



**New Brighton Economic Development Commission
Agenda
Upper Level Conference Room | Zoom
New Brighton City Hall 803 Old Hwy 8 NW, New Brighton , MN
7:30 AM June 3, 2026**

Members of the Economic Development Commission will attend the meeting in person unless eligible to attend remotely per MN Stat. 13D.02.

To participate in this meeting, members of the public may:

- **Attend the meeting in person.**
- **Watch the meeting electronically.** Tune into CTV Channel 8023 (CenturyLink) or Channel 16 (Comcast). To observe the meeting as a livestream or a webcast, visit NBMN.info/View-A-Meeting

I. Call to Order and Roll Call

Chair Victoria Prasek	Commissioner Rosalynne Spicer
Commissioner Kristen Johnson	Commissioner Jim Sorbel
Commissioner Jonathan Dummer	Commissioner Mark Lindley
Commissioner Bruce Howard	Commissioner Merhawi Yigzaw

II. Approval of Agenda

III. Approval of Past Minutes

1. May 6, 2026

IV. Report from City Council Liaison

V. Business Items

1. **Housing Action Plan Policy #4: Developer Strategy**
2. **Comprehensive Plan Strategy: Housing & Economic Development**

VI. Adjournment



MINUTES
New Brighton Economic Development Commission
Regular Meeting – May 6, 2026
7:30 a.m.

I. Call to Order

The meeting was called to order at 7:30 a.m.

II. Roll Call

Members Present: Commissioners Jonathan Dummer, Bruce Howard, Kristin Johnson (arrived at 7:34 a.m.), Rosalynne Spicer, Jim Sorbel and Merhawi Yigzaw

Members Absent: Commissioners Mark Lindley and Victoria Prasek

Also Present: Ben Gozola-Assistant Director of Community Assets & Development, Carl Gillies-DCAD Technician and Councilmember Jason Steffenhagen

III. Approval of Agenda

Motion by Commissioner Dummer, seconded by Commissioner Sorbel to approve the agenda as presented.

Approved 5-0

IV. Approval of Minutes

Motion by Commissioner Sorbel, seconded by Commissioner Yigzaw to approve the minutes from the April 1, 2026 meeting.

Approved 5-0

V. Report from Council Liaison

Councilmember Steffenhagen provided the EDC with an update from the City Council. He explained the Council received reports from each of the Commissions at a recent worksession meeting. He reported the downtown visioning and housing policies would continue to be top priorities. The Commission thanked the City for continuing to pursue feedback from the

community for the downtown visioning project. It was noted the Taco John's property was ready for a new tenant.

VI. Business Items

A. Housing Action Plan Policy #3: Zoning Audit

Gozola reported the City of New Brighton has been committed to advancing housing for several years. The Comprehensive Plan, Housing Study, and Housing Action Plan have set into motion the implementation of several policies to make housing easier and better in the City. In late 2025, the City Council set forth a number of policy priorities for housing, and that direction included completing a zoning audit to identify ways current zoning may be restricting supply, and changes to consider moving forward. This work is only intended to identify next steps and will not include an ordinance to implement desired changes. Staff is pursuing a second grant to help facilitate that work. He explained Breanne Kennedy from Thrive, LLC, was in attendance (virtually) to review the Housing Action Plan Policy #3: Zoning Audit, as part of our on-going Housing Action Plan efforts. EDC feedback on each draft policy will be critical to ensuring these efforts are successful, so we look forward to your input.

Breanne Kennedy, Thrive LLC, addressed the EDC regarding the Zoning Audit. She provided the EDC with a primer on zoning, the barriers and solutions that were in place when it comes to zoning and discussed other important pieces when considering zoning. She explained the City had a historically low vacancy rate. She provided further information on the housing crisis the metro area was facing. She commented on how the zoning code and comprehensive plan can assist the City with reaching certain values and goals for the community. She reported the City would have to consider what larger parcels were vacant, blighted or underutilized that could be redeveloped for housing. She indicated another topic the City should consider is the commercial areas that were overparked and what the City's parking requirements should be going forward. She reviewed a list of recommendations for ordinance changes, which included zoning map changes, adding medium and high-density housing as a permitted use in commercial districts, reducing lot size minimums, lot depth, lot coverage and open space requirements in all districts, and reexamining market demand for parking. She encouraged the City to pursue partnerships with other organizations in order to advance housing in the community.

Discussion included:

- The Commission asked if the City could change its setback requirements. Ms. Kennedy reported generally cities control setbacks and building heights, but noted new construction had to follow State building code requirements as well.
- Staff commented on the goals and vision that could be set within the next Comprehensive Plan and noted how an expansion of allowable uses could increase the amount of housing in the community.
- Further discussion ensued regarding the land in the community that has not developed.

- The Commission asked how attractive New Brighton was for new development. Ms. Kennedy reported New Brighton looked very similar to other communities.
- Councilmember Steffenhagen asked if the 62 acres of vacant land in the community was desirable. Gozola reported staff could provide the EDC with a GIS map showing the vacant land in the City.
- The Commission asked what incentives were available to assist with developing vacant parcels. Gozola stated the City did not have a lot of funding options available but could use TIF to assist with redevelopment projects.

B. Housing Action Plan Policy #4: Developer Strategy

Gozola reported this item would be addressed by the EDC at a future meeting.

C. Monthly Business Contacts Round Table

Gozola stated each month, the Commission will go around the table and let each Commissioner provide updates on their business contact(s).

Discussion included:

- Commissioner Dummer reported he had no updates for the group.
- Commissioner Yigzaw stated Gifford Fitness asked him about upcoming roadwork projects. He reported the API group would like to know who the best contact would be for that organization. Gozola stated he could provide Commissioner Yigzaw with this information.
- Commissioner Johnson explained she worked for State Farm and noted she makes connections with local commercial businesses on a routine basis. She noted the golf course and the future of that property was a hot topic at this time.
- Acting Chair Howard stated he contacted Dupont and was awaiting a return call.

D. Monthly Climate Action Plan Activities Round Table

Gozola reported each month, the Commission will go around the table and let each Commissioner provide any updates they may have regarding climate action plan initiatives.

Discussion included:

- There were no updates at this time.

VII. Adjourn

The meeting adjourned at 8:55 am

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Ben Gozola". The signature is written in a cursive style with a large, stylized "B" and "G".

Ben Gozola
Assistant Director of Community Assets and Development



Agenda Section:	Business Items
Meeting Date:	June 3, 2026

REQUEST FOR COUNCIL CONSIDERATION – EXECUTIVE SUMMARY

ITEM DESCRIPTION: Housing Action Plan Policy #4: Developer Strategy

Action Requested: <u>Discussion</u>
Form of Action: <u>Recommendations</u>
Votes Needed: <u>N/A</u>

Summary Statement:	<p>The City of New Brighton has been committed to advancing housing for several years. The Comprehensive Plan, Housing Study, and Housing Action Plan have set into motion the implementation of several policies to make housing easier and better in the city. In late 2025, the City Council set forth a number of policy priorities for housing, and that direction included developing a strategy to engage and inform developers of opportunities here in New Brighton.</p> <p>Breanne Kennedy from Thrive, LLC, was with the EDC on 5/6/26 to review Housing Action Plan Policies #3 & #4, but we ran out of time last month and did not get to the Developer Strategy discussion. We will revisit that item this month.</p>
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Recommendations:	Review the proposed developer engagement strategy prior to the meeting, listen to the presentation, ask questions as desired, and provide feedback & direction on changes to the strategy you believe are needed.
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Applicable Deadlines:	This will be the EDC's primary opportunity to review and comment on Draft Policy #4. If possible, all policies, in finalized forms, will come back to the commission for final review towards the end of this process.
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Community Impact:	Ensuring developers the City would like to work with are fully aware of opportunities here has the potential to result in projects that might not otherwise come to fruition.
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Legislative History:	<p>Sept 2025 -- City Awarded a Met Council Policy Development Grant to complete a Housing Action Plan.</p> <p>Oct 2025 -- Council authorized a contract with Thrive LLC to lead the Housing Action Plan efforts.</p> <p>Nov 2025 -- EDC, the Equity & Planning Commissions, and the City Council are provided introductory information and are asked to take the Housing Action Plan Survey to identify the specific topics to be explored by this planning effort.</p> <p>Jan 2026 -- Topics to be studied are finalized by Council.</p> <p>Feb 2026 -- Policy #1 (Housing Rehab Program) drafted and reviewed.</p> <p>March 2026 -- Housing Rehab Program finalized and partner selected.</p> <p>April 2026 -- Housing Rehab Program Anticipated to be approved on 4/14/26; Draft Policy #2, Inclusionary Housing Policy, reviewed for the first time.</p> <p>May 2026 -- Zoning Audit and Developer Strategy examined.</p>
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Strategic Priority:	<u>Economic Development</u>
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Fiscal Impact:	Financial Consideration?	<u>No</u>
	Revenue/Expenditure Amount:	\$
	Financing Source:	<u>N/A</u>
	Notes:	

Attachments:	1. Developer Engagement Strategy
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Developer Engagement Strategy – Outline

The purpose of this document is to provide a clear action plan for getting more housing in New Brighton through active developer engagement.

