

**City Council Agenda Item #14\_  
Meeting of September 15, 2014**

<b>Brief Description</b>	North Western Glen Lake study
<b>Recommendation</b>	Receive the study and provide feedback and comment

**Background**

Development interest in the former Kraemer's hardware store building initiated interest in a broader study of the development parcel and the adjacent area. To that end, the city hired the Local Initiative Support Corporation (LISC) to conduct a four part workshop series to engage Glen Lake area neighbors and build consensus on how to shape future redevelopment. During the months of June, July and August, LISC and city staff coordinated, communicated and facilitated discussions that have resulted in the development of a report and development guidelines for this area. The report and development guidelines represent this collaborative effort and reflects the consensus of residents and property owners involved in the workshops.

Going forward, the report and development guidelines will serve as a benchmark for future redevelopment proposals. As the city engages with prospective developers, this information will inform, provide guidance, and establish direction for properties in the study area. The development guidelines will be used to shape projects as they are conceived and move through the formal development review process.

The report will also be used to inform a broader study of the Glen Lake Village Center area which is identified in the city's Comprehensive Plan. This study is anticipated to begin in October.

**Staff Recommendation**

Staff recommends the city council receive the study and provide comment. (See pages A1-A48).

Submitted through:

Geralyn Barone, City Manager  
Perry Vetter, Assistant City Manager  
Julie Wischnack, AICP, Community Development Director

Originated by:

Loren Gordon, AICP, City Planner



# MINNETONKA NORTH WESTERN GLEN LAKE

Sponsored by: City of Minnetonka



## Corridor Development Initiative Summary Report and Final Recommendations

Submitted by: Gretchen Nicholls, Twin Cities LISC  
September 15, 2014

### Summary

The City of Minnetonka enlisted the Twin Cities LISC's Corridor Development Initiative (CDI) to facilitate a series of community workshops from June to August 2014 to identify development guidelines for the north western site in the Glen Lake neighborhood. The development guidelines will be presented to the Minnetonka City Council and EDA for their consideration.

The Corridor Development Initiative works to provide an opportunity for community members to help guide future development rather than simply react to a specific development proposal. The Corridor Development Initiative is an interactive process that brings diverse interests together to share perspectives and find common ground. The process creates the opportunity for people to discover and strengthen a voice of compromise, and to witness a way for diverse interests to achieve a shared vision.



Map showing the Western Glen Lake study area.

### The Study Area: Glen Lake’s north western site

The Glen Lake district is one of eleven village centers located throughout the City of Minnetonka. Originally a train station, the Glen Lake neighborhood has a small town feel and sense of community, amidst a glorious natural setting, including Glen Lake. The Glen Lake commercial area, located along Minnetonka Boulevard at Eden Prairie and Williston roads, is a mixed use area that includes walkable neighborhood-scale retail, and a range of housing (single family, multi-family, and a variety of senior living options).

The north western site is the last section to be redeveloped along the Glen Lake commercial area, and contains 10 individual parcels. A recent proposal for redevelopment on a portion of the site triggered the interest by the City to gather community input to inform their review and assessment of alternatives. The City determined that the Corridor Development Initiative would be a valued resource for informing what future development options might be considered. By utilizing the CDI series of community workshops to articulate community values for the area, and incorporate financial realities to potential development scenarios, the City of Minnetonka would be better equipped to respond to or guide subsequent development proposals. The CDI process provided an opportunity for community members to help set the stage for potential redevelopment, rather than react to a developer’s proposal.



Above: Attendees at the Block Exercise, July 2014.

### **Overview of the Corridor Development Initiative Process:**

The Corridor Development Initiative consisted of four community workshops. Approximately 93 community members attended the workshops, aimed at gathering input on community values and concerns, and assessing likely development scenarios that could meet those values. The process involved a technical team of facilitators, designers, developers, and city staff to inform and support participants as they explored ideas. Resulting from the process was an increased understanding by participants about the site’s challenges and opportunities, and identified ways that redevelopment could enhance the area for future and current residents. The purpose of the CDI process is to identify a range of development options that meet community goals and market viability, rather than landing on one specific development direction or product.

### **Community Outreach**

A variety of methods were used to notify the community about the Minnetonka Glen Lake Corridor Development Initiative workshops. Information about the public workshops was distributed through:

- A direct mailing of “Save the Date” postcards announcing the series of workshops to the neighborhood (notification area)
- 200 flyers distributed to the local businesses, to be posted for their customers.
- Email notification to the City’s list serve.
- The City of Minnetonka web site

Child care and translation services were available upon request to limit obstacles for participation. All participants that signed in for any of the workshops were notified in advance about upcoming sessions by email.

The series of CDI community workshops were held in the Chapel of The Glenn at 5300 Woodhill Road. They included:



## Mark your calendars!

We encourage you to attend all four events

Workshop I: Gather Information  
Monday, June 30, 2014, 6:00- 8:00 pm

Workshop II: Development Opportunities –  
The Block Exercise  
Monday, July 14, 2014, 6:00 – 8:00 pm

Workshop III: Developer Discussion  
Monday, July 28, 2014, 6:00 – 8:00 pm

Workshop IV: Framing Recommendations  
Monday, August 11, 2014, 6:00 – 8:00 pm

**All events are free and open to the public and will be held at:**

**The Glenn, Chapel  
5300 Woodhill Rd, Minnetonka**

For more information, contact:  
Loren Gordon at (952)939-8296 or lgordon@eminnetonka.com  
Gretchen Nicholls, Twin Cities LISC at (651)265-2280 or gnicholls@lisc.org

[www.eminnetonka.com](http://www.eminnetonka.com)  
[www.corridordevelopment.org](http://www.corridordevelopment.org)

The City of Minnetonka invites you to an exciting conversation to guide future redevelopment of the western Glen Lake area. With support from a team of design and development experts, community members will participate in a series of workshops to explore what's possible for the site.

*Childcare will be provided by request only. Please RSVP to Gretchen Nicholls at 651-265-2280 one week in advance of each workshop if you would like to request childcare, accommodations for disabilities or language interpretation.*

Above: Save the Date postcard that was mailed to residents.

### Workshop I: Gathering Information

**Monday, June 30, 2014**

Presentations were provided by City staff, and Todd Rhoades of Cermak Rhoades Architects about the Glen Lake neighborhood, and participants were asked to respond to four questions:

1.) What makes the western Glen Lake area interesting or unique?

**Themes:** Small town feel / sense of community, small businesses, safe, natural setting, unique location.

2.) What could be accomplished through development that would improve or enhance the area?

**Themes:** Additional services / businesses, housing, attract customers to the area, stronger connections, visual appeal.

3.) What concerns for the area do you have as future development occurs?

**Themes:** Traffic / parking, size / scale, housing, environmental concerns, types of commercial uses.

4.) Are there specific needs (housing, retail, office, etc.) for which this site would be a good fit?

**Themes:** Housing, retail, community space.

### Workshop II: Development Opportunities – Block Exercise

**Monday, July 14, 2014**

Participants worked at three tables, two that included the larger study area and two that included the subset of properties that are currently being considered for redevelopment (active sites), to explore different development scenarios. The scenarios were presented to the large group, and everyone discussed what they learned through the exercise. A few of the scenarios were within range of being financially viable.

### **Workshop III: Developer Discussion**

**Monday, July 28, 2014**

A panel of developers that represented a variety of development products (mixed use, senior housing, and commercial development) responded to questions from participants and provided information on the challenges and opportunities of redevelopment for the study area, and for the larger Glen Lake commercial area. The community desire for a grocery store or pharmacy for the area will require creative solutions (such as a smaller format grocery store or cooperative), given that the Glen Lake commercial area is not likely to attract “big box” or national retailers. When asked what their recommendations were for the site, all the panelists agreed that residential had the greatest potential for the site, with a small amount of retail and/or office space (mixed-use).

### **Workshop IV: Framing Recommendations**

**Monday, August 11, 2014**

Draft development guidelines were reviewed and edited by participants to reach consensus for the final recommendations (Attachment A). The final recommendations will be presented to the City Council and EDA at their September 15, 2014 meeting.

At the final workshop participants offered some reflections or take-aways from the Glen Lake CDI workshops:

- The process provided a concrete idea of what NW Glen Lake site could be and what it won't be. It won't be a big-box destination, which is reassuring. And it will likely be residential with some retail.
- There is a need for higher density to make commercial uses viable.
- The community perspective is important in shaping the core values, but what happens depends on the developer and the nature of the proposed project.
- We need more kids in the Hopkins school district (attract young families).
- Is this a vision for the Kraemer store? Or for the larger area?  
*The study area is broad (from the BP Station to the Kraemer site). The CDI recommendations will help the City react to redevelopment proposals for any of the parcels.*
- Recognition of the need to strengthen the walkability and bikeability of the area - could use more sidewalks and bike-only designated areas.
- Look for ways to strengthen the Glen Lake neighborhood as a special / memorable place.

