

Pine City
North. Nice and close.

Comprehensive Plan

Building the Future Pine City, Minn.



Comprehensive Plan

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Cover Photos: Taken by Nathan Johnson.
All photos in this document were taken by
Nathan Johnson unless otherwise noted.



Acknowledgements

The plan would not be possible without the initiative and commitment of the people of Pine City, both those listed below and those who participated in the Minnesota Design Team Visit and charette, Master Facilities Feasibility Study, Community Survey, Branding Survey, Comp Plan Open Houses, and who contributed to the public discussions of the city's future.

First and foremost...

THE PEOPLE OF PINE CITY

CITY COUNCIL

Paul Janssen, Mayor
 Brian Scholin, Councilmember
 Mary Kay Sloan, Councilmember
 Steve Ovick, Councilmember
 Paul Miller, Councilmember
 Jane Robbins, Past Mayor

PLANNING COMMISSION

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 Bill McQuillan, Past
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 Christine Bloomquist, Assistant Administrator
 Nathan Johnson, City Planner
 David Hill, Fire Marshal
 Richard Drotning, Building Inspector
 Lara Smetana, Recreation Coordinator
 Tom Miller, Fire Chief
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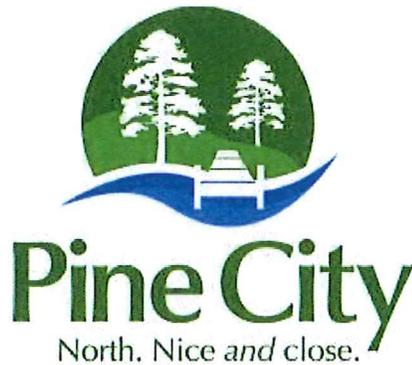
MISSION

...To realize Pine City's hopes and dreams, envision tomorrow's needs and employ the best tools of planning to meet them.

PHOTOGRAPHERS

Vicky Foss
 Nathan Johnson
 Lauren Ellmers

Sean Stevens
 Becky Schueller
 Farrah Fossum



Planner's Message



Photo: Taken by
Farrah Fossum.

The City of Pine City offers attractive, livable neighborhoods and great retail and industrial development opportunities, but faces challenges. The City has been experiencing the growth pressures of being situated just north of the Twin Cities metropolitan area in one of Minnesota's fastest-growing counties. The City's updated Comprehensive Plan provides the community with an important tool for guiding community decision-making related to transportation, land use, capital improvements and economic development.

The previous Comprehensive Plan was approved in 1998. Due to the tremendous changes in the community since then, it has been a City priority to update the Plan in order to re-evaluate the needs, issues and opportunities of Pine City. This plan incorporates what we heard residents say are the critical priorities to address in our future.

This comprehensive plan is a document that sets a vision and goals for the future of the City. The purpose is to guide future development of land to ensure a safe, pleasant, and economical environment for residential, commercial, industrial and public activities. This plan provides the overall foundation for all land use regulation in Pine City. While planning is a professional field that encompasses a broad array of skills and techniques, at its core, it is a relatively straightforward three-step process as easy as 1-2-3:

First, a community takes stock of where it is today. The first section of this plan does this by giving a snapshot of what the characteristics and trends are for Pine City with demographical data, charts and surveys.

Second, the community generates a shared vision and goals for what the city will be like in the future.

And last, but certainly not least, the city develops a set of specific strategies to achieve that vision over time.

In preparation and review of this plan, I have coordinated with the various city departments and taken due cognizance of planning activities of adjacent units of government and other affected agencies. If Rush City were to build a new water treatment plant or if Hinckley were going to build a new community center, those decisions may have implications or opportunities for Pine City. I anticipate the planning commission will review this plan and recommend amendments whenever necessary.

Nathan Johnson
City Planner

Forward

Imagine a reborn downtown area, increased access to health care and more diverse housing options in Pine City.

These are among the goals laid out in the following pages of this plan, a roadmap to guide Pine City's transition from a small-town next to nature, into a maturing, regional city of more than 10,000 that retains its small-town charm.

Several committees of residents, business leaders and others oversaw the plan's creation, involving more than 100 people, and community workshops and open houses took place to gather public input. What resulted is this plan which is aimed to preserve and improve Pine City's quality of life.

The plan centers around six "core values": a healthy and livable city; economic prosperity; a safe and prepared community; a sustainable city; transportation, mobility and connectivity as well as accountable and responsive city government.

It predicts the city will have 5,000 residents by 2020 by working with the surrounding townships to help strengthen the City and through boundary adjustment planning. The demographics show that the City's population is becoming more diverse, with baby boomers seeking an active lifestyle and younger people seeking a more urban experience.

The plan identifies the city's needs and sets goals and timelines to meet them. One goal involves the city's ongoing effort to revitalize the downtown area, including the former mill site and areas east of the town square. The area could become a services and retail center, linked with transit, housing and other high-quality amenities.

Construction of Pine City's first urgent care in years is in the works. But the plan envisions a regional medical center to counter a chronic regional shortage of hospital beds, as well as a "comprehensive social services infrastructure" relying on partnerships with other agencies and groups.

Today, there are over 500 rental units in the City. Providing a variety of places where people can live -- apartments, student housing, condominiums, townhouses and single-family homes -- creates more livable opportunities for a variety of people in the city.

Building upon businesses already in town, the plan calls for Pine City to "become a regional center for employment" and develop a technology incubator to foster "innovative, research-driven, clean tech businesses within Pine City."

Other plan goals include a "teen village" that goes beyond the normal youth center, ensuring policing and firefighting services keep pace with the city's growth, taking more proactive steps to become "green" and reduce greenhouse gas emissions and increasing the city's bond rating.



Definitions by Minnesota State Statute

MINNESOTA § 462.352 DEFINITIONS.

Application of these terms: For the purposes of this comprehensive plan, the terms defined in this section of Minnesota State Statute have the meanings given them.

Subd. 2. **Municipality.** "Municipality" means any city, including a city operating under a home rule charter, and any town.

Subd. 3. **Planning agency.** "Planning agency" means the planning commission or the planning department of a municipality.

Subd. 4. [Repealed, 1980 c 566 s 35]

Subd. 5. **Comprehensive municipal plan.** "Comprehensive municipal plan" means a compilation of policy statements, goals, standards, and maps for guiding the physical, social and economic development, both private and public, of the municipality and its environs, and may include, but is not limited to, the following: statements of policies, goals, standards, a land use plan, including proposed densities for development, a community facilities plan, a transportation plan, and recommendations for plan execution. A comprehensive plan represents the planning agency's recommendations for the future development of the community.

Subd. 6. **Land use plan.** "Land use plan" means a compilation of policy statements, goals, standards, and maps, and action programs for guiding the future development of private and public property. The term includes a plan designating types of uses for the entire municipality as well as a specialized plan showing specific areas or specific types of land uses, such as residential, commercial, industrial, public or semipublic uses or any combination of such uses. A land use plan may also include the proposed densities for development.

Subd. 7. **Transportation plan.** "Transportation plan" means a compilation of policy statements, goals, standards, maps and action programs for guiding the future development of the various modes of transportation of the municipality and its environs, such as streets and highways, mass transit, railroads, air transportation, trucking and water transportation, and includes a major thoroughfare plan.

Subd. 8. **Community facilities plan.** "Community facilities plan" means a compilation of policy statements, goals, standards, maps and action programs for guiding the future development of the public or semipublic facilities of the municipality such as recreational, educational and cultural facilities.

Subd. 9. **Capital improvement program.** "Capital improvement program" means an itemized program setting forth the schedule and details of specific contemplated public improvements by fiscal year, together with their estimated cost, the justification for each improvement, the impact that such improvements will have on the current operating expense of the municipality, and such other information on capital improvements as may be pertinent.

Subd. 10. **Official map.** "Official map" means a map adopted in accordance with section 462.359, which may show existing and proposed future streets, roads, highways, and airports of the municipality and county, the area needed for widening of existing streets, roads, and highways of the municipality and county, and existing and future county state aid highways and state trunk highway rights-of-way. An official map may also show the location of existing and future public land and facilities within the municipality. In counties in the metropolitan area as defined in section 473.121, official maps may for a period of up to five years designate the boundaries of areas reserved for purposes of soil conservation, water supply conservation, flood control, and surface water drainage and removal, including appropriate regulations protecting those areas against encroachment by buildings or other physical structures or facilities.



Subd. 11. **Governing body.** "Governing body" in the case of cities means the council by whatever name known, and in the case of a town, means the town board.

Subd. 12. **Subdivision.** "Subdivision" means the separation of an area, parcel, or tract of land under single ownership into two or more parcels, tracts, lots, or long-term leasehold interests where the creation of the leasehold interest necessitates the creation of streets, roads, or alleys, for residential, commercial, industrial, or other use or any combination thereof, except those separations

- (1) where all the resulting parcels, tracts, lots, or interests will be 20 acres or larger in size and 500 feet in width for residential uses and five acres or larger in size for commercial and industrial uses;
- (2) creating cemetery lots;
- (3) resulting from court orders, or the adjustment of a lot line by the relocation of a common boundary.

Subd. 13. **Plat.** "Plat" means the drawing or map of a subdivision prepared for filing of record pursuant to chapter 505 and containing all elements and requirements set forth in applicable local regulations adopted pursuant to section 462.358 and chapter 505.

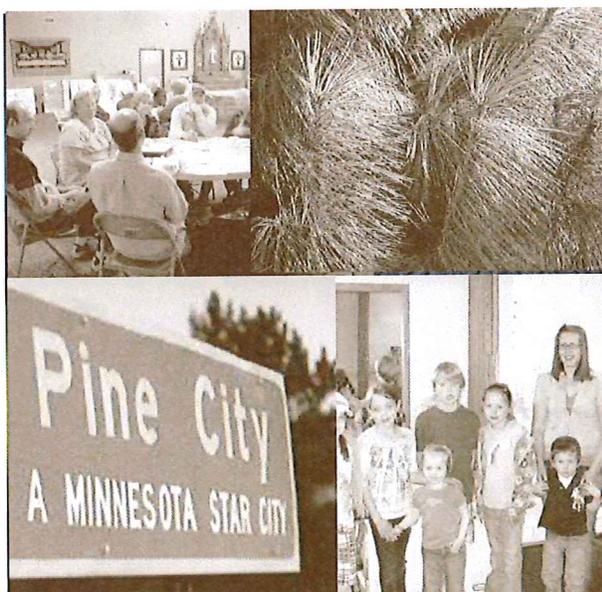
Subd. 14. **Subdivision regulation.** "Subdivision regulation" means an ordinance adopted pursuant to section 462.358 regulating the subdivision of land.

Subd. 15. **Official controls.** "Official controls" or "controls" means ordinances and regulations which control the physical development of a city, county or town or any part thereof or any detail thereof and implement the general objectives of the comprehensive plan. Official controls may include ordinances establishing zoning, subdivision controls, site plan regulations, sanitary codes, building codes and official maps.

Subd. 16. **Preliminary approval.** "Preliminary approval" means official action taken by a municipality on an application to create a subdivision which establishes the rights and obligations set forth in section 462.358 and the applicable subdivision regulation. In accordance with section 462.358, and unless otherwise specified in the applicable subdivision regulation, preliminary approval may be granted only following the review and approval of a preliminary plat or other map or drawing establishing without limitation the number, layout, and location of lots, tracts, blocks, and parcels to be created, location of streets, roads, utilities and facilities, park and drainage facilities, and lands to be dedicated for public use.

Subd. 17. [Repealed, 2001 c 7 s 91]

Subd. 18. **Urban growth area.** "Urban growth area" means the identified area around an urban area within which there is a sufficient supply of developable land for at least a prospective 20-year period, based on demographic forecasts and the time reasonably required to effectively provide municipal services to the identified area.



Pine City Comp Plan Vision:

"To work collaboratively to create a vibrant, affordable, diverse, progressive city where citizens feel safe, enjoy their neighborhoods and their city government functions well for them."

This Chapter includes the Plan background, purpose, scope of Plan, community context as well as an overview of the methodology and citizen participation process.

On Planning

30 years ago, in 1981, did anyone predict the conditions of our area as they exist today? Of course not. So why plan? Is planning essentially an academic exercise with little chance of being right? 30 years from now, some predict we'll need even fewer schools, shopping malls, roads, bridges, and infrastructure in general, not more, because based on the current trajectory in education, employment, shopping, and the cost of energy, people will more than likely be doing all those things from home and not be using transportation in the morning and evening to get there, nor will there be the need for new bricks and mortar infrastructure as destinations.

Of course, no one has a crystal ball to predict the future and perhaps some of those predictions will come true. However, for any organization to operate without a guiding "North Star" and a rudder to steer with, it is lost at sea. Minnesota and the City of Pine City cannot afford to be lost at sea in this competitive global environment; it would be foolish. A vision and a strategic plan are basics for moving any organization—or city—forward. Stagnation is common without planning.

Purpose

This comprehensive Plan ("Plan") is intended to guide the decision-making of the City's elected officials, commissions, and staff regarding future development and community quality of life. It provides a flexible, forward-thinking road map for action, with findings and goals that address important community elements. The expected useful life of this plan is 10 years, 2012 through 2022, which could be extended with regular updates. Property owners can use this plan to determine potential uses of property (establishing reasonable land values and making property improvements). Developers can use this plan for acquiring property for development (complimenting the city's other plans and establishing major street alignments in newly developing areas).

Minnesota Comprehensive Plan Legal Basis

The power for Minnesota municipalities to create and implement a comprehensive plan is well established in State Law. In the 1925 Minnesota Supreme Court case *Berry v. Houghton*, the Court sanctioned the use of comprehensive planning and zoning as legitimate tools for promoting the general welfare of the public. In 1939, the Minnesota State Legislature established the legislative foundation for land use planning with the Township Planning and Zoning Act. In 1965, the legislature passed the existing state law that grants specific comprehensive planning and land use regulatory powers to Minnesota cities. Minnesota Statutes, Sections 462.351 to 462.364 identify the planning powers granted to Minnesota cities. Specifically, Section 462.353, Subd. 1 authorizes cities to conduct comprehensive planning activities for the purpose of guiding development, to create a comprehensive plan, to adopt the plan as official policy, and to implement the plan by ordinance or another measure.



Required for Funding Opportunities

The Plan is becoming a basic requirement of more and more funding agencies for awarding grants and other funding for infrastructure and economic development projects.

Planning Process

Previous Comprehensive Plans

This plan represents a community based planning effort to shape Pine City's future. It involved a wide range of stakeholders including Pine City residents, local business owners, City Staff, Pine City Council and Planning Commission, and other local, regional and state government agencies. These stakeholders worked cooperatively throughout the comprehensive plan process to develop a plan that serves the needs of Pine City residents and business owners while also meeting requirements. The plan updates and builds from the City's previous comprehensive planning efforts, while at the same time re-evaluating needs, issues and opportunities based on current trends and conditions. The City's most recent plan was adopted in 1998, which was preceded by adopted comprehensive plans in 1992 and 1968, and several other plans.

Previous Plans

- 1890 – Property map: streets, blocks, the railroad.
- 1968 – Comprehensive Plan
- 1983 – Development Guidelines
- 1987 – Governor's Design Team Visit
- 1992 – Comprehensive Plan
- 1998 – Comprehensive Plan
- 2009 – Minnesota (formerly Governor's) Design Team Visit
- 2012 – Comprehensive Plan

The earliest existing plan of Pine City dates from the 1890s. It is a physical plan – a plat map, probably drawn up by the railroad, of streets and properties – but the then-village's grid and its distinctive street terminations to the Snake River and Cross Lake were already in place. The first modern comprehensive plan was done in 1961. That plan correctly identified the then-new interstate as the future engine of growth. Subsequent efforts provided a zoning code, shoreland, wetland and floodway ordinances, and measures to encourage economic development. All of these documents are available from the City.



Public Participation. The Plan was developed by engaging residents in discussions that considered the City's past, present, and desired future conditions. Citizen involvement was a critical component of the planning process. By coming together to discuss community concerns, residents learned about the issues affecting their city. Public officials benefited from community involvement and used input to shape the Plan to reflect the City's desires and ideas.

In terms of the specific public process to create this Plan, key dates and activities are listed below. A number of mechanisms and opportunities were used to engage the residents; these are outlined here:

MINNESOTA DESIGN TEAM: The City hosted a Minnesota Design Team visit in 2009.

SWOT ANALYSIS: During the Minnesota Design Team Visit of 2009, participants identified the City's strengths, weaknesses, opportunities and threats during a SWOT analysis.

COMMUNITY SURVEY: A community survey was sent out and made available on the City's website. Responses to these questions are included elsewhere in this plan.

DOWNTOWN SURVEY: A community survey was distributed to all downtown property owners and residents in 2010 and the information was used in the development of this plan.

BACKGROUND RESEARCH: City Staff and the AmeriCorps VISTA updated the City's existing land use, housing, public facilities, natural resource, and economic development data with updated information from the US Census, City data, the Minnesota Department of Employment and Economic Development and natural resource information to identify changes that have occurred in the community since the adoption of its previous Comprehensive Plan.

OPEN HOUSE: City residents were invited to attend two Open Houses on October 27, 2010 to review the goals that each Comprehensive Plan Subcommittee had generated, and again on October 26, 2011, to review the draft Comprehensive Plan and to provide additional feedback on the Plan. Public input was incorporated into the final draft versions of the Comprehensive Plan. It was available on the City's Web site and it was also sent to adjacent townships for their review.

PLANNING COMMISSION/PUBLIC HEARINGS: A series of Public hearings were held on the plan, on April 23, May 1, June 25, and September 30, 2013, to review the Comprehensive Plan and receive formal public comments on the Plan. The Planning Commission made its recommendation for approval on June 24, 2013 to the City Council.

CITY COUNCIL APPROVAL: The City Council approved the Comprehensive Plan on October 2, 2013.

Consistency with other Adopted Plans

Consistency with other Local Plans

Comprehensive planning provides a future direction and road map for City action. Given the unknown factors that a City faces over the life of its plan, its goals and recommendations are intentionally presented in broad and general terms. In order to fully implement this Plan, more detail-specific plans will need to be developed and regularly updated, consistent with the intent and goals of the Plan, including the Future Transportation and Future Land Use maps in this Plan's appendices.

These supplementary plans provide a greater degree of specificity and detail, and can more accurately respond to changing needs and conditions within the City. Specific details can include capital planning, infrastructure network planning, design criteria, specifications, project development, special area and neighborhood plans, etc. Thus, developers and City officials are advised to consult, in addition to this Plan, current City codes and other plans as a guide for decision-making. These include, but are not limited to, the following:

City of Pine City Regulations and Plans

Chapter 10, Municipal Development Ordinance
Official Streets Plan—*Not yet adopted*

Areawide Plans

Pine County Comprehensive Plan
Comprehensive Economic Development Strategy (CEDS)
Interstate 35 Corridor Management Plan

Overall Themes of this Plan

Balanced Land Use, including protection of natural resources

Quality Development, guide land uses and manage growth

Connected Places, providing for parks and recreation opportunities

More Integration, including regional solutions for such things as housing and transportation.

Arts & Culture, as a part of creating and expanding opportunities for employment growth.



Chapter 2—Demographic Characteristics and Trends

COMMUNITY BACKGROUND

The City of Pine City has experienced many changes in recent decades, especially since the last Comprehensive Plan was adopted in 1998, as the landscape transitions primarily from rural areas and lakeshore development to a more suburban landscape in many areas of the City. As the City continues to grow, pressure for additional households, employment, commercial services, infrastructure, and recreational opportunities will increase. As growth occurs, protection of the City's unique assets such as valuable natural resource areas and the rural landscape in the northern portion of the City is important. Additionally, measures must be taken to ensure that adequate infrastructure is in place to accommodate new growth. This Comprehensive Plan provides a guide for decisions concerning the City's future. The plan identifies future growth areas and the sequence and pattern of future growth. The type and intensity of new development is specified, and appropriate improvements to the City's sewer, water, and transportation infrastructure are identified to accommodate new growth. Areas that require special protection as development occurs are also discussed. The Comprehensive Plan will serve as a resource to decision makers to guide land use and infrastructure decisions ensuring that the vitality and health of the City is maintained.

The purpose of this background chapter is to understand the characteristics of Pine City to provide a foundation for developing the Comprehensive Plan. This chapter will provide background information on the community and the region to better understand the context of this comprehensive planning process. The chapter includes a discussion of the community's history, its role within the county, Region 7E and State of Minnesota, a summary of the current planning process and previous planning efforts and a review of

demographic and economic trends focusing on updated service information since the adoption of the previous comprehensive plan.

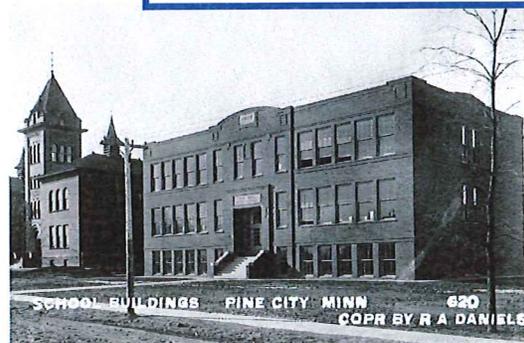
The information presented in this chapter will inform subsequent chapters of the comprehensive plan.

The City of Pine City is located in the far southern portion of Pine County. Settlement of the Pine City area occurred initially as the result of the construction of the St. Paul and Duluth Railroad which was completed in 1869. Platted that same year, the Village of Pine City wasn't incorporated until 1881. Settlement of the nearby townships, Pokegama, Pine City and Chengwatana, was closely linked to the growth and development of the City.

The photos below are of early churches and schools of the community, respectively.



Photos: Courtesy of Earl J. Foster collection.



Chapter 2—Demographic Characteristics and Trends

Growth in both the City and the townships was fueled by the development of summer lake homes on the shores of the area's lakes, particularly on Cross Lake and Pokegama Lake. This lake home residential growth was the primary land use other than agriculture in the surrounding townships through the end of the twentieth century, though an increase in non-riparian residential subdivisions has diversified the area in recent decades. In the City, however, the pace of development was faster and a street grid, contiguous residential neighborhoods, a resulting commercial district, and community facilities such as parks and schools helped the lake home

The increased intensity in use of the homes, as well as the sheer number of them, caused pollution problems on the lakes. In particular, many individual sewage systems began to fail. This seriously threatened the lakes' recreational, aesthetic and ecosystemic value.

In looking at "Pine City's" growth, a better picture is perhaps the community's Zip Code data.

In Zip Code 55063, which includes all of Cross Lake and the Eastern half of Pokegama Lake, the population grew from 8,294 in 2000 to 9,897 in 2010, and is estimated to be over 10,000 today.

On Cross Lake, there are 180 year-round homes and 241 seasonal (cabins, and the like). On Pokegama, there are 305 year-round homes and 459 seasonal. That means 59% of the homes are seasonal (700 total) on both lakes.

There are likely more cabins in the surrounding areas which are not on the lakes. For example, in the city limits of Pine City, out of 1,468 households, 38 are considered seasonal. And, in Rock Creek, 19 out of 635 are considered seasonal.

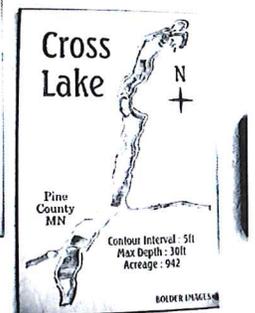
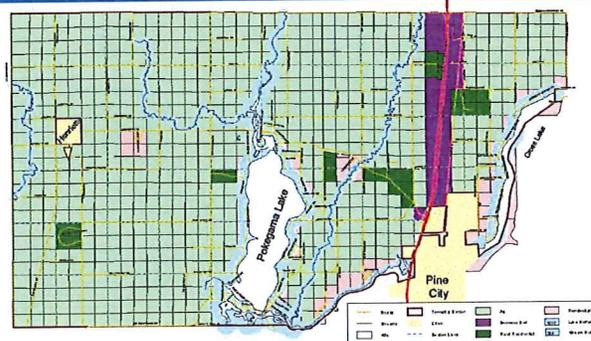
Lake Homes	Cross Lake	Growth	Pokegama Lake	Growth	Total	Both Lakes
1967						
Year-round	202		178		380	
1967						
Seasonal	57		50		107	487
2011						
Year-round	180	-22	125	-53	305	
2011						
Seasonal	241	+184	218	+168	459	764

Figure: Information provided by Pine County Assessor's Office.

village mature into the developing City it is today.

Urban services, such as public sewer, became a necessity in the area. Over the years, individuals and families began to convert many lake homes to year-round use.

Pokegama Zoning Map: Provided by Pokegama Township.



Chapter 2—Demographic Characteristics and Trends

This chapter provides historic and projected population information as it relates to growth, age characteristics, education, occupation and income level.

Historical Populations

Census Pop.	%±
1890 535	—
1900 993	85.6%
1910 1,258	26.7%
1920 1,303	3.6%
1930 1,343	3.1%
1940 1,708	27.2%
1950 1,937	13.4%
1960 1,972	1.8%
1970 2,143	8.7%
1980 2,489	16.1%
1990 2,613	5.0%
2000 3,043	16.5%
2010 3,123	2.6%

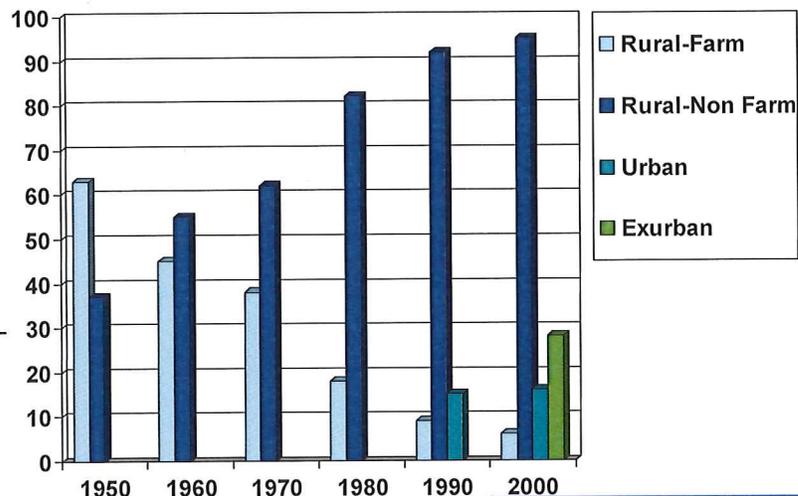


The City has grown throughout its history, as shown on this page. Since 1950, Pine County has been losing its agricultural underpinnings and has been growing more urban and exurban, as shown in the graph below. As of 2010, there were two urban cities in the county, Sandstone and Pine City, both having populations greater than 2,500. Rock Creek was the fastest growing city in the county, growing by one-third from 2000-2010. The 2010 Census figure for Pine City was questioned by City Officials.

Above and right:
U.S. Decennial Census

	2000	2010	Change
Housing units	1275	1468	+193
Households (occupied housing units)	1222	1322	+100
Vacant housing units	53	146	+93

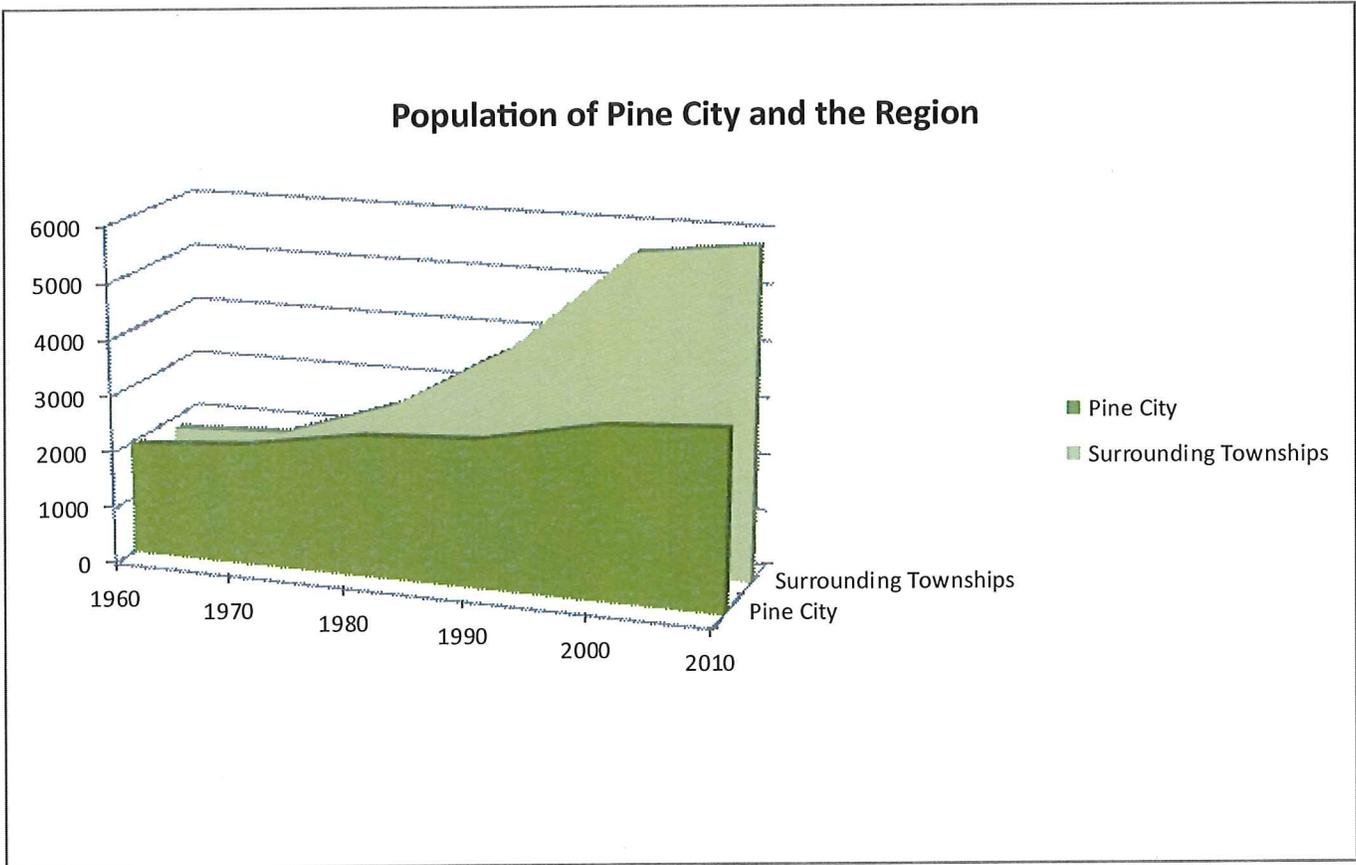
One reason for the lower growth rate from 2000-2010 (2.6%) is the growth in the number of vacant houses due in large part to foreclosures. However, City officials believe that there still may have been errors in census taking that resulted in a lower than expected population. For example, the number of homes constructed in that decade, according to the City, is greater than the number of new housing units the Census provided.



Rural and Urban: US Census Data

Exurban: Star Tribune Data

Chapter 2—Demographic Characteristics and Trends



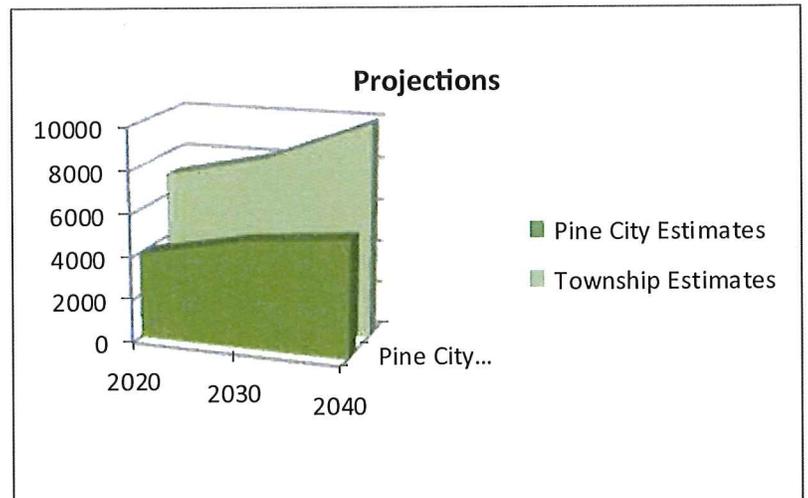
Pine City and the Pine City region can anticipate continued growth and economic development at a modest rate in the next 20 years. Unforeseeable changes in technology, the natural environment, the national and international economy, and our society are to be expected, but under current trends growth is the main feature for which Pine City should be planning.

Pine City's population has grown steadily since 1930, with some leveling off in the 1960s. The rural population surrounding the city has been much more fluid, dropping significantly during the 1950s and 1960s and bouncing back strongly since that time. During this time, more growth has gone to the townships surrounding Pine City than to the city itself.

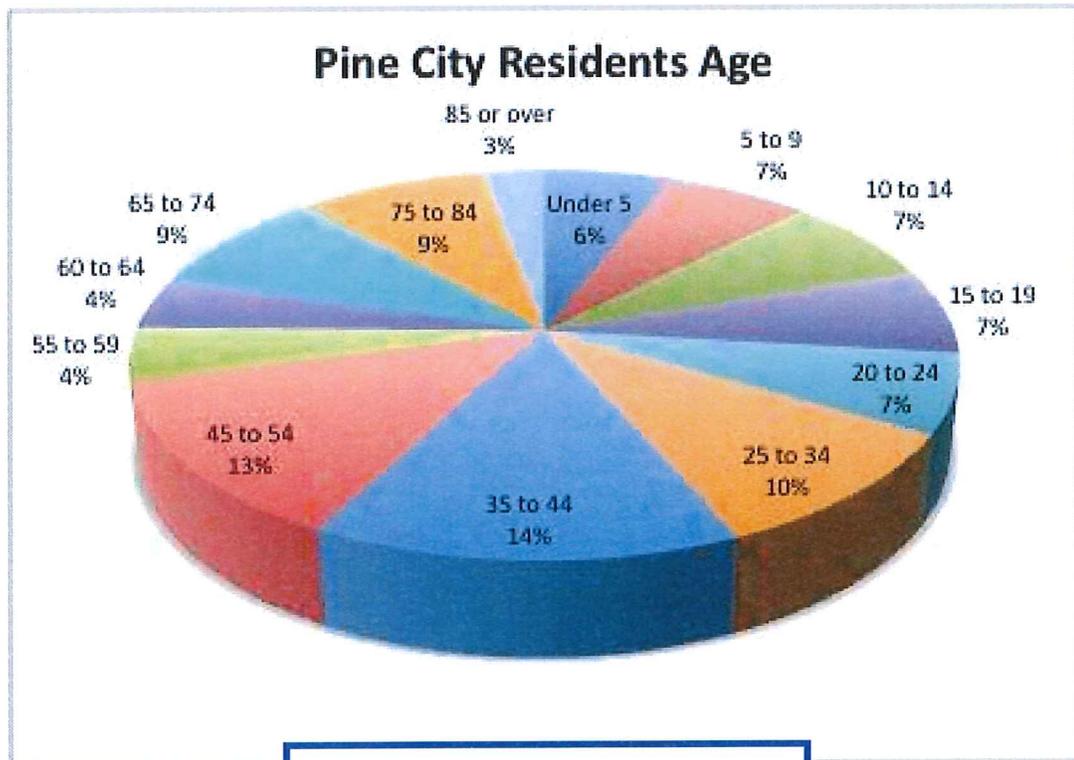
Above: U.S. Census Data

Below: Local Projections.

