance</li> <li>Lack of technical experience and expertise</li> <li>Funding</li> <li>APA National limitations and rules</li> <li>Availability of time</li> <li>Commitment to education and networking</li> <li>Finding program leaders and volunteers</li> </ul>			<ul style="list-style-type: none"> <li>Time</li> <li>Volunteers</li> <li>Financial support</li> <li>Logistical support</li> <li>Communications</li> <li>Professional Development Officers</li> </ul>

FOCUS AREA	COMMUNICATION	
GOAL STATEMENT	Utilize a combination of communication tools to reach all members and stakeholders	
Assets	Strategies and Tactics	Success Indicators
<ul style="list-style-type: none"> <li>Chapter has existing Facebook and Twitter social media accounts</li> <li>Existing social media calendar</li> <li>Communication staff member</li> <li>Existing newsletter</li> <li>Multitude of resources and information from APA, APA-MN, and other sources</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Establish internal communications plan and calendar</b> <ol style="list-style-type: none"> <li>1.1. Consider updates and changes to newsletter and electronic communications which balance content value, regularity, transparency, and importance of timing</li> <li>1.2. Produce annual calendar so that internal communications are consistent, regular, and proactive</li> <li>1.3. Clearly define staff roles</li> </ol> </li> <li><b>2. Create and implement external communications plan that will build awareness</b> <ol style="list-style-type: none"> <li>2.1. Create talking points and printed collateral for easy explanation of the organization to outside groups</li> <li>2.2. Use strong and consistent branding in all communications</li> <li>2.3. All external communication materials should be reviewed by the communications consultant, executive director, and/or executive committee for brand and messaging consistency</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>Strong social media engagement numbers</li> <li>Increased use of the online forum</li> <li>Increase in newsletter readership rates</li> <li>Increased website traffic and access to information</li> <li>Increase in followers on social media</li> <li>Creation of communications collateral</li> </ul>
Barriers		Resource Needs
<ul style="list-style-type: none"> <li>Not everyone uses the same platforms</li> <li>Website is outdated</li> <li>Unclear direction of what APA-MN uses social media for/what to advocate for</li> <li>Time to search for content, coordinate with others, and to craft and post/share content</li> </ul>	<ol style="list-style-type: none"> <li><b>3. Social media presence is coordinated and consistent</b> <ol style="list-style-type: none"> <li>3.1. Consider using Instagram and other social media platforms</li> <li>3.2. Build a list of other organizations to follow, post on, send posts to</li> <li>3.3. Clarify our social media role and which issues APA-MN supports, shares, and educates</li> <li>3.4. Create more robust social media calendar with more articles, legislative action, current events, etc.</li> <li>3.5. Create portal for social media submissions</li> <li>3.6. Build a list of other organizations to follow, post on, send post to</li> </ol> </li> <li><b>4. Update website</b> <ol style="list-style-type: none"> <li>4.1. Website reflects changing organization and membership</li> <li>4.2. Provides an online forum</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>Time</li> <li>Volunteers</li> <li>Financial support</li> <li>Communications Coordinator</li> <li>Website consultant</li> </ul>



	<div>4.3. Provides other tools, resources, and information</div> <div>4.4. Is reviewed and updated on a regular basis to keep information fresh and up-to-date</div>	
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DRAFT

