



Memorandum

Date: April 17, 2013
To: Long Range Planning Commission
From: Gordon Heitke, City Administrator
Subject: April 22, 2013 Meeting

The Long Range Planning Commission (LRPC) will meet on Monday, April 22 at 6 p.m. at City Hall. This will serve as an "organizational meeting" at which we will discuss the statutory authority for comprehensive planning, duties of the LRPC, comprehensive plan update project, and establish a regular meeting schedule.

We will begin the comprehensive plan update process by recommending the selection of a planning consultant to the City Council for the project. To prepare for this step, staff invited firms to submit a "Statement of Qualifications" for your review (enclosed). Also enclosed is a copy of the solicitation letter describing the information to be included in the Statement of Qualifications.

As you review these statements, it is important to determine that the consulting firm has an understanding of the issues associated with the characteristics of Baxter (a developing regional center, major highways, significant big box and other retail development, lakes/rivers/wetlands, large areas of unserviced/undeveloped land, etc.). The links provided in their statements to examples of past work provides us with an understanding of the cities they have worked with and how they have addressed various topics in their plan.

Once the Commission identifies their preferred one or two firms, a more detailed proposal for services will be requested which will include a description of the process, plan contents, and cost of preparing the updated plan. Following review of the proposal(s), the Commission will recommend to the Council its choice for the planning consultant.

Staff will contact some of the firms' clients for comments. Staff will provide additional input to whatever extent the commission desires.

See you Monday.

Members of the LRPC

NAME

REPRESENTING

Bob Ryan	Planning and Zoning Commission
Jim Kalkofen	Parks and Trails Commission
Kevin Donnay	Architectural Review Commission
Lori Rubin	(Former) Long Range Planning Commission
Rock Ylimeini	Utilities Commission
Cathy Clark	Citizen Representative
Mark Cross	Baxter Economic Development Authority
Todd Holman	City Council Representative



BAXTER CITY COUNCIL AGENDA

Monday, April 22, 2013

City Council Chambers, 6:00 P.M.

1. Overview of Statutory Authority for Comprehensive Planning
2. Review of Long Range Planning Commission Duties
3. Review of Charge to LRPC to Update the City of Baxter Comprehensive Plan
4. Establish Regular Meeting Dates
5. Discuss Candidate Planning Consultants
6. Adjourn

STATUTES (EXCERPTS) RELATED TO PROPOSED DUTIES OF BAXTER LONG RANGE PLANNING COMMISSION AND BAXTER PLANNING AND ZONING COMMISSION

462.354 ORGANIZATION FOR PLANNING.

Subdivision 1. **Planning agency.**

A municipality may by charter or ordinance create a **planning agency**. A **planning agency** created by ordinance may be abolished by two-thirds vote of all the members of the governing body. The **planning agency** shall be advisory, except as other powers and duties are imposed on it by sections **462.351 to 462.364**, by statute, by charter, or by ordinance consistent with the municipal charter. The **planning agency** may take the following...form:

- (1) It may consist of a **planning commission**, which may or may not include municipal officials among its members. The **planning commission** may be provided with staff which may be a division of the administrative structure of the municipal government. The **commission** shall be advisory directly to the governing body.

(Note: Statutes are written to assume one planning agency (planning commission). Baxter is unique that the statutory planning duties are divided between the Long Range Planning Commission and Planning and Zoning Commission. The division of statutory duties is indicated, below :)

LONG RANGE PLANNING COMMISSION STATUTORY DUTIES

462.355 ADOPT, AMEND COMPREHENSIVE PLAN; INTERIM ORDINANCE.

Subdivision 1. **Preparation and review.**

The planning agency shall prepare the comprehensive municipal plan. In discharging this duty the **planning agency** shall consult with and coordinate the planning activities of other departments and agencies of the municipality to insure conformity with and to assist in the development of the comprehensive municipal plan. In its planning activities **the planning agency** shall take due cognizance of the planning activities of adjacent units of government and other affected public agencies. **The planning agency shall periodically review the plan and recommend amendments whenever necessary.** When preparing or recommending amendments to the comprehensive plan, the planning agency of a municipality located within a county that is not a greater than 80 percent area, as defined in section **103G.005, subdivision 10b**, must consider adopting goals and objectives that will protect open space and the environment.

Subd. 2. Procedure to adopt, amend.

The planning agency may, unless otherwise provided by charter or ordinance consistent with the municipal charter, recommend to the governing body the adoption and amendment from time to time of a comprehensive municipal plan. The plan may be prepared and adopted in sections, each of which relates to a major subject of the plan or to a major geographical section of the municipality. The governing body may propose the comprehensive municipal plan and amendments to it by resolution submitted to the planning agency. Before adopting the comprehensive municipal plan or any section or amendment of the plan, the **planning agency** shall hold at least one public hearing thereon. A notice of the time, place and purpose of the hearing shall be published once in the official newspaper of the municipality at least ten days before the day of the hearing.

Subd. 3. Adoption by governing body.

A proposed comprehensive plan or an amendment to it may not be acted upon by the governing body until it has received the recommendation of the planning agency or until 60 days have elapsed from the date an amendment proposed by the governing body has been submitted to the planning agency for its recommendation. Unless otherwise provided by charter, the governing body may by resolution adopt and amend the comprehensive plan or portion thereof as the official municipal plan upon such notice and hearing as may be prescribed by ordinance. Except for amendments to permit affordable housing development, a resolution to amend or adopt a comprehensive plan must be approved by a two-thirds vote of all of the members. Amendments to permit an affordable housing development are approved by a simple majority of all of the members. For purposes of this subdivision, "affordable housing development" means a development in which at least 20 percent of the residential units are restricted to occupancy for at least ten years by residents whose household income at the time of initial occupancy does not exceed 60 percent of area median income, adjusted for household size, as determined by the United States Department of Housing and Urban Development, and with respect to rental units, the rents for affordable units do not exceed 30 percent of 60 percent of area median income, adjusted for household size, as determined annually by the United States Department of Housing and Urban Development.

462.356 PROCEDURE TO EFFECT PLAN: GENERALLY.

Subd. 1. Recommendations for plan execution.

Upon the recommendation by the planning agency of the comprehensive municipal plan or sections thereof, the planning agency shall study and propose to the governing body reasonable and practicable means for putting the plan or section of the plan into effect. Subject to the limitations of the following sections, such means include, but are not limited to, zoning regulations, regulations for the subdivision of land, an official map, a program for coordination of the normal public improvements and services of the municipality, urban renewal and a capital improvements program.

Subd. 2. Compliance with plan.

After a comprehensive municipal plan or section thereof has been recommended by the planning agency and a copy filed with the governing body, no publicly owned interest in real property within the municipality shall be acquired or disposed of, nor shall any capital

improvement be authorized by the municipality or special district or agency thereof or any other political subdivision having jurisdiction within the municipality until after the **planning agency** has reviewed the proposed acquisition, disposal, or capital improvement and reported in writing to the governing body or other special district or agency or political subdivision concerned, its findings as to compliance of the proposed acquisition, disposal or improvement with the comprehensive municipal plan. Failure of the **planning agency** to report on the proposal within 45 days after such a reference, or such other period as may be designated by the governing body shall be deemed to have satisfied the requirements of this subdivision. The governing body may, by resolution adopted by two-thirds vote dispense with the requirements of this subdivision when in its judgment it finds that the proposed acquisition or disposal of real property or capital improvement has no relationship to the comprehensive municipal plan.

PLANNING AND ZONING COMMISSION STATUTORY DUTIES (Planning and Zoning Commission shall also serve as the Board of Appeals and Adjustments)

462.357 OFFICIAL CONTROLS: ZONING ORDINANCE.

Subd. 1. Authority for zoning.

Subd. 2. General requirements.

At any time after the adoption of a land use plan for the municipality, the **planning agency, for the purpose of carrying out the policies and goals of the land use plan, may prepare a proposed zoning ordinance and submit it to the governing body with its recommendations for adoption.**

Subd. 3. Public hearings.

No zoning ordinance or amendment thereto shall be adopted until a public hearing has been held thereon by the **planning agency** or by the governing body. A notice of the time, place and purpose of the hearing shall be published in the official newspaper of the municipality at least ten days prior to the day of the hearing. When an amendment involves changes in district boundaries affecting an area of five acres or less, a similar notice shall be mailed at least ten days before the day of the hearing to each owner of affected property and property situated wholly or partly within 350 feet of the property to which the amendment relates. For the purpose of giving mailed notice, the person responsible for mailing the notice may use any appropriate records to determine the names and addresses of owners. A copy of the notice and a list of the owners and addresses to which the notice was sent shall be attested to by the responsible person and shall be made a part of the records of the proceedings. The failure to give mailed notice to individual property owners or defects in the notice shall not invalidate the proceedings, provided a bona fide attempt to comply with this subdivision has been made.

Subd. 4. Amendments.

An amendment to a zoning ordinance may be initiated by the governing body, the **planning agency**, or by petition of affected property owners as defined in the zoning ordinance. An amendment not initiated by the **planning agency** shall be referred to the **planning agency**, if there is one, for study

and report and may not be acted upon by the governing body until it has received the recommendation of the **planning agency** on the proposed amendment or until 60 days have elapsed from the date of reference of the amendment without a report by the **planning agency**.

Subd. 6. Appeals and adjustments.

Appeals to the **board of appeals and adjustments** may be taken by any affected person upon compliance with any reasonable conditions imposed by the zoning ordinance. The **board of appeals and adjustments** has the following powers with respect to the zoning ordinance:

(1) To hear and decide appeals where it is alleged that there is an error in any order, requirement, decision, or determination made by an administrative officer in the enforcement of the zoning ordinance.

(2) To hear requests for variances from the requirements of the zoning ordinance including restrictions placed on nonconformities. Variances shall only be permitted when they are in harmony with the general purposes and intent of the ordinance and when the variances are consistent with the comprehensive plan. Variances may be granted when the applicant for the variance establishes that there are practical difficulties in complying with the zoning ordinance. "Practical difficulties," as used in connection with the granting of a variance, means that the property owner proposes to use the property in a reasonable manner not permitted by the zoning ordinance; the plight of the landowner is due to circumstances unique to the property not created by the landowner; and the variance, if granted, will not alter the essential character of the locality. Economic considerations alone do not constitute practical difficulties. Practical difficulties include, but are not limited to, inadequate access to direct sunlight for solar energy systems. Variances shall be granted for earth sheltered construction as defined in section **216C.06, subdivision 14**, when in harmony with the ordinance. The **board of appeals and adjustments** or the governing body as the case may be, may not permit as a variance any use that is not allowed under the zoning ordinance for property in the zone where the affected person's land is located. The board or governing body as the case may be, may permit as a variance the temporary use of a one family dwelling as a two family dwelling. The board or governing body as the case may be may impose conditions in the granting of variances. A condition must be directly related to and must bear a rough proportionality to the impact created by the variance.

462.358 OFFICIAL CONTROLS: SUBDIVISION REGULATION; DEDICATION.

(Planning and Zoning Commission shall administer subdivision regulations per the City's Subdivision Regulations.)

462.359 PROCEDURE TO EFFECT PLAN: OFFICIAL MAPS.

Subd. 1. Statement of purpose.

Land that is needed for future street purposes or for aviation purposes and as sites for other necessary public facilities and services is frequently diverted to nonpublic uses that could have been located on other lands without hardship or inconvenience to the owners. When this happens, public uses of land may be denied or may be obtained later only at prohibitive cost or at the expense of dislocating the owners and occupants of the land. Identification on an official map of land needed for future public uses permits both the public and private property owners to adjust their building plans

equitably and conveniently before investments are made that will make adjustments difficult to accomplish.

Subd. 2. Adoption.

After the **planning agency** has adopted a major thoroughfare plan and a community facilities plan, it may, for the purpose of carrying out the policies of the major thoroughfare plan and community facilities plan, prepare and recommend to the governing body a proposed official map covering the entire municipality or any portion thereof. The governing body may, after holding a public hearing, adopt and amend the official map by ordinance. A notice of the time, place and purpose of the hearing shall be published in the official newspaper of the municipality at least ten days prior to the date of the hearing. The official map or maps shall be prepared in sufficient detail to permit the establishment of the future acquisition lines on the ground. In unplatted areas a minimum of a centerline survey shall have been made prior to the preparation of the final draft of the official map. The accuracy of the future acquisition lines shown on the official map shall be attested to by a licensed land surveyor. After adoption, a copy of the official map, or sections thereof with a copy of the adopting ordinance attached shall be recorded with the county recorder as provided in sections 462.351 to 462.364.

Subd. 3. Effect.

After an official map has been adopted and filed, the issuance of building permits by the municipality is subject to this section. Whenever any street or highway is widened or improved or any new street is opened, or interests in lands for other public purposes, including aviation purposes, are acquired by the municipality, it is not required in such proceedings to pay for any building or structure placed without a permit or in violation of conditions of a permit within the limits of the mapped street or outside of any building line that may have been established upon the existing street or within any area thus identified for public purposes. The adoption of an official map does not give the municipality any right, title, or interest in areas identified for public purposes thereon, but the adoption of the map does authorize the municipality to acquire interests without paying compensation for buildings or structures erected in those areas without a permit or in violation of the conditions of a permit.

Subd. 4. Appeals.

If a land use or zoning permit or approval for a building in such location is denied, the **board of appeals and adjustments** shall have the power, upon appeal filed with it by the owner of the land, to grant a permit or approval for building in such location in any case in which the board finds, upon the evidence and the arguments presented to it, (a) that the entire property of the appellant of which such area identified for public purposes forms a part cannot yield a reasonable return to the owner unless such a permit or approval is granted, and (b) that balancing the interest of the municipality in preserving the integrity of the official map and of the comprehensive municipal plan and the interest of the owner of the property in the use of the property and in the benefits of ownership, the grant of such permit or approval is required by considerations of justice and equity. In addition to the notice of hearing required by section 462.354, subdivision 2, a notice shall be published in the official newspaper once at least ten days before the day of the hearing. If the board of appeals and adjustments authorizes the issuance of a permit or approval the governing body or other board or commission having jurisdiction shall have six months from the date of the decision of the board to institute proceedings to acquire such land or interest therein, and if no such proceedings are started within that time, the officer responsible for issuing permits or approvals shall issue the permit or approval if the

application otherwise conforms to local ordinances. The board shall specify the exact location, ground area, height and other details as to the extent and character of the building for which the permit or approval is granted.

Title 2

ADVISORY COMMISSIONS

ESTABLISHMENT OF COMMISSIONS:

The Council may from time to time find it necessary to establish advisory fact-finding bodies to aid the Council in specific areas. These bodies shall be called "commissions" and shall be established by ordinance.

MEMBERS AND TERMS:

Number. The commissions shall consist of six (6) members, one of whom shall be a council member serving as a nonvoting liaison.

Council liaison. To preserve the purpose of commissions to serve as independent, fact-finding bodies to advise the City Council on various matters, the role of the council liaison member is limited to: 1) providing direct communication for the sharing of information between the commission and City Council, 2) serve as a commission member for quorum purposes, and 3) vote on any matter in which there is a tie vote among voting members. The council liaison member shall not be eligible to be a commission officer.

Quorum. Three (3) members of the commission constitute a quorum, and all actions by the commission require the affirmative vote of a quorum.

Residency. Members of commissions shall be residents of the city.

Terms of office. Members' terms of office shall be for three years commencing January 1 in the year following the enabling resolution except that the terms of the first set of members on any commission shall be staggered so that no more than one-half of the total number of members on any commission shall expire in any one year. Upon completion of their term, a member shall continue to serve until a successor is appointed. No individual shall serve more than three (3) consecutive terms on the same commission, but is eligible for reappointment after one (1) year following completion of the last term.

Removal. Members of Commissions shall serve at the will of the City Council and any member of a Commission may be removed from office by two-thirds vote of all Council members.

Vacancies. It shall be the duty of the chairperson of the Commission to notify the City Council promptly of any vacancies occurring in membership. In the case of any member missing

three consecutive commission meetings or more than one-third of the meetings held within the calendar year, the Mayor may declare a vacancy to exist without formal removal proceedings.

Appointments and vacancies. Members of commissions shall be appointed by the Mayor with Council approval. Vacancies shall be filled for the unexpired term by the same process.

ORGANIZATION:

Officers. Each commission shall have a chairperson, vice-chairperson and a secretary appointed annually by the Mayor and approved by the Council at its first meeting of the year. The chairperson, and vice-chairperson acting in the absence of the chairperson, shall be responsible for calling meetings and presiding at meetings and shall be entitled to an equal vote with the other members of the commission. The secretary shall be responsible for the keeping of the meeting minutes and commission documents and records. The secretary office and duties may be assumed by staff assigned by the Council.

Committees. The Commission may establish committees and subcommittees from its membership to serve in an advisory capacity to assist the Commission in the conduct of its business.

Advisors. The City Attorney, city staff and city consultants shall serve as advisors to the Commission.

MEETINGS:

Frequency. Meetings are scheduled to be held once per month or may be called by the chairperson or set by the Council as often as necessary to accomplish the duties of the Commission. At the last regular meeting of each year, the commission shall approve the schedule of regular meeting dates, times and locations for the next calendar year. Notice of the time and place of a special meeting shall be communicated to the members and publicly noticed at least three days prior to the meeting except in the event of emergency. All commission meetings shall be open to the public.

Quorum. Three members of a commission shall constitute a quorum for the conduct of business, except when a greater number of votes are required by statutes.

Rules of conduct. The commissions shall be governed and operate pursuant to *Robert's Rules of Order*. The Commission may adopt additional rules for its governance and for the transaction of its business, following review by the City Council. The commissions shall keep a record of attendance, resolutions, motions, findings and determinations at its meetings, showing the vote of each member on each question requiring a vote, or if absent or abstaining from voting, indicating such fact. The records of the Commission shall be a public record. No member of a commission shall make or vote on any motion in which the member has direct or indirect interests.

GENERAL DUTIES AND AUTHORITY:

Duties. Commissions shall review all business items that are within their established duties or as assigned by the Council which comes before them in relation to all city ordinances, plans and policies that exist at the time the business comes to their agenda.

Program of Work. On an annual basis, each commission shall prepare and submit to the City Council for its approval a proposed work plan for the next year, describing actions needed to effectively fulfill the purpose and duties of the commission.

Effect. The decisions of any commission shall be considered advisory only and all final decisions shall rest with the City Council.

SCOPE:

This chapter shall apply to all advisory commissions currently existing or hereafter created unless specifically excluded by Council resolution.

APPLICATION OF STATE LAWS:

The provisions of the Government Data Practices Act, M.S. Ch. 13, the Open Meeting Law, M.S. Ch. 13D and the laws relating to gifts to local officials, M.S. § 471.895, as these laws may be amended from time to time, apply to the advisory commissions and all of their members.

APPROPRIATIONS, COMPENSATION, AND EXPENSES:

Appropriations. The City Council shall make available to the Commission such appropriations as it may see fit for expenses necessary to conduct its work.

Compensation, Expenses. Members of the Commission may be compensated as determined by the Council and may receive necessary expenses while on official business for the Commission, if funds are approved by the City Council for these purposes.

CHAPTER 2. LONG RANGE PLANNING COMMISSION

ESTABLISHMENT:

There is hereby established a Long Range Planning Commission, hereinafter referred to as the "Commission".

COMPOSITION:

The Long Range Planning Commission shall consist of the chairs or designee, of the Planning and Zoning Commission, Utilities Commission, Parks and Trails Commission, Architectural Review Commission, president of the Economic Development Authority, a citizen representative, and a city council member.

PURPOSE:

The Long Range Planning Commission serves as the city's planning agency and shall have the powers and duties given planning agencies by M.S. § 462.355 and M.S. § 462.356, as may be amended from time to time.

DUTIES:

The Commission shall hold meetings of its members and hold necessary public meetings and hearings to carry out the purposes and duties established in this Chapter, to consider matters as referred to the commission by the Council, or initiated by the members of the Commission and deemed necessary to carry out the purposes and duties established in this Chapter. Such duties shall include:

- (1) To acquire and maintain in current form such basic information and background data as is necessary for an understanding of past trends, present conditions and forces at work to cause changes in these conditions;
- (2) To prepare and keep current a comprehensive plan for meeting present requirements and such future needs as may be foreseen;
- (3) To establish principles, policies and plans for guiding action affecting the development of the city and its environs;
- (4) To recommend to the Council practical means to implement the objectives of the comprehensive plan, which may include ordinances establishing zoning regulations, regulations for the subdivision of land, site plan regulations, sanitary codes, building standards and official maps;

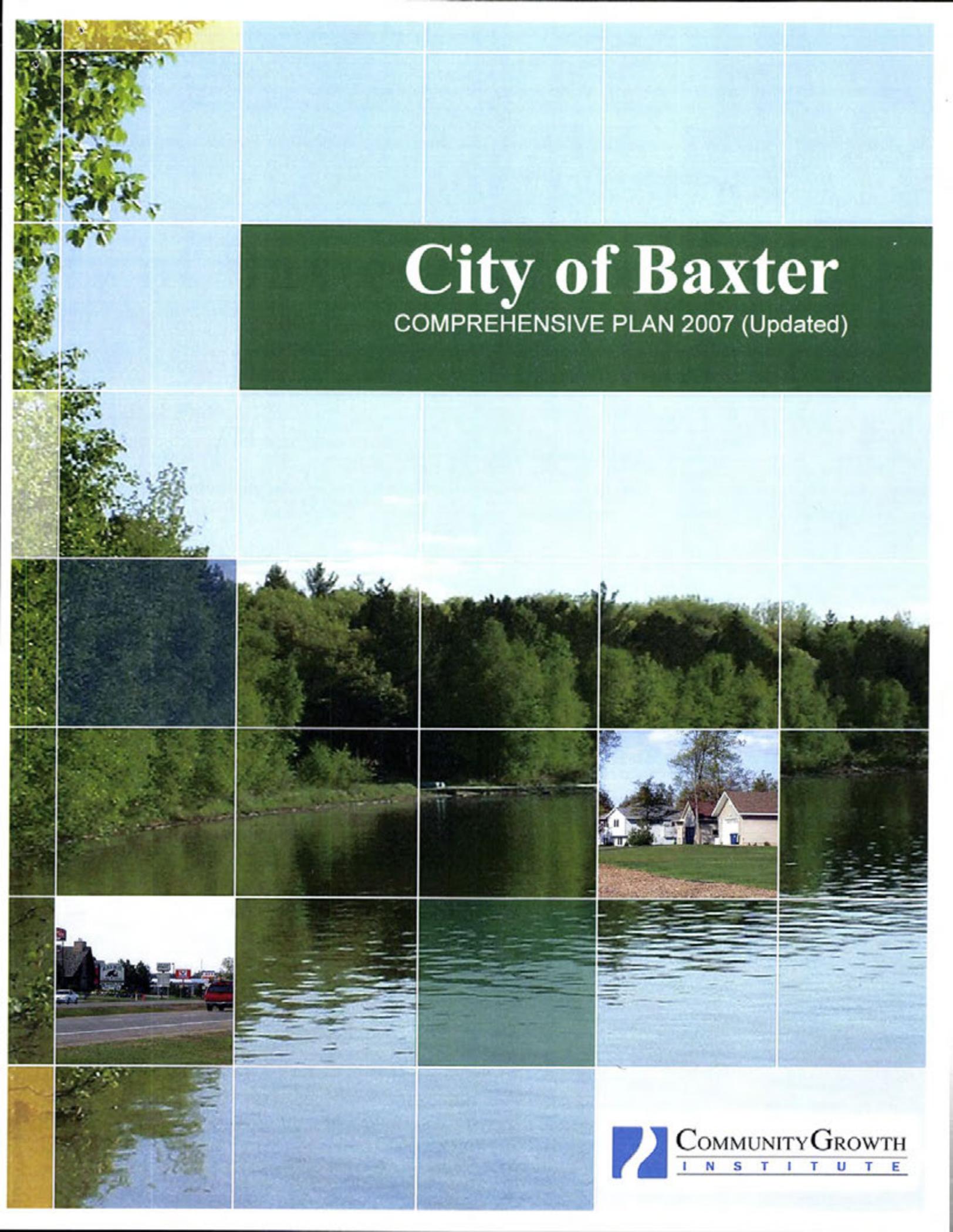
(6) To advise the Council on matters which have an impact on existing plans and the future development of the city, including, but not limited to plans of other jurisdictions, major public improvements, and annexations;

(7) To keep the City Council and the general public informed and advised on planning and development matters;

(8) To conduct such public meetings and hearings as may be required to gather information necessary for the drafting, establishment, maintenance and administration of the comprehensive plan;

(9) To establish public committees for the purpose of collecting and compiling information necessary for the comprehensive plan or for the purpose of promoting the accomplishment of the plan in whole or in part, as authorized by the City Council;

(10) To perform other duties which may be assigned by the City Council.



City of Baxter

COMPREHENSIVE PLAN 2007 (Updated)

ACKNOWLEDGEMENTS

The City of Baxter thanks all of the residents and businesses who participated in updating the City of Baxter Comprehensive Plan.

Mayor

Darrel Olson

City Council

Rob Moser

Gary Muehlhausen

Randy Hukriede*

Jim Klein

Todd Holman**

Long Range Planning Commission

Tammy Feige Filippi - Chair

John P Sullivan

Steve Augustinack

Jeff DeVaney

Jennifer Imsande

Randy Hukriede* – Council Liaison

Todd Holman**-Council Liaison

* Resigned from Council Seat on May 29, 2007, term ended effective June 5, 2007

** Appointed to remainder of Council Member Hukriede's term effective July 2, 2007

City of Baxter



TABLE OF CONTENTS

I. Comprehensive Plan Update & Process	1
II. Planning History & Growth Patterns	1
III. Current Population & Demographic Trends	2
IV. Current Physical Resources & Land Use	4
V. Comprehensive Plan Framework & Sustainable Development	6
VI. Baxter Comprehensive Plan Policies & Goals	8
Economic Growth Policy	8
Utilities and City Services Policy	9
Maintenance Policy	11
Public Land & Open Space Policy	12
Outdoor Recreation Policy	15
Climate Fluctuation Policy	18
Hazard & Emergency Management Policy	18
Groundwater Resource & Environmental Protection Policy	19
Residential Development Policy	21
Commercial & Industrial Development Policy	23
Transportation Policy	24
Orderly Growth & Redevelopment Policy	26
Long-Range Boundary Adjustments Policy	27
Public Communication Policy	28
Conservation Overlay District (COD) Establishment Policy	29
VII. Implementing & Updating the Plan	32
VIII. Planning Maps	33
IX. Appendix	55
Potlatch West Baxter AUAR Executive Summary	56
Conservation Overlay District (COD) overview/workplan	62

The current version of the Baxter Comprehensive plan was adopted in 2005 and was substantially modified on July 2, 2007. There have been various amendments since July 2, 2007. Those amendments have been incorporated into this version.

I. Comprehensive Plan Update & Process

In the nearly two years since the last comprehensive plan update process, the City of Baxter has continued to change and grow. Population growth has continued at a rate of three to four percent a year, and the commercial base of the City has continued to expand. While the rate of growth and change may slow, growth is inevitable in Baxter and in the region as a whole. In the face of this and future change, the City of Baxter has decided to update the official Comprehensive Plan.



The 2005 update process was a collaborative effort between the citizens of Baxter, the City Council, and the Long Range Planning Committee. The process included a community-wide meeting to address new and continued concerns from the last updating process in 1996, two additional community meetings held with the Long Range Planning Committee, a Planning Commission meeting, and a final public hearing to present the updated plan to the public for adoption. The most recent update process consisted of numerous meetings of the Long Range Planning Commission where they reviewed the plan and added minor changes, updated maps, and added some more pertinent maps and goals throughout the Plan.

II. Planning History & Growth Patterns

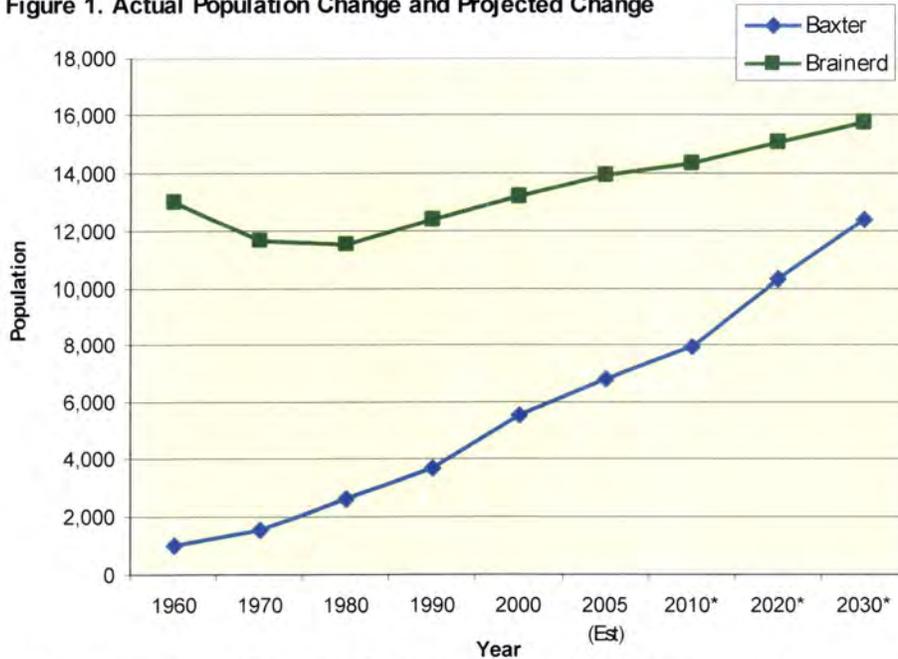
Baxter has changed significantly in the 34 years since the first comprehensive plan was developed. The population has tripled from approximately 2,000 to more than 7,500 residents. However, the most dramatic change has been the emergence of the Baxter retail and commercial complex as the new downtown of North Central Minnesota. With the Highway 371 bypass and a growing regional population, the commercial, residential, and industrial importance of Baxter will continue to expand and more residents will be drawn to Baxter. The growth over the last ten years and the growth expected in the next few decades have prompted the City of Baxter to update the City Comprehensive Plan to better prepare for future changes to guide development and decision-making in the City.

III. Current Population & Demographic Trends

In 1960, the City of Baxter had approximately 1,000 residents. The Minnesota Demographer estimated that Baxter was home to more than 7,500 residents in 2006 and that Baxter's population may grow to more than 12,000 residents by 2030 (Figure 1). Although these estimates are lower than past estimates, it can be assured that residential and business growth will continue in Baxter as long as land is available.

Although the median age increased from 31.9 years to 35.6 years from 1990 to 2000, the population in Baxter continues to be younger than the County, which had a median age of 39.4 years old in 2000. The median age indicates the age at which half of the population is below and half of the population is above. In comparison to the neighboring cities and townships, Baxter has a higher number of younger families, likely with children, and a higher household income. In addition to the population growth, Baxter can expect an aging population, though the median age is likely to stay below that of neighboring cities and townships for some time.

Figure 1. Actual Population Change and Projected Change



* - Projected population, US Census of Population & Housing 1970-2000, Minnesota Demographer

Although Brainerd may hold the region's namesake, the comparative importance of Baxter cannot be underestimated. Baxter's population is inching closer and closer to that of Brainerd. The overall market value of Baxter in 2004 was more than \$680 million compared to approximately \$600 million for Brainerd, \$628 million in Crosslake, and \$268 million in East Gull Lake¹.

While the overall value of Baxter has increased substantially in the past ten years, so has median household income. Median household income in Baxter has increased from nearly

¹ 2004 Market Value & Tax Capacity Composition, League of Minnesota Cities

\$40,000 in 1990 to more than \$52,289 in 2000. The household income in Baxter is much higher than Brainerd or Crow Wing County as a whole in both 1990 and 2000 (Table 1).

Table 1. 1990 & 2000 Median Household Income

	Baxter	Brainerd	Crow Wing County
1990	\$39,871	\$17,985	\$22,250
2000	\$52,289	\$26,901	\$32,589

Source: US Census of Population and Housing

Baxter is a growing and vibrant City. Population will continue to rise and median household income is likely to grow as well. However, more people and businesses also mean that increased demand will be placed on City services such as roads, parks, sewer and water as well as more pressure on the environment.



IV. Current Physical Resources & Land Use

The City of Baxter is approximately 20.3 square miles (12,988 acres), which is a growth of nearly 0.75 square miles from 1996. Of this area a little over one-fifth (2,530 acres) is water or wetlands. Most of the 1020 acres of open water is in the three largest lakes: White Sand, Perch, and Whipple.

The City has abundant groundwater resources and a high ground water table, except in the area near the Mississippi River. Most groundwater recharge takes place from natural underground water movement from the areas north and northeast of Baxter in Unorganized Territory and in direct recharge from rainfall on Baxter. Rainfall in Baxter soaks rapidly through the coarse sandy soils and from the lakes and wetlands that are directly connected to the groundwater table.

Almost all of Baxter is flat to gently rolling sandy soil, which makes an ideal base for road and dwelling construction. However, the sand also presents some serious disadvantages; for example, fertilizers and pesticides from improper lawn management practices and malfunctioning sewer systems can easily pollute the groundwater. Furthermore, the land surface tends to dry quickly so when there are periods of below average rainfall, the possibility of dangerous fires increases in the parts of Baxter covered by pine forests. Controlling fertilizer use is made more difficult because the City desires to have a high landscaping standard.

The Highway 371 Bypass has already significantly altered land use patterns in the City. Baxter was promoted from being a relatively important retail center to being the retail, housing, and resort gateway to the lakes region of Central Minnesota. The Highway 371 and 210 intersection in Baxter has evolved from a local junction to a major crossroads of Central Minnesota. Major north/south intersections were created at 371 and County 48, 210 and 371; Excelsior Road and 371, and County Road 77 and 371. The importance of Highways 371 and 210 cannot be emphasized enough; not because it has affected traffic patterns in Baxter, but because it has made Baxter a regional commercial destination for nearly 100,000 year-round residents and perhaps as many as 150,000 additional visitors or part-time residents. Baxter is the *downtown* of the lakes region.



Although commercial, residential, and industrial development has expanded since the last Comprehensive Plan update, Baxter still has plenty of land available, which makes the need for an updated plan all the more important. Almost all of the retail commercial development is adjacent to 371 and, since the opening of the Bypass in 2002, retail development has spread south of 210 on 371 and continues to develop northward. Industrial and warehouse development has continued south of 210 and east of 371, though available land in the industrial park is decreasing due to a steady interest from businesses to purchase land in the industrial park. Residential development is concentrated northwest of 210 and 371 and along the Mississippi River in southern Baxter. However, residential construction in southwestern portion of the City has expanded.

Another source of change in the City in the coming years is likely to be from redevelopment. The housing values along the lakes and in certain parts of the City have not always kept pace with increases in land value. As land values increase, housing is likely to be redeveloped in order to take advantage of higher land values. This is explored further in the Planning Maps section of this document.

Finally, the land use in Baxter will change as more land is annexed, particularly along Highway 371 at the northern edge of the City. Annexed land will provide more opportunity for residential, commercial, and industrial development; however, that also affects the need for recreation, sewer capacity, traffic and road use, and other City services.



V. Comprehensive Plan Framework & Sustainable Development

All of Baxter's Comprehensive Plans have been developed around the concept of Sustainable Development. Sustainable Development requires a process of analyzing decisions in order to find a balance among economic activity, environmental requirements, and the social needs of people. If this balance can be achieved, all three concerns can be sustained. We can work toward having the jobs and financial security we require, enjoy the benefits of a healthy environment and meet the needs of society. To implement the process of Sustainable Development, three objectives are called for:

1. Expand, diversify, and improve income and job opportunities;
2. Sustain and enhance resource productivity and improve the environmental qualities and the physical and visual aesthetics of the City of Baxter;
3. Enhance the quality of life of each City resident and visitor.

To foster open communication of ideas and information, the City organized and facilitated meetings of groups of residents representing various sectors of interests at the 1996 and 2005 Comprehensive Planning Processes. These groups represented economic, social, and environmental interests. The information gathered from these meetings formed the structure of the 1996 Plan and continue to influence the 2005 updated plan and will continue with the 2007 Plan. Each of the groups from 1996 was asked to contribute their ideas and expertise on how Baxter should develop and function. While meeting, each group was asked to operate in a Sustainable Development framework and review information objectively utilizing the following general principles:

1. Think long term about the quality of life of our children and grandchildren;
2. Respect the opinion of others, everyone has something to contribute;
3. Try to balance competing interests: economy, environment, and quality of life;
4. Think global, but act local (look at the world and national trends and how they impact Baxter).