Beyond the year 2010, population estimates for the region become increasingly unreliable. These estimates are based on the assumption that Pine City's share of Pine County's growth will remain the same as it is now. In fact since all four surrounding townships (Chengwatana, Pine City, Pokegama, and Royalton) are growing faster than the city, these projections are likely to be too high for the city and too low for the surrounding townships, unless the city adjusts its boundaries to accommodate some of the growth.

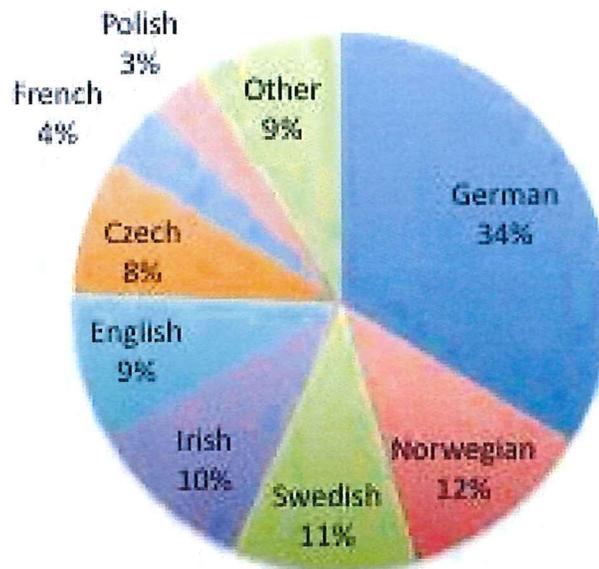


Chapter 2—Demographic Characteristics and Trends

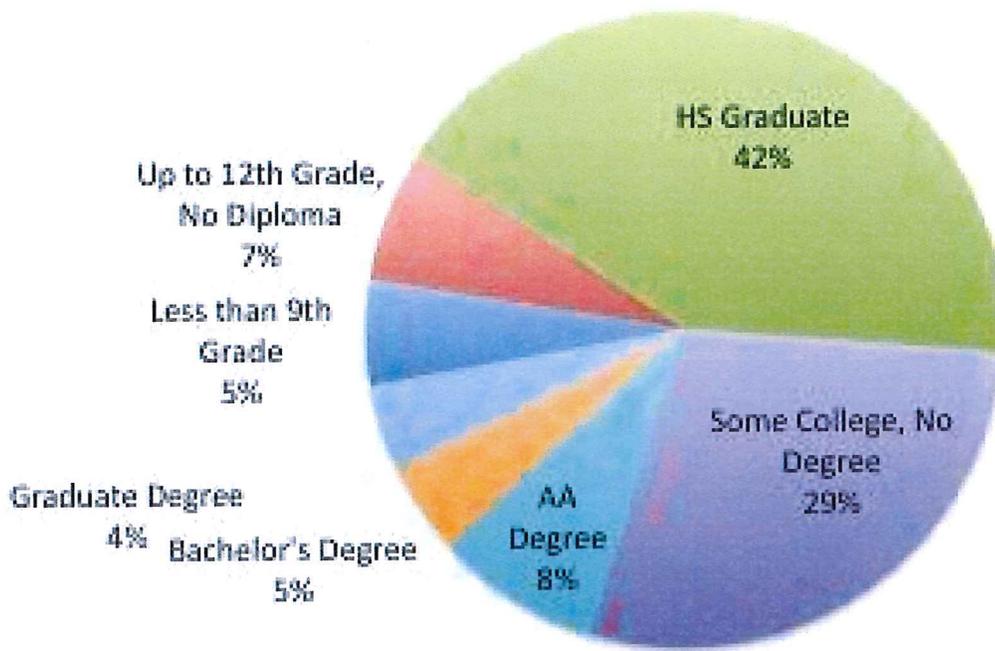


Charts, above and below: U.S. Census Data

City of Pine City Residents by Ancestry

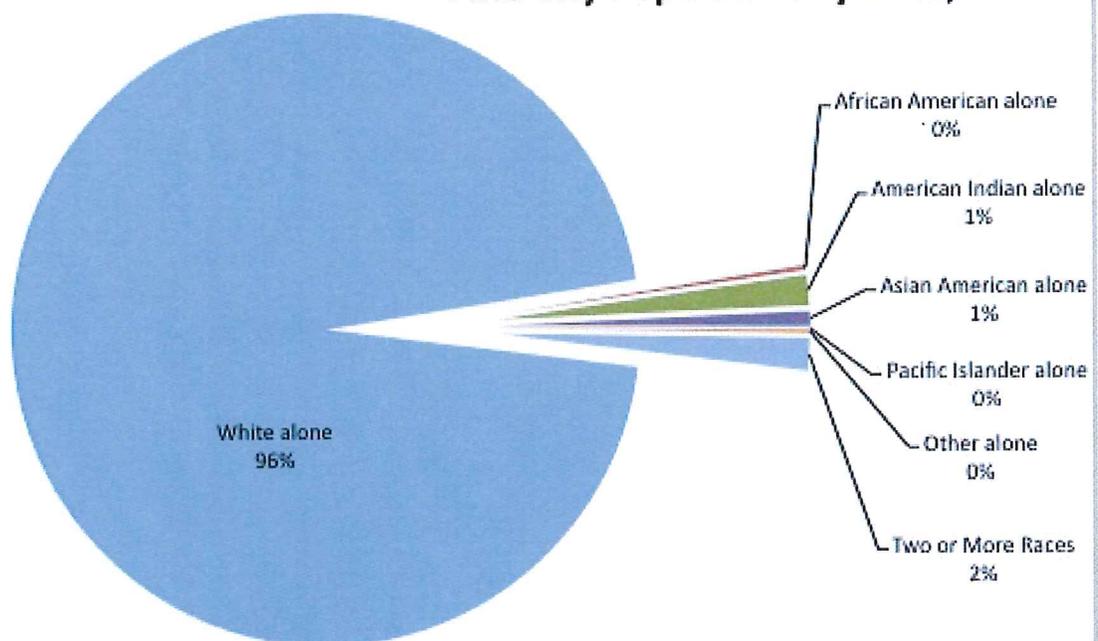


Educational Attainment, Age 25 and Over

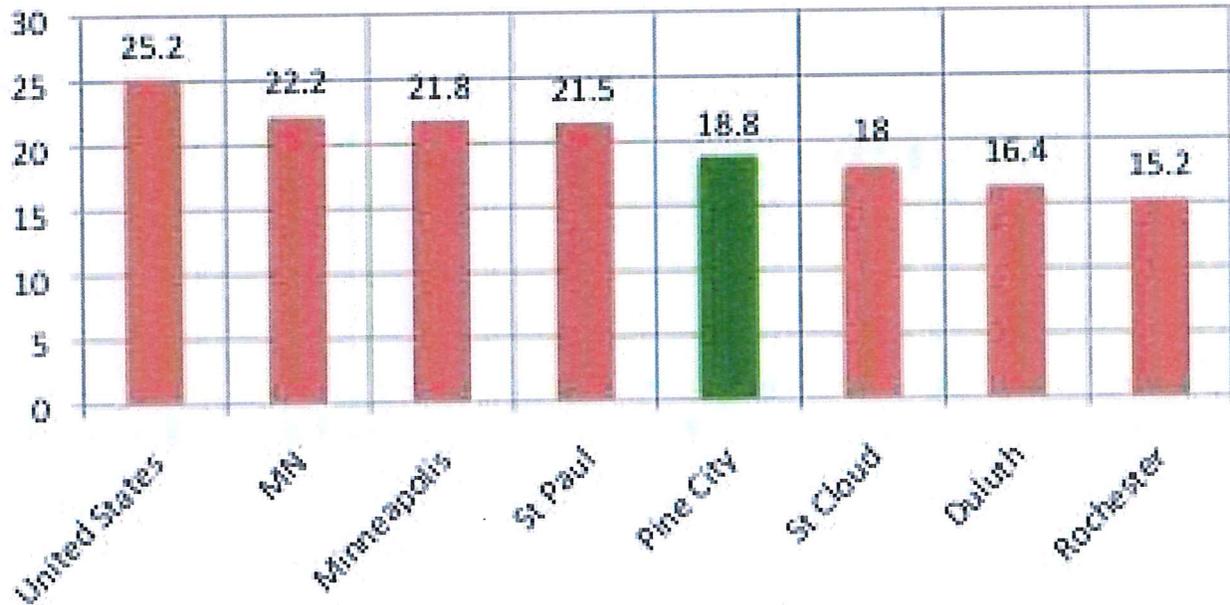


Charts, above and below: U.S. Census Data

Pine City Population by Race, 2010

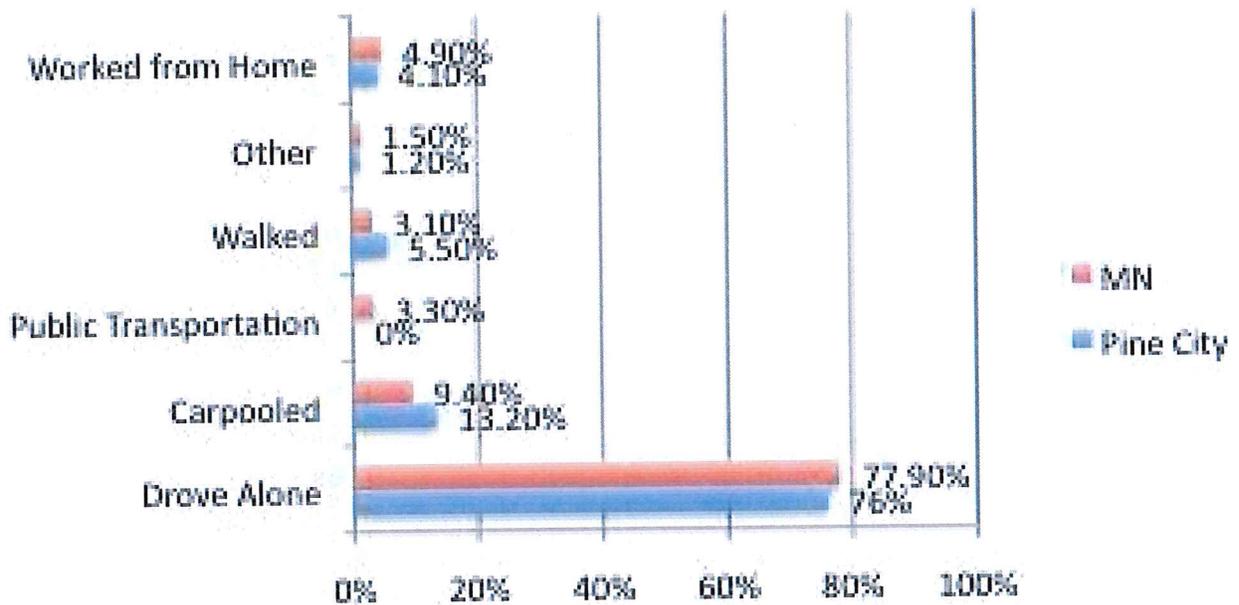


Average Commuting Time (Minutes)



Charts, above and below: U.S. Census Data

Commuting to Work



Chapter 3—Natural Resources

This chapter is dedicated to the environmental landscape and the natural resources that this landscape encompasses. This chapter further serves to outline goals and objectives for the effective protection, preservation, conservation, and utilization of the natural resources of the community in terms of a regional context along with an evaluation of the physical aspects of the city such as soils information, topographical elements and physical barriers to development.

As Pine City develops, it is hoped that it will do so as a green and sustainable city which balances ecological, economic and social needs to ensure a clean, healthy and safe environment for all members of society and for future generations.

Goals:

Regarding **Policy** — Pine City should adopt policies that call for energy efficiencies in buildings and commercial districts, for the production of less waste, cleaner transportation choices and amenities that will benefit the community's overall health.

Regarding **Environmental Education** — Pine City should promote resource conservation and appreciation through environmental education displays in parks and outdoor use areas such as City parks, schools, and at Pine Technical College.

Regarding **Local Foods** — Pine City should promote and support local food sources such as individual farms, markets, restaurants, grocers, and other food retailers committed to sustainable food and farms.

Regarding **Energy Conservation** — Pine City should lead by example in energy conservation and financial savings as a result. By 2020, the City should work to:

- ⇒ Meet 40% of the City's electricity needs using green and renewable power.
- ⇒ Cut carbon dioxide emissions by 40%.
- ⇒ Reduce peak energy load by 10%.
- ⇒ Adopt a comprehensive water reduction plan and reach a 20% reduction in per capita water use.
- ⇒ Retrofit City facilities, when possible, with energy efficient lighting to reduce kilowatt hours and energy costs.

Regarding **Air and Climate Protection**. — Pine City should lead by example to reduce citywide carbon dioxide emissions.

- ⇒ The City should sign on to the US Mayors' Climate Protection Agreement.
- ⇒ The City should work to develop an ordinance or policy to reduce idling on City vehicles.
- ⇒ The City should promote mass transit and multi-modal transit options.

Chapter 3—Natural Resources

Regarding **Waste Reduction and Recycling** — Recycling should be promoted within all City properties and public spaces. The City should work to:

- ⇒ Promote curbside recycling.
- ⇒ Develop a drop-off center for recyclable materials.
- ⇒ Develop and support waste reduction initiatives.

Regarding **Sustainable Development** — Development should be responsibly built within Pine City. To do this, the City should work to:

- ⇒ Incorporate sustainable design and construction into City-financed projects.
- ⇒ Preserve parks and green space.
- ⇒ Promote no net tree loss within City boundaries.
- ⇒ Encourage and support ride share, park-and-ride, park-and-pool and mass transit.

Challenges

Energy efficiency programs oftentimes have larger upfront costs than current technologies and may be difficult for governments, businesses and individuals to transition in difficult economic times. However, by adopting a goal of moving toward sound ecological practices, Pine City can make headway toward these goals as pricing stabilizes, technology becomes more attainable and more partnerships can be made with businesses that can sustainably profit by offering better alternatives.

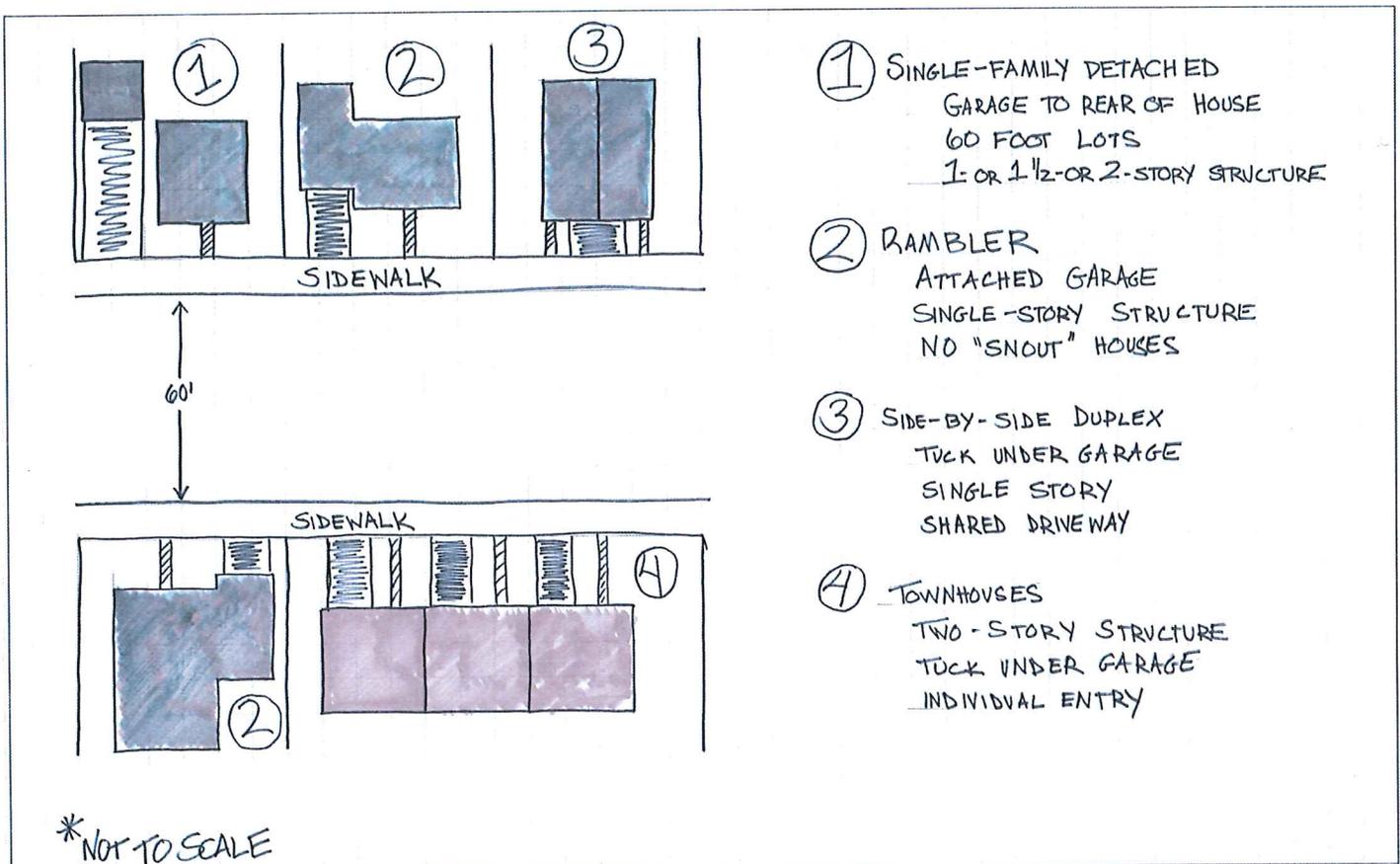
Key Partners

Triple bottom line businesses (people, planet, profit), schools, energy providers, farmers' market, community garden, public works, transit providers, and Pine Technical College.

Chapter 4—Housing and Neighborhoods

This chapter evaluates the current housing stock, identifies housing opportunities, establishes policies for future housing development and identifies housing financing programs to achieve the goals established.

Below, these housing types are the ones that are recommended to build. They offer manageable lot sizes, connections to sidewalks and proximity to neighbors.



① SINGLE-FAMILY DETACHED
GARAGE TO REAR OF HOUSE
60 FOOT LOTS
1- OR 1½- OR 2-STORY STRUCTURE

② RAMBLER
ATTACHED GARAGE
SINGLE-STORY STRUCTURE
NO "SNOUT" HOUSES

③ SIDE-BY-SIDE DUPLEX
TUCK UNDER GARAGE
SINGLE STORY
SHARED DRIVEWAY

④ TOWNHOUSES
TWO-STORY STRUCTURE
TUCK UNDER GARAGE
INDIVIDUAL ENTRY

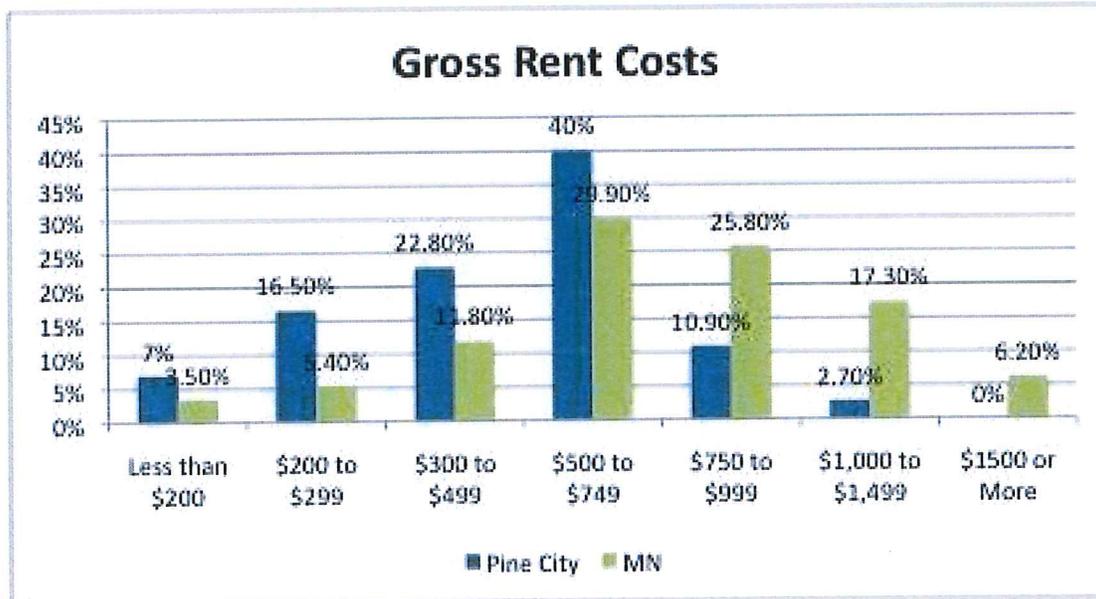
*NOT TO SCALE

IS Minnesota Design Team **Housing Types**

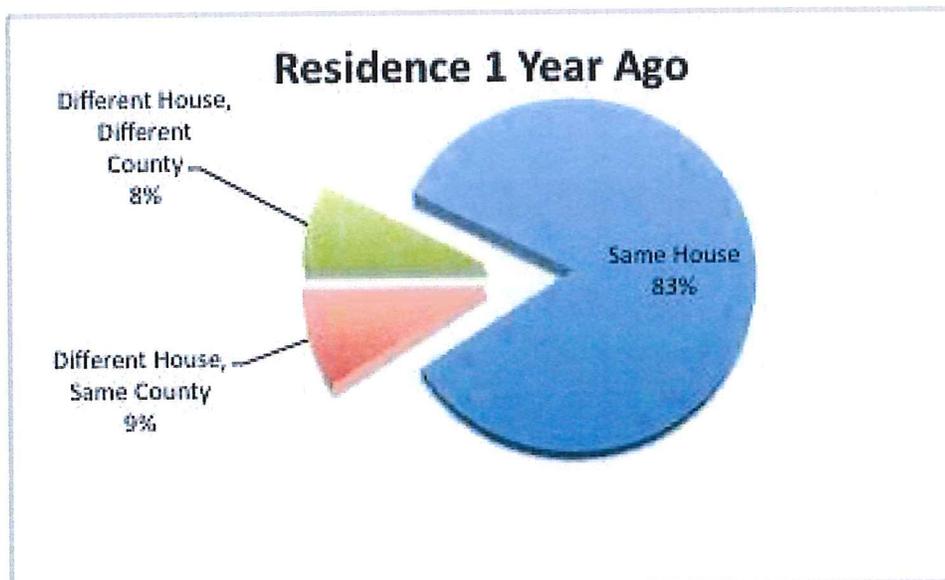
PINE CITY
Pine City, MN
September 2009

Vision Exhibit: Minnesota Design Team

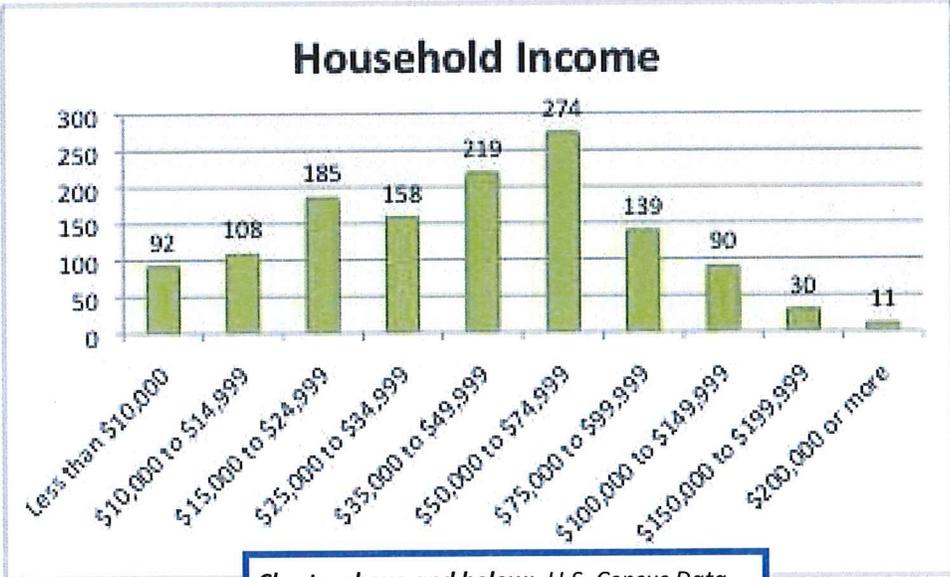
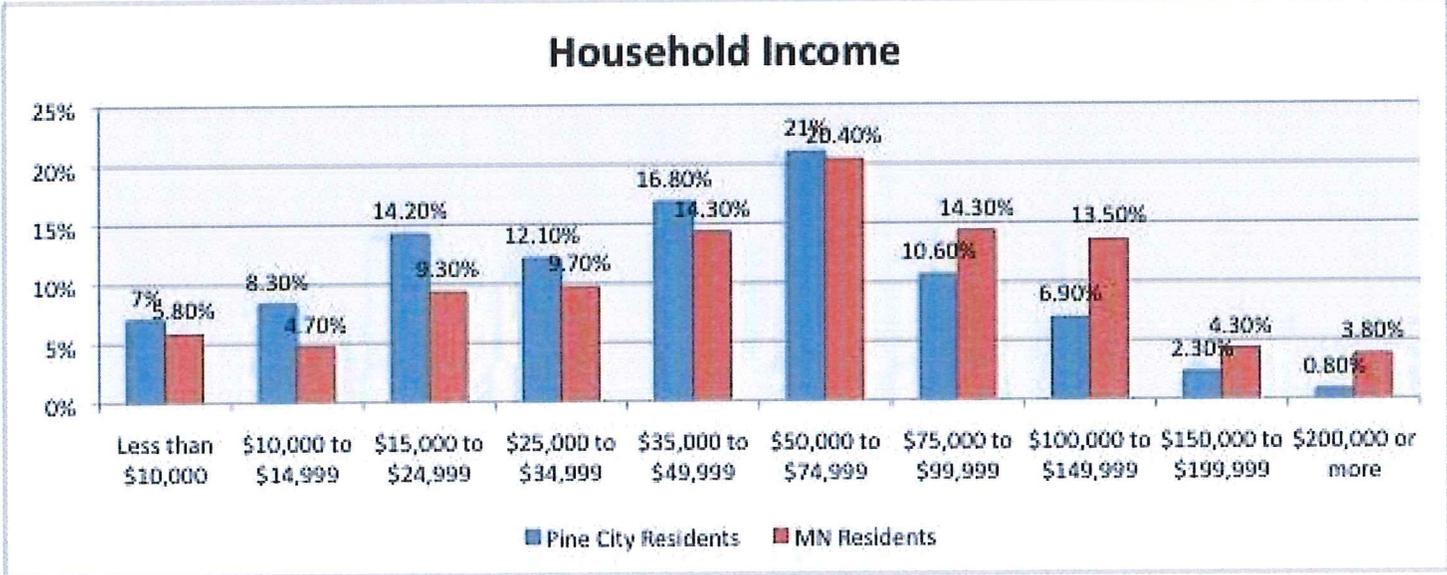
Chapter 4—Housing and Neighborhoods



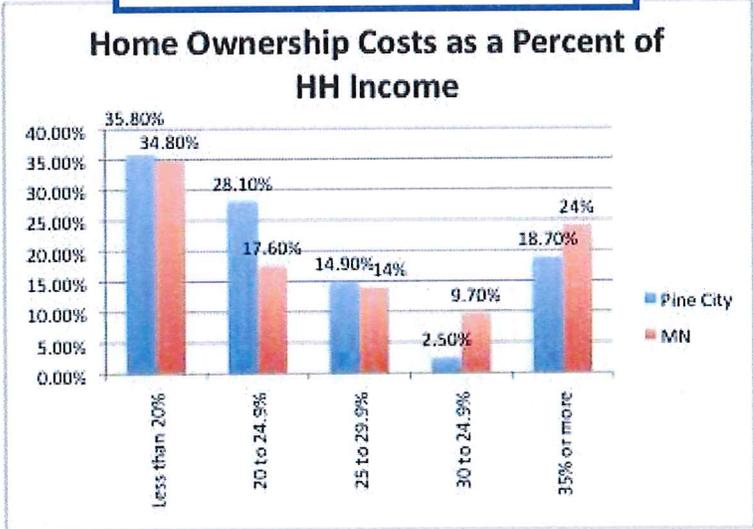
Charts, above and below: U.S. Census Data



Chapter 4—Housing and Neighborhoods

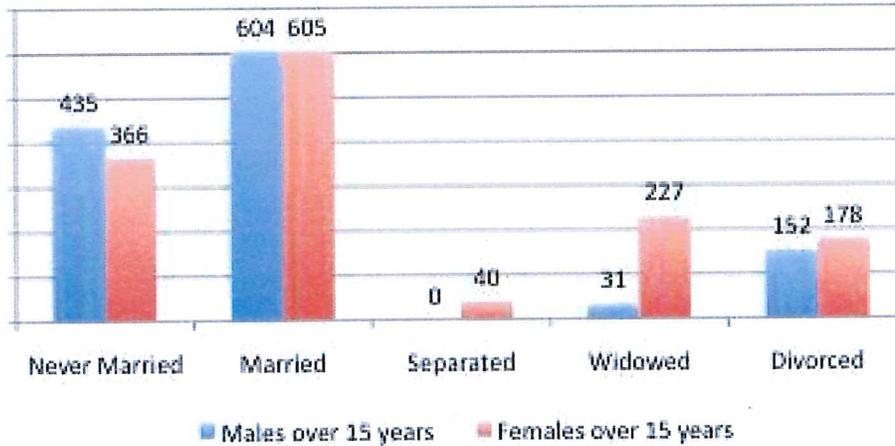


Charts, above and below: U.S. Census Data



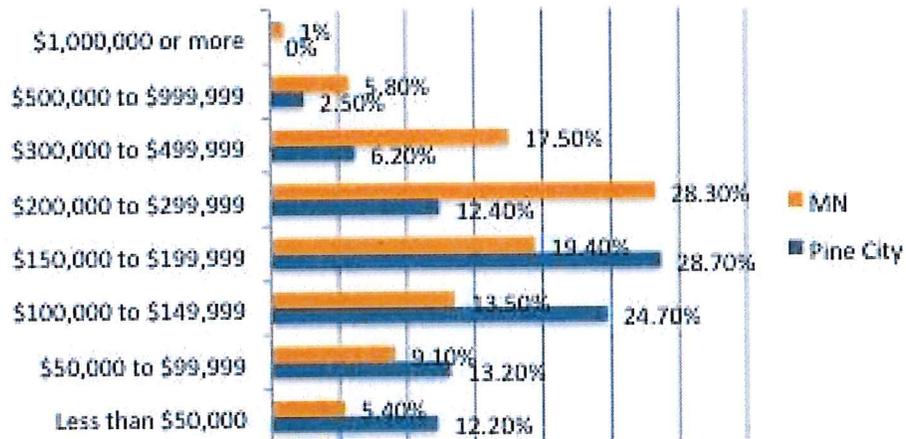
Chapter 4 — Housing and Neighborhoods

Marital Status of Pine City Residents



Charts, above and below: U.S. Census Data

Value of Owner Occupied Housing



Chapter 4 —Housing and Neighborhoods

City officials saw a smaller-than-expected increase in population from 2000 to 2010, despite adding 151 units of housing in that timeframe. If this was not a Census error, it could be linked to a larger population of snowbirds who were in places like Arizona, Texas or Florida when the census forms came. On the face of it, one cannot assume that the U.S. Census count is wrong. Perhaps some residents are listing themselves as residents of another state in order to avoid Minnesota income tax. Persons/couples who live 183 days outside of Minnesota can legally claim that they are residents of another state. According to a member staff at the Humphrey Institute, John Adams, there are a growing proportion of people who enjoy Minnesota services and its "quality of life" that are good at figuring out ways to get it without paying for it.

Another factor is that the community's young are perhaps growing up and moving on. A new reality the community faces is that it is getting older. The new demographics hit first-ring suburbs in 2000 and now is creeping further into suburbia and exurbia. With the demographics shifting, an argument could be made that the community needs more senior homes to free up housing for young families. But, simply having the houses doesn't mean people want to live in Pine City; it's about schools, parks and proximity to where jobs are and other amenities are. Pine City has these things to offer, in addition to its proximity to the Twin Cities metropolitan area.

Also at issue, Pine City needs to actively address issues with aging housing stock. Some of this can be done with infill, or building programs such as Habitat for Humanity. A large percentage of the city's houses are more than 30 years old and need expensive updates like replacement of roofs, windows and furnaces. Older residents on restricted incomes may be reluctant to spring for such improvements.

Lastly, Pine City is growing partly because it is attracting minority homeowners, who tend to be younger than the overall population. The latest census shows an increase in minorities of all races (African -American, Asian, American-Indian, etc.), and an increase in "rainbow" families, those households with same-sex couples and children.

The City of Pine City recognizes how important an adequate supply of affordable and life-cycle housing is to both its economy and its residents. This section aims to articulate the links between housing locations and daily activities, such as jobs, recreation, shopping and education. The amount and location of housing directly affects the pressures on public infrastructure, such as roads, water and wastewater systems and electric utilities. Housing costs should be consistent with prevailing wages, and low levels of housing availability can diminish the ability of local businesses to retain or expand a productive workforce.

If Pine City had an inadequate supply of "starter homes" or apartments, businesses may be unable to fill entry-level jobs. Similarly, if economic development were to occur faster in Pine City than the expansion of housing, it could cause rapid escalation of housing costs or it could price low- and middle-income households out of the market.

Housing is an environmental issue as well. While making housing more energy- and resource-efficient can increase up-front capital costs, these measures have been shown to dramatically lower lifetime operation and maintenance costs, thereby actually making housing more affordable in the long run.



Chapter 4 — Housing and Neighborhoods

OVERALL GOALS:

The following housing goals and policies can have significant impacts on economic development efforts, as well as social and environmental impacts:

Goal: Respect the unique settlement characteristics of each neighborhood or area and encourage diversified housing development that maximizes the use of infrastructure, including roads, sewer, water and other public services.

- Encourage residential development at traditional city densities in areas adjacent to “urban” areas.
- Limit development outside of “urban expansion areas” to very low densities.
- Link conditional use permit approvals, tax increment financing district designations and use of community condemnation power to accomplish affordable housing, housing design and site design preference goals.
- Honor the local preference for large-lot residential development in selected residential areas.
- Improve diversity in the community’s housing mix to meet lifecycle needs and increase overall affordability.
- Locate affordable and life-cycle housing where transit can provide efficient access to community services and amenities.

Goal: Reduce the number of substandard housing units while maintaining the level of affordability.

- Continue to enforce the state building code.
- Ask developers to incorporate a percentage of affordable housing units in proposed developments.
- Encourage the redevelopment of both renter- and owner-occupied substandard housing stock.
- Favor housing projects that cut long-term costs by incorporating sustainable design standards.
- Support the redevelopment or renovation of the community’s historic or culturally-unique housing stock.
- Utilize a neighborhood stabilization program and work with organizations such as Habitat for Humanity to redevelop substandard housing units.

Goal: Reduce homelessness in the area due to unemployment, underemployment, lack of affordable housing, or other factors such as domestic violence, lack of affordable health care or mental illness and substance abuse from alcohol or drugs.

- Review this plan to be sure it is well integrated with the various plans and strategies that cities must develop in connection with federal housing and homeless funding, such as the Consolidated Housing & Community Development Plan, Continuum of Care for the Homeless, and Public Housing Agency Plan.
- Those involved in planning in Pine City should encourage coordination between the general planning/land use departments with community development and/or human service funding agencies and non-profits.
- Those involved in planning should take a comprehensive view of how the social safety net does and does not work for both transitionally and chronically homeless persons and address the root cause of homelessness. Embrace mainstream programs and providers, such as Temporary Assistance to Needy Families, Community Health Centers, Public Housing Authorities, and Medicaid, to develop prevention strategies.

