

ROSEVILLE
REQUEST FOR COUNCIL ACTION

Agenda Date: 6/13/2016

Agenda Item: 15.a

Department Approval



City Manager Approval



Item Description: Receive information on the upcoming comprehensive plan update and provide direction on the scope of the update, the public engagement strategy, and the overall timeline of the process to update the comprehensive plan (**PROJ-0037**)

BACKGROUND

Roseville's comprehensive plan is essentially two plans in one: it is a document that specifies how Roseville will meet its obligations as a member of our metropolitan region in response to the Metropolitan Council's 2015 System Statement for City of Roseville, and it is a statement of vision for the community, along with the goals and policies that guide the City's decisions as that vision is gradually realized. In recent months, Planning Division staff has begun taking the initial steps toward updating Roseville's 2030 Comprehensive Plan in order to meet Metropolitan Council requirements for a 2040 Comprehensive Plan, to review and recalibrate (if necessary) the community's goals, and to identify policies and action steps toward reaching those goals. In order to continue those preparations, Planning Division staff is seeking a decision from the City Council about the scope of the comprehensive plan update; specification of the scope will allow staff to develop the request for proposals that will provide the framework for selecting a consulting team to work on the update.

The only *requirement* for the current comprehensive planning effort is to update Roseville's existing comprehensive plan to account for the 2015 System Statement, which would essentially mean:

- Updating the projections for population, households, and employment through 2040 that comprise the basic information about who and what Roseville is planning for;
- Assessing the current allocation of affordable housing, and planning for more affordable housing, if necessary;
- Ensuring connections to regional park and trail systems;
- Planning the future of local and regional highways and transit facilities; and
- Anticipating the future demands and impacts on water resources, including wastewater, surface water, and water supply.

For the purposes of this discussion, staff would refer to this part of the process as the "technical update." The City Council could decide that such a technical update is the extent of what should be done during the current comprehensive planning process; this would meet the requirements of the Metropolitan Council, and it would represent one end of a continuum of possible comprehensive planning scopes.

At the other end of this spectrum is what might be called “re-visioning.” The existing comprehensive plan is the culmination of three and a half years of work that began with a community visioning process (Imagine Roseville 2025) in May 2006 and involved a great deal of public participation through final adoption of the 2030 Comprehensive Plan in October 2009. If the City Council perceives that Imagine Roseville 2025 (IR2025) does not—or *might* not—any longer represent a valid or appropriate vision for Roseville’s future, then the scope of the current comprehensive planning effort should include a process to update IR2025 or to develop an entirely new community visioning document.

A comprehensive planning effort in the middle of this spectrum would represent the belief that the community wants to be more ambitious in its planning than merely making technical updates to satisfy Metropolitan Council requirements, as well as the belief that the vision for the community embodied in IR2025 continues to be a suitable foundation on which to build the goals and policies of an updated comprehensive plan.

To begin the scoping discussion, staff has prepared summary comments about possible updates that are more critical, and possible updates that are more discretionary; these comments are found in the body of this RCA, below. Staff’s hope is that the process of discussing these initial comments will yield a clear decision from the City Council about the proper scope of this comprehensive plan update.

DRAFT TIMELINE FOR COMPREHENSIVE PLANNING PROCESS

The following is based on the timeline established in the Request for Qualifications issued for the previous comprehensive plan update process, begun in 2007.

Issue Request for Proposals:	July 15
Proposals Due:	August 12
Review of Proposals:	August 15 – 19
Selection of Qualified Teams:	August 22 – 26
Interviews:	August 29 – September 2
Recommendation to Council:	September 12
Final Selection:	September 19
Begin Work:	October 2016
Complete Work:	November 2017
Deadline for Submission to Metropolitan Council:	December 31, 2018

In general, the draft timeline allows for about four months to engage a consultant and begin work, and about a year to facilitate public engagement and update the plan. Once the main effort has been completed and a final draft is approved by the City Council, the plan is sent to Roseville’s neighboring and overlapping jurisdictions for review and comment; after this, the plan (with any revisions that may be appropriate) is sent to the Metropolitan Council for formal review and acceptance. The deadline for submitting the plan to Metropolitan Council is December 31, 2018, which is more than a year after the conclusion of the draft timeline. Planning Division staff recommends beginning the process on a schedule similar to the draft in an attempt to have the greatest selection of consultants (before the best choices among

local firms are fully engaged with other communities) and to protect against the process taking longer than anticipated.

