

CITY OF BLOOMINGTON  
2215 WEST OLD SHAKOPEE ROAD  
HENNEPIN COUNTY, MINNESOTA 55431

CITY COUNCIL MEETING

Approved Minutes  
Strategic Planning Session  
Meeting #5a

8:30 a.m.  
February 9, 2002  
Virchow/Krause  
Conference Room

Roll Call

Council Present: Mayor Winstead, Councilmembers D. Abrams, S. Elkins, M. Fossum, H. Harden, S. Peterson, and V. Wilcox.

Staff Present: Mark Bernhardson, Larry Lee, Charlie Honchell, Police Chief Willow, Jim Truax, Terri Heaton, Dave Ornstein, Evelyn Woulfe, Jack Pasternacki, Don Erickson, Diann Kirby, Karen Kraemer, and Barb Clawson.

Welcome and  
Introduction

City Manager Mark Bernhardson welcomed the Council and staff members to the 2002 Council Strategic Planning Session. He provided an overview and introduction to the session that included specific discussion questions for Council to ponder. To accomplish this, Council reviewed, discussed, and participated in the following: A human mapping exercise, a physical mapping exercise, a review of governmental models, and a logo discussion.

After summarizing the Community Vision, Bernhardson explained that the Council would be breaking into four small groups with a couple of staff people participating in each group for the purpose of identifying key demographics and what impacts those projections will have on the community and City services. The groups would then reconvene to discuss their findings.

Bernhardson reviewed the following slides regarding demographics: Bloomington's population, number of households, and number employed in Bloomington from 1940 projected through 2020. He stated that an increase in the number of under 18 population is expected to rise as is the over 65 group. The number of people per household has dropped and will continue to do so as Bloomington's population ages. Statement was made that multiple housing has dropped off in recent years and that it is a national problem that will require a national solution. Bloomington's rate of unemployment is 3.3% and currently 106,993 people are employed in Bloomington. He stated that some of the competitive factors in a metro region are location, climate, vacation desirability, business costs, and natural resources. He described Bloomington's key competitive advantages have been education and work ethic.

According to the information provided in Blueprint 2030, an exercise completed by the Metropolitan Council, the expectation is that between 2000 and 2030, 1 million more people will be living in this area, there will be 500,000 more households, and 550,000 jobs. The growth forecasts are significant.

Council requested staff obtain data regarding home prices compared to the CPI and fair market rents compared to the CPI for the Metro Region from the Metro Region Housing & Redevelopment Authority.

At this point, Bernhardson instructed the groups to meet to discuss the key demographics that are going to be the most important between now and 2030 and what those changes mean for the community.

## Results of Human Mapping Exercise

Human mapping exercise produced the following comments:

1. Empty nesters staying in homes longer.
2. Less people becoming disabled.
3. Companionship is a reason to live in multiple senior housing.
4. Friends and community will be more important in people's location decision than climate or living near children.
5. Minority population growth expected.
6. Trend toward older people continuing to do their jobs from their home.
7. Need to re-evaluate home occupation requirements to accommodate others who will want to work at home as they age.
8. Expected change is reason why people choose to live in Bloomington.
9. Life expectancy increasing so more older seniors than we currently see in Bloomington.
10. Rate of change in minority population will have a noticeable impact that could lead to the development of ethnic neighborhoods within the community.
11. Forecasted increase in density in this region. (Question by Council: Does Bloomington want to densify? To be discussed under values and vision.)
12. Economics and workforce: What jobs will be available?

Following were the comments made by Council regarding what impacts the human mapping projections will have on the community and on City services:

1. More need for Creekside-type facilities with revamped services.
2. Provide low-income services and housing for Bloomington citizens.
3. Need for more senior housing and more choices.
4. Need for more affordable, attractive housing for young families.
5. How to keep older housing areas attractive.
6. How to promote Bloomington as a place to live.
7. Challenge to provide seniors who don't drive with quality services.
8. Emergency services availability.
9. How to preserve the sense of community.
10. What approach to take in shaping ethnic cells in the future (reactive or proactive).
11. Challenge to provide services in a language other than English.
12. Provide more mixed-use housing.
13. Density projections will result in a need for more housing closer to employment.
14. Need for more transit.
15. Need for more neighborhood services, especially for seniors and less affluent.
16. Where would the higher density housing be located?
17. Do we land bank for future housing developments?
18. Need to provide services within walking distance of home and work.

## Results of Physical Mapping Exercise

Physical mapping produced the following comments:

1. Create neighborhood commercial centers (senior housing, walk to shopping, walk to public transportation).
2. Need to revisit zoning laws to allow for mixed uses (residential above commercial, etc.).
3. Provide higher density housing along Ring Route.
4. Improve public transportation.
5. Car dealerships - are there other locations for them besides 494 & I-35W that will still give them the visibility they desire?
6. Senior and Youth Centers.
7. Casino? (Would Council support it? Discuss at a study session.)
8. Neighborhood traffic - volume and speeds. (Study Item on street widths at 2/25 meeting.)
9. Higher density housing near 494 and better transit needed along 494 and Ring Route.
10. Do Bloomingtonites want to live in higher density housing above retail commercial, in high-rises along 494 or 35W, and around industrial buildings?