Chapter 4—Housing and Neighborhoods

Implementation Strategy:

A range of strategies can be utilized to manage Pine City's housing stock. For example, the City could establish design standards for its historic or culturally-significant neighborhoods or review and update official controls to ensure they do not discourage affordable or life-cycle housing. The City should also use techniques such as transfer of development rights and cluster residential zoning to protect environmentally sensitive areas within a development site. Also, the City could set housing development priorities for the local housing redevelopment or economic development authorities to carry out the aforementioned comprehensive plan goals and policies.

Chapter 4 — Housing and Neighborhoods

A Community of Neighborhoods and Districts:

Although Pine City is a small town, and socially a single community, from a planning perspective it is useful to consider it as a collection of residential neighborhoods and commercial/industrial districts. These neighborhoods share a physical location and physical characteristics such as sidewalks and house types. Each neighborhood and district was shaped by the time and purpose for which it was developed, and city policies may respond to each neighborhood differently.

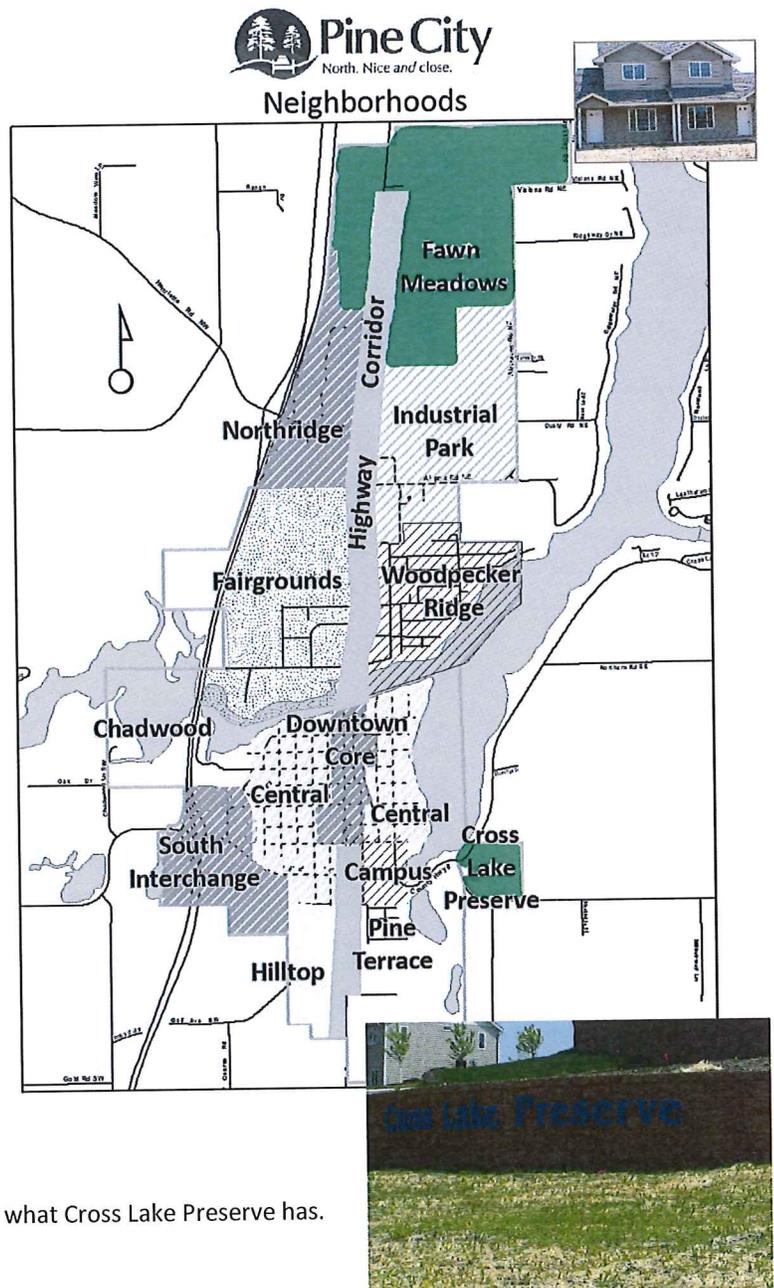
The plan considers neighborhoods from outward to inward followed by some commercial/industrial districts. For each neighborhood and district a short introduction is followed by a discussion of the landscape, circulation and parking, land use and development, and design and appearance. Recommended policies and strategies to achieve them are listed together at the end of each section. Pine City's downtown has a chapter to itself.

Fawn Meadows and Cross Lake Preserve

These two neighborhoods resulted toward the end of the most recent real estate boom. After the bust, and following recession which began in 2007, they became virtual ghost developments until about 2010, when building and developer interest began to pick up again. Fawn Meadows in particular has been a desirable neighborhood for families, despite not having a finished park or sidewalks. A main issue for both Fawn Meadows and Cross Lake Preserve is that they both remain linked physically and socially to the rest of town. Both neighborhoods were intended for a mix of housing types, such as duplexes and sixplexes, in addition to single-family dwellings.

Policies:

- Ensure that safe and friendly pedestrian and bicycle connections exist within the neighborhood.
- Protect both neighborhoods' unbuildable lands—the SE outlot in Fawn Meadows, and the lakeside area in Cross Lake Preserve—and take advantage of them as an amenity for housing.
- Provide a neighborhood identification sign for Fawn Meadows, such as what Cross Lake Preserve has.



Chapter 4 — Housing and Neighborhoods

Chadwood

Chadwood is essentially the neighborhood west of Interstate 35 and north of Pokegama Lake Road, named after the road that accesses it, Chadwood Lane SW. Housing seems basically to be in good condition in this close-knit neighborhood, but the coming decades could mean that renovation or restoration of the housing stock will be necessary. Its close proximity to Interstate 35 may mean that the area to the south of Chadwood will be attractive to developers in the years to come as well. A main issue for Chadwood is that it become more linked, both physically and socially, to the rest of town.

Policies:

- Ensure that safe and friendly pedestrian and bicycle connections exist within the neighborhood.
- Maintain existing housing in good condition; encourage property owners to invest in their properties.
- Preserve Chadwood's rural atmosphere as the neighborhood is improved and connected to the rest of town. Institute public works guidelines for Chadwood that preserve its distinct rural atmosphere. Accommodate pedestrians in the street where feasible.
- Provide a neighborhood identification sign for Chadwood.

Hilltop (formerly 8th Street)

At the time of the last City plan, this was the newest, most upscale residential neighborhood in Pine City. It has characteristics of a suburban development, rolling hills and a lack of water amenities found elsewhere in the City.

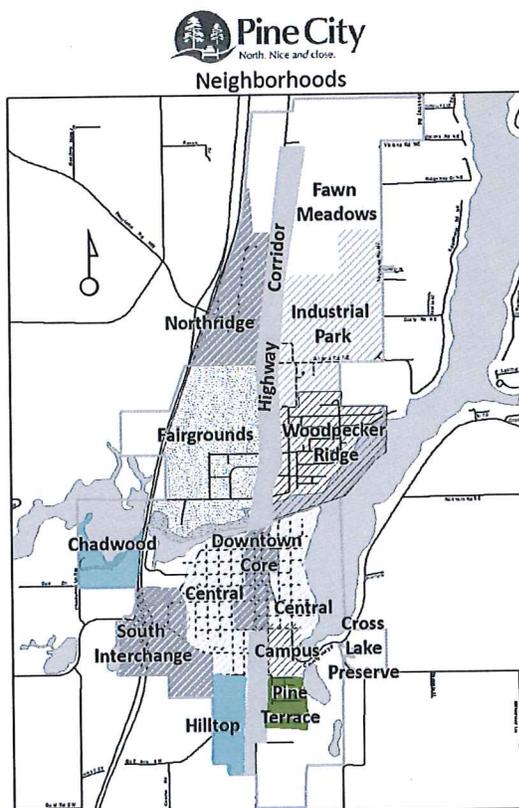
Policies:

- Maintain existing housing in good condition; encourage property owners to invest in their properties.
- Ensure that safe and friendly pedestrian and bicycle connections exist within the neighborhood. Consider bike lanes to narrow the automobile lane, slow traffic, and increase the awareness of bicyclers.

Pine Terrace

The Pine Terrace Manufactured Home Park has over 100 addresses (2012) and is situated on private drives, called rows, A-H. Roughly one-tenth of the City's entire population lives within this neighborhood.

- Encourage the establishment of a storm shelter and a neighborhood gathering space.
- Ensure safe and friendly pedestrian and bicycle ties with the Twin Cities-to-Twin Ports trail, perhaps by striping bicycle lanes within the park.
- Maintain existing housing in good condition; encourage property owners to invest in their properties.
- Provide an on-site neighborhood identification sign.



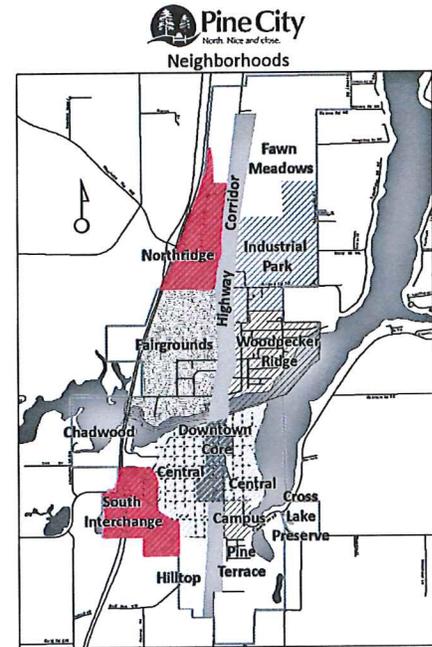
Chapter 4—Housing and Neighborhoods

Highway Commercial (Northridge and South Interchange areas)

The areas of highway commercial around the Interstate 35 interchanges with County Road 7 (Hillside Ave SW) and County Road 11 (Henriette Rd NW) exhibit some different characteristics but have enough similarities to promote the same goals and policies for them. Commercial pads and shopping centers—such as Evergreen Square and Northridge Center—are essentially self contained.

Policies:

- Ensure that safe and friendly pedestrian and bicycle connections exist within the neighborhood.
- Use PUD ordinances or conditional use permits to encourage good design in highway commercial development.
- Provide clear boundaries for the highway commercial district around the I-35 interchanges, and promote more connected development closer to town.
- Treat the highway commercial districts as gateways into Pine City, and landscape them.

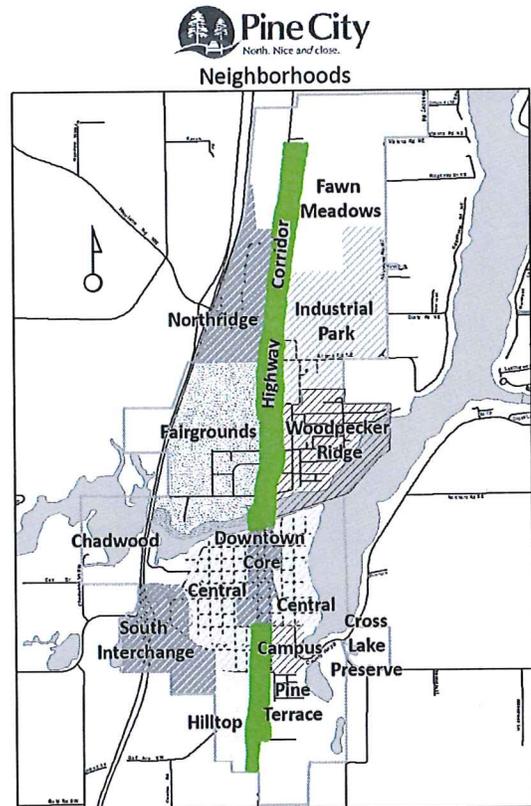


Highway Corridor

Commercial development along County Road 61 (Main Street) and County Road 7 (Hillside Ave SW) is typical of post war highway-oriented commercial development. County 61 is a multipurpose street as it moves through Pine City, with downtown commercial and institutional uses giving way to residential and institutional uses, and finally to the highway commercial corridor in the southern part of town. It is a part of the St. Croix Scenic Byway.

Policies:

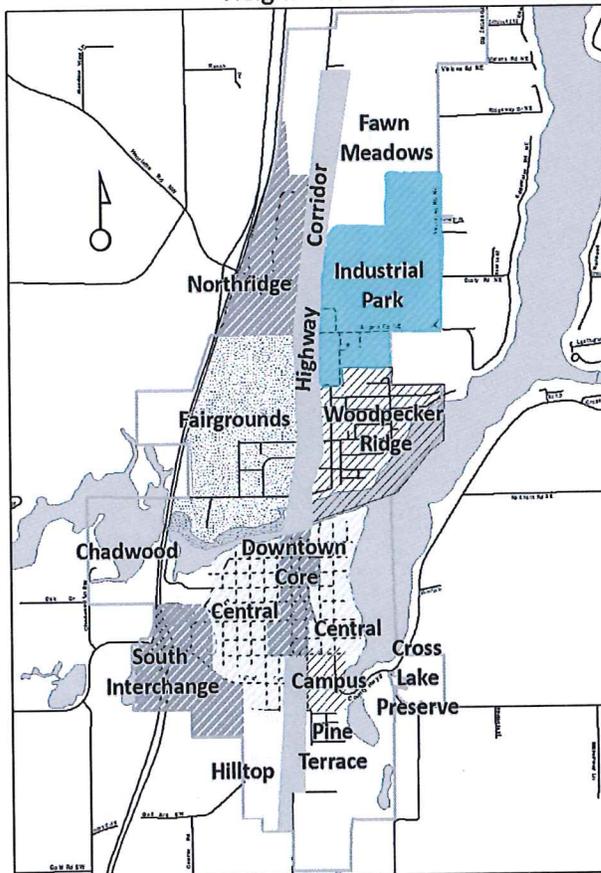
- Gradually upgrade highway commercial corridors to more neighborhood friendly patterns.
- Promote development perpendicular to the street that meets the sidewalk on one side, to begin a street wall.
- Work with Pine County Public Works to calm the corridor and be sensitive to the corridor's National Scenic Byway designation.



Chapter 4 — Housing and Neighborhoods



Neighborhoods



Industrial Park

The industrial park was created to take advantage of the changing needs of business, and it has grown as commercial/industrial uses have left the original downtown industrial area on the railroad tracks. The industrial park features large parcels, wide roads without sidewalks to accommodate trucks, and an immediate entrance onto I-35. It is a relatively flat industrial park landscape. There is a lack of landscaping.

Policies:

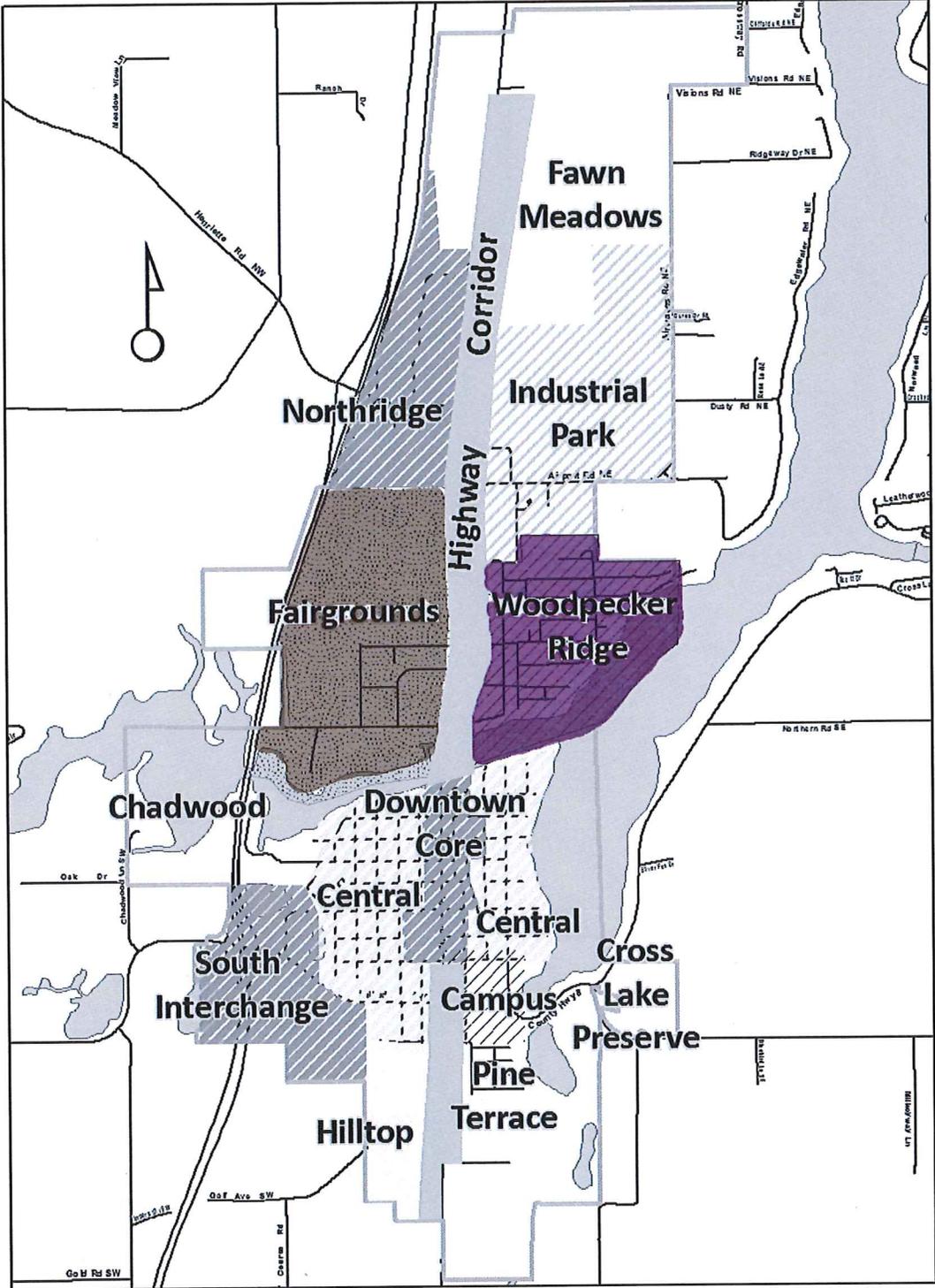
- Encourage connections between industrial park employers and affordable housing.
- Encourage compatible residential development at a price affordable to workers in the park.
- When applicable, provide landscaping standards that increase connections within the industrial park and with adjacent neighborhoods. Create a landscaping plan that allows pedestrian movement, provides for street trees, and unifies the park in a way that also refers to standards in the rest of Pine City.
- Allow and encourage supportive retail in the industrial park. Adjust the zoning code to allow supportive retail in the central regions of the industrial park.



Chapter 4 — Housing and Neighborhoods



Neighborhoods



Chapter 4 — Housing and Neighborhoods

Fairgrounds:

The small neighborhood surrounding the county fairgrounds west of Highway 61 is similar to Woodpecker Ridge, and is sometimes included in that name. The issues it faces are also similar although this area is less rural, and has a character closer to that of the rest of Pine City. As with Woodpecker Ridge, there is much land in the neighborhood unsuitable for building. Here, however, most of this land is to the west and north, on the outskirts of the neighborhood, rather than all through it. This results in a small but cohesive neighborhood surrounded by water and open space, an excellent setting. The neighborhood in turn surrounds a large, publicly-owned open space, the county fairgrounds, and is close to the Snake River and Voyageur Park. Streets surrounding the fairgrounds lack sidewalks, but traffic levels are low and streets can generally accommodate pedestrians. Parking has been an issue only during fair days, and the institution of shuttle buses from the high school parking lot may alleviate this problem. Like Woodpecker Ridge, the fairgrounds area is exclusively residential. Unlike Woodpecker Ridge, the housing here is limited to single-family houses. Since access to city services is more limited here than in the City south of the Snake River, this should not be a priority area for the development of denser housing. The central location of buildable land has given the neighborhood a cohesive character, and the fairgrounds is more a physical community than Woodpecker Ridge or the Brunswick Neighborhood. As with Woodpecker Ridge, the city should be attentive to the possibility of deteriorating housing in this area. The same policies can help the area maintain its good level of housing repair.



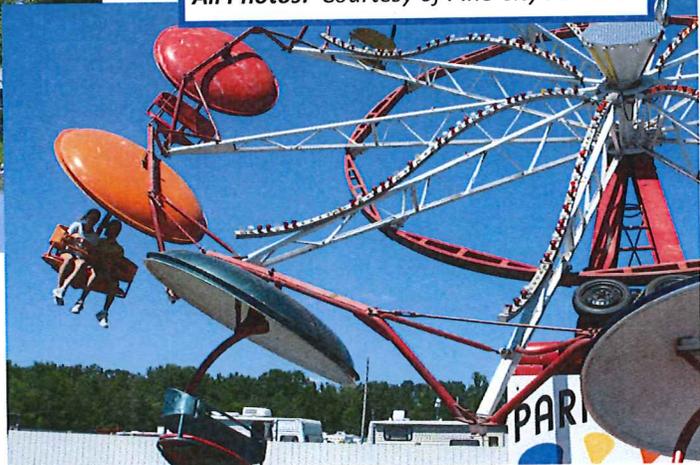
Policies:

- 1—Protect the neighborhood's unbuildable lands, and take advantage of them as an amenity for housing. Create a development plan for the neighborhood that preserves sensitive areas, and provides buildable lots that take advantage of them as open space. Preserve the intimate, rural feel of the neighborhood by maintaining current lot sizes, and keeping street sections narrow.
- 2—Maintain existing housing in good condition; encourage property owners to invest in their properties. Provide incentives, such as revolving loan funds, matching grants, or protection from rising property taxes, in order to encourage investment. Put in place a housing code that will mandate a basic level of maintenance for all structures.
- 3—Build the physical community in the area, and make a visual link to the older areas of Pine City, by encouraging street trees. Institute Public Works guidelines that include street trees. Ensure that existing street trees are maintained and replaced as necessary either through incentives to property owners or through city programs.

- 4—Work to expand and develop Voyageur Park as a regional park. Revisit the Voyageur Park Concept Plan and implement elements of the plan as feasible.



All Photos: Courtesy of Pine City Pioneer



Chapter 4 — Housing and Neighborhoods

Woodpecker Ridge:

Woodpecker Ridge is the name informally given to the neighborhood north of the Snake River, and east of Highway 61. Although the riverfront across from downtown was settled early in Pine City's history, for the most part Woodpecker Ridge is a neighborhood built in the 1960s and 1970s. Development in this area has happened in a less dense pattern than south of the river. It blends into the development that continues in Pokegama Township around Cross Lake. The neighborhood has many building constraints, resulting in a good deal of open space. There are three small parks, one along the riverfront (Riverside Park), one in the midst of the neighborhood (Woodpecker Ridge Park) and one along Lake Street NE (Meadow Ridge Park). Streets are mostly narrow without sidewalks or curb and gutter, creating an intimate feeling that is reinforced by the number of trees and undeveloped land. Particularly on collector streets, such as 5th Avenue NE, the need for sidewalks may be necessitated over time. Woodpecker Ridge has a seemingly rural character, and less of a small town neighborhood than others in Pine City. The exception to this is the northern edge of the neighborhood which has expanded into many new townhomes and single-family dwellings that are characterized by higher densities and more of a suburban feel.

The street network throughout Woodpecker Ridge is not very coherent. Streets have been constructed in haphazard fashion in response to incremental development along the lake and in buildable areas. The most recent street reconstruction projects included large-scale rainwater garden amenities used to treat storm water, and for the protection of the nearby lake and Snake River. There exist a variety of housing types, single-family, attached—and multi-family residential, among others. It is, however, solely a residential neighborhood. Except for local parks, no neighborhood services are available within convenient walking distance. Unbuildable lands have resulted in a patchwork of style of development with few lots remaining. There are featured a wide variety of postwar housing styles and sizes. Housing seems to be in good condition, but the age of the housing stock means that renovation is going to be an increasingly important issue in coming decades. The scale and relationship of single-family to multifamily housing is an important concern. These structures should be mixed, and not allowed to concentrate on adjoining lots or blocks.

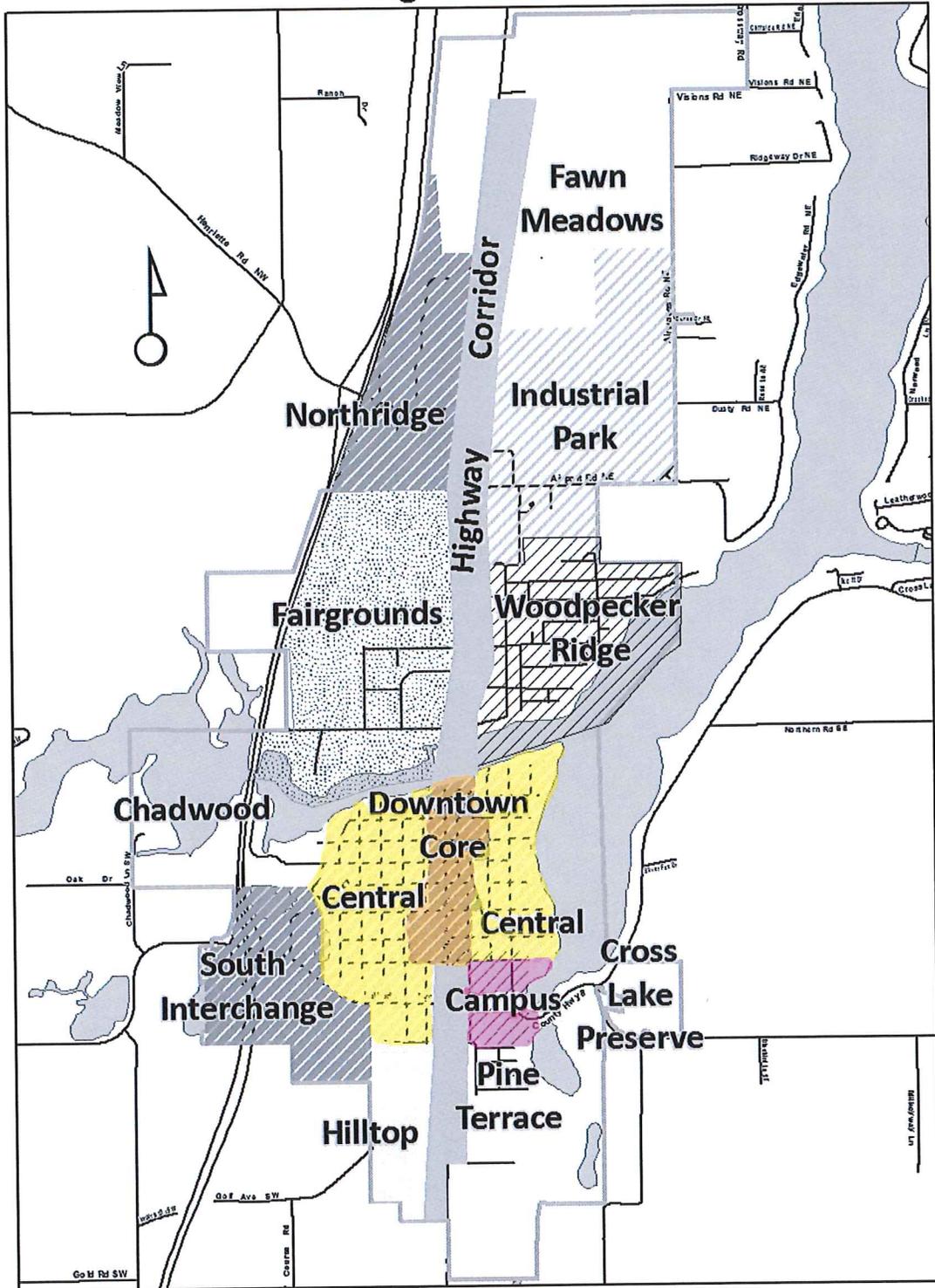
Policies:

- 1—Increase the amount of maintained public space for residents of the neighborhood. Upgrade and possibly expand the neighborhood park in the center of Woodpecker Ridge, near the seniors' high rise. It could include a gazebo, benches and a public garden.
- 2—Protect the neighborhood's unbuildable lands, and take advantage of them as an amenity for housing. Create a development plan for the neighborhood that preserves sensitive areas, and provides buildable lots that take advantage of them as open space. Preserve the intimate, rural feel of the neighborhood by maintaining current lot sizes, and keeping street sections narrow.
- 3—Maintain existing housing in good condition; encourage property owners to invest in their properties. Provide incentives, such as revolving loan funds, matching grants, or protection from rising property taxes, in order to encourage investment. Put in place a housing code that will mandate a basic level of maintenance for all structures.
- 4—Preserve Woodpecker Ridge's rural atmosphere as the neighborhood is improved and connected to the rest of town. Institute public works guidelines for Woodpecker Ridge that preserve its distinctive rural atmosphere. Leave local streets as narrow lanes, and as they are rebuilt, address issues of flood control as needed. Surmountable curbs or other less "urban" infrastructure may be appropriate. Accommodate walking in the street where feasible. Encourage residents to landscape in a way that maintains the public realm, with shrubs and other growth protecting the street.
- 5—Connect the street system without instituting a grid like that in the rest of town. Plan for connections in the existing street system that will make circulation easier. "Y" connections, rather than "T" or four-way intersections, should be considered. Consider traffic circles and islands at intersections.
- 6—Preserve Woodpecker Ridge as a neighborhood with a variety of housing types in an informal setting. Develop housing types for infill development or redevelopment in Woodpecker Ridge, emphasizing duplexes and small apartment buildings that would fit with the single-family homes of the neighborhood.

Chapter 4 — Housing and Neighborhoods



Neighborhoods



Chapter 4 —Housing and Neighborhoods

Campus:

This small neighborhood is related to the mixed use downtown neighborhood to its north and the central residential neighborhood to the west. It is dominated by the institutions of the hospital and Pine Technical College, with the manufactured home park as a major housing element. The neighborhood is bordered by Cross Lake on the east, and shares the traditional town grid's street terminations on the lake and mature street trees. The neighborhood also has green space in the form of land owned but not developed by Pine Technical College. There is also open space to the south, but it is not easily accessible from the residential neighborhood. The campus area includes much of the undeveloped land left in Pine City. South of the manufactured home park is a large parcel of undeveloped land, although it is not easily accessible. The technical college also owns land that could be developed and that is accessible, south of Route 8. The area also includes much of Pine City's most affordable housing, both in the manufactured home park and in the very small houses in the streets between the hospital and Pine Technical College. The institutional uses make parking more of an issue than it is in other neighborhoods. Parking is tight around the hospital, and is a concern for the technical college as well. A new street would need to be provided, and has been proposed, to serve the undeveloped land in the south of the neighborhood. Since there are no strong redevelopment pressures in the neighborhood, the city will need to find ways to update and rehab existing housing. This can be done in conjunction with rehab efforts in other neighborhoods, but should take into account the special size issues in this area.

Policies:

- 1—Maintain existing housing in good condition; encourage property owners to invest in their properties. Provide incentives, such as revolving loan funds, matching grants, or protection from rising property taxes, in order to encourage investment.
- 2—Work with local institutions to create development plans for the Campus neighborhood. Encourage Pine Technical College and Lakeside to engage in neighborhood planning with the city, so that future facility needs can be accommodated and foreseen.
- 3—Identify the need for and suitable place for student housing



All Photos: Courtesy of Pine Technical College



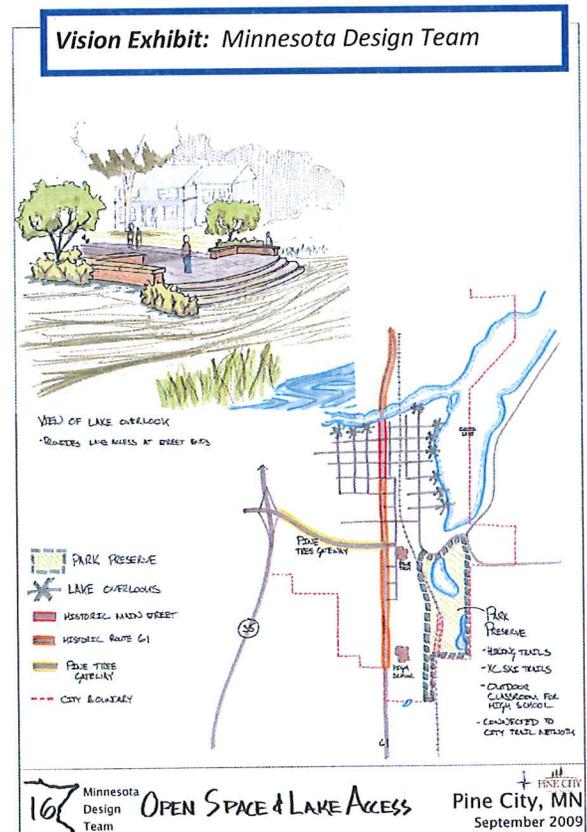
Chapter 4 — Housing and Neighborhoods

Central:

The neighborhood south and west of Pine City's downtown, the largest residential area, laid out in a grid of streets around downtown and the main corridors of Highways 61 and 7. The emphasis in this neighborhood is on preserving and enhancing its traditional residential character, which is unique in the region and key to the neighborhood increasing its desirability in the local housing market. The main features in this neighborhood are its tree cover and its relationship to the Snake River and Cross Lake. The mature street trees protect the street and give the neighborhood its strong public presence and small-town ambience. The street terminations on the river and lake are unusual, and give the neighborhood a series of porches or balconies onto the water. Many of Pine City's public institutions are placed throughout the central neighborhood's residential areas, including the school and auditorium, playgrounds, the beach and several churches. The grid of streets provide easy circulation within the neighborhood's houses and institutions, and to downtown or the highway. On-street parking is adequate for all but exceptional needs. Single-family homes, both owned and rented, form the majority of the area, but there are some duplexes. The highway commercial areas along routes 61 and 7 divide the area. The neighborhood is built out, and the only building opportunities will be redevelopment and perhaps scattered infill. The important development issues in this neighborhood are the maintenance and improvement of existing housing stock and real estate values, and the adaptive reuse of the naval armory, creamery and mill sites, most likely as housing or assisted living, perhaps connected with a community hall. One crucial way to accomplish this is to maintain the vitality of Pine City's downtown; since the traditional town was built for strong connections between residential areas and downtown, a prospering downtown is an amenity for this neighborhood. The housing stock of this area varies widely in age and size, including both pre-war and post-war types. Although all are potential candidates for renovation, the needs of a 1915 foursquare, for example, are quite different from those of a 1958 rambler.

Policies and Strategies:

- 1—Ensure that public investment supports the character of the neighborhood. Institute public works guidelines that preserve the traditional public realm of the neighborhood, including sidewalks, street trees and street lamps.
- 2—Encourage renovation and redevelopment that will preserve the traditional character of the area. Provide financial incentives that will help residents maintain their older structures, such as revolving loan funds and matching grants particularly earmarked for older buildings. Work with property owners who are redeveloping to encourage buildings that honor the traditional housing stock, and embody the following characteristics: vertical orientation, including a second story whenever possible, buildings that have the main mass forward and subsidiary wings to the side or rear, a front porch, a rear garage or side garage pulled back, and traditional building forms.
- 3—Develop the street terminations at the river and lake as public space for lookouts and or piers.
- 4—Use street trees, whenever possible, as a street calming technique and to beautify this part of town.