These four principles continue to apply in this most recent update of the Comprehensive Plan. Sponsored by the Initiative Foundation's Healthy Community Partnership program, the City held a series of meetings from 2000 to 2005 to gather citizen input to help update the Comprehensive Plan and to build leadership within the community. In January 2005, the City continued these meetings with a community meeting designed to draw out and compile new and continued concerns that have developed since the 1996 Comprehensive Plan was adopted. Additional meetings were held during the first part of 2005 with the Long Range Planning Commission to gather community input and discuss the policies, goals, and strategies added to the Comprehensive Plan. The 2005 meetings led to the creation of three additional principles that reflects the growing regional role of Baxter in the Central region of Minnesota:

5. Foster regional cooperation between Baxter, Brainerd, Crow Wing County, and other neighboring cities and townships.
6. Incorporate conservation design principles into new developments. Conservation design principles are a design system that evaluates the natural landscape and ecology of a development site and encourages the maintenance of the most valuable natural features of the site.
7. Protect the "North Woods" feel or rural character of Baxter.

The "North Woods" feel or rural character can be a subjective quality that is difficult to evaluate. However, in this Plan, the "North Woods" feel refers to the City's precious undeveloped open spaces, farmlands, woodlands, tree-lined roads, native vegetation, clean air and water, and wetlands. Moreover, the "North Woods" feel or rural character directs the incorporation of and protection of these natural resources into the landscaping and architectural standards of new and existing developments. In terms of architecture, this refers to styles that resemble native landscape materials such as stone, log, and natural looking siding, among others. The Baxter area also has a diverse set of native plant species including oak, jack pine, red pine, white pine, and other native trees and shrubs.



VI. Baxter Comprehensive Plan Policies & Goals

The City of Baxter has developed twelve policy guides with a set of recommendations and actions to implement those policies. These policies range from encouraging responsible economic development to preserving open space. All of the policy guides are integral to supporting a successful, safe, and attractive community in which to live, work, and recreate. The policies direct overall decision making, and the recommendations or actions provide basic strategies for achieving or encouraging the implementation of a particular policy.

Economic Growth Policy

It is the policy of the City to continue to support and provide for a well balanced and economically viable community that reflects the sustainable development principles described in this Plan and includes a range of job opportunities, commercial and industrial development, and efficient, well-managed growth.

Recommendations:

- Develop a landscaping and overall design ordinance that incorporates conservation design principles and promotes the rural, forest and lake oriented character that makes Baxter a unique destination with shopping, housing, and employment opportunities.
- Encourage the development of a plan that creates a pedestrian focused, concentrated commercial center with public spaces. This may also include a mix of housing opportunities.
- Develop a multi-modal, pedestrian friendly, and biker friendly transportation system along the Highway 371 and 210 commercial corridors to make it easier for City residents and visitors to reach their desired destinations. This may include improved stoplights and pedestrian over- or underpasses.
- Refine or create a corridor plan for commercial, industrial, and residential development along Highway 371 and 210 that includes a transportation, utility component, and recreational component.
- Assign areas for mixed use neighborhood clusters.
- Develop an adequate street lighting and sidewalk/trail system in and around the retail and residential corridors that does not detract from the night-sky.
- Manage industrial park lot availability by ensuring lot sizes are commensurate for the proposed use, and enough lots are available to meet the demand.
- Continue supporting professional office development within the City.
- Develop a program to encourage locally grown businesses. This program may include offering tax incentives, advertising the availability of office spaces and industrial land to business owners, or other business incentives.
- Encourage the creation of professional level jobs, industrial jobs, and information services.
- Promote the development of medical facilities within the City.
- Continue supporting an area business development corporation to encourage local business incubation as long as the business conforms to the underlying zoning.
- Continue to enforce the policy that limits commercial and industrial expansion to areas with sewer, water, and road capacity unless the impact is mitigated through upgrades to

the infrastructure by the business and fits with the City's goals regarding growth management and phasing.

- Work with neighboring communities to develop trails and connecting multi-modal transportation alternatives
- Develop strategies to attract living wage jobs.



Utilities & City Services Policy

It is the policy of the City to plan for the provision of utilities to all City residents and businesses at the lowest possible cost and with high quality services. This shall include providing central potable water and sanitary sewer, as well as designing rules and settlement patterns to allow sustainable individual and neighborhood systems.

Recommendations:

- Expand water and sewer access only when the long-term benefits outweigh the long-term costs in both economic and environmental terms.
- Maintain the City-wide Capital Improvement Plan and map for water and sewer expansion so residents and businesses can set reasonable expectations for where services will be offered in two, three, and five years. This plan may also include:
 - Continue to work with Brainerd Public Utilities in establishing a role of involvement with the governing board.
 - Continue to work with the City of Brainerd on a joint wastewater treatment plant.
 - Explore the possibility of developing an area wide sewer district.
 - Refine the long-range capacity threshold within sewer flow.
- Restrict annexation and infrastructure expansion so that sewer and water facilities are not extended beyond their capacity.
- Communicate and work with neighboring counties, cities, and townships regarding utility expansion and to encourage compatible zoning for future infrastructure expansion.
- Continue to require that developers pay for the cost of connecting to the City sewer and water system.
- Continue to require that all commercial, industrial, office, high-density residential and other applicable residential development be connected to City sewer and water services.
- Develop a maintenance plan for City sewer and water services to ensure that the system is kept up to date, efficient, and costs are controlled over the long-term.
- Continue to require ISTS (Individual Sewage Treatment System or septic system) inspections be completed for any land use permit, building permit, or subdivision.
- Develop an integrated load management system for total utility energy and consumption use. The system should integrate electricity, gas, water, and sewer.
- Promote energy efficient design in all developments to reduce electrical, heat, and water needs. Develop a pamphlet to inform people on how to design more efficiently.
- Continue the efforts to develop and maintain a fire protection plan with the Department of Natural Resources and neighboring fire departments.
- Develop a forum to bring information together. The community needs to develop guidelines addressing energy use and efficiency. This needs to be combined with a continuing education process that emphasizes cooperation, shared ideas, good

information, and application of the latest technology. This may include an annual meeting of utility providers.

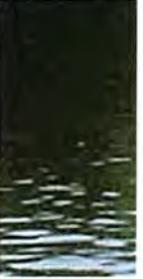
- Develop and maintain a plan for location, size, and functions of Baxter office and support facilities.
- Work to ensure that everyone in the City has access to high-speed internet and other modern telecommunications.
- Explore the creation of a right-of-way ordinance that will detail regulations and requirements for concerns such as: controlling construction activities, regulating driveways, access management and restoration.

Maintenance Policy

The City needs to develop comprehensive maintenance plans including depreciation schedules for all City infrastructure to ensure that upgrades and replacements can occur in the future without unexpected costs.

Recommendations:

- Evaluate the expected useful life of each segment of water and sewer line, and utility related development should be known, the replacement cost determined and an annual depreciation cost calculated.
- Calculate the expected life of each street and trail segment, determine the replacement cost, and calculate the annual cost of depreciation.
- Establish a maintenance plan and annual depreciation cost schedule for each City owned structures.
- Continue to work with organizations like the Department of Natural Resources and The Nature Conservancy on long term vegetation/forest management plans for all publicly owned property.
- Work with property owners who have large tracts of land or land in conservation easements to develop management plans for those areas.
- Promote or develop education tools for Individual Sewage Treatment System (ISTS) maintenance and clustered sewage treatment system maintenance.



Public Land & Open Space Policy

The public lands of Baxter are a valuable asset for residents and visitors, and can provide the majority of present and future outdoor recreation needs of the City. As more homes and buildings are built in Baxter, the need for preserving open space and providing adequate recreational opportunities, both active and passive, will become an ever pressing need. Moreover, large tracts of undeveloped land are becoming less common. Due to changing market conditions, Potlatch has begun to sell their commercial forestry lands. In 1996, Potlatch owned approximately 2500 acres of land in Baxter and by 2005, Potlatch reduced their holdings to less than 1500 acres. As Potlatch sells these lands, the City should work to preserve the open space in all practical areas.



Recommendations:

- Implement the "Baxter Park & Recreation Plan" as it pertains to public land and open space. Update that plan as needed.
- Keep as much public land as possible under public ownership for recreational uses, both passive and active, and green space protection.
- Connect existing public lands with greenways and trails for environmental and recreational purposes.
- Utilize Crow Wing State Park and create a plan to integrate the State Park with City parks to provide an integrated open space and recreational system.
- Pursue public and private funding opportunities for land acquisition for preserving open space within the City.
- Evaluate the best use of larger tracts of remaining green space, publicly or privately owned, to help ensure that contiguous tracts of green space are preserved wherever possible.
- Continue to allow commercial forest zones where long term forest management can be practiced with the application of best management practices. This policy can benefit the City because this land can also be used for wellhead protection, outdoor recreation, forest classrooms, and specialized trails.
- Maintain a policy for designated forest areas that exempt these areas from paying full assessments for sewer, water, and other urban services assessed on the assumption the land will not be developed.
- Work with Potlatch to determine their schedule for selling land and which land is being kept for commercial forestry. Where appropriate, these development plans could include lots platted using cluster development concepts that would promote forest preservation.
- Work with forest product companies, the county land administrator, the state sustainable development initiative, the Urban Land Institute, the Society of American Foresters, local bankers, builders, and realtors; to locate, design and build a cluster neighborhood where forest management and residential development land uses are mixed.
- Identify forest areas important for environmental preservation, recreational opportunities, and for preserving the rural, lake and forested character of Baxter. Maintain the commercial forestry zone to keep appropriate land as open space, where feasible, rather

- than being subdivided for development, particularly near or within the Camp Ripley three mile Army Compatible Use Buffer.
- Use materials from the Brainerd Lakes Area Conservation Collaborative to help identify where state, county, local, and/or private organizations may share an interest in managing lands adjacent to those owned by the City to increase green spaces and recreational spaces.
 - Work with state, county, local and/or private organizations to cooperatively manage public and private green spaces and to potentially locate funding opportunities to protect sensitive or unique habitats.
 - Develop a map that identifies land for recreation expansion and open space protection that includes linkages via trail and mass transit to existing City and regional parks and future recreational areas. Data from the Brainerd Lakes Area Conservation Collaborative, the County Biological Survey, and Camp Ripley's ACUB (Army Compatible Use Buffer) can be used to help identify areas for expansion.
 - Work with Camp Ripley, the United States Department of Defense, local land owners, and other interested parties to implement the Camp Ripley Buffer Zone that reduces development in the buffer zone to reduce the conflict between residential uses and military activities within a minimum of three miles of the Camp boundary. This may include purchasing development rights, purchasing land, or other conservation easements.
 - Facilitate planning and execution of land trades between private and public owners, one of which would be a forest production company, to preserve forested tracts in the most optimum pattern to maintain the forested character of Baxter.
 - Use the County Biological Survey from the Department of Natural Resources and the Inventory and Assessment of Natural Resources in Crow Wing County from the Brainerd Lakes Area Conservation Collaborative to define areas most environmentally valuable near the river and to identify areas that can be developed without harming valuable natural areas.
 - Update the hunting maps as needed to protect public safety and to control animal populations.
 - Work to protect and maintain cultural and historical resources.
 - Develop ordinances and land use policies that provide protection from encroachment near and around public property intended for preservation of its natural areas.
 - Develop ordinances that protect forested trail segments with adequate buffers.





Outdoor Recreation Policy

To maintain adequate land and water based resources for diverse and quality outdoor recreation for all socioeconomic levels.

Recommendations:

- Implement the "Baxter Park & Recreation Plan" as it pertains to recreation. Update the plan as needed.
- Continue to work with neighboring cities, townships, counties, and other relevant agencies to develop a coordinated and connected local, regional, and park/trail system.
- Maintain an expansion program for recreational facilities that includes future parks, playgrounds, trail sites, and corridors. Acquire these sites through purchase, gift, or trade; develop them as needed.
- Acquire land for recreational purposes before residential development occurs to ensure that adequate land is kept or acquired before it is needed in order to reduce future costs and to ensure that adequate land for recreational purposes is available. Produce a plan that identifies land to be acquired for recreational purposes at five, ten, fifteen, and twenty year intervals.
- Develop a map that identifies land for recreation expansion and open space protection that includes linkages via trail and mass transit to existing City and regional parks and future recreational areas. Data from the Brainerd Lakes Area Conservation Collaborative, the County Biological Survey, and Camp Ripley's ACUB (Army Compatible Use Buffer) can be used to help identify areas for expansion.
- Utilize existing public land for recreational opportunities where appropriate. The City and County own land in the City that could be used for recreational purposes.
- Develop a land trade policy to trade City or County land for more desirable recreational locations with private land owners.
- Encourage the creation of a private foundation that can acquire or accept gifts of land or development rights to preserve undeveloped and scenic areas in the City, particularly in the undeveloped, southern area of Baxter.
- Evaluate the park dedication ordinance to determine if enough money and land is acquired for recreational needs.
- Develop and maintain a coordinated trail, parks, and public land system for passive and active users between residential and business development for recreational and transportation purposes while minimizing user conflicts. This may also connect to external recreational opportunities.
- Develop setback, screening, and buffer language for all classifications of trail system to protect them from development and other noises or impacts from development.
- Develop Grant-in-Aid non motorized recreation trails in the three mile buffer zone exclusive of sensitive biological areas. Develop plans to minimize conflict between users and mitigate the impacts of noise pollution.
- Protect trail corridors and the Paul Bunyan trail.





- Continue to provide residents with information regarding the location of recreational opportunities within and around the City of Baxter.
- Maintain the existing canoe campsite on the Mississippi River near the Crow Wing State Park.
- Encourage reasonable access to the lake resource through public water access and agreements with private land owners. Work to take advantage of the river and lakes for fishing and boating where it is appropriate.
- Encourage non-boat use of lake and river resources by providing scenic overlooks, shore land walkways, and fishing piers.
- Develop non-motorized use ordinance for appropriate lakes, wetlands, and streams to protect sensitive natural resources from motorized uses.
- Use Whipple Beach as a recreational center for City residents. Connect the complex to existing recreational areas and open space via a walking and biking trail.
- Preserve the character of Island Lake for future generations.
- Develop and maintain state and county tax assistance guidelines to help preserve undeveloped lakeshore.
- Work with the school district to make more efficient use of recreational sites and public money.
- Create a Community Center for all residents to gather at and to hold community functions. This may be done in coordination with the school district and the City. This may include building a new City Government Center that includes a community center.
- Work with private and non-profit entities that provide recreational and educational opportunities such as the Northland Arboretum, Camp Vanasek, Independent School District #181, and Crow Wing State Park.
- Include and work with Potlatch to consider utilizing some of their land in park and recreation planning.

Groundwater Resource & Environmental Protection Policy

The City shall develop and implement policies to protect the quality, and quantity of the groundwater resources of Baxter. Groundwater is the primary source of drinking water for Baxter residents; however, groundwater is affected by development in and outside of the City.



Recommendations:

- Monitor on a periodic or random basis all on-site sewage treatment systems for effectiveness and compliance to standards.
- Continue to require 100-year, 24-hour stormwater management for all sites not already served by a stormwater management system.
- Stormwater runoff management for developments shall emphasize ponding, runoff in natural and created wetlands to maximize groundwater recharge whenever possible.
- Review and implement the Baxter Wetland Plan, a Mississippi River Protection Plan, and Watershed Protection Plans.
- Protect natural buffers around wetlands to preserve water quality and for animal habitat.
- Protect wetland resources in Unorganized Territory in order to safeguard the groundwater levels and quality in Baxter.
- Enforce the Wellhead Protection Overlay District to ensure the protection of the City's well sites from high risk land use practices.
- Compare areas vital for groundwater recharge and areas important for wellhead protection to transportation assets to develop customized transportation maintenance plan that protects important water resources from road maintenance materials such as sand, salt, and other de-icing strategies.
- Encourage the use of lakescaping that discourages removing native vegetation along the shoreline that can lead to erosion, runoff, and lake pollution.
- Promote an effective and low cost education program that emphasizes yard vegetation and lawn management practices that protect surface and groundwater quality.
- Enforce state bans on using phosphorus fertilizers and other damaging chemicals on the shorelands and extend that ban to non-shoreland areas.
- Work with regional retailers to assure that non-phosphorus fertilizers are available for sale.
- Promote the connection of wildlife corridors by encouraging clustered development that leaves open space.
- Use the document "Inventory and Assessment of Natural Resources in Crow Wing County" from the Brainerd Lakes Area Conservation Collaborative for identifying sensitive natural resources, rare and endangered species that need protection.
- Work to protect the Mississippi River corridor and consider creating and implementing a Mississippi River plan.
- Restrict or limit burning within the City to protect water and air quality.
- Encourage composting instead of burning for leaves and yard waste.
- Inform residents of household hazardous waste drop off sites to help reduce lake and ground pollution.



Residential Development Policy

The City of Baxter seeks to ensure the orderly development of a full range of housing options that does not damage the amenities of open space and scenery and is integrated with the utilities and transportation infrastructure of the City.

Recommendations:

- Encourage the development of a wide range of housing opportunities, ranging from low-density to high-density development. This may include life-cycle housing (apartments, townhomes, single-family homes, and senior housing) and cluster housing to protect open space and efficiently use City services.
- Promote infill development to take advantage of existing infrastructure. Infill development refers to vacant lots intended for development and are surrounded by existing development that is connected to City services.
- Promote "Traditional Neighborhood Developments," which may also be infill development, that includes varying densities of housing, integrated recreational opportunities, trails and sidewalks, and access to commercial areas.
- Develop rules structured to give incentives to developers to maintain large areas of neighborhood open space and to cluster housing to increase the efficiency of City services and promote a strong sense of neighborhood and community.
- Promote and apply for funds to construct affordable housing for residents.
- Continue to enforce the housing ordinance that requires inspections of rental housing to help ensure long-term availability of high quality, affordable rental housing.
- Develop landscape standards that include conservation design principles for all new single family and multi-unit housing.
- Encourage residents to use native vegetation for landscaping to reduce invasive species. Develop the policy based on the ecology of the region.
- Develop architectural standards to promote garages be installed on the rear or to the side of the property to have the fronts of houses face the street. Promote a diversity of housing and architectural styles that contribute to the rural, lake, and forested oriented character of Baxter.
- Employ the use of conservation design principles that protect sensitive or unique land and water features in new residential development.
- Review on a frequent basis the Zoning Code to ensure that the Ordinance is meeting the development and environmental protection goals of the City.
- Review and update shoreland rules to allow for the orderly upgrading of shoreland properties.
- Evaluate creating a zoning classification for manufactured housing parks that allows for integrated multi-modal transportation options.
- Require playgrounds in higher density residential zones such as the R3 Zone and as part of Planned Unit Developments when appropriate.
- Update or develop strict light and noise ordinances to reduce conflicts between properties and to protect the rural character of the City.
- Ensure that all lots not connected to the City sewer system have two usable Individual Sewage Treatment System (ISTS) areas for on-site sewage treatment; one for primary treatment and one for alternate treatment in case of system failure.

- Promote the development of public and private programs that reward and require quality maintenance of on-site sewage treatment systems.
- Encourage Green Building design methods and practices in Residential Districts.
- Provide City Staff with education opportunities in Green Building principles and certifications.
- Review and implement appropriate portions of the Alternative Shoreland Standards for shoreland overlay districts in the City.
- Educate lake property owners on the benefits of properly maintaining, preserving, or restoring some or all of their shorelines and their overall properties to their natural state.
- Develop an ordinance or policy that provides incentives for developers who utilize Green Building methods in construction.



Commercial & Industrial Development Policy

Given Baxter's role as the downtown of the Lakes Region, we must implement a responsible and efficient commercial and industrial development policy to ensure that long-term benefits exceed long-term costs. Moreover, it is important to preserve the rural, lake, and forested oriented character while promoting quality development and high-paying jobs.

Recommendations:

- Develop an aesthetic landscaping ordinance that includes conservation design principles for all commercial developments to preserve the rural, wooded character of Baxter, similar to the County 371 Landscape Ordinance.
- Incorporate architecture that is compatible with rural, forested, and lake characteristics of the Baxter area into signage and building design. Encourage the use of native trees and other native plantings in landscaping. Revise and implement the landscape ordinance to encourage native species, forest remnant preservation, and drought tolerant species.
- Promote a diversity of a unique type of businesses and locally owned businesses.
- Expand the industrial park and City services to the park to encourage more industrial development.
- The City will continue an in depth study of the level-of-service on major roads within the City and limit development so that the road infrastructure is able to handle the increase in the traffic from new commercial and industrial development.
- Utilize the Architectural Review Committee to review new development and redevelopment proposals to preserve/enhance the aesthetic values of Baxter.
- Enforce the revised architectural design/standards ordinance.
- Develop an ordinance to regulate electronic signs with moving or animated messages and other sorts of messages.
- Encourage Green Building design methods and practices in Commercial Districts.
- Use the future City Hall as a demonstration project for Green Building.
- Provide City Staff with education opportunities in Green Building principles and certifications.
- Develop an ordinance or policy that provides incentives for developers who utilize Green Building methods in construction.

Transportation Policy

To maintain, manage, and improve a safe, efficient highway, multi-modal, and rail transportation systems for the Baxter area.

Recommendations:

- Work with neighboring communities, townships, and counties to develop an efficient, regional transportation system to minimize congestion.
- Maintain a database showing all roads in the City, their current status, level of use, and required engineering standards using Municipal State Aid terminology so that terms are consistent with other government agencies.
- Use the road database system in the decision making process to evaluate the current level of service on a roadway to the projected level of service on a roadway due to a development and require that new developments do not substantially reduce the level of service on a given roadway.
- Develop and maintain a plan for roadway upgrades and maintenance.
- Develop both major and minor intersection plans and setbacks regulations that allow for intersection upgrading in the future and increased intersection efficiency and safety.
- Ensure that sufficient right-of-way and easements are being required of development to ensure that future traffic needs can be dealt with as needed.
- Use zoning and subdivision controls to discourage development beyond the capacity of the transportation system.
- Promote policies and projects that encourage local traffic to stay off high-speed roads. Solutions shall include neighborhood and area traffic planning with each development proposal, along with use, when possible, of frontage and backage roads.
- Work to reduce consistent bottlenecks to ensure a safe and efficient transportation system.
- Create and promote incentives for clustering development, including fewer driveways intersecting high speed roads.
- Develop, maintain, and enforce a plan for controlling the visual and environmental aesthetics, vegetation, signs, and litter along all roadways.
- In accordance with the Outdoor Recreation Policy and the Baxter Park & Recreation Plan, develop biking and walking opportunities in Baxter to link residential areas of the City with commercial areas, the Paul Bunyan Trail, City Parks and other recreational areas and services within and outside of the Community.
- Develop a transportation policy that incorporate trails as a part of the overall transportation infrastructure and separate from required park and recreation fees.
- Continue to update the Trails Plan as needed to accommodate the growing multi-modal transportation needs of the Community.
- Continue to evaluate parking needs in the City to make certain that parking is not being over or under required.
- Promote the use of pervious surfaces in parking lots with excess capacity on most days to allow for stormwater drainage, protect groundwater levels, and to reduce the strain on



other forms of stormwater management. Incorporate Low Impact Development principles and design into developments.

- Establish mass transit objectives. This may include Crow Wing County, Brainerd, and other communities in the region.
- Promote the creation of a shuttle bus linking the Baxter and Brainerd Governmental and commercial areas together.
- Where feasible, reduce parking standards and allow for shared parking spaces under the zoning ordinance.
- Establish a street-lighting policy that provides adequate lighting on public streets and that protects the night sky similar to the Knollwood lighting design near Forestview Middle School.
- Explore alternative road design to encourage traffic calming, less pavement, and alternative materials.

Orderly Growth & Redevelopment Policy

Undeveloped portions of Baxter are on the verge of experiencing significant increases in new development and older portions of the City will, in time, need to have their current land uses evaluated to determine if those uses are meeting the needs of the community. Furthermore, new plans will need to be created and zoning will need to be extended into newly incorporated areas, particularly the lands north of the City along Highway 371. The City of Baxter, residents, and businesses must work together to create new development and redevelopment visions, policies, or plans that contribute to reaching the City's long-term goals.

Recommendations:

- Work with residents, businesses, and developers to create detailed small area plans or policies for sections of the City that are likely to require redevelopment or new development in the near future. These areas may include:
 - The former Pine Meadows Golf Course.
 - Highway 210 West corridor.
 - The land north of Woida Road.
 - The Mississippi River corridor.
 - The undeveloped portion of southwest Baxter.
 - Infill projects within the City that have access to existing road, sewer, and water infrastructure.
 - HWY 371 from College Road to the Mississippi River Bridge
- Encourage the use of the Areawide Urban Alternative Review (AUAR) process to comprehensively evaluate the combined impacts of multiple new developments within a specific geographic area instead of individual reviews that fail to account for the cumulative impacts of new development.
- Establish measures that will encourage and/or require infill development of areas that already have adequate infrastructure in order to discourage sprawl.



Long Range Boundary Adjustment Policy

Annexing land into a city is common practice for many growing communities. As Baxter grows, it will be necessary to incorporate more land to ensure consistent and efficient development in and around the City.

Recommendations:

- Develop an annexation policy to promote orderly and efficient land annexation into the City.
- Explore working with Crow Wing County, Cass County, and the appropriate townships to develop a policy or plan for unincorporated land within a six mile radius of Baxter's boundary to encourage development that is compatible with the municipal sewer and water system to ensure that future development can be served with municipal services if the land is incorporated into the City.
- Work with neighboring townships and Cass County to build a positive relationship on annexation matters and to develop an orderly annexation plan.
- Include future annexation lands into City planning and policy development.
- Work with surrounding jurisdictions to adopt zoning districts that are similar or compatible to Baxter standards to encourage compatible development across municipal boundaries.
- Work with Crow Wing County to develop compatible zoning near the City.
- Explore establishing building code authority within a two mile range of the City to encourage higher quality construction and to reduce long-term costs for the City as new areas are annexed.
- Encourage the development of roads at minimum City standards and trails that are compatible with the City's infrastructure in areas with a high potential for annexation.
- Encourage on-site water treatment system (septic systems) designs that are compatible with future connections to the City's centralized wastewater system.

Public Communication Policy

The City of Baxter government, residence, businesses, and other organizations should work together to continually improve communications between all stakeholders to ensure a more efficient, educated, and informed government and populace.

Recommendations:

- Continue to encourage volunteer organizations that promote public service.
- Continue to explore technological upgrades to improve communication within the City as necessary.
- Continue to promote continued education and training for elected, appointed, and volunteer boards such as the Planning Commission, Board of Adjustment, City Council, Mayor, and other organizations in and outside of City government.
- Continue to publish a newsletter for City residences and businesses on a quarterly basis to inform constituents of new City policies, pertinent City information, polling places, and other new developments.
- Update the City's website on a continual basis to provide the most up to date information on City government and community events.
- Work to schedule a biennial community meeting to discuss the state of Baxter.

Conservation Overlay District Establishment Policy

The intent and purpose of the Conservation Overlay District (COD) in the area delineated in the exhibit is to allow for orderly and typical residential development as allowed in the existing underlying zoning districts, but with an emphasis on prioritizing the function and preservation of ecological and hydrological systems found there in. This policy chapter implies the amendment of certain regulations such as the Subdivision Ordinance in order to promote flexibilities that promote less development impact on the area in the COD. These flexibilities could include, but not be limited to, the reduction in the amount of required street rights-of-way requirements, alternative water and sewer requirements, optional clustering or other geometric incentives for dwelling construction, and creative long-term management plans. This policy would also allow the City to consider the possibility of managing conservation easements, any public dedications and future development flexibilities and incentives (such as transferring or purchasing of development rights as an example). Finally, it should be noted that the majority of the COD falls within Camp Ripley's Army Compatible Use Buffer (ACUB) area - an area prioritizing purchase of development rights from willing landowners in order to limit residential encroachment in the three-mile buffer area around Camp Ripley. This COD policy is viewed to be compatible with land use adjacency issues of Camp Ripley in that it does not promote an increase in overall development densities, sanitary sewer and water extensions or major transportation corridor development. The City has developed a definition of Conservation Design. That definition is as follows:

Conservation Design is an optional/alternative method of development controls including subdivision, development standards, and stewardship that maintains current development yield (density) but takes into account the natural landscape and ecology of a development site and facilitates development while maintaining the most valuable natural features and functions of the site. Conservation Design includes a collection of site design principles and practices that can be combined to create environmentally sound development. The main principles for conservation are:

- 1. flexibility in site design and lot size*
- 2. stewardship and management of natural areas*
- 3. reduction of impervious surface areas*
- 4. sustainable development including storm water management, and*
- 5. consideration of connecting property resources*

Recommendations:

The 10 articles listed below were recommended for inclusion into the Baxter Comprehensive Plan by both COD Task Force and Long-Range Planning Commission.

1. That the current exhibit showing the COD be used for the creation of such a district.

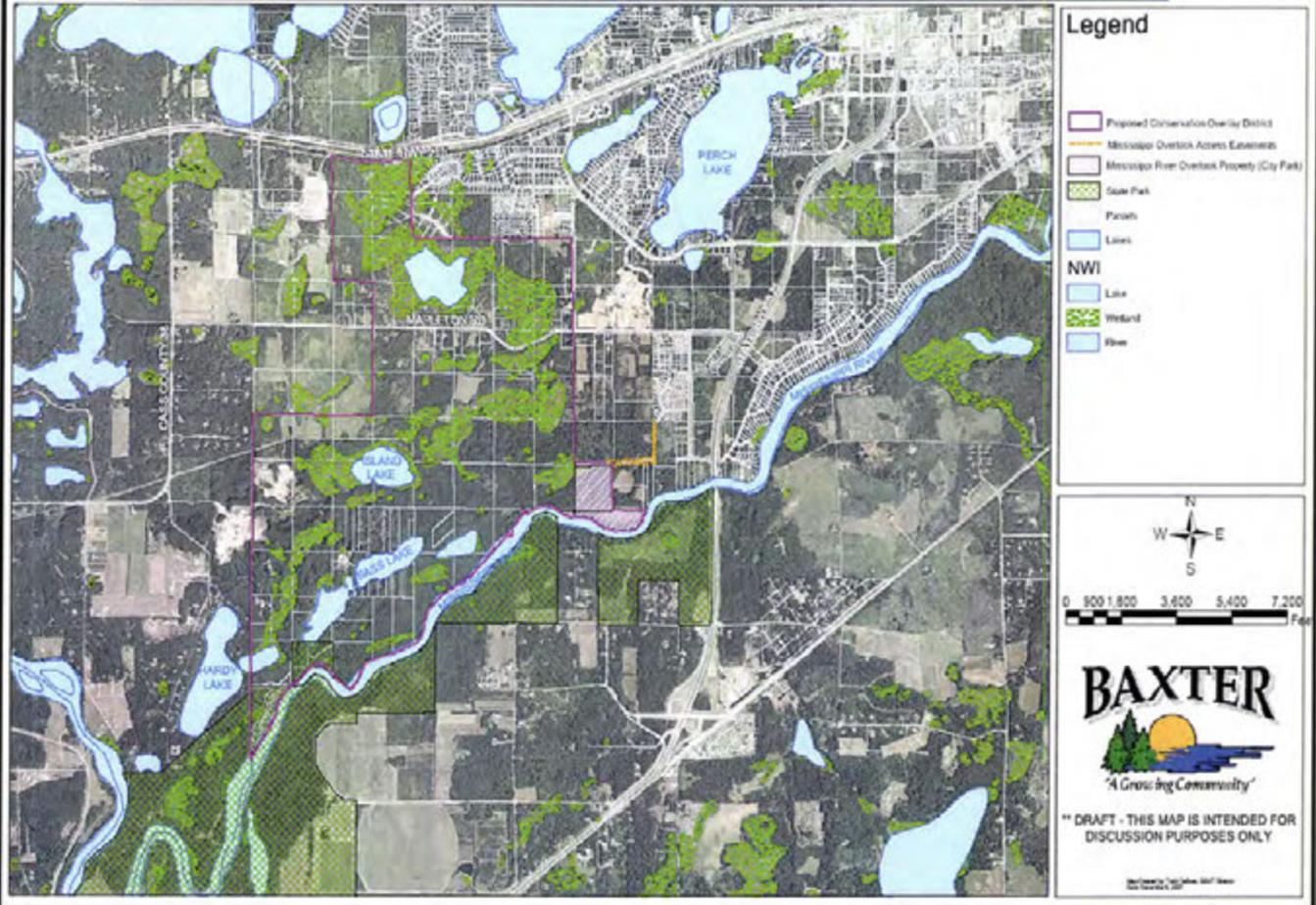
2. That the underlying existing zone districts remain as currently established unless amended through Title 10, Chapter 12 procedures for making such amendments in the future.
3. That all current land uses within the established zone districts be allowed unless amended through Title 10 procedures for making such amendments in the future.
4. That the term Conservation Design be used to describe development plans that incorporate the following criteria in evaluating the design impact first and foremost in the process prior to plat submittal and plat approval by the City of Baxter:
 - Water flowages
 - Mississippi River corridor stewardship
 - Water basins (lakes, large wetlands)
 - Slope and topography
 - Native plant and animal communities stewardship
 - Aquatic corridor stewardship
 - Scrub-shrub corridor stewardship
 - Forest corridor stewardship
 - Wetland protection
 - No net loss or gain from current hydrology (inflow or outflow)
 - Visual integrity (rural low density visible from roadways and neighbors)
 - Lighter “foot print” on the land as a general guidance principle
 - Overall water quality maintenance
5. That adjacent parcels to any Conservation Design project be considered such that forest, wetland, flowage and other corridor criteria are protected in the planning process.
6. That the City of Baxter adopts a policy in which the City could work with land trusts to manage conservation easements on Conservation Design projects within the COD.
7. That the City of Baxter amends the subdivision regulations such that Conservation Design projects within the COD do not require a conditional use permit (CUP) or a Planned Unit Development (PUD) process, but rather the same process as standard plat approvals.
8. That the City of Baxter explores adding appropriate incentives to the subdivision ordinance which would allow higher than the normal yield or housing units within the COD on projects that meet the definition of Conservation Design. This density multiplier or bonus might be linked to a future percentage of open, non-impacted acreage on a project. In theory it could be 1.5 units for 50% non-impacted, 2 units for 75% non-impacted etc. Total acreage should be counted to calculate property yield or base density removing only the area below the ordinary high water mark, river/stream channel etc.
9. That the City of Baxter amend the road/street requirements within the Subdivision standards and other applicable sections of the city code to allow projects within the COD

to use a variety of road constructions that provide adequate safety, function and connectivity while minimizing the construction impact on the landscape.

10. That the City of Baxter amend and/or develop a new Conservation Design application form and process in a manner that facilitates onsite review and use of low or no cost technical information through the preliminary plat stage of approval. This might include a no need determination for wetland delineation, limited topography detail, storm water designs etc. until preliminary approval is granted.



Draft Conservation Overlay District - Discussion Purposes Only



VII. Implementing and Updating the Comprehensive Plan

The City needs to continue the process of long range planning and implementation through the Long Range Planning Commission. This group should work closely with residents, the City Council, the Planning Commission, and the Planning and Utilities Commissions to develop a work program to implement the recommendations of the Comprehensive Plan. Priorities in this work program should include:

- Developing specific strategies to accomplish short, medium, and long-term goals described in the Comprehensive Plan.
- Periodically reviewing the Zoning Map, Transportation Map, Capital Improvements Map, Land Use Ordinance, and Subdivision Ordinance to ensure that those instruments are implementing the policies developed in the Comprehensive Plan update.
- Referencing the Comprehensive Plan to aid the decision-making process in new development proposals and redevelopment.
- Fostering integrated planning efforts with surrounding government units and Crow Wing County such as the Regional Planning Initiative, Area Planners, and Region Five Development Commission. One recommended approach is to facilitate periodic meetings with surrounding city and township officials to discuss issues of common concern, including efforts to coordinate data collection, planning efforts, and boundary adjustments.
- Maintaining a commitment to the principles of sustainable development through an ongoing process of open communication of ideas and information. The Long Range Planning Commission should facilitate communication between City residents, City Government, and those representing economic, social and environmental interests in order to implement the Comprehensive Plan. These groups should be encouraged to continue meeting on a periodic basis to discuss comprehensive planning issues.
- Coordinating further plan update needs with residents and the business community.
- Developing a system of key indicators to allow for better management of change. This can include better linking record keeping standards in Baxter to those of surrounding governments and counties.
- Periodically evaluating the PUD ordinance to ensure that it is meeting the goals of the Comprehensive Plan.

VIII. Planning Maps

A series of maps were created to better understand the landscape in which the City of Baxter is located. This understanding aided the community in developing policies and goals for the City and in having a better awareness of the natural and built environments that affect Baxter. The following is an explanation of each of the maps used in the planning process.