- 1) Root all work in the “why” as summarized in the Housing Action Plan by developing a 1 to 2 page housing brief to hand out to developers.
- 2) Identify and prioritize 10 to 20 sites where housing is desired. These could include public and private sites, corporate campuses or religious institution infill sites, or underutilized commercial and light industrial sites on edge areas.
- 3) Re-zone these properties accordingly.
- 4) Create a package with housing brief and sites for developer engagement.
 - a. Parcel details + map
 - b. Zoning + what’s allowed (and what could be allowed)
 - c. Conceptual yield (e.g., “40–60 units possible”)
 - d. Known constraints
 - e. Photos
 - f. City priorities/incentives
- 5) Finalize target developer list and prioritize
 - a. Local infill builders
 - Northshore
 - Bader
 - Reuter Walton
 - Crowe
 - Lupe
 - b. Regional multifamily developers
 - Doran
 - Sherman
 - JO Companies
 - REE
 - Enclave

- c. Affordable housing developers
 - d. Mixed-use specialists
 - o Alatus
 - o Opus
 - o United Properties
 - o Ryan
- 6) Direct Outreach - Calls and Meetings to share package and match make to specific sites
 - 7) Host an annual Developer Convening/Roundtable – Share information collectively. Let developers know New Brighton wants housing and has updated zoning
 - 8) Issue RFPs for city owned sites
 - 9) Determine policy for when city resources will be considered or used (TIF)



Agenda Section:	Business Items
Meeting Date:	June 3, 2026

REQUEST FOR COUNCIL CONSIDERATION – EXECUTIVE SUMMARY

ITEM DESCRIPTION: Comprehensive Plan Strategy: Housing & Economic Development

Action Requested: <u>Discussion</u>
Form of Action: <u>N/A</u>
Votes Needed: <u>N/A</u>

Summary Statement:	<p>Starting later this year, work on the New Brighton 2050 Comprehensive Plan will need to begin!</p> <p>At this time, staff would like EDC feedback on Chapter 4 in the current 2040 Comprehensive Plan meaning you have a bit of homework leading up to the June 3rd meeting.</p> <p>Please review the current Chapter 4 (attached), and come to the meeting ready to discuss:</p> <ul style="list-style-type: none"> • What do you like about the approach used in the current plan? • What is missing from the current plan? • What areas (if any) are unclear or need a different approach within the new plan? • What are the most important data points to update in the new plan? • What information (if any) proved to be unnecessary? • Have you seen other approaches you'd like emulated in our next plan? • What else should staff keep in mind as we prepare to hire this work out or complete it in-house?
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Recommendations:	Review the existing Chapter 4, and come to the meeting ready to provide feedback on how staff should approach the 2050 update.
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Applicable Deadlines:	None. The City has until December 31, 2028 to complete its next comprehensive plan update.
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Community Impact:	The comprehensive plan is the foundation for much of what the City will strive to accomplish over the next decade. Making sure this update is the best it can be will set the City up for long-term success.
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Legislative History:	<ul style="list-style-type: none"> - Comprehensive plans are required to be penned or updated every ten years per State Statute. - The 2040 Comprehensive Plan (New Brighton's current plan) was adopted in 2019. - The recent issuance of system statements to cities sets December 31, 2028 as the deadline for approval of a new/updated plan.
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Strategic Priority:	<u>Financial Sustainability</u> <u>Economic Development</u> <u>Community Engagement & Belonging</u>
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Fiscal Impact:	Financial Consideration?	<u>TBD -- desired updates may require consultant help</u>
	Revenue/Expenditure Amount:	\$
	Financing Source:	TBD
	Notes:	

Attachments:	<table border="1"> <tr> <td>1.</td> <td>Chapter 4: Economic Development and Housing</td> </tr> </table>	1.	Chapter 4: Economic Development and Housing
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CHAPTER 4. HOUSING & ECONOMIC DEVELOPMENT

The City of New Brighton is a fully developed first tier suburb of the Minneapolis/St. Paul metropolitan area. New Brighton is conveniently located a short distance from both downtown Minneapolis and downtown St. Paul. Its central location close to a large concentration of jobs and colleges has shaped New Brighton as a convenient place to live and work.

Into the next century, the focus on housing and economic development will continue to be on maintenance, infill development, and redevelopment. The vision plan goal for housing in New Brighton is to ensure people, of all walks of life, have the opportunity to live in the community their entire lives. This philosophy towards housing (referred to as “Life Cycle Housing”) is intended to continually meet the needs of the evolving demographic profile of New Brighton and surrounding communities. A key to creating a quality environment for job and tax base growth is being a great place to live. Thus a quality housing stock is intrinsically linked to New Brighton’s strategic intent for economic development “...to increase and broaden the City’s tax base.”

HOUSING PLAN FRAMEWORK

The future of the City of New Brighton relies heavily on a diverse supply of high-quality housing that is available to residents at multiple income levels. Housing is usually the single biggest investment made by an individual household. Likewise, as residential represents the highest percentage of land use in the community, housing is arguably the largest investment target (from a quality of life as well as financial perspective) by the community as a whole.

This housing plan sets a vision for places to live within the community, establishes a roadmap to ensure citizens have access to housing resources, and identifies implementation steps to ensure the community is a safe, convenient, comfortable, attractive, and affordable place to live.

Chapter Contents

- Housing Plan Framework
- Historical Development Pattern
- Existing Housing Supply
- Current Housing Needs
- Expected Future Housing Demand and Needs
- Implementation
- Economic Development

Objectives & Policies

The following are the City's objectives and policies relative to housing:



HSG 1.0 Maintain and Enhance Existing Housing Stock

- HSG 1.1 Participate in low interest loan programs to assist low to moderate-income homeowners with housing maintenance and home improvements.
- HSG 1.2 Target housing rehabilitation program efforts and redevelopment efforts to older neighborhoods.
- HSG 1.3 Encourage participation in the Crime Free Multi-Family Housing Coalition.



HSG 2.0 Provide a Wide Variety of Housing Types to meet the Needs of a Diverse Community at all Stages of Life

- HSG 2.1 Encourage housing development on undeveloped or skipped over lots within existing developed neighborhoods that is consistent with the style and type of housing in the surrounding neighborhood.
- HSG 2.2 Encourage and promote redevelopment projects that will add to the diversity (both in terms of housing styles and price ranges) of New Brighton's housing supply creating more life-cycle and affordable housing opportunities.
- HSG 2.3 Encourage and support the rental housing community (both tenants and landlords/property managers) in addressing the needs of the rental community.



HSG 3.0 Promote Neighborhoods that are walkable, safe, and connected to amenities

- HSG 3.1 Encourage creative mixed use development in key redevelopment corridors. This development should integrate housing with public places, retail, and service commercial.
- HSG 3.2 Protect the integrity and long-term viability of residential neighborhoods and eliminate land use conflicts through code compliance.
- HSG 3.3 Continue neighborhood and town hall meetings and other community interaction activities that help ensure strong, safe neighborhoods.

HSG 4.0 Ensure an Adequate Supply of Quality Affordable Housing

- HSG 4.1 Continue to collaborate with non-profit or limited profit affordable housing developers to acquire sites and rehabilitate dilapidated

housing structures including apartments and single family homes.

- HSG 4.2 Encourage the use of Planned Unit Developments (PUDs) on remaining vacant parcels to allow for smaller parcels and possibly more affordable housing units.
- HSG 4.3 Co-apply for CDBG money or other funding with affordable private housing developers.
- HSG 4.4 Assist large rehabilitation projects by selling bonds to raise funds for private developers.
- HSG 4.5 Periodically review zoning ordinance provisions and other regulatory tools to ensure they do not restrict infill or redevelopment to the point of creating barriers to the development of affordable housing. (These regulations include minimum floor areas, minimum lot sizes and standards, garage stall requirements, permit fees, and others).

HISTORICAL DEVELOPMENT PATTERN

New Brighton has grown incrementally over time with the majority of its housing stock built during the 1960s and 1970s. In fact, over 65% of New Brighton's total housing supply was built during this period. The oldest housing stock can be found near the old downtown area generally from 1st Avenue NW to 6th Avenue NW, and from 5th Street NW to 10th Street NW. Many older homes can also be seen along major roadways (particularly Old Highway 8, Long Lake Road, and County Road E) and around the City's major water bodies (Long Lake and Pike Lake). These homes were generally built prior to 1950, and are pre-World War II in many instances. New housing has continued to occur within these older areas via redevelopment and the infill of vacant lots.

