



Organizational Structure of Selected Cities:
Planning, Community Development and Economic Development Activities

City	Total FTEs*	One City Department	Multiple City Departments	Separate Agency or Corporation	Separate Public Housing Authority
Austin	423		X	X	X
Buffalo	149		X	X	X
Cincinnati	150		X		X
Denver	484		X	X	X
Indianapolis	102	X			X
Kansas City	224		X	X	X
Minneapolis	135	X		X	X
Oakland	452	X			X
Portland	598		X	X	X
St. Paul	94	X		X	X

* Includes FTEs in City departments and separate agencies and corporations; does not include FTEs in public housing authorities.

Note: Information presented in this table represents Minneapolis staff's interpretation of organization charts and other information available on the web sites of the selected cities.

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Austin

- Planning, development review, housing and community development, and economic development functions are spread across three City departments.
- There is a public non-profit housing finance corporation that is an instrumentality of the city (the City Council serves as the board of directors).
- There is a separate public housing authority.

City Departments

Name	Functions	FTEs
Planning and Development Review Department	Comprehensive planning Zoning Development review Inspections Urban design Historic preservation	311
Neighborhood Housing and Community Development	Housing Community development Small business development services	67
Economic Growth and Redevelopment Services Office	Economic development Redevelopment Arts and culture Small business development Workforce development	46

Agencies

Name	Functions	FTEs
Austin Housing Finance Corporation	<ul style="list-style-type: none"> • Issues bonds to finance housing development • Assists City in operation of housing programs • City Council serves as Board of Directors • Same staff as Neighborhood Housing and Community Development Department 	0

Public Housing

Housing Authority of the City of Austin

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Buffalo

- Planning, development review, housing and community development, and economic development functions are spread across three City departments.
- There is a separate Buffalo Urban Renewal Agency (BURA), a public benefit corporation formed by an act of the New York State Legislature in 1966, governed by a Board of Directors chaired by the Mayor. Its corporate purpose includes the general planning and operation of urban renewal programs designed to prevent or eliminate blight and deterioration in the City of Buffalo. BURA acts as an agent of the City in carrying out its urban renewal activities. Because of its close administrative and financial relationship with the City, BURA is considered to be a component unit of the City of Buffalo for financial reporting purposes.
- There is a separate public housing authority.

City Departments

Name	Functions	FTEs
Executive Department	Strategic planning Zoning Real estate	
Economic Development, Permits & Inspections	Economic development Housing Inspections	
Community Services	Workforce Employment Training	
		94

Agencies

Name	Functions	FTEs
Buffalo Urban Renewal Agency	Urban renewal	55

Public Housing

Buffalo Municipal Housing Authority

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Cincinnati

- Planning, development review, housing and community development, and economic development functions are spread across three City departments.
- There is a separate public housing authority.

City Departments

Name	Functions	FTEs
Community Development Department	Housing development Commercial development Neighborhood business development Planning Operations	72
Economic Development Division	Economic development Tax increment financing Small business enterprise program Business expansion and retention	7
Planning & Buildings Department	Planning Historic preservation Business development and permits Building inspections Zoning	71

Agencies

None.

Public Housing

Cincinnati Metropolitan Housing Authority

Organizational Structure of Selected Cities:
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City and County of Denver

- City and County government are consolidated.
- Planning, development review, housing and community development, and economic development functions are located within two City departments.
- There is a separate urban renewal agency.
- There is a separate public housing authority.

City Departments

Name	Functions	FTEs
Community Planning and Development Department	Comprehensive planning Zoning Development review Inspections Urban design Historic preservation	177
Office of Economic Development	Housing Community development Small business development services	290

Agencies

Name	Functions	FTEs
Denver Urban Renewal Authority	Redevelopment Rehabilitation Historic preservation Brownfield redevelopment Infill development Neighborhood revitalization	17

Public Housing

Denver Housing Authority

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Indianapolis and Marion County

- City and County government are consolidated.
- One City/County department with multiple divisions is responsible for planning, development review, housing and community development, and economic development.
- There is a separate public housing authority.

City Department

Name	Functions	FTEs
Department of Metropolitan Development	Community development Economic development Neighborhood services Planning Zoning Inspections Historic preservation	102

Agencies

None.