Zoning Districts

The current zoning map has fourteen zoning classifications:

- C-1 – Neighborhood Commercial – Convenience stores and other neighborhood retail and service businesses that supply commodities or perform a service primarily for residents in a surrounding neighborhood which is limited to a building footprint of 30,000 square feet.
- C-2 – Regional Commercial – Large retail stores and other establishments that provide retailing and services of both a convenience and durable nature to shoppers, such as apparel, furniture, food, banking and financial services for a local and regional trade area.
- OS – Office Service – General office structures for contemporary, professional, and research offices in a park like setting for both individually developed lots or planned parks and provide for professional services.
- I – Industrial Office – Warehouses, offices, light manufacturing, and other places that conduct a process, fabrication, storage, manufacturing, or wholesaling operation or provide a community or regional service.
- R-1 – Low Density Residential – Single-family dwellings in standard neighborhood settings. Maximum density is less than 3 units per gross acre (not in shoreland). Shoreland density varies based on location of lot and lake classification.
- R-2 – Medium Density Residential – Fourplexes and townhomes. Maximum density is less than 7.0 units per gross acre.
- R-3 – High Density Residential – Multi-family with a density that is between 17.4-25.6 units per gross acre depending on number of bedrooms and a maximum 50 units per building.
- RS – Special Residential – Single family neighborhoods with a rural setting and no central sewer service. Density is 1 unit per five gross acres.
- CF – Commercial Forestry – Forested lands that are intended to provide for long-term sustainable forest management while allowing compatible residential development in clustered areas without a centralized sewer service. Density is 1 unit per ten gross acres.
- PB – Public Benefit – Existing tracts of public land that have a definite public use. The following are sub zoning districts found under Public Benefit:
 - CP – Community Park – A park designed to service the entire community with a broad range of recreational opportunities.
 - NP – Neighborhood Park – A park designed for limited recreation needs of a neighborhood.
 - MC – Memorial Park/Cemetery – Burial ground or area set aside for passive recreation as a memorial to past generations.
- M – Multiple Zoning Classes – A zone with more than one land use zone.

North Baxter Alternative Urban Areawide Review (AUAR) Proposed Land Use

On July 19, 2005 the Baxter City Council approved an amendment to the Comprehensive Plan in order to facilitate the Environmental Review for the North Baxter Area. The scope of the study required establishing proposed land use for land within the limits of Baxter and land in Unorganized Territory anticipated to be annexed some day. This map shows that proposed land use for the study area.

Potlatch West Baxter AUAR Map

On November 18, 2008 the City Council approved an amendment to the Comprehensive Plan to reflect proposed land uses affiliated with the Potlatch West Baxter AUAR. The map shows the proposed land use for the study area. A executive summery/narrative explaining the process and proposed land use for the area is contained in the appendix.

Dellwood/Novotony Area Map

On 12/16/09 the City Council approved an amendment to the Comprehensive Plan to reflect proposed land uses for the Dellwood/Novotony area. The map shows the official proposed land use for the annexed area, includes the adjacent Crow Wing County First Assessment and Brainerd area proposed land use.

Long Range Functional Classification Map

A road classification map allows the City to determine the following: the amount of Right-of-Way required for new development and redevelopment; access management; helps determine road construction criteria and tonnage requirements.

Long Range Transportation Map

This map shows anticipated roadway extensions, linkages, and an overall future roadway plan for the City. It is revised from time to time and assists the City in determining the need for roads or changes as development occurs in those areas.

Color Air Photo

In 2003, the Minnesota Farm Service Agency released color air photographs for most of Minnesota.

Water and Sewer Capital Improvement Plan

In order to help residences, businesses, and developers plan for the future, the City has prepared a sewer expansion map that lays out a general plan for where public sewer and water infrastructure is likely to be extended to in the next several years. This map is updated by the City Council annually.

Public Land & Potlatch Land

Although Baxter is not home to a significant amount of publicly owned land, there are several publicly owned parcels within the City. The Potlatch Corporation ~~is also home to~~ owns a number of large tracts, some of which may be sold as market conditions reduce the suitability for using the land for timber harvesting.

Army Compatible Use Buffer (ACUB)

Camp Ripley has started a program to encourage compatible uses within three miles of the army base in order to prevent any nuisance issues that may arise with higher intensity developments, particularly residential subdivisions. Compatible uses include low density residences, parks, open space, and agriculture.

Land Use/Land Cover

Baxter is largely covered in forest with lakes and wetlands dispersed in the western part of the City and urban development filling in the eastern portion of the City. There are a few grasslands that are interspersed amongst the other land covers, and rural development largely is concentrated around White Sand and Perch Lakes.

Redevelopment Potential

While Baxter is a relatively young City, some housing areas are thirty or more years old. As land prices have increased and the expectations for a new home have increased, some older homes have not been able to maintain their value relative to newer housing. A common technique for evaluating the redevelopment potential of a city is to compare the price of the buildings on a parcel of land to the value of the land itself. Typically, if the value of the buildings on a parcel of land is worth three times the value of the land, it is unlikely that the parcel will be redeveloped. However, if the land is worth more than the building, there is a greater chance that the parcel will be redeveloped.

Although the technique is simple, the Redevelopment Potential Map shows where redevelopment is likely to occur in the future. The land around the lakes is perhaps the most interesting because much of the land around the lakes in Baxter indicates a high potential for redevelopment. This is a common feature in many communities with lakes that were developed before the 1990s. Older development with a high potential for redevelopment typically consist of relatively smaller homes with no city sewer access. However, as sewer access has been extended and the demand for lake properties has increased, many of these older homes are being remodeled or removed for larger homes.

Groundwater Contamination Susceptibility

This map was generated using general soil data from the Minnesota Geological Survey Geo Atlas for Crow Wing County. Soils with high percolation rates, such as sandy soils, have a high susceptibility to groundwater contamination. Soils with low percolation rates, primarily clayey soils, are less likely to lead to groundwater contamination.

Trails

Although many of the trails in the state are not electronically mapped, Baxter is home to a number of trails, most notably the Paul Bunyan Trail. The arboretum also has a number of trails. The map contains existing and future City trails as well as locations of Baxter Parks.

Lakes & Wetlands

Baxter is home to several lakes and numerous wetlands. The largest wetlands are found in the southwestern portion of the city while smaller wetlands pepper the landscape in the northern part of the City.

Watersheds & Wellheads

Baxter is divided between three watersheds: Mississippi River, Gull River, and Crow Wing River. Although Baxter has a municipal water system, there are still dozens of independent wells and three City wells. With the new Water Treatment Plant the City has added four more City wells. Currently if not in a wellhead protection area residents are allowed to keep their private wells for irrigation purposes after City sewer and water is retrofitted into their neighborhood.

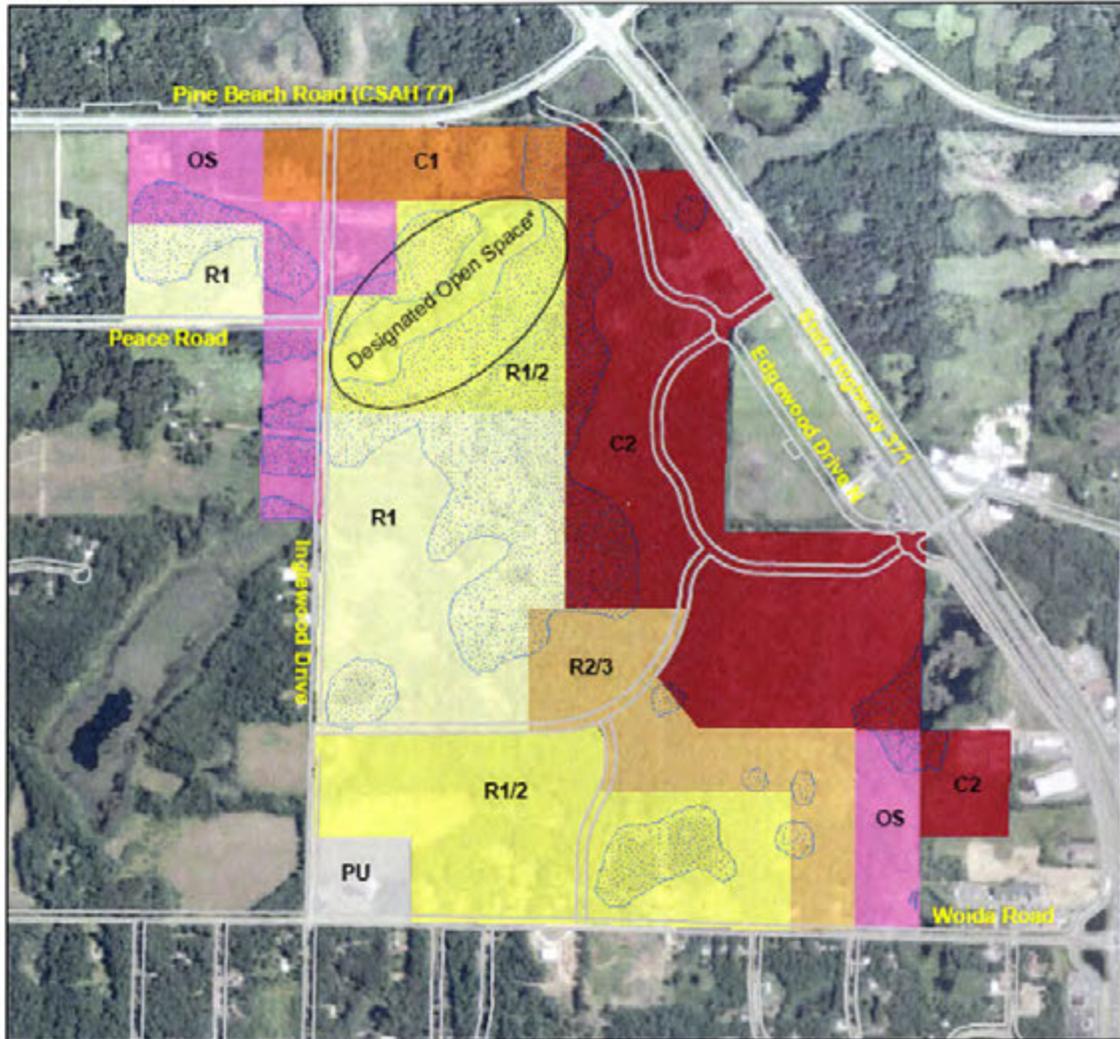
Ecologically Sensitive Areas

This map was originally developed for the Brainerd Lakes Area Conservation Collaborative (BLACC) report "Inventory and Assessment of Natural Resources in Crow Wing County" to identify ecologically significant areas in and around Crow Wing County. The data used to identify these areas includes the Crow Wing County Biological Survey, rare and endangered species, lakes and wetlands, groundwater contamination susceptibility, land use and land cover, and a number of other data sources. The data is *not* intended for parcel specific planning; however, it does act as a guide for locating high impact and low impact land uses.

Development Suitability

This map was also created for the Brainerd Lakes Area Conservation Collaborative (BLACC) report "Inventory and Assessment of Natural Resources in Crow Wing County." This map is a general indicator of development suitability within the City. For example, lands closer to roads and existing development generally have a higher suitability for development than land near wetlands. This map is not intended for parcel specific planning; however, like the Ecologically Sensitive Areas map, it does act as a general indicator for development suitability.

© 2006 Westwood Professional Services, Inc.



Data Source(s): USDA PSA AFPO, DOQ (2003); City of Baxter (2005); WPS (2004).

Legend

- Existing & Proposed Roadways
- Wetlands
- R1: Low Density Residential
- R1/2: Low/Med Density Residential
- R2/3: Med/High Density Residential
- C1: Neighborhood Commercial
- C2: Regional Commercial
- OS: Office Service
- PU: Public Use

**Note: Designation of this area as open space is subject to the provision that the area can be used for wetland replacement requirements, stormwater ponding, transfer of park dedication credits, and incorporation of a greenway.*



**North Baxter
AUAR**
Baxter, Minnesota

Proposed Land Use

revised EXHIBIT 3

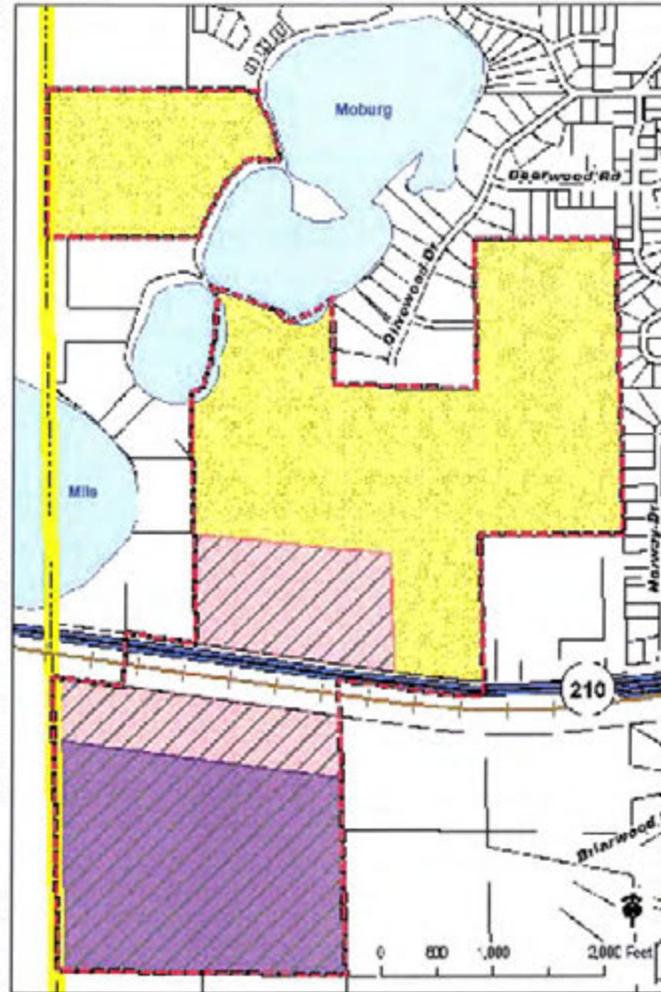
Westwood
Westwood Professional Services, Inc.
7495 Annapolis Drive
Toll Free, MN 55348
Phone: 952-437-1159
Fax: 952-437-1422
Toll Free: 888-860-2415
www.westwoodsp.com

The West Baxter AUAR Small Area Plan guides a 465 acre area for a mixture of residential, commercial and industrial land uses.

The northern portion is guided Mixed Residential to provide flexibility in site design which will allow the movement of density within the site to better preserve the area's ecological and aesthetic values. As encouraged in the Comprehensive Plan's residential development policy, a range of housing will be incorporated. The Small Area Plan envisions approximately 50% detached housing and 50% attached housing.

The area is intended to have an overall density of 4.5 units per gross acre or 5.8 units per net acre. Density of a site can be determined in two ways: Gross and Net. Gross density is represented as the total number of housing units projected on the total land area guided for residential land use. Net density essentially nets out those areas that are prohibited from development based on city zoning and subdivision regulations or other state laws. These includes park dedication, road right-of-way and wetlands. This small area plan assumes approximately 20% of the gross acreage is devoted to these purposes. Shoreland areas are not taken out of developable land calculations because they only regulate development rather than prohibit development on a site.

Both sides of Trunk Highway 210 are guided Local Commercial. Local commercial includes both commercial and office uses. Generally north of TH 210, the commercial uses are intended to offer local services at a neighborhood scale generally consistent with the C-1, Neighborhood Commercial Zoning District. This would include small office buildings, restaurants, coffee shops, banks, health clubs, beauty salons and clothing apparel. The office uses would be generally be located south of TH 210 and arranged in a park or campus like atmosphere consistent with the OS, Office Services Zoning District. These

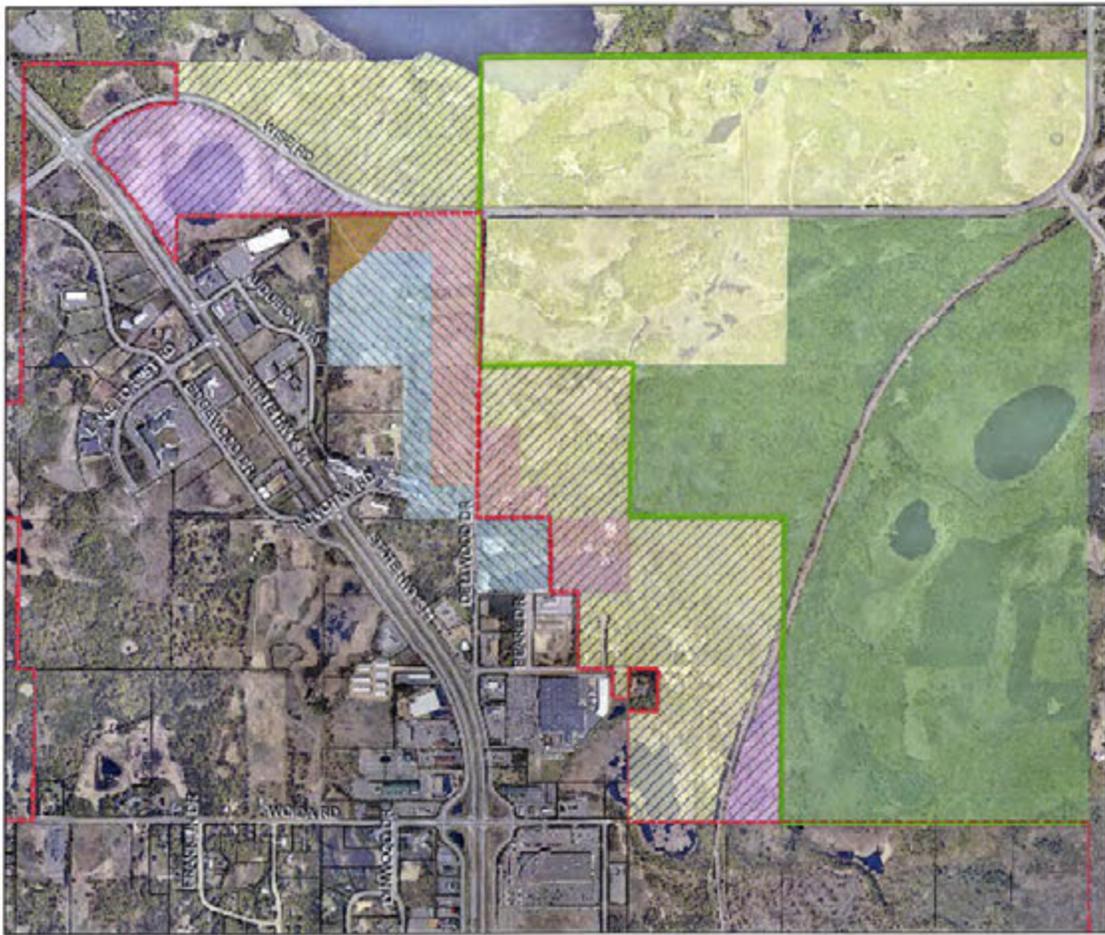


uses may include corporate headquarters, single tenant office buildings, research and development centers and business parks.

The southernmost portion is guided industrial. This area is envisioned as an industrial park with uses typically accommodating greater storage, warehousing and distribution.

- Legend**
- AUAR Boundary
 - Railroad
 - City Boundary
 - Open Water
- Proposed Land Use**
- Mixed Residential
 - Local Commercial
 - Industrial

Proposed Land Use Plan
Dellwood/Novotny Area

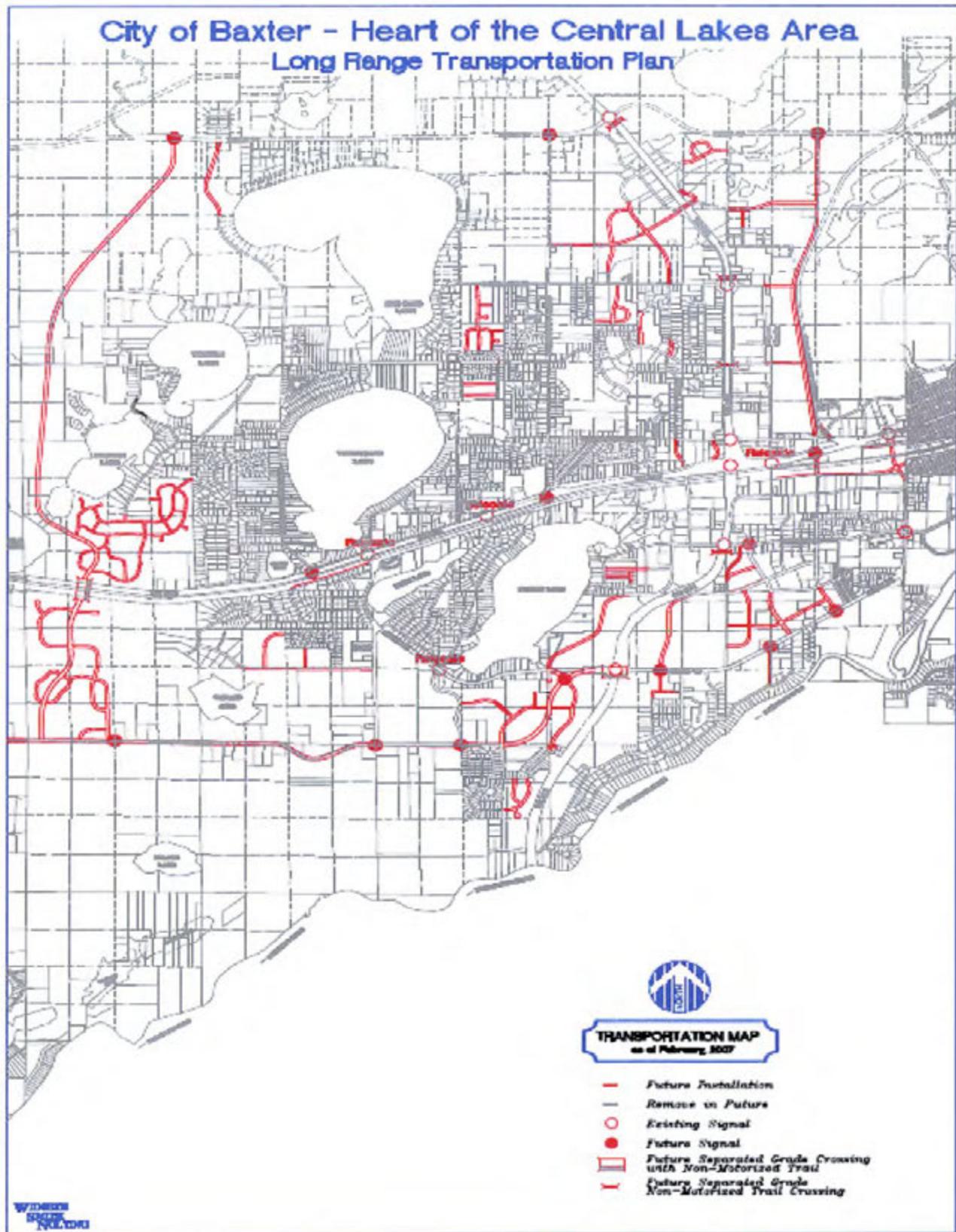


Legend

- Current Baxter City Limits
- Current Searched City Limits
- Baxter Area Proposed Land Use**
- Regional Commercial
- Local Commercial (C1 & OS)
- High Density Residential
- Low Density Residential
- Road Low Density Residential
- Strained Land Use**
- Low Density Residential
- Park/Open Space
- CWG Proposed Land Use**
- Public Sewer
- Regional Commercial
- Local Commercial (C1 & OS)
- High Density Residential
- Low Density Residential
- Road Low Density Residential



City of Baxter - Heart of the Central Lakes Area Long Range Transportation Plan



WILSON
SUTHERLAND
PLANNERS

Baxter Comprehensive Plan: 2003 Air Photograph

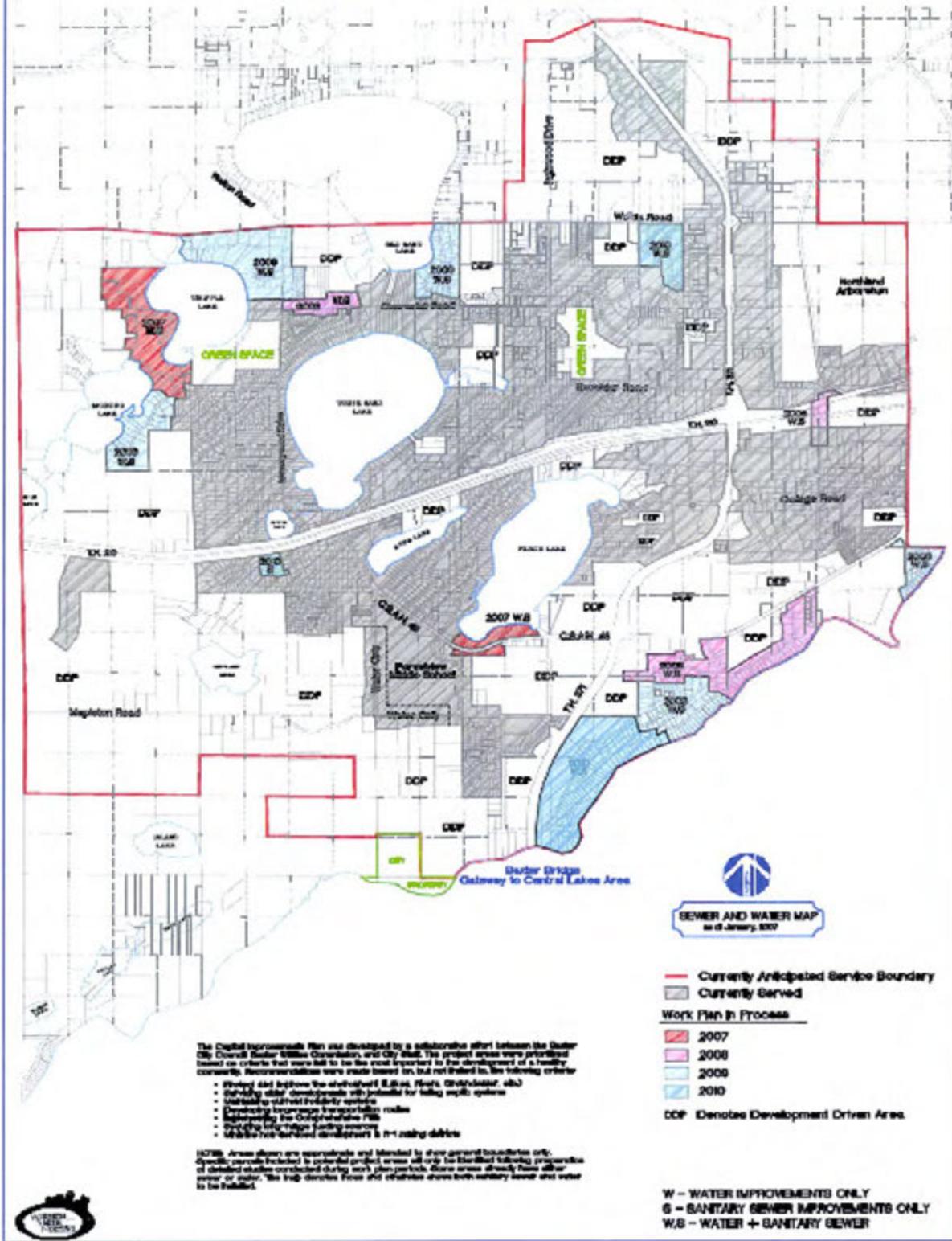


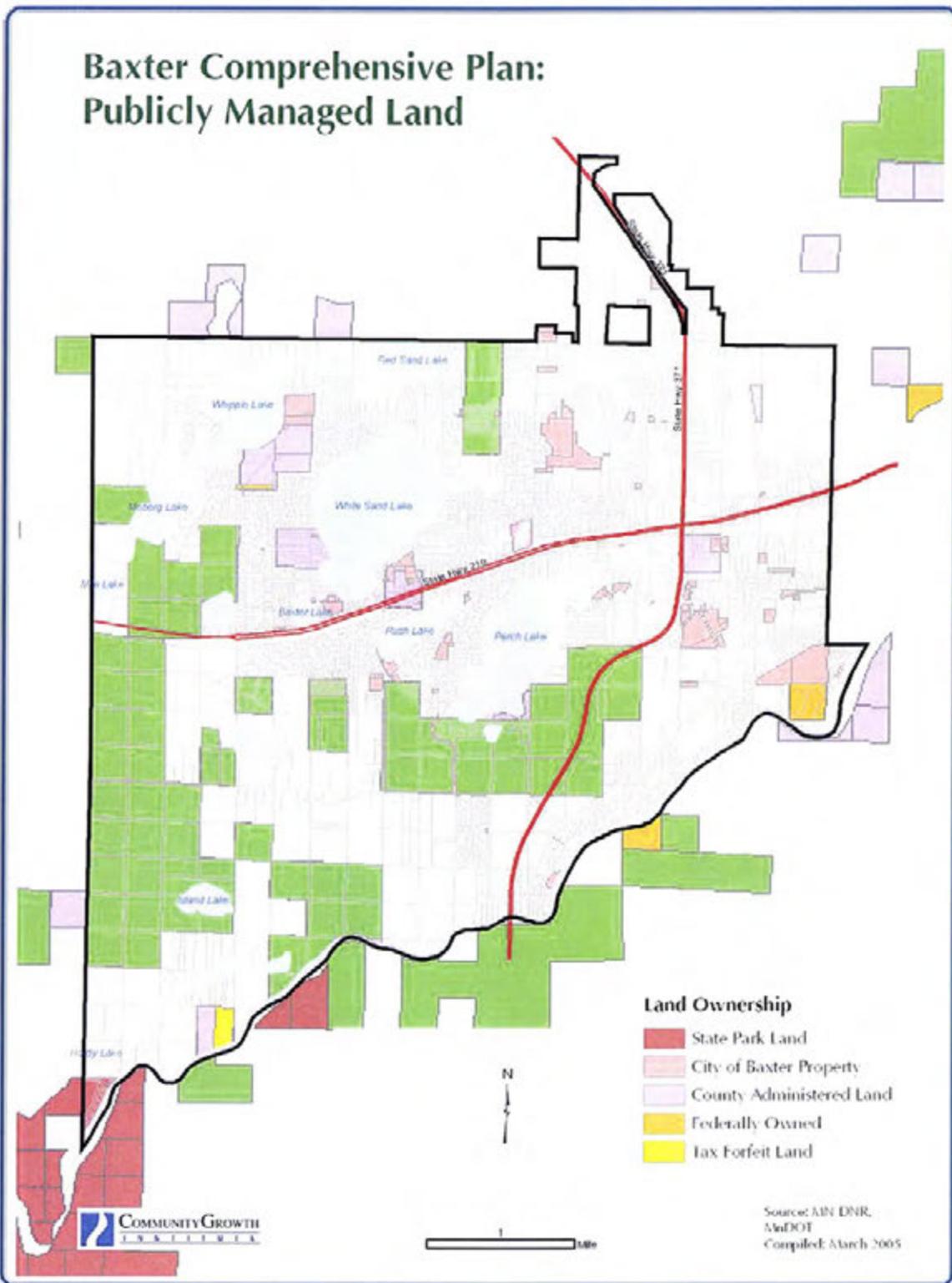
 **COMMUNITY GROWTH**
INSTITUTE



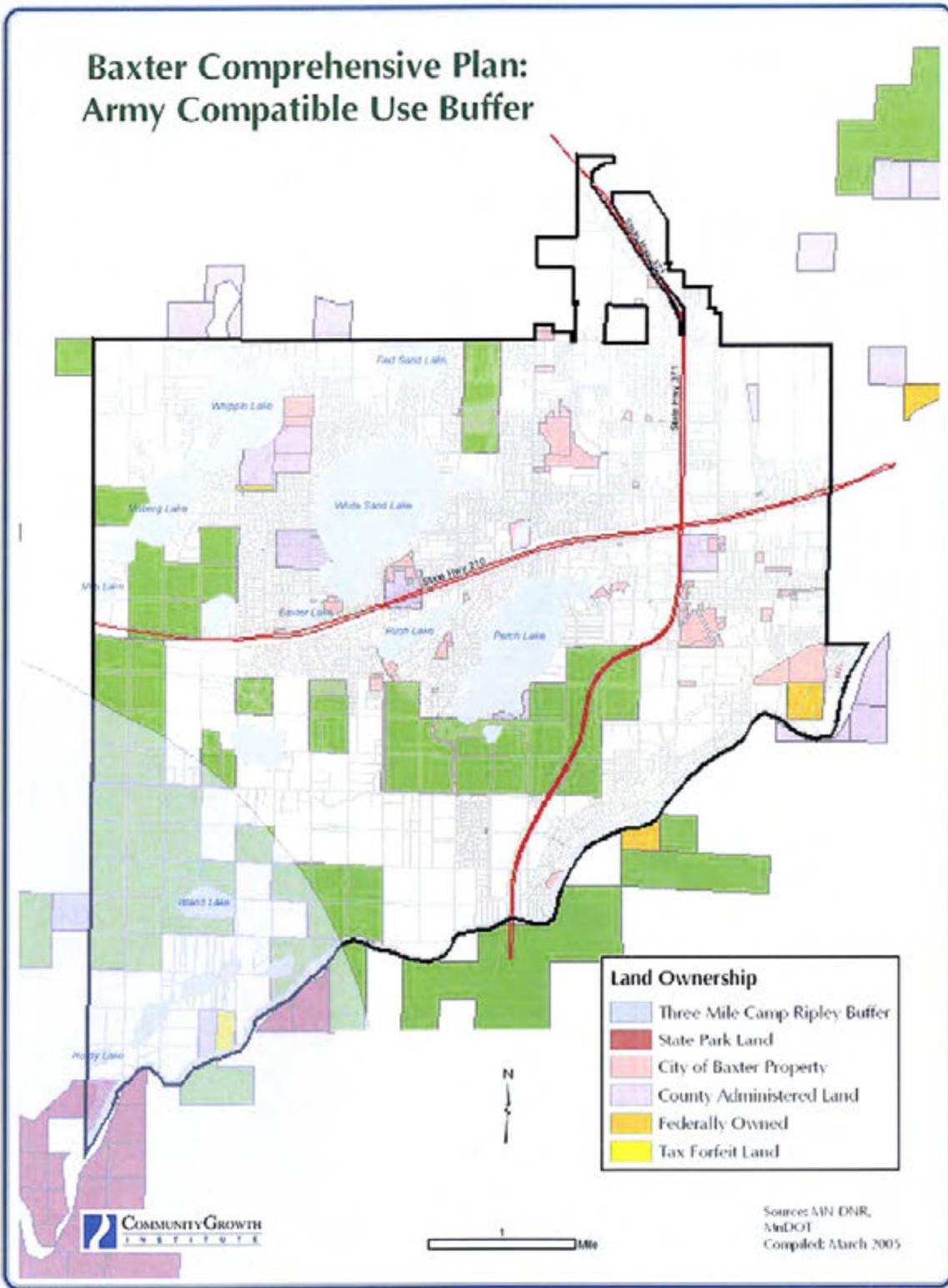
Source: Farm Service Agency
Compiled: March 2005

City of Baxter - Heart of the Central Lakes Area Water and Sewer Capital Improvements Plan





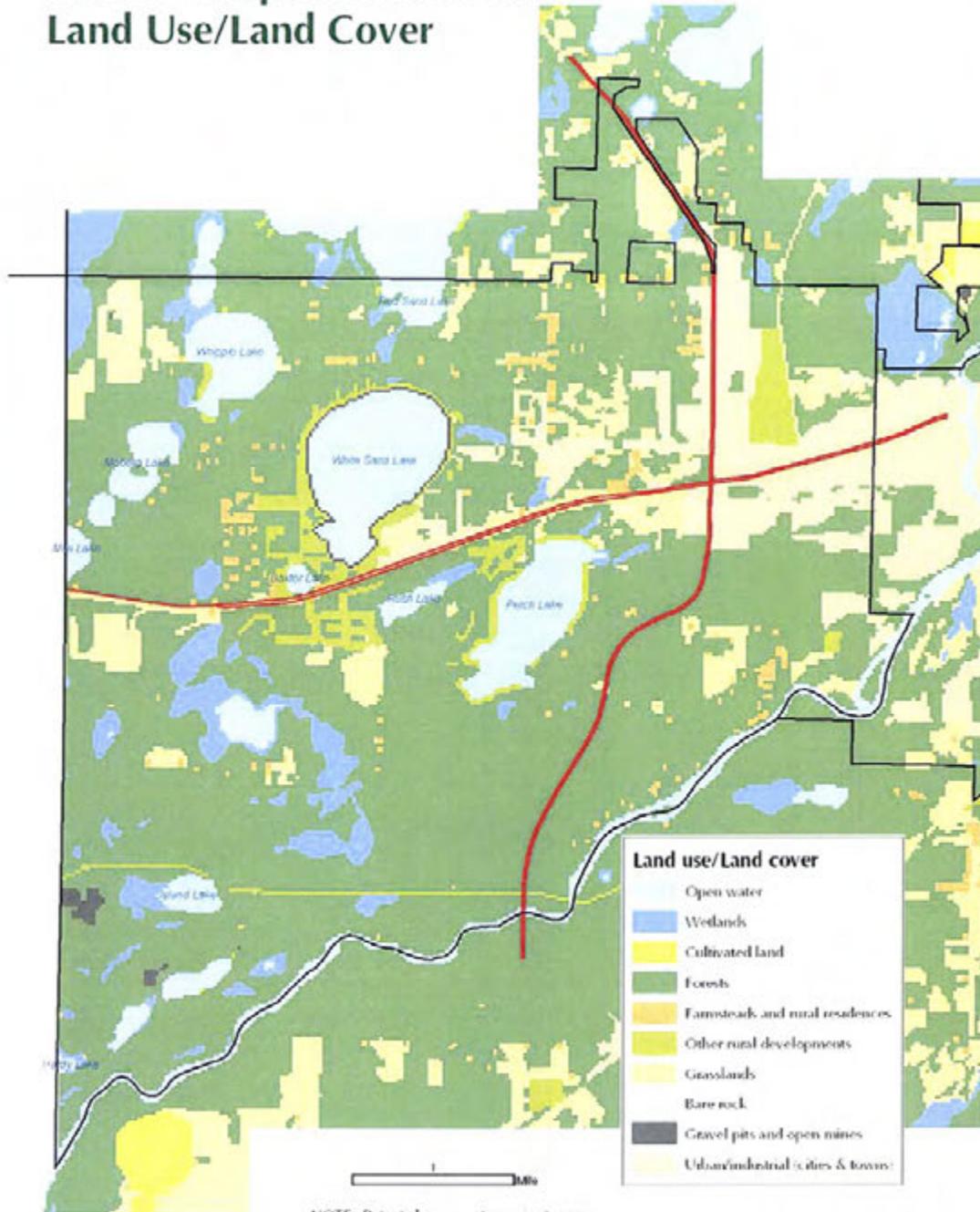
Baxter Comprehensive Plan: Army Compatible Use Buffer



COMMUNITY GROWTH
INSTITUTE

1 Mile

Baxter Comprehensive Plan: Land Use/Land Cover



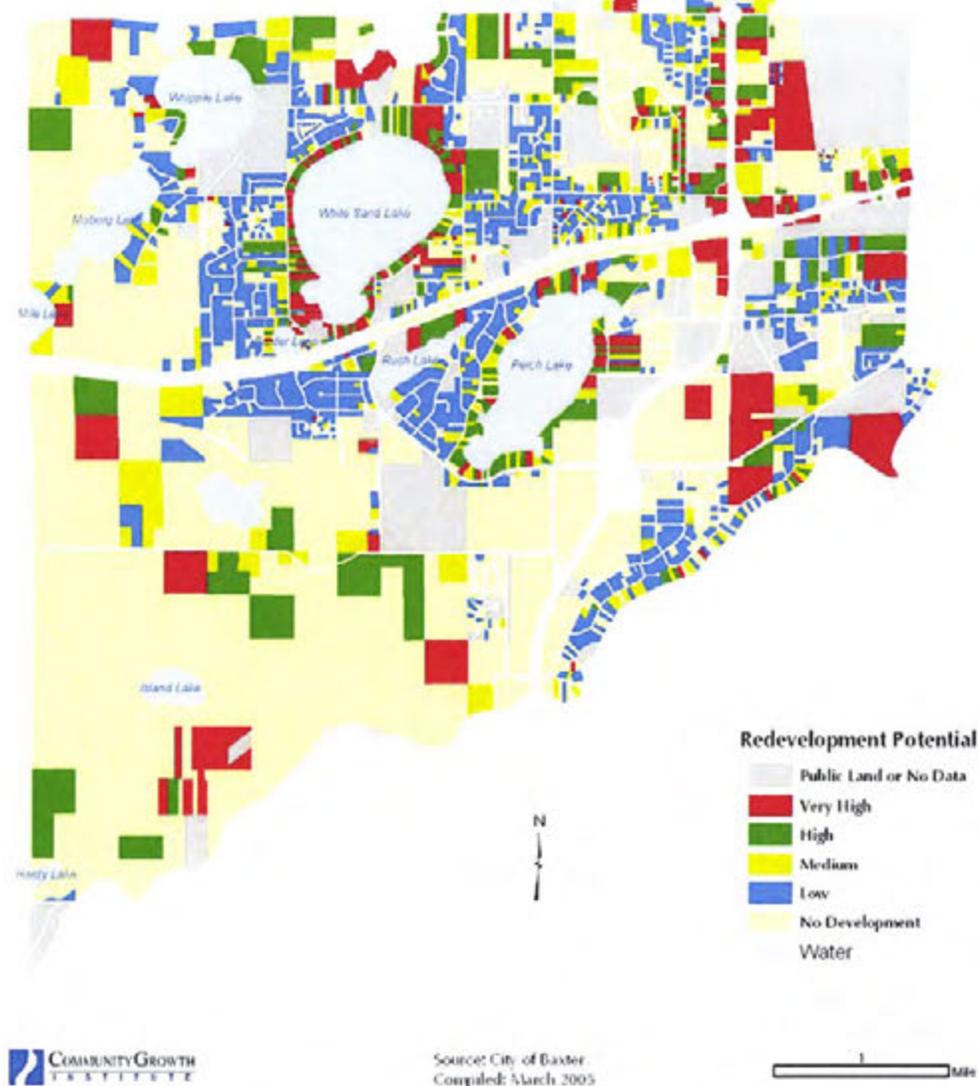
NOTE: Potential conservation priority areas are not intended for site specific planning. The data is intended to guide development patterns rather than specific developments.