Over time, housing development within the City expanded westward from the Old Highway 8 corridor and the old downtown area. This trend can be observed through the housing styles and street patterns in residential neighborhoods. In the older neighborhoods, the predominant housing style is a bungalow situated on a narrow lot on a typical grid patterned street system. The second wave of housing saw single story ramblers become the popular housing choice, and such homes were usually situated on a curvilinear road or cul-de-sac. Over 40% of the City's current housing stock are ramblers; while split-entries, colonials, and split-levels comprise the majority of the remaining homes. The vast majority of multi-family housing was also built during the 60s and 70s. This housing type typically consists of 12 to 18 unit, three-story buildings, usually with limited off street parking and little green space or play area. Many of these apartment complexes remain very affordable because they lack the amenities that newer apartments include such as heated parking, ample storage, and in some cases in-unit laundry.

The City's newest housing developments are primarily located in the western portion of the community. These include higher priced luxury single family homes in Wexford Heights, affordable townhomes and condominiums in Brighton Square, and market rate single family homes and townhomes in the walkable New Brighton Exchange neighborhood.

EXISTING HOUSING SUPPLY

New Brighton is an excellent place to live. A 2017 survey of New Brighton residents found that 92% of the sample rated the quality of life as either “excellent” or “good”. This high level of satisfaction can be attributable to many things including the excellent condition of the housing stock. Even the oldest housing in the community is extremely well maintained, for many of them have recently been resided, re-roofed, painted, or in many cases, expanded.

According to the Metropolitan Council, there were 9,741 housing units in New Brighton in 2016, and 9,378 households.

Housing Mix

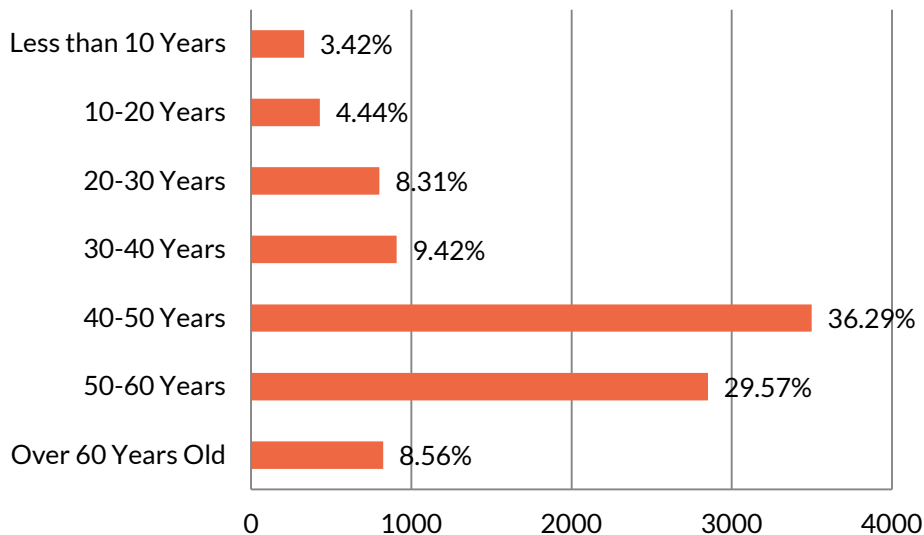
The City of New Brighton has a good mix of housing available to its residents including single family detached, single family attached/townhome, condominium, and apartment housing. The majority of the housing stock in New Brighton is single family detached homes which consist of 52% of the total housing supply. In recent years, the City has seen more townhome, condominium, and senior housing built on infill lots and redevelopment sites to accommodate a demand to offer a greater variety of life-cycle housing. Out of the 9,741 housing units in New Brighton in 2016, 6,013 (61.7%) are owner occupied, 3,728 (38.3%) are rented.

Table 4-1. Housing Units by Type (2016)

Housing Type	Total Units	Percent of Total
Single Family Detached	5,011	52.1%
Single Family Attached / Townhome	898	9.3%
Multi-Family	3,360	34.8%
Mobile Home Park	364	3.8%
Total Units	9,642	100.0%

Source: 2016 GIS base data from Ramsey County

Figure 4-1. Housing Age 2016

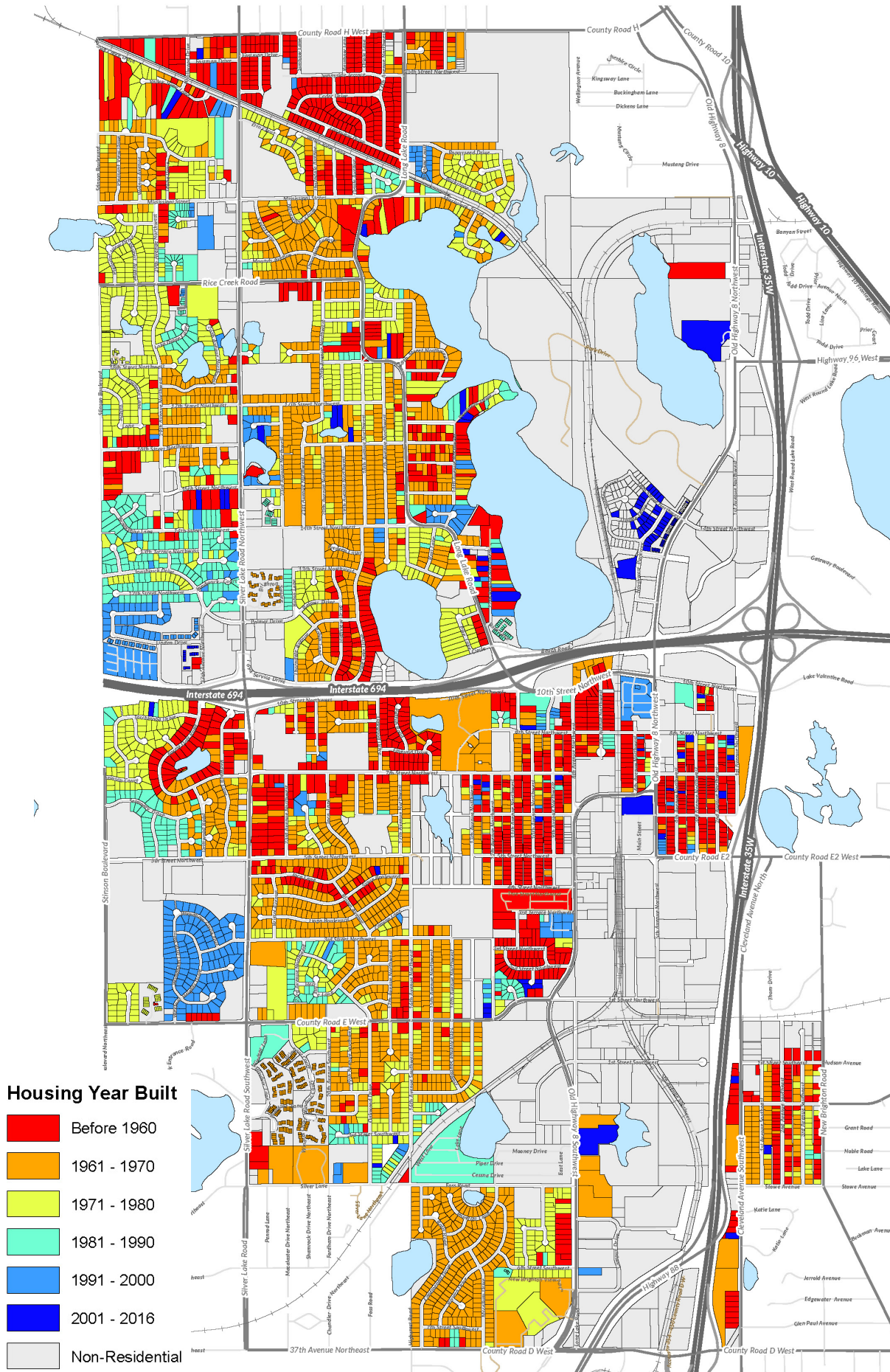


Source: American Community Survey 2011-2016 Estimates

Age of Housing Stock

Over 65% of the housing stock was built during the 1960s and 1970s. Only 8% of New Brighton’s housing units were built in the last twenty years. Because so much of the housing stock is over 20 years old, it will be of critical importance to ensure the community has available resources for residents to maintain their homes. The useful life for many housing components such as roofs, windows, siding, and mechanical systems is often 20 to 30 years. Figure 4-1 illustrates the breakdown of housing by age.