COMPREHENSIVE PLAN CHAPTERS AND POSSIBLE UPDATES

The following is a list of the chapters comprising Roseville’s 2030 Comprehensive Plan and a short description of the likely updates necessary in each chapter (beyond reviewing and updating or revising each chapter’s goals and policies), based on a cursory analysis by Planning Division staff and an initial conversation with the Planning Commission. Staff fully expects that the actual list of revisions and updates will be significantly different from the following, once the City Council has identified its preferences and the consultants engage the community in the work of executing the comprehensive plan update.

Introduction (Chapter 1) and Vision for Roseville (Chapter 2)

Evaluate the continued validity of the established vision statements of Imagine Roseville 2025 and the 2030 Comprehensive Plan, and update them as appropriate.

Community Context (Chapter 3)

Update to reflect recent physical development in the city (e.g., new public infrastructure, park facilities, and private development) and the demographics of the current population as well as the current projections of Roseville’s future population.

Land Use (Chapter 4)

- Identify parcels or areas with inappropriate land use designations and give them new guidance for their future use and development.
- Evaluate the land use category designations and their descriptions to determine whether they are suitable or should be broadly reconsidered or slightly revised to better define the intent of each category.
- Reassess the utility of the existing “Planning Districts” to determine whether a new structure would be beneficial.
- Identify neighborhoods or small areas that may benefit from more intensive planning efforts and potential public investment.

Transportation (Chapter 5), Environmental Protection (Chapter 8), and Utilities (Chapter 10)

These chapters will be updated by the Public Works Department in conjunction with another specialized consultant.

Housing and Neighborhoods (Chapter 6), and Economic Development and Redevelopment (Chapter 7)

The extent to which these chapters should be reviewed and updated will depend on the financial and staff resources committed to such activities; the newly-formed Economic Development Authority (EDA) is currently developing strategies in these content areas, which will help to guide the comprehensive plan update.

The City Council will need to decide whether to engage another, specialized consultant to work with the EDA to update these chapters (as for the Public Works-related chapters, above), whether the 2040 Comprehensive Plan will reference the outcomes of the EDA’s

current planning work (as for the Parks and Recreation-related chapter, below), or whether the development of these chapters' updated goals and policies will be facilitated by the consultant selected to work on the body of the comprehensive plan update.

Parks, Open Space, and Recreation (Chapter 9)

This chapter may require minimal work, as it will largely reference the 2010 System Master Plan and the 2012 Master Plan Implementation Process documents.

Implementation (Chapter 11)

Updates to this chapter will be necessary to account for how the community has changed since the adoption of the 2030 Comprehensive Plan and, possibly, to reflect updated goals and policies of the body of the plan.

ADDITIONAL CONSIDERATIONS FOR COMPREHENSIVE PLANNING

Planning Division staff and the Planning Commission have identified several topic areas and ways of thinking about planning for Roseville's future that can be considered for incorporation into the 2040 Comprehensive Plan. None of these is the subject of any mandate, nor is this short list of topics exhaustive of the possibilities; instead, the list is presented to initiate a discussion of the possibilities. If desired, these topics could be incorporated as new chapters in the comprehensive plan, they could be incorporated as new categories of goals and policies within existing chapters, or they could simply be held as ideals that guide the act of reviewing and revising the plan's goals and policies.

Equity

At its core, this intended to be a guiding principle that seeks to ensure that the goals and policies of the comprehensive plan serve to improve the lives of all members of the community, particularly individuals and groups that find themselves at the margins of the community based on racial, economic, or cultural differences. Notably, this is essentially the purpose statement for the 1975 Cleveland Policy Planning Report, Cleveland, Ohio's, landmark plan which recognized that equity requires local government "to give priority attention to the goal of promoting a wider range of choices for those [community] residents who have few, if any, choices."