### **Community Participation**

Workshop participants were largely residents from the immediate and surrounding area. A few local businesses owners also attended, as well as city officials. 40% of attendees participated in 2 or more of the workshops, and 7 out of 93 participants attended all four. An average of 36 participants attended per workshop.

### **Evaluation of the CDI Process**

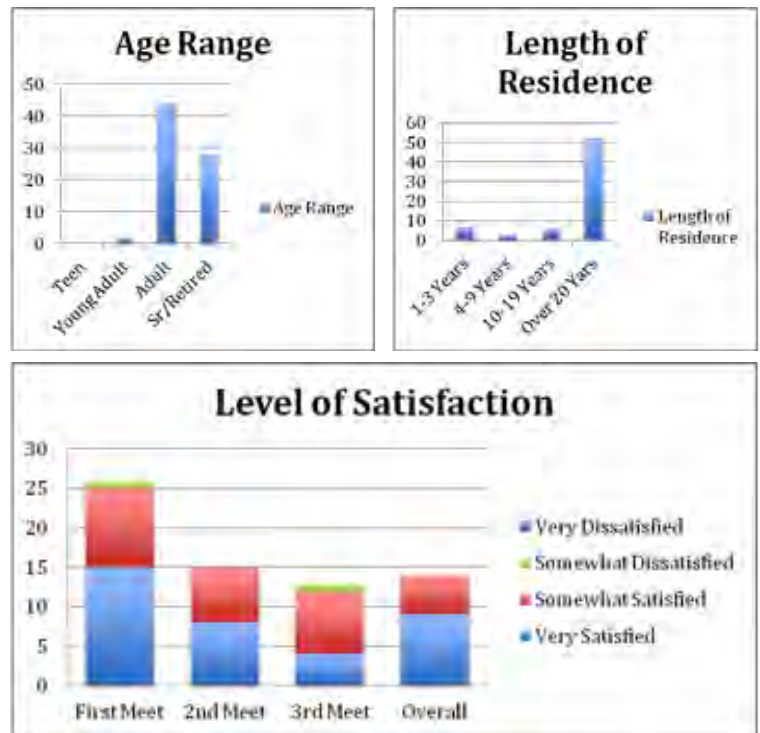
An evaluation form was distributed at each of the four meetings in the project series. The evaluation for the first three sessions sought to assess the degree to which the goals for the evening had been met and asked for specific suggestions for the next meeting. The evaluative question at the fourth meeting was the level of support for the final recommendations.

## Demographics of Participants

A couple of demographic questions were asked regarding the length of time living or working in the area and the age group of participants. The large majority of responses came from long-term residents and adults/seniors.

## Satisfaction

A question was also asked regarding the level of satisfaction with the meeting and the overall project. The number of people attending and completing evaluations varied for each of the meetings—ranging from a low of 13 at the 3rd meeting to a high of 26 at the first meeting. The vast majority (over 97%) of respondents were very or somewhat satisfied with each of the meetings and the project overall. Out of a total of 68 evaluation forms received throughout the project “somewhat dissatisfied” was indicated on only 2 of them.



## Individual Meeting Comments

Below are things that respondents reported worked best during each of the four meetings.

### Meeting 1:

- Group session discussions
- Well organized
- Working together
- Good to hear so many ideas/ concerns expressed by neighbors
- Briefing
- Overall very effective
- (5) Small group discussions, Small groups it was nice to have the collaborative effort Table talk, Break-out block writing sessions and hearing others responses
- Having questions prepared
- Well ran
- Good introduction
- (2) Multi input from many, Getting input from the community
- Enough seating for everyone
- Like the brainstorming between residents

### Meeting 2:

- Good group facilitator
- Got in a good group
- Splitting into group
- Everything
- Good leadership
- The physical demo

Above: Photos taken during the Block Exercise, February 2014.

- Lego block idea and financial feedback almost immediately
- Most people had a better idea of the challenge. Very few at this table understood the affect of typography
- Working in groups to construct plans
- Having table leaders that were brought in different approach was fun
- Groups discussion laying out block on table

*Meeting 3:*

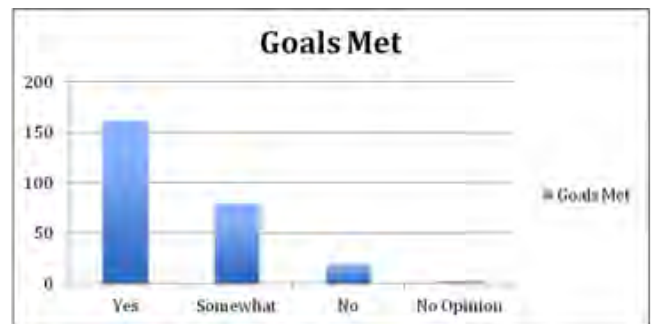
- The Panel
- Questions and answers
- Very informational
- Panel setting
- The questions facilitated by Barbara
- Good balance and qualified panel
- The moderator was fantastic one of the best moderators I have witnessed
- Good mix of panelist. I appreciate Barbara queuing up audience questions, so no one gets forgotten.

*Meeting 4:*

- The ability to collectively alter the draft on screen
- Facilitator had control
- Those present were able to participate in formulation of recommendations for presentation to city
- The process to get one document produced
- The ideas and concerns that came
- Good conversation airing of concerns
- Neighbor communication
- I am glad my neighbors have some goals and I do like the “Mayberry” feel of neighborhood
- All of it
- Discussion

**Achievement of Goals**

The ratings assessing the degree that the goals for each meeting were accomplished were also consistently positive. Each of the first three sessions had specific learning and opportunity goals. Participants were asked to rank the level of achievement for each of them. Below is a combined ranking of meeting goals over the first three meetings. Ninety-two percent indicated that the goals had been at least somewhat met during each meeting.



**Support for the Final Recommendations**

Fourteen of the 15 respondents indicated they could support the final recommendations from the final session. One person indicated that s/he could “somewhat” support them, but would want more specific information or didn’t get everything they had wanted.

**Overall Project Recommendation**

Participants were also asked to indicate if they would recommend the project to other cities. All 15 of the respondents indicated that they would do so.



## Conclusion

The north western portion of the Glen Lake neighborhood is poised for redevelopment. Nestled into a sloped topography, the site is in a prime location for a mix of residential, commercial, and office uses. The site offers the opportunity to enhance the walkability of the area, while incorporating additional neighborhood services to support the vitality of the neighborhood.

The study area includes 10 individual parcels, which presents a challenge for a coordinated redevelopment approach for the area. The City should consider establishing a phased long-term plan for the area to maintain a cohesive vision that would complement and enhance the surrounding neighborhood. To achieve the full potential of the site, the City will need to work proactively with developers (e.g. identify strategies for shared parking, coordinated and complementary uses, attract and retain needed retail and services, safe and effective traffic flow, etc.). However, residents don't want the City to wait for the perfect development if a good, viable development consistent with these principles becomes an opportunity.

The components of the north western study area should be complementary with the greater Glen Lake neighborhood. For example, the desire for a local grocery store continues. Perhaps a non-traditional solution could be identified for the larger Glen Lake neighborhood, such as a food cooperative (e.g. Lakewinds) and smaller grocery store / pharmacy option. A previous market study conducted by the City revealed that a grocery store would in fact be viable in the area. Given the market constraints of the area, there are opportunities for creative solutions with smaller retail concepts, and agreement not to sacrifice great for good.

The Corridor Development Initiative submits the attached recommendations to the Minnetonka City Council for your consideration regarding the north western Glen Lake site.

## Attachments:

- A. North Western Glen Lake Development Guidelines
- B. Fact Sheet
- C. Map of the North Western Glen Lake Study Area
- D. North Western Glen Lake Development Wish List (Workshop I)
- E. Block Exercise Summary Sheets (Workshop II)
- F. Developer Panel Discussion Meeting Notes (Workshop III)
- G. Evaluation summaries for each CDI workshop
- H. Attendance list for the North Western Glen Lake CDI workshops
- I. Overview of the Corridor Development Initiative
- J. Announcement / publicity flyer for the North Western Glen Lake CDI workshops

## A. North Western Glen Lake Development Guidelines



*Sponsored by: City of Minnetonka*



### **GLEN LAKE**

Located in a well-preserved pocket of the City of Minnetonka is historic Glen Lake. The Glen Lake area/neighborhood has a small town feel and sense of community, amidst a glorious natural setting. The neighborhood and commercial area located on Excelsior Boulevard at Eden Prairie and Williston roads is known as Glen Lake, named for the large lake located just southeast of that intersection.

In 1907, on the southwest corner of the intersection, Chris Kraemer set up a general store that sold food, sewing materials, hardware, animal feed and clothing. Electric streetcars and freight trains began traveling between Minneapolis and Lake Minnetonka on train tracks originally installed in 1881. The tracks ran through Glen Lake on the south side of Excelsior Boulevard and under a bridge for Eden Prairie Road, where a station was located. The line was discontinued in 1932 when buses became the primary mode of mass transportation. Traces of the line can still be seen just west of Glen Lake, especially at the entrance to Purgatory Park where a bridge traversed Purgatory Creek.