Figure 4-2. Year Built of Housing



Housing Values

Figure 4-3 represents 2016 housing values for owner-occupied units as represented by the Metropolitan Council. As seen in the graphic, the highest percentage of owner-occupied homes in New Brighton are \$243,500 or less in value, which is the “affordable” threshold for owner-occupied homes. Many of these units are those that are considered “Naturally Occurring Affordable Housing” or NOAH. NOAH are market-rate units, typically older homes on small lots, that are affordable to modest income (80% Area Median Household Income) households. These affordable homes are found throughout the community with concentrations between Silver Lake Road and Downtown to the south of 694. Higher-value units are found in some of the more recently developed areas of the city, as well as around Long Lake.

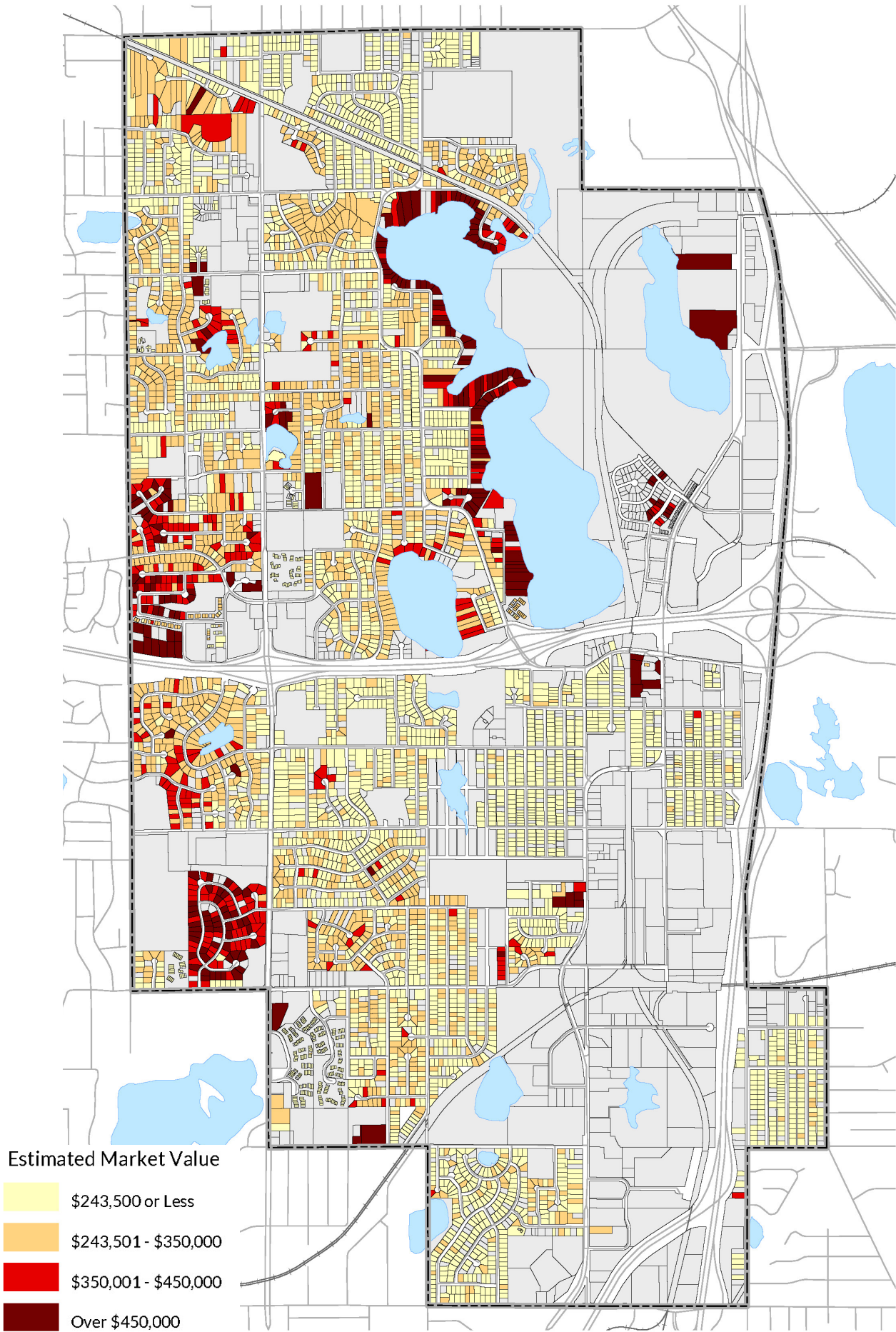
Table 4-2 shows trends in housing sales as recorded by the Minneapolis Area Association of REALTORS through the multiple listing service. Over the four-year span depicted on the table (2012–2016), New Brighton’s median sale price increased significantly, perhaps showing the after-effects of recovering from the Great Recession of 2008-2012. Compared to neighboring communities, New Brighton sits in the middle of the pack with median sales falling just below the \$243,500 affordable threshold.

Table 4-2. Median Home Sales Prices over Time

	2012	2014	2016	% Change 2012-2016
Arden Hills	\$325,000	\$252,000	\$299,000	-8.00%
Falcon Heights	\$228,706	\$257,450	\$288,800	26.28%
Fridley	\$126,500	\$160,000	\$187,800	48.46%
Lauderdale	\$171,450	\$117,750	\$187,500	9.36%
Moundsview	\$139,500	\$176,000	\$195,000	39.78%
New Brighton	\$165,000	\$197,000	\$241,250	46.21%
Roseville	\$187,450	\$205,000	\$225,213	20.15%
St. Anthony	\$154,950	\$211,700	\$240,000	54.89%
Shoreview	\$191,000	\$223,000	\$221,250	15.84%
Spring Lake Park	\$118,000	\$164,900	\$170,000	44.07%

Source: Minneapolis Area Association of REALTORS 2017

Figure 4-3. Estimated Market Value of Owner-Occupied Units 2016



Affordability

Housing Cost Burden

The cost of housing is typically the most significant expense in a household's budget. A residence is considered "affordable" when 30% or less of the household's gross income is spent on housing. If a household spends more than 30% of their gross income on housing, it is experiencing a "Housing Cost Burden". See Table 4-3 for a breakdown of New Brighton households experiencing housing cost burden according to the Metropolitan Council.

Table 4-3. Housing Cost Burden

Households with income at or below:	Housing Cost Burdened Households	Percentage of Total Households (9,378 in 2016)
30% AMI	1,051	11.21%
31% to 50% AMI	798	8.51%
51% to 80% AMI	308	3.28%

Source: Metropolitan Council, 2018

Table 4-5. Housing Units Affordable to Households at or Below Area Median Income

	Units Affordable to HH w/ income at or below:	Percentage of Total Housing Units (9,741 in 2016)
30% AMI	718	7.37%
31% to 50% AMI	2,040	20.94%
51% to 80% AMI	4,051	41.59%

Source: Metropolitan Council, 2018

Housing Affordability

As seen in Table 4-5, New Brighton has a limited number of housing units that are considered affordable to very low-income households (those households with 30% or less of the Area Median Income [AMI]). There are a fair number of homes considered in the affordable range for low-income households (31% to 50% AMI) and moderate-income households (51% to 80% AMI).

Table 4-6. Publicly Subsidized Units by Type

Publicly Subsidized Unit Type	Units
Senior Unit	0
People with Disabilities	0
All Others	629
Total	629

Source: Metropolitan Council, 2018

Number of Publicly Subsidized Units

Sometimes the cost of housing is so out of reach for individuals or families that the only way to make a unit affordable is through public subsidy. Table 4-6 shows the breakdown of publicly subsidized units currently in New Brighton.

Table 4-4. Rental and Vacancy Rates in New Brighton

Average Rents	One-Bedroom	Two-Bedroom	Three-Bedroom	Overall Vacancy Rate
1998	\$525	\$666	\$760	1.0%
2008	\$675	\$795	\$900	6.0%
All Others	379			3.93%

Source: Metropolitan Council, 2015

Rental Market

The rental housing market in New Brighton consists primarily of older apartment buildings that lack the amenities offered by newer apartment buildings. These older apartments typically have little green space, lack playground equipment and have no garages.

New Brighton fits right in with regional market trends characterized by low vacancies, slowly rising rents, and little new construction. Table 4-4 reflects recent trends in the rental market in New Brighton.

The City currently has nearly 200 participants in the Section 8 Program, approximately half of which are located in just two apartment complexes: Aspen Glen and Garden View. The ability for landlords to voluntarily choose to participate in Section 8 can be a barrier to ensure future Section 8 housing opportunities will be available to the New Brighton Community.