Physical Mapping  
continued

11. Will there be the possibility of a 35W LRT that turns west along R.R. right-of-way all the way through Bloomington?
12. Should housing be diversified in terms of price range?
13. Does Bloomington want to increase housing density or should it be a place to aspire to and not necessarily be a place to start out? Housing for more established families would have long-term stabilizing effect on Bloomington.
14. Should Bloomington offer a wide range of home types? (starter, middle range, and high end)
15. Diversity in Bloomington's housing and its businesses are part of the vision and diversity is its strength, not just diversity in people.
16. Continue to densify the office area in northwest Bloomington (Normandale & 494).
17. Manage the trend for big box retail and look at neighborhood centers and regulate the type of development allowed in the neighborhood centers.
18. By policy, should the City have a place for neighborhood-type retail uses along the Ring Route, east of Nicollet Avenue?
19. Policy decision should be made regarding to what level the City improves or increases the carrying capacity of Bloomington's local streets. (If highway congestion does not improve in the future, more traffic will be forced onto local streets.)
20. Look at existing ordinances. Should they be more user friendly to allow for compromises to encourage renewal and/or redevelopment? (Setbacks as an example.)
21. Explore sensible public/private opportunities to bridge the gap for redevelopment.
22. Community Center possibility.
23. Should a group similar to the former Bloomington Development Corporation be reassembled to be more proactive in looking for redevelopment opportunities that could utilize both private and public resources?

Logo Lunch Discussion

Comments regarding the logo design:

1. Keep it simple and not abstract.
2. Support for the Bloomington/gateway design ("B" imposed on a bridge), represents progress and might look good in a reduced size for business cards.
3. There is no clear, identifiable community icon or mascot to represent Bloomington.
4. Maybe a more straightforward, less abstract logo would be more appropriate.
5. Council to e-mail Diann Kirby with feedback regarding logo designs.

Governance Model  
Overview

Bernhardson summarized the elements from two models regarding the concept of governance to get Council's feedback on how they see their role as a city council.

Carl Neu, Jr. - Article - [10 Habits of Highly Effective Councils](#) (Speaker at NLC Conference Seminars and Local Newly Elected Officials Seminars)

1. Think and act strategically (people trust local government).
2. Understand and demonstrate the elements of teams and teamwork (council acts as a corporate body).
3. Master small group decision-making.
4. Clearly define roles and relationships.
5. Establish and abide by a council-staff partnership.
6. Make a systematic evaluation of policy implementation.
7. Allocate council time and energy appropriately.
8. Set clear rules and procedures for council meetings.
9. Get a valid assessment of the public's concerns and an evaluation of the council's performance (use of surveys).
10. Practice continuous personal learning and development as a leader.

The article posed the following fundamental questions for the Council to consider:

1. Who does the council represent, the owner or the consumer?
2. Why does the City of Bloomington exist and does it add value to the community?
3. What function does the governing board perform for the organization? (Governing board interfaces between the people by whom they are elected and they are the governance.)
4. A good governance model will create a division of the governing body (address the fundamental values of the members of the governing body and force an external focus).
5. Enable an on-going, outcome driven organizing system - focus on outputs.
6. Separate the large issues from the small ones.
7. Force forward thinking.
8. Enable proactivity.
9. Facilitate diversity and unity.
10. Describe relationships to relevant constituencies.
11. Define a common basis for discipline.
12. Delineate the board's role in common topics.
13. Determine what information is needed.
14. Balance over-control and under-control.
15. Use board time efficiently.

The four policy categories described by John Carver are as follows:

1. Ends
2. Executive Limitations
3. Council/city manager relationship
4. Governance process

Wilcox stated that the City Council reviewed this governance model a few years ago along with Burnsville's City Council and that varying opinions were generated that had a serious effect on the Burnsville City Council. Staff to provide more background.

Council Comments

Harden expressed her appreciation that staff is proactive and provides the Council with the information they need to make decisions.

Abrams would like to see the Council's role be more proactive and would like the opportunity for the Council to discuss the "big picture" type of issues at a policy level in order to get out ahead of the curve and guide the direction of where the City is going. He would like to see a more formalized approach to what policy issues the Council should discuss. He also suggested that a periodic communication be provided to Council on the list of issues that staff is reviewing on a policy level with a timetable as to when Council can expect a report.

Winstead suggested that the Council be regularly briefed on prior and current policies so that they can determine if some of them need to be revisited.

Wilcox inquired if an opportunity could be provided for Council Members, during a regular meeting, to introduce a concern or policy matter to see if other Council Members would be interested in pursuing further. If they are, staff could prepare a preliminary report that Council could determine if the matter or policy should be pursued with Council discussion.

Elkins suggested that the City utilize the advisory commissions more and that they be allowed to study policy issues, utilize staff's expertise, hold public hearings, and make an eventual recommendation to the City Council. Council supported this idea adding that commission members be allowed to present their findings and/or recommendation to the City Council.

Council Comments

Abrams stated that he would like to see the Council have a greater opportunity to shape some of the issues before they are faced with making a yes or no decision during the meeting.

Bernhardson summarized by stating that the strategic planning session is the opportunity for Council to define the Council's vision for the city and the major things that have to be done to accomplish the vision.

Winstead suggested that a new agenda item be added at the end of every agenda titled, "Issue Introduction" to give Council Members the opportunity to introduce their concerns or issues. If two or more Members desire to have it pursued, preliminary feedback would be provided by staff to allow the Council to determine if the matter should be pursued further.

Bernhardson stated that the strategic planning session would be continued at the February 25 Study Meeting.

Meeting Adjourned

Meeting was adjourned at 2:06 p.m.

Barbara Clawson  
Council Secretary