Chapter 5 — Housing and Neighborhoods

Downtown Core:

Pine City has a downtown in the traditional sense, the highlight of which is the town square around Robinson Park. There are several vacancies downtown but, overall, the city is seeing business growth; it's just occurring elsewhere. The rule of thumb is that downtown districts with a total vacancy rate of no more than five percent are doing very well. Although certain blocks have more than that threshold, the entire Central Business District has fluctuated between five and nine percent in recent months. The bright side of that could be early signs of a revitalization of sorts, and the vacancies can provide opportunities to create dynamic business clusters. But the City will continue to monitor the situation. If after three years of a transforming downtown, the vacancy rates are still somewhat high, that may suggest that the marketing strategy, the comprehensive plan policies or the regulatory environment needs some help. Pine City has a growing downtown farmers' market, and an active Chamber of Commerce. The City has had trouble keeping a downtown committee in tact. Presently, the Downtown Leadership Group (DLG) meets separate from the Chamber to discuss and work on issues unique to downtown. To some, there is the perception that downtown is pitted against the rest of the business community. The DLG acknowledges that and is working to strengthen the downtown neighborhood without taking away from other community businesses. Pine City has been fortunate that, for the most part, its downtown has remained vibrant despite major transformation and economic conditions. What has helped is its pedestrian-friendliness, business diversity, residents living downtown, activities (Art in the Park, farmers' market, etc.), and streetscaping techniques (plantings, banners, light poles, etc.).

Downtown represents:

- The heart of the community "telling the story of our beginnings..."
- A neighborhood, "a place where people shop, live, gather"
- A gateway to wonderful natural resources, "the Snake River, waterways and beauty"
- A connector to a large flowing countryside with natural beauty and desirability.
- A vital business and commercial district.

Guiding principles for continued downtown vitality and preservation:

- Pine City's downtown will continue to provide and maintain a safe, small downtown atmosphere which builds on its historic origins and strives to maintain strong current business and future business along with desired residential living. Focus will include promotion of strategic, planned growth for economic and housing development and diverse recreational, cultural and educational opportunities for all.
- Pine City's downtown offers a unique and human-scaled service area which remains desirable and brings balance to newer shopping areas located off freeway exits/entrances. Emphasis will include: connecting our downtown to surrounding residential/business areas and local destinations via pedestrian and bicycle

Chapter 4 — Housing and Neighborhoods

facilities in addition to roads and streets.

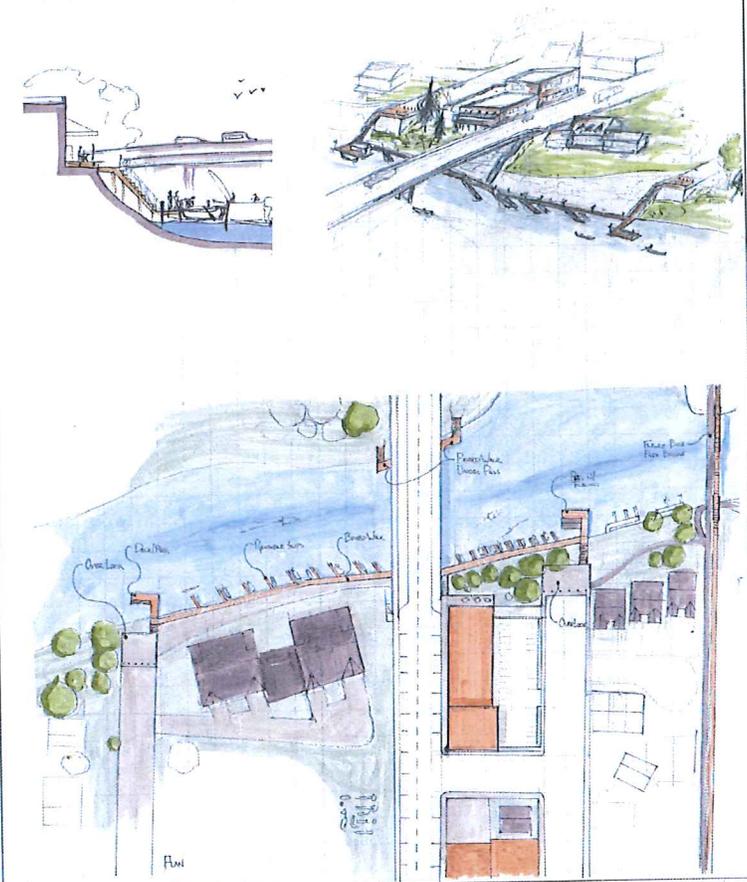
- Pine City's downtown will emphasize preservation on "what we have" and access creative resources/ funding to maintain and improve the historical buildings represented in our downtown. Local government that relates growth/development of Pine City will be intentional in creating a plan for the city to apply for grants on a regular and ongoing basis to support downtown revitalization and preservation. Planning and growth will require standards in design and construction with the intent of adding properties to the community that might become designated heritage preservation sites in the future.
- A commitment to develop and promote consistent, clear signage directing visitors and community members to the downtown will be essential to share the many rich opportunities offered within the scope of historic downtown Pine City such as retail, culture, education, waterways and more. Downtown and general community "wayfinding" shall be provided along major transportation routes.
- Where riverfront remains or becomes available to the downtown, intentional planning and efforts to access and purchase riverfront properties will be capitalized on to expand downtown opportunities for community members and visitors. Downtown and the waterways nearby area natural compliment to enhancing the experience of enjoying downtown.
- An emphasis will exist on the continuation of downtown as a "mixed use" and striving to ensure a balance exists between retail, residential, business, cultural, educational and recreation. Including strong partnerships with other Pine City community entities to make ours a thriving, desirable, sustainable, whole community. This requires being intentional in fostering and demonstrating a greater ability to bring our community together to plan. Sharing our plans with the community at large; inspiring positive partnerships when partnerships will benefit the whole community; inviting others to share in our efforts; seeking to understand what we have in common; and building a mutually supportive and sustainable future.
- Ensuring that new development compliments the traditional/historical styling of the existing downtown. Focus and intention will be on the preservation, protection, perpetuation, and use of the areas, places, buildings, structures, and other objects having a special historical, community or aesthetic interest or value. In newly forming areas or elements of the community, standards of design will be complimentary to the traditional and historical styling so that new development will also be worthy of preservation, protection, perpetuation and use as they age.
- Promote and practice desirability for the downtown by "streetscaping" the downtown areas. Such as: large planters, benches, attractive lighting, making seasonal changes with plantings, lighting and outdoor aesthetics, attractive banners, etc.
- Ensure that parking remains available and accessible for community and visitors to access downtown opportunities, uses and amenities.

Chapter 4 — Housing and Neighborhoods

- Retain current and promote further the downtown as a cultural center of the community and region; enhancing and pursuing future opportunities and uses to promote the arts and enhance the quality of life for residents and visitors by investigating funding sources, innovative ideas



Vision Exhibit: Minnesota Design Team




 Minnesota Design Team
NORTH DOWNTOWN GATEWAY
 Pine City, MN
 September 2009

and partnerships with other community enterprises.

- Promote and establish a body of downtown property owners and business managers to identify challenges related to stability in business, growth, innovation, workforce challenges, costs of business, etc. Encourage and develop research methods that would provide important information to current and prospective business owners in the downtown. Give preference, when considering development incentives or assistance, to those proposals that support a larger community purpose.

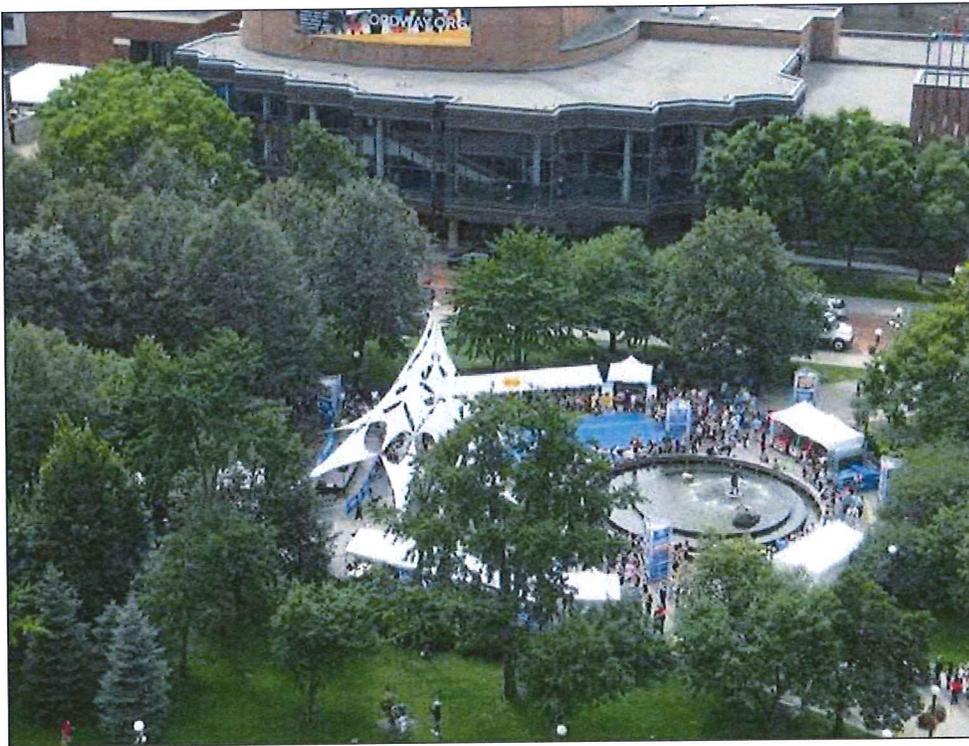
The board to the left shows potential water frontage solutions along the river on a human scale. Note the connection to foot traffic as well as the importance of not only

physical access to the water, but a visual connection that can be shared and appreciated by even those that do not 'use' the water.

Chapter 4 —Housing and Neighborhoods

Regarding the previous page, No. 22: Generally, these ideas make the city more manageable. Signage and storefront standards, crosswalk bump-outs, vegetation and scale. These will force some parts of life on streets that are redesigned like this to slow down. The desire to slow down will also increase as the aesthetic, sense of comfort and beauty are increased. Standards may be an annoyance to some, but they symbolize a place that respects itself and KNOWS WHAT IT IS AND WANTS TO BE!

Important and new facilities such as hotels, conference centers, community centers and the like should locate downtown. Lush developments such as these should be looked at as great opportunities for cultural and economic growth in the center of town. It is a wonderful opportunity to create a multi-functional facility/grounds that expands the historic 5th Street park area. Done correctly, the road can be hugged and melted into the park like 5th Street is between the park and the store fronts (it almost feels like a malled street). This will help increase the walkability of the city and great adjacencies to the potential new waterfront areas, existing restaurants and possible other future facilities. It will also be a crutch for these businesses in seasons where festivities take place and people gather here - the customer traffic will be magnified and shared by all. (Look at Rice Park in down town St. Paul for an example of added ambiance).



St. Paul's Rice Park, pictured left, is a counterpoint to its busy surroundings. Its period lamps, statuary, benches, center fountain, and adjacent buildings lend a European feeling to the space. Trapezoidal in shape with two diagonal walkways, the park serves much as a pathway and shortcut as it does a lunch stop, festival grounds, and outdoor sanctuary.

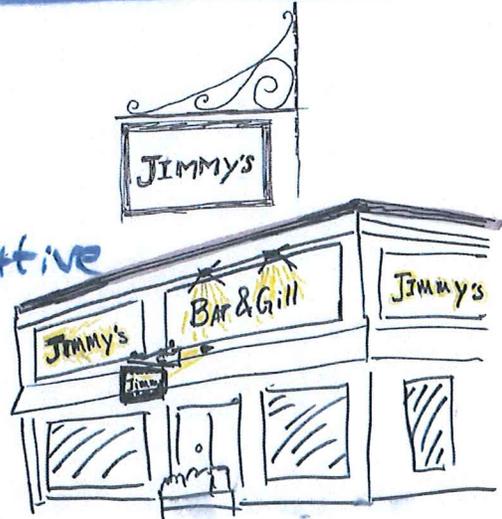
Photo: Courtesy of the American Planning Association

Standards for Downtown

Signage

1) Guide lines

- Context Sensitive
- Front Lit
- Shadow
- Wrought Iron Support



2) Minimum Standards

- Appropriate Support Structure
- No Temporary attached to building
- No Plywood, Aluminum, Banners
- Good Sandwich Boards
- 60% of window unblocked

Phases

- 1) Library Expansion: Set standard
- 2) Sign Ordinance: Minimum Standards
- 3) Park Benches
- 4) Designate Open Properties for Development
- 5) 61 from 2nd Ave Past 3rd Ave.
- 6) Public Destination Signage

Vision Exhibit: Minnesota Design Team

Chapter 5 — Land Use and Development

This chapter includes elements that inventory existing land uses, identify potential infill or redevelopment areas, and evaluate future land use. This section also categorizes the various land uses, both within the City and in areas surrounding the City that may potentially become more “urban” in nature within the time this Plan is in effect. The purpose of this categorization is not to impose rigid requirements on those areas, but to encourage thought about an as yet unknown future Pine City area.

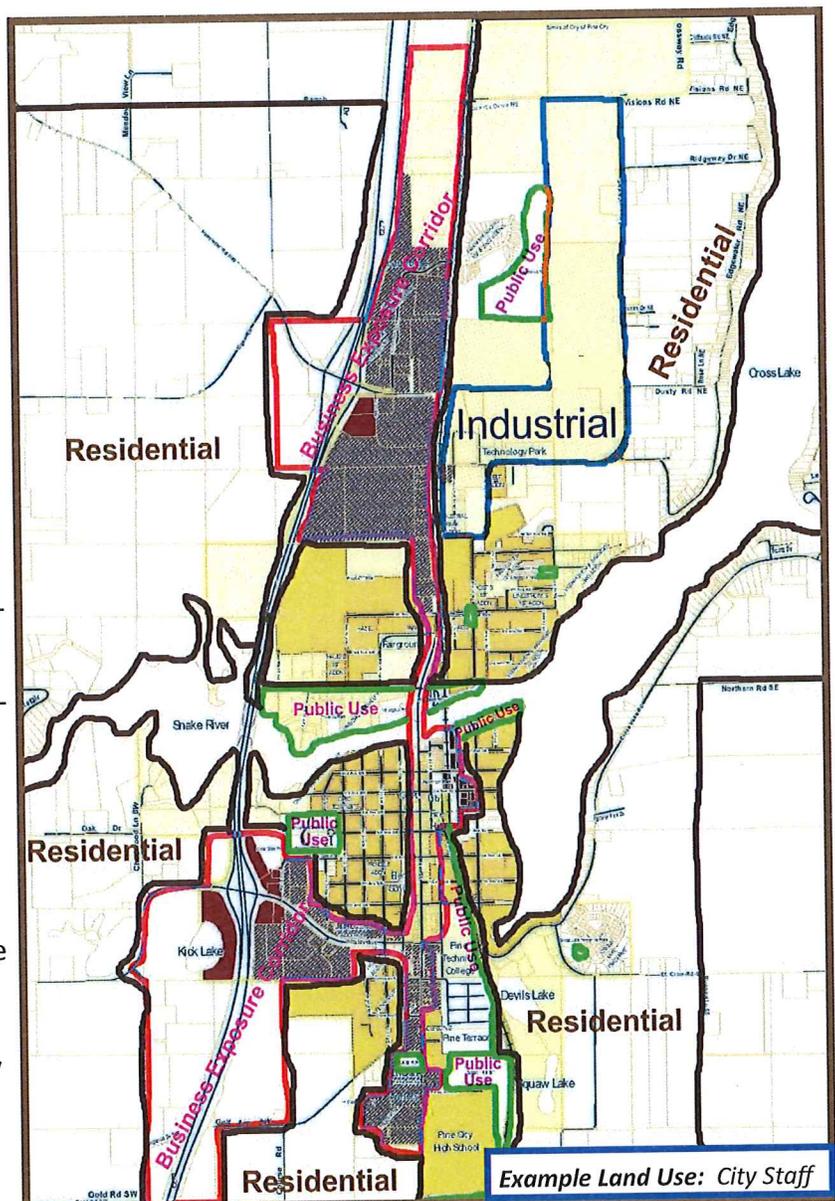
Land uses within the Pine City area have always followed the transportation network, with the Central Business District in the center of the City, highway commercial uses located along Highway 61 and more recently Interstate 35, and industrial uses in the northeast section of the City, also within easy reach of those highways. Residential and public uses surround and support those higher-intensity land uses, with much of the residential growth in recent years extending beyond the city limits into the surrounding townships.

Market conditions, interest rates, land and material prices, gas prices, and numerous other factors beyond our control will significantly impact the amount and type of growth in the area over the period to be considered in this Plan. The following are some identified goals essential to affect or encourage through future land use policies:

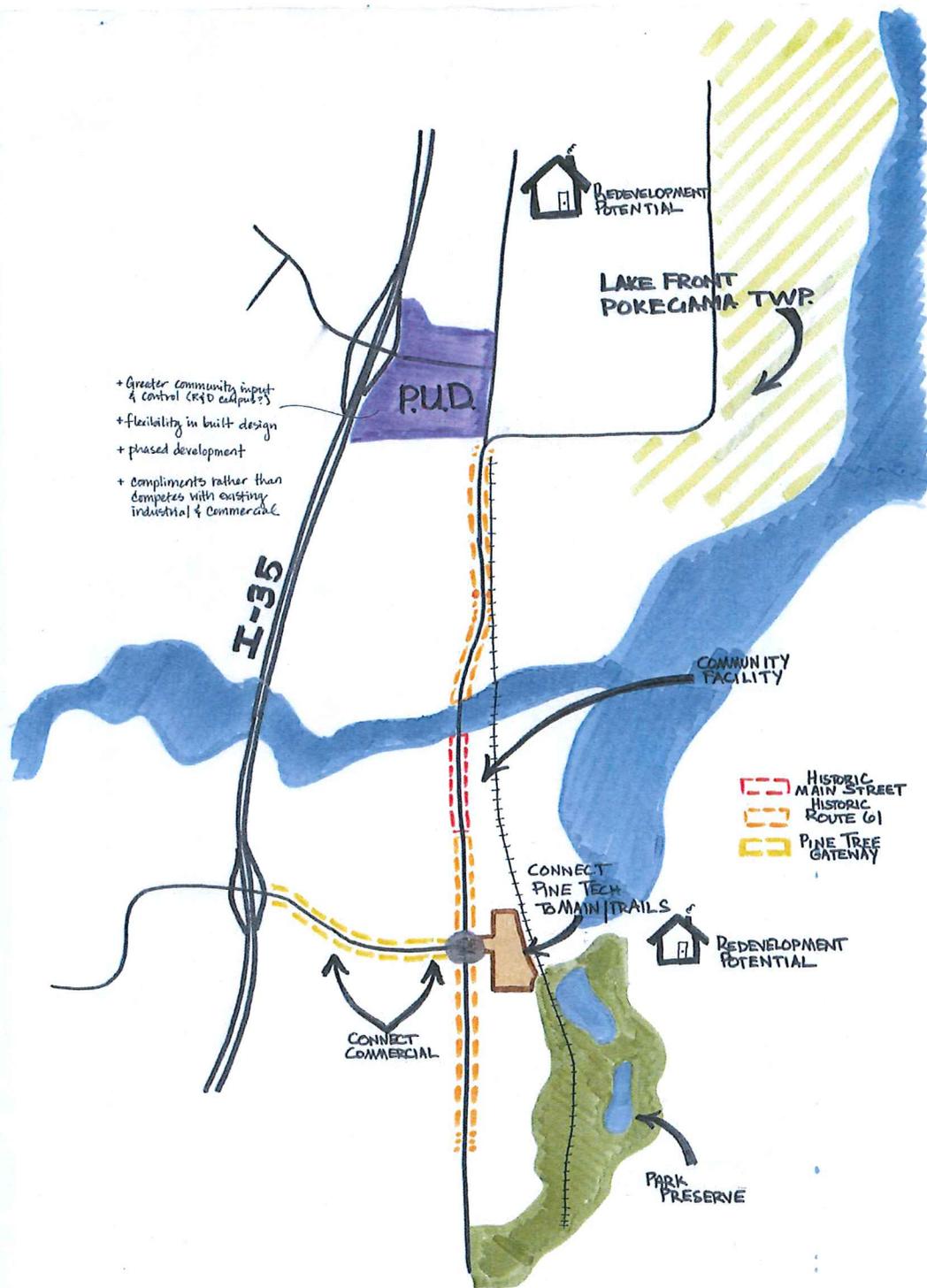
Retain the spirit of a small town. The goal of retaining the small town atmosphere is affected through a logical pattern of future land use organized along the transportation system that supports those uses, and near to businesses, schools and churches, parks, public and private recreation facilities, and other amenities that enhance the quality of life.

Create places for people to gather, especially in downtown Pine City, which has historically been the center or focus of the community.

Maintain a well-balanced tax base. In order to insure the fiscal health of the community, Pine City needs to be more than just a commuter town. Policies should discourage future development as a bedroom community for the metro area by working toward a wide range of land uses including commercial, residential, and industrial.



Chapter 5 — Land Use and Development



Minnesota
Design
Team

CITY WIDE CONNECTIVITY

0 300 600 1,200 1,800 2,400 3,000 3,600 Feet



PINE CITY

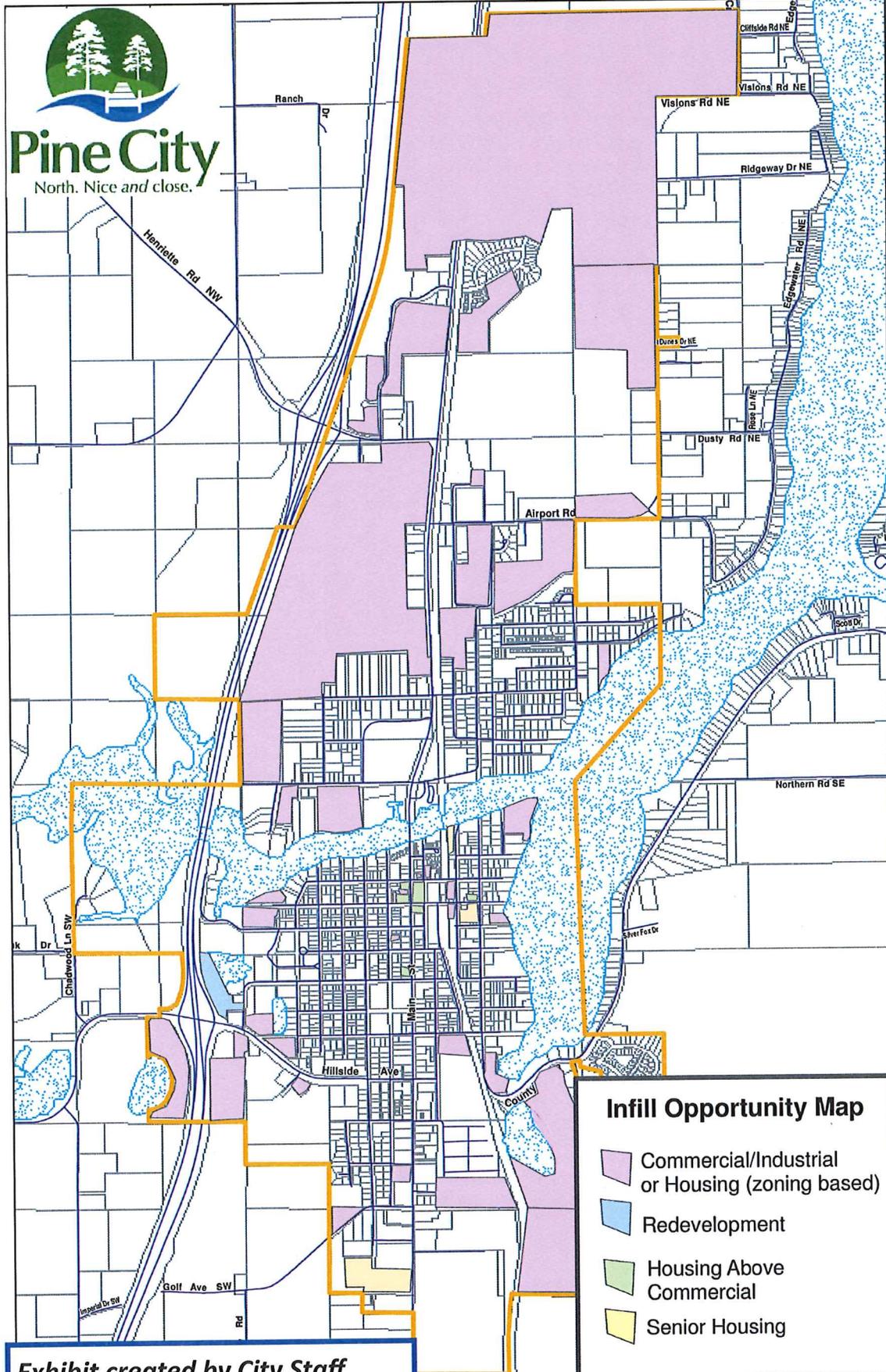
Pine City, MN

September 2009

Ensure connectivity in all future land use considerations.

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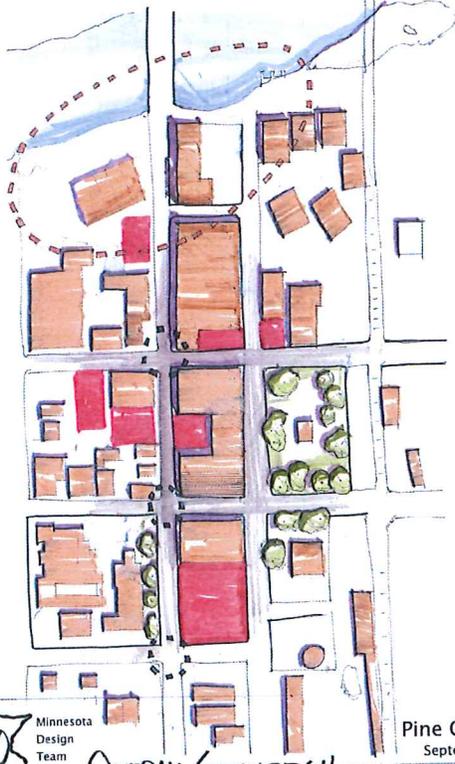
Chapter 5 — Land Use and Development



This map suggests opportunities for infill development compatible with existing land uses. Infill can be promoted as a practical way to increase the density of the city center with few of the costs of expansive development, while furthering the goals above. Expanding the mix of uses in infill areas will benefit current uses, as long as proper landscaping and access is provided as part of the development. Buildings that anchor or define intersections and screen parking areas should be encouraged. Loan or grant programs to improve access, façades, and overall design should be considered.

Chapter 5 — Land Use and Development

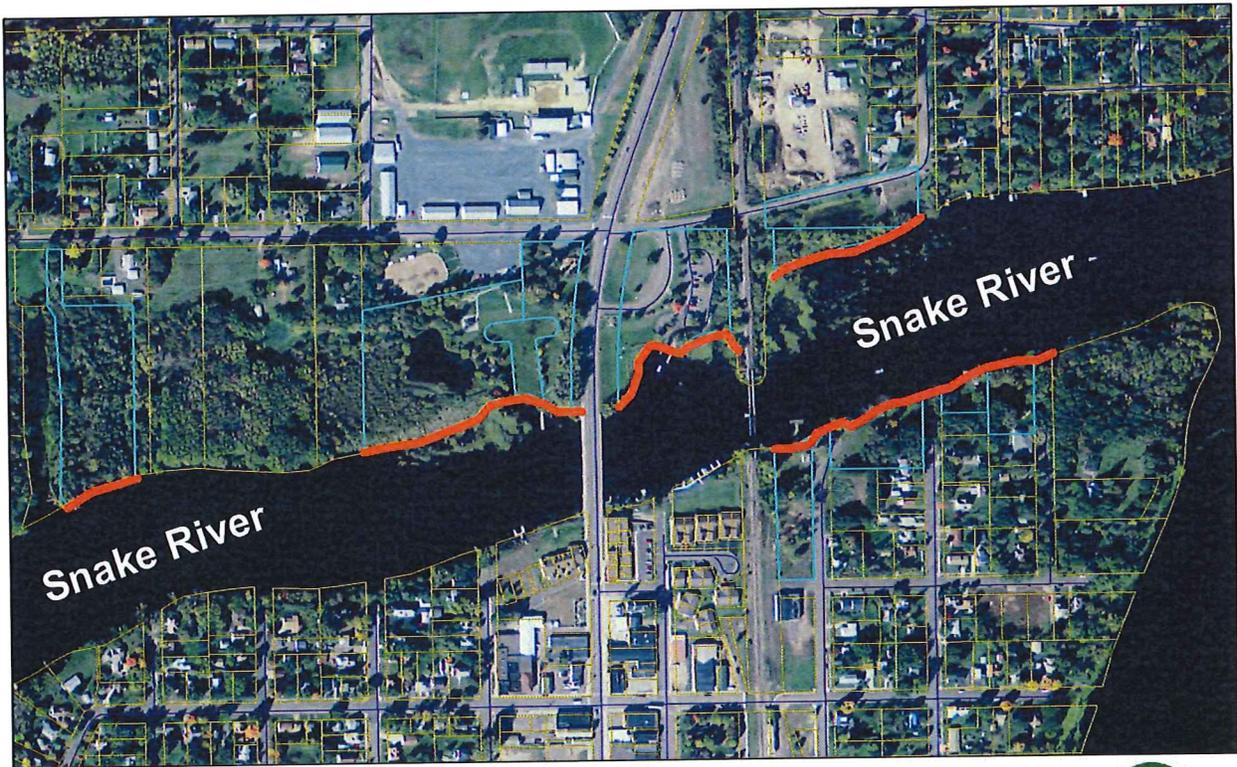
Encourage an expanded mix of uses in areas where infill makes the most sense (such as the red-shaded areas to the left), including higher density residential. Require landscaping to screen parking lots from the street (and adjacent residential development). Provide pedestrian and bicycle access through parking lots to building entrances. Improve transit accessibility. And, at key intersections, encourage infill development that locates buildings to anchor/define corners and screen parking. Important intersections should be accentuated. Capitalize on façade improvement loan/grant programs that include design assistance.



Vision Exhibit: Minnesota Design Team

Minnesota Design Team
 20x OVERALL STRATEGY
 Pine City, MN
 September 2009

City-Owned Property along the Snake River



 Shoreline abutting City-owned/controlled property

500 250 0 500 Feet
 Map created by Nathan Johnson, City Planner, March 12, 2012



Chapter 5 — Land Use and Development

Development Challenges Facing the Community

While the City has some undeveloped or under-utilized land, it is likely that development opportunities that do not fit within the current City boundaries will arise within the time scope of this plan. At such time as they do, effective and responsible planning will need to consider the resources of the entire community, not just the City proper. The Snake River and the lakes have attracted people to this area for centuries, but they – along with other wetlands and areas of poorly-drained soil common in this part of the state – have also caused development difficulties in many areas.

The City has an orderly annexation agreement with Pokegama Township that extends to 2021, but presently no such agreements with the other townships. When development opportunities arise that cannot be adequately accommodated within the current boundaries, the City intends to proceed in a spirit of cooperation and collaboration with the surrounding townships and for the benefit of the entire Pine City community. The council must also decide whether the city can extend services to the surrounding development areas and annex those areas without incurring a heavy financial responsibility that results in increased taxes or other fees and charges.

Annexation allows cities to grow in an orderly, planned manner. A full listing of rules for annexation can be found in Chapter 414 of Minnesota Statutes, but some of the factors that will be considered in any discussion of boundary adjustments are listed below. While no one of these factors is either necessary or sufficient for annexation, all must be considered carefully in evaluating the practicality and desirability of any contemplated adjustment.

- Contiguity or adjacency to the City.
- Additional costs the City will incur when providing services to the annexed area.
- The revenue the City can and will obtain through taxes and other charges levied against the annexed area.
- Size of the property being discussed.
- Compactness of the resulting boundaries.
- Suitability for and likelihood of successful development.
- Presence or likelihood of an “urban” character.
- Availability of or practicality of providing City services to the area.
- Desires of the landowners involved.
- Effects on the vitality of the area in question, the surrounding townships, the City, and the community as a whole.

The most important considerations should be the annexation’s impact on the area, and whether annexation to the City will provide residents and taxpayers in the area with benefits commensurate with any additional taxes they may have to pay. Benefits should be roughly proportional to any added costs to taxpayers in the annexed area. Annexation’s value is questionable if its major consequence is to increase tax revenues of the annexing community.

A second consideration is the cost the annexing city will incur. Through examination and thorough discussion of these factors, adjustments can continue to be made for the benefit of our entire community, as they have been in the past.

Who works in Pine City?