CURRENT HOUSING NEEDS

The City has identified the following priorities related to housing based on a 2017 Citizen Survey that ranked “housing” as the 2nd most critical issue facing the city, feedback from community members through public engagement activities, and the current state of housing conditions:

- 1. Maintain and enhance existing housing stock**
- 2. Provide a wide variety of housing types to meet the needs of a diverse community at all stages of life**
- 3. Promote neighborhoods that are walkable, safe, and connected to amenities**
- 4. Ensure an adequate supply of quality affordable housing**

These priorities will be the primary focus for housing in New Brighton until the next comprehensive plan update in 2028.

Housing Assessment

It is important when analyzing the existing housing conditions data to keep in mind local context. New Brighton is a historic metropolitan suburb that provided worker housing and employment for the manufacturing sector of the economy. Single family homes within automobile-oriented neighborhoods dominate as the City’s main housing choice. The handful of multi-family housing options that exist are spread throughout the city; however, most are approaching 40+ years in age, and are in need of repair/renovation. Thus, the City would benefit from the creation of new market rate apartments, as well as the modernization of existing complexes. The Land Use Plan of New Brighton 2040 aims to provide flexibility to encourage new multi-family residential development in Mixed Use areas, and the Housing Implementation section of this chapter has some tools for maintenance/repair of existing properties to meet the need for this housing type.

The amenities that make New Brighton an attractive residential community also impact cost. Housing cost is a concern for those desiring to move to (or remain in) the community. While units in higher density projects are not necessarily less expensive, a diversification of the housing stock does allow for the creation of some lower cost options that could not otherwise be built. Furthermore, adding new housing options within the community will provide existing single-family homeowners with relocation options which in turn will free up their naturally occurring affordable housing for another user. The City will continue to seek opportunities to partner on the creation of affordable housing options, and to maintain existing affordable housing such as the robust manufactured housing neighborhoods within the city.

As a developed community, most new housing options will come through redevelopment of private property. As part of this planning effort, the City has created mixed-use districts to provide flexibility and encourage the development of attractive neighborhoods with a mix of medium and high density residential. These neighborhoods will have an emphasis on circulation and access to make sure that residents can get to amenities, retail, services, transit, and other destinations via sidewalks, bikeways, or roads.

EXPECTED FUTURE HOUSING DEMAND AND NEEDS

Future housing needs reflect those of a maturing community. New Brighton's housing stock is reaching an age at which maintenance becomes important to the vitality of housing and neighborhood stabilization. The primary housing need in New Brighton is making sure homes and neighborhoods are maintained as they age.

In addition to simply maintaining the housing stock, the City needs to adapt to changing housing needs generated by a maturing population and an evolving demographic profile. The 1994 Housing Study indicates the need to provide more housing for empty-nesters (specifically seniors) as the baby boom generation grows into a new life style and more senior housing is needed. New Brighton has several senior housing projects offering both market rate and subsidized housing.

Also identified in the housing study is the need for new "general occupancy rental housing" or housing not reserved for a particular demographic profile such as seniors. Current multi-family housing offers little in terms of variety or choice primarily because most of the multi-family housing was built in the 60s and 70s. The City's multi-family housing built in the 60s and 70s lacks the amenities that new apartment housing provides such as private entrances, underground parking, in-unit laundry, and access to meeting space or business equipment. One market that is not necessarily served in New Brighton is the moderate to upper level apartment (a segment falling short of what many refer to as the "luxury" apartment). The only "luxury" building within the City was built in 2012 in the New Brighton Exchange, and is known as the View Apartments at Long Lake. In order to continue to compete in the housing market, it is important to offer new housing developments with modern amenities.

Affordable Housing Need Allocation

Through its regional planning efforts, the Metropolitan Council has prioritized housing affordability in the Thrive MSP 2040 Regional Policy. The Metropolitan Council determined the allocation of affordable housing needed to meet the rising need of affordable housing across the Twin Cities metropolitan area. Housing is considered “affordable” when no more than 30% of household income goes to housing. As such, households with different income levels have different thresholds of “affordable,” as seen in Table 4-7.

The Metropolitan Council has selected the four-person household thresholds as a general measurement for affordable housing needs at each income level. This allocation of affordable housing need is calculated based on a variety of factors:

- » Projections of growth of households experiencing housing cost burden
- » Current supply of existing affordable housing, whether subsidized or naturally occurring
- » Disparity of low-wage jobs and housing for low-wage households within a community

Table 4-8 depicts the Affordability Housing Need Allocation for New Brighton between now and 2030 as identified by the Metropolitan Council. The way that communities accomplish their affordable housing allocation is by designating adequate vacant land (or redevelopable land) at minimum densities (units/ acre) that support the creation of lower-cost housing. Essentially, increasing the units/acre that are allowed on a site lowers the per unit cost to build housing thereby making development feasible for both affordable housing developers as well as market-rate developers. The affordable housing allocation does not mean that the City must force the building of this many affordable units by 2030. Rather, through its future land use guidance, the City needs to ensure that the opportunity for affordable housing exists by having adequate vacant or redevelopable land guided for higher densities to meet the allocated regional share.

In order to determine if this plan can achieve the allocated number of affordable units, the City needed to first determine which New Brighton future residential land use designations count towards the Affordable Housing Allocation Need. According to the Metropolitan Council, any residential future land use designation that has a minimum density of 8 units per acre or more can count towards affordable housing allocation calculations. Table 4-9 features all future land use designations for New Brighton and their minimum allowed units per acre.

Table 4-7. Twin Cities Metropolitan Regional Household Income Levels, 2015

Household Size	30% AMI	50% AMI	80% AMI
One-person	\$18,050	\$30,050	\$46,000
Two-person	\$20,600	\$34,350	\$52,600
Three-person	\$23,200	\$38,650	\$59,150
Four-person	\$25,750	\$42,900	\$65,700
Five-person	\$28,440	\$46,350	\$71,000
Six-person	\$32,580	\$49,800	\$76,250
Seven-person	\$36,730	\$53,200	\$81,500
Eight-person	\$40,890	\$56,650	\$86,750

Source: Metropolitan Council, 2015

Table 4-8. Affordable Housing Need Allocation for New Brighton 2030

Household Income Level	Units
At or below 30% AMI	84
31 to 50% AMI	29
51 to 80% AMI	51
Total Units	164

Source: Metropolitan Council, 2015

Table 4-9. New Brighton Future Land Use Designations for Affordable Allocation

FLU	Min. Units / Acre	Qualify?
Low Density Residential	2.5	No
Medium Density Residential	6.0	No
High Density Residential	12.0	Yes
Mixed Use – Regional Node	12.0	Yes
Mixed Use – City Center Node	12.0	Yes
Mixed Use – Neighborhood Node	8.0	Yes

Source: City of New Brighton

Any vacant or redevelopable land designated as High Density Residential, or the designated residential portions within the new Mixed Use nodes (Regional, City Center, and Neighborhood), may count towards affordable housing allocation calculations. As seen in Table 4-10, the net developable or redevelopable acres for each future land use category that could create affordable housing over the next ten years have been multiplied by the minimum allowed units per acre to determine the minimum number of affordable units that could be developed on the allocated land. Note that Mixed Use areas only require a proportion of their developable land to be residential, so those percentages were used to determine the unit count in this calculation. Additionally, the calculations utilize net developable acreage which removes areas where units cannot be built (such as right-of-way, open water, and wetlands).

With the available vacant and redevelopable land within areas designated as High Density Residential and Mixed Use, New Brighton is able to meet its allocation of affordable housing need for 2021-2030.

Table 4-10. Minimum Unit Yield for 2021-2030

FLU	Acres 2021-2030	Min. units /acre	% Res. For Redevelopment	Units
High Density Residential	2.83	12	100%	34
MU Regional Node	14.36	12	35%	60
MU City Center Node	19.27	12	60%	138
MU Neighborhood Node	9.07	8	60%	43
Total	45.53			275

Source: City of New Brighton

IMPLEMENTATION

City Approach

The City of New Brighton has multiple policies and programs in place that have historically helped the City meet its housing needs. Below are brief descriptions of approaches New Brighton is currently undertaking.

Windshield Survey

The windshield survey is a tool already being used by the City of New Brighton. The purpose of the windshield survey is to monitor and detect changes in the city's neighborhoods and housing stock so that the city may be better prepared to prevent area-wide deterioration. Windshield survey's should be performed on a bi-annual basis, and be recorded in a database format that can be related to the city's Geographic Information System (GIS) base map.