Health

In its effort to promote health "in all projects and policies," Minnesota Department of Health (MDH) recognizes that:

[H]ealth is affected by decisions made daily in arenas outside of public health, such as in transportation, housing, and education. [Therefore, MDH] supports Health Impact Assessments (HIA) as a tool to ensure that health is considered in these and other important decisions. HIA is a systematic process used by organizations and community groups to provide decision-makers with information about how any policy, program or project may affect the health of people. HIA emphasizes a comprehensive approach to health, which includes economic, political, social, psychological, and environmental factors that influence people's health."

To this end, MDH has developed tools and technical assistance for completing an HIA and for incorporating health in communities' comprehensive plans.

Access to Food

The Minnesota Food Charter (MFC) has been developing resources to improve healthy food access for all communities, from the rural agricultural areas where food is grown through the urban core. MFC has found that Minnesota has “one of the [nation’s] widest gaps in health between white residents and people of color” and cites several barriers to healthy food that include:

- **Income & Transportation:** Many low-income people have limited access to affordable transportation and face lengthy travel times to reach sources of affordable, healthy food.
- **Illness:** Many people who hunt and gather food—from deer to fish to wild rice to berries—suffer long-term, devastating health effects caused by tick-borne diseases, on a dramatic rise in Minnesota. These illnesses can prevent people from getting and consuming these healthy foods, therefore increasing use of low-cost, unhealthy options.

Consequently, MFC has been working with other metro organizations to effectively incorporate food access into comprehensive plans.

Climate Change Preparedness

In recognition of the growing body of climatological measurements that are outside of Minnesota’s historical extremes, the Metropolitan Council has been collaborating with state, regional, and local partners to develop technical assistance in assessing the potential vulnerability of community assets and helping communities incorporate desired responses into their comprehensive plans. The Metropolitan Council’s Local Planning Handbook, an extensive collection of resources to support comprehensive planning efforts, includes an entire section on planning for community resilience in the face of a changing climate.

While these topics focus on planning for the effects of climate change, they might make a good complement to Roseville’s ongoing commitment to being an environmentally healthy community as demonstrated by Roseville’s 2015 attainment of Step 2 status among Minnesota’s GreenStep Cities.

Thrive MSP 2040

Beyond planning for simply accommodating the projected future growth of our region, the Metropolitan Council has facilitated a regional visioning process that “reflects our concerns and aspirations, anticipates future needs in the region, and addresses our responsibility to future generations.” An outcome of this process was the development of suggestions for how the various kinds of communities in the region, designated as (among other labels) Rural, Suburban, or Urban Center, can think of their individual comprehensive plans as tools for improving upon their strengths and addressing their weaknesses that, when combined with the efforts of fellow communities, can benefit our region as a whole.

This planning process identified five primary regional outcomes that the Metropolitan Council hopes local governments will utilize as guides in their comprehensive planning; the outcomes are Stewardship, Prosperity, Equity, Livability, and Sustainability. In addition to the summary of each of these outcomes within main *Thrive MSP 2040* report and the description of how each outcome is integral to the others, the Metropolitan Council felt that equity was sufficiently important to write a parallel report called *Choice, Place, and Opportunity: An Equity Assessment of the Twin Cities*, which is intended to “raise awareness

of the complex interdependencies of income, race, place and opportunity and to challenge both [the Metropolitan Council] itself and others to think regionally and act equitably for a better region for all.”

PLANNING COMMISSION INPUT ON COMPREHENSIVE PLAN SCOPE

The Planning Commission had an initial discussion about the scope of the comprehensive planning effort on June 1, 2016; draft minutes of the discussion are included with this RCA as Exhibit A, but what follows is a summary of the major ideas that were discussed.

- The process should recognize and endeavor to include the greater diversity of Roseville’s population
- A public process of evaluating IR2025 and the 2030 Comprehensive Plan should be a prerequisite to defining the scope of the current update process
- Great care and intentionality should be given to the comp plan update process, regardless of the scope
- Selected consultants should be well informed of national and international best practices for community-making, and they should be knowledgeable about attracting millennials
- While the comp plan may not need a public safety chapter, public safety is a core responsibility of the City, and should, consequently, be present in the comprehensive plan in some manner
- Consultants should be experienced in engaging diverse communities and should have the capacity to work beyond the anticipated timeline, if necessary, to ensure that adequate time and effort is given to community engagement
- The University of Minnesota’s Metropolitan Design Center should be considered as a partner for neighborhood or small-area planning exercises