Source: BLACC, MnDOT,
City of Baxter
Completed March 2005

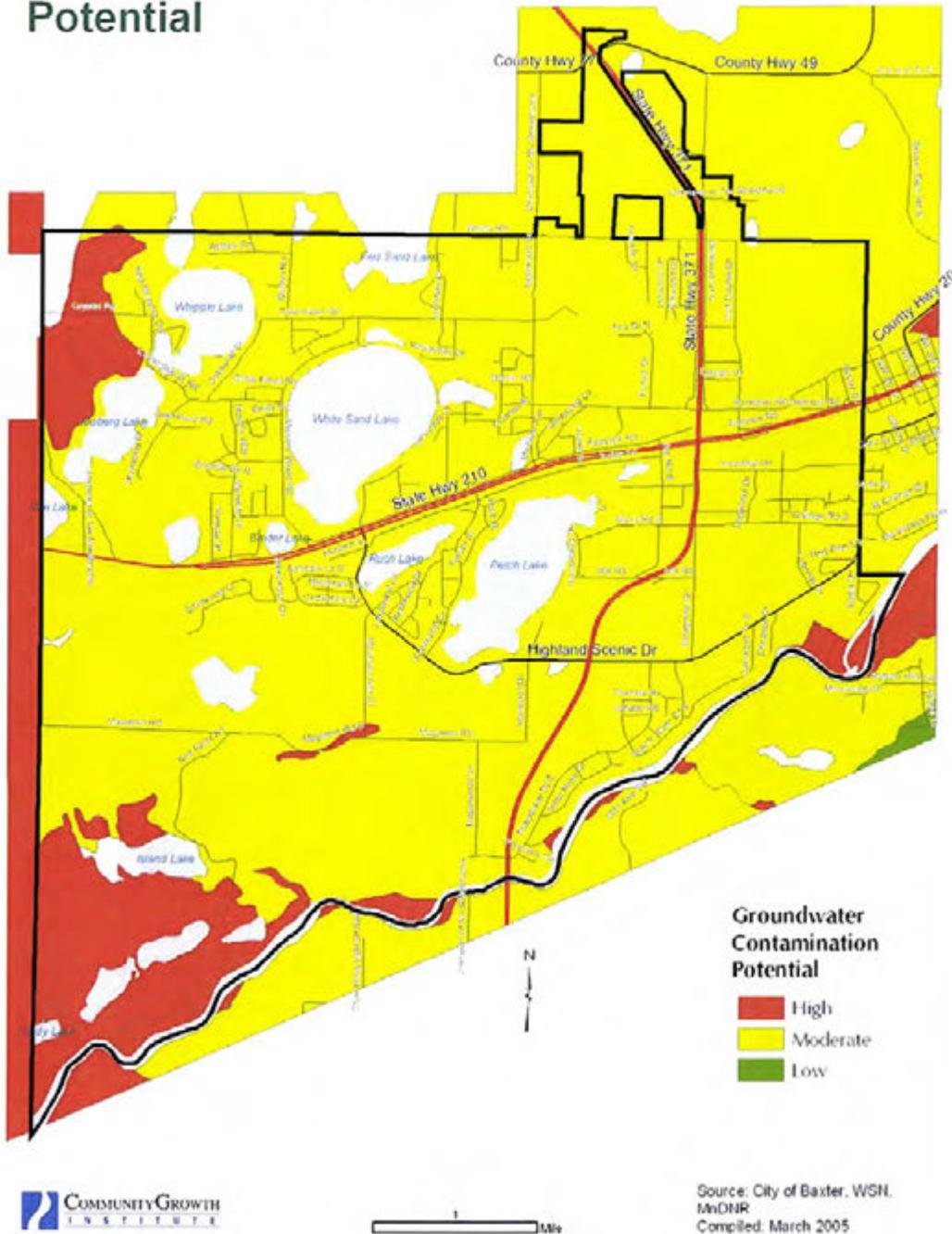


Baxter Comprehensive Plan: Redevelopment Potential

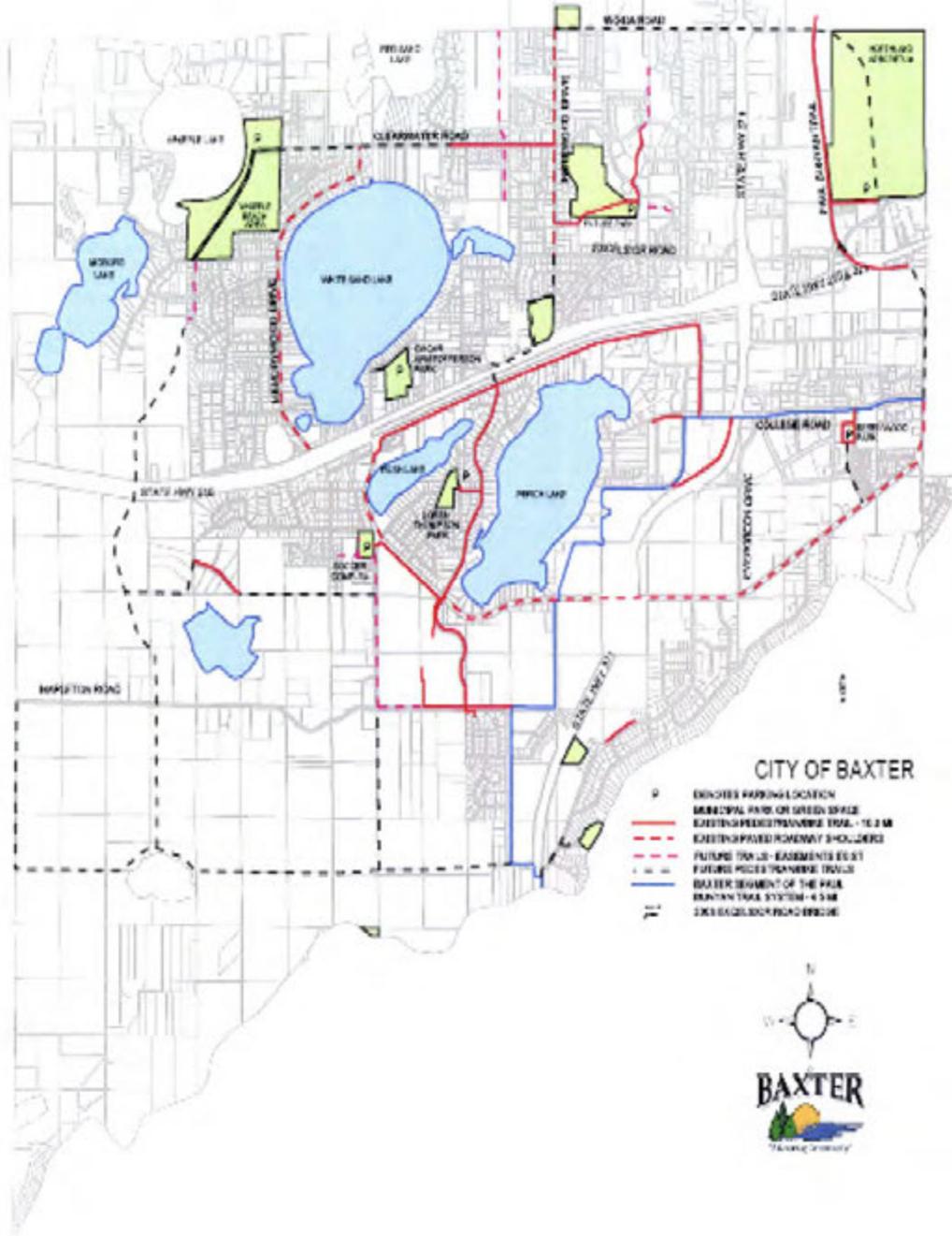
Redevelopment potential is calculated using the estimated building value divided by the estimated land value. If the building value is worth three times or more than the land value, the potential for redevelopment is considered low.



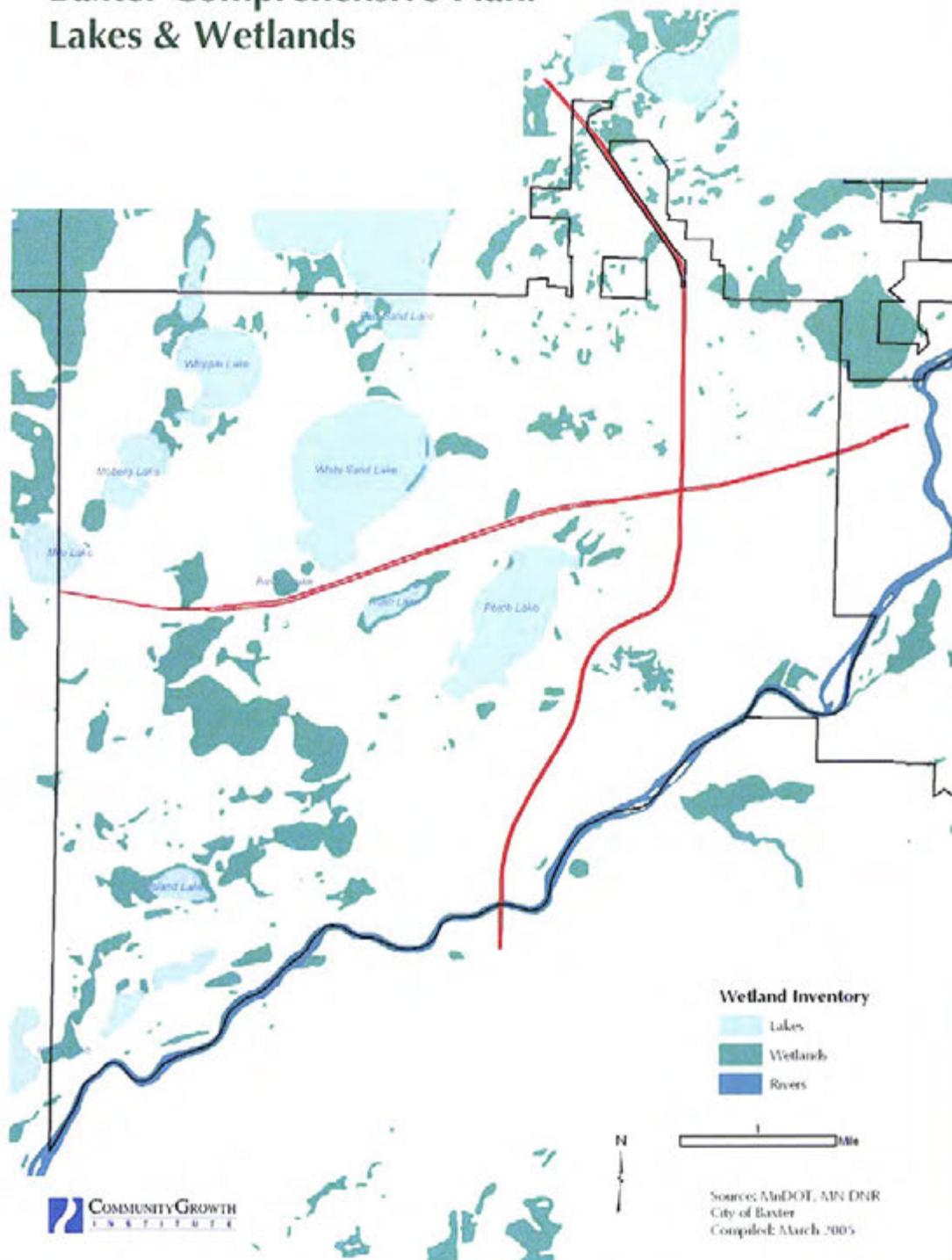
Baxter Comprehensive Plan: Groundwater Contamination Potential



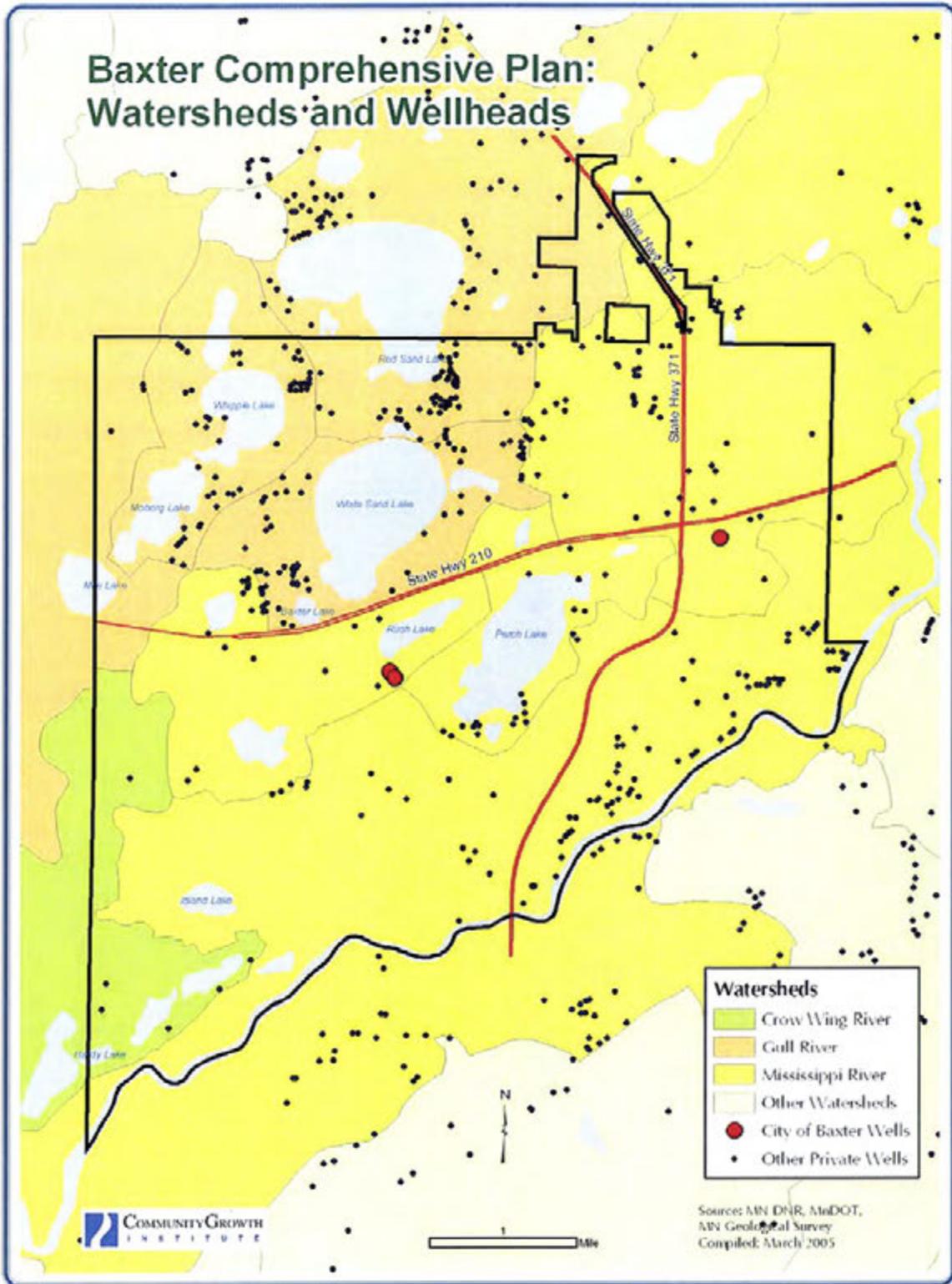
Baxter Trail Map



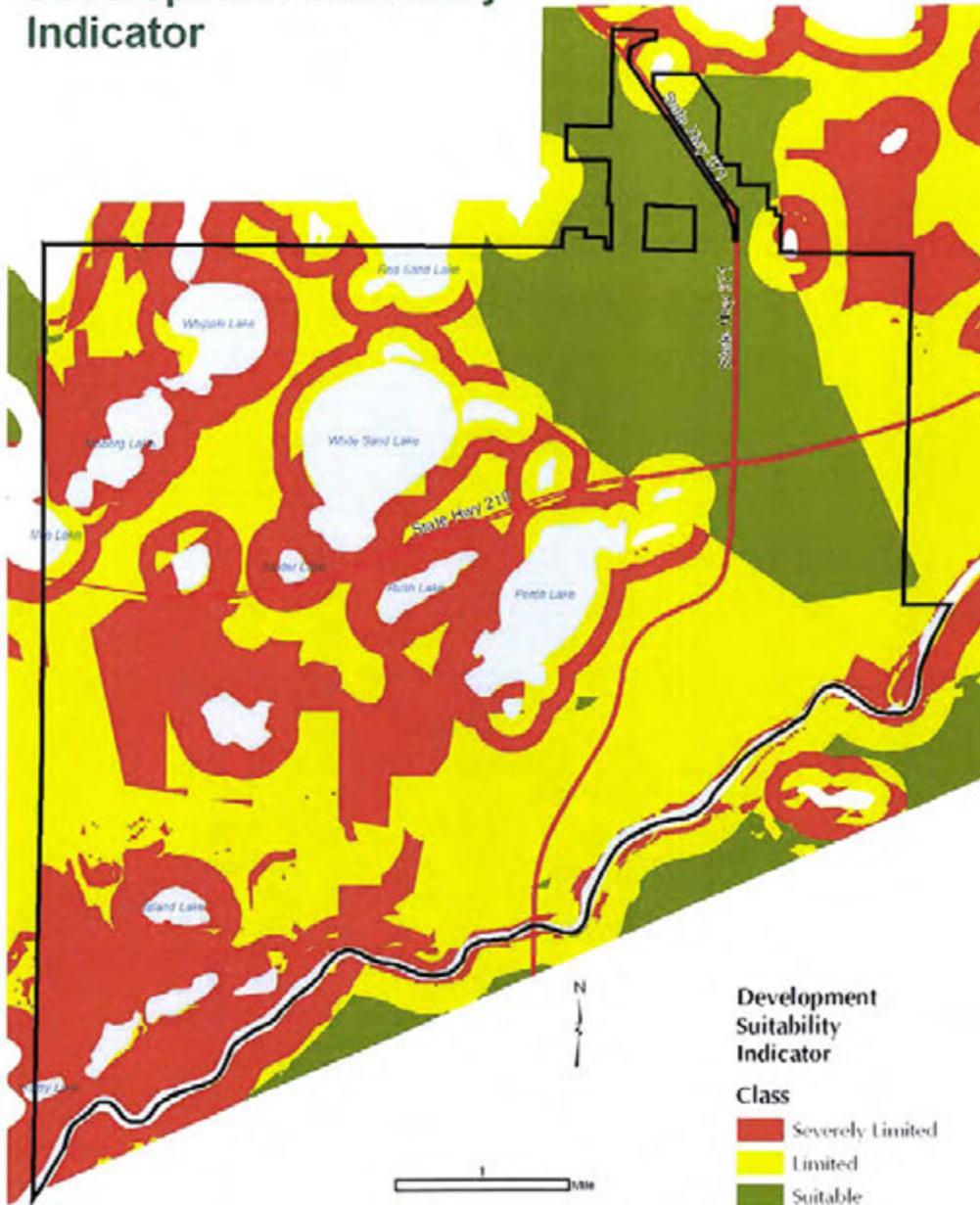
Baxter Comprehensive Plan: Lakes & Wetlands



COMMUNITY GROWTH
INSTITUTE



Baxter Comprehensive Plan: Development Suitability Indicator



Development Suitability Indicator

Class

- Severely Limited
- Limited
- Suitable

NOTE: Development suitability indicator areas are not intended for site specific planning. The data is intended to guide development patterns, rather than specific developments.

Source: City of Baxter, WSN
Compiled: March 2005



Appendix



West Baxter Small Area Plan Comprehensive Plan Amendment Narrative (Executive Summary)

Overview

A Comprehensive Plan Amendment is being sought for 465 acres located in the western part of the City of Baxter. In 2005, the Potlatch Corporation requested a concept plan be created in response to the land no longer serving its highest and best use due to changing land values, development and growth. The concept plan addressed an alternative land use pattern for the project area. This concept plan was presented to the Long Range Planning Commission on September 22nd and December 1st of 2005. The recommendation at that time was to conduct further environmental review as the City desired a comprehensive look at the potential impacts to the area. An Alternative Urban Areawide Review (AUAR) was completed and adopted by the City of Baxter on September 16, 2008. This Comprehensive Plan Amendment request implements the AUAR's mitigation strategy of adopting a small area plan for the project area. The small area plan being proposed is more general than the AUAR to allow flexibility in development design. However, it is important to note that any development projects proposed will need to be consistent with the Comprehensive Plan, the AUAR and Mitigation Plan and ultimately the applicable zoning and subdivision regulations.

General Location

As Exhibit 1 shows, the 465 acre subject property, located in West Baxter, is separated by U.S. Trunk Highway 210 (TH 210). Portions of the property are located on the south and west sides of Moberg Lake.

Existing Conditions

The portion lying north of TH 210 primarily consists of wooded land, open meadow areas and two wetlands. This portion of the project area has primarily served as timber production. Adjacent land uses have developed over time and primarily consist of low density residential (1-3 units per net acre) and special residential cluster uses (1 unit per 5 acres). To the east, north of TH 210 (approximately 1 mile) is the Baxter Elementary School (ISD #181). Land located to the north-east (approximately 1/2 mile) is Baxter's public beach located on Whipple Lake.

The portion south of TH 210 is currently zoned industrial. Though this portion is partially wooded, it also encompasses land which has been leased to a wholesale enterprise. Adjacent uses to the south are zoned for commercial forestry. To the east, land uses primarily consist of low density residential (1-3 units per net acre) and special residential clusters (1 unit per 5 acres). About one mile east is the City's Southdale Park and Forestview Middle School. Land located to the west in Cass County primarily consists of residential units (1 unit per 2.5 acres).

Existing Comprehensive Plan Designation

The City of Baxter's Comprehensive Plan was most recently amended in 2007. The Comprehensive Plan does not provide a future land use plan but instead relies on its zoning district designations. As shown in Exhibit 2, the portion of the property south of TH 210 is zoned industrial office district, the portion immediately north of TH 210 is zoned commercial forestry district, and the portion west of Moburg Lake is zoned special residential/cluster district.

Proposed Comprehensive Plan West Baxter Small Area Plan

A Comprehensive Plan Amendment is being sought. The long-term vision for the property covered by the AUAR is not consistent with the existing zoning district designations. The amendment seeks to append to the Comprehensive Plan, the West Baxter Small Area Plan, shown in Exhibit 3, which provides specific guidance on future land use.

Land Uses

The northern portion is guided Mixed Residential to provide flexibility in site design which will allow the movement of density within the site to better preserve the area's ecological and aesthetic values. As encouraged in the Comprehensive Plan's residential development policy, a range of housing will be incorporated. The Small Area Plan, shown in Exhibit 3, envisions approximately 50% detached housing and 50% attached housing.

The area is intended to have an overall density of 4.5 units per gross acre or 5.7 units per net acre. Density of a site can be determined in two ways: Gross and Net. Gross density is represented as the total number of housing units projected on the total land area guided for residential land use. Net density essentially nets out those areas that are prohibited from development based on city zoning and subdivision regulations or other state laws. These include park dedication, road right-of-way and wetlands. This small area plan assumes approximately 20% of the gross acreage is devoted to these purposes. Shoreland areas are not taken out of developable land calculations because they only regulate development rather than prohibit development on a site.

Portions of both sides of TH 210 have land use designations of "Local Commercial". Local Commercial includes both local retail/service and office uses. Generally north of TH210, the commercial uses are intended to offer local goods & services at a neighborhood scale generally consistent with the C-1, Neighborhood Commercial Zoning District. This would include small office buildings, restaurants, coffee shops, banks, health clubs, beauty salons and clothing apparel. The office uses would be generally located south of TH 210 and arranged in a park or campus like atmosphere consistent with the OS, Office Services Zoning District. These uses may include corporate headquarters, single tenant office buildings, research and development centers and business parks.

The southernmost portion is proposed to be industrial. This area is envisioned as an industrial park with uses typically accommodating greater storage, warehousing and distribution. In some instances, industrial uses may abut or be across the road from a lesser zoning district (i.e. residential district). The zoning code should be revised to add provisions such as additional setback requirements, and performance standards.

Project Magnitude

As noted previously, the West Baxter Small Area Plan provides more general land use designations than are outlined in Scenario One of the AUAR. Proposed development projects will need to be evaluated both for consistency with the Comprehensive Plan and with the AUAR.

Development assumptions of the AUAR include 1,147 new housing units and approximately 1.3 million square feet of industrial development, 298,000 square feet of office space (south of TH 210) and 268,000 square feet of neighborhood commercial retail and services (north of TH 210). These estimates are based on assumptions for lot size and lot coverage as determined through applying applicable zoning designations from the current zoning code, current market forces and standard site planning criteria. These estimates assume a full build out scenario.

In determining project magnitude, a set of assumptions were applied to both scenarios to establish the total net developable area. These assumptions are as follows:

- Adequate right-of-way to accommodate future roadways (collectors and arterials) was provided.
- Adequate open space for parks and recreational opportunities was provided.
- Identified wetlands within the project area were provided.

Land Use	Gross Acres	Net Acres (from AUAR)	Density (units per net acre or Floor Area Ratio)	Total Units/Square Feet (from AUAR)
Developable Areas				
Mixed Residential	252	199.27	5.68	1,147
Local Commercial	74	58.22	0.2 commercial/ 0.25 office	566,808
Industrial	114	87.46	0.35	1,333,429
Undevelopable Areas				
TH 210 ROW	25	25		
Other ROW	0	48.56		
Park/Open Space	0	25.01		
Stormwater Ponding	0	3.43		
Wetland	0	17.77		
Total	465	464.72		

Relationship to Existing Comprehensive Plan Policies

The following are Comprehensive Plan policies which are in support of the creation of the West Baxter Small Area Plan:

- The plan promotes the strategy of working with residents, businesses, and developers to create detailed small area plans or policies for sections of the City that are likely to require redevelopment or new development in the near future, such as the Highway 210 West Corridor.
- The comprehensive plan recognizes new development and older portions of the city will, in time; need to have their current land uses evaluated to determine if those uses are meeting the needs of the community.
- The comprehensive plan encourages the use of the AUAR process, such as was completed for this area, to comprehensively evaluate the combined impacts of multiple new developments within a specific

geographic area instead of individual reviews that fail to account for the cumulative impacts of new development.

- The comprehensive plan's economic growth policy encourages areas for mixed use neighborhood clusters such as suggested north of TH 210.
- The comprehensive plan's residential development policy encourages development of a wide range of housing opportunities, ranging from low-density to high-density development.
- The project area is currently designated as "Development Driven" in the City's 2008 Water and Sewer Capital Improvement Program.

Relationship to Alternative Urban Areawide Review (AUAR)

The final Potlatch West Baxter AUAR was adopted by the Baxter City Council on September 16, 2008. The AUAR was completed to investigate what cumulative impacts would result from a sequence of development projects for the project area. The included Mitigation Plan is intended to reduce or eliminate these potential impacts.

It is important to note that any proposed development will have to be reviewed for consistency with the AUAR and Mitigation Plan as well as the Comprehensive Plan. Minnesota Rules require that total development within the project area cannot exceed the maximum levels assumed in the AUAR. In addition, development within any subarea, such as a Traffic Analysis Zone (TAZ), also cannot exceed the maximum levels. If development levels are to be exceeded, then an amendment to the AUAR will be required.

Relationship to Zoning

The applicant is not currently requesting any modifications to the existing zoning district designations. Any zoning changes must be consistent with the small area plan and the concerned properties are served by required infrastructure (access, water, sewer, gas, power etc.).

Impact on Municipal Infrastructure

Additional planning for infrastructure improvements will be coordinated through the development review process. The following is a summary of the findings from the AUAR as to potential municipal infrastructure impacts of the small area plan's full build out.

Water

Infrastructure improvements are anticipated to occur. Portions of the area were studied in 2006 by Widseth Smith Nolting (WSN). The studies, entitled "Potlatch Property Improvements South of TH 210" and "Potlatch Property Improvements North of TH 210" were accepted by the Baxter City Council on October 17, 2006. Analysis completed for the AUAR found that based on the total projected water, the estimated amount on new 6", 8", 10" and 12" watermain to be installed is 33,600 feet. Projected water use is well within the current supply and production capacities. However, combined with additional growth anticipated in the City the current supply and treatment capacities will likely be exceeded during peak day periods prior to achieving full build out. The City of Baxter will need to coordinate future development growth and infrastructure improvements to ensure adequate water supply and treatment.

Sewer

The estimated amount of new 8" and 10" sanitary sewer collection pipe necessary to serve the area is approximately 27,500 lineal feet. The maximum depth of pipe installation is approximately 25' below



existing grade. One additional lift station approximately 25' in depth and approximately 2,000 lineal feet of force main will also be required.

Projected wastewater from the property and with anticipated growth in the area would exceed the 650,000 gallons of wastewater flow to the Brainerd Wastewater Treatment Facility (WWTF) in 2014. At that time, the City will need to revise an agreement to accommodate additional wastewater flows to the facility. However, the WWTF is in the process of exploring future facility needs. Without knowing potential improvements, the City of Baxter will need to continue to coordinate with the City of Brainerd WWTF.

Storm Water Management

Storm water runoff is anticipated to increase as development occurs and a system of detention facilities will be needed. Stormwater handling facilities and treatment alternatives acceptable to the City of Baxter include infiltration basins, wet sedimentation basins, subsurface storage and infiltration along with swales and ditches designed in accordance with NPDES regulations and Minnesota Stormwater Manual guidelines. Development plans and detailed design will dictate the exact location of each treatment facility. For the most part, developers will be required to construct the storm water system. After construction, the City of Baxter will work with property owners to manage and maintain the storm water system.

Transportation

Transportation planning in the project area is being done in collaboration with the City, Crow Wing and Cass County, Burlington Northern Rail Road and the Minnesota Department of Transportation (MN/DOT). The AUAR identifies future roadways connecting to the existing transportation system to accommodate projected development. As part of the AUAR process, traffic generation was estimated and modeled in the area to determine long term impacts on the roadway network and to identify future planning needs. As the project area develops, improvements to the transportation system will be needed to accommodate an expected increase in traffic volumes. Transportation system improvements will include acquisition of road right-of-way and construction of new roads (including a railroad crossing), reconstruction and upgrading of existing roads and development of future traffic management devices such as traffic signals and signage. Responsibility for these improvements will be dependent upon the roadway jurisdiction. For local road improvements, the developer has the responsibility to construct any desired roads and the City of Baxter would then maintain them after acceptance.

Police and Fire Services

New development will require the response of additional police and fire service protection customary with urban development. Police service is provided by the Baxter Police Department and fire services are coordinated with the Brainerd Fire Department by a cooperative agreement. Services in the near term should be adequate to serve development in the project area; however, as development occurs over the long term, additional staffing and resource needs may be necessary. The projected development of 1,147 new households will result in a population increase of 2,300 to 4,000 depending on what assumptions are made for persons per household. The City has been pursuing the development of a new Fire Sub-Station and has secured land in two locations that could be used as a fire substation.

School District

The project site is located in the Brainerd School District (ISD 181). Three schools service the Baxter area: Baxter Elementary, Forestview Middle School and Brainerd High School. It assumed approximately 0.3 students per unit would be added to the district in general terms. This would result in approximately 345

students over the full build out assumption. Baxter Elementary is currently at capacity. There is currently sufficient capacity to accommodate middle and high school students that would be generated by the development project. The City and School district will need to closely collaborate to align future growth with school capacity needs. Short term strategies might include redistricting, while long term needs maybe the need for a new elementary school.