Housing Maintenance Code/Code Compliance

The city currently has a housing maintenance code applicable to multi-family (four or more units) rental housing to ensure the housing stock is maintained in good livable condition. Code compliance is primarily done on a complaint basis. These codes need periodic reviews to ensure they are consistent with the continually changing state building code laws, and yet provide flexibility so as not to place an undue burden on homeowners with older housing units.

Rehabilitation/Renovation Programs

While the city has shown its commitment to improving the housing stock through its zoning regulations, enforcement policies, and community partnerships; there are also many programs currently available for housing rehabilitation and renovation. As the community's housing stock ages, it will be important to provide low to moderate income residents with such resources so they can maintain their homes. Furthermore, many homes need renovation to meet the needs of changing household demographics. Older homes often are within the price range of first time home buyers and because they are older, they frequently need maintenance and modernizing. Much of the City's housing stock is still occupied by the first owners. As they begin to move out, those affordable units become available to younger first-time home buyers.

The city will periodically evaluate the need for housing rehab funds for low-moderate income and first time homeowners. These funds could be designed to help homeowners maintain homes and in some cases improve or renovate homes. Priority will be given to maintenance issues as opposed to remodeling or aesthetics. This fund could be supported through dollars from the general fund combined with grant monies, and be leveraged against loans from local banks and lending institutions. The Minnesota Housing Finance Agency, Ramsey County HRA, and the Metropolitan Council have programs that have effectively supported this effort (see below). Because the housing stock today is in relatively good condition, these programs may not be needed in the short term, but should be reviewed at a future date when future housing assessments identify a need.

The apartment housing stock is also aging and in need of not only maintenance, but remodeling and renovations as well. The City will work closely with apartment property owners (specifically through the MHFA Super RFP process) and obtain appropriate permit approvals for rehab and renovation work on multi-family properties.

Infrastructure Improvements

An important part of maintaining strong neighborhoods and strong housing opportunities is providing quality infrastructure including streets, sidewalks, and utilities. Old streets that are poorly maintained show a lack of investment into the community while maintaining streets (in some cases) will encourage the upkeep of housing. The city will continue to implement a street reconstruction program throughout the community, and consider the same efforts for sidewalk reconstruction where sidewalks are in place.

Housing Committee

Citizen involvement is always an integral part of determining the needs of the community when it comes to housing and community development in general. The Economic Development Commission has historically served this function for the City, but a citizen based organization or “housing committee” could be established to provide a forum for discussing housing issues and alternative solutions to housing problems in the community. When needed, this group could become a formal group that is staffed by the City and works in partnership with other city advisory boards, the City Council, and with other regional housing committees or agencies (both for profit and non-profit). At this time, however, the Economic Development Commission will continue to advise the City Council on housing needs.

First Time Home Buyer Programs

The city is a participant in the Minnesota Housing Finance Agency (MHFA) first time home buyer programs which offer low interest loans to qualifying first time home buyers. The city will continue to partner with the MHFA and local lenders to provide this resource. New Brighton residents are also eligible to apply for first time homebuyer program through the Ramsey County HRA.

Housing Subsidy Programs

The city has nearly 200 section 8 participants, and continually encourages use of this program in rental housing units. The city should encourage landlords to be cognizant of local, regional, and federal legislation dealing with the restructuring of the section 8 program. State legislation has created programs to ensure affordable housing by providing tax breaks to apartment owners who ensure a percentage of its rental units remain affordable. Many of these legislative efforts also encourage renovation and remodeling to ensure a higher quality of affordable housing. Title II Tax Classification (4D) is one such legislative effort that the City of New Brighton should consider utilizing as a means to preserve affordable rental housing.

Housing Fair/Marketing

The City of New Brighton, through the Ramsey County HRA, participates in the metro area Fair Housing Implementation Council.

Participation in and creation of local housing coalitions and organizations

Local housing coalitions, groups, and organizations play an important role in providing a forum for discussion of housing issues, needs, and concerns. They also are a more powerful source for lobbying at the state legislature for changes in state laws. These organizations are a way to put ownership back into the hands of the citizens and the community. The city has worked with and participates in many of these organizations already including Habitat for Humanity and the Ramsey County HRA amongst others.

The city should continue working with its multi-family housing organization consisting of landlords and property managers to address problems and issues in the rental community.

Funding Sources

The Twin Cities area is fortunate to have many funding sources available for housing needs that can be leveraged with private dollars and the City of New Brighton tax payer's dollars. The following is a brief list of resources and programs for housing finance assistance that the City should consider when developing any of the above mentioned housing programs:

- » Department of Housing and Urban Development (HUD)
- » Community Development Block Grants (CDBG)
- » HOME
- » Minnesota Housing Finance Agency
- » Public/private partnerships with local lenders, business leaders, and non-profit groups
- » Livable Communities Act/Metropolitan Council
- » Department of Employment and Economic Development (DEED)
- » Ramsey County Housing and Redevelopment Authority
- » Tax Increment Financing (TIF)(Housing Districts)

Implementation Tools

Table 4-11 outlines tools that can be utilized by the City, residents, developers, and financiers to meet Housing Needs in New Brighton. The table identifies each widely-available tool/action, when it would be considered, and what housing need(s) it addresses.

- » **Maintain and enhance existing housing stock**
- » **Provide a wide variety of housing types to meet the needs of a diverse community at all stages of life**
- » **Promote neighborhoods that are walkable, safe, and connected to amenities**
- » **Ensure an adequate supply of quality affordable housing**

Table 4-11. Housing Implementation Tools

HOUSING TOOL	CIRCUMSTANCES AND SEQUENCE OF USE	IDENTIFIED HOUSING NEED
Economic Development Authority (EDA)	The City Council, through its role as the EDA, will review the Housing Implementation Plan on an ongoing basis to ensure its resources are being utilized most effectively to address needs.	Tool addresses multiple housing needs and improves our housing strategy capacity in general
Tax Increment Financing (TIF)	The City would consider Tax Increment Financing for redevelopment projects in High Density Residential and Mixed Use areas that meet housing goals and provide a number of units that are affordable to very low-, low-, or moderate-income* households.	Ensure an adequate supply of quality affordable housing
Housing Bonds	The City would consider issuing Housing Bonds for residential projects that are eligible for TIF and the use of Housing Bonds would make more units affordable to very low-, low-, or moderate-income households. However, there are competing priorities and limitations to city bonding authority.	Ensure an adequate supply of quality affordable housing
Tax Abatement	The City would consider tax abatement for housing projects that increases the number of affordable units available to very low-, low-, or moderate-income households.	Ensure an adequate supply of quality affordable housing
Consolidated RFP through the MHFA	The City would strongly consider supporting/sponsoring an application to the Consolidated RFP programs through MHFA for residential project proposals in areas guided for high density residential uses and mixed uses.	Ensure an adequate supply of quality affordable housing Provide a wide variety of housing types to meet the needs of a diverse community at all stages of life
Livable Communities Demonstration Account (LCDA) through Metropolitan Council	The City would strongly consider supporting/sponsoring an application to Livable Communities Account programs for proposals with residential units in areas guided as high density residential as well as mixed use areas.	Provide a wide variety of housing types to meet the needs of a diverse community at all stages of life
Livable Communities Demonstration Account - Transit Oriented Development (TOD) through Metropolitan Council	The City would strongly consider supporting/sponsoring an application to Livable Communities Account programs for proposals with residential units in areas guided as high density residential or mixed use that are along or near major transit services.	Provide a wide variety of housing types to meet the needs of a diverse community at all stages of life Promote neighborhoods that are walkable, safe, and connected to amenities

*Household income levels refer to the following: very low-income = 30% or below AMI; low-income = 31% - 50% AMI; moderate-income = 51% - 80% AMI