PUBLIC ENGAGEMENT

Soliciting robust public participation and input, scaled to the scope of the comprehensive planning effort, will be important to ensuring that the 2040 Comprehensive Plan is representative of the community’s vision and goals for the future. Consultants who are suitable for assisting Roseville with the update should have well-developed skills and experience in designing and facilitating a thorough, effective public engagement package. Planning Division staff would suggest that such skill and experience is identified in a Request for Proposals as a critical element in judging whether a firm is qualified to take on this comprehensive plan update process. Staff would also expect that Roseville’s Community Engagement Commission would have important responsibilities in reviewing a selected consultant’s public engagement proposal, utilizing the Commission’s community knowledge and social capital to reach all of Roseville’s diverse populations, and assisting the consultant in hosting and facilitating the public engagement sessions.

Additional direction from the City Council is needed with respect to how a consultant will coordinate with the City. The consultant could report to and work directly with the City

232 Council, the Planning Commission, or City staff, or a steering committee could be formed
233 and tasked with managing the process with staff support.

234 **REQUESTED ACTIONS**

235 **Define the scope of the comprehensive plan update and provide guidance on the desired**
236 **scale and structure of community engagement.**

Attachments: A: 6/1/2016 draft Planning
Commission minutes

Prepared by:	Senior Planner Bryan Lloyd 651-792-7073 bryan.lloyd@cityofroseville.com
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a. **PROJECT FILE 0037, 2040 Comprehensive Plan: Discussion of the scope of the upcoming comprehensive plan update; the draft Request for Qualifications and draft Request for Proposals to be used for selecting a consultant for the update; and the overall timeline of the process to update the comprehensive plan**

Senior Planner Bryan Lloyd reviewed the request as detailed in the staff report dated June 1, 2016. Chair Boguszewski provided written comment for the record, *attached hereto and made a part hereof*, with his questions and comments related to the comprehensive plan update discussion; as a way to facilitate discussion, Mr. Lloyd suggested using these comments and questions in addition to the staff report and direction to prompt discussion and defining next steps based on tonight's discussion.

Mr. Lloyd also referenced an additional bench handout recommended by Member Kimble, and an excerpt of the principles from the "Thrive MSP 2040" document, *attached hereto and made a part hereof*.

Mr. Lloyd reviewed and clarified the distinctions and purposes of the Request for Qualifications (RFQ) and Request for Proposals (RFP) processes in seeking and selecting a consultant to assist in the comprehensive plan update. Mr. Lloyd noted that proposed revisions had been provided as a starting point based on the last RFP used for this same purpose in 2007 for the 2008 update. Mr. Lloyd noted this involved the scale for this update, whether intended as an update or a complete redo of the document. Mr. Lloyd noted that this defined the scope of the RFP and cost for the consultant's work and a timeframe including public feedback throughout the process.

Mr. Lloyd noted that the next step will be for the City Council to receive this Planning Commission feedback, as well as input in the near future from the Community Engagement Commission (CEC) to define the public engagement and participation process, above and beyond formal public hearings. Mr. Lloyd noted that part of these preliminary discussions would involve the extent of public engagement at the front end, including the nature of desired changes in the comprehensive plan process and whether the current goals are still relevant, and to address those goals already achieved and no longer needed in the comprehensive plan's guidance.

Member Daire asked if, upon examination of those policies and whether or not current goals had been achieved or not, would that dictate a complete redo versus an update.

Mr. Lloyd advised that would depend on the depth to which that conversation was directed. On one hand, Mr. Lloyd noted there was the larger version of an update versus a rewrite scenario; evaluation of what indicated a more open-ended update versus a complete rewrite; and determining whether those goals still mattered to the community or whether or not some of those goals had been achieved already.

In his reading of the proposal, Member Daire stated the need to recognize the community's demographic changes, both ethnically and from an age standpoint. Since those appear to be new elements, Member Daire noted the need to seek input on those new elements; and asked if that meant determining if those elements complied with the 2008 comprehensive plan or if the plan needed revising to accommodate more diversity. Member Daire opined it sounded like a specific outreach for CEC involvement to address those growing ethnic segments in the community, which in turn to him sounded like a rerun of the community visioning process incorporating that input on ethnicity and age demographics, allowing for modification of those previous comprehensive plan statements to be more topical, inclusive and respond to citizens in a way that's positive and proactive as well. In that case, Member Daire stated that sounded to him like more than an update.