In 1958, Kraemer's store moved to the west end of a new shopping center, and by the 1980s, the business, now primarily a hardware store, occupied a new building across Excelsior Boulevard. Today, the Glen Lake neighborhood is a mixed commercial and residential area, with a hilly landscape, rich tree canopy, and clean local lake. From the unique businesses along Excelsior Boulevard, to the recent residential investments, Glen Lake is a walkable and inviting destination with excellent visual appeal of the natural and surrounding environment.



Map showing the Western Glen Lake study area.

## ASSETS

*The broader city of Minnetonka offers:*

- A proud reputation of preserving its natural resources – residents can enjoy 42 community parks, more than 40 miles of trails and more than 1,000 acres of public open space, as well as natural scenery that includes mature trees, wetlands, and prairies.
- Eleven village centers located throughout the city offer a variety of focus points for retail and services.
- A wealth of community resources, including three public school districts and three private schools, two libraries, many churches, a variety of transportation options, utility companies and other community agencies.

*Glen Lake neighborhood offers:*

- Natural amenities such as Glen Lake and Kinsel Park, nestled in a topography of rolling hills, marshlands, wetlands, and wooded areas that attract wildlife.
- A diversity of small businesses, restaurants, and housing options, including a spectrum of senior housing.
- A walk-able community that is small and safe, enhanced by local parks with athletic fields and a skateboard park.
- Schools and daycare services.
- A strong sense of unique history and place, such as Glen Lake Station.

## DEVELOPMENT GUIDELINES: NORTH WESTERN GLEN LAKE SITE

The north western portion of the Glen Lake neighborhood is poised for redevelopment. Nestled into a sloped topography, the site is in a prime location for a mix of residential, commercial, and office uses. The site offers the opportunity to enhance the walkability of the area, while incorporating additional neighborhood services to support the vitality of the neighborhood.

The study area includes 10 individual parcels, which presents a challenge for a coordinated redevelopment approach for the area. The City should consider establishing a phased long-term plan for the area to maintain a cohesive vision that would complement and enhance the surrounding neighborhood. To achieve the full potential of the site, the City will need to work proactively with developers (e.g. identify strategies for shared parking, coordinated and complementary uses, attract and retain needed retail and services, safe and effective traffic flow, etc.). However, residents don't want the City to wait for the perfect development if a good, viable development consistent with these principles becomes an opportunity.

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*Below: Photos illustrating the current land uses on the north western Glen Lake site.*





*Left: A park located in the north western Glen Lake area. Right: Mature trees surround the nearby residential areas.*

## **RECOMMENDATIONS FOR REDEVELOPMENT OF THE SITE INCLUDE:**

### **Goal 1: Maintain the small town / community appeal of the Glen Lake neighborhood**

- A. New development should encourage the continued mix of neighborhood scale retail and services.
- B. Any residential, commercial, or mixed use development or redevelopment design will seek to reflect and enhance the unique character of the Glen Lake area as a self-contained village.
- C. Create engaging pedestrian and bike-friendly streetscapes that connect the commercial area along Excelsior Boulevard with or to the surrounding area.
- D. Enhance the walk-ability and bike-ability of the area, with attention to stronger connections to other existing trails, commercial areas, parks, and Glen Lake.
- E. Design and site orientation must be respectful of residential and commercial uses.
- F. Consider impact on existing neighborhood character and single-family homes in the immediate vicinity.
- G. Use existing setbacks and height restrictions to blend elevation of development into existing topography.
- H. Retain a post office in the area.
- I. Provide for a diverse range of housing options, promoting a mix of household size and incomes (young and multi-generational appeal).
- J. Manage traffic flow and parking needs of the site so that pedestrians (rather than cars) are the dominant focus.
- K. Consider design elements and aesthetics that enhance transit and bike uses.
- L. Include elements that enhance the area as a unique and special place.
- M. Maintain setbacks to buildings to ensure a sense of openness for pedestrians.

### **Goal 2: Capitalize on the natural setting and environment**

- N. Create a stronger connection to the lake through pedestrian and bike trails, and way finding (signage).
- O. Utilize landscaping and streetscape amenities to improve pedestrian and bike safety.
- P. Limit surface parking with new development by considering alternatives such as underground or structured parking.
- Q. Ensure an effective transition between the development and the neighboring residential uses that preserves the natural areas as much as possible.



Above: A variety of existing land-uses can be found in the north western Glen Lake area.

**Goal 3: Produce high quality development that enhances the livability of the area**

Support was expressed for:

- Residential development, with the option of small scale commercial / mixed use.
- Residential uses that diversify the community, and would appeal to younger families, producing a multi-generational neighborhood.
- Commercial uses that complement and enhance surrounding businesses.
- The importance of a local grocery store or pharmacy to provide necessary conveniences for the community.
- Maintaining a post office in the area.
- Innovative commercial spaces that bring restaurants, retail, and places for people to gather.
- Medical offices or related services for the seniors and others.

**FOR MORE INFORMATION, CONTACT:**

**Julie Wischnack, AICP**

City of Minnetonka

Community Development Director

952-939-8282

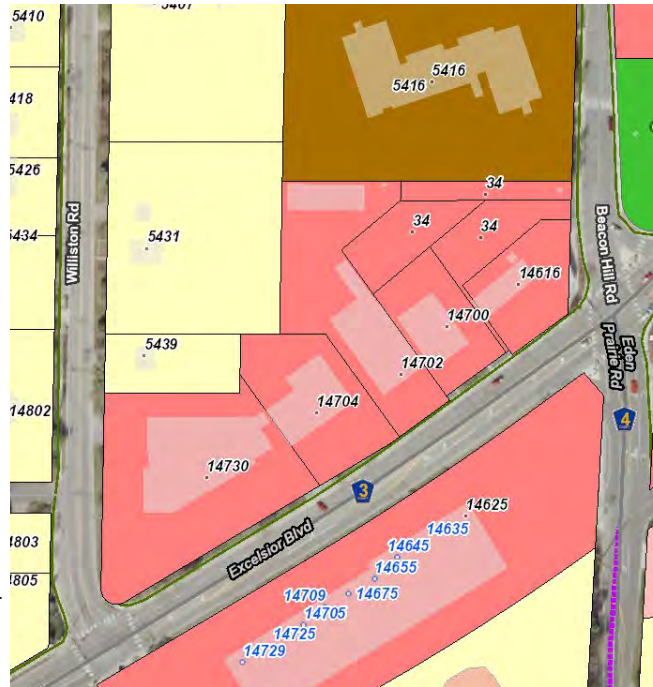
Jwischnack@eminnetonka.com

# Western Glen Lake -- Corridor Development Initiative Fact Sheet



## City Guidance and Property Information

- The Western Glen Lake study area is located in the Glen Lake Station Village Center. The city has long viewed this village center is a vital commercial, residential and activity center to the surrounding neighborhoods.
- In the 2008 Comprehensive Plan, the city approved commercial and single family residential guidance for the study area.
  - ◊ 8 of the 10 parcels are guided for commercial use (shown in red).
  - ◊ The northerly two parcels along Williston Road are guided for single family residential (shown in yellow).
- The study area this comprised of 10 parcels held by 6 owners. The total size of the study area is 5.37 acres.
- The commercial parcels have a long history of support to the Glen Lake area. Kraemer’s Hardware is the longest standing business in Minnetonka operating in a few locations in Glen Lake since 1904.



## Redevelopment Proposals

- Compared to the eastern portion of Glen Lake, the study area has experienced virtually no redevelopment in many decades.
- Within the past few years, a few proposals to redevelop the single family residential parcels as memory care residential have been reviewed by the city. The city denied these proposals.
- In early 2014, a development team (Lake West) suggested that the city entertain a mixed use residential and commercial development for the former Kraemer’s Hardware location. Initial feed back was the project was too intensive for the site and additional study of the site/area was needed.

# Attachment C. Map of the North Western Glen Lake Study Area





## Attachment D. North Western Glen Lake Development Wish List (Workshop I)

Minnetonka Western Glen Lake  
CDI Workshop I  
Small Group Discussion Notes  
June 30, 2014

### 1. What makes the western Glen Lake area interesting or unique?

“Small town” feel / sense of community

- Small town “home” feeling (2)
- Nature, private, nice lot sizes
- Appropriate size – not too tall or too large
- The people
- Everyone knows each other – see neighbors

Small businesses

- Unique small businesses – no chain retailers
- Diverse businesses and community
- The diversity (business and services) – grocery store, hardware store, different styles of housing
- Small business operators
- Small business
- Guns & dancing & post office
- Recent renovation of the strip mall
- Essential services – walking, easy access to those (grocery, bank, post office)
- Post office
- BP does repair
- Deox Gas at Mobil
- Currently a parking lot and garden market
- I want Butler Square with a rooftop restaurant

Safe

- Glen Lake is still regarded as a “community” – which is small and safe
- Safe area
- Accessible walkways
- Walkable
- Convenience – pedestrian access, proximity – walking
- No highway traffic – a walkable community already exists
- 2 lanes to one lane on Excelsior Blvd

Natural setting

- View off Wing Lake, unusual topography – rolling hills, trees, etc. keeps wildlife present within our community
- Landscape
- Hilly road

- Build on key assets such as Kinsel Point, Glen Lake, the history of the area.
- Glen Lake park
- Gardens

#### Unique location / Other

- Landlocked with limited space available
- Absolute west end
- Near residential
- Need to transition well
- On hill, water in basement of old building
- The Councils good or poor decisions for the use of the area

## 2. What could be accomplished through development that would improve/enhance the area?

### Additional services / businesses

- Perhaps some medical services
- A pharmacy
- Bring back the grocery store
- Bakery
- Better parking for post office
- Drug store
- Small businesses (dentist, auto parts, tax accountant, lawyers – office building)
- Additional stores and services

### Housing

- Inviting new families and new home buyers to the area keeping it vibrant
- Housing. Bring in younger families

### Attract customers to area

- Make Glen Lake a destination
- Identity
- Something that keeps “players” to stay in community (e.g. Dairy Queen, fountain)
- To bring more people to the area – families to move here, people to spend their money here
- Provide opportunities to see friends

### Stronger connections

- Extend walkways
- An actual bus terminal
- Bike path / lanes with connection to other bike paths
- Possible connection with SW LRT rail?