HOUSING TOOL	CIRCUMSTANCES AND SEQUENCE OF USE	IDENTIFIED HOUSING NEED
Community Development Block Grant Funds (CDBG) through Ramsey County	<p>The City will explore the use of a portion of our CDBG funds to prioritize projects if they provide units affordable to very low-, low-, or moderate-income* households, and are located in the high density or mixed use locations on the City's future land use map</p> <p>The City would support Ramsey County's use of CDBG funds to create a low-interest revolving loan fund for the rehabilitation of existing rented units that are affordable to households with 50% AMI or below.</p>	<p>Ensure an adequate supply of quality affordable housing</p> <p>Maintain and enhance existing housing stock</p>
HOME Investment Partnerships Program (HOME) through Ramsey County	The City will explore with Ramsey County the application for HOME funds to provide rental assistance to low and moderate income households that are in existing rental units in the City.	Ensure an adequate supply of quality affordable housing
Home Improvement & Suburban Weatherization Programs through Ramsey County	The City will continue to support Ramsey County's programs that assist home owners with improvements to their property, especially focusing on energy efficiency, for households with low- and moderate-income levels.	Maintain and enhance existing housing stock
Housing Improvement Area (HIA)	The City will evaluate the potential use of Housing Improvement Areas (HIA) through its HRA and EDA as a tool to assist condo and townhome associations with improvements they could not otherwise finance.	Maintain and enhance existing housing stock
Preservation of expiring Low-Income Tax Credit Properties	The City will work with Ramsey County, advocacy organizations, and property owners to explore opportunities to preserve properties currently under low-income tax credit programs	Ensure an adequate supply of quality affordable housing
Community Land Trust	The City would explore opportunities to collaborate with a community land trust to support affordable housing options for households with for any type of housing density.	Ensure an adequate supply of quality affordable housing
NOAH Impact Fund	The City will explore opportunities with the Minnesota Housing Fund on the use of NOAH (Naturally Occurring Affordable Housing) Impact Funds to finance the acquisition and preservation of naturally occurring affordable housing.	<p>Ensure an adequate supply of quality affordable housing</p> <p>Maintain and enhance existing housing stock</p>
Local 4d Tax Incentives	The City will evaluate the appropriateness of a local 4d tax incentive policy.	Ensure an adequate supply of quality affordable housing
First Time Homebuyer Programs through MHFA	The city is a participant in the Minnesota Housing Finance Agency (MHFA) first time home buyer programs which offer low interest loans to qualifying first time home buyers. The city will continue to partner with the MHFA and local lenders to provide this resource.	Provide a wide variety of housing types to meet the needs of a diverse community at all stages of life
Resources for Manufactured Home Parks	The City will consider programs to help protect and support the 300+ manufactured homes currently within the community, as they are an important and vulnerable source of naturally occurring affordable housing. Programs to be explored include rehabilitation resources, local notice-of-sale, or first look provisions. Resources will be available to households of all income levels	Ensure an adequate supply of quality affordable housing

*Household income levels refer to the following: very low-income = 30% or below AMI; low-income = 31% - 50% AMI; moderate-income = 51% - 80% AMI

HOUSING TOOL	CIRCUMSTANCES AND SEQUENCE OF USE	IDENTIFIED HOUSING NEED
Site Assembly	<p>The City would strongly consider supporting/sponsoring an environmental clean-up grant application for housing projects that provide affordable units for very-low, low, and moderate income households.</p> <p>The City would be open to working with Land Bank of Twin Cities in order to hold land for affordable housing development</p> <p>The City would strongly consider using any awarded funds, including but not limited to the programs described in this list, to assemble a site in the locations guided at appropriate densities and land uses, as shown on the future land use map, for projects which include a portion of units that are affordable to very low-, low-, or moderate income* households. This could include acquiring and holding land, as well as sub-allocating such monies to a qualified developer approved by the City Council.</p>	Ensure an adequate supply of quality affordable housing
Referrals	The City will review and update its reference procedures and training for applicable staff, including a plan to maintain the ability to refer our residents to any applicable housing programs outside the scope of our local services.	Tool addresses multiple housing needs and improve our housing strategy capacity in general
Guiding land at densities that support affordable housing	See the future land use plan and projected housing needs section of the housing chapter of this comprehensive plan.	Tool to address multiple housing needs and improve our housing strategy capacity in general
Participation in Housing Related Organizations	The Mayor of New Brighton may participate or designate an appropriate representative to actively engage in local and regional housing related organizations, such as the Urban Land Institute Minnesota’s Regional Council of Mayors Group.	Tool to address multiple housing needs and improve our housing strategy capacity in general
Fair Housing Policy	<p>The City will continue to assist residents facing issues of fair housing within the community as well as monitor actions and best practices by other communities in the region to help further fair housing</p> <p>The City will consider the adoption of a Fair Housing policy to comply with forthcoming funding requirements to be eligible for Livable Communities Act (LCA) awards beginning in 2019</p>	Tool addresses multiple housing needs and improve our housing strategy capacity in general
Zoning and Subdivision Ordinances	The City will be reviewing its zoning and subdivision ordinances to identify any regulations that inhibit the housing priorities in this document.	Tool addresses multiple housing needs and improve our housing strategy capacity in general
Expedited Pre-application	The City will consider the creation of a pre-application process to identify ways to minimize unnecessary delay for projects that address our stated housing needs, prior to a formal application submittal.	Tool addresses multiple housing needs and improve our housing strategy capacity in general

*Household income levels refer to the following: very low-income = 30% or below AMI; low-income = 31% - 50% AMI; moderate-income = 51% - 80% AMI

ECONOMIC DEVELOPMENT

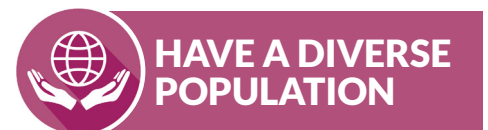
A focus on Economic Development is a key to realizing the City of New Brighton's vision and in keeping with many of the identified vision plan goals. Economic development efforts in New Brighton must take on the task of making New Brighton a place where a business wants to call home. The City of New Brighton must have a strong "infrastructure" that supports business development and overall quality of life. This "infrastructure" includes more than the typical infrastructure such as roads and utilities. It includes things like: communication technology (band width, fiber, etc.); a critical mass of other innovative businesses leaders; a great park and trail system that offers an escape from the office environment; quality and diverse housing to support a stronger labor force; great community gathering places to meet for socializing or networking; a culture of innovation where new ideas can be explored and cultivated .

The Economic Development Commission (EDC) is charged with carrying out economic development related activities. In the past it has focused its efforts on redevelopment and specifically the New Brighton Exchange. As the New Brighton Exchange project is moving towards completion, the City's efforts will expand into other areas of redevelopment as well as provide programs and initiatives that will support business retention and expansion and will give New Brighton a stronger sense of place to encourage job growth and an increase in the tax base.

Objectives & Policies

The following are the City's objectives and policies relative to economic development:

- ED 1.0 Create new and retain diverse, quality, and good paying jobs**
 - ED 1.1 Ensure New Brighton is well connected with modern technology and communication technology so that it can compete in a global market.
 - ED 1.2 Seek partnerships with educational institutions and job training opportunities.
- ED 2.0 Build and maintain a resilient and enduring tax base**
 - ED 2.1 Invest in staffing resources and economic development programs that provide measurable progress towards community objectives.
 - ED 2.2 Collaborate with the community to understand demand for services and business development that provides jobs and tax base AND a desired community services.
 - ED 2.3 Participate in state legislative processes focused on economic development issues.
- ED 3.0 Create and maintain a healthy and resilient business environment**
 - ED 3.1 Partner and collaborate with regional and local economic development agencies and organizations that share similar objectives.
 - ED 3.2 Maintain an open and collaborative dialogue with community





business leaders and innovators.

ED 3.3 Ensure city regulations are effective at ensuring a safe and quality built environment and do not create unintended consequences or barriers to business development and growth.

ED 4.0 Establish a stronger community identity and sense of place

ED 4.1 Continually explore and understand emerging trends (local, regional, national, and global) and opportunities for economic development.

ED 4.2 Collaborate with the community to understand demand for services and business development that provides jobs and tax base AND a desired community services.

Existing Conditions

Office Market

New Brighton has traditionally not had a significant amount of office space relative to other areas in the northern suburbs and the larger metro area. Whereas the overall office market in the Twin Cities metro area comprises around 83 million square feet, and the West / Northwest submarket (containing New Brighton) contained nearly 14 million square feet of leasable space, in 2016, the City of New Brighton itself contains just over 700,000 square feet of leasable office space, as of the third quarter of 2016.

The vacancy rate for office space in New Brighton of 8.5 percent in the 2nd quarter of 2016 trails the overall vacancy rate for the West / Northwest submarket of around 10 percent. The average lease rate in New Brighton, for all classes of office combined, of just over \$20 per square foot, per year, for the second quarter of 2016 exceeds the overall average lease rate in the West / Northwest submarket of around \$14, during the same period.

The New Brighton Exchange development along Old Highway 8, and north of I-694, represents the largest office development in the history of the community. API and Cardiovascular Systems are the two largest tenants in the development. Parcels that would accommodate future office space remain along the eastern portion of the project. Outside of New Brighton Exchange, the office market in the city includes a range of older, and smaller format, office spaces along and near Silver Lake Road, including a variety of spaces used for medical office and for smaller professional offices. The New Brighton Village Center, at 919-929 Old Highway 8, just to the north of City Hall, has performed fairly well in the local market.

Key Takeaways from Office Market:

- » The New Brighton area is a very small portion of the overall Northwest submarket and the larger Twin Cities office market. Outside of the larger format offices that have developed at New Brighton Exchange, the New Brighton area does not represent a key cluster for offices or employment in the region. The city largely includes smaller sized office developments geared to small companies, medical office locations, and similar land uses.
- » While the size of the New Brighton office market is relatively small, the City has demonstrated strength in terms of lease rates and vacancy rates in recent years.