Parks and Open Space

Both the City's Comprehensive Plan and Baxter Park Plan emphasize the amenity value and identity that parks and open spaces bring to neighborhoods and the community as a whole. While the park plan needs to be updated, it contains park and trails policies and initiatives that were used in the development of the concept evaluated in the AUAR. In response to those policies and initiatives, approximately 46 acres of land were identified in the AUAR for future parks, pedestrian/bike trails and open spaces. Because the location of these areas may change as development proceeds, they have not been specifically identified in the West Baxter Small Area Plan. However, a similar amount of land will need to be dedicated for these uses to comply with the AUAR. This land should be provided by the developers and be primarily upland.



Conservation Overlay District Overview/Work plan

May 21, 2009

To: Long Range Planning Commission (LRPC)

RE: Amendment to the Comprehensive Plan in regard to Conservation Overlay District (COD)

It has been a long journey so far but there have been many accomplishments since the City Council approved a work plan to develop a COD back on December 12, 2007. The COD timeline showing all the steps in the process is shown in **Attachment 1**. Since that time, a COD task force was established and many productive meetings were held and very sensitive issues were addressed. Presentations were then made to Planning & Zoning Commission and Utilities Commission with monthly updates to the City Council to keep them informed of the COD process and outcomes. After these presentations, SW Baxter residents and other stakeholders were invited to an informational meeting to learn about the COD initiative. It was very well attended and considered very successful as most stakeholders supported the concept. It has been an exhaustive agenda by both the COD Task Force and the LRPC but it has given much opportunity for public input and vetting. The next step is to amend the Baxter Comprehensive Plan (2007) by adding language that reflects the accomplishments and policy so far. The following DRAFT amendment is submitted to the LRPC for review and recommendation for incorporation into the Baxter Comprehensive Plan. After recommendation for approval, an official application will be submitted to Planning & Zoning for a public hearing and after that, final adoption by the City Council.

CONSERVATION OVERLAY DISTRICT (COD) WORK PLAN/TIME LINE (updated 7/9/09)

- | | | |
|---|--------------|---|
| • December 18, 2007 | City Council | Adoption of work plan by City Council |
| • 1/2/08 @ 3:30 pm
owners/stakeholders | COD TF | Start outreach meetings with property |
| • January 15 @ 3:30
schedule, etc. | COD TF | Continue review of Comp. Plan, COD strategies, |
| • January 24 @ 7:00
recommendations | LRPC | Consider expansion of COD task force/other |
| • February 6 @ 3:30 | COD TF | Finalize COD boundary, purpose, and other actions |
| • February 19 @ 3:30 | COD TF | Identify wetlands, lakes, landforms, corridors |
| • February 28 @ 7:00 | LRPC | Task Force update to Commission |
| • March 5 @ 3:30 | COD TF | Roads, utilities, storm water infrastructure |
| • March 18 @ 3:30 | COD TF | Sustainability, contiguous impacts and administration |
| • March 22 @ 7:00 | LRPC | Task Force update to Commission |
| • April 1 @ 3:30 | COD TF | Discuss concept ordinance language |
| • April 15 @ 3:30 | COD TF | Discuss concept ordinance language |
| • April 21 @ 7:00 | LRPC | Update LRPC |
| • May 3 @ 9:00 | City Council | Initial presentation of COD as part of Town Meeting |
| • May 6 @ 3:30 | COD TF | Discuss concept ordinance language |
| • May 20 @ 3:30 | COD TF | Incorporate interested residents into group |
| • May 22 @ 7:00 | LRPC | Task Force update to Commission |
| • June 3 @ 3:30 | COD TF | Discuss concept ordinance language |
| • June 17 @ 3:30 | COD TF | Discuss concept ordinance language |
| • June 26 @ 7:00 | LRPC | Task Force update to Commission |
| • July 8 @ 3:30 | COD TF | Discuss concept ordinance language |
| • July 15 @ 3:30
exercise | COD TF | Discuss concept ordinance language/CD practical |
| • July 24 @ 7:00 | LRPC | Update LRPC |
| • August 5 @ 3:30 | COD TF | Discuss concept ordinance language |
| • August 19 @ 3:30 | COD TF | **Cancelled** |
| • August 28 @ 7:00 | LRPC | Update LRPC |
| • September 2 @ 5:30 | COD TF | Discuss concept ordinance language |
| • September 16 @ 5:30 | COD TF | Discuss concept ordinance language |
| • September 25 | LRPC | Update to LRPC |
| • October 7 @ 5:30 | COD TF | Discuss concept ordinance language |
| • October 21 @ 5:30 | COD TF | Continue work on draft ordinance language |
| • October 25 @ 7:00 | LRPC | Update LRPC |

- November 5 @ 5:30 COD TF Discuss concept ordinance language (date change due to elections)
- November 18 @ 5:30 COD TF Discuss concept ordinance language
- November 20 @ 7:00 LRPC ****Cancelled****
- December 2 @ 5:30 COD TF Discuss concept ordinance language
- December 16 @ 5:30 COD TF Discuss concept ordinance language
- December 18 @ 7:00 LRPC Update to LRPC
- 1/6/09 @ 5:30 pm COD TF Finalized recommendations to LRPC
- January 22 @ 7:30 LRPC Update/presentation to LRPC, recommendations to CC
- February 4 @ 4:00 Utilities Presentation/update on process
- February 10 @ 6:00 P & Z Presentation/update on process
- February 13, 2009 STAFF Send notices to property owners to attend LRPC
- February 26 @ 7:00 LRPC ****Cancelled (snow)****
- March 13, 2009 STAFF Send notices to property owners to attend LRPC
- March 26 @ 5:30 LRPC Host SW Baxter neighborhood meeting
- March 26 @ 7:00 LRPC Start draft ordinance language*
- April 23 @ 7:00 LRPC Continue draft ordinance language*
- _____ @ 6:00 P&Z Possible Public Hearing by P & Z*
- _____ @ 7:00 CC Possible final adoption of the COD regulations by CC*

*May be adjusted based on progress TENTATIVE

All meetings will take place at Baxter City Hall except for town meeting. Town Meeting location was at the Heritage Assembly of God church.

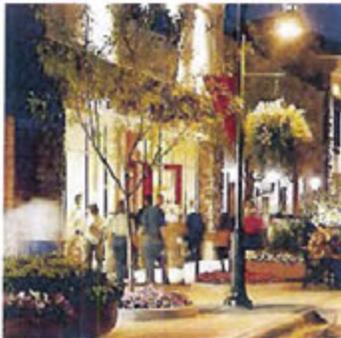
COD TF = Conservation Overlay District Task Force

LRPC = Baxter Long Range Planning Commission

P&Z = Baxter Planning and Zoning Commission

CC = Baxter City Council

City of Baxter Statement of Qualifications



January 11, 2013

Prepared for:
Gordon Heitke
Baxter City Hall
PO Box 2626
Baxter, MN 56425



Prepared by:
Kendra Lindahl, AICP
Landform
105 South Fifth Avenue, Suite 513
Minneapolis, MN 55401
Phone: 612-252-9070
Email: klindahl@landform.net

Landform® Sensibly and Site to Finish® are registered service marks of Landform Professional Services, LLC.

Table of Contents

Profile	Landform Service Commitment	1
	Project Team	2
	Experience Examples	4
	References	5
	Fee Schedule	6
Attachments	Firm Profile	
	Resumes	
	Project Examples	



105 South Fifth Avenue
Suite 513
Minneapolis, MN 55401

Tel: 612-252-9070
Fax: 612-252-9077
www.landform.net

January 11, 2013

Gordon Heitke
City Administrator
City of Baxter
PO Box 2626
13190 Memorywood Drive
Baxter, MN 56425

RE: Request for Statement of Qualifications for Comprehensive Plan Update

Dear Gordon,

We are pleased to submit our response to your Request for Qualifications for planning services for updating the Baxter Comprehensive Plan. We appreciate the opportunity to share our ideas with you.

Landform is an interdisciplinary site design firm, with a studio-based, client-centered practice. Our professional staff includes planners, landscape architects, urban designers, civil engineers and land surveyors. Our studios blend these disciplines into an integrated design process that has come to be our signature. Our studios are client-focused, each tailoring their design and production processes to meet the needs of their particular market, client or project type. The members of each studio specialize in that market, understanding that specific site, building type and issues specific to this type of project. This in-depth understanding allows us to be proactive in anticipating our client's needs and deliver projects on time and on budget.

For the City of Baxter, this means working with the City to analyze the deficiencies in the current Comprehensive Plan and working with you to update the plan to help guide development in the City. We are experienced in gathering meaningful and significant input from City staff, elected and appointed officials and the public -- input that will be crucial to framing the discussion and developing the updated comprehensive plan. Our team has demonstrated success in keeping projects moving forward while maintaining a high level of stakeholder and community involvement.

Our team is uniquely suited to your project, led by myself -- a planner with expertise in land use planning and implementation of plans -- working with an interdisciplinary design team. I lead the Planning & Infrastructure Studio, which specializes in community-based projects for public and not-for-profit clients, with Bob Schunicht who is our vice president and an experienced civil engineer. The design team includes individuals with extensive experience in working with private sector clients, creating a market-ready product. Our project approach is process-oriented, so we understand how to involve different stakeholders in the planning process.

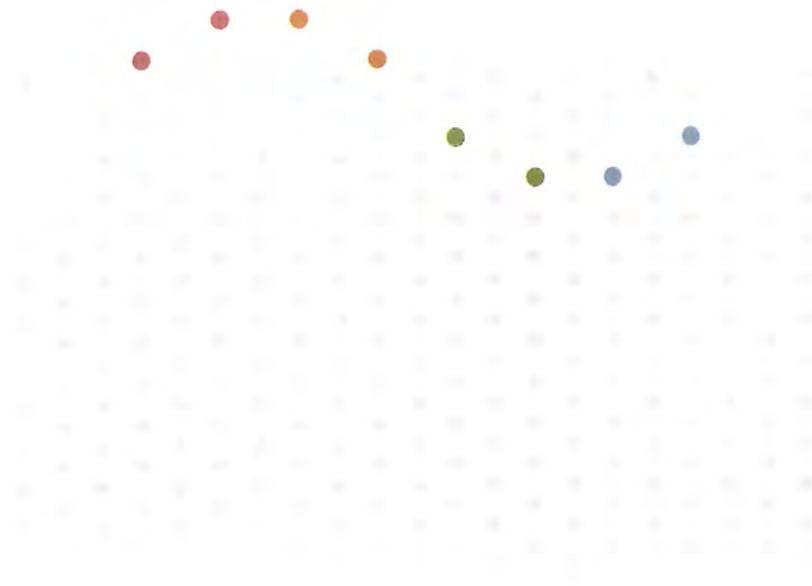
We look forward to sitting down with you -- listening to your concerns and answering any questions you might have about our team, services, design and planning approach or this proposal.

Sincerely,
Landform

Kendra Lindahl, AICP
Principal

ENCL: Statement of Qualifications

L A N D F O R M



Landform Service Commitment

Landform's Service Commitment is founded on our goal of helping clients achieve their vision for a successful future. Whatever that vision is, we put together the right team with the right attitude. Landform's approach is centered on six core elements that combine to deliver successful projects:

Communication Paves the Way



The ability to communicate is essential to our work. Communication begins with listening. We believe in and train our people to follow Pareto's 80/20 rule when listening. Essentially this means that 80% of your time in a conversation should be spent listening. Communication also includes writing and public speaking skills, all focused on conveying your message clearly and succinctly.

Excellent communication leads to collaborative solutions as shown in the solutions pyramid to the left. This pyramid describes a people driven process, which starts with shared information and common understanding and results in strong relationships and trust.

Unleashing the power of relationships and trust leads to shared ideas and collaborative solutions

Big Picture Planning Pays Dividends



Our big picture approach is summarized in the simple statement-- "It's all in the setup." Essentially, if you set up a project well, the project is most likely to succeed. The graphic to the left depicts a typical project. The X axis is the project timeline divided into the planning, design, and construction stages. The two Y axes are the ability to influence outcomes and the costs. As the project proceeds, the ability to influence the outcome decreases while the costs increase. The Setup Zone is the early portion of the planning stage where effective big picture decisions can be made at minimal costs.

Multiple Perspectives Form New and Innovative Approaches

Albert Einstein on Innovation:

"Insanity is doing the same thing over and over again and expecting different results."

"We can't solve problems by using the same kind of thinking that we used when we created them."

Landform is organized to bring multiple perspectives and understandings to a project. We know municipalities and we know that each community is unique based on their stage of development, vision, population, location and physical features. A portion of our practice is in the private sector where we have a deep understanding of the development process and the forces that drive that process. Our multiple perspectives allow us to form new and innovative approaches and avoids the perils that Einstein points out (see left).

Project Team

Landform's Baxter team provides the talent and expertise to assist the City in delivering successful projects. Landform is a smaller, yet multi-disciplined firm and you can rest assured that Baxter will be an important client to us. Baxter will get our full commitment. A summary of our key team members is presented below and the individual resumes follow.

Design Team



Our team understands that the most important component of problem solving is thinking about how to combine a creative design with functionality, affordability, practicality, and efficiency.

Ms. Kendra Lindahl, AICP Principal, Studio Design Lead

Ms. Lindahl will lead the Comprehensive Planning process. Ms. Lindahl's experience in both the public and private sectors has provided her with an understanding of the big-picture concepts and the expertise to ensure that visions become realities. Her experience with a variety of cities as both a staff planner and consulting planner have provided opportunities for her to gain complete understanding of Comprehensive Planning, implementation of the Comprehensive Plan through ordinances, public process, facilitate numerous public meetings and identify funding sources.

Mr. Robert G. Schunicht, P.E. Vice President

Mr. Schunicht has over 30 years of diverse experience in all aspects of infrastructure planning and design for both the public and private sectors. His broad experience includes working for a variety of government units ranging from small townships to large metropolitan agencies and the federal government. In the course of his career, he has completed infrastructure plans for approximately 40 communities, including one third of the developing communities in the 7-County Metropolitan Area. He is adept at public facilitation and specializes in developing collaborative, multi-jurisdictional agreements. He has provided consulting engineering services to the City of Maple Grove for over 30 years and has been involved in the planning and design of the infrastructure that allowed the City to grow from a population of 10,000 to over 60,000. In late 2007 and 2008 he stepped in to an interim role as Sartell's client service manager and led the development and construction administration of a \$30 million capital improvement program.

Mr. Brady Halverson, RLA Design Team Lead

Mr. Halverson is a registered landscape architect with a strong background in written and graphic communications. His 15 years of experience spans a broad range of project types including site design, master planning, corridor and transit-oriented development studies, comprehensive and redevelopment planning and process facilitation and new town planning for both public and private clients. A common thread in all of his work is an emphasis on sustainability and the creation of meaningful places, which offers unique design solutions for client specific needs.

Project Team



You will gain a team experienced in both the public and private sectors – a design team that has in-depth and successful experience with the policy portion of community plans and studies as well as the development realities of the plans.

Mr. Matt Rentsch Designer

Mr. Rentsch is an experienced Designer with an emphasis on commercial and mixed-use developments. His responsibilities include site design, landscape design, conceptual building design, design submittal packages, tenant coordination, construction documents, and field surveys. He also has experience in leading projects through the development process, including site identification, entitlement services, design, marketing, tenant coordination, and consultant management. His knowledge of developer and tenant-driven design criteria, professional background in architectural design and academic background in landscape architecture gives him the ability to produce maximized, functional and aesthetic conceptual design.

Identification & Qualifications of Assigned Personnel

- Experience -

Landform has a wide range of experience on similar municipal planning projects. We have completed projects such as Ordinance updates, Comprehensive Plan updates and planning studies that involve extensive public participation processes. Details of several of our most relevant projects are presented below.



We have completed projects such as Ordinance updates, Comprehensive Plan updates and planning studies that involve extensive public participation processes.

Landform served as the City Planner for the City of Corcoran from 2003-2007 and again beginning in 2009-present providing plan review and other daily planning services. We also led the following City projects during that time:

- Zoning and Subdivision Ordinance (includes innovative open space preservation ordinance), 2004
- Area Plans and Design Guidelines for three distinct areas in the City, 2004
- Creation of Zoning Map, Land Use Map and other maps need to reflect planning issues in the community

Landform has served as the City Planner for the City of Hugo since 2001, providing plan review and other daily planning services. We were also the lead on the following City projects during that time:

- Comprehensive Plan Update, 2008
- Downtown Plan and Design Guidelines, 2007
- Multi-Family Design Guidelines, 2006
- Rural Preservation Program Ordinance, 2005



Our planning services for the City of Medina included Comprehensive Plan and Ordinance updates that involved extensive public process coordination and participation.

Landform has served as the City Planner for the City of Medina since 2004, providing plan review and other daily planning services. We were the lead on the following City projects during that time:

- Comprehensive Plan Update (including a number of mapping elements), 2008
- Miscellaneous Ordinance Updates, 2004-2008

Landform recently completed a Corridor Study for the City of Hutchinson, MN, that included recommended changes to the City's zoning map and ordinance:

- Highway 7 Corridor Study, 2007

Many of our other planning and urban design projects are also very applicable to our work with servicing the City of Baxter with planning services. All include a very integrated public process to implement the goals and vision of the community.

Professional References

We are proud of our record of professional, quality service and our ongoing relationships with our clients. We encourage you to speak to them about our team.

Mr. Bryan Bear
City Administrator, City of Hugo
Ph: 651-762-6320 bbear@ci.hugo.mn.us

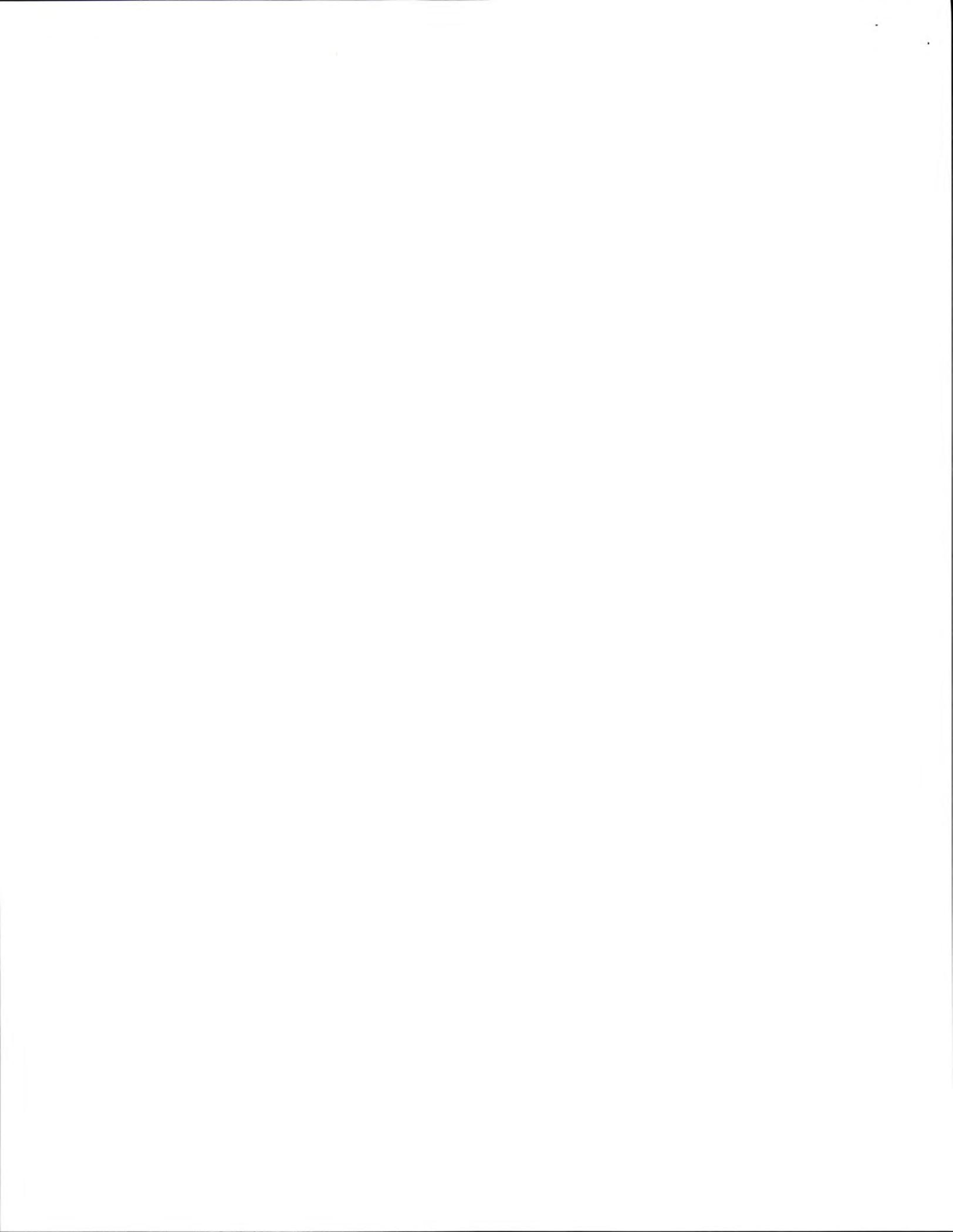
Mr. Kenneth Ashfeld
Public Works Director, City of Maple Grove
Ph: 763-494-6351 kashfeld@ci.maple-grove.mn.us

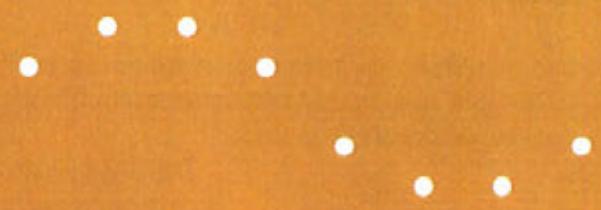
Mr. Kurt Ulrich
City Administrator, City of Ramsey
Ph: 763-433-9845 kulrich@ci.ramsey.mn.us

Mr. Bruce Chamberlain
Assistant Superintendent, Minneapolis Park and Recreation Board
Ph: 612-230-6467 bchamberlain@minneapolisparcs.org

Ms. Rebecca Bowers
Community Development Planning Coordinator, City of Faribault
Ph: 507-333-0350 rbowers@ci.faribault.mn.us

Mr. Ken Guenthner
Mayor, City of Corcoran
Ph: 612-710-0734 kenguenthner@aol.com





Profile

Landform® Profile

Firm Description Landform is a multi-disciplinary consulting firm that offers a full range of integrated site design services including civil engineering, landscape architecture, planning, urban design, land surveying and environmental resources management. We offer you a SensiblyGreen® approach to your site design and development challenges from Site to Finish®. Our professional resources include civil engineers, landscape architects, planners, urban designers, land surveyors, and environmental resources professionals in Minneapolis, Minnesota. Our broad base of clients includes architects, builders, property owners, retailers and developers both locally and nationally.

Structure Landform is organized into client-focused studios. Each studio offers a high degree of specialization, based on an in-depth understanding of the specific market they serve. Currently our areas of specialization are:

Planning & Infrastructure
Retail & Commercial Design
Residential Design

"We value innovative design, technical excellence, professional integrity and strong work ethics. Our vision is to grow and diversify and help our clients do the same."

Darren Lazan, RLA
President

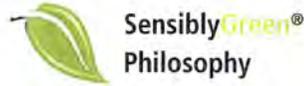
Each studio offers a fully integrated and interdisciplinary design process from Site to Finish®. Within the studios, project teams bring together the professionals with the specific expertise and the experience to meet their clients' needs. We make it our business to understand our clients' business and the market climate in which our clients work. With that solid understanding as a foundation, we shape our project design and delivery processes to anticipate those needs. Our proactive approach means we can be responsive to our clients' needs while meeting demanding project schedules and budgets -- and we can do that efficiently and stay competitive.

History Nearly two decades ago, the founders of Landform had a vision of unparalleled commitment to customer service with high-quality design and technical documentation. This vision required a comprehensive approach to site design, so over the next five years Landform expanded, adding land surveyors, landscape architects, planners and architectural/urban designers.

105 South Fifth Avenue
Suite 513
Minneapolis, MN 55401
Tel: 612-252-9070

www.landform.net

As the firm grew, Landform reorganized to serve clients more effectively. Studios were formed around market segments based on client needs. Each studio offers a fully integrated and interdisciplinary design process with professional staff that have the expertise, experience and understanding of their clients' specific requirements. With this approach, we are able to exceed client expectations on project after project, building strong and continuing client relationships.



Approach

"Let us green the earth,
restore the earth, heal the
earth."

Ian McHarg

Landform is dedicated to interweaving the broader issues of the urban landscape with the intimate scale of our community, neighborhood spaces and natural environment. We understand the value of design and planning at any scale and the need for a thoughtful, innovative and sustainable design process. Our work is based on an in-depth understanding of the uniqueness of place. We believe that by uncovering and building upon the unique qualities of a place in a restorative manner, we will ensure its long-term success.

A major component of place is the natural environment and its resources. We strive to responsibly achieve harmony with the earth's land and resources in projects of all scales. Our SensiblyGreen® initiative is the result of a focus of energy and excitement centered in the values of resource management and environmentally sensitive design within the context of economic viability. Our sensible approach provides economical solutions, cost-saving opportunities, and return on investment for a positive bottom line and a sensitive use of natural resources.

Services

We employ experts from a wide range of professional disciplines and services to provide SensiblyGreen® solutions to planning and design challenges. Our team focuses on many sustainable solutions including:

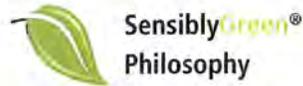
- Sustainable Ordinances
- LEED® Certification/Facilitation
- Environmental Coordination
- Innovative Stormwater Solutions
- Water Resources Management
- Life-Cycle Cost Analysis

Our team offers you:

- Professionals who have worked on similar, challenging projects who can draw on a wide range of experience in the design and development of economically sensible and memorable development projects.
- The strength of our reputation for creative approaches to water management, planning, civil engineering and landscape architecture, blending development realities with the best practices of sustainable design.
- A team that has demonstrated success in keeping projects moving forward while maintaining a high level of stakeholder and community involvement.
- A project approach that is carried out by a team with a well coordinated work process, honed on past projects.
- An excellent track record assisting communities in pursuing grants and other funding.



Landform® and SensiblyGreen® are
registered service marks of Landform
Professional Services, LLC.



- Sustainable Ordinances** We create the criteria, methods and language for municipal codes incorporating Leadership in Energy and Environmental Design (LEED®)*, The State of Minnesota Sustainable Building Guidelines (MSBG)** and other innovative green building guidelines and practices. These codes give municipalities the tools to properly shape new communities that are more efficient, economically viable, and environmentally sensitive.
- LEED® Certification/ Facilitation** We bring our project management experience with the challenging entitlements process to the LEED® Certification process, guiding development teams to a successful result. Understanding the need for clear communication and a knowledge base built on LEED® standards allows us to build the future with a restorative approach.
- Life-Cycle Cost Analysis** Our team members research and apply the most appropriate, cost-effective solutions for each unique and challenging development issue. A thorough understanding of the life-cycle cost benefits of using energy-efficient systems and technologies ensures a successful and economically viable project - a concept inherent in our SensiblyGreen® approach to planning and design.
- Innovative Stormwater Solutions** Stormwater treatment has evolved from no treatment, to "pipe and pond" solutions advocated in the Nationwide Urban Runoff Program (NURP), to current practices encouraging low-impact development. We support this evolution and view stormwater as an asset to be sensibly managed for the benefit of both the environment and the end user. Our innovative and restorative approach to design includes capture, treatment and reuse for things such as irrigation and non-potable toilet flushing to full treatment for drinking water supplies as is done in many state and national parks today. Whether we are managing the containment, treatment or recycling of water on a site or designing a system specific to your needs, our team is experienced in all aspects of water management.

*LEED® promotes a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. (Courtesy of www.usgbc.org)

**The State of Minnesota Sustainable Building Guidelines (MSBG) are design and management tools used set sustainable design priorities and goals, develop appropriate sustainable design strategies for a particular project and determine performance measures to guide the design and decision-making process. (Courtesy of the University of Minnesota College of Design's Center for Sustainable Building Research)



Resumes

Kendra Lindahl, AICP

Principal



Ms. Lindahl leads the Planning and Infrastructure Studio at Landform. Her experience with public and private sector clients spans 20 years. In that time, she has formed a solid sense of big-picture concepts and the details necessary for turning concepts into successful projects. She has also mastered creative, effective management skills in the increasingly complex approval process arena. Ms. Lindahl possesses a complete understanding of the municipal review and permitting process, allowing her to be a valuable addition to your development team. Her strengths include advanced writing skills, project management and effective presentation skills at public meetings and hearings.

- Education** Master of Arts in Public Administration, Hamline University
Bachelor of Arts, University of Minnesota-Morris
- Registration** American Institute of Certified Planners (AICP)
- Municipal Experience** Consulting Planner, Landform, Minneapolis, Minnesota
Webber Park Master Plan, Minneapolis Park and Recreation Board, Minneapolis, Minnesota
The COR at Ramsey, Ramsey, Minnesota
Hanifl Fields Athletic Park Shelter, Hugo, Minnesota
Hugo Comprehensive Plan Update and CSAH 8 Streetscape Design, Hugo, Minnesota
Dunlop Park, Oak Grove, Minnesota
Highway 7 Corridor Study, Hutchinson, Minnesota
Shoreview Town Center Plan and Design Guidelines, Shoreview, Minnesota
Hugo Downtown Redevelopment Plan and Design Guidelines, Hugo, Minnesota
Big Lake Downtown Framework Plan, Big Lake, Minnesota
Consulting City Planner, Hugo, Minnesota
Consulting City Planner, Corcoran, Minnesota
Senior Planner, Plymouth, Minnesota
Zoning Assistant, Elk River, Minnesota
- Skills** Prepare updates to city ordinances, codes and comprehensive plans
Prepare environmental review documents (EAW, EIS, AUAR)
Coordinate development plan reviews
Organize and facilitate neighborhood, task force and public meetings and workshops
Lead strategic goal-setting sessions with City Councils and Planning Commissions
Respond effectively to public inquiries about development projects and procedures
Understand and interpret government regulations and procedures
Facilitate the development process
- Affiliations** American Planning Association (APA)
Minnesota Chapter of American Planning Association (MnAPA)
Sensible Land Use Coalition (SLUC), President
Economic Development Association of Minnesota (EDAM)

Robert G. Schunicht, PE

Vice President



Mr. Schunicht has 40 years of experience in all aspects of infrastructure planning and design for both the public and private sectors. His vast experience includes working for a variety of government units ranging from small townships to large metropolitan agencies and the federal government. In the course of his career he has completed infrastructure plans for approximately 40 communities, including one third of the developing communities in the Seven County Metropolitan Area. He is adept at public facilitation and specializes in developing collaborative, multi-jurisdictional agreements. Mr. Schunicht applies his institutional and regional knowledge to pursue meaningful relationships that help his clients achieve their desired future.

- Education** Master of Science in Civil Engineering, University of Minnesota-Twin Cities
Bachelor of Science in Civil Engineering, University of Minnesota-Twin Cities
- Registration** Minnesota, Wisconsin, North Dakota, South Dakota, Nebraska, Missouri, Illinois and Michigan
- Experience** City of Maple Grove, MN:
- Consulting engineering services for 40 years
 - Developed Maple Grove's original sanitary sewer, water and storm water plans
 - Discovered, defined and developed Maple Grove's unique drift aquifer into the most cost-effective source of water in the Metro Area
 - Led the preparation of Maple Grove's Gravel Mining Area Plan which set the stage for the reclamation of four square miles of gravel pits and the development of the highly successful Arbor Lakes commercial area
 - Planned and designed hundreds of infrastructure projects
- Metropolitan Council Environmental Services (MCES), St. Paul, MN:
- Consulting services to the MCES for 38 years, including planning and design of 13 major interceptor projects
 - Led the preparation of the master plan for the MCES's interceptor system
 - Led an advisory team of eight communities and the MCES to a collaborative solution for the Elm Creek gravity interceptor system that will serve over 100,000 people and prepared facility plans and designs for four subsequent interceptor projects
- City of Sartell, MN:
- Recently served as interim City Engineer in Sartell for 12 months
 - Successfully developed and implemented a \$30-million capital improvement program that included street reconstruction, a water treatment plant, two County Road reconstructions (with roundabouts) and a variety of utility projects.
- Affiliations** City Engineers of Minnesota
Minnesota Public Works Association
Sensible Land-Use Coalition

Brady Halverson, RLA

Project Designer



Mr. Halverson is a registered landscape architect with a strong background in written and graphic communications. His 15 years of experience spans a broad range of project types including site design, master planning, corridor and transit-oriented development studies, comprehensive and redevelopment planning and process facilitation and new town planning for both public and private clients. A common thread in all of his work is an emphasis on sustainability and the creation of meaningful places, which offers unique design solutions for client specific needs.

Education Master of Landscape Architecture, University of Minnesota-Twin Cities
Bachelor of Arts in Journalism, University of Wisconsin-Madison

Registration State of Minnesota

Experience Webber Park Natural Swimming Pool, Minneapolis, Minnesota
Webber Park Master Plan, Minneapolis, Minnesota
Inspiration Open Space Restoration Plan, Bayport, Minnesota
The Residence at The COR Landscape Plan, Ramsey, Minnesota
Rotary Memorial Landscape Plan, Ramsey, Minnesota
Downtown Parking Plaza, Elk River, Minnesota
Park Nicollet Stormwater Maintenance Plan, St. Louis Park, Minnesota
Bayfront District & Marina Master Plan, Duluth, Minnesota*
Wolf Lake Memorial Park Pavilion & Site Design, Hammond, Indiana*
Whiting Lake Michigan Lakefront Trail, Whiting, Indiana*
Grand Marais Community Connection Pocket Park, Grand Marais, Minnesota*
Two Harbors Small Craft Harbor and Marina, Two Harbors, Minnesota*
Tower Harbor Master Plan and Design Guidelines, Tower, Minnesota*
Munger Trail Extension, Duluth, Minnesota*
Weisman Art Museum Plaza Concept Design, Minneapolis, Minnesota*
Soo Line Ore Dock Design Concepts, Ashland, Wisconsin*
Central Park Master Plan and Pavilion Design, Valparaiso, Indiana*
Veterans Memorial Concept Design, Edina, Minnesota*
Glen Lake Plaza Master Plan and Site Design, Minnetonka, Minnesota*
Cherokee Resort and Casino Creekwalk and Site Landscape Design, Cherokee, North Carolina*
New City Hall/Arts Center Site Master Planning and Landscape, Bloomington, Minnesota*
Plymouth Public Safety and Civic Center Site Landscape Architecture, Plymouth, Minnesota*
Glen Lake Neighborhood Master Plan, Minnetonka, Minnesota*
Mound Visions Downtown Redevelopment Plan, Mound, Minnesota*
Corcoran Midtown Revival, Minneapolis, Minnesota*

Individual experience gained at prior association*

Matthew J. Rentsch

Designer



Mr. Rentsch is an experienced Designer with an emphasis on commercial and mixed-use developments. His responsibilities include site design, landscape design, conceptual building design, design submittal packages, tenant coordination, construction documents, and field surveys. He also has experience in leading projects through the development process, including site identification, entitlement services, design, marketing, tenant coordination, and consultant management. His knowledge of developer and tenant-driven design criteria, professional background in architectural design and academic background in landscape architecture gives him the ability to produce maximized, functional and aesthetic conceptual design.

Education Bachelor of Science, South Dakota State University

Experience The COR at Ramsey, Ramsey, Minnesota
McDonald's, Multiple Midwest Locations
Beacon Lakes Marketplace, Beacon Lakes, Florida*
Cedar Point Commons, Richfield, Minnesota*
The Shops at West End Development, St. Louis Park, Minnesota*
Paragon Retail Plaza, Urbandale, Iowa*
Cobblestone Lake Retail, Apple Valley, Minnesota*
The Grove, Maple Grove, Minnesota*
Bridgewater Falls Development, Fairfield, Ohio*
Fountain Place, Eden Prairie, Minnesota*
Park Place Promenade, Brooklyn Park, Minnesota*
Cool Creek Commons, Westfield, Indiana*

Affiliations American Society of Landscape Architecture (ASLA)
Minnesota Chapter, American Society of Landscape Architects (MASLA), former board member

Individual experience gained at prior association*

Projects

Medina Comprehensive Plan Update for City of Medina
 Medina, Minnesota

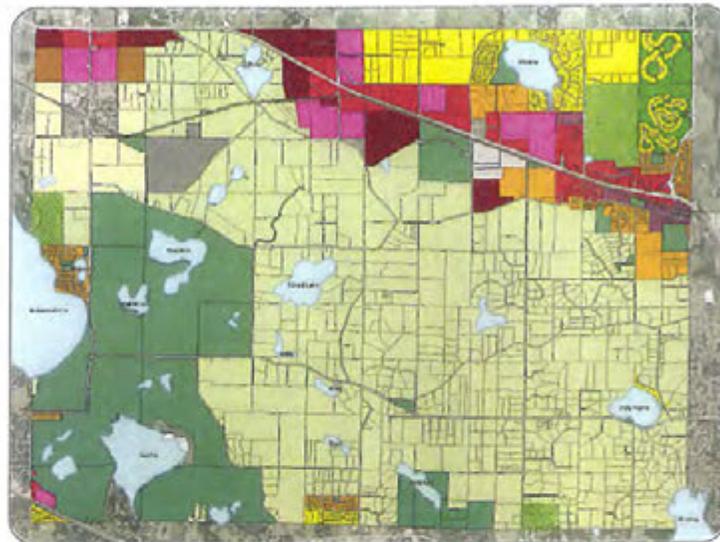
The Comprehensive Plan will focus on a balanced land use plan that integrates natural resource preservation, compact urbanized growth, and rural development.