Public Housing

Indianapolis Housing Agency

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Kansas City, Missouri

- Planning, development review, housing and community development, and economic development functions are spread across three City departments.
- There is an Economic Development Corporation that serves as a “one-stop” source for information about doing business in Kansas City and information about tax increment financing, development and redevelopment opportunities.
- There is a separate public housing authority.

City Departments

Name	Functions	FTEs
City Planning and Development Department	Comprehensive planning Zoning Development review Inspections and permits Urban design Historic preservation Business services	153
Housing Department	Housing Community development	35
Development Finance Division (of Finance Department)	Economic development	4

Agencies

Name	Functions	FTEs
Economic Development Corporation of Kansas City	<ul style="list-style-type: none"> • Supports City in promoting economic development by providing assistance to businesses and developers. • Included under the EDC are a Land Clearance for Redevelopment Authority, a Tax Increment Financing Commission, a Port Authority and an Industrial Development Authority. 	32

Public Housing

Housing Authority of Kansas City, Missouri

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Minneapolis

- One City department with multiple divisions is responsible for planning, development review, housing and community development, and economic development.
- There is a separate Minneapolis Community Development Agency with limited functions.
- There is a separate public housing authority.

City Departments

Name	Functions	FTEs
Community Planning and Economic Development Department	Comprehensive planning Zoning Development review Economic development Housing development Historic preservation Workforce development	135

Agencies

Name	Functions	FTEs
Minneapolis Community Development Agency	<ul style="list-style-type: none"> • Predecessor of the Community Planning and Economic Development Department. • Continues to own some assets and issue Bank Qualified Bank Direct bonds. 	0

Public Housing

Minneapolis Public Housing Authority

Organizational Structure of Selected Cities:
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Oakland

- One City department with multiple divisions is responsible for planning, development review, housing and community development, and economic development.
- There is a separate public housing authority.

City Departments

Name	Functions	FTEs
Community and Economic Development Agency	Housing and community development Economic development Redevelopment Development services Planning Zoning Inspections and permits Historic preservation Workforce development Public art and culture	452

Agencies

None.

Public Housing

Oakland Housing Authority

Organizational Structure of Selected Cities:
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Portland

- The primary community and economic development entity is the Portland Development Commission, the city's urban renewal agency.
- Three City departments (called bureaus) are responsible for housing development, planning and development services.
- There is a separate public housing authority.

City Departments

Name	Functions	FTEs
Portland Housing Bureau	Development and preservation of affordable housing Housing rehabilitation	32
Bureau of Development Services	Zoning Inspections Permits	267
Bureau of Planning & Sustainability	Planning Historic preservation	87

Agencies

Name	Functions	FTEs
Portland Development Commission (During 2010, the PDC housing staff left the agency and joined with other City staff to form the new Portland Housing Bureau.)	Urban renewal Housing development Commercial development Small business financing Transit-oriented development Business recruitment and retention	212

Public Housing

Housing Authority of Portland

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St. Paul

- One City department, Planning and Economic Development (PED), is responsible for planning, housing, business and economic development activities. Development review, permitting and inspections are not part of PED.
- There is a separate Housing and Redevelopment Authority that authorizes PED actions.
- There is a separate Port Authority.
- There is a separate public housing authority.

City Departments

Name	Functions	FTEs
Planning and Economic Development	Economic development Housing Comprehensive planning Zoning Historic preservation	75

Agencies

Name	Functions	FTEs
Housing and Redevelopment Authority	<ul style="list-style-type: none"> • The Housing and Redevelopment Authority (HRA) is a legally distinct public entity that undertakes housing, commercial and business development activities. • The HRA authorizes the acquisition of real estate, housing and commercial loans and grants and the issuance of bonds. • Nearly all the activities of Planning and Economic Development (PED) are authorized by actions of the HRA. • The PED Director is the Executive Director of the HRA and its sole employee, and the City Council serves as the HRA Board of Commissioners. 	0
St. Paul Port Authority	<ul style="list-style-type: none"> • Provides businesses with clean land on which to expand, space on the Mississippi River to receive and ship commodities efficiently, loans for real estate and equipment purchases, and job training and career development for workers. 	19

Public Housing

St. Paul Public Housing Agency