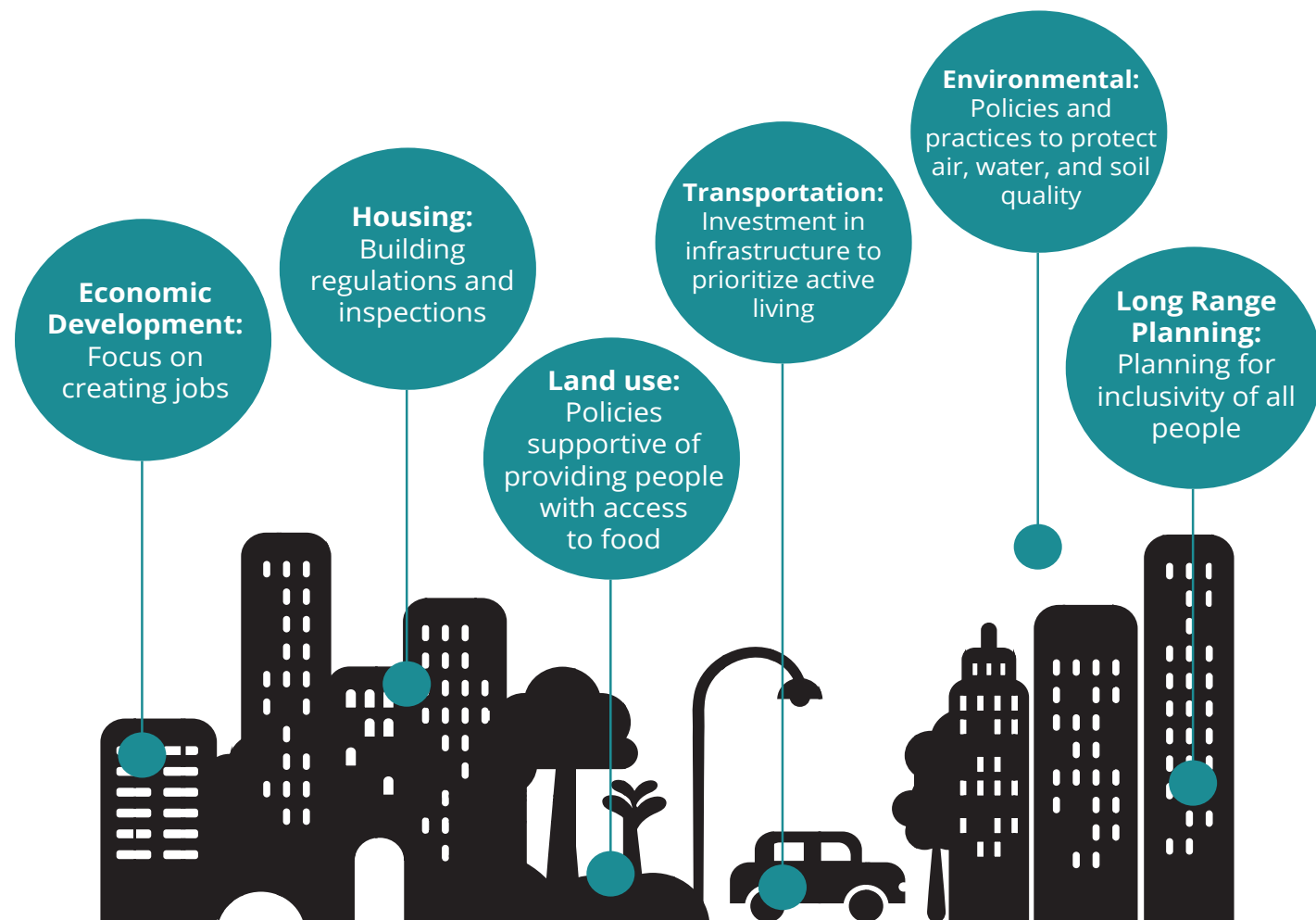
FOCUS AREA		EQUITY	
GOAL STATEMENT		All decisions and actions are made through the lens of equity and inclusion	
Assets		Strategies and Tactics	Success Indicators
<ul style="list-style-type: none"> <li>Existing Planners Day at School</li> <li>APA-MN Women in Planning group</li> <li>Multiple user groups (LGBTQ, People of Color, etc.) at national APA level</li> <li>Support and resources available from national APA</li> <li>Grassroots movement mobilizing and changing and expanding the dialogue in Minnesota</li> </ul>		<ol style="list-style-type: none"> <li><b>1. Establish committee focused on diversity in planning</b> <ol style="list-style-type: none"> <li>1.1. Review opportunities to engage and encourage youth from diverse backgrounds to enter the field of planning</li> <li>1.2. Work with Minnesota colleges to support students of color</li> <li>1.3. Consider financial support to assist the committee in its work</li> <li>1.4. Expand 'Planners Day in School' program to reach more youth</li> <li>1.5. Connect with the equity and community-based organizations that are leading efforts to address inequities, seek advice and support</li> </ol> </li> <li><b>2. Review all organization practices and procedures through an equity and inclusion lens</b> <ol style="list-style-type: none"> <li>2.1. Establish committee/task force to review</li> <li>2.2. Consider financial support to assist the committee in its work</li> <li>2.3. Implement recommendations of the committee</li> <li>2.4. Establish a cultural competency program</li> </ol> </li> <li><b>3. Establish and support user groups focused on diversity and inclusion in planning</b> <ol style="list-style-type: none"> <li>3.1. Women in Planning</li> <li>3.2. People of Color in Planning</li> <li>3.3. LGBTQ in Planning</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>Equity is automatically considered in all board actions</li> <li>Creation and support of new and existing user groups</li> <li>Creation of cultural competency program</li> <li>Make-up of the board is more diverse and representative</li> <li>The field of planning in Minnesota becomes more racially/ethnically diverse</li> <li>'Planners Day in the School' is expanded to a number of schools with majority non-white student populations</li> </ul>
Barriers			Resource Needs
<ul style="list-style-type: none"> <li>Lack of diversity on the Board</li> <li>Equity can be viewed as polarizing by some in the field</li> <li>Historical and Institutionalized racism</li> <li>Constrained human and financial resources</li> </ul>			<ul style="list-style-type: none"> <li>Volunteer support</li> <li>Financial support</li> <li>Outside knowledge and support</li> </ul>