Plan includes infrastructure, land use, and open space planning to comprehensively address the future needs of the community.

Public participation was encouraged in the process by offering a series of public open houses, a community survey, and opening all Advisory Panel worksessions for feedback and input.

The Plan is being updated as mandated by the Metropolitan Council's 2008 directive.

2008 Completion



City of Medina

Future Land Use

- PUD
- R1UR
- LDR 2.0 - 3.49 U/L
- NDR 5.5 - 6.99 U/L
- HDR 7 - 20 U/L
- MU 5.5 - 20 U/L
- MU 10 - 15 U/L
- CC
- OB
- PNEC
- OS
- PGP 5 U/L
- BI
- ROW/AD
- IL

DRAFT

Approved by City Council for distribution in February 2008



2008 Comprehensive Plan Update for City of Hugo
 Hugo, Minnesota



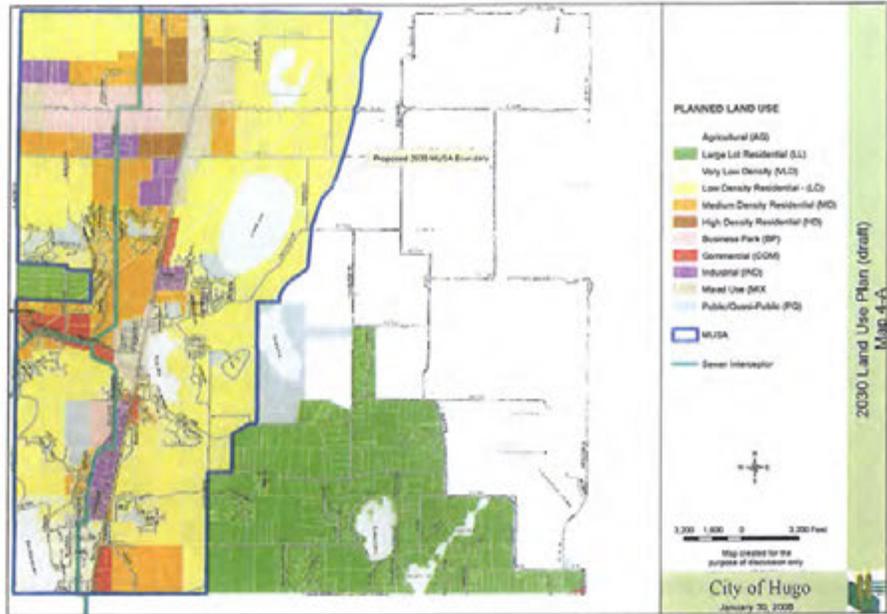
Hugo City Hall

Project involves several phases including establishing a project background, a vision, goals and strategies.

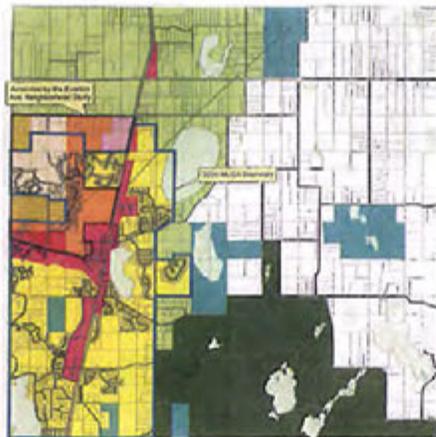
Comprehensive Plan options for alternative development, land use and growth, developing land use options, growth scenarios and the plan development and final draft (to be completed in Spring 2008).

Process of the project includes a series of community workshops, public open houses, meetings with City staff and other project team consultants.

2008 Estimated Completion



Current draft of the Hugo Land Use Map



1998 Hugo Land Use Map

Hugo Downtown Plan for City of Hugo
& Design Guidelines
Hugo, Minnesota



Landmark feed mill



New Hugo City Hall

Plan for the redevelopment of the downtown area based on a new County Road 8 alignment that changed the traffic flow through Hugo.

Determine for retail and commercial opportunities to attract new businesses to downtown.

Plan creates trail linkages, pedestrian-friendly streetscapes, improved traffic flow, access to existing businesses and linkages to the lake front from downtown.

Project is the recipient of a 2004 Livable Communities Opportunity Grant.

2005 Plan Completion



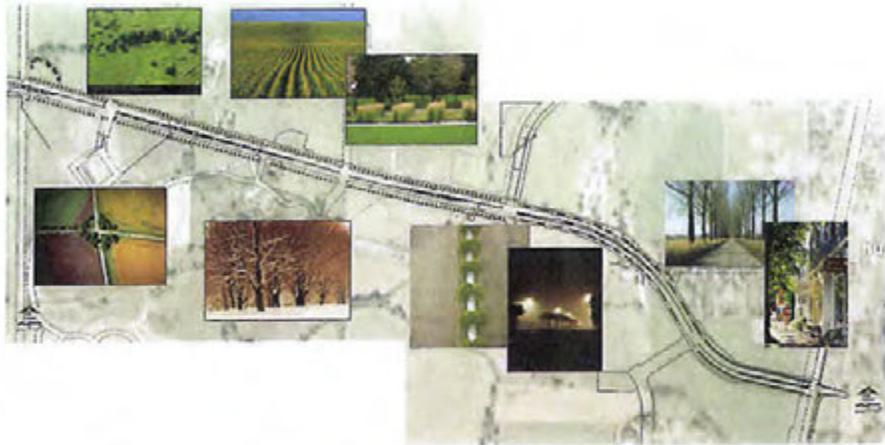
CSAH 8 Landscape Plan for City of Hugo
Hugo, Minnesota



Victor Square in Hugo



Feel of redevelopment plans along CSAH 8



Landscape plan and gateway into downtown Hugo along CSAH 8 and its re-alignment that is changing the traffic flow through downtown Hugo.

Worked directly with City Council and Planning Commission throughout the design process.

Created trail linkages, pedestrian-friendly streetscapes, improved traffic flow, better access to existing businesses and homes and scenic linkages to and from downtown Hugo. Landform also designed the Hugo Downtown Plan.

2008 Plan Completion



City of Corcoran
Planning Services
 Corcoran, Minnesota

for City of Corcoran

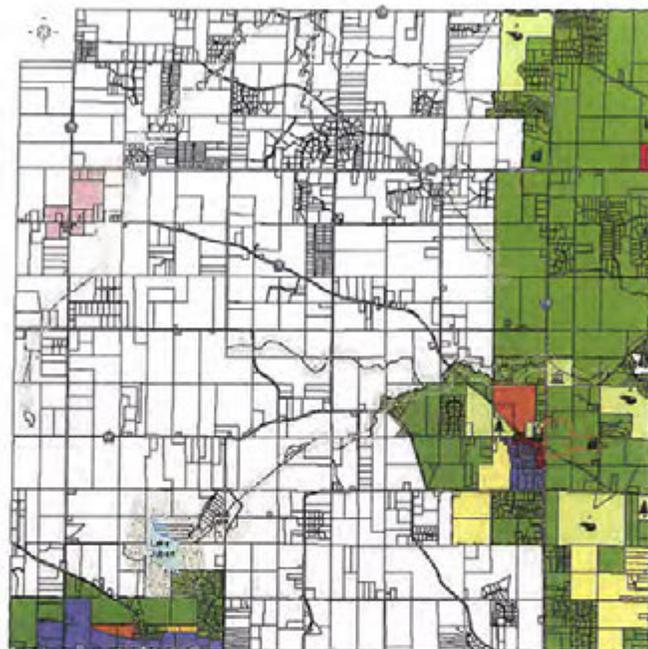


Landform provides general planning support, including development review and responding to resident inquiries as well as developing the City Zoning and Land Use maps in ArcGIS format.

Monitor other programs such as Agricultural Preserve status and Development Rights counts, and process the requests for changes to all of the above.

In addition to the on-going review of development applications, Landform also prepared a new Zoning Ordinance and Subdivision Ordinance for the City.

The Zoning Ordinance contained many new elements including design guidelines for the urban areas of the community. The intent of the design guidelines for the City of Corcoran is to assist in creating high-quality development while preserving the City's rural character.



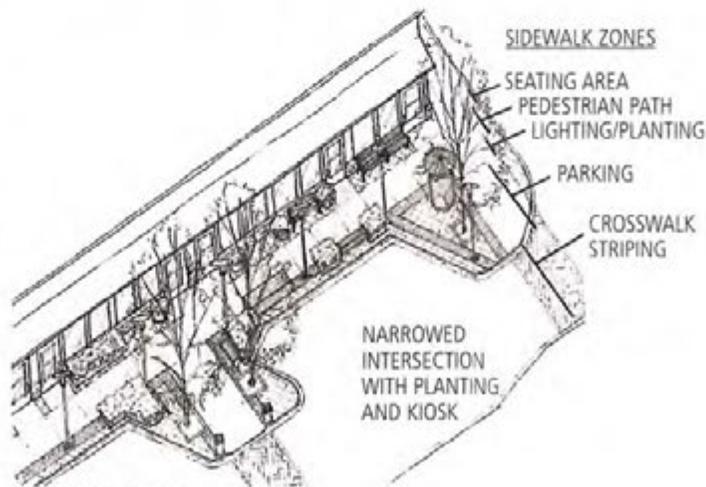
City of CORCORAN
Zoning Map
 Prepared: 12/2003
 Adopted March 23, 2004

Legend

- A Agriculture
- RR Rural Residential
- R1 Single Family Residential
- R2 Single and Two Family
- MH-1 Multiple Family 1
- MP Multiple Town Park
- P2 Public Institutional
- CR Rural Commercial
- C1 Neighborhood Commercial
- CC Community Commercial
- BP Business Park
- PLD Planned Unit Development
- MHA Municipal Urban Service Area
- DDO Downtown Overlay District
- SRM
- Residential Overlay District
- Community
- Church
- Government Building
- Cell Tower
- Public Park

LANDFORM

*When the MCA is amended the Potential Future Urban Service Area will be subject to the Agriculture zoning district to preserve areas where urban services are planned but not yet available. This zoning district will preserve land in the MCA with residential, municipal water, sewer and other necessary public utilities if available. These lands remain reserved a district compatible with the Land Use Plan until a court order or other suitable use is established in the future period.



City of Corcoran
Area Plans
Corcoran, Minnesota

for City of Corcoran

Downtown and Area Plans created as part of the implementation tools prescribed by the City's Comprehensive Plan

Area Plans direct growth while preserving natural resources and Corcoran's rural character.

Downtown Plan focuses on a walkable town center which includes a mixture of commercial, residential and civic uses.

Design Guidelines provide both general concepts and specific recommendations for new development.

2003 Completion



Northeast District



Southeast District



Southwest District

The Cor at Ramsey
Ramsey, Minnesota

for the City of Ramsey



Site design deals with both vehicular and pedestrian movements while managing a sensitive interaction between surface and ground water.

The COR at Ramsey was one of two TIF requests granted by the Legislature after review of 100 requests.

The new energy around The COR at Ramsey has sparked a national interest in the development and resulted in a number of new projects.

Re-visioning and development management of the former "Ramsey Town Center", a 322-acre urban mixed-use development anchored by the Municipal Center and a commuter rail transit station. Our revisioning work included analysis of the existing development plans created by the former developer prior to acquisition of the property by the City, holding stakeholder meetings to gather feedback, and preparing and presenting a revised master plan. Landform's role as the development manager encompasses all aspects of development including administration, sales and marketing, deal procurement and structuring, and legislative actions. The Landform team worked with our client, the City of Ramsey, to successfully secure Tax Increment Financing (TIF) legislation in the recent session.



**West Broadway BRT
Station Area Plan**
Minneapolis, Minnesota

for Hennepin County
with City of Minneapolis



Proposed facade improvements



Proposed additional retail, housing
and pedestrian amenities

New vision for the redevelopment of the intersection of West Broadway and Penn Avenues at planned Northwest Transit Corridor BRT (Bus Rapid Transit) stations.

Study recommended immediate improvements as well as long-term goals.

Planning process involved neighborhood, business associations and community groups to shape a master plan and preliminary guidelines for future redevelopment.

Plan completed in 2006



**Master Plan for
The Village at
Mendota Heights**
Minnesota

for City of Mendota Heights
and RMF Entities LLC



The City of Mendota Heights sought a unique Town Center to provide a civic place for citizens of Mendota Heights to gather together. This master plan realized their vision.

The Village is a mix of retail, office and residential uses centered around the new Town Square. Parking tucked under the buildings serves 95,000 sq. ft. of mixed, commercial space with front-door customer parking for Main Street retail. Sixty senior apartments anchor the north end of the square, and trails connect to Village rowhomes and condominiums.

Landform lead the planning and approvals process, developed Master Plan & Design Guidelines, and provided civil engineering for streets, ponds and build-out.

Recipient of Livable Communities Opportunity Grant (1999) and Development Grants (2002, 2003)

2004 Master Plan Completion



Recipient of the Best Mixed-Use Project STARR™ Award (2006) by Minnesota Shopping Center Association (MSCA).

Shoreview Town Center, for City of Shoreview
**Master Plan &
Design Guidelines**
Shoreview, Minnesota



Designed an 80-acre mixed-use Town Center district comprised of housing, commercial and retail space as well as extensive public amenities.

Housing planned for over 600 units - condominiums, townhomes, rowhouses and senior housing.

180,000 sq. ft. of new retail and office space with good visibility on Highway 96.

New parkway connecting to Shoreview Commons & City Hall.

Pedestrian-friendly streets, mix of shops, housing and recreation.

Plan opens up public access to Lake Martha with new park pavilion, skating pond, trails & open space.

2006 Study Completed



**Village of Hardwood
Creek Master Plan**
Lino Lakes, Minnesota

for East Lino Lakes, LLC



Mixed-use master plan for 355 acres in Lino Lakes for a private developer.

Plan was based on conservation development standards, which integrated natural habitat corridors with stormwater treatment and provided trails and both passive and active recreational spaces.

Regional heritage was used as a theme for landscape design, gateways and common areas to provide a unified identity.

2007 Plan Completed



**Brookwood Area
Reconstruction**
Sartell, Minnesota

for the City of Sartell



Incorporated in 1907 as the Village of Sartell, the City of Sartell is located on both sides of the Mississippi River near its confluence with the Sauk River. The City grew up around a dam and sawmill on the Mississippi River and today is the fastest growing of the four cities that surround St. Cloud.

The Brookwood Area is an older area in the northwest quadrant of the confluence of the two rivers. Built up over a long period of time the area had failing streets, water and sewer systems that needed to be replaced, and an inadequate storm water system.

The key to the project's success was an extensive community involvement program that incorporated public meetings, newsletters, personal contacts, and education and training on storm water management including rainwater gardens. The end result was a \$5m project that narrowed the streets, replaced the water and sewer systems, and modernized the storm water system to incorporate subsurface treatment systems and rainwater gardens while remaining affordable for the existing property owners.

Project completed by Robert Schunicht as project manager at a prior association.



The upgraded storm water system protects both the Sauk and Mississippi Rivers.



The Brookwood Area includes industry along the Mississippi River and residential uses upstream.



While the project was under construction the City of Sartell won the Minnesota League of Cities' Excellent City Award for its rainwater garden program.

Maple Grove Infrastructure Planning and Design



The foundation of a successful community is planning of its infrastructure systems. Since a township sized community will spend upwards of \$1 billion on infrastructure, the system planning must address both technical and financial issues.

Bob Schunicht prepared the initial sanitary sewer, water supply and distribution, and storm water management plans for Maple Grove and managed the preparation of all subsequent plans. The early plans laid the foundation for technically-sound, well-functioning physical systems and highly successful financial systems. Gerry Butcher, the recently retired long term Maple Grove Public Works Director, credits the quality of these original plans with being one of the key factors in his 36 year tenure.

The City of Maple Grove has grown to a population of over 60,000 being served by these systems. This growth has resulted in hundreds of improvement projects involving every possible type of municipal infrastructure improvements under a variety of soil and social conditions. The projects include trunk and lateral sanitary sewers, lift stations, tunneling and jacking, water main, wells, water towers, water treatment plants, storm water storage and treatment facilities, stream restoration, water quality systems, infiltration facilities, residential streets, collector streets and trails.

Bob Schunicht has planned and managed projects since the beginning of Maple Grove's municipal infrastructure systems. Most of the work was done at a prior association.



The completion of the Hemlock Lane/Zachary Lane connection provided a much needed north/south route through Maple Grove's gravel mining area.



The Weaver Lake project provided relief from failing septic systems.

**Highway 7
Corridor Study**
Hutchinson, Minnesota

for City of Hutchinson



Evaluated current conditions, zoning and land use maps associated with area along Highway 7.

Created zoning, land use and development recommendations for Overlay District to serve as a gateway into Hutchinson.

2007 Study Completed



Zoning Recommendations



Existing Zoning



Land Use Recommendations



Existing Land Use

**Highway 7
Corridor Study**
Hutchinson, Minnesota

for City of Hutchinson



Hutchinson power plant

Worked with Advisory Panel to develop conceptual site plans within new overlay district.

Throughout series of Advisory Panel Workshops and Community Workshops, created a framework for changes to zoning and land use strategies in order to accomplish goals of city and community.

2007 Study Completed



Contemporary Development Recommendations



Mixed-Use Development Recommendations

Dunlop Property
Master Park Plan
Oak Grove, Minnesota

for City of Oak Grove



Existing wetlands on portion of site

Master park plan, phasing plan and cost estimate of a new park with pavilion, wetland boardwalks, skating pond, sledding hill, playground, restored prairie and sports fields.

Protected natural resources by improving wetlands and restoring prairie.

Improved quality of life by creating a more centralized park for the community.

Landform designed the master park plan and provided landscape architecture services as part of this larger, regional park improvements project.

2009 Plan Completion



Master plan



Site analysis

**Big Lake Downtown
Framework Plan**
Big Lake, Minnesota

for City of Big Lake and
Big Lake Design Team



Plan for new development and redevelopment of the downtown area to reclaim historic character.

Create pedestrian-friendly streetscapes, improved traffic flow, access to businesses and linkages to the lake front from downtown.

Preliminary design guidelines to encourage consistent quality and design concepts for civic-public amenities.

2003 Completion



Marshall Park
Master Plan
 Chippewa Falls, Wisconsin

for City of Chippewa Falls

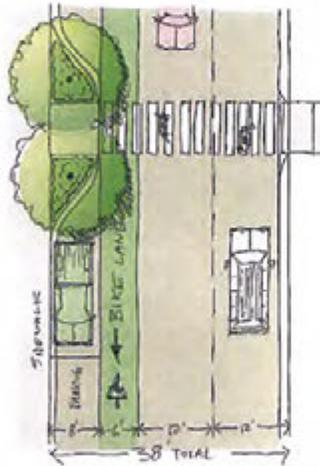


This project is a 10-acre park that sits on the edge of downtown, adjacent to the City's largest park and public zoo, Irvine Park. Marshall Park was originally a passive park with picnic space and athletic fields. A Master Planning effort was designed to help stakeholders realize a collective vision for the park along with a strategy for how to phase improvements. The final Master Plan emphasizes a focus on traditional "park-like" activities that go along with picnics and passive recreation. Park elements include:

- 1/4-mile waterfront trail along Duncan Creek,
- Re-configured parking, including addition of on-street parking,
- Replacement of formal ball fields with smaller scale fields focused on kids and picnics,
- Re-configured rose garden and memorial garden,
- Refurbished bath house and aquatic play area, and
- New picnic shelters

2011 Completion

Project completed by Brady Halverson as project manager and project designer at a prior association.



**Bayfront District
Marina and Master Plan**
Duluth, Minnesota

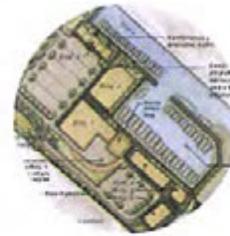
for Duluth Economic Development Authority (DEDA)

In 2011, the consultant led the master planning process for this project, which is the last publicly-owned piece of undeveloped land on the water in Duluth.

Working with a large group of stakeholders that included representatives from the DNR, Army Corps of Engineers, DEDA, business owners, and residents, the consultant led a 4-month process to create a master plan for the site and preliminary engineering for the marina basin. After multiple iterations, a final plan evolved and received overwhelming support.

The final plan included:

- A continuous promenade traverses the entire site and adjoins promenades on adjacent sites
- A transient marina that is protected and safe-accommodating 60+ boats of varying sizes
- Future redevelopment will create a "wall" of buildings around the marina offering further protection as well as buffering from a nearby freeway
- Dredge spoils from marina excavation are used on site, minimizing fuel costs to transport and creating a continuous berm that buffers the site from adjacent industrial uses
- Plans were integrated with the adjacent privately owned property



Project completed by Brady Halverson at a prior association.

Baxter Comprehensive Plan, Statement of Qualifications, January 2013



Northwest Associated Consultants
4800 Olson Memorial Highway, Suite 202
Golden Valley, Minnesota 55422
Telephone: 763.231.2555
Facsimile: 763.231.2561
planners@nacplanning.com



NAC

NORTHWEST ASSOCIATED CONSULTANTS, INC.

4800 Olson Memorial Highway, Suite 202, Golden Valley, MN 55422
Telephone: 763.231.2555 Facsimile: 763.231.2561 planners@nacplanning.com

January 11, 2013

Mr. Gordon Heitke
City Administrator
City of Baxter
P.O. Box 2626
13190 Memorywood Drive
Baxter, MN 56425

RE: Statement of Qualifications for Baxter Comprehensive Plan

Dear Mr. Heitke:

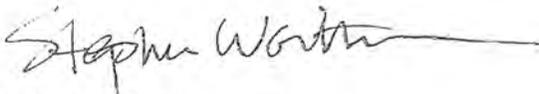
This letter forwards our Statement of Qualifications to complete the Baxter Comprehensive Plan Update. Northwest Associated Consultants, Inc. (NAC) is a community planning consulting firm serving local governments in Minnesota. Our clients include first ring and larger Twin Cities suburban communities, but most of our client list is comprised of smaller cities at the growing Twin Cities edge, where development is often pushing into rural areas for the first time.

The diverse composition of our client base has given NAC staff members an integral role in planning through both active and inactive economies, small and large population and commercial centers, and cities with full-time community development staff to those with no in-house staff at all. We successfully adapt our assistance to the needs of the community – just as we do with the planning documents we prepare. Each community requires a finely-tailored approach, and we are committed to providing that, from the initial work program development, to helping set planning goals, to strategizing for implementation.

We look forward to the opportunity to work with the City on this project. Baxter has an intriguing setting and list of assets, including its tax base and employment, as well as its location as gateway to the lakes region. Thank you for considering our proposal, and we would welcome the chance to meet with you personally to discuss our firm and how we may be of service to the Baxter community.

Very Truly Yours,

NORTHWEST ASSOCIATED CONSULTANTS, INC.



Stephen W. Grittman
Principal



Company History

Since our founding in 1973, Northwest Associated Consultants, Inc., (NAC) has served local governments throughout Minnesota and the upper Midwest with planning, zoning, and related services. NAC staff members have participated in hundreds of Comprehensive Plan projects for hundreds of communities over these past forty years. Just in the most recent decade, NAC has completed full Comprehensive Plans and major land use planning projects for more than twenty five different communities. The firm's offices are located in Golden Valley, just west of downtown Minneapolis. Our staff of six includes planners with a variety of professional backgrounds, including economic development, architecture, landscape architecture, and land use law. We have each led a wide variety of planning and zoning seminars, ranging from rural land use preservation, to technical zoning, to community development, including graduate-level course development in zoning law.

In addition to comprehensive planning, NAC currently assists nearly two dozen communities with zoning administration, development review, development regulations such as zoning and subdivision ordinances, and a wide variety of other planning and administrative projects. Serving local government is NAC's sole core business, and we have dedicated ourselves to maintaining an independent role in supporting the planning efforts of small to medium sized communities. We do not mix our planning services with municipal engineering, nor do we work for private development interests. Through the years, we have gained a special appreciation for the use and implementation of Comprehensive Plans for cities such as Baxter. Our client list is well-populated communities of similar size, development activity, and staffing as Baxter – we are particularly sensitive to understanding the needs and resources of such communities and work to ensure that plans are written and tailored to the particular assets, needs and goals of the client.

In that regard, our extensive work with development review and development regulations places NAC in a unique position among planning consultants. One of the primary functions of nearly all NAC's consulting relationships is in serving as the planning and zoning staff, or in direct support of full-time city staff, in addressing the implications of the city's land use policies as those policies relate to real-world development and growth. We know what works, what



is useful to the community (and what is not). Ensuring that the Comprehensive Plan is meaningful to the community is our primary objective.

Our record of success in achieving this objective is reflected in the longevity of our relationships. We have active contract client communities extending back to the late 1970s (Delano, Little Canada, Spring Park); the 1980s (Buffalo, Monticello, New Hope); and numerous others from the 1990s (Albertville, Elko New Market, Big Lake, Howard Lake, Montrose, Mendota Heights, Sunfish Lake), as well as more recent clients since then (Rogers, St. Francis, Medina, St. Paul Park, May Township, Burnsville and others).

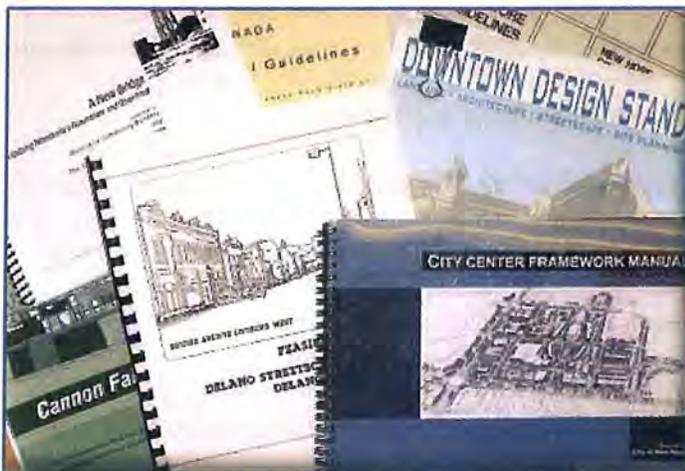
Complementing these Twin Cities communities is experience in the Baxter region. NAC staff recently assisted the City of Brainerd with an extensive overhaul of its zoning regulations, engaging an initial project, then serving in an active support consultation role afterwards. We also assisted Sylvan Township with the development of its Comprehensive Plan, then worked with the community to prepare zoning regulations – facilitating the Town’s coordination with County staff for implementation.

Longevity with so many of our clients has permitted NAC not just to know and understand those communities. In addition – and particularly relevant to Baxter – this longevity has allowed us to both observe and participate in the planning for growth and development of those cities. In the late 1970s and 1980s, most of these places were smaller, fringe or freestanding towns. Over the following decades, we have been a part of helping them grow and mature. In some cases, towns of fewer than 2,000 people are now thriving communities of nearly 20,000, along with major industrial, commercial, and institutional sectors. We have had the opportunity to see what kinds of planning tools work for such places, and which tools don’t work, incidentally. When we talk of

experience, our background is both broad and deep – broad geographically, including more than one hundred distinct places; and deep over time, with those relationships built over two, three, or even four decades.

Similar Project Experience

Current NAC staff has completed scores of Comprehensive Plan projects over its history. Just in the past five years, we have conducted complete Comprehensive Plans or Plan Updates for more than twenty five separate communities, the vast majority of those for small to medium sized cities, and most of which have characteristics that are shared by Baxter. These include population ranges from fewer than 500 to more than 20,000.



Most of these cities are at or near the fringe of the Twin Cities Metropolitan Area, and as such, maintain a distinct identity. Through this experience, we understand how communities have unique attributes that distinguish them from neighboring places, have specific staff resources to apply to the application and implementation of its land use goals, and have widely varying visions for how their community is to grow and prosper. We know that one size does not fit all – often, the only thing held in common is that these communities really have little in common.

Some are aggressively pro-growth. Some are conservation-oriented, seeking primarily to retain the current environment. Some are actively looking toward redevelopment opportunities, and others are working to manage how growth spreads out into the neighboring open lands. Similarly, some have extensive professional staff, while others rely heavily on their lay Planning Commissioners to apply their planning objectives. Some are actively trying to recruit development, and others have growth rolling into the community like the high tide. The many combinations of these and other conditions dictate that a successful Comprehensive Plan requires extensive experience and the ability to adapt that experience to identifying issues and offering potential solutions to the city. NAC provides that experience from our background with so many communities like Baxter.



Finally, whereas experience preparing Comprehensive Plans is a critical aspect of choosing a consultant, experience in implementing the results of the Plan is the best way to understand what needs to go into the Plan in the first place. Our consulting planner relationship with so many communities has served as an invaluable resource in working with all sorts of planning approaches – both through Plans that we have developed, and with Plans developed by others. We have gained an especially thorough understanding of the range of options available to cities like Baxter, along with the expertise to assist in matching those options with the unique resources and goals of the community.

As we noted above, we do not believe that one-size-fits-all. There is no special planning approach that has been created by some consultant, who is just waiting to bring their unique strategy to every community who will hire them. Baxter is obviously not Brainerd or Nisswa, nor is it Monticello or Bloomington, or some suburb of Portland. NAC tailors our planning approach, and our options and recommendations, for Baxter, giving you the greatest chance for successful implementation of the land use goals you set for yourselves.

Work Examples

Due to the size of the documents, we have not attached examples, however we provide this link (<https://www.dropbox.com/sh/4wz5tsgnjto6ct/5ksel3luoB>) to a selection of our client communities' Comprehensive Plans, including:

Albertville Visioning Study	Mendota Heights Comprehensive Plan
Buffalo Comprehensive Plan	New Hope Comprehensive Plan
Delano Comprehensive Plan	Oak Grove Comprehensive Plan
Elko New Market Comprehensive Plan	Spring Park Comprehensive Plan
Little Canada Comprehensive Plan	St. Francis Comprehensive Plan

If you would like additional examples, or have questions about the process, issues, budgets, or scope on any of these, please do not hesitate to let us know.

Client References

Attached to this submission is a series of letters of recommendation from a number of our current, long-time clients. As we have noted above, NAC provides planning service exclusively to local government, and many of these have been long-term, repeat or continuing contracts. A complete listing of our current client list is attached to this submission.

Laureen Bodin, Buffalo Assistant Administrator
763-682-1181
laureen.bodin@ci.buffalo.mn.us

Angela Schumann, Monticello Community Development Director
763-295-2711
angela.schumann@ci.monticello.mn.us

Mark Ostgarden, Brainerd City Planner
218-828-2310
planning@ci.brainerd.mn.us

Bridget Chard, Bridget Chard & Associates
218-825-0528
bchard@brainerd.net

Larry Kruse, Thief River Falls City Administrator
218-681-2943
lkruse@citytrf.net

Tom Terry, Elko New Market City Administrator
952-461-2777
tterry@ci.enm.mn.us

Key Personnel

NAC is led by its principal partners, Stephen Grittman and Alan Brixius. Both have been with the firm for more than 30 years, taking ownership from its founding partner in 1999. Both Steve and Alan would be involved in the Baxter planning effort, with the project scope for each to be developed as the work program is formulated. Assisting in this project would likely be Bob Kirmis, a long-time Senior Planner with the firm, and Michelle Barness, a graduate Landscape Architect and planner.

Steve Grittman, NAC Principal, would serve as project director for the Baxter Comprehensive Plan. Steve currently serves as the consulting City Planner for Buffalo, Monticello, Rogers, Little Canada, and Mendota Heights, recently completing Comprehensive Plans for Buffalo, Little Canada, and Mendota Heights, and Park Plans for Monticello, Buffalo, and Annandale.

Steve has served Little Canada and Buffalo since joining NAC in the early 1980s, and most recently was invited to join the City of Rogers staff as consulting City Planner. During these 30 years, his work has included rural development planning, annexation planning, and zoning administration on thousands of case applications throughout Minnesota. He has spoken to numerous planning and law seminars, and has taught a zoning law seminar to graduate planning students. In addition to these professional credentials, Steve has university degrees in Urban Planning, Business, and Law. He would be involved in all aspects of the work, and work serve as the primary contact person for coordination with City staff.

Alan Brixius, AICP, is also an NAC Principal, and would add his expertise in planning, zoning administration, and municipal government. Alan's primary clients include Delano and Albertville in Wright County, as well as Spring Park, New Hope, and Sunfish Lake.

Alan holds a degree in Urban Studies, first joining NAC in 1979. Both Delano and New Hope are long-standing clients, and he recently completed a Comprehensive Plan Update in Delano, his fourth for that community over a period of more than 30 years.

Bob Kirmis, AICP, is a long-standing Senior Planner with NAC, having first joined the firm more than 20 years ago, and spending three years during this period on the planning staff with the City of Eagan. Bob has planning and architecture degrees, and serves as the consulting planner in Montrose and Elko New Market, and performs work for nearly all of NAC's client communities.

Bob's work includes a wide variety of planning and zoning projects, and particularly relevant to the Baxter project, development planning and architectural design guidelines for numerous communities. He will also be directly involved in much of the plan development work throughout the project.

Resumes of these senior staff are attached to the submission.



EDUCATION

William Mitchell College of Law
• Juris Doctor
Cardinal Stritch University
• Bachelor of Science in Management
University of Minnesota
• Bachelor of Science, Urban Studies
California State Polytechnic University
• Urban Planning

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners
American Planning Association
Minnesota Chapter of American Planning
Association
American Bar Association
Sensible Land Use Coalition

EXPERIENCE

1983-Present	Principal, Northwest Associates Consultants, Inc. Consulting City Planner: Annandale, MN; Buffalo, MN; Little Canada, MN; Mendota Heights, MN; Monticello, MN; Rogers, MN
1981-1983	Land Use Planner, K. Bordner Consultants, Inc., Bloomington Minnesota
1978-1981	Landscape Designer, Braeger Construction, Upland, California

AREAS OF SPECIALTY

Community Planning

Comprehensive community planning. Policy planning and analysis, strategic planning and goal setting, community needs analysis, growth management strategy planning.

Representative Projects: Comprehensive Plans in Buffalo, MN; Watertown, MN; Monticello, MN; Thief River Falls, MN; Rockford, MN; Little Canada, MN; Excelsior, MN.

Expert Testimony

Testimony, analysis, and report preparation on behalf of cities and private property owners for condemnation commissions. Minnesota Municipal Board hearings and District Court.

*Representative Projects: Condemnation – Cities of Minneapolis, MN; Ramsey, MN; Monticello, MN; Victoria, MN.
Annexation – Cities of North Branch, MN; Alexandria, MN, Monticello, MN; Winona, MN;
District Court – Various.*

Rural Development

Land use policy planning, agricultural preservation, rural residential zoning, annexation and incorporation analysis, rural environmental planning.

Representative Projects: Comprehensive Plan in Goodhue County, MN; Land Use Plan in Stearns County, MN; Annexation Analyses in Alexandria, MN; Winona, MN; Monticello, MN.

Downtown Planning

CBD development and redevelopment design, pedestrian and vehicular circulation system analysis and design, streetscape/storefront design, and historic preservation.

Representative Projects: Downtown Plans in Buffalo, MN; Wayzata, MN; Excelsior, MN. Design Guidelines in Little Canada, MN; Excelsior, MN.

Land Use Planning

Master land use planning, municipal zoning and subdivision ordinance preparation, technical assistance and project review, shoreland zoning preparation.

*Representative Projects: Zoning and Subdivision Ordinance in Little Canada, MN; Goodhue County, MN; Rockford, MN; Elko, MN; Stearns County, MN.
Technical Assistance in multiple communities.*

Park, Trail, and Open Space Planning

Planning and design of parks and open space systems, park use and needs analysis, park/trail system surveys, park site design.

Representative Projects: Parks System Master Plans in Buffalo, MN; Monticello, MN; Parks Planning in Lakeville, MN; Glenwood, MN; Rockford, MN; Monticello, MN.