- Create pedestrian access from west of Glen Lake into business area

#### Visual Appeal

- Eliminate eye-sores
- An increase in green spaces and “artfulness” of area
- Balance (size)
- Beautification
- Green space

### 3. What concerns for the area do you have as future development occurs?

#### Traffic / parking

- Increased traffic
- Adequate parking and ingress / egress
- Parking to accommodate seniors, parents / young children where appropriate
- Traffic on Williston Road
- Traffic light / traffic control to allow better access to and from Woodhill & Excelsior Blvd
- Added traffic
- Parking for future development
- Parking needs
- Traffic
- Additional traffic leaking to traffic signals creates back-up

#### Size / scale

- Safety concerns with too large, too big – too many renter changes
- Development too large to sustain (e.g. parking, etc.)
- Avoid “large scale” projects
- Excessive height
- Encroach tall buildings on street
- Height of building
- Scale of building

#### Housing

- No more senior housing
- Lots of senior housing – no further need
- No more senior housing, no low-income housing
- Not all low cost housing

#### Environmental concerns

- Loss of trees
- Green trees
- Not pedestrian friendly

#### Commercial uses

- Two gas stations are excessive; neither is full range of services
- Not all big chain operators
- Keep businesses full
- Current retaining walls, drainage – new problems

#### Other

- Development does NOT happen
- Need to look at whole site as one entity
- Time frame
- Style

4. Are there specific needs (housing, retail, office, etc.) for which this site would be a good fit?

#### Housing

- Low-density townhomes
- Housing size and use
- Adds homes
- Homeowners

#### Retail

- Local bakery
- Local butcher / meat store
- Smaller restaurant
- Make the Kramer's "new" site more visible and viable
- A pharmacy
- CVS drug store
- Drug store
- Rx drug
- Keep post office
- Drug store
- Physical therapy
- Grocery store
- Post office remain
- Grocery / drug / convenience store
- Trader Joes or specialty grocery store
- No Trader Joes! Traffic!

#### Community space

- Exchange library
- Satellite site for Williston Community Center
- Landscaping should be included regardless of use.

#### Other

- Frustrations from last Wartman A/Bk development

- Young and multigenerational appeal
- Connection (visually pleasing) from east to west Glen Lake
- Bike lane
- Mixed-use
- Mixed-use building
- More parking with ramp behind building

5. What additional information would you like to have in order to assess the opportunities for housing and commercial development in the western Glen Lake area?

Background information

- What happened / status of Kinsel Point development?
- Why have previous developments failed?
- Continue to be notified by City of Minnetonka about development and substantial changes
- Bigger picture – Minnetonka & Metropolitan Council guide plan
- New bus schedule study
- Light rail connection
- School District capacity
- Walk behind the buildings
- See retaining walls
- Make the 2010 comp plan part of the discussion
- Issues surrounding rental vs. homeownership

Market data

- Survey business owners about their input and needs
- Old Market study (grocery store)
- Density needed to support small businesses

Financial incentives / tools

- What financial incentives are available from City to assist development?
- Will TIF be used?
- What type of city financial support?

Regulatory / fiscal impact

- Tax effect
- What variances will be required?
- Building within the slope restrictions?

## Attachment E. Block Exercise Summary Sheets (Workshop II)

### WESTERN GLEN LAKE: TABLE 1 EXTENDED SITE

#### SCENARIO #1



**DETAILS:**

Affordable Rental Units:  
 Market Rate Rental Units:  
 Home Ownership Units:  
 Total Units: 60  
 Average Building Height: 2.5 Stories  
 Levels, Below Grade Parking: none  
 Total Commercial S.F.: 25,000 sf  
**Key Ideas (notes from discussion plus further thoughts):**  
 Lots of open space, detached buildings



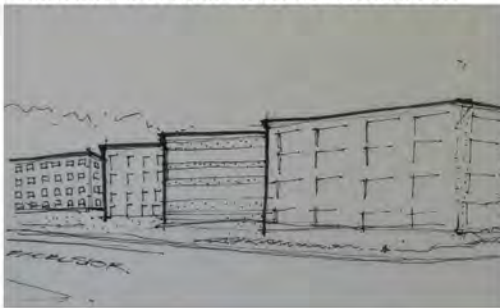
**RESULTS:**

Total Development Cost: \$26-30 million  
 \$5-6 million gap  
 Plenty of green space

**CONCLUSION:**

Huge financial gap (more than 20%); probably not feasible

#### SCENARIO #2: EXCELSIOR ON EXCELSIOR



**DETAILS:**

Affordable Rental Units: 12  
 Market Rate Rental Units: 112  
 Home Ownership Units: 0  
 Total Units: 124  
 Average Building Height: 4  
 Levels, Below Grade Parking: 1  
 Total Commercial S.F.: 20,000 sf  
**Key Ideas (notes from discussion plus further thoughts):**  
 Maxi it out. Recruit existing businesses to new retail.  
 Trees and green space along Excelsior.



**RESULTS:**

Total Development Cost: \$42 million  
 \$8 million gap  
 Plenty of green space

**CONCLUSION:**

20% gap, worth looking at more closely but getting a little far away.

CORRIDOR DEVELOPMENT INITIATIVE  
 WESTERN GLEN LAKE | MINNETONKA  
 JULY 14, 2014

# WESTERN GLEN LAKE: TABLE 1 EXTENDED SITE

## SCENARIO #3: OFFICE & OWNERSHIP



### DETAILS:

Affordable Rental Units: 7  
Market Rate Rental Units: 47  
Home Ownership Units: 24  
Total Units: 78  
Average Building Height: 4 Stories  
Levels, Below Grade Parking: 1  
Total Commercial S.F.: 20,000 sf

### Key Ideas (notes from discussion plus further thoughts):

Gas station stays. Four story office building, owner occupied townhomes, some open space. Restaurants.



### RESULTS:

Total Development Cost: \$32 million  
\$5million gap  
Plenty of green space

### CONCLUSION:

15% financial gap, not bad

# WESTERN GLEN LAKE: TABLE 2 EXTENDED SITE

## SCENARIO #1: GLEN HILLS



### DETAILS:

Affordable Rental Units: 12  
 Market Rate Rental Units: 48  
 Home Ownership Units: 0  
 Total Units: 60  
 Average Building Height: 3.5 Stories  
 Levels, Below Grade Parking: 1 (surface parking)  
 Total Commercial S.F.: 35,000  
**Key Ideas (notes from discussion plus further thoughts):**  
 Drug store on corner and a new post office plus new office space. Housing built into the hill with access of Excelsior. Surface parking for businesses.



### RESULTS:

Total Development Cost: \$28 million  
 \$5.5 million gap  
 Plenty of green space

### CONCLUSION:

Too large of a gap to be feasible. 1/2 of the financial gap was due to the commercial.

## SCENARIO #2: GLEN STATION



### DETAILS:

Affordable Rental Units: 16  
 Market Rate Rental Units: 8  
 Home Ownership Units: 24  
 Total Units: 48  
 Average Building Height: 2.5 stories  
 Levels, Below Grade Parking: 1  
 Total Commercial S.F. 30,000  
**Key Ideas (notes from discussion plus further thoughts):**  
 Drug store & restaurant on corner. First floor retail with housing along Excelsior. Owned condos on back portion of the site.



### RESULTS:

Total Development Cost: \$26 million  
 \$5 million gap  
 Plenty of green space

### CONCLUSION:

Too large of gap to be feasible.



# WESTERN GLEN LAKE: TABLE 2 EXTENDED SITE

## SCENARIO #3: COMMUNITY CORNER



### DETAILS:

Affordable Rental Units: 12  
Market Rate Rental Units: 48  
Home Ownership Units: 12  
Total Units: 72  
Average Building Height: 3.5  
Levels, Below Grade Parking: 1  
Total Commercial S.F. 10,000 sf

### Key Ideas (notes from discussion plus further thoughts):

Small town feeling along Excelsior, 1-2 story buildings.  
Housing concentrated on back of site.