FOCUS AREA	MEMBERSHIP	
GOAL STATEMENT	Retain members and expand membership base by meeting members' evolving needs	
Assets	Strategies and Tactics	Success Indicators
<ul style="list-style-type: none"> <li>Historically high membership rates</li> <li>Membership data from National APA</li> <li>Two student board members</li> <li>Strong relationship with Humphrey School</li> <li>District Directors</li> </ul>	<ol style="list-style-type: none"> <li><b>Grow overall membership of the organization</b> <ol style="list-style-type: none"> <li>Analyze membership data, identify gaps and needs</li> <li>Membership survey</li> <li>Retain retired planners</li> </ol> </li> <li><b>Retain student members as they transition to professionals</b> <ol style="list-style-type: none"> <li>Focus group or online survey with students and young professionals to identify areas of concern, needs assessment</li> <li>Targeted outreach to this population</li> </ol> </li> <li><b>Grow business and corporate membership</b> <ol style="list-style-type: none"> <li>Define business and corporate membership</li> <li>Targeted outreach</li> </ol> </li> <li><b>Grow government and nonprofit membership</b> <ol style="list-style-type: none"> <li>Define government and nonprofit membership</li> <li>Targeted outreach</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>Overall growth in membership</li> <li>Increase retention rates as students transition to full membership</li> </ul>
Barriers		Resource Needs
<ul style="list-style-type: none"> <li>Weaker relationship with Mankato and St. Cloud programs</li> <li>Turnover in student director position</li> <li>Inconsistent employer support of membership</li> <li>Membership rates tied to the overall economy</li> <li>Increasing number of job/career transitions</li> <li>In/out migration of planners</li> </ul>		<ul style="list-style-type: none"> <li>Executive Director</li> </ul>



FOCUS AREA	INTERNAL OPERATIONS	
GOAL STATEMENT	Update and improve internal operations to better serve as stewards of the organization's resources and maximize efficiency and effectiveness while prioritizing equity	
Assets	Strategies and Tactics	Success Indicators
<ul style="list-style-type: none"> <li>Executive Director</li> <li>Good financial standing</li> </ul>	<ol style="list-style-type: none"> <li><b>Review financial operations and procedures</b> <ol style="list-style-type: none"> <li>Explore board of director term cycles</li> <li>Update bylaws for efficiency, effectiveness, and equity</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>Balanced budget</li> <li>Updated bylaws</li> </ul>
Barriers	<ol style="list-style-type: none"> <li><b>Maintain a strong and sustainable organizational budget</b></li> <li><b>Adopt staffing model which meets the needs of the organization</b> <ol style="list-style-type: none"> <li>Executive Committee shall conduct review with each staff member</li> <li>Board shall review staffing model on an annual basis and implement changes as needed</li> </ol> </li> <li><b>Conduct regular organizational planning and development</b> <ol style="list-style-type: none"> <li>Conduct strategic planning process every 5 years with incremental and annual updates as needed</li> <li>Complete annual review and report</li> <li>Provide space for board member and staff to get to know</li> <li>Support ongoing and institutionalized board training, development, and culture work</li> </ol> </li> </ol>	Resource Needs
<ul style="list-style-type: none"> <li>Time to research and update documents</li> <li>Ease of communication among members</li> </ul>		<ul style="list-style-type: none"> <li>Volunteers</li> </ul>





## WORKING SMARTER NOT HARDER

**Focusing planning efforts around people means working differently, not working more.** True, planners are being asked to respond to an ever growing, sometimes overwhelming, list of community issues. Planning for People – health, equity, community engagement – isn't about adding new work but rather exploring ways to improve processes, find efficiencies, and ultimately, to make a larger impact. It's the same work from a new perspective and a more nimble, comprehensive approach. This may involve replacing outdated, inefficient, and ineffective ways of doing work with more effective approaches, a renewed sense of purpose and stronger focus on community-centered outcomes.

### FACT

- Each county in Minnesota has a health professional who can assist with planning for people and planning for health through the Statewide Health Improvement Partnership coordinators – <http://www.health.state.mn.us/ship/>

### RESOURCES

- Advancing Health Equity in Minnesota, 2014 - [www.health.state.mn.us/divs/che](http://www.health.state.mn.us/divs/che)
- Minnesota Food Charter Network, 2014 – [www.mnfoodcharter.com](http://www.mnfoodcharter.com)
- APA Planning for Public Health - [www.planning.org/research/publichealth](http://www.planning.org/research/publichealth)

For more information on Planning for People and the full report, go to:  
<http://www.planningmn.org/planningforpeople>



With assistance from Lindsey Alexander Consulting

# APA MN PLANNING FOR PEOPLE

## PLANNING FOR PEOPLE: An Initiative of APA-Minnesota

Most people think of health as the outcome of a visit to the doctor. Our health, however, is shaped mostly outside the doctor's office. The physical, economic, social, and natural environments in which people live and interact have a significant impact on their ability to live healthy, safe lives.