EDUCATION

St. Cloud State University St. Cloud, MN
▪ Bachelor of Arts in Urban Affairs/Urban Planning
Minnesota School of Real Estate
▪ General Curriculum

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners
American Planning Association Minnesota Chapter of American Planning Association
Minnesota Planning Association
Sensible Land Use Coalition

EXPERIENCE

1999-Present

Principal, Northwest Associated Consultants, Inc.
Consulting City Planner: Albertville, MN; Burnsville, MN; Delano, MN; New Hope, MN; Spring Park, MN; Sunfish Lake, MN

1980-1998

Planner/Research Analyst and Vice President, Northwest Associated Consultants, Inc.

1979-1980

Community Planner, Midwest Planning and Research, Inc.

AREAS OF SPECIALTY

Comprehensive Planning

Assist local and regional governments in the preparation and implementation of comprehensive plans. Involved with the formulation of plans addressing community land use, transportation, natural resources and housing, development management, policy planning, land use and environmental regulations and implementation.

Representative Projects: New Hope, MN; Lakeville, MN; Marine on St. Croix, MN; Lino Lakes, MN; Scott County, MN; Sylvan Township, MN; Shakopee, MN

Zoning Administration

Technical assistance to municipalities in both the formulation and implementation of zoning and subdivision regulations for cities.

Representative Projects: Delano, MN; Lakeville, MN; New Hope, MN; Marine on St. Croix, MN; Albertville, MN; Spring Park, MN

Annexation

The preparation of background studies, analysis, and expert testimony on annexation and incorporation matters.

Representative Projects: Delano, MN; Wilson Twp. MN

Redevelopment Planning

Administrative and technical assistance to local governments, such as the on redevelopment and economic development efforts including specialized background in land use market feasibility and tax increment financing.

Representative Projects: Delano, MN; New Hope, MN; Spring Park, MN; Loretto, MN.

Site and Project Planning

Planning and design of commercial, industrial and residential development with regard to site function, land use compatibility and coordination's with support services and utilities for clients.

Representative Projects: Delano, MN; Lino Lakes, MN; Lakeville, MN; New Hope, MN.

Park and Trail Planning

Planning and design of park and trail facilities which vary from small, informal or neighborhood developments to large, intensive and community-wide projects. Considerations are based upon short-term, interim and long-term needs, available vehicular/pedestrian access, land use compatibility, facility cost, ease of implementation and maintenance, among other things.

Representative Projects: Park Plans for the Cities of Lakeville, MN; Delano, MN; Blaine, MN; Sherburne County, MN.

Development / Market Research

Assist local government in the preparation and implementation of economic development planning efforts including retail and industrial site location studies, planning and design of commercial sites and industrial parks. Marketing of community industrial parks, preparation of financial incentive packages for perspective industries, market feasibility studies for commercial development projects. Industrial growth assessments for evaluating impact of industrial land uses on local municipality tax base.

Representative Projects: New Hope, MN; Robbinsdale, MN; Lakeville, MN; Windom, MN.



EDUCATION

North Dakota State University, Fargo, ND

- Master of Community and Regional Planning
- Bachelor of Architecture in Architecture
- Bachelor of Science in Architectural Studies

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners
American Planning Association
Minnesota Chapter of American Planning Association
Sensible Land Use Coalition

EXPERIENCE

2001-Present

Planner, Northwest Associated Consultants, Inc.
Consulting City Planner: Elko New Market, MN;
Loretto, MN; Montrose, MN; Credit River Township, MN

1998-2001

Planner, City of Eagan, MN

1988-1998

Planner, Northwest Associated Consultants, Inc.

1986-1988

Assistant Planner, City of Fargo, ND

AREAS OF SPECIALTY

Comprehensive Planning

Assist local and regional governments in the preparation and implementation of comprehensive plans. Addressing land use, transportation, natural resources, housing, historic preservation, development management and policy planning.

Representative Projects: Comprehensive Plans in Montrose, MN; Otsego, MN

Development Regulations and Administration

The establishment and/or revision and implementation of zoning, subdivision, licensing, and other land use regulations, with experience in specialized topic areas such as environmental regulation, sexually oriented uses and telecommunication regulations. Provide technical assistance in subdivision and site plan review for zoning ordinance and comprehensive plan compliance.

Representative Projects: Zoning Ordinances in Lino Lakes, MN; Otsego, MN; St. Augusta, MN; Elko New Market, MN; Montrose, MN

Site and Project Planning

Planning and design of commercial, industrial and residential development with regard to site function, land use compatibility and coordination with support services and utilities.

Representative Projects: Otsego, MN; Lino Lakes, MN; Montrose, MN; Elko New Market, MN

Demographic Studies

Identify and forecast community growth patterns and demographic characteristics for the purpose of comprehensive and project planning.

Recreation Planning

Planning and design of municipal park site plans and preparation of municipal trail parks.

Representative Projects: Buffalo, MN; Montrose, MN; Monticello, MN

Annexation/Incorporation

The preparation of background studies and analysis on annexation and incorporation matters, plus expert testimony before related State agencies.

Representative Projects: Otsego, MN; St. Augusta, MN

Market Research and Feasibility Studies

Assist clients with the necessary background studies prior to the development of or changes to a site or region. Studies include a thorough research and analysis of demographics, population growth or decline, settlement patterns, land uses, zoning, transportation, and all other physical, social and economic considerations.

Representative Projects: Dodge County, MN

Historic Preservation

Assist local governments in the preparation and implementation of historic (heritage) preservation ordinances.

Representative Projects: Otsego, MN



CITY OF BUFFALO, MINNESOTA

212 CENTRAL AVENUE
BUFFALO, MINNESOTA 55313
763-682-1181
E-MAIL: generalcitypostoffice@ci.buffalo.mn.us
WEBSITE: ci.buffalo.mn.us

January 8, 2013

Mr. Gordon Heitke, City Administrator
Baxter City Hall
P.O. Box 2626
13190 Memorywood Drive
Baxter, MN 56425

Dear Administrator Heitke:

Northwest Associated Consultants (NAC) has served as the City of Buffalo's planning consultant for several years. This letter is to recommend NAC for planning services or to develop or update your Comprehensive Plan. NAC has developed and updated Buffalo's Comp Plan three times in my tenure with Buffalo and each has provided a framework and guide for future growth of Buffalo for our Planning Commissioners, Council Members and Staff. In the process they take steps to engage City leaders and citizens in order to understand and incorporate our values.

Stephen Gritman has been the principal planner involved primarily in Buffalo's plan review. He is very knowledgeable about land use planning. Buffalo grew at a tremendous rate during the 1990s and early part of this past decade and I believe his contributions were vital to protecting Buffalo's best interests.

I have high regards for the services NAC has provided to the City of Buffalo and am very confident in sending this letter. You will be very satisfied with the Comprehensive Plan you intend to complete by receiving the services of Northwest Associated Consultants.

Feel free to contact me if you have any questions or would like additional background information. Our Comprehensive Plan is posted on our website at www.ci.buffalo.mn.us, follow Departments, Administration, Resources, and Planning and Zoning.

Sincerely,

Laureen Bodin
Assistant Administrator

City Hall
501 Laurel Street
Brainerd, Minnesota 56401



www.ci.brainerd.mn.us

Mayor

(218) 828-2308
Fax (218) 828-2316

City Administrator

(218) 828-2307
Fax (218) 828-2316
admin@ci.brainerd.mn.us

Civil Attorney

411 Front Street
P.O. Box 367
(218) 828-2775
Fax (218) 829-9768

Criminal Attorney

510 Norwood Street
(218) 828-2311
Fax (218) 825-8922

City Engineer

(218) 828-2309
Fax (218) 828-2316
engineer@ci.brainerd.mn.us

Chief of Police

225 East River Road
(218) 829-2805
Fax (218) 825-3489

Fire Chief

23 Laurel Street
(218) 828-2312
Fax (218) 828-2331
fire@ci.brainerd.mn.us

City Planner

(218) 828-2310
Fax (218) 828-2316
planning@ci.brainerd.mn.us

Director of Parks & Recreation

1619 Washington Street N.E.
(218) 828-2320
Fax (218) 828-2791
parks@ci.brainerd.mn.us

Public Utilities

P.O. Box 373

Business

(218) 829-8726 • fax (218) 829-4703

Service

(218) 829-2193 • fax (218) 829-2308
email@bpu.org

Equal Opportunity Employer



Printed on Recycled Paper

Paper and Printing Produced Locally

January 9, 2013

Gordon Heitke, City Administrator
13190 Memorywood Drive
PO Box 2626
Baxter, MN 56425

Dear Mr. Heitke:

In 2008 Northwest Associated Consultants (NAC) was hired to work with the City of Brainerd in developing a new Zoning Ordinance and Subdivision Ordinance. I was the city staff representative that worked most closely with NAC during the process. I can say without hesitation that our community's tax dollars were well spent by hiring NAC. I have been in the planning profession for nearly thirty-five (35) years and I can say no firm I have worked with was more willing than NAC to do what was necessary to ensure client satisfaction. Whether it be attending workshops that were not part of the original contract or submitting multiple revisions of draft language, it did so without ever raising the question of whether such services were a part of the original contract. The delivered products always met timelines, quality and quantity expectations.

Throughout the entire process it was evident that NAC is well versed in Minnesota statutory requirements related to planning and land use and it has a very broad knowledge base in planning principles and concepts. Our experience with NAC was nothing but positive and I would enthusiastically endorse hiring the firm for any planning and land use consulting services.

Sincerely,

Mark Ostgarden ATCP
City Planner

Bridget Chard
Small Communities Project Coordinator
Bridget Chard & Associates
13537 Hillcrest Lane SW
Pillager, Minnesota 56473

Phone: 1.218.825.0528 (Home Office) Voice Mail
Phone: 1.218.839.4576 (Cell Phone) Voice Mail

January 8, 2013

Baxter City Hall
Attn: Mr. Gordon Heitke, Baxter City Administrator
Honorable Mayor Cumberland and City Council Members
13190 Memorywood Drive
Baxter, MN 56425

Re: Northwest Associated Consultants/Letter of Recommendation

Mr. Heitke, Honorable Mayor Cumberland and City Council Members,

The purpose of this letter is to provide background and recommend the firm, Northwest Associated Consultants, who are submitting a proposal for the Baxter Comprehensive Plan. It is with enthusiasm that I put forward my endorsement of this firm for your consideration.

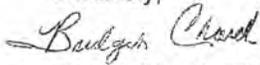
My background is one of being a former Supervisor and Chair for Sylvan Township adjacent to the City of Baxter. During my tenure there, the Board employed Northwest Associated Consultants to update their Comprehensive Plan. They assisted us in looking at many land use areas and gave innovative ideas and suggestions that no one had even considered. It was a bright fresh direction that they laid out for the Township and they did this in a very forthright and inclusive manner. They sought out all opinions to reach a consensus. The firm met their deadlines and actually came in on budget as presented.

Another feature that the Township appreciated was their very professional conduct during their tenure with our Township. Mr. Brixius stated from the very beginning, that he would work very hard to provide the Township with the best Comprehensive Plan update. That he would work for us, the Township. While I know there were times when they found the process difficult and frustrating, they stayed the course and finished on time. Mr. Brixius always came in with a smile and handled adversity with professional courtesy. The firm also went above and beyond to make certain the township had the necessary tools and information to provide our public with the correct information for a successful outcome.

Northwest Associated Consultants has the ability to bring consensus, stay on task, provide thought provoking ideas and professionally get the job done. Just recently, I had the opportunity to work with Mr. Brixius again on another project in Stearns County. He brought the same background and professional nature to the work there and all stakeholders appreciated his firm's efforts.

In closing, it is my opinion that your community will benefit from the rich experiences and considerable knowledge that Northwest Associated Consultants brings to the tasks at hand as well as their strong professional and ethical character. If you have any questions, feel free to contact me.

Sincerely,



Bridget Chard, SCPC

January 8, 2013

Mr. Gordon Heitke
Baxter City Administrator
PO Box 2626
13190 Memorywood Dr
Baxter, MN 56425

Re: Letter of Recommendation

Dear Mr. Heitke,

I am honored to write a letter of recommendation for Northwest Associated Consultants (NAC). They have worked with me for eight years from 2003 to 2012 while I was with the City of Albertville. I have always been impressed with the integrity and professionalism they bring to the comprehensive planning process and all of the services they provide.

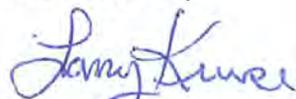
In Albertville, they demonstrated knowledge and expertise in Land Use Plan, Urban Design, zoning and zoning enforcement, economic development, site and building plan review, transportation planning, Master Planning of parks and recreation facilities and much more.

Their attention to an inclusive public process has been of utmost importance to us. This includes the successful conducting of public workshops, collecting and evaluating data, analyzing trends and identifying key themes and outcomes of those events. I believe participants that experience NAC's workshops all come away feeling they have been heard and their thoughts and comments valued.

I also appreciate that they have an abundance of experience with other communities. Through NAC, we can learn from others mistakes without having to experience them ourselves.

In closing, I would invite anyone who wants to discuss this further to call me on my cell phone at 218 681 2943.

Best Regards,



Larry R. Kruse

January 10th, 2013



MONTICELLO

Mr. Gordon Heitke
City Administrator
City of Baxter
13190 Memorywood Dr.
Baxter, MN 56425

Dear Mr. Heitke,

I am writing as a professional reference for Northwest Associated Consultants. NAC has served the City of Monticello in the role of City Planner since 1993, and I have had the pleasure of working with the firm for over nine years.

NAC has provided consultation services for the City of Monticello on projects ranging from day-to-day land use applications to long-range planning efforts, including the completion of the community's 2010 Park & Pathway Plan.

NAC has provided assistance and technical support as the City of Monticello has successfully completed a wide variety of important planning projects necessary to support the tripling of the population and the expansion of the community's commercial and industrial base.

NAC is thorough in the preparation of their materials, excels in providing analysis beneficial to the project at hand, and conducts well organized and executed meetings. NAC's team is courteous and professional in their contact with staff, consultants, developers and applicants.

The firm's knowledge of the evolution of land use and planning is an incredibly valuable asset to any growing community, particularly as it applies to in-depth long-range planning efforts. NAC has consistently met or exceeded expectations, no matter where a planning project lies on the spectrum. I would recommend the firm without reservation.

Sincerely,

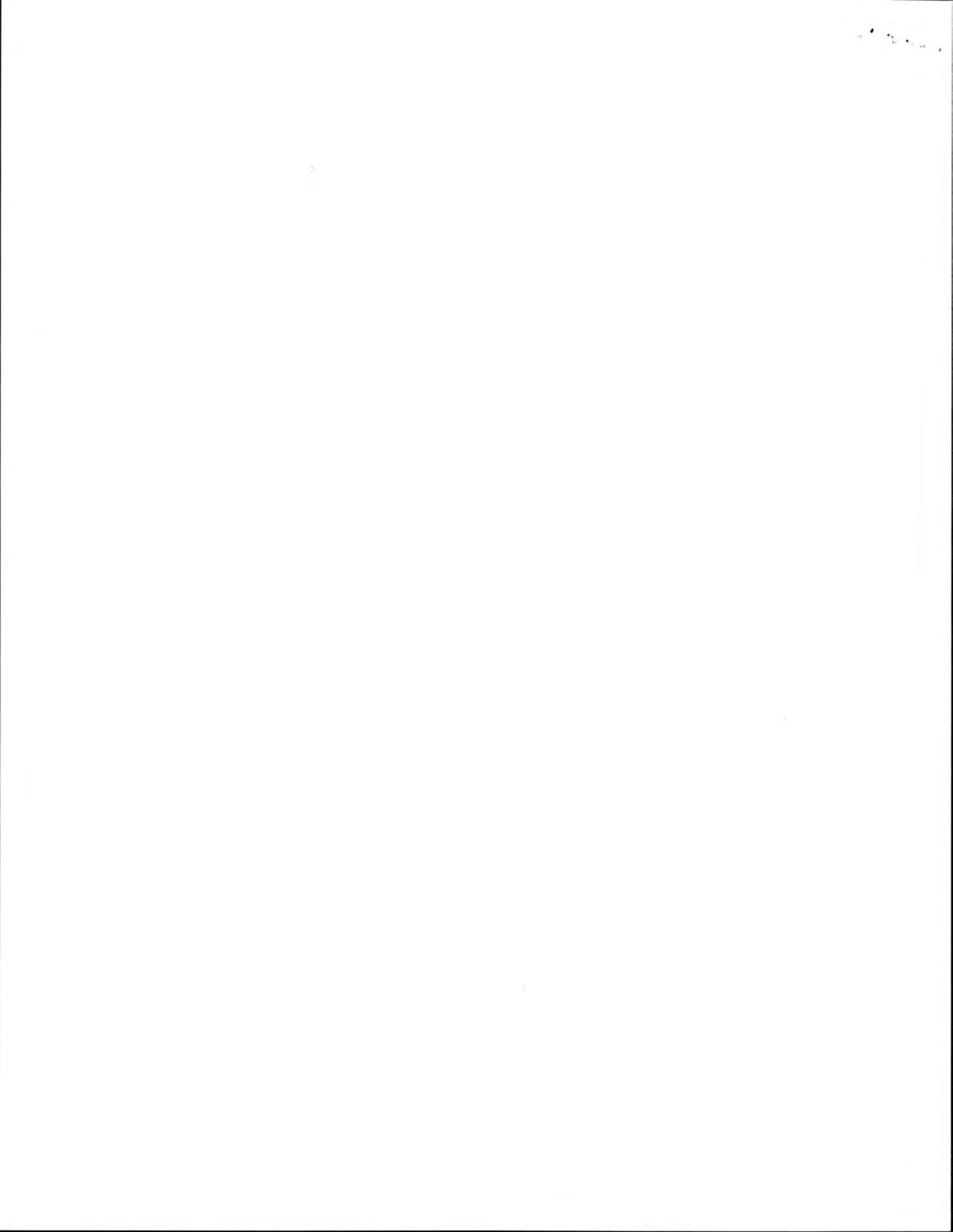

Angela Schumann

Community Development Director
City of Monticello

763-271-3224 or angela.schumann@ci.monticello.mn.us

CURRENT CLIENT COMMUNITIES

Albertville	Planning and Zoning Technical Assistance, Zoning Ordinance Amendments, Visioning Study 2012
Annandale	Planning and Zoning Technical Assistance
Big Lake	Planning and Zoning Technical Assistance
Buffalo	Planning and Zoning Technical Assistance, Comprehensive Plan 2007, Parks and Trails System Plan
Burnsville	Planning and Zoning Technical Assistance, Sign Ordinance, Landscape Ordinance, Comprehensive Plan Update 2011
Delano	Planning and Zoning Technical Assistance, Zoning Ordinance, Annexation Study
Dundas	Planning and Zoning Technical Assistance, Zoning Ordinance Revisions, Industrial Park Study, Park System Plan
Elko New Market	Planning and Zoning Technical Assistance, Zoning Ordinance, Subdivision Ordinance, Parks Plan, Comprehensive Plan 2008, 2013
Howard Lake	Planning and Zoning Technical Assistance
Linwood Twp.	Comprehensive Plan 2012
Little Canada	Planning and Zoning Technical Assistance, Zoning Ordinance Update, Comprehensive Plan 2009
Loretto	Planning and Zoning Technical Assistance, Comprehensive Plan Update 2008
May Township	Planning and Zoning Technical Assistance, Comprehensive Plan Update 2009
Medina	Mixed Use Zoning District, Planning and Zoning Technical Assistance
Mendota Heights	Planning and Zoning Technical Assistance, Comprehensive Plan Update 2008
Monticello	Planning and Zoning Technical Assistance, Sign Ordinance Revision, Zoning Ordinance Revisions, Park and Pathways Master Plan
Montrose	Planning and Zoning Technical Assistance, Comprehensive Plan Update 2006
New Hope	Planning and Zoning Technical Assistance, Zoning Ordinance Amendments, Comprehensive Plan Update 2008
Rogers	Planning and Zoning Technical Assistance, Zoning Ordinance Update, Comprehensive Plan Update 2013
St. Francis	Planning and Zoning Technical Assistance, Zoning Ordinance Update, Comprehensive Plan Update 2009
St. Paul Park	Planning and Zoning Technical Assistance
Spring Park	Planning and Zoning Technical Assistance, Sign Ordinance, Comprehensive Plan Update 2008
Sunfish Lake	Planning and Zoning Technical Assistance, Comprehensive Plan Update 2008





Building a Better World
for All of Us™

January 11, 2013

Mr. Gordon Heitke
City Administrator
City of Baxter
13190 Memorywood Drive
Baxter, MN 56425

RE: City of Baxter, Minn.
Comprehensive Plan Update
SEH No. P-BAXTE 123031

Dear Mr. Heitke:

In recent decades the City of Baxter has accelerated its position in central Minnesota as a commercial, residential, and industrial destination drawing a regional population to the area for employment, recreation, and a host of other activities. Commercial development in particular, has dramatically increased in the Baxter area in spite of the ongoing recession, and a renewed interest in residential growth is underway. To that end, the City of Baxter is interested in identifying a qualified consultant to assist them in updating the City's existing Comprehensive Plan.

Short Elliott Hendrickson, Inc. (SEH®) is pleased to submit this statement of qualifications for professional services to assist your community in this endeavor. For more than a decade, SEH has worked with municipalities, counties, and towns to develop and implement comprehensive plans. In fact, approximately 30 percent of the SEH Planning and Landscape Architecture group's work is related to developing and updating comprehensive plans, and more than 90 percent of the plans we work on are for smaller cities and counties located in greater Minnesota.

Our experience lends itself well to the City of Baxter's needs in that we are familiar with the community, understand its history and future plans, and recognize what's missing from the City's existing plan. City leaders and staff need to be equipped with the appropriate tools to proactively respond to, and plan for, development and growth within the community in a way that reflects the core values of a community driven process.

Major transportation and related infrastructure improvements are on track for implementation within the next five years, and ensuring public utility needs and transportation corridors are planned for and preserved is an important goal for the City. An updated plan will allow for ordinance revisions that can give policy makers the appropriate tools to do so, and reflects desired land use and growth patterns through an updated land use and approved future land use map. Moreover, while a well written plan ensures consistency of policies between the various plan elements such as the transportation, housing, parks, recreation, and open space, it is imperative that the plan is developed as a basis for the zoning ordinance which must be consistent with the plan.

SEH has assembled a team of highly motivated, talented, and experienced professionals who have worked together before on numerous comprehensive and community planning projects. We feel this team is ideally suited to help the City as we have a local office in Brainerd and have worked with many local communities including the City of Baxter. We have established positive relationships with community stakeholders, and can ensure a collaborative and productive public engagement process.

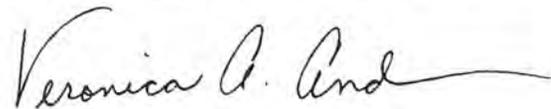
Mr. Gordon Heitke
January 11, 2013
Page 2

Having completed numerous comprehensive plans, our team also has what it takes to strike a balance between creative vision, city needs, and budgetary constraints. Our focus during the process is to ensure that the City receives a "return on investment" from this plan. Your investment of time, energy, and money should save the City its' investment and more, and provide a plan that is not only usable, but one that you can be proud of and will enable you to achieve your goals. SEH is prepared to allocate the resources to help you do so, and is excited about the opportunity to continue our work with you.

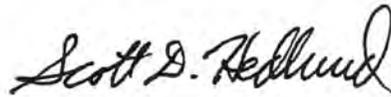
Please contact us with any questions at vanderson@sehinc.com or shedlund@sehinc.com.

Respectfully submitted,

SHORT ELLIOTT HENDRICKSON INC.



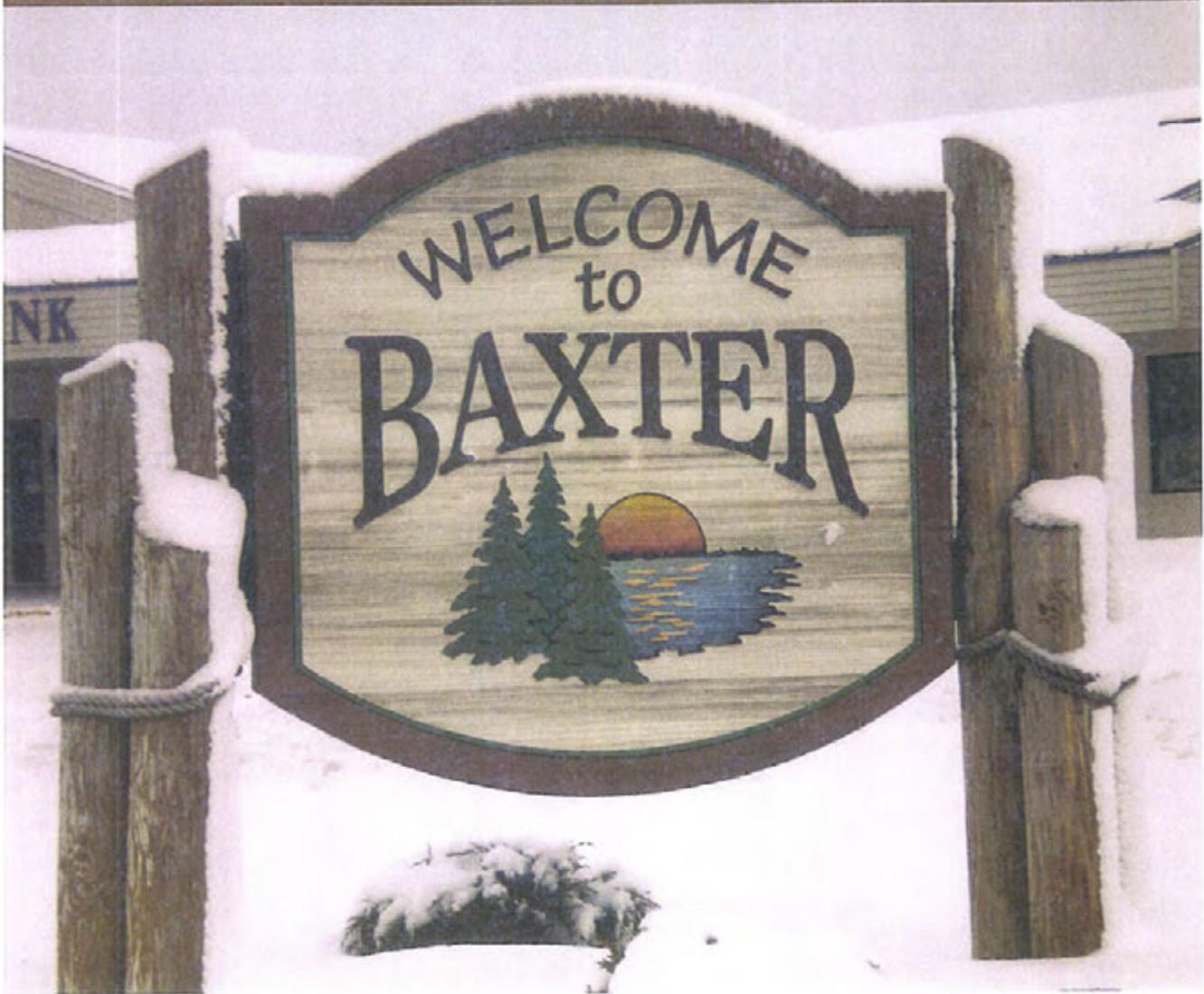
Veronica Anderson, AICP
Project Manager



Scott Hedlund, PE, PMP
Client Service Manager

Table of Contents

Firm History	1
Project Experience.....	2
Plan Examples.....	15
Client References	16
Key Personnel & Resumes.....	17
2013 Rate Schedule	21



Firm History



Firm History

Short Elliott Hendrickson Inc. (SEH®) Building a Better World for All of Us™

SEH is a full-service professional services firm comprised of 550 engineers, architects, planners, and scientists located in offices across the nation. Our collective purpose and body of work is focused on Building a Better World for All of Us. "Building a better world" embodies our commitment to an increased quality of life through safer roads, bridges, parks and trails; renewable energy and sustainable design; and cleaner air, drinking water, rivers, and lakes. "For all of us" means that we design customized solutions for our clients, including the residents and businesses in the communities we serve, employees in the companies we serve, and citizens of the world.

The SEH corporate office is located in St. Paul, with additional offices located in Colorado, Indiana, Minnesota, Nebraska, South Dakota, Wisconsin, and Wyoming.

Our Work in Planning

At SEH, we provide a multidisciplinary planning approach to help communities make decisions about shaping their future. We bring together planners, engineers, urban designers, and graphics experts to analyze issues and develop plans that help communities visualize and achieve their short- and long-term goals. Our Community Planning team understands how the mix of land uses can work together to create an exciting, attractive, and sustainable community. We work in partnership with elected and appointed officials, businesses, and citizens to explore opportunities for renewing existing assets and creating new development. Our professionals are experienced facilitators trained in both Context Sensitive Solutions (CSS) and the Systematic Development of Informed Consent (SDIC). This experience helps us bring diverse stakeholders with divergent opinions together to find areas of mutual understanding, and address community needs.

*-serving you from offices
throughout the Midwest*



Services

- Airport Planning and Design
- Architectural Design
- Aviation Services
- Community Planning
- Construction Services
- Design/Build
- Economic Development
- Electrical/Mechanical Engineering
- Environmental Engineering
- Geographical Information Systems
- Geotechnical Engineering
- Heavy Civil
- Highway Design
- Landscape Architecture
- Municipal Engineering
- Scientists/Geologists
- Structural Engineering
- Surveying
- Traffic Engineering
- Transportation Planning
- Urban Design
- Wastewater Engineering
- Water Engineering
- Water Resources Engineering

Project Experience



Project Experience

Community Planning and Comprehensive Plans/Updates

For more than a decade, SEH has assisted municipalities, counties, and towns to develop and implement comprehensive plans. In fact, approximately 30 percent of the SEH Planning and Landscape Architecture group's work is related to developing and updating comprehensive plans. While our planning experience does include working for large metropolitan communities, more than 90 percent of the plans we work on are for smaller cities and counties located in greater Minnesota. The following section outlines our planning process as well as the breadth of experience in developing comprehensive plans for communities similar to the City of Baxter.

Planning Process

Developing a comprehensive plan can be a challenge for a community to coordinate and complete. Besides the financial cost of this important project, a significant investment must be made by staff, policy makers, and stakeholders. In order to successfully see these plans through, our team ensures that clear, transparent communication protocols between client, consultant, and community are employed throughout the planning process. We have successfully managed planning projects by utilizing the following tools:

Project Team Meetings

Our total in-house team is available for meetings in-person, by phone, or through real-time video links. We are available to respond to staff needs in a timely fashion.

Information and Exhibits

We review all our work products for clarity and accuracy before they are sent for your review, and our graphic designers help create innovative and understandable exhibits for use during community meetings.

Project Management and Quality Control

Our quality control measures include circular product reviews and proof reading, establishment of interim deliverables, weekly project updates (via phone or email), early development of final document outline (table of contents), and routine meetings between City staff and our team members.

Public Involvement and Participation

While we typically develop a final public involvement program in concert with City staff, we have employed a wide variety of tools and activities to reach people where they are and broaden the role of community participation including:

Citizen Advisory Group (CAG)

Our approach involves working with a Citizen Advisory Group. This group typically includes members from the Planning Commission, City Council, or other Commissions determined by the City prior to beginning the planning process, Economic Development Authority (EDA), business community, private citizens, or any other stakeholder groups that the City feels should be brought into the planning process. The purpose of this group is to provide input throughout the process and provide guidance to ensure all elements envisioned for the plan are satisfactorily incorporated in the plan's text and maps. Our team will rely on the expertise and involvement of this group.



Similar Projects - Past Three Years

The SEH team will use its extensive experience and skills working with communities of all sizes to undertake the Comprehensive Plan Update. Our team of planning professionals are knowledgeable about current and future issues that face the City of Baxter. Our depth and breadth of experience is highlighted in the chart below.

Project Type and Location	Interactive Community Participation	Community and District Analysis	Multiple Plan Elements	Downtown Redevelopment Planning	Market Assessment	Implementation Strategies
Comprehensive Plan Becker, Minn.	●	●	●	●	●	●
Comprehensive Plan Montgomery, Minn.	●	●	●	●		●
Comprehensive Plan Hutchinson, Minn.		●	●			●
Comprehensive Plan Douglas County, Minn.	●	●	●			●
Comprehensive Plan Sibley County, Minn.	●	●	●			●
Comprehensive Plan Hudson, Wis.	●	●	●	●		
Comprehensive Strategic Action Plan Lead, S.D.	●	●	●	●	●	●
Comprehensive Plan Burns Harbor, Ind.	●	●	●	●	●	●
Downtown Framework Rush City, Minn.	●	●		●		●
Downtown Comprehensive Plan Dubuque, Iowa	●	●	●	●	●	●
Mississippi River Visioning Plan Brainerd Lakes Area Development Corporation, Minn.	●	●	●			●

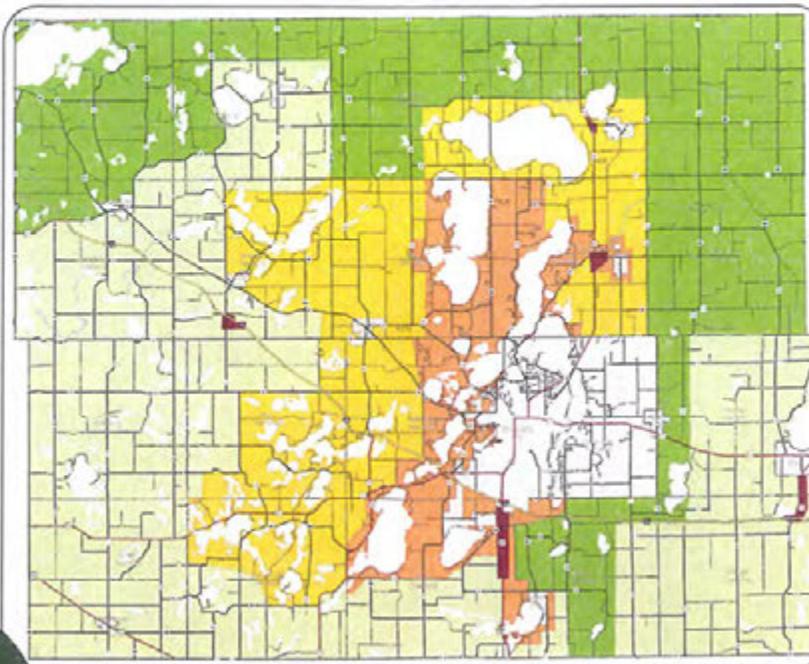
Comprehensive Plan – Douglas County, Minn.

LAND USE

GOALS

- GOAL 1**
Provide for efficient and sustainable growth and the economical extension of public services to developing areas.
- GOAL 2**
Encourage commercial and industrial development in a way that supports economic development while preserving rural character.
- GOAL 3**
Preserve long term agricultural land and open space in order to maintain a viable and sustainable agricultural economy while protecting the rural character of the County.
- GOAL 4**
Maintain a sustainable land use pattern/cover which recognizes the significance of natural resources so that they can be preserved or conserved for future generations.
- GOAL 5**
Protect and preserve archaeological and historically significant cultural resource sites for future generations.
- GOAL 6**
Protect and enhance surface and groundwater water quality and aquatic habitats within the County.
- GOAL 7**
Promote alternative, non-carbon based energy generation within the County.

FUTURE LAND USE



DOUGLAS COUNTY
Comprehensive Plan

Figure 5-2: Future
Land Use



land use
"I go to nature every day for inspiration. In the city's work, I follow the zoning and principles which nature has used in its domain."
— Frank Lloyd Wright

LAND USE CATEGORIES

AGRICULTURAL CORE (AC)

encompasses the rural, agricultural area of the County
- major goals are to preserve productive farm land for future uses, and to preserve open space within community.



AGRICULTURAL LIMITED (AL)

encompasses the rural, agricultural area of the County, but permits for additional development flexibility
- major goals are to provide for a combination of agriculture, agriculture related, agriculture limited industrial & sustainable energy.



RURAL RESIDENTIAL (RR)

major goals are to provide lower density residential development in the less developed areas of the County
- residential housing density should be limited to 1 unit per 10 acres.



RESIDENTIAL (R)

good growth for residential development opportunities in areas that are served or will be served with public infrastructure services in the foreseeable future.
- residential developments shall be limited to a density of 2 units/acre.



COMMERCIAL LIGHT INDUSTRIAL (CL)

good sites for major commercial & industrial development meeting standards of S.R. industrial needs & future areas with adequate transportation & public services (water & sewer)
- permitted uses: retail stores, restaurants, firing stations, etc.



PUBLIC/SEMI PUBLIC (P/SP)

serve as buffers to public sites, an educational resources, as well as public recreation and enjoyment, and as open spaces within the community for schools, municipal facilities & parks, local, state, federal and non-profit land.