### RESULTS:

Total Development Cost: \$30 million  
\$4.5 million gap  
Plenty of green space

### CONCLUSION:

15% financial gap, worth looking into further.

# WESTERN GLEN LAKE: TABLE 3 ACTIVE SITE

## SCENARIO #1: KRAMER'S POINT



### DETAILS:

Affordable Rental Units: 7  
Market Rate Rental Units: 13  
Home Ownership Units: 24  
Total Units: 44  
Average Building Height: 3 Stories  
Levels, Below Grade Parking: 1  
Total Commercial S.F.: 5,000

### Key Ideas (notes from discussion plus further thoughts):

Where is the best location for access into the property from Williston Road? Transition of density, higher towards Excelsior. Presence of green space.



### RESULTS:

Total Development Cost: \$19 million  
\$2.2 million gap (\$500K gap from commercial)  
Plenty of green space

### CONCLUSION:

Less than 20% financial gap, may be worth playing with a little more.

# WESTERN GLEN LAKE: TABLE 3 ACTIVE SITE



## SCENARIO #2: 1904--VERSION 1

**DETAILS:**  
 Affordable Rental Units: 0  
 Market Rate Rental Units: 0  
 Home Ownership Units: 64  
 Total Units: 64  
 Average Building Height: 3 stories  
 Levels, Below Grade Parking: 1  
 Total Commercial S.F. 10,000

**RESULTS:**  
 Total Development Cost: \$26 million  
 No gap  
 Plenty of green space

**CONCLUSION:**  
 The estimated home price was \$400,000



## SCENARIO #2: 1904--VERSION 2

**DETAILS:**  
 Affordable Rental Units: 0  
 Market Rate Rental Units: 32  
 Home Ownership Units: 32  
 Total Units: 64  
 Average Building Height: 3 stories  
 Levels, Below Grade Parking: 1  
 Total Commercial S.F. 10,000

**RESULTS:**  
 Total Development Cost: \$24 million  
 \$2 million gap  
 Plenty of green space

**CONCLUSION:**  
 Could be financially feasible

## SCENARIO #2: 1904--VERSION 3

**DETAILS:**  
 Affordable Rental Units: 0  
 Market Rate Rental Units: 48  
 Home Ownership Units: 16  
 Total Units: 64  
 Average Building Height: 2.5 stories  
 Levels, Below Grade Parking: 1  
 Total Commercial S.F. none listed

**RESULTS:**  
 Total Development Cost: \$24 million  
 \$3.5 million gap  
 Plenty of green space

**CONCLUSION:**  
 Worth looking into more

### KEY IDEAS FROM ALL THREE OPTIONS:

- Respect the adjacent neighborhood
- Transition of residential
- Green on Excelsior and Williston
- Neighborhood scale commercial
- A mix of apartment sizes

## Attachment F. Developer Panel Meeting Notes (Workshop III)

# Minnetonka: Western Glen Lake Corridor Development Initiative Workshop 3: Developer Panel

July 28, 2014

The Glenn, Chapel, 5300 Woodhill Rd, Minnetonka

## Meeting Notes

### Developer Panel Discussion

Facilitated by Barbara Raye, Center for Policy Planning and Performance

#### Panel Members:

- **Bill Beard, The Beard Group**
- **John Mehrkens, Senior Housing Group / Presbyterian Homes**
- **Pat Mascia, Briggs and Morgan**
- **Keith Ulstad, United Properties**
- **Tom Ryan, Oppidan Investment Fund**

#### *Opening Questions:*

1. What is your development expertise?
2. How would you redevelop the western Glen Lake area?

#### Bill Beard, The Beard Group

- Bill's development background includes mixed use projects with residential, commercial, and office components. Recent projects are located in Hopkins' Mainstreet, and Osseo.
- **Recommendations for the site: Residential with possible small amount of retail.**
  - It's a terrific site. There is a "there" here – a synergism and community feel that can be built on.
  - Learn from a recent mixed-use project I did in Hopkins:
    - Residential / rental units – 100% full
    - Commercial space – 100% vacant
  - Limit the commercial space.
  - The scenarios that were proposed in the block exercise weren't nearly as dense as other projects in the area.
  - Greater density can drive stronger amenities, and make the area more walkable. Many uses are already here.
  - You are on the right track with how you are looking at the opportunity of the site.

#### John Mehrkens, Senior Housing Group / Presbyterian Homes

- John specializes in senior housing of all types, and oversees project development and consulting services for Presbyterian Homes.

- **Recommendation for the site: Housing has good potential for the area. Neighborhood-based senior community (limited size) might work – not a larger compound.**
  - Already a significant amount of senior housing in the area. There is a value in multiple components that compliment each other.
  - Over time more seniors will be going to need housing products.
  - Making Glen Lake a destination that doesn't attract more traffic present conflicting goals.
  - The area won't attract national retail tenants. More likely to be smaller (Mom & Pop) / local retail options.
  - All-age housing products may also be saturated.

### **Pat Mascia, Briggs and Morgan**

- Pat's primary areas of expertise are in commercial real estate development and leasing, commercial real estate acquisitions, zoning and land use law, structured and project finance, and commercial and corporate finance. Recent projects include the West End in St. Louis Park, the Wilder Center in St. Paul (LEED Gold Certified), and almost 1.5 million square feet of industrial and office space.
- **Recommendation for the site: Primarily housing, but also cries for some sort of mixed-use.**
  - Limited possibility of some smaller office space.
  - The cost of redevelopment is high, and will push the need for density up.
  - Need to address the tension of parking and traffic.
  - Good area for neighborhood retail and local shops, but it will be hard for them to pay the higher rents of a new building.
  - As a residential site it looks fantastic.
  - For a mixed-use project, each element needs to stand on its own. The housing needs to be viable with or without the retail / commercial space. And the success of the retail / commercial space should not depend on the housing.

### **Keith Ulstad, United Properties**

- Keith's expertise is in retail investment and development. While focusing primarily on grocery-anchored neighborhood shopping centers, he also has a strong market knowledge, and relationships with many tenants in the retail sector. He has been responsible for the development or redevelopment of more than 25 shopping centers.
- **Recommendation for the site: Probably predominately a housing site. If retail / commercial mix it has to be done carefully, with primarily convenience services (of which there are already a fair amount in the area).**
  - 10 – 15,000 square feet of commercial space, maybe 20,000, could be viable. Which presumes 1,200 – 1,500 sf shops. (The meeting room space is about the same size.)
  - It's important to think about what the site is, and what it is not. There is a very hard boundary from a retailer's perspective. The area will not be attractive to national retailers.
  - I don't see it as an office site. Typically office begets office. Maybe small medical offices would work.
  - The site will most likely be led by housing, with well thought out commercial included. (Not primarily commercial, with housing included.)

### **Tom Ryan, Oppidan Investment Fund**

- Tom works with commercial clients to find sites, and supports them through city processes and lease negotiations or land purchases.

- **Recommendation for the site: Mixed-use.**
  - The site is unique.
  - Good location for a pharmacy.

***What is the “right mix” of housing for the area?***

JM No matter how many housing units are added on the site, it won't be enough to tip the market to bring retailers here (presuming 30 – 130 new units built). It's not a dramatic enough increase to the market. There is a diversity (or continuum) of the senior housing market, from independent to skilled nursing. The most well received type is Independent Living – which is also the most challenging to do as free standing element. People are moving into this type of housing at later stages of life (more frail). An interim step is a townhome / condominium / cooperative. The trend will continue with new home services, allowing people to stay in their homes longer. Cooperatives are a good ownership model, predominately independent, few parking needs, lower density might lend well to the site.

***What's the right size of commercial space?***

PM Depends on the type of use. Larger restaurants, such as CRAVE, need 10,000 square feet. Smaller restaurants, like a sushi place, might use only 2,000 square feet. The size of the space needed depends on the neighborhood / customer base. Outdoor seating helps to expand the seating area. A yogurt shop is typically 1,200 square feet. For a 10,000 square foot area, you would probably need 10 tenants / stores.

KU The challenge is in designing the retail space. A shallow commercial space is 60 feet deep. 30,000 square feet requires a lot of customers to fill it up. Mixed use needs to be carefully done, and designed so that all uses can succeed.

PM The depth of the retail presents a challenge for what you build above (configuring vertically). Also, be thinking about how open space is integrated in the site. The more you add commercial space, the more parking you will need.

TR We used to think that people would live, shop, all in one place (vertical uses). That didn't turn out to be true. All elements need to support themselves independently from each other.

KU The big challenge of mixed use is that the developer needs to build to what is hot. Waves that go through the economy don't support doing different things at the same time. I have a project working now that was originally going to be condo / office. We ended up shifting through six different uses, and are finally landing on three. Mixed use projects are a matter of market timing – you need to wait for the stars to align.

***How can we make the area more walkable?***

People will walk around Glen Lake, but they won't walk to Glen Lake. There's no grid, and the area converges around the site. The lack of a street system will hurt walkability. To make it more walkable, put structured / surface parking near Glen Lake. Get to the site, make it convenient so that people will become pedestrians.