Retail Market

The City of New Brighton has traditionally lost a good deal of potential retail spending from residents to larger concentrations of retail in neighboring and nearby communities, including Columbia Heights, Arden Hills, and other municipalities. The community does not have any larger, regional concentrations of retail, containing larger “big box” retailers and similar national tenants, within its borders. The Silver Lake Road corridor features a handful of smaller retail strip shopping centers, and the Main Street area within New Brighton includes a variety of smaller restaurants, coffee shops, and in-line retailers.

The Old Highway 8 corridor includes a variety of smaller retailers, including repair shops, convenience stores, and mom-and-pop stores, to the north and south of 5th Street NW. The New Brighton side of the County Road 93 corridor, at the south end of the community, also includes a handful of eateries (including a brewpub and sit-down restaurant) and a few smaller retail and commercial businesses. Overall, the City of New Brighton includes around 1 million square feet of retail space, compared to a total of 51 million square feet in the overall Twin Cities metro area.

While the base of retail space in New Brighton is relatively limited, the market has historically demonstrated relatively solid fundamentals. The vacancy rate has remained below 2 percent over the last four to five years. While the city’s retail market briefly experienced increased vacancies during the Great Recession in 2008, overall the city’s various shopping areas have remained fairly stable over the last several years. Rental rates for retail space have averaged in the \$12 to \$14 per square foot range over the last two to three years.

Key Takeaways from Retail Market:

- » While the New Brighton retail market primarily serves neighborhood needs (including groceries, convenience good, and related items) and residents travel to other communities for a good deal of shopping, the fundamentals of the city’s retail space appear relatively healthy.
- » As retail centers in the community continue to age, however, the City and the business community will need to focus on reinvesting in retail areas over time to retain tenants and to serve changing trends and preferences.
- » As the City continues to explore ideas for revitalization in various areas of the community, developers may be able to attract additional retail spending through the introduction of restaurants or retailers that have less presence in New Brighton.

Industrial Market

The City of New Brighton has a larger concentration of industrial space, compared to office space, including a number of larger format warehouses and industrial buildings on the city’s east side. The areas to the east of Old Highway 8 and south of 5th Street NW, for example, include a variety of heavy and light industrial users, including Bell Lumber & Pole, Dalco Enterprises, and Armstrong Crane & Rigging Corporation. The city includes just over 3 million square feet of industrial space.

Again, the city’s industrial base represents a very small portion of the Minneapolis North submarket (containing over 45 million square feet) and the overall Twin Cities industrial market (containing over 245 million square feet). The industrial properties in the community have consistently reported rental rates of between \$5 and \$6 per square foot. These rates represent the lower end of rates for the overall Twin Cities market (which ranged from \$4.86 to \$9.48 per square foot in the 2nd quarter of 2016).

Key Takeaways from Industrial Market:

- » Sizeable industrial presence on east side of city. New Brighton has around 3 million square feet industrial
- » Various industrial properties have notable vacancies
- » Aging industrial space, various areas

Regional Context

New Brighton's ability to have a thriving business community depends on development outside of the city's borders. Several key projects have influence on the market demands for new economic development in New Brighton including TCAAP/ Rice Creek Commons, Central Avenue Corridor, and St. Anthony Village to name a few.

Figure 4-4. Commercial Hubs around New Brighton



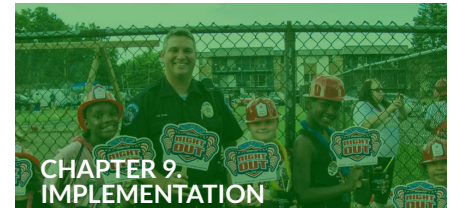
Implementation Tools

Business outreach and retention programs

- » Having a diversity of businesses is an important component of a stable and healthy community. Ongoing business development efforts will focus on encouraging the creation of small businesses, attracting a variety of employers, and developing a variety of local-serving shopping, dining, and retail services. Potential economic development initiatives may include the following:
 - » Working with local, regional, and state economic development entities to develop shared and coordinated strategies for business attraction.
 - » Developing services, facilities, and infrastructure to support start-up companies, entrepreneurs, and individuals who work remotely. Examples of these ideas may include the following:
 - Small business incubators (targeting new companies, restaurants or food processing, etc.)
 - Entrepreneurial support spaces such as co-working and meeting spaces
- » Initiate further discussions and strategic planning with regional economic development groups. These discussions should focus on ensuring maximum efficiencies and collaborations between these organizations in order to support business development strategies.
- » Maintain strong working relationships with local businesses through direct outreach to understand their needs, identify opportunities for growth, and tap into their expertise. For example, members of local economic development organizations could meet with businesses on a regular basis to hear about their concerns, understand their needs and plans for growth, and to listen to the ideas of local business owners and managers for the community's overall economic growth.
- » Educating businesses and entrepreneurs about the type and use of available municipal, regional, state, and federal economic development incentive programs.
- » Refine assistance programs designed to help businesses looking to locate in or expand in New Brighton.
- » Target public assistance to businesses that choose to locate or expand in focus areas in New Brighton such as the Old Highway 8 Corridor.
- » Ensure that business has adequate work space to expand within the community
- » Assist business development services such as financial planning, marketing, and market research

Open to Business Program

- » Open to Business is a program that provides assistance in areas including financial management, bookkeeping set-up and training, loan packaging, business plan assistance, real estate analysis, marketing assistance, strategic planning, business regulation, and professional referrals.
- » Continue to partner and utilize the Open To Business Program expanding on the metrics that can be evaluated in order to measure successes and adapt the program to achieve its full benefits.



TRADITIONAL IMPLEMENTATION STRATEGIES

An important component to any planning effort is an implementation strategy, which outlines how the objectives and policies within the plan become a reality. In order for this plan to realize the vision that New Brighton community has established, it must have an achievable strategy that is supported by the community. While throughout the plan, various components identify implementation strategies that are somewhat unique to that component (such as housing and economic development) based on the housing and economic development chapters, this chapter is intended to address the broader perspective of implementation including such items as zoning and subdivision ordinances and Capital Improvement Programs. The chapter will also identify a series of project issues that emerged through the community engagement process.

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[Click to link to Chapter 9: Implementation](#)

Redevelopment Planning/Small Area Planning

- » Identify and promote key commercial and industrial development or redevelopment opportunities, in locations with sufficient access to transportation systems and adequate public infrastructure systems.
- » Identify and leverage financial programs and assistance, including various incentives, to promote the rehabilitation and redevelopment of existing commercial facilities.
- » Refine and adjust financial incentives and other economic development tools (such as TIF, tax abatements, grants, etc.), in order to better attract or retain companies in New Brighton.
- » Establish and define design standards for commercial and industrial development, addressing the inclusion of green spaces, paths, sidewalks, and other amenities as part of site plans and the use of appropriate building materials and façade treatments to enhance the aesthetic qualities of developments.
- » Support a variety of building types and configurations beyond the traditional commercial or industrial building, including co-working spaces live/work spaces.
- » Allow a diversity of commercial land uses including supportive retail that serves the immediate area
- » Ensure that new development has convenient access to commercial business
- » Create greater access and higher visibility from I-694 and I-35W through wayfinding and signage.

Marketing, branding, and promotion efforts

- » Establish marketing campaigns and strategies to broaden the recognition of New Brighton in the regional Twin Cities market and the Upper Midwest.
- » Facilitate marketing of available industrial/commercial property and buildings.
- » Create programs to encourage residents, employees, and visitors to patronize local businesses.
- » Refine marketing campaigns and strategies to leverage New Brighton's strengths.
- » Educate local businesses and entrepreneurs regarding the various types of municipal, state, and federal economic development programs and incentives available.
- » Survey current businesses to gauge satisfaction with city services
- » Promote business successes and achievements through news letter stories and features and promotion at key community events.

Key Takeaways and Directions

- » Focus on redevelopment strategies for Old Highway 8 Corridor
- » Explore City-wide policies / programs / strategies to revitalize retail and multi-family properties
- » Retail in New Brighton focuses on local / neighborhood needs. The key is finding suitable locations that do not require significant reinvestment
- » City should focus on “place-making”, rather than (or in addition to) only aesthetic enhancements to existing development areas
- » Pursue commercial/retail services at New Brighton Exchange to support development
- » Leverage gateways into New Brighton for potential redevelopment and creating a stronger sense of place
 - » County Road D
 - » County Road E2
 - » Highway 96
 - » Silver Lake Road and County Lake Road H
 - » Silver Lake Road and 694

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