Douglas County Comprehensive Plan
Douglas County, MN

SEH planners and engineers, and ecologists from AES assisted staff and stakeholders develop a natural resource-based comprehensive plan for balancing traditional farming, recreational housing growth, and resource preservation.

Features

- New land use categories
- Right to farm
- Shift from higher residential densities to areas served by public services
- Identification of priority resource nodes and corridors

SEH Services

- Inventory and analysis
- Community planning
- Transportation planning
- Public facilitation
- Natural resource planning
- GIS

Comprehensive Plan – City of Hutchinson, Minn.



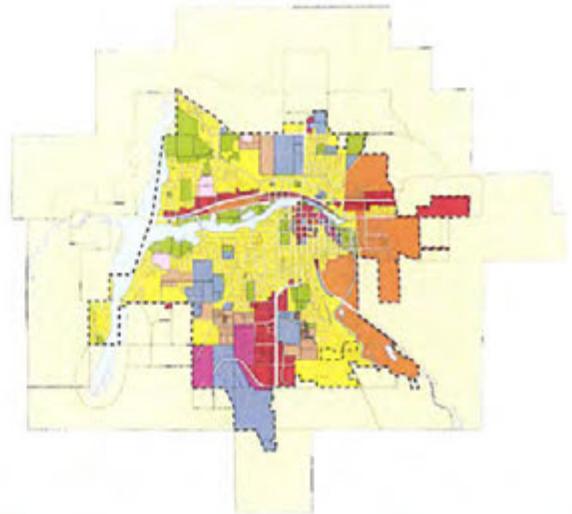
SEH planners and graphic designers assisted the City of Hutchinson in preparing a graphic rich comprehensive plan.

Features

- Plan based on Smart Growth Principles
- Inventory and analysis
- New land use categories, including mixed use
- New park classification categories

SEH Services

- Community planning
- Graphic design



Comprehensive Plan – City of Hudson, Wis.

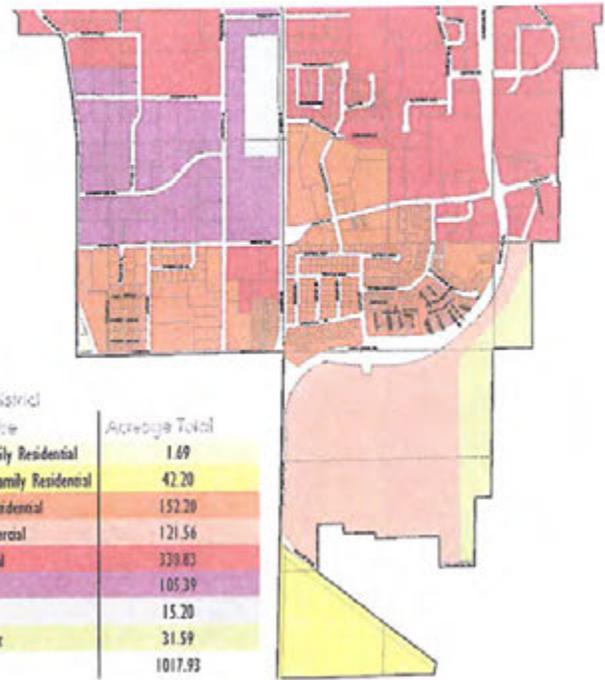
The Hudson Comprehensive Plan looks to provide specific implementation standards related to urban growth boundaries as well as providing a long-term vision for development and redevelopment within the City.

Features

- A framework for implementing land use priorities for the next 20 years
- Development of specific planning districts within the City that address design and growth standards
- Public engagement process that includes a project website, open house meetings and monthly steering committee meetings

SEH Services

- Comprehensive planning
- Community district planning
- Public facilitation
- Urban design





Comprehensive Plan – City of Montgomery, Minn.

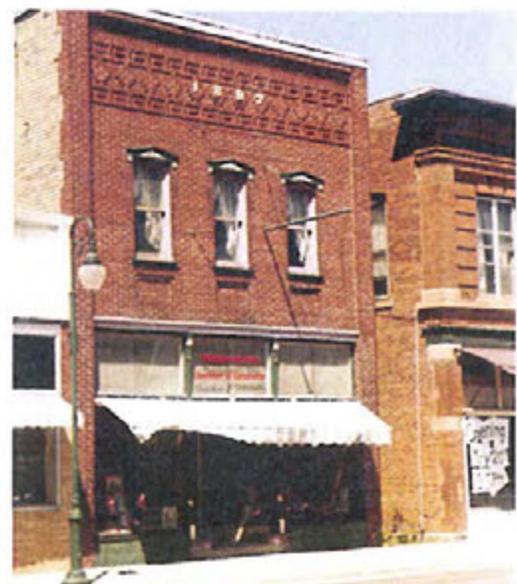
The focus of the plan is to create a framework for phasing of new residential growth.

Features

- Hands-on work sessions with local officials
- Highway 13 access management plan
- Local street network concept plan

SEH Services

- Land use planning
- Demographic analysis
- Public facilitation
- Specialized transportation analysis





Comprehensive Plan – City of Wahpeton, Iowa

The focus of the plan is to respond positively to pressures for residential growth.

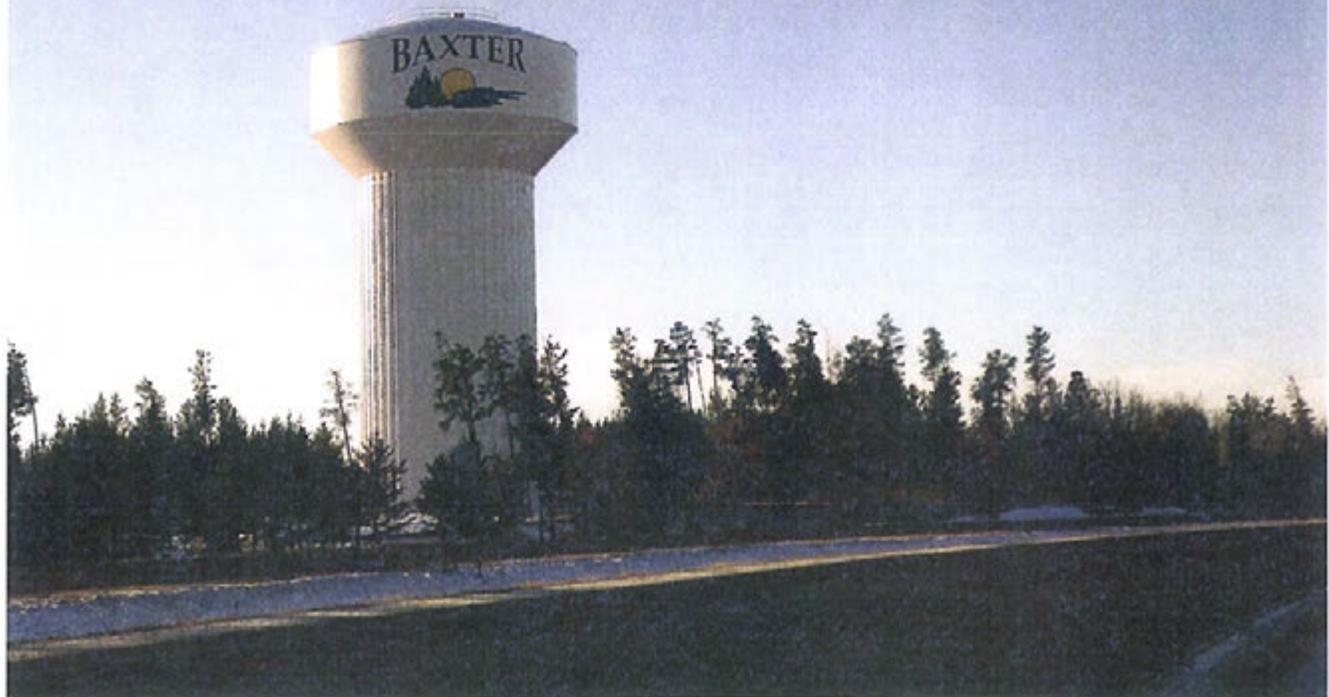
Features

- Three-year phased comprehensive planning process for a community in the Iowa Great Lakes region
- Maintains and enhances the small-town character, natural environment, and recreational lifestyle of this residential/resort community
- Protects and enhances water quality of West Lake Okoboji

Services

- Comprehensive planning
- Public facilitation

Plan Examples



Plan Examples

In addition to the hard copy of the Douglas County Comprehensive Plan that is attached with this Statement of Qualifications, the following are links to representative comprehensive planning projects.

Sibley County Comprehensive Plan

http://www.co.sibley.mn.us/sibley_county_comprehensive_plan.html

City of Hudson, Wisc. Comprehensive Plan

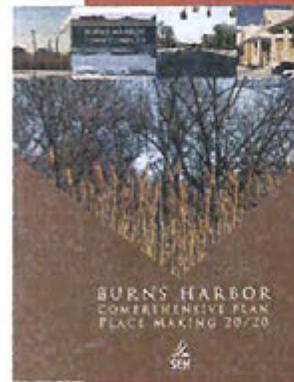
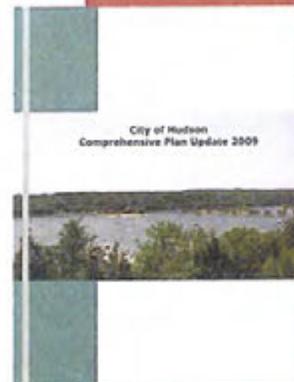
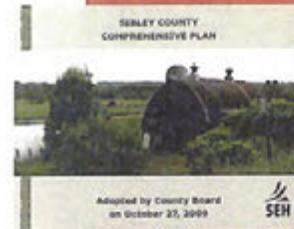
<http://www.ci.hudson.wi.us/pdf/CompPlan.pdf>

City of Burns Harbor, Ind. Comprehensive Plan

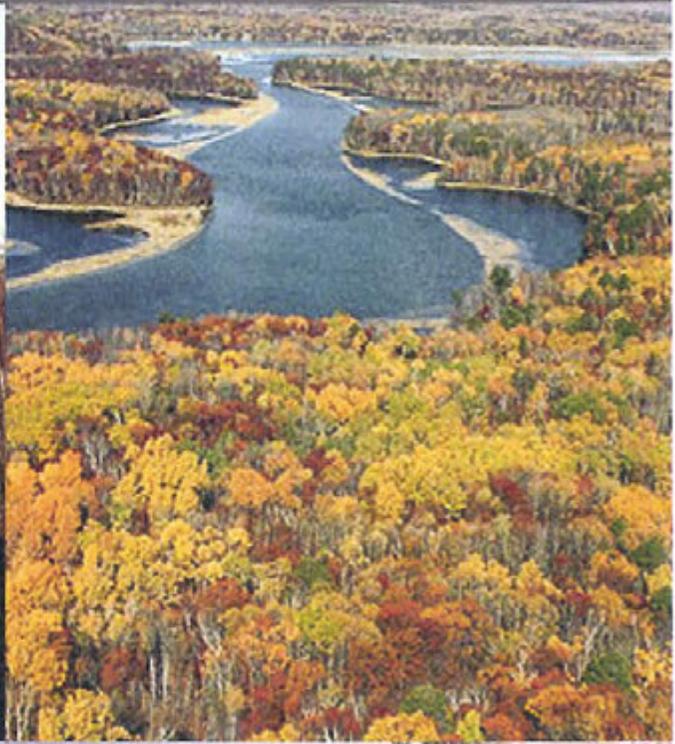
<http://burnsharbor.org/Code%20Book/May09%20Burns%20Harbor%20Comp%20Plan%20wAppendix.pdf>

City of Becker, Minn. Comprehensive Plan Update

<http://www.sehinc.com/online/becker>



Client References



Client References

City of Becker

Kelli Neu
Assistant City Administrator/Community Development Director
763.261.4302
kneu@ci.becker.mn.us

City of Hutchinson

Dan Jochum
Planning Director
320.234.4258
djochum@ci.hutchinson.mn.us

Douglas County, Minn.

David Rush
Director, Land and Resource Management
320.762.3863
dave.rush@mail.co.douglas.mn.us

"We value our 40-year relationship with SEH. With their strong leadership, consistent superior service, and personable and professional staff, they have been instrumental in guiding our city through massive infrastructure change."

Rick Miller, Mayor
City of Waite Park, Minn.

"Without reservation, I recommend SEH to any City looking for a great return on their engineering investments, financial resources for their projects, and a team-like atmosphere from highly talented professionals."

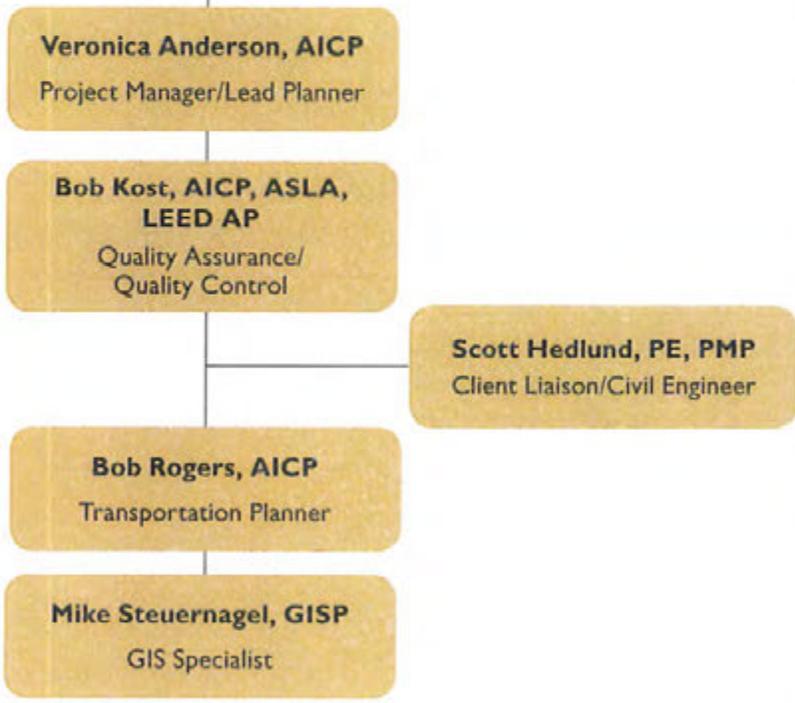
Anna Gruber,
City Administrator
City of Pierz, Minn.

Key Personnel & Resumes



Qualifications of Key Personnel

SEH employs an experienced team of community and transportation planners, GIS specialists, and civil engineers with extensive experience assisting communities similar in size, demographics, and economic environment as the City of Baxter. The following organization chart illustrates the SEH team and roles.



Primary Contact

Veronica Anderson, AICP

Project Manager
and Lead Planner

3535 Vadnais Center Drive
St. Paul, MN 55110-5196

651.490.2000
651.490.2150 fax

Additional Minnesota
offices located in
Brainerd, Duluth, Grand
Rapids, Hutchinson,
Mankato, Minnetonka,
St. Cloud, Virginia, and
Worthington.

sehinc.com

Scott D. Hedlund, PE, PMP

Civil Engineer

Scott has over 16 years of experience as a Project Manager and Project Engineer, and also manages the SEH Brainerd Office. He has designed, inspected, and managed all aspects of several public street, utility, trail, and traffic signal projects. His experience includes state aid and federal aid project development reports, preliminary and final design, and construction administration. Scott presently serves as City Engineer for the Cities of Pierz, Upsala, and Grey Eagle. He served as the City Engineer for the Cities of Rockville and St. Augusta prior to being named the SEH Brainerd office manager in the summer of 2012. Scott will lead any civil engineering efforts that may arise and will serve as the local client liaison.

Representative Projects

- Cypress Drive/Excelsior Road (State Aid) - City of Baxter, Minn
- Buffalo Hills Trail (Legacy) – City of Hutchinson, Minn.
- Mill Avenue/CSAH 3 (State Aid) – City of Brainerd, Crow Wing County, Minn.
- Pierz Safe Routes To School (Federal Aid, DCP) – City of Pierz, Morrison County, Minn.
- First St NE/CSAH 76 (Federal Aid, DCP – City of Little Falls, Minn.
- Rocori Trail Phase 1 (Federal Aid, DCP) – City of Cold Spring, Minn.
- 28th Ave./CSAH 137 (Federal Aid, DCP) – City of Waite Park, Minn.
- Waite Ave./44th Ave. (Federal Aid, DCP) – Cities of St. Cloud and Waite Park, Minn.

Bob Rogers, AICP

Senior Transportation Planner

Bob routinely collaborates with SEH community planners and urban designers to develop holistic, multimodal transportation policies, and plans. Previously he worked with team members Veronica Anderson and Bob Kost on comprehensive plans for the cities of Becker and Hutchinson, and Douglas and Sibley Counties. Bob will lead the transportation planning efforts for the overall comprehensive plan update.

Representative Projects

- Comprehensive Plan Update – City of Becker, Minn.
- Comprehensive Plan Update – City of Hutchinson, Minn.
- Comprehensive Plan Update – Douglas County, Minn.
- Comprehensive Plan – Sibley County, Minn.
- Comprehensive Plan – City of Montgomery, Minn.
- Comprehensive Plan – City of Milford, Iowa
- Comprehensive Transportation Plan – Dodge County, Minn.
- Comprehensive Transportation Plan – City of St. Augusta, Minn.



Education
Bachelor of Science
Civil Engineering
University of Minnesota
Minneapolis, Minn.

**Professional Registrations/
Licenses**
Professional Engineer in
Minnesota

Project Management Professional

Continuing Education
MnDOT ADA Training



Education
Master of Arts
Urban and Regional Planning
Minnesota State University
Mankato, Minn.

Bachelor of Arts
Geography
University of Wisconsin
Parkside, Wisc.

Registrations/Certifications
Professional Planner
in Minnesota
American Planning Association
Minnesota Surveyors and
Engineers Society

Comprehensive Plan Update

CITY OF BAXTER

STATEMENT OF QUALIFICATIONS

January 11, 2013



Stantec



Stantec

Stantec Consulting Services Inc.
2335 Highway 36 West
St. Paul MN 55113
Tel: (651) 636-4600
Fax: (651) 636-1311

January 11, 2013

Gordon Heitke
City Administrator
City of Baxter
13190 Memorywood Drive
Baxter, MN 56425

Dear Gordon:

Thank you for inviting us to present our qualifications to assist Baxter in the update of the Comprehensive Plan. Baxter is experiencing growth and change, like many Minnesota communities, but has the advantage of being in the heart of North Central Minnesota's lakes area, with tourism, recreation and economic development opportunities.

Stantec's Planning Team has helped prepare more comprehensive plans for Minnesota communities than any other planning firm in the state. Our planners are among the most well-known and respected in the region. We will bring this experience and insight to Baxter's Plan update.

The Stantec Planning Team was Dahlgren, Shardlow and Uban (DSU) for twenty years before joining Bonestroo in 2006. We completed plans for St. Cloud, Alexandria, Sauk Centre, Little Falls, Sauk Rapids, Melrose, and communities in the Metro Area such as Lino Lakes, Blaine, Ramsey, Stillwater, Forest Lake, and many others. In 2011 Bonestroo joined Stantec, a national firm with 12,000 employees in 190 offices across North America. As DSU we built a reputation for bringing sound advice to planning and design projects and we continue that with Stantec.

We look forward to working with you to give Baxter a planning foundation to build on in coming years.

Regards,

STANTEC CONSULTING SERVICES INC.

John Shardlow, FAICP
Senior Associate
Tel: (651) 967-4560
John.Shardlow@stantec.com

Ciara Schlichting, AICP
Senior Planner
Tel: (651) 967-4557
Ciara.Schlichting@stantec.com

2013 Comprehensive Plan Update

STATEMENT OF QUALIFICATIONS

Presented to:

Gordon Heitke, City Administrator
City of Baxter
13190 Memorywood Drive
Baxter, MN 56425

By:

Stantec
2335 West Highway 36
St. Paul, MN 55113
Phone: (651) 636-4600
Fax: (651) 636-1311
Website: www.stantec.com

Contact Person:

Ciara Schlichting, AICP
Senior Planner
Direct Phone: (651) 967-4557
E-mail: Ciara.Schlichting@stantec.com

January 11, 2013

Contents

Firm History	1
Firm Background.....	1
Planning Expertise	1
Related Experience and References	2
Similar Projects	2
St. Cloud, Minnesota	2
Alexandria, Minnesota	3
Forest Lake, Minnesota.....	3
Ramsey, Minnesota	4
Stillwater, Minnesota	4
Blaine, Minnesota	4
Lino Lakes, Minnesota	5
Dayton, Minnesota	5
Sauk Rapids, Minnesota.....	5
Examples of Plans	6
References	6
Key Planning Personnel	7
Dedicated. Experienced. Responsive.....	7
Baxter Planning Team	7
2013 Rate Schedule	10
Baxter Billing Rates.....	10

Firm History

FIRM BACKGROUND

Stantec, founded in 1954, provides professional consulting services in planning, landscape architecture, engineering, architecture, interior design, surveying, environmental sciences, project management, and project economics for community infrastructure and facilities projects. We support public and private sector clients in a diverse range of markets at every stage, from the initial conceptualization and financial feasibility study to project completion and beyond. Stantec is One Team providing Integrated Solutions

The Stantec Planning Team in St. Paul began as the firm Dahlgren, Shardlow and Uban (DSU) for twenty years before joining Bonestroo in 2006. In 2011 Bonestroo joined Stantec, a national firm with approximately 12,000 employees in 190 offices across North America. As DSU we built a reputation for bringing sound advice to planning and design projects and we continue that with Stantec.

Planning Expertise

Our approach to planning is collaborative, comprehensive, and client-centered. Through professional and technical expertise and experience we turn ideas into reality, inspiring solutions that stimulate the imagination while balancing high performance design, environmental concerns, and fiscal realities.

Our community planning services include:

- Sustainable Community Planning and Design
- Stakeholder Communication and Consultation
- Market Research and Economic Development Analysis
- Revitalization and Redevelopment
- Residential, Commercial, and Mixed-Use Land Development
- Land Use Policy and Zoning
- Development Approvals

We recognize the inherent value of land, and through creative and innovative vision and understanding, we provide solutions to satisfy the needs of our clients, approval agencies, and communities. Stantec's Minnesota-based planners count dozens of comprehensive plans in their experience, for cities large and small in four states.

Related Experience and References

SIMILAR PROJECTS

The Stantec team has the experience, skills, and capacity to help the City of Baxter plan for the future. Stantec has helped communities with populations of a few hundred to more than 60,000 in their planning for the future. We customize our approach for each community, working with the schedule, budget, and real world needs of each place.

We take pride in our comprehensive planning work. Much of it is accomplished through a strong education-focused public participation effort aimed at promoting growth in a way that the community can be proud of in 10, 20, 30 years and more – not immediate growth at all costs. This experience will serve as an asset in working with the Baxter community in understanding and developing an effective plan that meets the needs of residents today and into the future.

The following projects are representative examples of our experience

St. Cloud, Minnesota

Replacing the City's previous plan completed in 1993, this update was necessary to take into account the considerable growth and change within the community over the past decade and to implement the St. Cloud Joint Planning District Plan adopted in 2000

St. Cloud's growth in many places has surpassed the boundaries of the previous Comprehensive Plan, and the City needed a plan to guide development within the City and adjacent areas in a logical, efficient, and sustainable manner and to protect growth and transportation corridors, as well as natural resources.

The project involved coordinating among multiple stakeholders in the City, as well as neighboring townships. The effort developed master plans for several growth areas outside or recently annexed into the City



Capturing the community's vision is an essential part of our process.



Alexandria, Minnesota

Alexandria is a regional center and tourist mecca in central Minnesota, home to several lakes and gateway to many more lakes and recreational opportunities in areas around it. Stantec (then DSU) updated the plan in 1994, recognizing the need for compact, orderly growth within identified growth areas.

The plan involved a process of analysis, goal setting and outreach to the Alexandria community and surrounding townships that would be affected by continued growth. Like many planning efforts, the Alexandria process was at times contentious, but patience brought understanding of the common goals of the many stakeholders in the community.



Forest Lake, Minnesota

Stantec developed an updated Comprehensive Plan that examined current needs for many elements in the original plan, including a new business/industrial park and new housing choices. Through the Comprehensive Plan update, our planners helped the City of Forest Lake identify current needs that might have changed in the years since the original plan had been written. Since the original plan was completed the City of Forest Lake and Forest Lake Township merged resulting in a significantly larger planning area.

We conducted an extensive outreach component to gain the public's input as to its vision for the future of Forest Lake. The community made significant strides in this update to protect the many lakes and other natural resources by intensifying areas of existing development through the use of mixed use land use categories and subsequent zoning districts that resulted in increased densities to support forecasts. This resulted in far less planning within "green fields" relying instead on existing infrastructure to support forecasted growth.

Stantec also assisted the City in confirming the need for a new business/industrial park situated along Highway 61. We helped in determining the most desirable location for that park and created a new land use designation to support a higher end corporate campus, technology/ business park.



We completed a comprehensive housing study as part of the plan update to make sure that the comprehensive plan's housing chapter, an important plan element, reflected current conditions and needs. Strategies were prepared aimed at the preservation of existing housing and supportive efforts to increase affordable housing.

This effort led to creation of a citywide economic development plan. Stantec updated the City's Zoning Ordinance and created a Design Manual to achieve high quality design within the City's employment districts. Sustainability principles were included in the updated ordinance sections, including site planning, landscaping, parking lot design, storm water treatment, lighting, building design/materials, and solar energy.

The City of Forest Lake Comprehensive Plan received a MN APA award in 2010.

Ramsey, Minnesota

Ramsey is in the far northwest corner of the Metro Area with a significant commercial strip along Highway 10. Stantec assisted in updating the plan, which dealt with land use and design issues in the commercial core, as well as issues associated with varying density in Ramsey's northern tier, which transitions to suburban and sparsely developed rural areas.

Stillwater, Minnesota

Stantec planners prepared an updated comprehensive plan, providing growth areas for the city's future expansion, and refining the zoning scheme for its new and redeveloping neighborhoods, while the urban design team focused on the downtown and the riverfront – a challenging environment combining attractive design and hard-nosed engineering for flood protection in this iconic Minnesota river town.

The framework plan links surrounding downtown neighborhoods to Main Street and the riverfront to create a framework for growth that reinforces Stillwater's "Rivertown" character. The plan weaves together a network of streetscapes, open spaces, and mixture of land uses to create amenities that will attract and retain residents and businesses, balance pedestrian and vehicular needs, and provide spaces for a variety of gatherings.

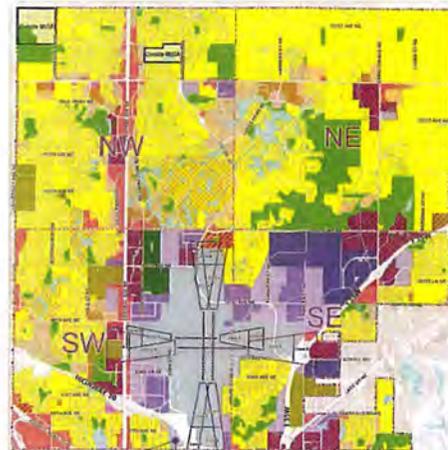


Blaine, Minnesota

One of the largest and fastest-growing suburbs in the Twin Cities area, Blaine is home to many successful commercial and industrial businesses, and several recently developed master-planned residential neighborhoods. It boasts a regional shopping center, a regional airport, a major sports complex attracting national tournaments, a championship golf course, and a growing set of commercial attractions on its Highway 65 corridor.

Stantec assisted the City in its comprehensive plan update, working with a Steering Committee of community residents, business leaders and elected and appointed officials. The plan analysis included a market overview of the potential for new housing, commercial, office and industrial land, as well as analysis of park and recreation needs.

The plan highlighted a number of possible redevelopment areas in the older parts of the city, noting their characteristics and potential. There were several community and public forum and open house meetings throughout the process, and careful preparation of clear maps and graphics for all elements of the plan.

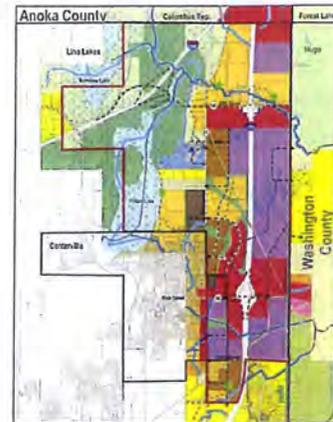


Draft 2030 Planned Future Land Use
 2008 Comprehensive Plan Update
 City of Blaine, Minnesota
 January 8, 2013

Lino Lakes, Minnesota

Stantec planners assisted Lino Lakes in their plan update, addressing the sensitive environmental issues around the city's numerous lakes and wetlands while also looking to provide parks and trails and develop its residential and commercial areas successfully. Sustainability was a key concept incorporated into the plan.

Stantec researched the socio-economic composition of the City to forecast the demand for residential, commercial, and industrial land uses within the City through 2030. Socio-economic variables such as age, household type, and household income, were analyzed to discern historic demographic trends and to forecast growth. Important findings, such as a rapidly aging population, were instrumental in recommending that the City guide more land toward developing multifamily housing.



Dayton, Minnesota

Dayton is a community on northwestern Hennepin County, with a historic downtown and miles of spacious development. At the urbanizing edge of the Metro Area Dayton updated its plan to accommodate future growth while maintaining its open, rural character. As Dayton is just now extending municipal services, this update required extensive public education to education and inform residents and the Steering Committee about their options for land use, staging of growth, and growth management.

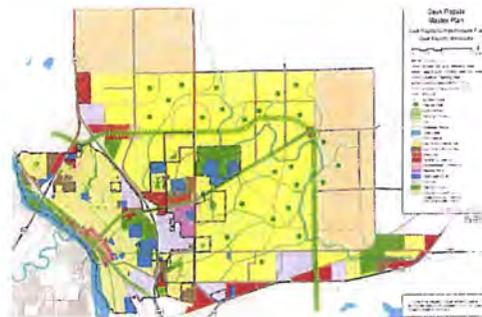
A strong connection for future land use planning was tied to natural resource planning and protection. The plan includes analyzing land use, natural resources, parks and open space, housing and other issues including planning for a new I-94 interchange.



Sauk Rapids, Minnesota

Sauk Rapids is a community of about 10,000 people on the Mississippi River at the north edge of St. Cloud in Benton County. The Sauk Rapids Comprehensive Plan involved two separate planning processes conducted simultaneously – the Downtown Plan and the overall Comprehensive Plan.

A group of citizens, staff, elected officials and other stakeholders appointed by the City Council made up the Comprehensive Planning Advisory Committee (CPAC) and the Downtown Planning Advisory Committee (DPAC). Members represented a broad cross section of interests and perspectives throughout the community.



Key issues involved making sure compact, orderly growth in the townships would respect the city's numerous wetlands. The plan also anticipated redevelopment in the core downtown resulting from the river bridge relocation. The resulting plan gives Sauk Rapids a template for sustainable growth and a detailed plan for revitalizing their downtown.

EXAMPLES OF PLANS

We invite you to review the following plans prepared by Stantec as representative examples of our planning projects.

St. Cloud

<https://mn-stcloud.civicplus.com/index.aspx?nid=124>

Forest Lake

http://www.ci.forest-lake.mn.us/index.asp?Type=B_BASIC&SEC={72FF40C2-6E89-406D-BECC-08126BADBF2F}&DE={BBAFC9F5-79C3-4FB2-B15A-2083C10C1E72}

Ramsey

<http://www.cityoframsey.com/comprehensiveplan>

Dayton

<http://www.cityofdaytonmn.com/comprehensiveplan.html>

Stillwater

http://www.ci.stillwater.mn.us/index.asp?Type=B_BASIC&SEC={8826831E-F658-43CC-870E-CEE0C754CF0E}

Lino Lakes

http://www.ci.lino-lakes.mn.us/index.asp?Type=B_BASIC&SEC={16BD56E0-B97E-42A4-93B5-5B29F655A0B0}

Blaine

<http://www.ci.blaine.mn.us/docs/Planning/2030/2030ComprehensivePlan.pdf>

REFERENCES

We encourage you to contact the following references who can tell you about their experience working with Stantec on a variety of planning projects.

CITY OF ST. CLOUD, MINNESOTA	
Matt Glaesman, Director of Planning/Community Development Director	320-650-3110
CITY OF SAUK RAPIDS, MINNESOTA	
Ross Olson, City Administrator	320-258-5302
CITY OF LINO LAKES, MINNESOTA	
Michael Grochala, Community Development Director	651-982-2427
CITY OF DAYTON	
Erin Stwora, Former Dayton City Planner	763-458-2403
CITY OF FOREST LAKE, MINNESOTA	
Doug Borglund, Community Development Director	651-209-9734
CITY OF MINOT, NORTH DAKOTA	
Donna Bye, City Planner	701-857-4108
CITY OF BURNSVILLE, MINNESOTA	
Elizabeth Kautz, Mayor	952-895-4403



Key Planning Personnel

DEDICATED. EXPERIENCED. RESPONSIVE.

The Stantec team has served many communities in the region with planning services. While we can draw on the experience of many similar efforts, Baxter's situation is unique and we will respond with a tailored approach. Many firms have planning experience, but a number of advantages distinguish the Stantec Planning Team:

- **Our regional presence** – Stantec has helped Minnesota communities respond to planning, development, and redevelopment challenges for more than 30 years. Over the past four years, we've completed more than 20 comprehensive plans and updates for Midwestern communities.
- **Our national network** – with 12,000 employees in 190 offices across the continent, Stantec is one of the largest consulting firms in the world and has access to a network of planners, engineers and scientists who are doing cutting edge work in their fields, and we can tap that expertise as needed for Baxter.
- **Our customized approach** – we do not attempt to fit your project into generic templates and cookie cutters, but rather approach each community with the specific process and tools needed to get the most out of the effort.
- **Our dedication and enthusiasm** – we love community planning work and want to see the people of Baxter get excited about the community's future. We will bring our personal energy to this project.

Baxter Planning Team



JOHN SHARDLOW, FAICP

John has extensive and wide-ranging project experience serving clients in both the public and private sectors. John's skills include project planning for residential, commercial, mixed-use, industrial, and institutional developments; comprehensive and community planning; and preparing redevelopment plans, tax-increment financing plans, subdivision regulations, and environmental assessments. John also frequently provides expert testimony on matters related to planning.



CIARA SCHLICHTING, AICP

A senior planner, Ciara brings expertise in managing complex and politically charged environmental reviews, natural resource planning, and land use planning projects. Ciara's primary responsibilities include project management, meeting facilitation, environmental reviews, comprehensive plans, zoning administration, and annexation studies. She is dedicated to delivering plans that balance land use with transportation, natural resource protection, and infrastructure needs.

PHIL CARLSON, AICP



A senior planner with Stantec, Phil has been helping communities with comprehensive plans, zoning studies, master plans, redevelopment projects, environmental reviews for more than 35 years. His experience includes day-to-day, advising on development applications, zoning issues, and other planning issues. Phil has been involved in comprehensive planning efforts for numerous cities, including St. Cloud, MN and Minot, ND. These efforts have increasingly focused on sustainable practices and low-impact development alternatives

TINA GOODROAD, AICP



Tina's areas of expertise include work on comprehensive plans, zoning ordinance updates, day-to-day planning for communities, and special planning studies, specializing in municipal planning and comprehensive planning. Prior to joining Stantec, Tina served for seven years as senior planner for Burnsville, MN, four years as a city planner for other Twin Cities communities, and nearly two years with a private developer. Her experience as a city planner and consultant means she can serve as a sounding board for the Planning and Zoning Commission and City Council. In addition, Tina has prepared numerous ordinance and zoning updates – and enforced them – which means she understands the practical implications of implementation

PAUL BILOTTA, AICP



A specialist in economic development, Paul has more than 20 years of experience in private development, economic development, and neighborhood planning around the country including mixed use and brownfield redevelopment. As a senior planner, Paul has been project manager or project planner for a number of comprehensive plan updates for urban, rural and college communities

JAY DEMMA



Jay directs all research projects in the Upper Midwest relating to the demographic and economic impacts of land use change. He has worked on hundreds of research and consulting assignments throughout the United States, providing research expertise on virtually all land use types, especially housing, commercial/mixed-use, and urban redevelopment. For comprehensive planning efforts, including the work in Baxter, Jay typically prepares long-range demand estimates for residential, commercial, and industrial development and helps cities balance the protection and enhancement of amenities with future development.



HONGYI DUAN

A GIS specialist, Hongyi works on a variety of projects including comprehensive plans, special studies, environmental studies, corridor plans, transportation studies, bicycle and pedestrian plans, zoning and rezoning studies, market research, condemnations, and urban design. Her work on comprehensive plan updates involves GIS-related research, mapping, and analysis tasks to understand current and future growth and projecting population to help cities address housing, land use, growth management, transportation, and infrastructure needs.