***How can we attract people to the area?***

JM Creating a destination is a lofty goal. Something that would get people to drive in from other places might be a series of specialty shops. More people usually means more parking. Housing will be underground parking, and will require fewer spots than commercial uses. Structured parking will be financially challenging: \$27,000 per stall vs. \$3,500 - \$4,000 per stall for surface parking.

BB Rule of thumb – the purpose of place-making is to make an area special or cool for those who live in the area, greater good for the community. Making it a great spot, means it will be a great place to live. Concentrate on making one space special, which makes the neighborhood special. When you have a lot of retail, it requires a higher parking requirement, which may detract from the place-making elements.

JM There are many tension points to be managed.

***What does a developer look at to select a site? What would draw you to a particular site?***

TR The price of the site and its access for retail. Access is less important for housing. The Gold Nugget is a draw for the area.

***Explain more about “the box / boundary” that limits the retail market of the area?***

KU The area is bounded by Hwy 494, 7, Crosstown, and 101. Major roads are a psychological barrier for people. This is a neighborhood retail setting – and a cool one (e.g. Gold Nugget, Kramer Hardware). A grocery store needs a market area of 42,000 households to be viable.

***What happens to the existing businesses on the site? Will they need to move? Or could they stay?***

PM The hard part is the transition for existing businesses, and the need for temporary relocation during construction. The other challenge is higher rents in the new space (necessitated by the cost of the new construction). Often the local retailers are not able to stay, even if they can deal with temporary relocation.

***What's the likelihood that the entire site gets developed together, given the multiple property owners?***

- PM Depends on how the City wants to stage it. What will the plan be long term? It may be that no one can purchase all the sites, but a plan could be in place that is staged over time. The fact that a developer would need to aggregate multiple sites makes a larger project much more challenging to do.
- JM An economic package will appeal to an investor. The big challenge is in trying to assemble multiple sites, and keeping everyone on the same page (usually there is at least one hold out). A phased approach allows for transition, but adds to the cost.
- BB No developer will want to come in to do the whole site all at once. There are no tools to accomplish (site acquisition) easily. A land use plan could help.

***Wouldn't office space as a component of a mixed use project offer more foot traffic which would create a destination?***

***Attempts at grocery stores keep failing. Would a smaller Mom / Pop drug store or grocery store be viable?***

- BB Developers don't create a market, we respond to it. No matter how much a community want it, it won't happen unless the market is there. Office space is very compatible with mixed use residential.
- TR Not sure if this is an office market. Not easy to access. A grocery store could potentially work as a smaller foot print. The previous grocery store that recently closed did so because of other problems.

***Glen Lake is bordered by two schools / daycare, which are great for bringing people into the area for goods and services. Wouldn't that factor in to strengthen the market for a grocery store?***

***Can we work with a corporate partner to acquire and hold sites for a long-term vision and strategy? Example: DesMoines IA***

- KU The school and daycare are great for bringing people in, but not enough traffic to impact retail. There's not enough daytime population to attract restaurants.

The simple answer to the second question is no – Land ownership is a cost on a balance sheet. Businesses are putting more work into longer term growth plans. United Health Group purchased a site at Shady Oakes, driven by what they need for their business rather than what the community needs.

- PM As Cargill put together their new campus they considered how to recruit and keep talent. They assessed where their employees lived, and looked for a location that would



be easily accessible. Be-the-Match (a bone marrow business) wanted to be near light rail.

Office growth is hard to count on today. There hasn't been much employment growth, and there are a lot of vacant office buildings to fill before building new.

JM The Des Moines example was about social accountability, and the need for the city to remain competitive. In a larger region its harder to do.

The likelihood of finding a small grocer is difficult. The margins for grocery stores are very small (no room for error). A different kind of grocer may work. Pharmacies have a strong system to assess viable sites. The likelihood is more remote.

BB Smaller format grocery stores are happening (e.g. Aldi's, Trader Joes, Kowalski). The sector needs clarity to figure out if the smaller stores are a viable option. It's really about the viability of the location (not as much about the rents).

### ***What's hot in development right now?***

JM Senior housing – just look at the demographics. Actually, the baby boom won't access senior housing for another ten years. Today's seniors are active and independent longer. Pockets of housing types will have certain success due to pent up demand.

PM Industrial. Apartments continue to hang on. Rumors that the condo market is starting to come back. Office is not (it's stable but not hot).

KU Fast, casual dining / fresh fast food (e.g. Chipotle). Smaller grocery stores (28 – 30,000 square feet) are being tested. Industry standard is 50 – 60,000 square feet. Lakewoods Co-op is an example of a smaller grocery store. Fresh Time farmers market (30,000 sf) has an emphasis on fresh produce.

TR Discount stores (e.g. Goodwill). Note the recent acquisition of Family Dollar by Dollar Tree to compete with Walmart.

BB The Osseo residential project we are doing has 71 units, designed for a mix of age levels (Millenials, Baby Boomers, Gen X). They want the same things on the exterior, but different interior spaces. Baby boomers want larger units with storage. Millenials need less space – smaller units.

### ***What makes a site attractive to a developer?***

PM A lot of what is discussed in the block exercise scenarios are viable – it depends on the right mix. Attracting national retailers is not a viable option. Multi-story office building is not a viable option. What makes a great site? The surrounding context, what's

missing that might be added? Figure out the pieces of the puzzle. A developer takes on a lot of risk, and when it doesn't work out, they absorb the losses. Ultimately, having the right location at the right price is what works.

***Is there an unmet demand?***

KU It feels like a great residential site, with retail as an amenity. It's a well connected part of town.

***Are we already filled out with neighborhood retail?***

KU The post office is a great draw – important amenity. Keeping it will make the development better.

BB You can do residential without retail. In our Osseo project on Main Street the community wanted retail. We showed them the cost of putting retail in the project, and they decided not to. There is a "there" in Glen Lake. The cost to do retail will require subsidy in the 15% to 20% range.

JM There are economics to making a project work. You need to look at the value of the site, not the price of the site. This site can be developed as a housing only site (or housing as the dominant component). Other retailers would probably like more retail in the area.

***What about Target Express? Or Walmart, who is looking at a smaller option?***

KU Possibility, but too soon to tell. Target has one Target Express at 16,000 square feet (a pilot project), but the jury is still out as to whether it will be successful. Walmart is talking about doing a smaller store, but they haven't figured out how to bring the scale down. It's a ways off, but I'm not saying it won't come.

***Your risk is our risk. Members of the community are exhausted by previous development. A high-rise condo project is still sitting idle. How would that inform this site? And what would you advise the City Officials if you were a resident?***

TR The idle project wouldn't have a huge impact on future development – not enough housing units (rooftops) to affect the market.

PM Absolutely, the community shares in the risk. No developer comes in wanting a project to fail. The developer is putting the money in. There are so many moving parts, the assumptions can't be controlled. The best the community can do is to be knowledgeable about what the developer is about (background), do a market study, and this process is a great step to be informed. Educate yourself and you will have more success than failure.

BB In our Osseo project, 80% of the residents came from the local community. People don't want to leave their community, but also don't want the responsibility of home up-keep.

***It's good that we are getting an understanding of what density will be needed. The previous proposal for the site wasn't necessarily bad, but concerns about traffic pushed the developer off. What is it going to take give a proposal the green light?***

**(Closing Comments)**

BB Redevelopment is scary because people don't know how it will end up. When proposals are submitted, they don't know how to react. Minnetonka is a great place, and that won't change. Think about how to add another piece to make it more special. One redevelopment project won't change who you are as a community.

JM I commend you for the work you are doing, and I understand why you are tired. This process is a good way to educate each other about how to make a project successful. The good news is that it's a viable site, and will attract people who are willing to go through the brain damage to make it work.

PM West End was grueling. It took three years to plan, had a lot of conflict, was a painful process, AND we ended up with a better project. You need to build trust on both sides.

KU It's good to have constructive criticism. A clear vision is better for everyone. I'm impressed by the process and the strong turn-out on such a nice summer night.

TR This is a special community. I encourage you to keep working together.

## Attachment G. Evaluation summaries for each CDI Workshop

### Corridor Development Initiative Western Glen Lake

#### *Evaluation – June 30, 2014*

Tonight's session was the first in a series that will engage residents in planning for the Western Glen Lake area. We would like to know how well the session met its goals. Please complete this form and leave it on the registration table. Your feedback will be used to make improvements throughout the project.