Mr. Lloyd stated that an update could simply engage those demographic groups newer to the community, or more represented than at the last process, with expectations that any update included those voices. Mr. Lloyd clarified that any update involved more than simply numeric's to provide a baseline for the Metropolitan Council, but beyond that it was a matter of scale. Mr. Lloyd reiterated that the draft RFQ and RFP included in tonight's meeting materials were not intended as the right scale, just a direction perceived by staff to-date, and intended as an update, not a rewrite or for a purely numerical effort.

Mr. Lloyd noted that this is all part of that conversation: how fundamental do we want to get in our evaluation of community goals.

Member Daire stated he didn't have a personal sense for what kind of demographic changes and scale for them, beyond the 2010 census and forecasts by an arm of the Metropolitan Council and/or State of MN. Specific to the ethnic composition of Roseville, Member Daire opined, if there were no significant changes however defined, perhaps it was less critical to spend a lot of time reaching out. However, if there were a lot of significant increases in the Karen or Somali communities as indicated by Member Boguszewski's written comments, Member Daire opined that it seemed just including that outreach process was a major undertaking even beyond providing that input in the comprehensive plan update and its various elements.

Ms. Collins further clarified Mr. Lloyd's interpretation of an "update." Ms. Collins noted that this went beyond updating statistics of making minor amendments, but involved the potential rewrite of entire sections in the existing comprehensive plan. For example, Ms. Collins noted that the current plan referenced the City's Housing & Redevelopment Authority (HRA), which no longer existed; with that entire section reworked for the current Roseville Economic Development Authority (REDA) instead. Ms. Collins noted that each section would require a review and receive group input for any changes, whether rewriting, tweaking or leaving as is. However, Ms. Collins further clarified that the question was how much was done ahead of time and how much was done after a team (e.g. consultant(s), community stakeholders, or staff) was established. Ms. Collins stated there was no doubt that each section would need to be reviewed; with some design and formatting elements needed for the final document. Ms. Collins noted that the foundation may be there, but there was a need to determine to what scale the update would be rewritten.

Member Daire asked if that review was necessary prior to and informing issuing the RFP and RFP.

Mr. Lloyd responded that it was not entirely necessary, if there was a collective feeling that overall the goals and vision for Roseville and its future development or what the future community should look like were addressed in the current plan's overarching aspirations. If so, Mr. Lloyd advised that the comprehensive plan update process could be initiated, and each chapter and its respective goals reviewed accordingly. However, if the starting point indicated that those overarching aspirations for the community were no longer current, Mr. Lloyd advised that there may be a need for that review first to inform the plan update, and would be dependent on that level of process.

Member Daire noted that he was not involved in the 200 process, and therefore was trying to define his role in the process: whether that involved crafting the RFQ and/or RFP process or defining the scope of the plan. Member Daire stated part of his confusion was in the striking of the Public Works section related to transportation; and his wonder as to how to integrate that into the comprehensive plan if not included in the rewrite, and how that could possibly include meaningful input from stakeholders as part of the process. Member Daire opined that the comprehensive plan was not a stand-alone document related to zoning or development, but was involved in defining the city's capital improvement and operational budgets, and required the financial aspect for implementation built into the process.

Vice Chair Cunningham asked staff to provide an example of how previous Planning Commissions integrated with the City Council during the comprehensive plan process.

Mr. Lloyd noted that was also a question of Member Boguszewski. Mr. Lloyd clarified that neither the Community Development Department nor the Planning Commission would be working on all sections of the plan. Mr. Lloyd noted that the Public Works Departments, as well as other departments and city functions, would be working with their own consultants and their specialties (e.g. transportation, utilities, stormwater management, environmental, etc.) in a parallel process to work out those details, which would subsequently be incorporated into the overall comprehensive plan process.