Chart below: U.S. Census Data

Jobs Counts by ZIP Codes (ZCTA) Where Workers Live						
	2008		2007		2006	
	Count	Share	Count	Share	Count	Share
55063 Pine City	1,057	50.5%	939	47.8%	1,025	48.9%
55037 Hinckley	116	5.5%	111	5.6%	133	6.3%
55030 Grasston	90	4.3%	71	3.6%	82	3.9%
55051 Mora	81	3.9%	64	3.3%	87	4.1%
55006 Braham	75	3.6%	64	3.3%	55	2.6%
55069 Rush City	73	3.5%	61	3.1%	52	2.5%
55072 Sandstone	63	3.0%	60	3.1%	60	2.9%
55056 North Branch	51	2.4%	66	3.4%	34	1.6%
55007 Brook Park	47	2.2%	43	2.2%	47	2.2%
55032 Harris	36	1.7%	25	1.3%	18	0.9%
54840 Grantsburg	30	1.4%	41	2.1%	25	1.2%
55008 Cambridge	23	1.1%	33	1.7%	25	1.2%
55080 Stanchfield	22	1.1%	11	0.6%	5	0.2%
55735 Finlayson	16	0.8%	14	0.7%	26	1.2%
56358 Ogilvie	13	0.6%	22	1.1%	20	1.0%
55045 Lindstrom	11	0.5%	11	0.6%	2	0.1%
55092 Wyoming	11	0.5%	9	0.5%	3	0.1%

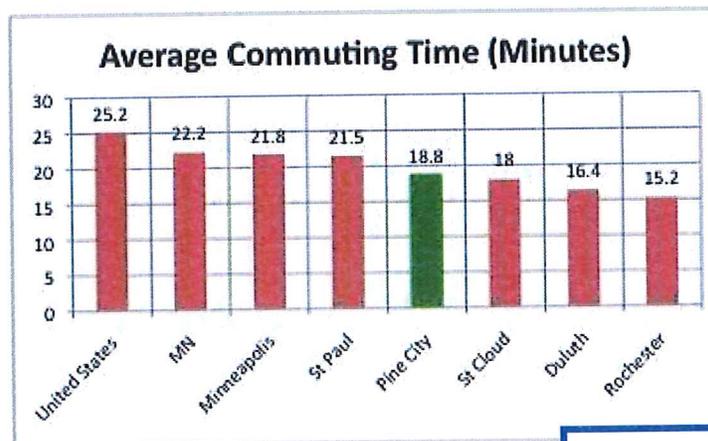
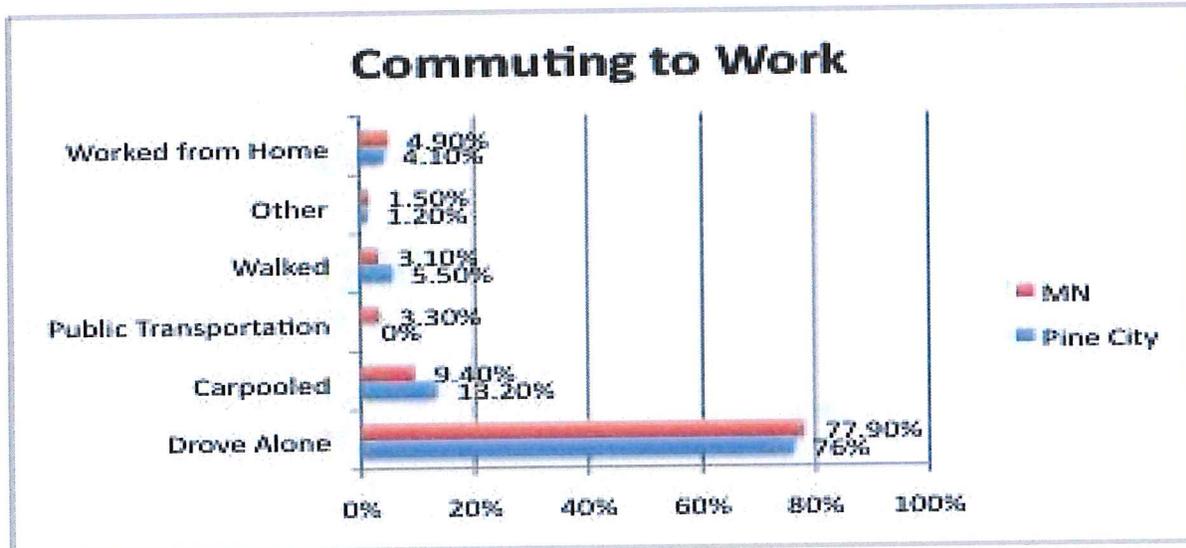


Above, please find the most common places that commuters commute from who work in Zip Code 55063. Additionally, over 100 others “reverse commute” from places such as Isanti, Anoka, Stacy, Andover, Forest Lake, Mounds View, Princeton, St. Paul and Minneapolis. And dozens commute from the east/northeast suburbs of Center City, Chisago City, Shafer, Circle Pines, Cottage Grove, Woodbury and Oakdale. Less come from the communities of Askov, Isle, Moose Lake,

Willow River, Milaca, Brainerd, and Aitkin, but there are workers making commutes from each of those places to Pine City. Wisconsin is also a factor, where dozens of people commute from places such as Danbury, Frederic, Siren, Ladysmith, and Centuria, Wis., and a few as far away as Menomonie and Superior, Wis. There has been considerable job growth, over 500 new jobs, in the period between 2005 and 2009 in Pine City. Take a look:

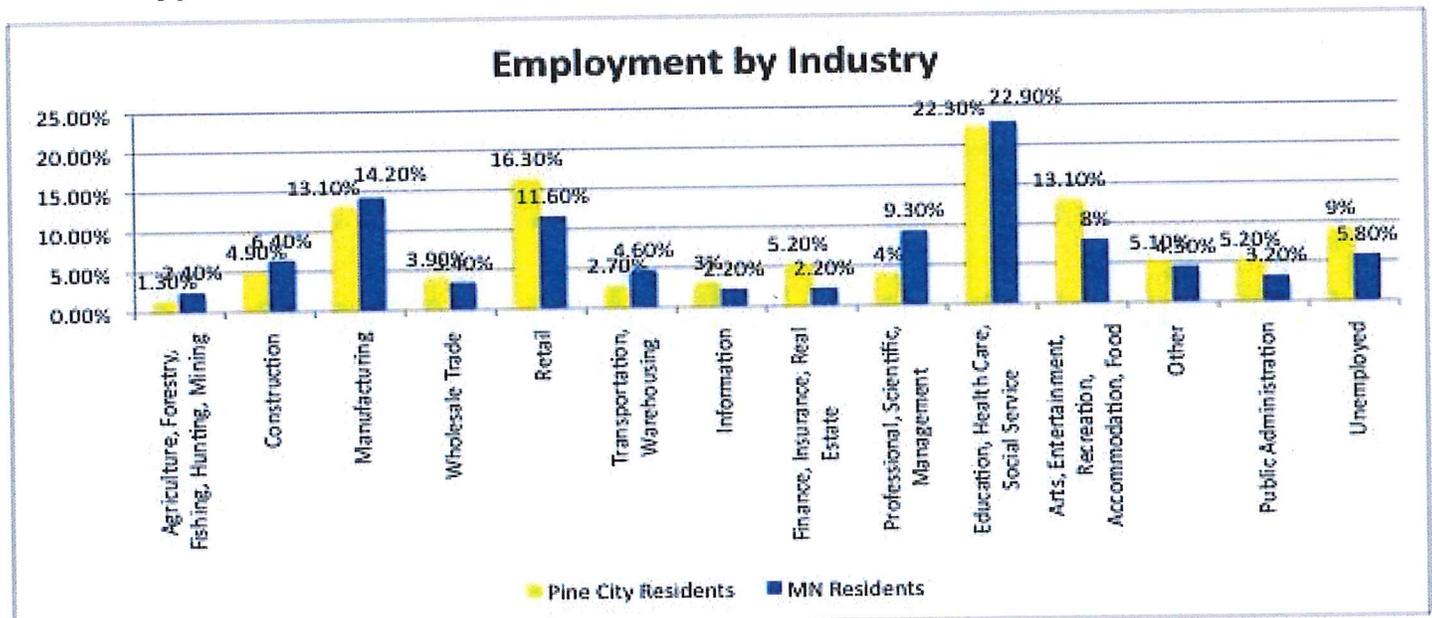
2005: **1,510** | 2006: **1,855** | 2007: **1,751** | 2008: **1,836** | 2009: **2,095**

How do Pine Citians get to work?



Charts, above and below: U.S. Census Data

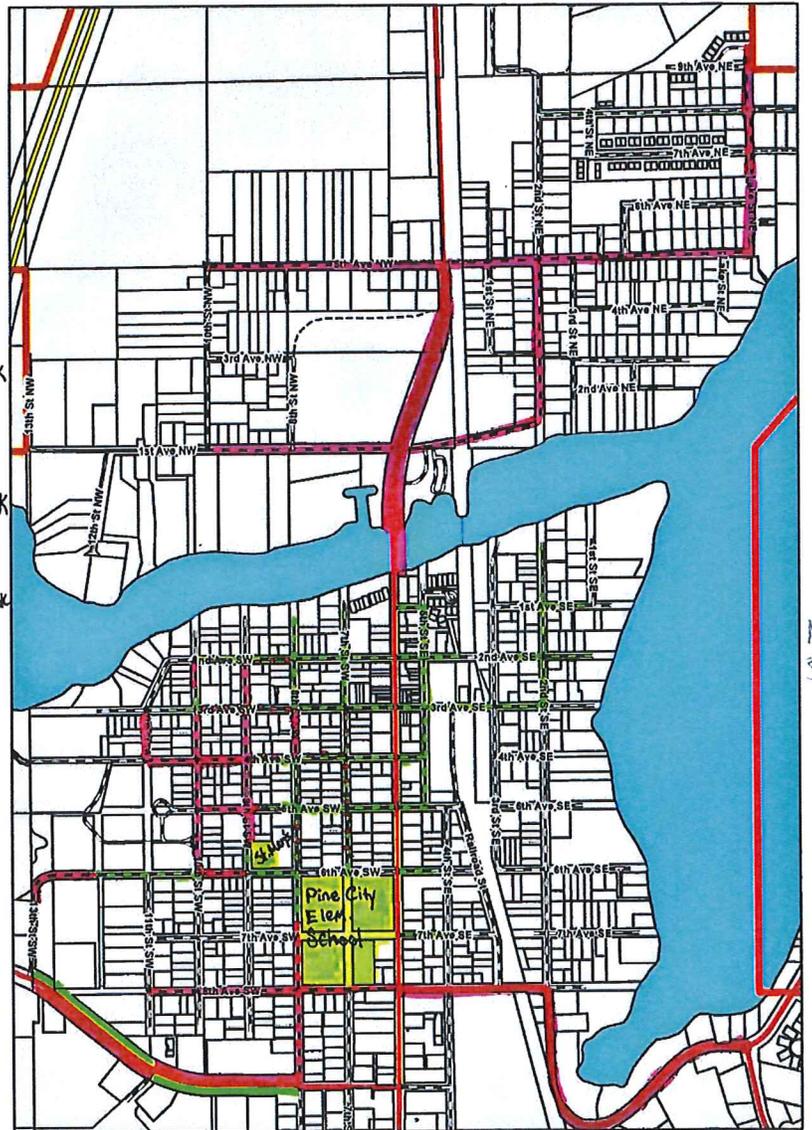
What types of work do Pine Citians do?



Sidewalks

To make it safer for the community to walk and bike to and from destinations (i.e. downtown, school, etc.), and for the community’s health and wellbeing, linking the existing sidewalk system together while filling gaps in the system should be a priority. Older neighborhoods in the center part of the city have many gaps in the sidewalk network while outlying neighborhoods have no sidewalks at all. Such is the case in Woodpecker Ridge, where traffic moves fast along 5th Avenue where intersections are great distances apart. Sidewalks, paths, shoulders or striped crosswalks should be considered. Infrastructure priorities should include new sidewalks along 5th Avenue NE/NW and along 1st Avenue NE/NW. The absence of sidewalks here has influenced many neighborhood residents’ decisions

to walk from place to place or to walk for fun or exercise. Presently, people are forced to walk in the street or along the shoulder, close to moving traffic. Other priority areas include 8th Avenue SW, 10th Street SW and 8th Street SW, to make for more continuity in the present system.



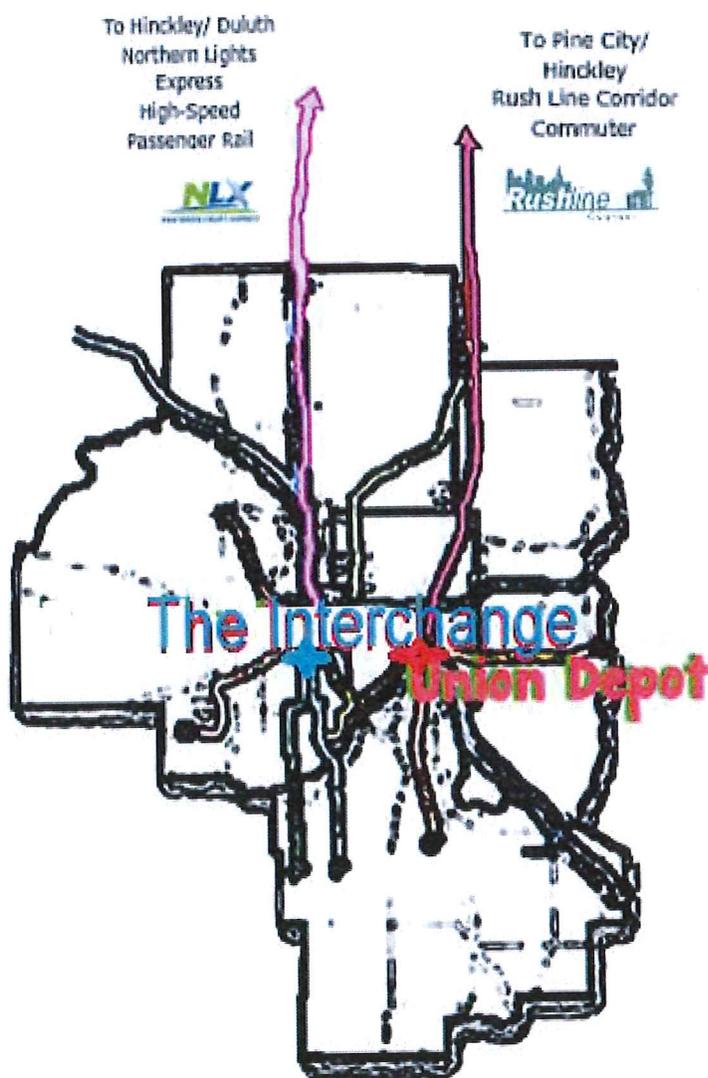
Residents with wheelchairs or with vision impairments may find it impossible to walk under these conditions. Besides participating in the annual “Walk to School Day”, the city can explore grants through “Safe Routes to Schools” and begin to educate the public on the benefits of choosing to walk places. By building the infrastructure, the city can enable and encourage people to walk and bike places. The above diagram shows other areas for suggested improvement, supported by the school district.

This chapter includes information on the current transportation system, goals and policies for future transportation planning and a transportation plan.

Multi-Modal Transportation

As of 2012, more than 250 trains were arriving daily via Hiawatha Light Rail Transit (LRT-Mall of America to downtown Minneapolis, via airport) and Northstar Commuter Rail (Northwest Suburbs). The Interchange, in downtown Minneapolis will serve as the hub connection point to the regional rail network, buses and bike trails. It's location, adjacent to Target Field in the Warehouse District is also close to other central amenities including the Hennepin Theater District, dozens of restaurants, downtown's famous Nicollet Mall, Hennepin County's Minneapolis Central Library, the Minneapolis Farmers' Market and the Mississippi River.

The Union Depot in St. Paul will serve a similar purpose, tying to other commuter routes. Those coming into St. Paul from the north metro, and beyond, will have quick access to Lowertown, the St. Paul Farmers' Market, the capitol area, and other St. Paul amenities. The Central Corridor LRT will link St. Paul to downtown Minneapolis.



Over one-third (approximately 37%) of Pine City residents in the workforce commute to the Twin Cities metropolitan area for work. The Rush Line Corridor, whether it develops as LRT/Busway, BRT or Commuter Rail, should be supported to assist this large share of the Pine City workforce.

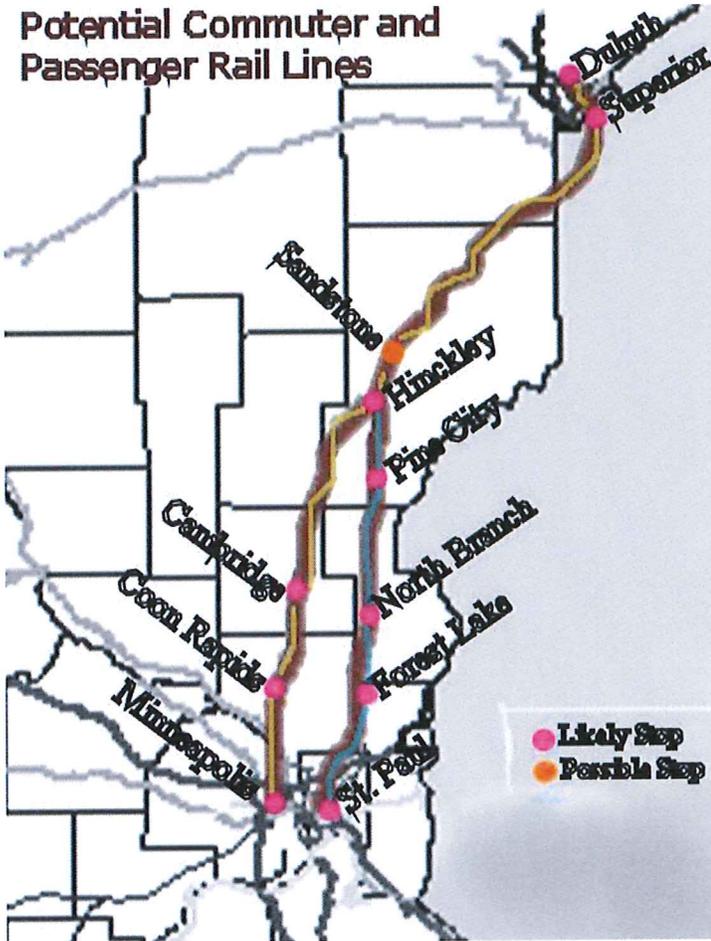
Additionally, funds for a park and pool/ride in southern Pine County (100 stalls) should be requested from the Rush Line Corridor Task Force to begin planning for a stop to accommodate future multi-modal transit.

Lastly, the depot should be looked at as a possible future Rush Line stop to encourage vibrancy in the downtown area of Pine City.

The hub of transit should be near the trail-head for the Twin Cities-to-Twin Ports trail.

Megapolitan Areas are becoming a major national planning focus, ours being between St. Cloud, Minneapolis-St.Paul-Bloomington, and Rochester primarily, but also connecting to Duluth-Superior, Wis.—High-speed corridors around the United States intend to link these Megapolitan areas.

Potential Commuter and Passenger Rail Lines



Policies

- ◆ Have a Council representative and a city staff liaison present at all Rush Line Corridor Task Force meetings.
- ◆ Have a Council representative and a city staff liaison present at all Northern Lights Express Alliance meetings.
- ◆ Keep informed of the progress of other transit routes feeding into “The Exchange” and the “Union Depot” and learn from them.
- ◆ Explore the purchase of the depot, or other properties in downtown Pine City, as an option for a local transportation hub, near the Twin Cities-to-Twin Ports trail and near downtown and the town square.
- ◆ Explore a partnership with Pine County and the Rush Line Corridor Task Force to create a Greater Pine City area park-and-ride and/or park-and-pool.
- ◆ Develop trails, sidewalks, bus routes, park-and-pools, park-and-rides, and roads to integrate near downtown, near the future “hub”.

Chapter 7—Public Utilities

This section includes an overview of sanitary sewer, water and storm water utilities as they relate to the City’s ability to service current and future growth area and capital improvements required to support growth.

	Pine City	Minnesota
Miles of streets and highways:	32	142,000
Miles of railroad track:	4	4,458
Miles of walking and biking trails:	0	3,880
Public airports:	0a	135

a Although there is no longer an airport in Pine City, the Rush City Regional Airport, seven miles south, serves Pine City.

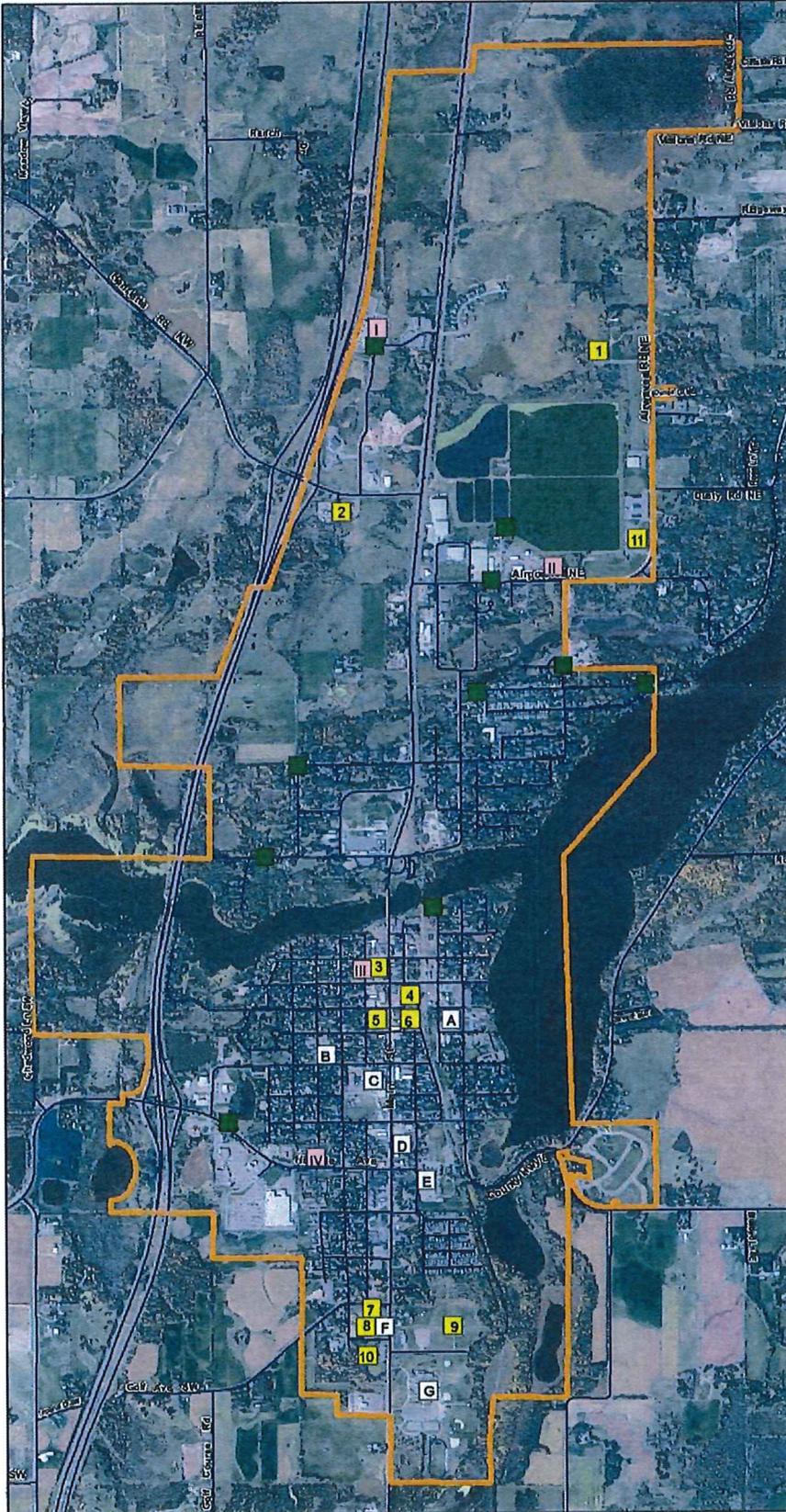
In order to take a proactive position on future growth, the City should complete a comprehensive water, sanitary sewer and stormwater management plans and identify future transportation or collector street locations to encourage proactive planning of land uses with infrastructure and the funding of the infrastructure.

Chapter 8—Community Facilities and Cultural Resources

Facilities

	Size	Condition	Expansion Needs
1. Treatment Plant	-	Excellent	No
Water Tower	-	Excellent	No
2. Transit Stop	N/A	Poor	Yes
3. Liquor Store	N/A	Good	Yes
4. Library	7,800 sq. ft.	Excellent	No
5. City Hall	-	Good	(Leased space: 10,000 sq. ft.)
6. Fire Hall	18,000	Excellent	No
7. Public Rinks	-	Good	Yes (to other neighborhoods)
8. Civic Center	-	Good	Yes (to rest of building)
9. Softball Fields	-	Excellent	Yes (add fields, sports complex)
10. Armory	12,000 sq. ft.	Excellent	No
11. Public Works	20,160 sq. ft.	Excellent	No
I. Courthouse/Jail-		Excellent	No
II. Public Works	14,584 sq. ft.	Fair	No
III. Govt. Ctr.	30,294 sq. ft.	Fair	No
Detention Ctr.	11,926 sq. ft.	Fair	No
IV. Mn/DOT Maint.	8,100 sq. ft.	Good	No (relocate?)
A. Early Childhood	-	Good	Possible
B. St. Mary's Catholic	-	Good	No
C. Elementary	102,160+	Good	No
Auditorium	-	Good	Yes
D. Visions	-	Good	(Leased space)
E. Technical College	-	Excellent	Yes
F. Area Learning Ctr.	-	Good	Yes
G. Jr./Sr. High	133,322 sq. ft.	Good	No
Other:			
1. Wastewater Treatment Plant		Good	Yes
2. Main Lift Station		Fair	Yes
3. Soccer Fields		Fair	Yes
4. High School Auditorium		N/A	Needed
5. Community/Rec. Center		N/A	Needed

PINE CITY FACILITIES



CITY FACILITIES

- 1 - NORTH WATER TREATMENT / WASTEWATER TREATMENT / WATER TOWER
- 2 - TRANSIT STOP
- 3 - LIQUOR STORE
- 4 - LIBRARY
- 5 - CITY HALL
- 6 - SOUTH WATER TREATMENT / FIRE HALL
- 7 - PUBLIC SKATING RINKS
- 8 - CIVIC CENTER / ICE ARENA
- 9 - SOFTBALL FIELDS
- 10 - ARMORY
- 11 - PUBLIC WORKS

COUNTY/Mn/DOT FACILITIES

- I - COURTHOUSE / JAIL
- II - PUBLIC WORKS
- III - GOVERNMENT CENTER / DETENTION CENTER
- IV - Mn/DOT GARAGE / TRUCK STOP

EDUCATIONAL FACILITIES

- A - EARLY CHILDHOOD
- B - ST. MARY'S CATHOLIC
- C - ELEMENTARY / AUDITORIUM
- D - VISIONS
- E - TECHNICAL COLLEGE / INNOVATION CENTER
- F - AREA LEARNING CENTER
- G - JR./SR. HIGH

Legend

- Lift Stations
- Municipal_Boundary
- Other Facilities



Chapter 8—Community Facilities and Cultural Resources

This component includes information relating to government and community facilities and services as well as cultural, historic and artistic resources, goals and strategies.

In 2006, the City, with the help of Ankeny-Kell Architects and Ballard King and Associates, conducted interviews of community stakeholders to determine community needs and desires. Those involved included churches, Pine Technical College, Rotary, Pine City Lions, seniors, community ed., early childhood ed., medical, Pine City Area Chamber of Commerce, the parks and recreation committee, hockey association, Heritage Players and Pine City Arts Council, among others.

The following findings were determined:

- ⇒ **The library was inadequate, at just 2,100 square-feet, to serve the community.** To meet the needs of the library patrons, the library has since expanded, in May of 2011, into the entire building at 300 5th Street SE and city hall offices have relocated.
- ⇒ **The fire hall was extremely small, deteriorated and in need of replacement.** The building was functionally inadequate. In the spring of 2012, following demolition of the fire hall, a new, larger fire hall building was constructed on the existing site adjacent to the water treatment facility.
- ⇒ **The City office facility was undersized and overcrowded, affecting services provided.** There existed a poor, inefficient work environment. Code updates to the building required new restroom facilities. Since, in March of 2010, City Hall has relocated to the Pine Government Center (the former courthouse building at 315 Main St. S) as a lessee of the entire first floor. The 10,000 square feet is of adequate size but the work environment is still somewhat poor and inefficient.
- ⇒ **Other needs identified included those presently not in the community, a community/recreation center, a performing/fine arts center and a police station.**

Chapter 9 — Branding and Community Identity

Awards and designations received by the City and community.

See next page for full list.



Awards and designations to consider pursuing.

* Star Cities always remain Star Cities though the program went defunct in the 1990s.

There has been a continuing series of requests by cities to attach supplemental sign panels to the City Name Markers sign. The Community Recognition Sign Program allows communities to express their own identity and any combination of sign panels may be permitted, up to a total of 1800 mm (72") in length by 600 mm (24") in height. These panels may be installed horizontally either below the City Name Marker sign



or, if preferred by the district, below an existing Star City sign panel if it is mounted on its own structure. Community Recognition Sign Panels shall be fabricated, installed and maintained by the city under the Mn/DOT permit process.

Chapter 9—Branding and Community Identity

1983—Star City Award: The City was recognized in 1983 by then-DEEDS Commissioner Mark Dayton for its leadership in working with local businesses to ensure continued growth. Nominator: John Sparling, Small Business Development Consultant

2008—C.C. Ludwig Award – Mayor Jane Robbins: The League of Minnesota Cities' highest honor for an elected official, the C.C. Ludwig Award, was presented to the mayor for going the extra mile; for her contributions to improved municipal government, for the admiration and respect of the general public toward her, and for her selfless conduct focused on the greater good of the community. Nominator: Nathan Johnson, City Planner

2009—Initiative Foundation "Outstanding Community": The foundation chose Pine City to receive the award because of an uncommon spirit of citizen volunteerism and significant progress toward business, technology, environmental and early childhood issues. The award highlighted efforts to revitalize downtown, attract high-tech companies, preserve local lakes, promote early childhood education and restore community pride. Nominator: Nathan Johnson, City Planner

2010—Minnesota Star Lake - Cross Lake: The Cross Lake Association was awarded this honor because of its care for Cross Lake, and managing local natural resources and protecting the environment. Nominator: Cross Lake Association

2010—Horizons Community: Pine City successfully completed the Northwest Area Foundation's Horizons Program, an 18-month leadership development program for rural towns with populations of 5,000 or fewer and with poverty rates of at least 10 percent. The program aimed to help the community understand and alleviate symptoms of poverty, and build social capital and prosperity. Nominators: Nathan Johnson, City Planner, and Lezlie (Ballis) Sauter, Community Action Council Rep.

2010—"Best Community for Music Education" in America: The award highlighted the community's support of the arts and music and education, all in one. Nominator: Bradley Mariska, Pine City High School Band Director

2010—Women in City Government Leadership Award - Mayor Jane Robbins: The mayor was awarded the award for her unique, individual achievements in Pine City, as well as her leadership and mentoring roles both inside and outside of the community. Nominator: Nathan Johnson, City Planner

2011—Minnesota Community Pride! Showcase Award: This award highlights the celebration of diversity and culture in the community, particularly with East-Central Minnesota Pride and Pine City's embracing of its people, as well as its courage and the fact that it is a welcoming community. Nominator: Nathan Johnson, City Planner

2011—"Best Community for Music Education" in America: The award highlighted the community's support of the arts and music and education, all in one. Nominator: Bradley Mariska, Pine City High School Band Director

2011—Yellow Ribbon Community: The City was officially proclaimed a Yellow Ribbon Community by Governor Mark Dayton. To earn the status, Pine City developed a sustainable action plan demonstrating its commitment to service members and military families. In the plan, the community identified and connected leaders in key areas across the community, leveraging existing support activities, building awareness throughout the community and identifying ways of taking action. Nominators: Jessica Paulson, Yellow Ribbon Chair, and Cynthia Foster, Committee Member

2012—"Best Community for Music Education" in America: The award highlighted the community's support of the arts and music and education, all in one. Nominator: Bradley Mariska, Pine City High School Band Director

2012—"Outstanding Conservationist": The award highlighted the community's consideration for the environment, particularly with a large-scale rainwater garden projects in the Woodpecker Ridge Neighborhood, the largest project of its kind in Greater Minnesota. Nominator: Pine County Soil & Water Conservation District

2012—ArtPlace: Nominated for support from ArtPlace, an unprecedented private-public collaboration of nine of the nation's top foundations, eight federal agencies including the National Endowment for the Arts, and six of the nation's largest banks. ArtPlace supports creative placemaking with grants and loans, research and advocacy. Finalists will be chosen for their potential to have a transformative impact on community vibrancy. Nominator: John Nuechterlein of the American Composers Forum

Chapter 9 Branding and Community Identity

Info about select other awards/designations worth pursuing, based on goals of this plan:

All-American City: The National Civic League (NCL) has announced 10 winners each year for All-American City (AAC), an award that encourages and recognizes civic excellence, honoring communities of all sizes in which citizens, government, businesses and nonprofit organizations work together to address critical local issues.

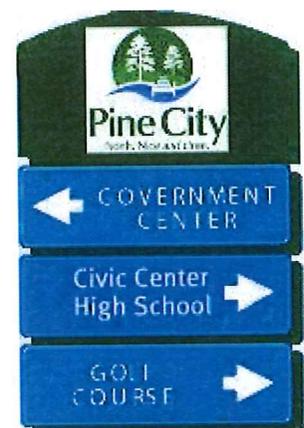
E-Commerce: This Electronic Commerce Readiness Guide is a resource to determine how ready a community is for electronic commerce. Completing the questions within the guide requires knowledge about a wide range of information in a community, including information about infrastructure, how people use technology, and planning. Once a community has completed the guide, they may want to use it to convene a cross-section of people in your community to complete a more thorough readiness assessment. The questions in the guide will be used to document the general stages of readiness for E-commerce in cities across Minnesota. From a community with a minimum of the necessary technology and policy essentials, to a community that has advanced technology and a supportive policy environment, the guide provides a framework that can help direct discussions, drive decisions and produce results.

Tree City USA: This designation is sponsored by The National Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters; it provides direction, technical assistance, public attention, and national recognition for urban and community forestry programs in thousands of towns and cities that more than 93 million Americans call home.

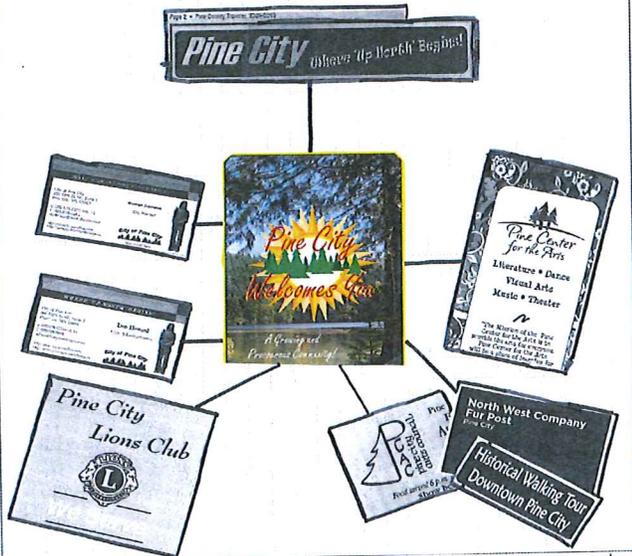
Wayfinding

A wayfinding system will project a consistent image for the entire city; reduce visual clutter; and promote walking, bicycling, and use of mass transit. The goal is to develop a comprehensive wayfinding signage system for the City that will be installed following a phased implementation plan. Project objectives include:

- Develop a vehicular and pedestrian wayfinding system for destinations throughout the City with a focus on the downtown core of the City;
- Develop a wayfinding system that will create an overall identity for the City, that is compatible with its historic character; and,
- Provide trailblazer signage for interstate, major roads, and primary bicycle trails, as well as major destinations just outside City boundaries (Rush City Regional Airport, North West Company Fur Post, Czech Sokol Camp, Pokegama Lake, etc.).



PINE CITY SNAPSHOT 2009 IDENTITY CRISIS



67 Minnesota Design Team COMMUNITY BRANDING Pine City, MN September 2009

Pine City BRANDING & WAY FINDING

WHAT IS UNIQUE?
WHAT IS MEMORABLE?
WHAT IS RELEVANT?

VISIONING RESULTS:

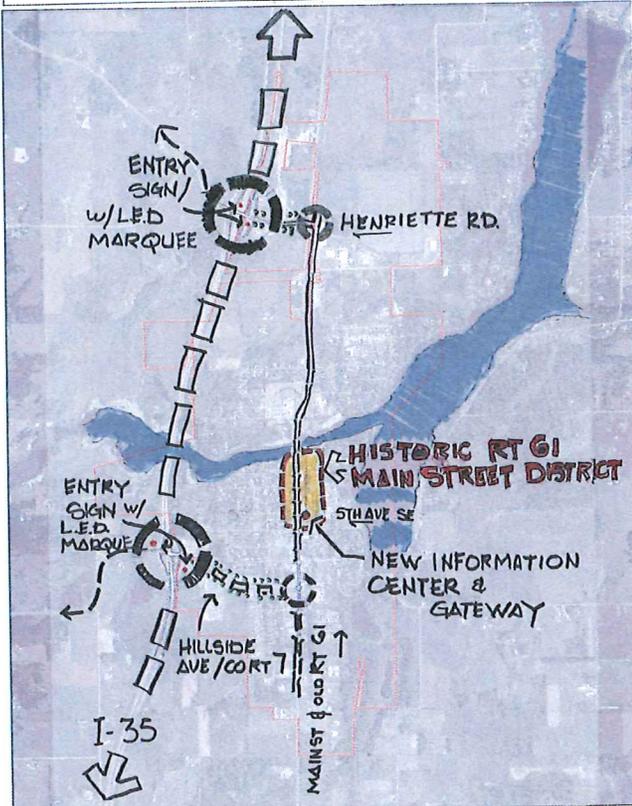
- 1 FUR POST
- 2 VOYAGEUR
- 3 WATER
- 4 PINE TREES



WHY IMPORTANT?

SYNERGY-MEMORABILITY-RETENTION

77 Minnesota Design Team COMMUNITY BRANDING Pine City, MN September 2009



87 Minnesota Design Team WAY FINDING-FREEWAY Pine City, MN September 2009



PROGRAMMABLE LED ANNOUNCEMENTS, EVENTS, & SCENIC IMAGES



CONTAINS, E.G.:
MARINA
HISTORIC DISTRICT
DINING
N.W. FUR POST
PARK PRESERVE
PINE TECH, ET AL.