1. What worked well or were good parts of the session for you?

- Group session discussions
- Well organized
- Working together
- Good to hear so many ideas/ concerns expressed by neighbors
- Briefing
- Overall very effective
- (5) Small group discussions, Small groups it was nice to have the collaborative effort Table talk, Break-out block writing sessions and hearing others responses
- Having questions prepared
- Well ran
- Good introduction
- (2) Multi input from many, Getting input from the community
- Enough seating for everyone
- Like the brainstorming between residents

2. What could have been improved?

- Acoustics
- History of the area, the culture that is current
- Better sound
- Larger projection of slides.
- A better description (up front) on why we are starting this discussion/purpose of this planning project
- Light snacks and beverages
- Can't read the slides. Blue print doesn't show. Too small print.
- First slide (Loren) hard to read small letters, light color
- The facilitator should get familiar with the site. She seemed unaware that the hardware store is still in Glen Lake or that there is still a post office on the site
- Define West Glen Lake
- Greater context of the community, Metro Council, Minnetonka, DOT roads, what the state has in mind for us long term.
- More detail on current status of properties/projects
- Nothing
- Meet the people at table before start
- Intro was important but a little long

3. Please rate the following items by putting an "x" or "√" in the appropriate column.

## Corridor Development Initiative Western Glen Lake

Question	Yes	Some- what	No	No Opinio n
• Do you have a good understanding of the characteristics of the area and things that could be considered when evaluating development options?	19	8	0	1
• Did you get good information about the history of the area and other projects that have occurred here?	9	12	7	0
• Do you have a good list of the benefits and opportunities that the right development could bring to the area?	10	14	4 Maybe the city could have provided examples	0
• Do you have a greater understanding of the concerns your neighbors have regarding future development on the site?	22	7	0	0
• Did you have the opportunity to speak and to be heard?	26	2	0	1

4. Would you recommend the next session to your neighbors/colleagues?

27 - Yes	1 - No	1 - No Opinion
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Comments: Publicize more

5. What additional information would you like to have included in the next meeting?

- Success story examples and examples of what the city is trying to do
- Hard to work a splinter without a big picture overview. Should do community level at least before the small area of interest
- Construction choices
- Future traffic considerations, city planning's idea on what are the future needs for the area
- What the city thinks is sustainable in the area. And if there are plans or ideas that have been put forth
- What are the advantages and disadvantages of this development?
- I heard a lot of conflicting comments. It will be very interesting to see how it resolves
- You did just about everything you could within the time frame
- Old market study
- What current business owners think would be helpful

## Corridor Development Initiative Western Glen Lake

- Like to see what progresses with next meetings

6. How long have you lived or worked in the area?

(1) = 1-3 Years	(1) = 4-9 Years	(2) = 10-19 Yrs	(25) = 20+ Years
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7. What age bracket do you represent?

0 = Teen	1 = Young Adult	14 = Adult	12 = Senior/Retired
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8. What cultural/ethnic heritage do you represent?

- 14 Caucasian
- 4 Germans
- 3 Scandinavians
- 1 Basque
- Life long Minnesotan
- Middle income, master's degree

Comment:

Too many of us and not enough ethnic diversity  
Scandinavian and German - but in MN since 1855

9. How did learn about tonight's session?

- Friend on Glen Oak received mailing x
- Flier at Glen Lake Café
- Post card/car in mail (11)
- Neighbors are involved
- Word of mouth/friend (3)
- E-Minnetonka.com.mailing
- Postings (2)
- Mailing (4)

10. What had you hoped to get from tonight's session?

- Community views
- Information on what may be developed
- Information (2)
- Trying to figure out the purpose of this discussion. What is driving this?
- Ideas and problems

## Corridor Development Initiative Western Glen Lake

- Meeting what just what I expected
- Concerns/desires of the community
- Receive additional information, learn more about the project.
- See what others in the community thought
- Understanding on what our neighbors want in this area
- Energy for change
- Information about the possibilities for proposed sites
- Share ideas-good
- My voice heard
- If view things as “no” (no development) This encouraged me - there might be things I do want
- A better understanding

11. How satisfied are you overall with tonight’s session?

<b>15 = Very Satisfied</b>	<b>10 = Somewhat Satisfied</b>	<b>1 = Somewhat Dissatisfied</b>	<b>0 = Very Dissatisfied</b>
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Optional: Any other comments you would like to share?

- I’m concerned about this discussion. It is not my intention to be driving the small businesses out of Glen Lake by participating. I understand the need for planning but this is not my endorsement to bring out the bulldozers and flatten the NW corner.
- Please not another 50<sup>th</sup> & France! Traffic lights are not a viable (good) decision for the area. Parking is key, connection (access) to the rest of the world is key, hwy 7 & 62 signage for “Glen Lake”
- Good idea for community meeting/ discussion
- Keep up the good work
- Good to get input
- I don’t feel a real sense of urgency with the planning process. Participation (full) is a large time commitment when the “ outcome” is just “planning”. What is the council’s commitment to action?
- Very informative
- Good introduction
- Hope citizens are heard this time, unlike the bundled ABC of Wartman’s project that was accepted over community’s objections.

## Corridor Development Initiative Western Glen Lake

*Evaluation – July 14, 2014*

Please tell us how effective tonight’s Block Exercise was in meeting its goals.

1. What worked well?

- Good group facilitator
- Got in a good group
- Splitting into group
- Everything
- Good leadership
- The physical demo
- Lego block idea and financial feedback almost immediately
- Most people had a better idea of the challenge. Very few at this table understood the affect of typography
- Working in groups to construct plans
- Having table leaders that were brought in different approach was fun
- Groups discussion laying out block on table

2. What could have been improved?

- More significant data draft ownership
- Some not open to others opinions felt their ideas were always better
- Less air conditioning warmer temperature
- Make the groups smaller. The facilitator was a little to forceful with his ideas rather than asking leading questions for us to solve problems
- Better instructions re: not moving from your table and doing 3 versions at one table
- We didn’t have time to discuss how our plan s fit our goals. We were too focused on costs
- More mapping to remind of the greater context of the proposed development

3. Please rate the following items by putting an “x” or “√” in the appropriate column

Question	Excellent	Good	Fair	Poor
• Community members had an opportunity to build sample development options.	13	3	0	0
• Participants gained knowledge about market influences and financial feasibility of their ideas.	11	5	0	0



**Corridor Development Initiative**  
Western Glen Lake

<ul style="list-style-type: none"> <li>Participants had an opportunity to hear ideas from other community members about multiple options for the future.</li> </ul>	11	5	0	0
<ul style="list-style-type: none"> <li>Design considerations, traffic flow, parking, and other development concepts helped in preparing for a successful development.</li> </ul>	6	7	3	0

4. How long have you lived or worked in the area?

_(3)_ 1-3 Years	__ 4-9 Years	_(2)_ 10-19 Yrs	_(10)_ 20+ Years	_(46)_ Not Apply
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5. What age bracket do you represent?

_(0)_ Teen	_(0)_ Young Adult	_(9)_ Adult	_(8)_ Senior/Retired
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6. What had you hoped to get from tonight's session?

- More information about the development
- A better understanding of how to use the property
- A better understanding of economies of development
- How far the development would be. How many buildings affected
- Involvement - learning
- No gas station, No gun shop, restaurant okay
- Well addressed
- Just what we got
- A feel for what's being thought of
- More information on grocery etc.

7. Would you recommend the next session to your neighbors/colleagues?

_(13)_ Yes	__ No	_(2)_ No Opinion
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## Corridor Development Initiative Western Glen Lake

8. What additional information would you like to have included in the next meeting?

- Current or proposed plans for the site
- More community involvement is good
- What is the likelihood that the grocery store and dance studio would be part of the development
- I would like a CAD representation of heights slope actual altitude of site. Sketch up would help
- Traffic limits on Williston

9. How satisfied are you overall with tonight's session?

_(8)_ Very Satisfied	(7)_ Somewhat Satisfied	__ Somewhat Dissatisfied	___ Very Dissatisfied
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Additional comments. (Optional)

- Wonder how much all of this is costing the city (tax payers?)
- Need a more realistic look at development projects
- I would like to get peoples names and location residence around development. Small map needed more reference of neighborhood. Expand map outside red line.
- Great job
- Thanks
- It was fun

**Corridor Development Initiative**  
Western Glen Lake

*Evaluation – July 28, 2014*

1. What worked well?
  - The Panel
  - Questions and answers
  - Very informational
  - Panel setting
  - The questions facilitated by Barbara
  - Good balance and qualified panel
  - The moderator was fantastic one of the best moderators I have witnessed
  - Good mix of panelist. I appreciate Barbara queuing up audience questions, so no one gets forgotten.
  
2. What could be improved?
  - How do you get more neighbors involved; such a small percent attends
  - The panel lacked ability to explain what will work, too much negativity, too much discussion what does not work. Want information on what should be developed. Heard housing, but little information on the type of housing. Bill was completely out of touch with audience and their needs. Panel was too focused on their message, not the needs of community.
  - Doesn't seem very "open" to any ideas. Need one developer having a record or experience thinking outside the box to be creative or take a low risk for real success.
  - Acoustics
  - The panel questions by the moderator were not informative for the most part
  - Very timely
  - More time for questions
  
3. Please rate the following items by putting an "x" or "√" in the appropriate column

Question	Yes	Some-what	No
• You gained information about options developers think are possible at the site.	9	4	1
• You better understand the considerations that developers use when selecting a site.	11	3	0
• You gained ideas about how the community can build a relationship with developers regarding its vision.	5	6	3
• You had an opportunity to ask questions and discuss with the panel and others the goals and concerns you have for re-development.	9	4	1

## Corridor Development Initiative Western Glen Lake

4. What additional information would you like to have before our final meeting?
- Would the developer be open to reflection on our comments, what do they think?
  - Outside source market study
  - Exact plans
  - Why is it already “one” parcel (2 lots, plus Kramer’s) rather than still looking at the option of “two” parcels

Additional Comments:

- *I came late to the meeting so I missed much of the developers insights*
- *Good, realistic –world opinions*
- *Excellent comment on knowing your developer*

5. How long have you lived or worked in the area?

0-3 Years (2)	4 -9 years (1)	10-19 years	20 + years (11)
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6. What age bracket do you represent?