110 At the request of Member Daire, Ms. Collins advised that the various consultants would
111 work together with staff, the City Council, advisory commissions, community
112 stakeholders, and others on individual pieces, with the City Council being the ultimate
113 authority; with the Planning Commission incorporating their elements into that process
114 and the final document. Ms. Collins noted that the comprehensive plan consultant would
115 guide and manage that process as each parallel group with their specific expertise
116 worked with appropriate departments to vet each section with a stakeholder group for
117 integration into the larger plan. Ms. Collins stated that the goal was to have the same
118 level of public participation and engagement with different facilitators.

119 Member Bull noted the involvement of a steering committee for the last update that
120 oversaw the overall process, and eventually brought forward for public hearing and
121 approval.

122 Ms. Collins noted that engagement model was also under review and was being vetted,
123 based on the City Council and CEC's feedback.

124 Member Kimble noted the consultant could also provide suggestions for the overall
125 process, with confirmation of that statement by Ms. Collins. Member Kimble noted that it
126 had been ten years or more since the prior community visioning had been done, and
127 involving a large amount of time and many changes, with new technology available now.
128 Therefore, Member Kimble opined that given that time lapse, it seemed the
129 comprehensive plan warranted a serious look to make sure that community visioning was
130 still valid.

131 Member Gitzen sought clarification of the RFQ and RFP process in general.

132 Mr. Lloyd reviewed the publication of those documents in various areas for those
133 consultants seeking this specific type of work based on their specialties. Mr. Lloyd
134 clarified that the RFP and RFQ required their own distinct specificity; noting that the
135 consultants working in this area were able with some confidence to develop a timeline
136 and budget proposal.

137 Member Murphy stated he shared Member Daire's concerns as to the depth of the RFP
138 in hearing different levels of review. Member Murphy noted some of the review seemed
139 quite involved compared to others; and opined that in his review of the draft, it didn't
140 provide him with a sense of the varying depths among those chapters.

141 Mr. Lloyd advised that the draft format had changed considerable since 2007, and noted
142 revisions in structure and how the overall plan came together would be necessary. Mr.
143 Lloyd advised that overall, it was presumed that the plan would require an update, but if
144 there is a perception that there was a need to dig more deeply into the validity of the
145 previous community visioning, perhaps the update was similar to that done last time
146 versus updating structures and chapters.

147 At the request of Vice Chair Cunningham, Ms. Collins advised that the complexity of the
148 new process definitely made a difference in prices for consultant work; creating the need
149 for staff to seek this input from the Commission and City Council to define the process
150 and potential budget implications.

151 Member Kimble opined it was difficult to identify the need without community
152 engagement first.

153 At the request of Member Murphy, Mr. Lloyd clarified "physical development and
154 community preferences" as part of the RFP language, related to public infrastructure,
155 buildings, and involving a new subdivision for physical development in the community,
156 both residential and commercial. Mr. Lloyd noted this included an update on repairs to
157 the system and additional community build-out since the last update in 2008.

158 Member Murphy sought further clarification as to whether that meant buildings people
159 lived or worked in, or involved all structures (parks and recreational areas as recently
160 bonded for improvement).

Discussion ensued regarding defining areas of the RFQ as it related to census data; single-family infill development (residential); age-restricted and/or multi-family housing stock and options; and single-family housing stock added since the last plan update.

As noted in Member Boguszewski's written comments, Member Bull asked where the terms "equity planning," "health," and "climate change" terms had come from.

Mr. Lloyd advised that those were added based on internal staff discussions, and starting with the general notion of a community physically build out such as Roseville, with few remaining areas to development unless undergoing complete redevelopment, especially once the Twin Lakes area gets more developed. Mr. Lloyd noted that the intent of a community's comprehensive plan was much more than a tool for the Community Development Department to use in a physical development sense, but provided for ways that community prepared for climate change or equity and community health to look at the community through those lenses as well and beyond just aesthetics or employee bases, but also addressing more intangibles. Mr. Lloyd advised that the Metropolitan Council had been developing resources for communities to identify those assets as well, social, cultural and physical and sensitivities and tools to integrate them into the comprehensive plan. Mr. Lloyd advised that the health aspect had been proposed by the Minnesota Department of Health as a tool to integrate health as a focus, not a specific goal, but to be mindful of in the comprehensive plan; and ways that contribute to good health (e.g. reducing traffic or improving air quality) and to be intentional about those things in the plan.