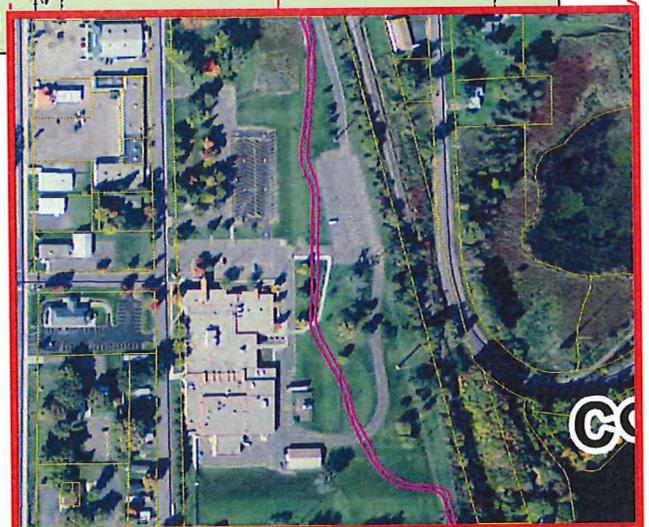
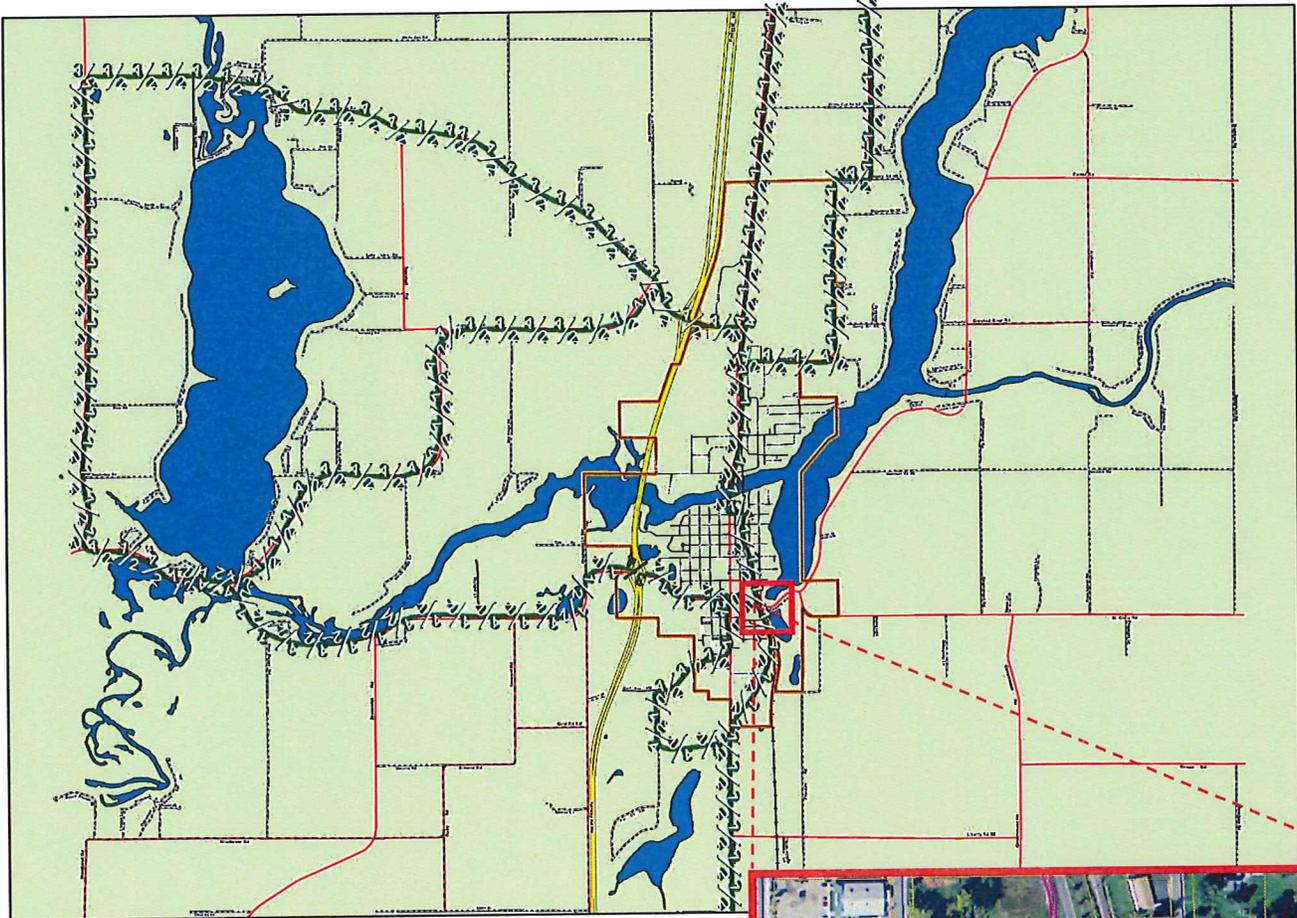
97 Minnesota Design Team WAY FINDING & SIGNAGE Pine City, MN September 2009

Vision Exhibits: Minnesota Design Team

Chapter 10—Parks, Trails and Recreation

This chapter includes an inventory of existing park and recreational amenities an analysis of future needs and policies relating to the future parks, trails and other recreational offerings.

Trails



Pictured are the Twin Cities-to-Twin Ports Trail Master Plan-Pine City segment, a part of the I-35 Corridor Management Plan's north-south trail (above) and the route through Pine Technical College (right).

Other routes shown include:

- ⇒ Pokegama Loop
- ⇒ Tigua Trail
- ⇒ Airport/Everready Loop
- ⇒ Golf Course/Beach Loops

Chapter 10—Parks, Trails and Recreation

The Parks & Rec subcommittee seeks to inform the comprehensive plan as it addresses the quality of life in Pine City, especially regarding the parks and recreational opportunities within the community.

The subcommittee seeks to connect the community to its natural resources, to take advantage of these natural assets within walking distance of their residence and to promote physical activity for residents and visitors of all ages.

The Parks & Rec committee suggests the following benefits from the following parks & rec recommendations: 1.) Improved quality of life for residents; 2.) Increased tourism; 3.) Increased low-cost entertainment options; and 4.) Increased physical activity for community.

RECOMMENDATIONS

The Park & Rec committee suggests that the following amenities should be found at all (most) city parks:

- * Lighting
- * Handicap Accessibility
- * Bathrooms
- * Parking
- * Minimal upkeep necessary to lessen costs
- * Seating, benches, picnic tables
- * Trash receptacles
- * Picnic shelters
- * Drinking water
- * Playground equipment
- * Bike racks
- * Flag poles

The Parks & Rec Committee suggests the following amenities as valuable additions for use in Pine City.

- * Softball fields for large tournaments
- * All ages sledding hill
- * Dog park
- * Public tennis courts
- * Walking trails
- * Permanent soccer fields
- * Indoor swimming pool
- * Develop a map or brochure that identifies all the local parks, trails or routes to the parks and amenities found within.

Challenges: Some existing parks have not been completed because funds from developers have not been held in escrow. Parks & Rec would seek to specify these ordinances so that parks funds were dedicated and escrowed to prevent incomplete parks if development stalls or fails

Potential Partners: Developers, who could be made aware that this community wishes to live amongst its natural assets and that parks are desired within each new development; and the parks and recreation committee, who should aim to provide safe routes for pedestrians and bikers to access natural resources not found within their immediate neighborhood. A goal should be to retain a park-like feel throughout Pine City.

Chapter 10—Parks, Trails and Recreation

Voyageur Park Concept Plan Pine City, MN



Voyageur Park plays a key role in the community identity for residents and visitors alike, as it lies at the north entrance to downtown Pine City. Symbolically, as one leaves the downtown area going northward, the park can also function as a gateway to the north. The park occupies much of the north shore of the Snake River, and lies directly across County Road 61 from the Minnesota DNR boat launching facility. Two blocks south lies downtown Pine City. Therefore, critical relationships exist with regard to the park and Highway 61's approach to downtown.

Goals for the park including creation of a gateway to Pine City, connecting the park to the downtown area, and connecting the Snake River and Cross Lake to the downtown area, all the while helping create an identity for Pine City.

Other goals for this park:

- Connect it with Thomas Park to the West
- Provide historical information about the river and Pine City
- Invite boaters into the park and downtown, creating a marina-like atmosphere (i.e. provide an area for boats to dock, provide information about downtown businesses and activities, visually connect park to downtown)
- Provide picnic and fishing areas.
- Provide walking trails throughout the park connecting to a future city trail system.
- Gardens (i.e. ornamental structures, fountains, seating, public art display areas).
- Wetland educational opportunities (i.e. boardwalk, observation area).
- Incorporate horse arena and DNR boat launch on the east side of Main Street.
- Use streetscape amenities (i.e. lighting, banners, street trees, benches, flower baskets, signage).



Chapter 10—Parks, Trails and Recreation

Trails

This section aims to address Pine City's network of pedestrian routes, bicycle trails and connections to key locations to promote recreation, fitness, safety and vitality.

OVERALL GOALS:

For each neighborhood, create sidewalks to encourage safe pedestrian transportation, create bike paths for safe bike transportation and create trails with extended pathways with fewer intersections for leisure, recreation and fitness. In doing so, create connections to downtown, schools and other locations which allow for loops and destinations. Work to integrate new trails with existing trails with new bridges, sidewalks and bike lanes. Then, develop signage and marketing materials to advertise trail lengths and destinations to support their use and importance to the residents and visitors of Pine City.

Goal: Create a network of sidewalks that allows for safe transportation throughout Pine City.

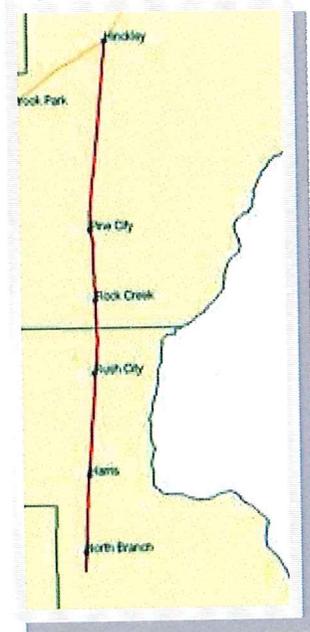
- Repair sidewalks that are in poor condition
- Continue sidewalks and build links whereby they stop or are discontinued
- Add sidewalks to neighborhoods where none exist, giving emphasis to collector streets and county roads

Goal: Create four long trails that would provide bicyclists with trails to destinations throughout Pine City

- Tigua Trail: 10.7-mile loop from Henriette Road to the Southern tip of Pokegama Lake.
- Browns Corner Trail: 15-mile trail from Southern tip of Pokegama Lake to Northern tip of Pokegama Lake to Henriette Road
- Airport Loop: Seven-mile loop.
- Rock Creek Loop: 17-mile loop.
- Twin Cities-to-Twin Ports Trail: Connects the Munger Trail in Hinckley, Minn., with the Sunrise Prairie Trail in North Branch, Minn.

Implementation Strategy:

Utilize the City parks and recreation committee to prioritize trails. Gain permission from property owners along preferred routes to deed access for trails. Then, secure necessary funding.



Chapter 11—Economic Development and Tourism

ECONOMIC DEVELOPMENT STRATEGIES

The economic development chapter details the economic trends and indicators and provides economic development policy statements relative to commercial, industrial and housing growth. Here are the goals:

- Attract new businesses that transform raw material into finished product.
 - * Create certified Shovel Ready sites in Pine City’s Technology Park
 - * Expand broadband to the curb on available lots
 - * Provide capital funding alternatives
 - * Increase sewer and water capacities
 - * Make tax incentives available
 - * Expand the city limits, as feasible, per the land use section of this plan
 - * Study the potential of the value added when raw materials are transported from Duluth to the Twin Cities
 - * Obtain dedicated economic development resources
 - * Form partnerships with Pine County and other cities
 - * Explore potential rail transit options.

- Attract new businesses that provide services to support all businesses and potentially the local community.
 - * Create implementation plan for new business attraction using the City’s market area profiles
 - * Identify and use funding alternatives, if applicable, such as JOBZ (or its replacement program), TIF, RLF, etc.
 - * Implement a business retention and expansion campaign
 - * Network through memberships with peer communities
 - * Offer free land in the Pine City Technology Park
 - * Offer incentives if criteria are met
 - * Utilize DEED/State and federal grants

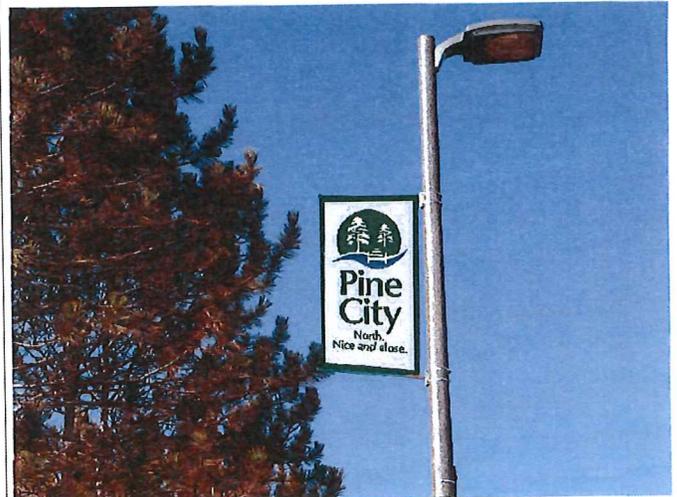
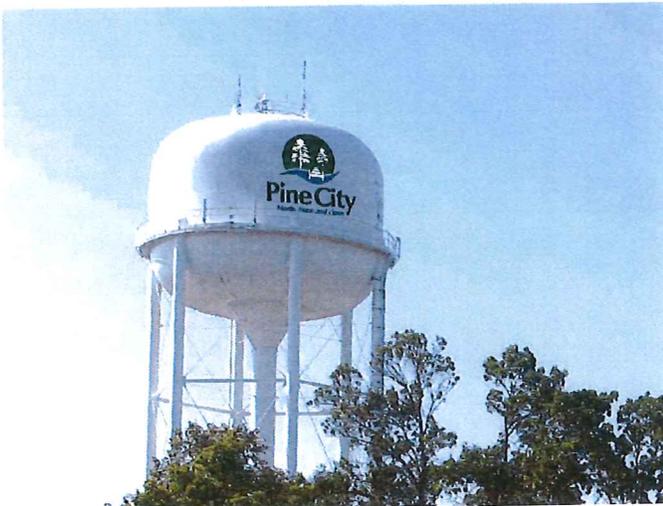
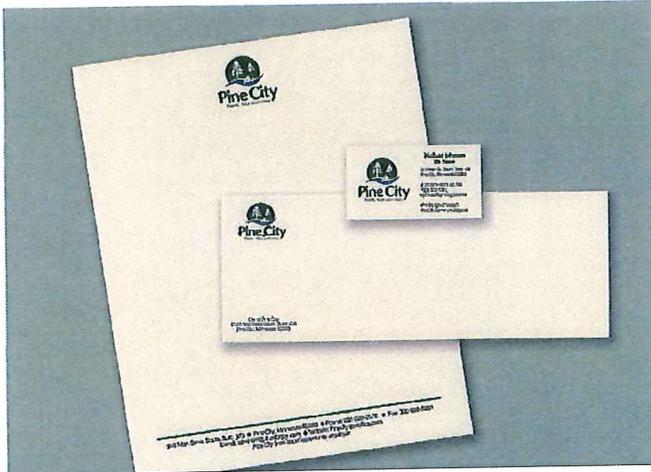
- Establish the ability to develop entrepreneurs within the community.
 - * Cultivate entrepreneurship with a student incubator
 - * Document services available to start-ups
 - * Create a culture of entrepreneurship through an awareness campaign of how to get a concept to market

- Provide the infrastructure and support to existing businesses in order for the business to be sustainable and grow in Pine City.
 - * Assist in venture capital understanding
 - * Education for business owners—degrees, certificates, ongoing education
 - * Identify and promote resources

Chapter 11—Economic Development and Tourism

ECONOMIC DEVELOPMENT STRATEGIES (Cont.)

- Support a community “theme” or “brand” for Pine City that will be visual throughout the architecture and landscaping.
 - * Develop branding to solve the identity crisis (examples below) Also—see
 - * Ensure that the brand is “business friendly”
 - * Ensure that planning and zoning is consistent.



All Photos: Courtesy of Shirley Schmidt.

Chapter 11—Economic Development and Tourism

Pine City Brand Plan

The Branding Committee was established on April 26, 2010 as part of the Comprehensive Planning effort. Community branding is a tool communities use to define themselves, shape perceptions, and attract positive attention. Successful branding creates a strong and distinctive thematic message that best defines a community's essential assets, and then markets that message. An effective brand strategy creates a positive emotional connection for the intended audience, and differentiates a community from other places in ways that enhance community pride and improve its competitive position. It should be a tool that reinforces a strong community identity for existing residents and businesses, lures visitors and attracts new employers, businesses, and residents to locate in that community.

Branding can be a huge asset for a community to leverage what is "special" or competitive about the community. If executed poorly, a brand can work against a community, or become a political issue. A successful community brand is produced through a process of developing a long-term vision for a place that is relevant and compelling to its key audiences. A brand and brand strategy are developed based on research and analysis aimed at gaining in-depth understanding of a community's attributes in relation to its competition (what makes them unique and different). This research and analysis entails determining the perceptions of relevant stakeholders, understanding regional demographic, economic, and political trends, and clarifying the City's goals and aspirations.

Branding is an effort to figure out who you are and then take steps to define who you are to the community, businesses, visitors and potential visitors alike. It is about what a city stands for – the overriding thing that defines a city's essential character and how it is different from other cities. It is about deciding what Pine City's higher purpose is. If you don't brand your city it is left to others to define your city for you.

Branding a city may sound hokey to some but every place has a natural brand. It is the commonly felt impression of a place, its reputation; it's the things people say about it. When a city brands itself it is telling a story. To flourish, cities need to attract and retain businesses, talented workers, institutions, students, tourists and other visitors. Tell the story far and wide – and also to ourselves – to attract and retain the people and organizations we desire as well as maintaining a sense of spirit and purpose. Present the story using succinct and compelling words and images to capture the city's distinctive experience.

Branding is not advertising/marketing/public relations, a tag line or a logo. Elements of branding do indeed include advertising, marketing, public relations, a tag line and a logo but there is much more to it. Most importantly our brand is a promise to Pine City's residents and visitors. The process of branding a city discovers and connects the soul of the city to the hearts of the consumers (residents, visitors and businesspeople alike). It is an integral process that discovers, brings to life and ultimately leverages our most relevant points of differentiation.

Top 10 Branding Blunders (What Not To Do)

Don't make your brand just about a logo and tag line.

Don't proceed without research.

Don't ignore your culture and heritage focusing solely on your aspiration.

Don't engage the press for the first time during the unveiling.

Don't brand by committee – it is NOT about a compromise or consensus – it is about determining the strong-singular message that will define our community.

Don't apply strict controls for usage by private sector and other public agencies.

Don't have your community vote among several logo choices or make a contest of creating your community's tag line.

Don't reveal your brand to the public without stake holder buy-in.

Don't brand yourself (brand internally) – city administration may be too close to the situation to clearly identify and solve problems.

Don't announce the brand without some high-profile implementation – bring it to

Chapter 11—Economic Development and Tourism

Creating a successful brand for Pine City means that we truly understand our city, we know its strengths, we value what is great and distinct about it, and we are able to communicate all of this to others in a few choice words and images. A brand will help our community feel good about visiting or living or doing business here.

Benefits of a City Branding Strategy for City Marketers

- Provides a strategic focus
- Fosters a unified and cooperative approach to build Pine City's reputation.
- Provides a decision-making framework
- Captures the strengths and personality of Pine City in ways that enable all
- Stakeholders to use similar, consistent and compelling messages
- Provides a unifying them.
- Positioning and strategy maximize marketing efforts

Benefits for External Customers (Visitors, Relocation Prospects, Potential Business Owners)

- Provides peace of mind by increasing trust and reducing uncertainty in their decision-making Establishes a clear and valued point of difference in the consumer's mind
- Saves times and effort in making choice. Reflects well on customers for being associated with the place.
- Taps into, and connects with, customer needs and desires, and delivers highly desired added value and benefits

Benefits for Our Community

- Creates a unifying focus to aid all public, private, and non-profit organizations that rely on the reputation and image of the city for all or part of their livelihood
- Generates increased respect and recognition from being associated with the place as a resident, visitor, businessperson or student
- Corrects out of date, inaccurate or unbalanced perceptions
- Increases the ability to attract, recruit and retain talented people
- Enhances civic pride
- Gets everyone on the same page in conveying focused and consistent messages about Pine City

A successful Pine City brand isn't imposed upon Pine City. It is formed from real existing attributes discovered within the city. It has to be real, otherwise it doesn't ring true, and the promise will not live up to the experience.

The Pine City branding process involved four general phases: research, brand promise/strategy/ tactic development, creative development and implementation.

Research is the first and most critical step. Community members were surveyed between June 15-July 1, 2010 and an aggressive public relations campaign was executed to get the word out to the community. The survey included both quantitative and qualitative responses that captured attitudes (what people say they want); beliefs (what people think is true); behaviors (what people do) and attributes of people (gender, age, status).

Chapter 11—Economic Development and Tourism

Enough people responded to the survey to give us a 95% confidence level with a 4.96% margin of error in the survey results (population of Pine City = 3232, number of respondents = 348).

Strengths, weaknesses, attribute definitions, vision, community definitions and recreational activities as defined by Pine City community members were uncovered.

The majority of respondents were fulltime residents who have lived in Pine City for 20-plus years and are between the ages of 31 and 60.

The first things that come to mind when respondents think of Pine City were: small town, lakes, good people/close knit community, lots of parks and recreation and a good location.

The things that are liked best about Pine City were the lakes and river, small town/country living, schools/academics/sports/music, recreational activities and the location.

When describing Pine City to those unfamiliar with the city respondents said it was a small, charming, rural, northern, true American town; has lots of natural resources; is a close knit community; is in a good location; is a great place to live.

The primary thing that makes Pine City different from other communities is the water and waterfront.

Pine City - Branding Survey - Qualitative Question Responses, July 1, 2010

Q #7 - What first comes to mind when you think of Pine City?

Total Number of Responses = 357

Small Town	130	36.41%
Lakes	58	16.25%
Good People/Close Community	46	12.89%
Dying Town	31	8.68%
Government Problems/Poor City Management	18	5.04%
Parks and Recreation	16	4.48%
Good Location	15	4.20%
Arts/Music/School Programs	12	3.36%
History	12	3.36%
Nothing Changes	9	2.52%
Newcomers Not Welcome	6	1.68%
Up North Feel	2	0.56%
High Cost of Water/Sewer	1	0.28%
Should Be "Green"	1	0.28%
	357	100.00%

Chapter 11—Economic Development and Tourism

Q #8 - Name three things that YOU like best about Pine City (besides its people).
Total number of Responses = 838

Lakes/Rivers	169	20.17%
Small Town/County Living	118	14.08%
Schools/Academics/Sports/Music/Arts (High School-Elementary-PineTech-St. Mary's)	96	11.46%
Recreational Activities/Parks (Golf/Softball/Beach/Trails/Playgrounds)	79	9.43%
Location	74	8.83%
Arts/Music/Community Events/ Organizations/School Pro- People/Close Community/Citizen Pride (Volunteers/Friendliness)	59	7.04%
Flea Market/Farmers Market/County Fair	41	4.89%
Restaurants/Fast Food/Coffee Shops	30	3.58%
History	24	2.86%
Main Street/Downtown	15	1.79%
Not Much to Like	14	1.67%
Small Shops Locally Owned	13	1.55%
Clean Town	13	1.55%
Trees/Environment	12	1.43%
Local Businesses/Business Opportunity	10	1.19%
Shopping is Okay/Convenient	10	1.19%
WalMart	9	1.07%
Library	8	0.95%
Safety	6	0.72%
Family & Friends	6	0.72%
Good Place to Raise Children	4	0.48%
Churches	4	0.48%
Businesses That Are Actually Trying To Make A Difference	2	0.24%
The Bars	2	0.24%
Farming	2	0.24%
Good Place to Visit	1	0.12%
Growth Potential	1	0.12%
Dedication To It's Future	1	0.12%
Chengwatana	1	0.12%
Close to Casino	1	0.12%
Caring City Council	1	0.12%
Cost of Living	1	0.12%
Great City Support Staff	1	0.12%
	838	100.00%

Chapter 11—Economic Development and Tourism

Q #9 - What do you think is Pine City's greatest weakness? (Please do NOT indicate a person or elected official.)

Total Number of Responses = 512

Government Lack of Vision/Lack of Sensitivity to Needs/Narrow-Minded	64	12.50%
(Vocal minority rules)		
Jobs/Job Opportunities	42	8.20%
Struggling Downtown (Empty Buildings/Aesthetics/Need Fixing)	39	7.62%
Not Enough Restaurants	39	7.62%
Lack of Family Activities (no bowling/community center/movies theater/pool)	37	7.23%
No Development of or Capitalization on Natural Resources	33	6.45%
Nothing for Teens To Do/No Rec Center	27	5.27%
Not Enough Retail Businesses/Shopping	24	4.69%
WalMart	22	4.30%
No Walking Trails/Bike Paths/Camp Grounds	21	4.10%
Poverty Rate	19	3.71%
Politics	18	3.52%
(No gov't. action/gov't. slow/no follow through)		
Downtown Businesses Leaving	17	3.32%
No Up-To-Date Lodging	17	3.32%
No Unity/Lots of People Who Resist Change	13	2.54%
No Identity/No Promotion/Lack of Tourism	12	2.34%
City Council	11	2.15%
Cliqueness/Acceptance Issues/Hostile/Not Welcoming to Newcomers	11	2.15%
Drugs/Alcohol	9	1.76%
Restrictiveness for Businesses (signage/parking/unfriendly to new business)	5	0.98%
Water & Sewer Rates (slow increases instead of doubling - lack of planning)	5	0.98%
Police Force/Law Enforcement (no presence)	4	0.78%
No "Welcome" Center or Kiosk for Newcomers	4	0.78%
Crime	4	0.78%
Downtown Stores Close Too Early - Can't Be There In Time After Work	3	0.59%
Junk Yard in Town (north end)	2	0.39%
No Dog Catcher/Humane Society	2	0.39%
Downtown Not on Main Street	2	0.39%
Lack of Education Among Adult Citizens	2	0.39%
Lack of Green Initiative	1	0.20%
Lack of Community Involvement with School Activities	1	0.20%
All Streets Lights Are Not On - Should Be For Safety	1	0.20%
Victim Mentality - Responsibility Pushed to Others	1	0.20%
	512	100.00%

Chapter 11—Economic Development and Tourism

Q #16 - How would you describe Pine City to those unfamiliar
Total Number of Responses = 385

Small/Charming/Rural/Northern/True American Town	143	37.14%
Lots of Natural Resources (no public access/bike rentals/boat	75	19.48%
Close Knit Community/Friendly/Caring/Good People	45	11.69%
Good Location	24	6.23%
Great Place to Live (schools/churches/raise kids)	21	5.45%
Lots of Potential with No Motivation to Develop the City	19	4.94%
Run Down and Tired City - Nothing Here	11	2.86%
Arts Are Valued	10	2.60%
Rich in History	9	2.34%
Unfriendly	8	2.08%
Good Old Boy System	6	1.56%
Limited Eating and Lodging	4	1.04%
Town that is Hard to Change	3	0.78%
Great Place to Visit	3	0.78%
Lots of Outdoor Fun	2	0.52%
No Jobs	1	0.26%
City is a Leader	1	0.26%
	385	100.00%

Q #17 - What is the one thing your friends and/or relatives comment on when coming to Pine
Total Responses = 259

Nice, Quiet, Small Town	60	23.17%
Lakes and Natural Resources (good and bad comments)	35	13.51%
Nowhere to Eat	30	11.58%
Nothing To Do	24	9.27%
Friendly/Community Pride	24	9.27%
Dying Downtown	16	6.18%
Nowhere to Sleep	12	4.63%
Active Town/Lots To Do	12	4.63%
Location	10	3.86%
Music/Arts	8	3.09%
Flea Market	6	2.32%
Great Place	4	1.54%
Fur Post	4	1.54%
Nothing But WalMart	3	1.16%
Lots of Bars	3	1.16%
Rusty Signs When Entering Town	2	0.77%
Lots of Potential	2	0.77%
No Walking or Bike Paths	2	0.77%
Safe and Nice	1	0.39%
Number of Ammenities for It's Size	1	0.39%
	259	100.00%

Chapter 11—Economic Development and Tourism

Brand Promise/Strategy/Tactic Development

This phase of the process is linked to the research phase. Through analyzing the research data strengths, challenges and opportunities were identified and a brand promise, strategies and tactics were developed that identify and promote what's most distinctively attractive about Pine City. This was the time when the brand began to come to life. An effective brand and strategy must be realistic and feasible, consistent with our community values, and provide a genuine image of Pine City that best promotes our competitive advantages to a broad audience. The brand strategy is relevant to Pine City's present and future situation, and differentiates our community from competitors.

Brand Promise

Pine City is a friendly, small town with an abundance of natural resources for residents and visitors to enjoy without having to travel long distances from the Twin Cities metropolitan area.

Brand Behavior brings a two-dimensional brand to life in a three-dimensional environment through policy, actions, initiatives and development. City administration, city officials and community members can provide support to and development of the brand via initiatives such as those on the following page.

Chapter 11—Economic Development and Tourism

Brand Strategies and Tactics

These are suggestions of tangible things that can be done to develop the brand.

Strategy #1

Promote Pine City as a small town that provides life essentials, recreational activities and balance to residents, businesses and visitors alike.

- Aggressively introduce logo and tagline (newspaper, radio, website, events, etc.)
- Develop a public relations campaign highlighting the many benefits Pine City has to offer.
- Support the volunteer efforts that inspire others to help shape our community.
- Celebrate Pine City's unique richness in arts, community events/activities and history.

Strategy #2

Create a friendly, warm downtown environment.

- Live flowering plants on light poles
- Crosswalk safety mechanisms/visual enhancements
- Visually pleasing "welcome" signs on the edges of town
- Aesthetic guidelines for building facades (not restrictive, rather creative)
- Develop "family friendly" activities

Strategy #3

Expand opportunities for people to participate in the vast natural resources and recreational activities that Pine City has to offer.

- Create walking/bike paths
- Maintain the many beautiful parks at a continued high level
- Develop waterfront access on city-owned properties
- Monitor (via police visibility) public areas so that they are desirable and offer a comfortable environment for all community members to visit (fishing pier, Robinson Park, beach, skateboard park)
- Encourage young community members to participate in existing recreational programs and venues

Strategy #4

Continue to explore and encourage commercial development opportunities to provide access and richness in experience to waterways (lakes and river) for residents and visitors.

- Public docks
- Boat/canoe rentals (e.g., Snake River Outfitters)
- Restaurants
- Retail shops
- Gas

Strategy #5

- Explore the development of an aggressive small business recruitment initiative.

Chapter 11—Economic Development and Tourism

Creative Development

The creative portion of this process was the most visible part of the branding process, and its success relied on the strength of the first two phases. In this phase, the tangible items that support the brand promise were developed. This included a logo, tagline and concepts for advertisements, websites, and marketing campaigns.

As a result of research findings, brand promise, and strategy development the following elements were considered in the logo and tagline development process (figuratively and not necessarily literally):

- Lakers/river/natural resources
- Friendly people/good community/good people
- Recreational activities
- Parks
- Location
- Pine trees

What makes the Pine City logo a good logo?

The logo.....

1. is a reflection of what it symbolizes – it won't "make" the city but it plays a vital role for building an emotional connection with the community.
2. is clear and simple yet full of substance and significance. It may not immediately spell out what the city "is" but it should make absolute sense.
3. is timeless (able to stand the test of time) – doesn't rely on trends or what's cool...that will result in a dated look.
4. required research so the end product is soundly designed.
5. has a uniqueness that will keep the mark distinct and memorable. Instant recognition is, in the end, the Holy Grail. Let's not get lost in the crowd.

Also, the logo has the ability to adapt: screen, print, light, dark, multicolor, monochrome, large and small the logo must perform under any condition.

What made the Pine City tagline a good tagline?

The tagline.....

1. has the foundation of the brand and enhance the brand.
2. reminds our target audience quickly of our value.
3. is short and punchy and expresses the essence of the brand.
4. is instantly understandable.
5. communicates a major benefit.
6. appeals to the target audience.

Chapter 11—Economic Development and Tourism

What Makes a Tagline a Good Tagline? (cont.)

The tagline.....

1. has the foundation of the brand and enhance the brand
2. reminds our target audience quickly of our value
3. is short and punchy and expresses the essence of the brand
4. is instantly understandable
5. communicates a major benefit
6. appeals to the target audience
7. contains seven significant words or less

The logo and tagline used together...

1. express the city's brand character, style and personality
2. tell our story in a clever, fun and memorable way
3. are unique and original
4. inspire people to live here, visit here, learn more

Here is the logo and tagline that was developed and approved to visually represent Pine City and to satisfy all of the guidelines for a good logo and tagline.



Pine City
North. Nice *and* close.

Chapter 11—Economic Development and Tourism

The tagline rationale is:

North – conceptual metaphor, not just directional

Nice – good community/nice people/nice small town

Close – close knit community/close to large metropolitan area

“And” – Nice and close (nice people with a close knit community)

Or

Nice plus close (location/proximity)

The tagline is:

- Clever, sleek
- Separates us – unique
- Many meanings, interpretations
- Encompasses everything we heard and learned from the research
- Captures the northern style of living: water recreation, nice people, close knit community
- Separates Pine City from the “Up North” pack

The logo elements function as follows:

- Pine trees – unique design, suggest White Pines (Pine City history)
- Dock – says people, water activities, recreation, relax, fish, swim, lake home, visiting friends/relatives at ‘the cabin’
- The position of the dock is welcoming, is an invitation, is about people being connected to water
- Blue element – our water
- Graphic – comfortable, not busy (small town)
- Green and blue tints – provide depth and dimension
- Simple, fresh, clean, meaningful design

Implementation

An initial implementation plan utilizing the creative elements now needs to be developed. Actual implementation will be the most expensive part of the branding effort. These creative elements should become apparent via a common message and design, at a minimum through all Pine City publications, advertising, the website, signs, uniforms, city fleet, city limits and wayfinding signs, and buildings. Initial implementation could take place over a period of 12-18 months, or it could take several years, depending on how aggressive and well-funded an effort the City chooses to undertake.

Pine City venues using the logo could include: letterhead, envelopes, business cards, water towers, light pole banners, website, signage (welcome and wayfinding), newspaper ads, magazine ads, promotional items (t-shirts, pens, key chains, etc.), event calendar, City vehicles, clothing, water/sewer bills, brochures, announcements, invitations, City buildings.

Chapter 11—Economic Development and Tourism

Summary

Our brand (image) is what they say about us when we're not around. "Branding" is the practice of managing our reputation. (North Star Destination Strategies)

This plan reflects:

Research Results – this is what the community said about Pine City

Brand Positioning (Promise) – this is how we will brand Pine City

Brand Strategies – this is what is recommended Pine City do

Logo and Tagline – this is how Pine City will be visually represented

Implementation – this is how we are going to get the message out (marketing)

The brand promise means that you can count on this statement to lead the way as the city continues to grow and develop.

The tagline and logo are how Pine City is visually represented.

The brand begins to come to life via the tagline and logo.