Teen	Young Adult (1)	Adult (10)	Sr/Retired (3)
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7. How satisfied are you overall with tonight’s session?

Very Satisfied (4)	Somewhat Satisfied (8)	Somewhat Dissatisfied (1)	Very Dissatisfied
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# Corridor Development Initiative

## Western Glen Lake

### *Session 4 – August 11, 2014*

1. What was most helpful about tonight’s session?
  - The ability to collectively alter the draft on screen
  - Facilitator had control
  - Those present were able to participate in formulation of recommendations for presentation to city
  - The process to get one document produced
  - The ideas and concerns that came
  - Good conversation airing of concerns
  - Neighbor communication
  - I am glad my neighbors have some goals and I do like the “Mayberry” feel of neighborhood
  - All of it
  - Discussion

2. Can you support the recommendations the group developed and approved?

Yes	No	Somewhat
14		1

- More yes than no because of the diversity of opinion, I didn’t get everything I wanted.
  - Need more specifics
3. What did you gain from the project overall? (i.e. relationships, insight, information etc.)
    - Some new ideas about Glen Lake that I can support. Some of my ideas have changed based on new view points
    - Relationships, insight, information (3)
    - Information (2)
    - Insight
    - Increased sense of community-peaceably
    - Interest and feedback grew with each meeting
    - Developer perspective
    - An understanding of what the community and the developers want and what they can do.
  4. What could have been improved to make the project more effective?
    - The last session needed more than 2 hours to obtain consensus. Very hard to build a final document from a diversity of people in only 2 hours.
    - Well done to bring locals into awareness
    - Online feedback/suggestions
    - Bit off too much (to get done?) for this time frame

- Be more practical and realistic
- In session 4 some of the changes suggested were to nit picky, overall the sessions were interesting
- “?” (2)

5. Would you recommend this series/project to other cities or communities?

<b>Yes 15</b>	<b>No</b>
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6. How many sessions did you attend?

<b>1 session</b>	<b>2 sessions</b>	<b>3 sessions</b>	<b>4 sessions</b>
<b>3</b>		<b>6</b>	<b>6</b>

- Attended only one session – but read all the city project files

7. How long have you lived or worked in the area?

<b>0-3 Years (1)</b>	<b>4 -9 years (1)</b>	<b>10-19 years (2)</b>	<b>20 + years (11)</b>
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8. What age bracket do you represent?

<b>Teen</b>	<b>Young Adult</b>	<b>Adult (11)</b>	<b>Sr/Retired (5)</b>
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9. Overall how satisfied are you with the project?

<b>Very Satisfied (9)</b>	<b>Somewhat Satisfied (5)</b>	<b>Somewhat Dissatisfied</b>	<b>Very Dissatisfied</b>
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10. Do you have any additional comments you would like to make to LISC, the City staff or elected officials?

- More input by city staff
- No
- Excellent process
- Great job

## Attachment I. Overview of the Corridor Development Initiative



### Corridor Development Initiative

#### Overview

The **Corridor Development Initiative (CDI)**, coordinated by the **Twin Cities Local Initiatives Support Corporation (LISC)**, is a proactive planning process to assist the planning and development of mixed-use projects, including mixed income, higher density housing along major corridors, with access to transportation options, retail amenities, parks, and job opportunities. CDI fosters an exciting partnership among neighborhoods, city government, and a technical team of development consultants, design experts, and facilitators to connect market opportunities with neighborhood and city goals and raises the level of dialogue around redevelopment issues. In 2007 the Corridor Development Initiative received the American Planning Association's **National Planning Excellence Award for a Grassroots Initiative**.

"The Initiative shows the importance of getting residents meaningfully engaged in shaping the future of their neighborhoods," said APA Awards Jury Chair Carol Rhea, AICP. "Any community looking for a new way to resolve controversial neighborhood redevelopment and infill issues should consider using this as a model," she said.

The heart of the program involves an interactive block exercise facilitated by a neutral team of design and development experts from the Initiative's technical team. Through this hands-on educational workshop residents, neighborhood leaders, and other participants develop their own housing or mixed-use development proposals and test them to see whether they are financially viable. As a result, participants learn about cost factors and other considerations developers must address when putting together a proposal.

"The Corridor Development Initiative pulls citizens out of the reactionary role that they play in community development decisions, and into a proactive role where they play an active part in directing development for their community," said Gretchen Nicholls, Program Officer at Twin Cities LISC and Corridor Development Initiative Coordinator. "It models a new way to engage cities and communities by raising the level of dialogue around redevelopment issues, and setting the stage for future development. People come to realize how density and affordable housing become tools for creating a viable development project," she said.

Through the Initiative's consensus approach, said Minneapolis Mayor R.T. Rybak, citizen energy is harnessed "to build communities far stronger than anything government can do alone." The Corridor Development Initiative is used in both urban and suburban cities throughout the Twin Cities metropolitan area, and is being replicated in other cities nationally.

For more information contact:

Gretchen Nicholls  
Twin Cities LISC / Corridor Development Initiative  
651-265-2280  
[gnicholls@lisc.org](mailto:gnicholls@lisc.org)

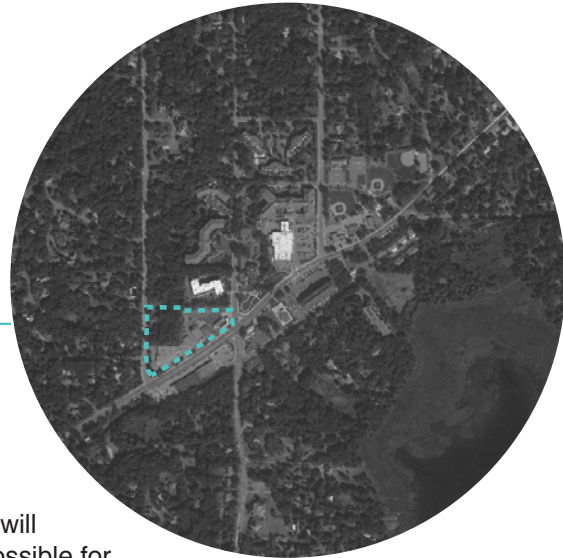
Videos and testimonials are available at: [www.corridordevelopment.org](http://www.corridordevelopment.org)

## Attachment J. Announcement / publicity flyer for the North Western Glen Lake CDI workshops

# Join us in guiding the future redevelopment of western Glen Lake!

(NORTH SIDE OF EXCELSIOR BLVD BETWEEN WILLISTON AND BEACON HILL ROAD)

The city of Minnetonka invites you to an exciting conversation to guide future redevelopment of the western Glen Lake area. With support from a team of design and development experts, community members will participate in a series of workshops to explore what's possible for the site.



Sponsored by the  
City of Minnetonka

Childcare will be provided by request only. Please RSVP to Gretchen Nicholls at 651-265-2280 one week in advance of each workshop if you would like to request childcare, accommodations for disabilities or language interpretation.

**For more information, contact:**

Loren Gordon at 952-939-8296  
or lgordon@eminnetonka.com  
Gretchen Nicholls, Twin Cities LISC  
at 651-265-2280 or gnicholls@lisc.org

## Mark your calendars!

We encourage participants to attend all four events

All events are free and open to the public and will be held at:

**The Glenn, Chapel**  
5300 Woodhill Road, Minnetonka

### Workshop I: Gather Information

Monday, June 30, 2014, 6:00 - 8:00 pm

What is important and unique about western Glen Lake? What are the concerns about future development, and what can be achieved through development?

### Workshop II: Development Opportunities -- The Block Exercise

Monday, July 14, 2014, 6:00 - 8:00 pm

Join your neighbors in an interactive workshop to create feasible development scenarios for western Glen Lake. Design and development experts will be on hand to share ideas and insights.

### Workshop III: Developer Discussion

Monday, July 28, 2014, 6:00 - 8:00 pm

Explore the opportunities and challenges of development with a panel of developers and market consultants to build a strategic road map for the future of western Glen Lake.

### Workshop IV: Framing Recommendations

Monday, August 11, 2014, 6:00 - 8:00 pm

Contribute to the creation of development recommendations for western Glen Lake which will be submitted to the Minnetonka city Council and Planning Commission.

[www.eminnetonka.com](http://www.eminnetonka.com) | [www.corridordevelopment.org](http://www.corridordevelopment.org)