Member Bull noted those larger concepts were not addressed in the previous plan, and suggested that including those cultural impacts and makeup and integrating them into sections of the plan, may make the process bigger than a simple update.

Mr. Lloyd clarified that some aspects are already being incorporated (e.g. bike facility planning to encourage a future goal of commuting) in the current plan, leading to better health, individually and communally. Mr. Lloyd noted that some of those were intentional and others simply occurring by accident; but were being introduced to keep them in mind as part of the process.

In the RFP, Member Bull noted the consultants were asked to respond to their capabilities to address Roseville's needs and timeline to do so, but noted they were not included in the RFQ. Member Bull asked how the consultant could meet the parameters without having some idea of the scope other than the bullet points; or whether or not they're qualified to make a proposal.

Ms. Collins responded that there were several schools of thought involved; but the main issue was the city didn't know at this point to what degree it wanted for updating the comprehensive plan, and involving several pricing options and timeframes. Ms. Collins noted it was typically incumbent upon the consultant to alert the city to any specifics or specialties of their firm; or laities for their rationale in proposing to work with the city. Ms. Collins noted that this was part of staff's desire to receive the Commission's input before proceeding further.

Member Bull opined that the more inclusive the scope the better the firm could respond to meeting that scope, including the budget and timeframe and avoiding additional scope creep and fees, and harder to manage the process without that specificity.

Vice Chair Cunningham stated her preference would to get the RFQ moving forward as defined by staff. As far as the terms of the RFP, especially those parts most pertinent to the Planning Commission, Vice Chair Cunningham stated she didn't feel comfortable issuing the RFP without looking at those sections more directly affecting the Commission.

Member Daire opined it was easier to come up with operational and capital budget plans if the framework was in place versus a more challenging process in trying to develop a street plan based on a public response group and independent consultant, coming forward as a gelled plan with the problem of how to integrate it (e.g. transportation, housing, open space/recreation, etc.). Member Daire expressed concern that those response groups could become advocacy groups for their specific concentration or

215 concern with the outcome bending the development of the community accordingly, and
216 concentrating more money in those areas and further shrinking the city's resource pool.
217 Member Daire stated he perceived this proposal to be a bottom up versus top down
218 planning process, and opined there would be inherent difficulties in bottom up versus top
219 down and representative groups considering multiple facets of the comprehensive plan.

220 As referenced in the second paragraph (page 2) of the RFQ, Member Kimble noted the
221 new suburban development competition trend for returning to urban cities, opinion that
222 was an enormous trend that created competition for inner-ring suburbs such as Roseville.

223 When considering a consulting firm's capacity, Member Kimble suggested the need to
224 also understand what other comprehensive plans they're working on or other cities if
225 they're willing to share that information. Member Kimble opined that this provided a sense
226 of timing of a deliverable product, and the capacity of their firm. Member Kimble agreed
227 with including the issues of equity, good health and climate, noting many cities discussing
228 these aspects and involving the City of Roseville's competitiveness as part of the
229 comprehensive plan. Member Kimble suggested there may be other areas to look at
230 involving real trends being talked about among cities. Member Kimble suggested a
231 proposer address that potential, current trends, and any omissions they found in what the
232 community was currently doing, which may speak to the city's perceived lack of
233 knowledge or what people are seeking.

234 Regarding the RFP, Member Kimble suggested asking the proposers what was new that
235 they were observing or what more did the city need to ask; opining they should be able to
236 bring new ideas to the city based on nationwide trends, how to keep and attract millennial
237 and a diverse population. As part of her work with Mr. Tom Fisher of the University of MN
238 and the Metropolitan Design Center assisting with putting tools together to help cities with
239 their comprehensive plan processes; Member Kimble suggested staff look into some free
240 tools that may be available.

241 Member Bull expressed his interest in hearing about trends around the county, rather
242 than just from a local or regional player, and any other things for the city to consider
243 based on that broader perspective.

244 Member Murphy reviewed the proposed timeframe addressed in the draft RFP, and
245 questioned that proposed work window based on staff and consultant time and if one
246 year was needed for internal review after that work was completed.