The brand grows through behavior: policy, actions, initiatives and development

Sources for the branding process:

North Star Destination Strategies – specialists in branding small cities

Jonathan Baltuch – owner and operator of two different firms which develop and implement brand identity and economic strategies for cities and governments

Wall Street Journal

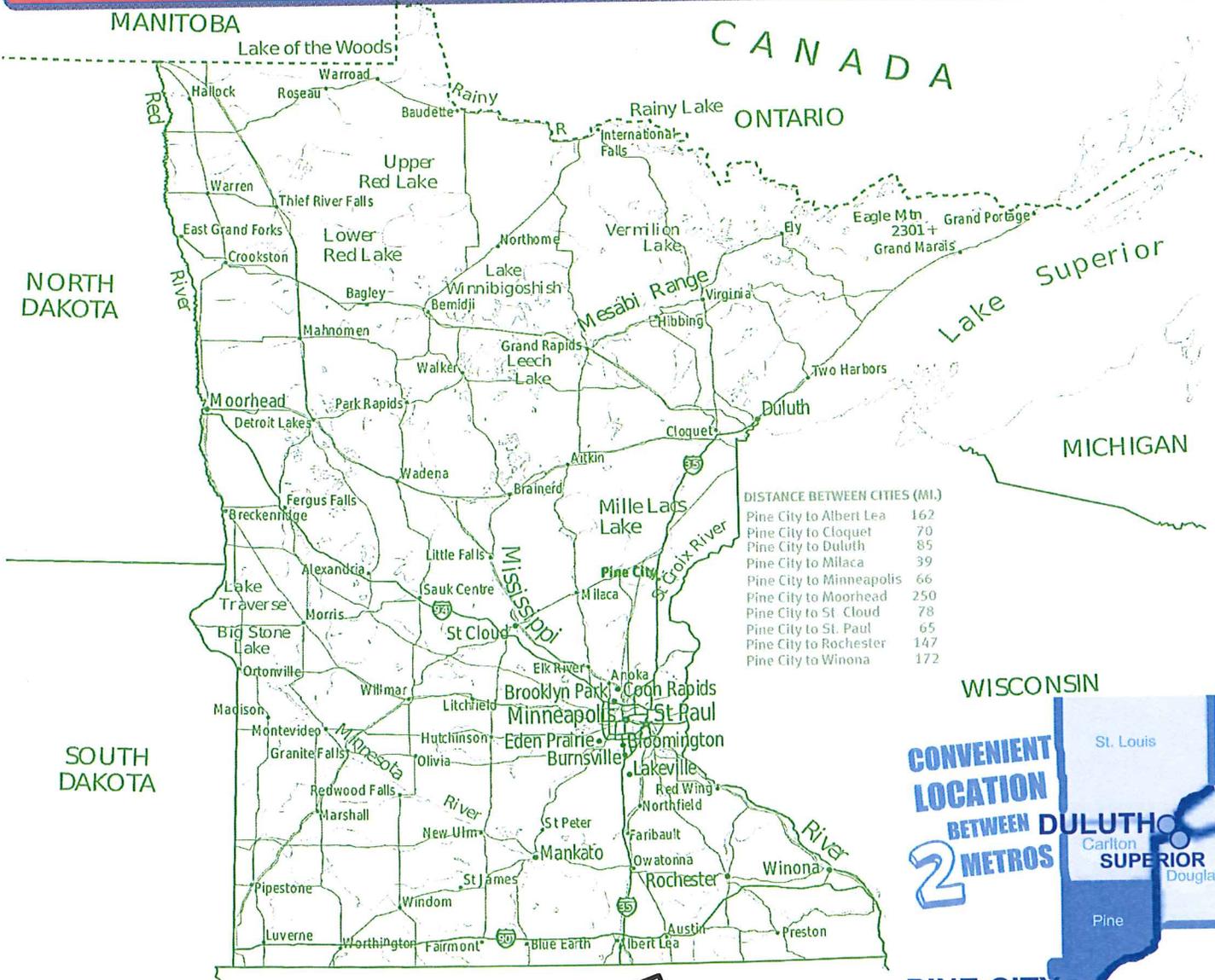
CEO for Cities – network of mayors, corporate CEOs, business and civic leaders

www.surveysystem.com

Several pieces of work by communities that have developed and implemented brand plan

Pine City Branding Committee members.

Chapter 11—Economic Development and Tourism



Location. Location. Location.

Nestled next to lakes and situated on the banks of the Snake River, along the St. Croix Scenic Byway, Pine City is a dynamic, growing community ideally located just north of the Twin Cities and south of the Twin Ports, offering the advantages and conveniences of living near the State's two largest metropolitan areas, while providing the peacefulness and safety of living in small-town Minnesota.



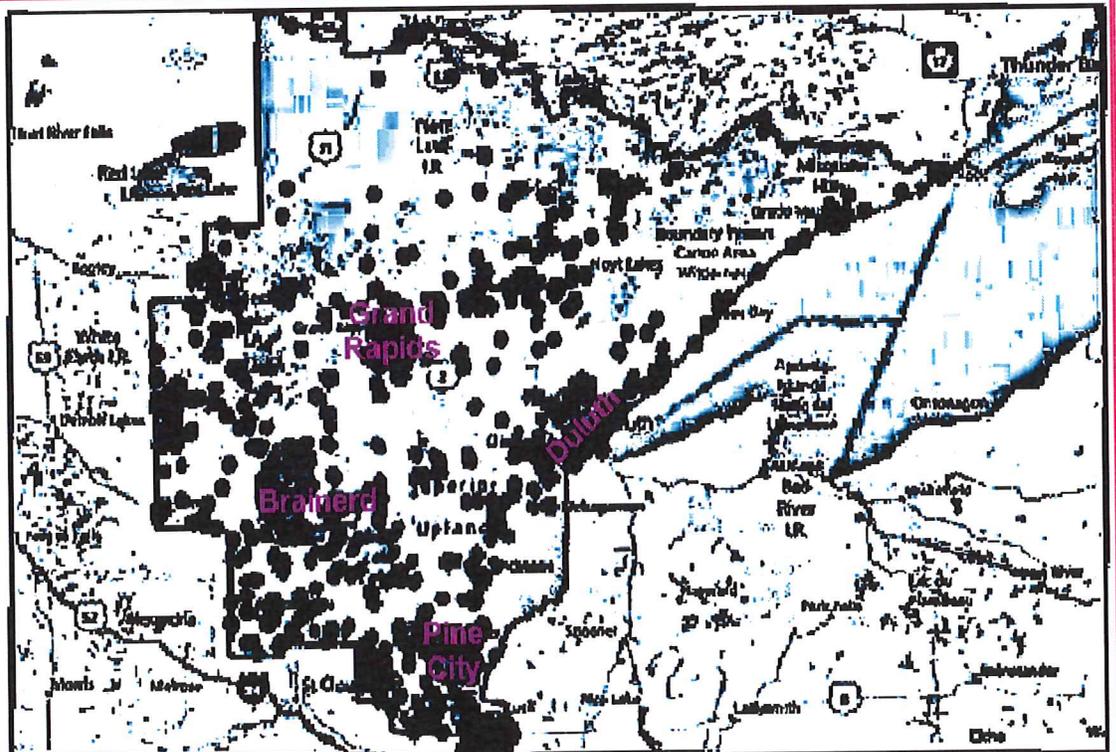
Pine City
North. Nice and close.

Chapter 11—Economic Development and Tourism

TOURISM STRATEGIES

- Provide a trail system that can be utilized by hikers, bikers, in-line skaters, skiers, snowshoers and snowmobilers
 - * Create a long-term blueprint for trails
 - * Develop ordinance requiring developers to fund trails
 - * Loop in southern part of the City
 - * Quick development ideas
 - * River & Lake Trails
 - * Trails connecting parks
 - * Incorporate the St Croix Scenic Byway that runs from Point Douglas to Sandstone
 - * Partner with County & City to ensure that when roads are replaced that they have enough width for walking & Biking shoulders
- Create roles for potential businesses that provide goods & services specifically for tourists
 - * Bed & Breakfasts
 - * Hotels
 - * Geo-caching
 - * Eco-Tourism and Arts Tourism : See the diagram below with the clusters of arts-related businesses in four areas of this region of the State, in Brainerd, Duluth, Grand Rapids and Pine City. These art businesses were identified in the Creative Industries Report (2012) and are composed of arts businesses that range from non-profit museums, and theaters to for-profit film, architecture, crafts , radio, or advertising companies. They play an important role in building and sustaining economic vibrancy, employing a creative workforce, spending money locally, generating government revenue and are a cornerstone to tourism and economic development. Building on these types of businesses and bringing in the types of people they employ will stimulate innovation in today's global marketplace.

- Arts-Related Business**
- Museum/Collections
 - Performing Arts
 - Visual/Photography
 - Film, Radio, TV
 - Design/Publishing
 - Arts Schools/Services



Chapter 11—Economic Development and Tourism

- Develop & execute a comprehensive strategy to obtain and utilize real estate on Cross Lake or the Snake River for tourism
 - * Boat, canoe, kayak, rollerblade, Bike rental
 - * Restaurants
 - * "Quaint" shopping-antiques & home goods
- Support a community "theme" for tourism in Pine City that will be visual through the architecture and landscaping.
 - * Signage
 - * Town Square revitalization
- Establish and execute a systematic tourist attraction strategy
- Capitalize on the historical significance of the Voyageurs and support tourism opportunities related to it.
 - * Research Fur Post tourism to determine local impact of Fur Post visitors
 - * Develop an integrated tourism strategy to leverage those visiting the Fur Post

Challenges: Perception of lack of cooperation from other municipalities, County. EDA lacks full-time staff GPS 45.93—Slow to Market Decreased state and federal funding for E.D. activities Lack of strength of existing local businesses

Potential Partners: GPS 45.93, Pine City Area Chamber of Commerce, Pine County, surrounding municipalities, Pine Technical College Innovation Center, SCORE, SBA, AmeriCorps VISTA, St. Croix Scenic Byway, Minnesota Real Estate Journal, DEED, Explore Minnesota

Chapter 11—Economic Development and Tourism

Nearby Cambridge, Minn., and Pine City serve as the regional centers of East Central Minnesota. Both strive to be full-service towns. The list on the right are the types of businesses that could be attracted to either community to help it become a more full-service community.

Cambridge built a glut of commercial retail space in the economic boom era, 2005-2007. They have overbuilt their commercial retail space and need to “grow” their way out of their present situation. Recently, the Fleet Farm and Lowes Home Improvement Center both closed. Lowes had just opened in 2009.

Resiliency is going to be key for either city, to whether the economic downturn and not just grow for growth-sake.

Euclidian and form-based zoning, low versus high amenity areas, complete streets accommodating a full range of movement and other practices will help.

Becoming the next Trade Center Level

To become more of a full-service town, Pine City should try to recruit the following types of businesses and amenities into the community — Although, some of the businesses may not be attractive or fit with the character of Pine City as it moves from a full-convenience to a specialty/complete shopping destination, to a secondary-wholesale/retail community.

Services

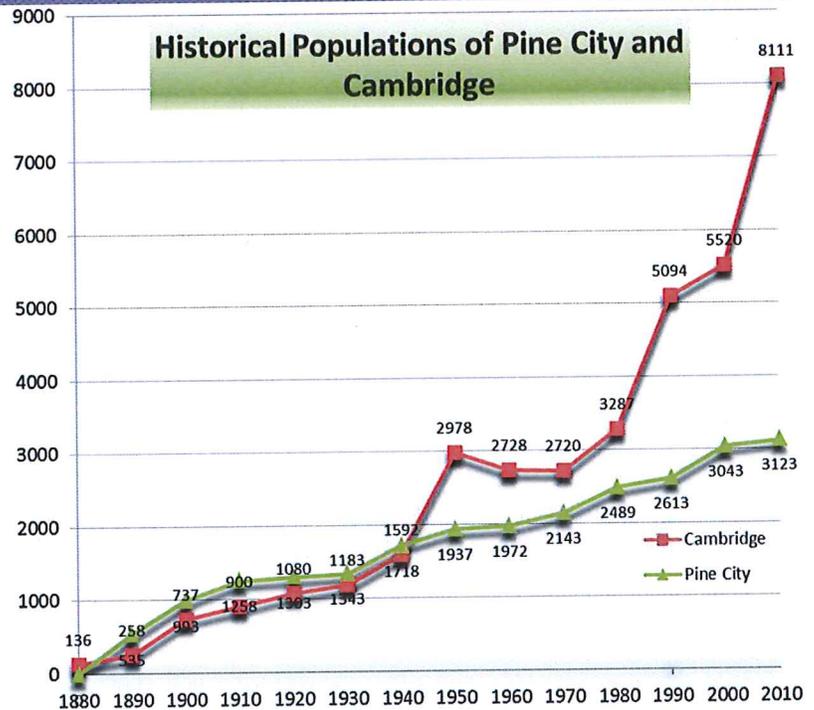
- Dry Cleaner
- Hospital/ER/Birthing Center

Activities

- Amusement Park/Zoo
- Movie Theater
- Bowling Center
- Regional Park

Shopping

- Mall/Shopping Center
- Whole Sale Club
- Outlet
- Book Store



The above chart shows historical populations of Cambridge and Pine City. Until the 1950 Census, Pine City was larger than Cambridge and after two decades of decline, through annexation and growth, Cambridge was able to outpace Pine City from 1970 on to present. The much larger city limits of Cambridge make its population attractive for businesses looking to locate there.

Chart above: U.S. Census Data

Office Supply Store

Retail Apparel

Travel Services

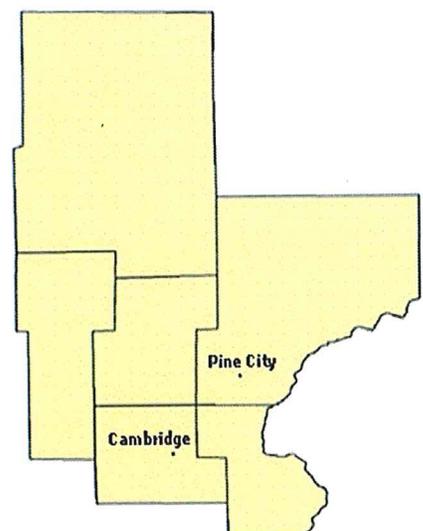
- Parking Garage
- Car Rentals
- Public Transit Stations
- Park & Ride
- Airport

Restaurants

- Thai
- Japanese
- Mexican
- Italian

Lodging

- Bed & Breakfast
- Campgrounds
- Cabins/Resorts
- Hotels



Chapter 11—Economic Development and Tourism

TOP MINNESOTA ATTRACTIONS BY TOURISM REGION, 2010*

Rank	Region	Attraction	2010 Attendance
1	Metro	Mall of America	42,500,000
2	Metro	National Sports Center, Blaine	3,800,000
3	Metro	Target Field	3,233,640
4	Metro	Como Park Zoo & Conservatory	2,200,000
5	Metro	Minnesota State Fair	1,776,211
6	Metro	Minnesota Zoo	1,338,581
7	Metro	Target Center	1,057,000
8	Metro	Fort Snelling State Park	911,435
9	Metro	HHH Metrodome	809,509
10	Metro	Science Museum of Minnesota	749,619
1	Central	Grand Casino Mille Lacs	2,415,394
2	Central	Sibley State Park	308,136
3	Central	Lake Carlos State Park	170,435
4	Central	Brainerd International Raceway	144,957
5	Central	Mille Lacs Kathio State Park	129,163
6	Central	Maplewood State Park	119,317
7	Central	Cayuna County State Recreation Area	118,484
8	Central	Father Hennepin State Park	107,076
9	Central	Glacial Lakes State Park	59,484
10	Central	Glendalough State Park	55,566
1	Southern	Whitewater State Park	256,218
2	Southern	Flandrau State Park	247,665
3	Southern	Minneopa State Park	162,489
4	Southern	Forestville/Mystery Cave State Park	117,276
5	Southern	Myre-Big Island State Park	113,105
6	Southern	Lake Shetek State Park	112,715
7	Southern	Frontenac State Park	110,463
8	Southern	LARK Toys and Carousel	100,000
9	Southern	Blue Mounds State Park	87,812
10	Southern	Sakatah Lake State Park	86,762
1	Northeast	Grand Casino Hinckley	2,852,055
2	Northeast	Gooseberry Falls State Park	630,269
3	Northeast	Lake Superior Maritime Visitor Center	503,597
4	Northeast	Tettegouche State Park	390,208
5	Northeast	Split Rock Lighthouse State Park	327,626
6	Northeast	Jay Cooke State Park	302,052
7	Northeast	Spirit Mountain Recreation Area	379,013
8	Northeast	Temperance River State Park	275,931
9	Northeast	Voyageurs National Park	253,891
10	Northeast	BWCA Wilderness	200,000
1	Northwest	Itasca State Park	550,599
2	Northwest	Lake Bemidji State Park	151,678
3	Northwest	Lake Bronson State Park	128,149
4	Northwest	Red River State Recreation Area	101,337
5	Northwest	Buffalo River State Park	99,677
6	Northwest	Big Bog State Recreation Area	92,380
7	Northwest	Hayes Lake State Park	36,590
8	Northwest	Zippel Bay State Park	35,604
9	Northwest	Heritage Hjemkomst Center	23,675
10	Northwest	Old Mill State Park	23,675

* Subject to Revision; Ranked by actual or estimated visitors for 2010, including both local visitors and tourists.

Note: This list includes only those attractions for which attendance was monitored and reported to Explore Minnesota Tourism. Attractions on this list feature things to see or do that are entertaining, recreational or educational in nature; cater substantially to tourists; are permanent places in Minnesota or are events that are always held in the same place; are located in a single area; have a regular schedule that is available to the public; and have a systematic method of tracking or estimating attendance.



Pine City
North. Nice and close.

Chapter 12—Poverty Reduction, Community Building

Background: 18 months leading up to the comprehensive plan update, the community participated in “Horizons”, a program designed to “build rural leadership today to reduce poverty tomorrow”. A core belief of the Horizons program is that when it comes to creating a thriving community, community members themselves are the key to success. Throughout the program, it tapped the ability of Pine City to create hope and economic prosperity.

A subcommittee formed through the comprehensive planning process seeking to inform the comprehensive plan as it addresses the community’s efforts to fight the symptoms of local poverty. Together with partner organizations, Pine City Horizons seeks to identify the most urgent needs of Pine City residents to escape poverty and then combat those needs with effective programs to help those in-need.

Goal: Continue to fund and support the work done by Horizons through the partnership between the City of Pine City and Pine City Horizons and its shared AmeriCorps VISTA volunteer to provide CPCPCH with an up-to-date perspective of community need and a vehicle for implementation of solutions.

Objectives: Through the research conducted to produce a community resource guide, the City and Horizons gains insights into the most urgent needs of those in poverty. This information is reached through close communication with many city and county organizations. These needs are then addressed through the programming initiatives listed below.

- Build an info kiosk to publish social service and community information to the public in support of support providers, parks & trails and local businesses.
- Publish a comprehensive information guide on established community web presences.
- Host yearly networking events to reestablish top priorities for programming and strategize who can contribute to solutions
- Investigate a coop style clothing store that serves Pine City with quality new and gently used teen, college-aged and women’s professional work wear as well as sports equipment and prom dress exchange.
- Support community nutrition programs to bring food to those in need.
- Partner with “A Place for You” to bring an operational homeless shelter to Pine City.
- Provide financial awareness, resume and auto repair workshops to residents.
- Establish an emergency micro-loan fund for emergency assistance to qualified applicants.
- Build community assets and pride with yard clean-up events in cooperation with other service organizations.
- Research the feasibility of a Community Center.
- Support youth through before- and after-school programming.
- Support parents through educational and social capital improvement events.
- Support youth through mentoring programs.
- Support Pine City EDA to market the community to industry, increase job availability and support the business incubation program at Pine Technical College.

Challenges: Recruitment of volunteers and partner organizations is challenging because those actively involved in bettering the community are already tapped for time with the organizations on which they already serve.

Key Existing/Potential Partners: Those entities who already exist to fight our highest indicated needs like Pine Technical College, Pine City Economic Development Authority, Early Childhood Coalition, Kettle Kinship, Health and Human Services (Pine County), Pregnancy Resource Center, WIC, A Place for You, Parent-Teacher Organization, Pine City Schools, various youth groups, Pine City Pioneer newspaper and more.

Chapter 13—Implementation

This chapter describes and summarizes local controls pertaining to land use; the subdivision of land, orderly annexation, capital improvement planning and implementation strategies.

Implementing and monitoring the plan

City planning staff monitor the outcomes of the plan and may propose future changes if the results are not desired.

A comprehensive plan is not a permanent document. It can be changed and rewritten over time. For many fast growing communities, it is necessary to revise or update the comprehensive plan every five-to-10 years. In order for the comprehensive plan to be relevant to the community, it must remain current.

Improvement of the waterfront. Foremost among the plan's goals was reclaiming the waterfront for the public. "The Lakefront by right belongs to the people," wrote Burnham. "Not a foot of its shores should be appropriated to the exclusion of the people." The plan recommended expanding the parks along the Snake River and Cross Lake shorelines with landfill. Of the city's 7.2 miles (approx. 38,000 feet) of waterfront, only 1.3 miles (approx. 7,000 feet) are today publicly owned, including street ends and railroad rights-of-way, and only about half of the publicly-owned land within the City is parkland.

Systematic arrangement of streets. New, wider arterials should be prescribed to relieve traffic congestion in the fast-growing city, including a network of new diagonal streets. Writing in 1908, Burnham saw the automobile as a recreational vehicle that would allow city dwellers to visit the countryside. He could not foresee how it would overwhelm and transform the city itself.

Civic and cultural centers. The most iconic image of the plan is the new civic center proposed.

Contemporary Issues of Concern to ...

Residents: NIMBY (homeless shelter, race track, etc.)

Workers: lack of high-wage jobs, few modes of transit, long commutes

Property Owners: taxes, water rates, code enforcement

Business People: NIMBY (learning center, daycare, etc.), sign ordinance

Emerging Issues that will be important in the future: expanding transit modes, longer commutes, annexation

Strengths, Weaknesses, Opportunities and Threats

Pine City's S.W.O.T (2009)

Strengths

- ⇒ Being located along Interstate 35
- ⇒ Having a river and two lakes nearby
- ⇒ Short distance to the Twin Cities
- ⇒ County seat status
- ⇒ Semi-active Chamber of Commerce
- ⇒ Semi-active civic groups
- ⇒ High-profile cultural and community events
- ⇒ Strong church presence
- ⇒ People who believe this is a 'community'

Weaknesses

- ⇒ Need more one-level housing for seniors
- ⇒ Need to expand our boundaries
- ⇒ Lack of hotel/conference center facility space
- ⇒ Some businesses are closing/vacant storefronts
- ⇒ Weak economy
- ⇒ Many facility needs with few financial resources
- ⇒ Lack of jobs

Opportunities

- ⇒ Lodging/restaurants along Interstate 35
- ⇒ Wayfinding/getting people to visit the town square
- ⇒ Empty buildings to fill/possibilities for space
- ⇒ Property owners' pride in ownership of vacant buildings and lots
- ⇒ Railroad: Depot/Dinner Train/Commuter Rail
- ⇒ 'Pine Run' race track
- ⇒ Boat/canoe/kayak/rollerblade/bike rental
- ⇒ Non-motorized trails

- ⇒ Annexation
- ⇒ Industrial Park
- ⇒ The Minnesota Design Team visit
- ⇒ The economy is rebounding

Threats

- ⇒ Aging sewer system under streets
- ⇒ General infrastructure
- ⇒ High taxes
- ⇒ Water/sewer system
- ⇒ Balancing personal freedom with community
- ⇒ Lack of facilities could cause people to leave/not come
- ⇒ Poor water quality as a threat to tourism
- ⇒ Lack of attention to blighted properties as a threat to property values
- ⇒ Loss of jobs

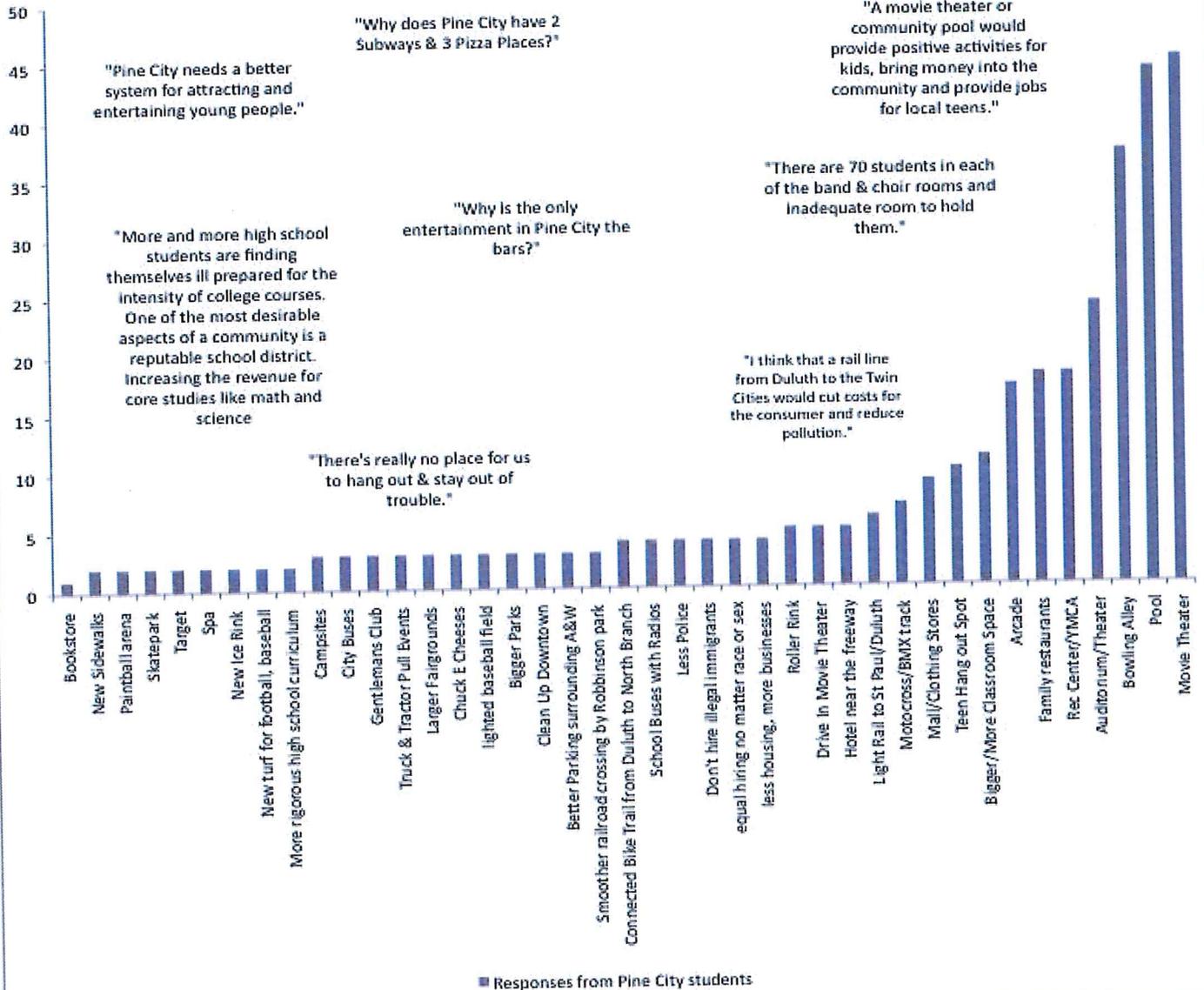


TAKEN FROM THE PINE COUNTY COMPREHENSIVE PLAN

The **county** shall consider the following goals and objectives:

- 1) Minimizing the fragmentation and development of agricultural, forest, wildlife, and open space lands, including consideration of appropriate minimum lot sizes;
- 2) Minimizing further development in sensitive shoreland areas;
- 3) Minimizing development near wildlife management areas, scientific and natural areas, and nature centers;
- 4) Identification of areas of preference for higher density, including consideration of existing and necessary water and wastewater services, infrastructure, other services, and to the extent feasible, encouraging full development of areas previously zoned for nonagricultural uses;
- 5) Encouraging development close to places of employment, shopping centers, schools, mass transit, and other public and private service centers;
- 6) Identification of areas where other developments are appropriate; and
- 7) Other goals and objectives a county may identify.

What does Pine City need the most?

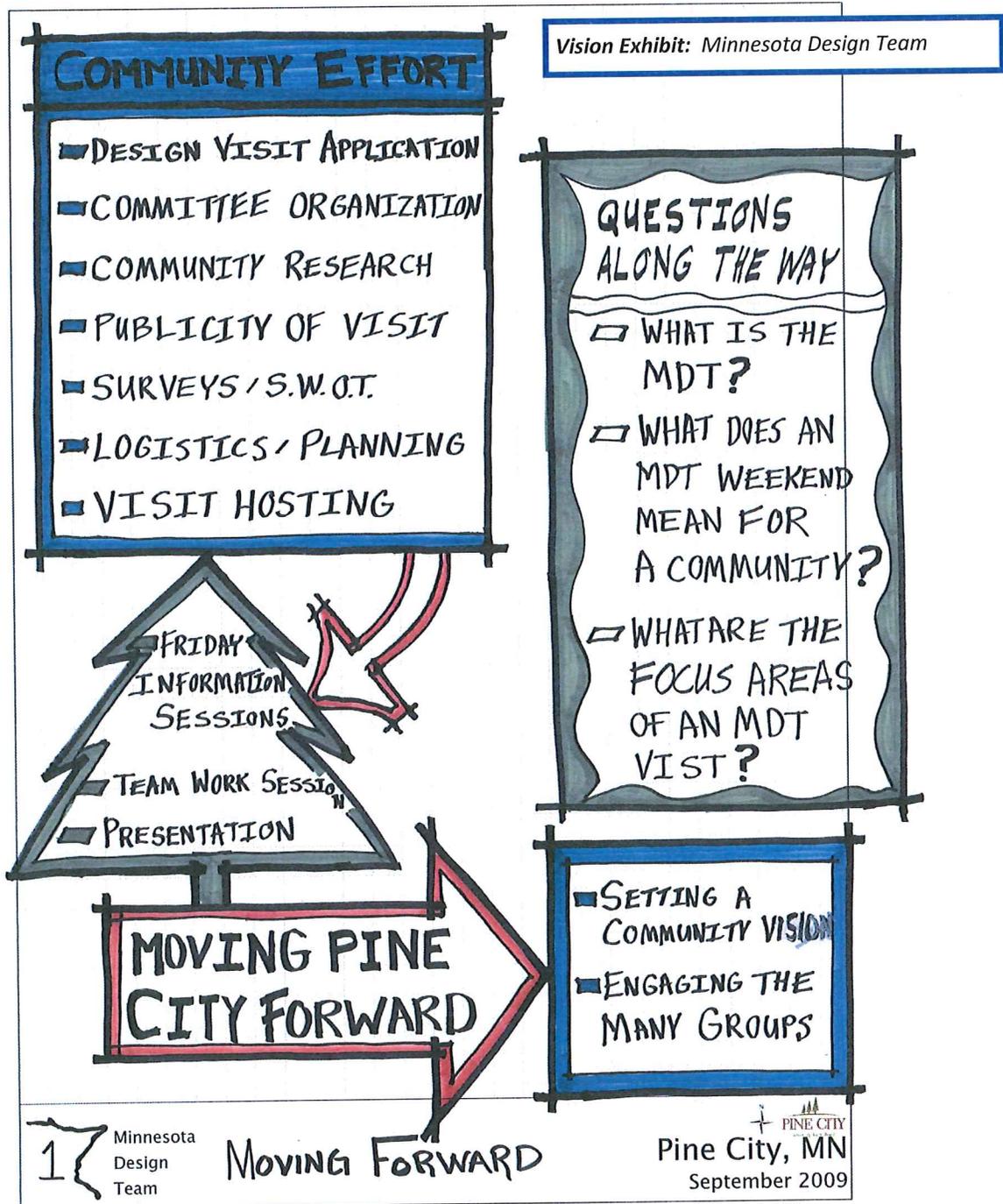


Minnesota Design Team Vision

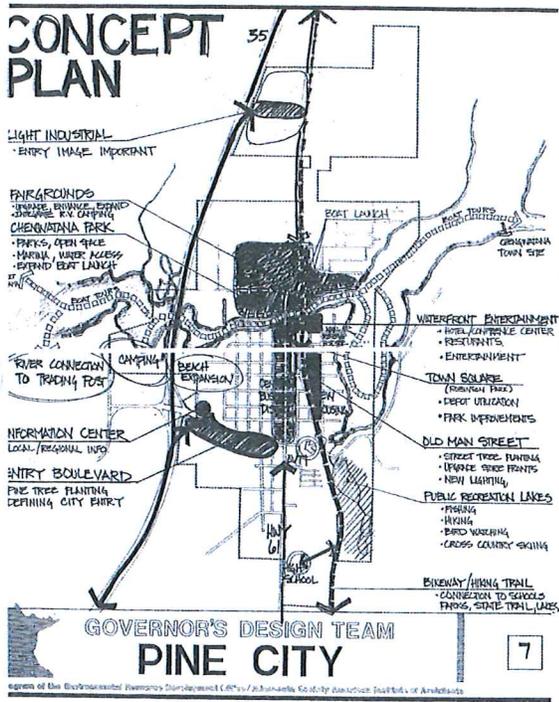
According to Proverbs,

“Where there is no vision, the people perish.”

Here are the other Design Team Vision Boards not previously shown in the comprehensive plan. It is important that everyone/all parts of the community know the basis for understanding, suggestions and design solutions. The last box is especially important, because a community vision somehow needs to embrace and excite some part of all community members.



Minnesota Design Team Vision



- from
SHARED VISION
to reality
- DETERMINE OBJECTIVES
 - ESTABLISH PRIORITIES
 - SELECT PROJECTS
 SET UP PLAN OF ACTION
 ASSIGN RESPONSIBILITIES
 - SEEK OUT RESOURCES
 - INVOLVE COMMUNITY MEMBERS
 - COMPLETE PROJECTS &
 CELEBRATE!
 - GIVE RECOGNITION TO PARTICIPANTS
 & PINE CITY
-
- GOVERNOR'S DESIGN TEAM
PINE CITY**
- 14

Minnesota Design Team

1987 GOVERNOR'S DESIGN TEAM

Pine City, MN
September 2009

Vision Exhibit: Minnesota Design Team

In the summer of 1987, the Governor's Design Team (now the Minnesota Design Team) visited Pine City and helped cultivate a community vision. Some of the boards from that vision are above. The rest are available for viewing at City Hall. Many of the "vision" boards became reality in one way or another. For example, a pine corridor has emerged along parts of the main entrance into Pine City; Voyageur Park has been developed; and the use of PUDs has made for more creative development within the community. In the fall of 2009, a new team returned to revisit some of the former vision and renew the vision and garner more momentum around it. The following is what resulted.

Vision Exhibit: Minnesota Design Team

WHAT MAKES PINE CITY UNIQUE?

- NW CO. FUR POST
- RIVERS & LAKES
- VOYAGEUR



WHAT IS THE MOST IMPORTANT "THING" OF PINE CITY YOU WOULD LEAVE TO FUTURE GENERATIONS?

- CLEAN WATER
- GOOD ARTS ORG./CENTER
- CLEANED-UP RAILROAD

WHAT DO YOU NEED TO LEAVE PINE CITY FOR?

- RESTAURANTS
- ENTERTAINMENT
- MEDICAL CARE

WHAT ROLE DOES DOWNTOWN PLAY IN THE FUTURE?

- VIBRANT AREA
- HUB ON WATER
- CENTER FOR ARTS

HOW COULD NATURAL RESOURCES ENHANCE THE COMMUNITY?