A vibrant and prosperous community is a healthy community. The most successful communities are planned in partnership with community members and with the strategic and thoughtful guidance of elected officials and planning professionals. A community is only truly vibrant and prosperous when all its residents share in the experience of health, safety, and well-being. As we know all too well, environments vary greatly from place to place, neighborhood to neighborhood, creating areas with fewer choices and opportunities for people.

By making people the primary lens through which we make planning decisions, we can more effectively and efficiently work towards supporting and maintaining strong communities for all people. Locally, planners are leading the way to healthier Minnesota communities. This document clarifies the connection between health and planning and provides proven messaging frames you can use in your own community to make the case for planning for people.

## THRIVING CHILDREN AND FAMILIES MAKE STRONGER COMMUNITIES

**People are our chief asset.** We intuitively understand that investing in people, particularly in children, is an investment in the future. Yet we don't always connect this to how we build our communities. As planners, we know that investing in assets like streets can extend street life and result in long-term cost savings. Investing in and for people works much the same way. If we work towards communities where people feel safe, healthy, and welcomed, they are more likely to stay in the community, invest in the community—and perceive a strong value in the work of local government. This can lead to improved civic participation, investments in business and private property and increased civility; as well as to health-supporting gains in educational attainment, homeownership rates, property maintenance, mental health, access to parks and less crime. Investing in projects that improve quality of life and build community pride produces dividends for families and for communities.

### FACT

- Greater tree cover resulted in lower crime. Essentially, greater tree planting in a neighborhood suggests that the community is cared for and that the residents value it enough to call the police if they see an act of vandalism or other neighborhood crime. Source: Troy A.J. (2012) *The Relationship between Tree Canopy and Crime Rates Across an Urban-rural gradient in the greater Baltimore region.* Landscape & Urban Planning. Vol. 104 Iss 3 pp.262-270



## PLACE MATTERS

**Economic and health outcomes are closely correlated with the places where people live.** Unfortunately, poor health and economic outcomes tend to be concentrated in areas with reduced access and choice. These are neighborhoods with fewer job opportunities, limited transportation options, few or no healthy food options, underfunded schools, higher crime rates, and unsafe housing conditions. Without a level playing field, it can be very difficult for the people that live in these neighborhoods to access the basic income and resources needed to live a healthy life. To achieve its full potential, a community must ensure that all people have the opportunity to live in a safe and healthy place.



### FACT

- A Minnesotan who earns minimum wage would need to work 91 hours/week to afford a 2- bedroom apartment at fair market rent.



## PENNIES NOW, DOLLARS LATER

**The places that are addressing community health and prioritizing people today will be the most successful communities in the future.** The consumer market has dramatically shifted in the last few decades and the forces that drove the markets of the past no longer hold true today. People are choosing where they live, work, and play based on community design, bikeability and walkability, vibrancy, liveliness, and feelings of being connected to their neighbors. Communities addressing today's market demands are attracting employers, high-quality workforce, new development and investment from the private market, and are growing their tax base. Communities that do not address these issues will struggle to remain economically competitive in the future. The time to invest in people-centric amenities is now.

### FACT

- In 2017, the hottest real estate markets were those close to urban amenities with easy access to shopping and transportation and a supply of reasonably-priced housing. *Source: Johnson D. (June 2017) The 25 cities Where Millennials are Moving. Time - <http://time.com/4797956/cities-millennials-moving/>*

## PLANNING HAS ALWAYS BEEN ABOUT HEALTH

**Planners already embrace some concepts related to healthy communities.** Modern planning has its historic roots in public health, growing out of the need to address the issues communities faced at the dawn of the 20th Century – overcrowding, poor infrastructure, improper waste disposal, access to air and light, and communicable diseases like tuberculosis and influenza. Planners played a critical role in addressing these issues. Today, our world faces different threats – traffic congestion, housing affordability, preventable diseases like heart disease and diabetes, large and growing inequities, and more volatile weather due to a changing climate. Planners must rise to the occasion by working to make healthier and safer communities for the people of the 21st Century.

### FACT

- The state of Minnesota authorizes communities to use zoning for the purpose of promoting public health, safety, morals, and general welfare.



## WE NEED TO TALK...

**Planners need to get comfortable talking about health disparities.** Conversations about disparities, especially those related to race, can be uncomfortable, difficult, and polarizing. As a profession dedicated to the health, safety and well-being of the public, we need to focus our work on addressing the unacceptable inequalities our fellow Minnesotans face whether by age, race, income, geography, or physical ability. As leaders and facilitators, we can play a critical role advancing conversations in our communities.

### FACT

- Between now and 2040, 74% of Minnesota's population growth will come from people of color.







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