- MARINA
- TOURIST DRAW
- CONNECTIVITY & INTERACTION



Minnesota
Design
Team

WHAT WE HEARD

0 25 50 100 150 200 Feet



PINE CITY
Minnesota's Lake Superior Gateway

Pine City, MN

September 2009

WHAT THE YOUNGER FOLKS WOULD LIKE...

- ◆ TEEN VILLAGE
- ◆ BOWLING ALLEY
- ◆ MORE MOVIES/MUSIC
- ◆ MORE FACILITIES FOR SPORTS
- ◆ SIDEWALKS
- ◆ MORE SHOPPING CHOICES

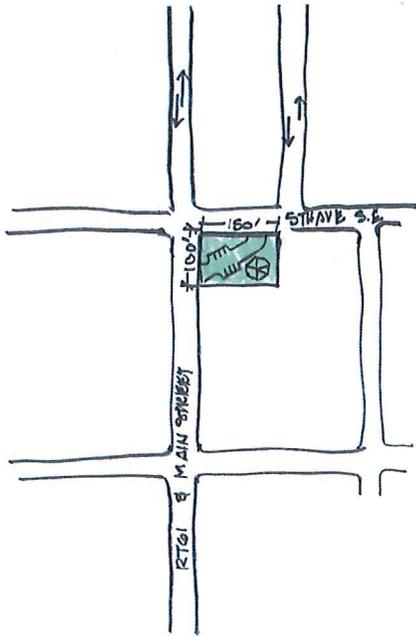


YOUNGER VOICES

Pine City, MN
September 2009

Vision Exhibit: Minnesota Design Team

These comments came directly from junior and senior high students in the Pine City school district in 2009. Many people said that virtually all kids envision themselves leaving Pine City to set up an adult life somewhere else, but if these concerns are listened to they will have some ownership in what their town is and is becoming.



INFORMATION CENTER LOCATION



PROPOSED INFORMATION CENTER

 ... AN ARCHITECTURAL INVITATION TO THE HISTORIC RT. 61 MAIN STREET DISTRICT

OFFERS:

- FULLY STAFFED
- REST ROOMS
- OBSERVATION DECK
- PARKING
- WiFi
- MAPS
- FISHING LICENSE
- RESERVATIONS



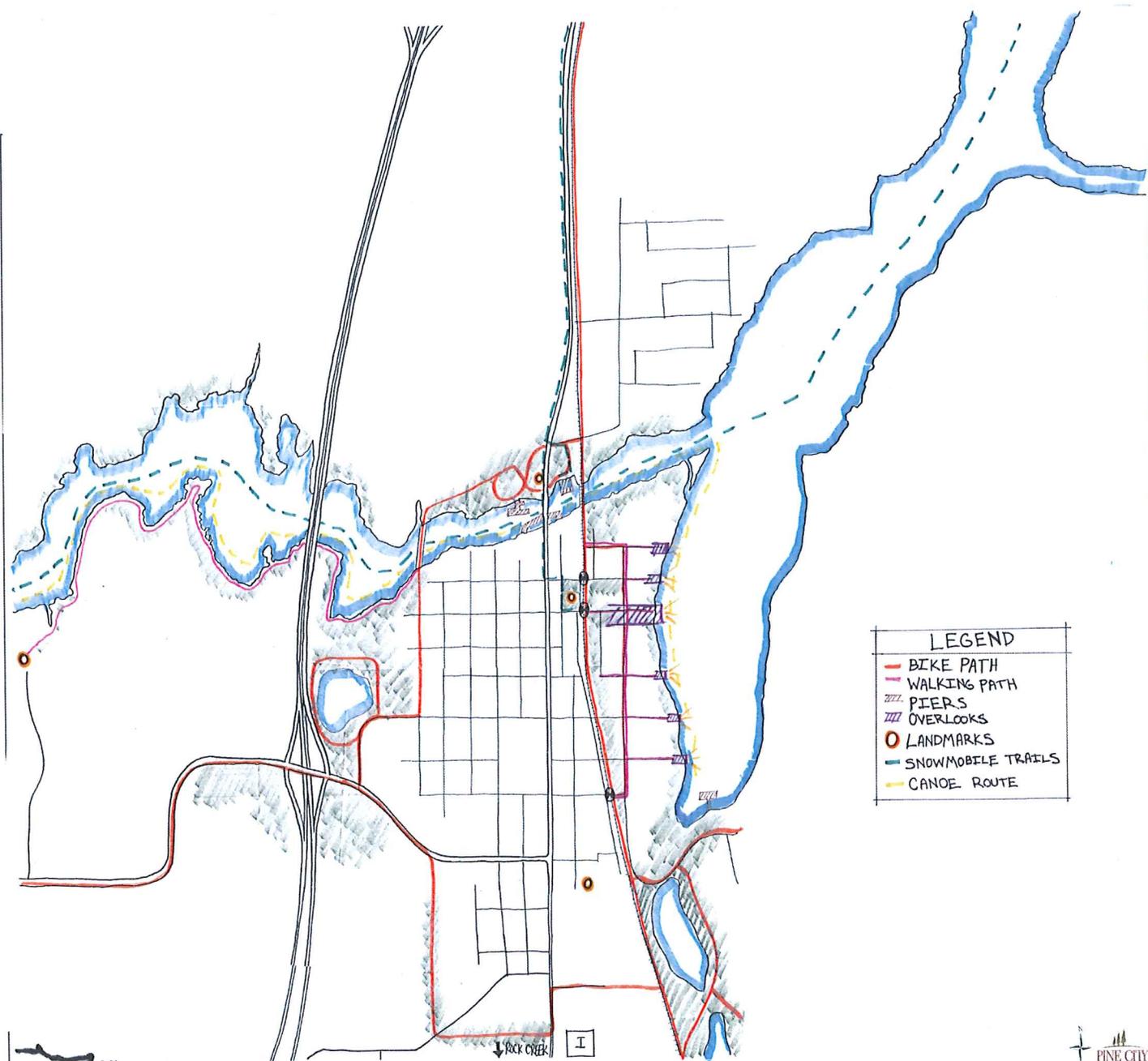
Minnesota Design Team

GATEWAY TO HISTORIC 61

 PINE CITY
Pine City, MN
September 2009

Vision Exhibit: Minnesota Design Team

There are multiple ideas that were not realized after the 1987 visit, and this highlights how many of these problems have remained - time did not remedy these shortcomings, so the City should consider prevention instead of remediation as Pine City looks toward the future.



LEGEND	
— (red line)	BIKE PATH
— (pink line)	WALKING PATH
/// (hatched)	PIERS
/// (hatched)	OVERLOOKS
○ (orange circle)	LANDMARKS
- - - (blue dashed line)	SNOWMOBILE TRAILS
- - - (yellow dashed line)	CANOE ROUTE

12 Minnesota Design Team

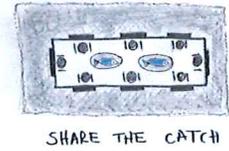
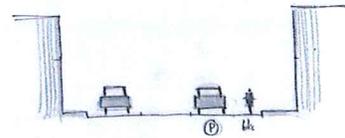
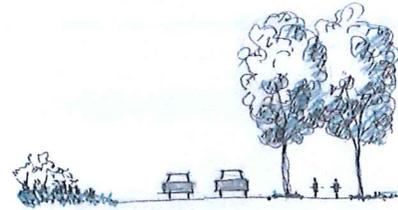
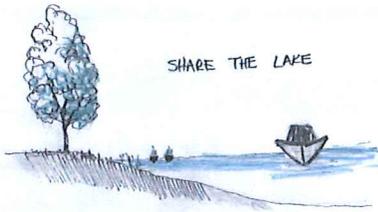
LOCAL RECREATION

Pine City, MN
September 2009

Vision Exhibit: Minnesota Design Team

It is important to think of this as a system - all needs to occur to make the other parts successful. With both a lake and a river, access to both, visually, symbolically and physically essential to helping the city find its potential vitality. ACKNOWLEDGE OUR SURROUNDINGS! This will also help reach out

Minnesota Design Team Vision



0 50 100 200 300 400 Feet



Pine City, MN
September 2009



Minnesota
Design
Team

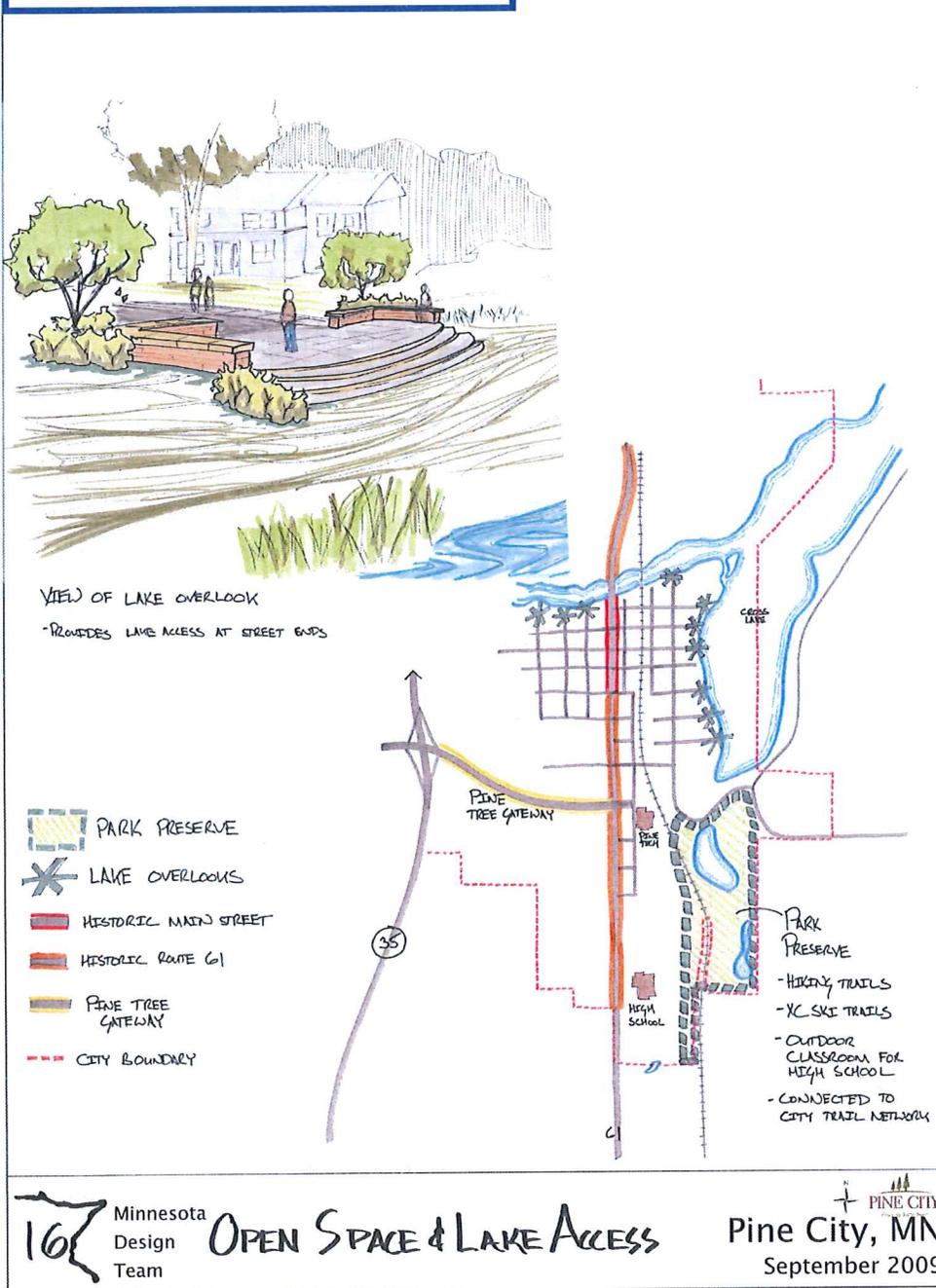
COMMUNITY RECREATION

Vision Exhibit: Minnesota Design Team

This board highlights activities on a human scale as well as a slower time scale (a minute or hour instead of years) compared to the #13 "Activities" board.

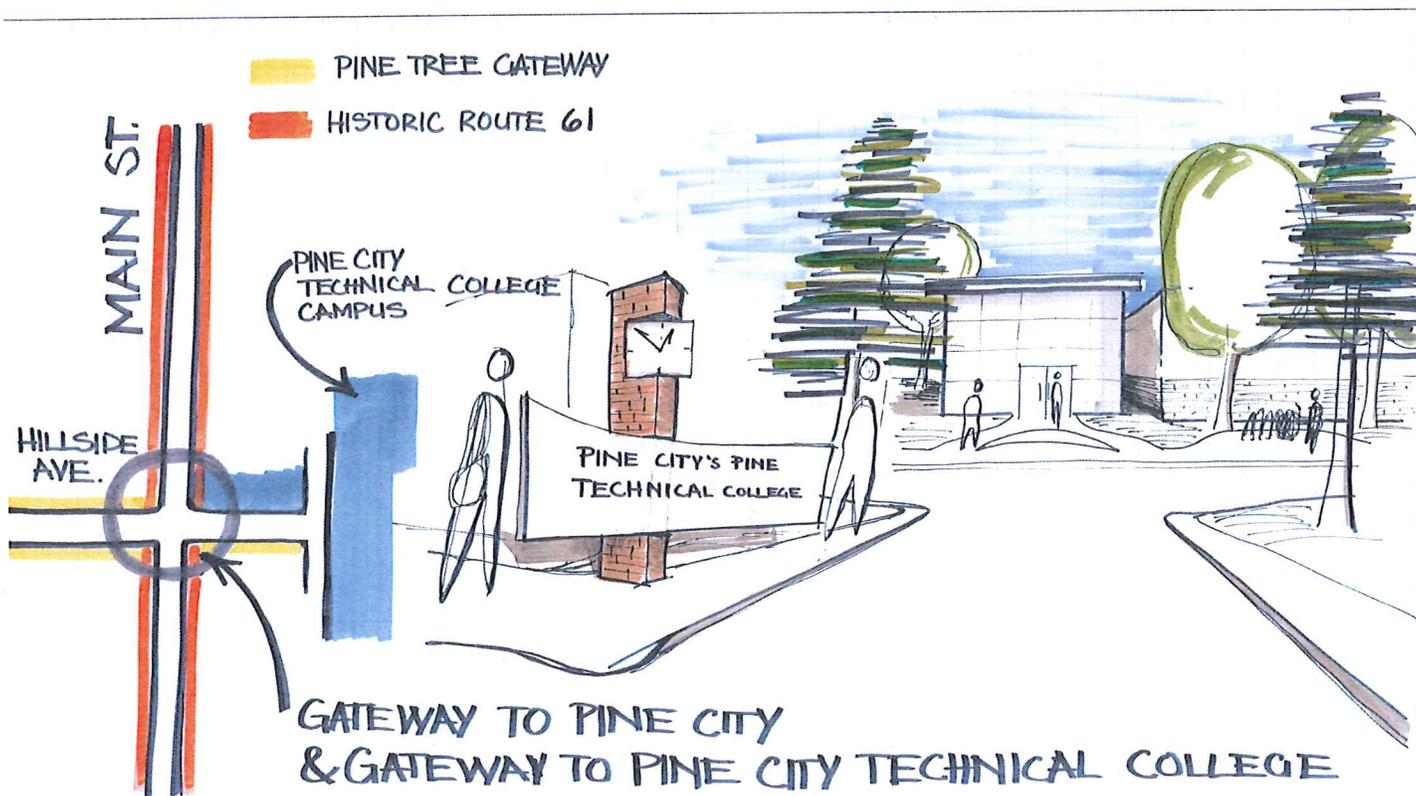
Minnesota Design Team Vision

Vision Exhibit: Minnesota Design Team



Boards 15-19 highlight regional/local solutions. Introductions to stitches that will tie the city together and bring density and a concentration of gathering spaces to the symbolic center, where water, history and paths collide. We have recognized the importance of the annexation of the Pokegama Township as a source of revenue and of strong community involvement/interest. Lastly the P.U.D. by the north exit will not allow for development like that by the south exit unless it is desired. The naming of corridors and recognition of nodes/intersections will help create place and ties to places that are slightly discon-

connected like the high school, Trading Post and redevelopment areas. This board zooms in to the lake overlooks that are proposed. As shown on the map, the overlooks are used frequently over time creating a new dialogue with the water within the community center. These overlooks would in many cases ask the citizens of Pine City to be opening-up their surroundings and maybe mindsets to a system that allows more space for the common good; your yard might be adjacent to daily passersby who seek to enjoy the view while at the same time creating more opportunities for knowing your



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SOUTHERN GATEWAY

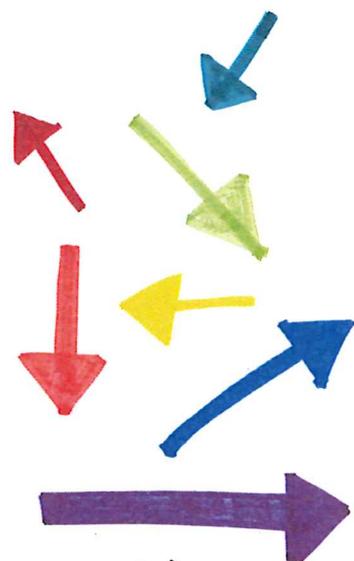


Pine City, MN
September 2009

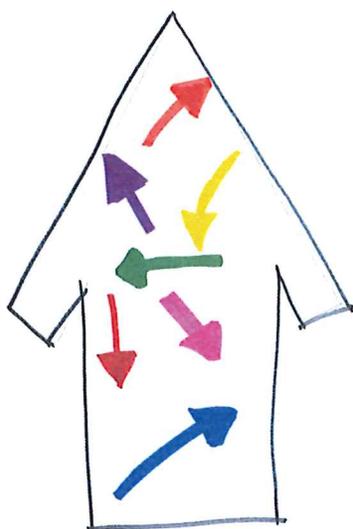
Vision Exhibit: Minnesota Design Team

Pine City's south exit is the entrance that brings the most people into the city. It leads directly to the entrance of the Pine Technical College which currently has virtually no presence, but is a pride of the town. This is a prime place to inform people about happenings in the city and surrounding area as well as invite people further into the Historic Main Street area or welcome them to the Technical College. At this intersection, Pine City does not represent itself well - it is more beautiful and more vibrant. This is a key place to strengthen this message.

Minnesota Design Team Vision



NO
VISION
 $1+1=0$



IMPOSED
VISION
 $1+1=2$



SHARED
VISION
 $1+1=3$

25 Minnesota Design Team **SHARED VISION**

0 50 100 200 300 400 Feet



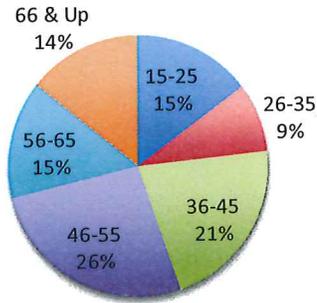
Pine City, MN
September 2009

Vision Exhibit: Minnesota Design Team

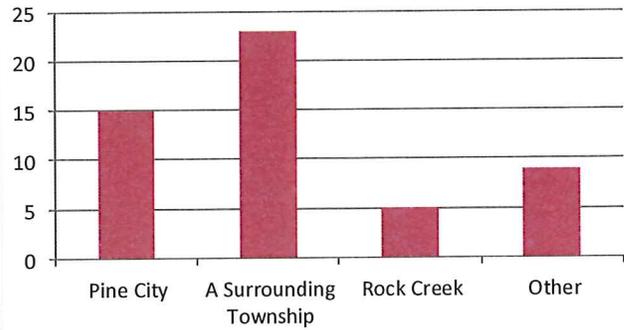
Aligned vision and actions are the only way to make sustainable progress.

Community Survey

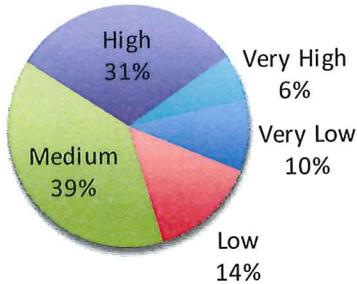
Community Survey Respondants by Age



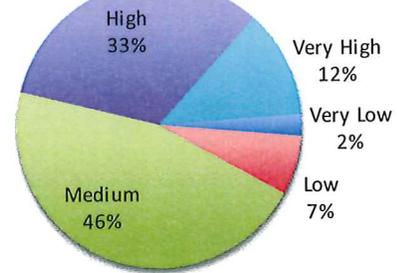
Community Survey Respondants by Location



Evidence of Community Pride



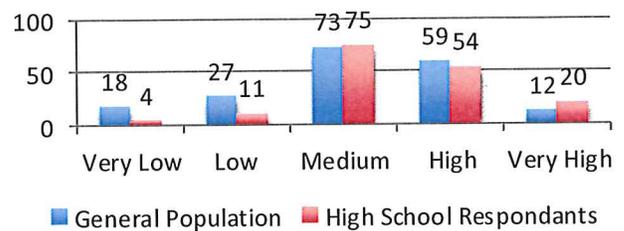
Evidence of Community Pride, HS Respondants



A good cross-section of the community was surveyed when taking this community survey in 2009. Fairly proportionate to the age of the area residents were the ages of the survey respondents; similarly, proportionate to the populations of people living in the surrounding townships compared to people living in the city limits of Pine City were survey respondents.

There were 3,123 people living in Pine City in April, 2010, according to the Census compared to 7,224 in the townships of Chengwantana, Mission Creek, Munch, Pine City, Pokegama and Royalton. 71 lived in the City of Henriette, encompassed by Pokegama Township, and 1,628 lived in the City of Rock Creek. Since all of these places gravitate toward the City of Pine City for their retail, services, recreation, education, health care, etc., they came upon the "community" survey and participated in it as well. The "other" category could have included Western Wisconsin as well as those living in Henriette or another nearby community.

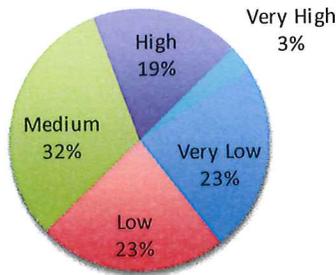
Community Pride Comparison



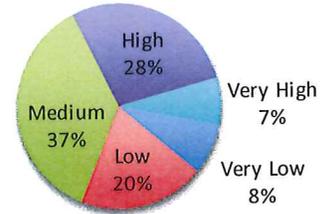
As shown in the above charts, evidence of community pride runs fairly high, even higher among high school-



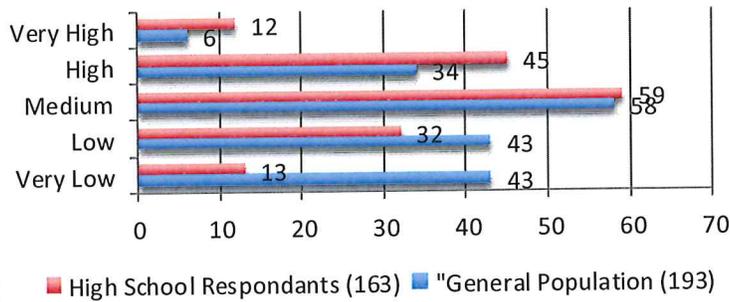
Willingness to Invest in the Future



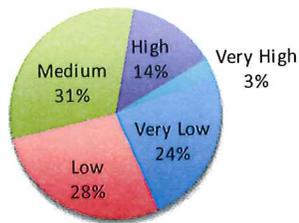
Willingness to Invest in the Future, HS Respondants



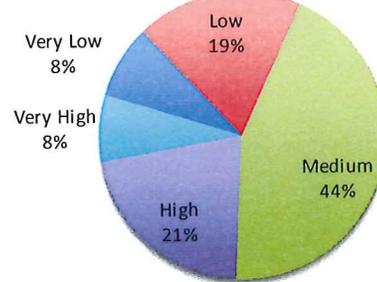
Willingness to Invest in the Future



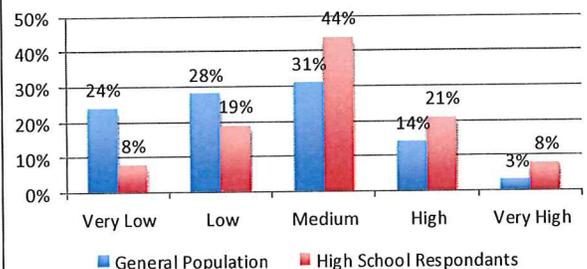
Broad Participation in Community Decision-Making



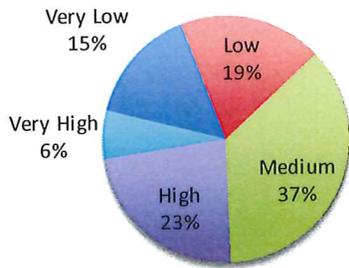
Broad Participation in Community Decision-Making



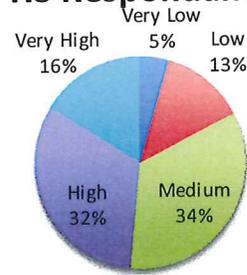
Broad Participation in Community Decision-Making



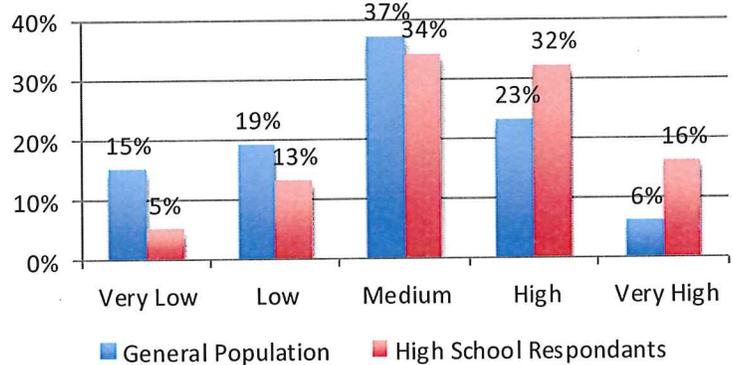
Cooperative Community Spirit



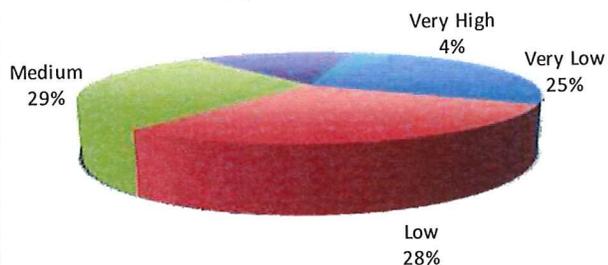
Cooperative Community Spirit, HS Respondants



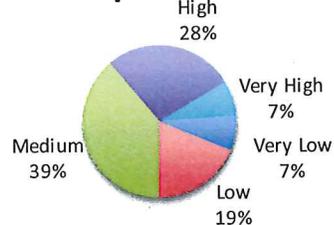
Cooperative Community Spirit



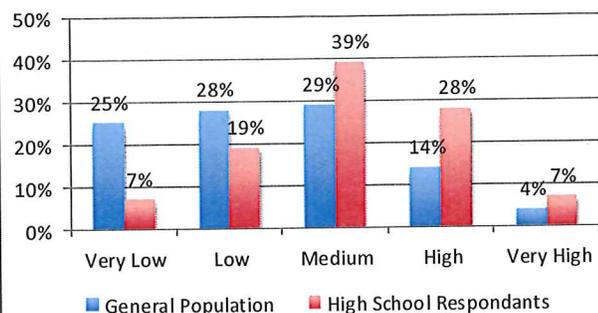
Realistic Awareness of Future Opportunities



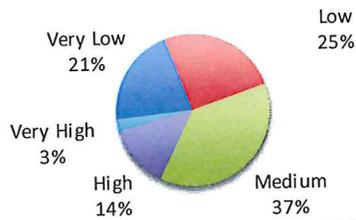
Realistic Awareness of Future Opportunities, HS Respondants



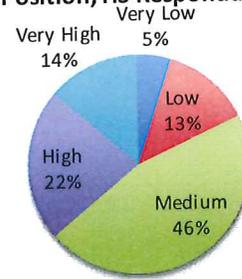
Realistic Awareness of Future Opportunities



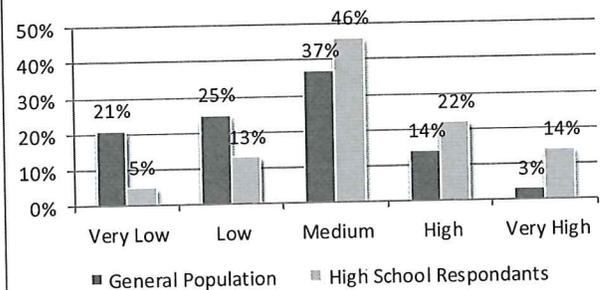
Awareness of the Community's Competitive Position



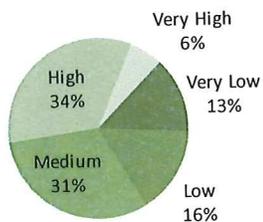
Awareness of the Community's Competitive Position, HS Respondants



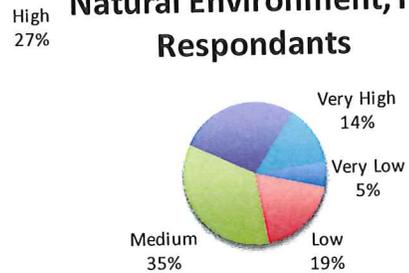
Awareness of the Community's Competitive Position



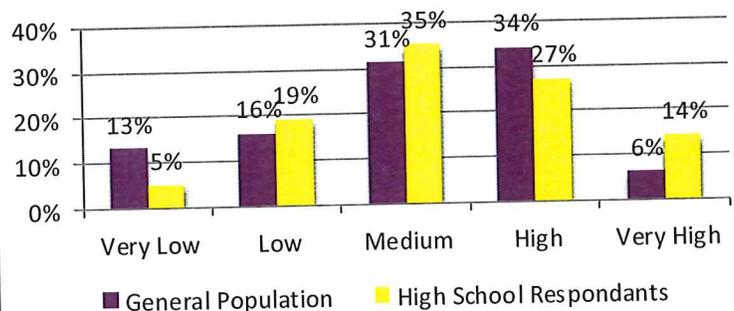
Careful Knowledge of the Natural Environment



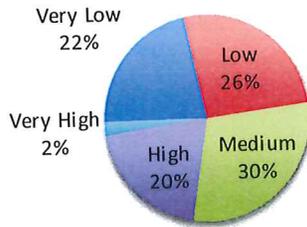
Careful Knowledge of the Natural Environment, HS Respondants



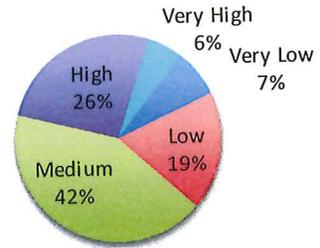
Careful Knowledge of the Natural Environment



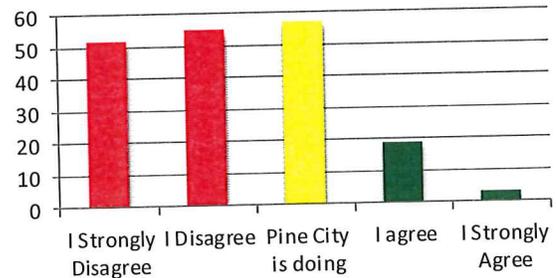
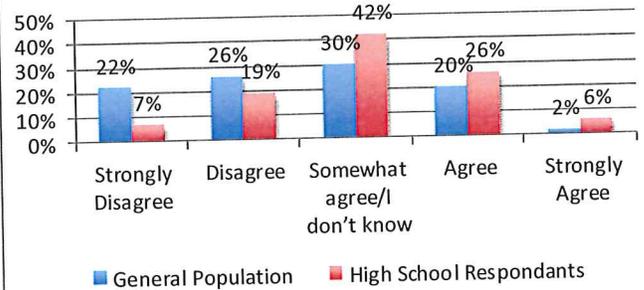
Active Economic Development Program



Active Economic Development Program

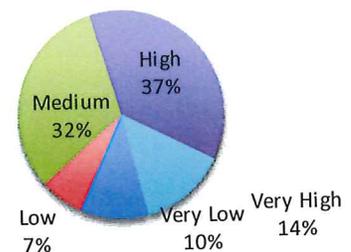


Does Pine City have an Active Economic Development Program?

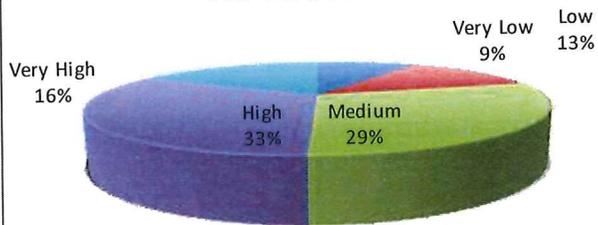


I Believe that Pine City is Making a Deliberate Transition of Power to a Younger Generation of Leaders...

Strong Acceptance of Women in Leadership Roles

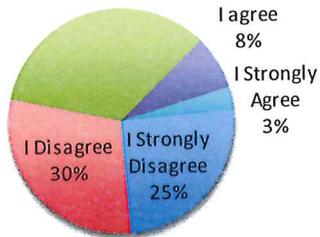


Strong Belief In and Support for Education

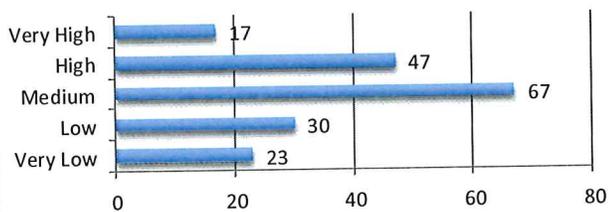


Do you believe that Pine City has a problem solving approach to Providing Health Care?

I don't know/neither agree or disagree 34%

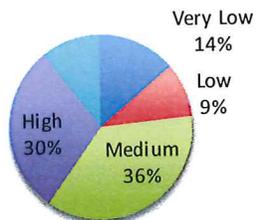


Pine City has a Strong Multi-Generational Family Orientation



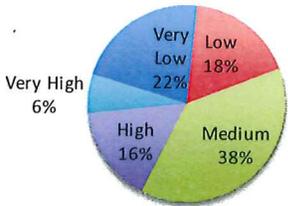
Strong Presence of Traditional Institutions in the Life of the Community

Very High 11%

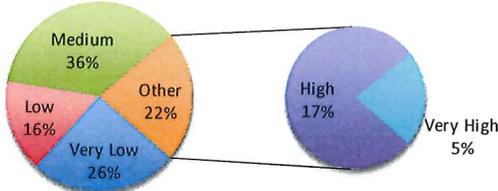


Community Survey

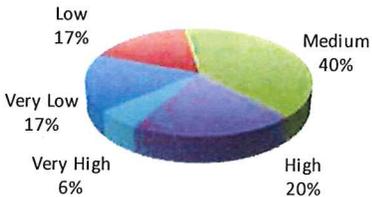
Attention to a Sound and Well-Maintained Infrastructure



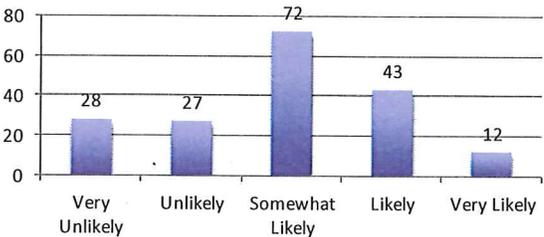
Careful Use of Community Financial Resources



Sophisticated Use of Information Resources and Networks



Willingness to Seek Help from Outside Sources



Belief that, in the long run, You have to do it Yourself