247 Mr. Lloyd advised that the timeline in the RFP at this time reflected a desire to start
248 sooner than later to avoid having all the good firms tied up and allows for time at the end
249 of the process to address any contingencies that may make the plan later. Depending on
250 the schedule of the consultant, Mr. Lloyd advised that it may not take that entire time, but
251 the presumption was the need to allow for sufficient public engagement activity, which
252 took up a considerable amount of time in the process and affected the overall final plan.

253 Member Murphy stated he was in favor of starting earlier and allowing for a longer window
254 to do the work and receive more input at the beginning of the process.

255 Member Gitzen asked if somewhere in the plan, a SWOT analysis or trends were
256 included for potential threats on the horizon that could be addressed proactively now
257 before becoming an issue in the community.

258 Member Daire asked if any comprehensive plans include a community's emergency
259 plans.

260 Mr. Lloyd advised that he had consulted with the City's Fire and Police Chiefs and noted
261 there was no emergency management section included in the plan; with both chiefs
262 informing they didn't feel there was a need from their perspective, nor were they
263 advocating for time and resources for that. Mr. Lloyd advised that they already did a
264 considerable amount of that planning through FEMA with a more universal versus
265 community-based method for emergency management with and by other departments.
266 While having a mindfulness of public safety as part of the overall goals of a city and
267 policy creation accordingly, he was confident this was addressed elsewhere and could be
268 part of the other documents referenced by the comprehensive plan.

269 Member Daire opined this seemed a test of the general government purpose statement
270 for the health, safety and welfare of a community, and opined a light be shined on it as
271 part of the comprehensive plan.

272 Based on his experience with emergency management, Member Murphy noted this was
273 an ongoing and continual process, and not on a ten year basis with a comprehensive
274 plan review, but much more dynamic for the community and region, including hazardous
275 materials, and other emergency management components.

276 Member Daire opined that from his perspective the City had a competent fire and police
277 department, and he was not thinking in terms of general difficulties and strategy
278 developed, but more as an "FYI" of the plan including safety and security developed by
279 professionals who had been at it far longer. Member Daire noted this represented a
280 significant capital component of the city's annual budget but wasn't accounted for in the
281 comprehensive plan at all. In order to round out the picture, Member Daire suggested that
282 element be included in the plan; whether or not it was included with public input, and left
283 to the professionals who know what they're doing. However, Member Daire suggested
284 getting that information out there would provide a sense that those services were
285 available to the community.

286 Ms. Collins noted that as much as the Community Development Department is involved
287 in crime prevention when considering redevelopment of certain areas, through crime
288 deterrent redevelopment and landscaping, as well as through environmental design; and
289 also through city code to address walkability and integrating those aspects in the plan for
290 connecting pathways and walkability. As far as community-wide emergency
291 preparedness, Ms. Collins noted there was considerable and rigorous training in place for
292 city staff to go through, even though that was on the periphery through regional and
293 federal mandates. However, Ms. Collins agreed that the more the community could do to
294 improve the public perception of public safety, the better (e.g. design, lighting, etc.).

295 As mentioned by Mr. Lloyd, Member Daire stated he would be satisfied if this area was
296 intentionally documented in the plan that an overall city program was in place and active.

297 Related to Member Boguszewski's written question #4 and 5, Mr. Lloyd again clarified
298 that those second outside the purview of the Planning Commission had been removed
299 from consideration in the update, but would be in process in a parallel mode but not part
300 of the immediate work of the Planning Commission and their role in the plan update.

301 In the RFQ, Member Bull stated it was extremely important for community engagement,
302 and expressed appreciation that was spelled out. As part of the firm's proposal, Member
303 Bull suggested they discuss their experience and proposed plan for that engagement,
304 especially related to immigrant groups in the community. Also as far as only considering
305 three candidates, Member Bull urged more flexibility for the discretion of the committee in
306 how many firms made it to the short list. Regarding the timing for the RFQ/RFP process,
307 Member Bull suggested that 3.5 week timeframe was too tight and should be lengthened.

308 Member Murphy, with confirmation by Ms. Collins, noted the RFP could be tweaked while
309 the RFQ was under review.

310 Regarding Member Boguszewski's item #6 about adding the equity and climate change
311 aspects, Mr. Lloyd noted that had already been addressed tonight and were intended to
312 add an additional lens or some mindfulness to goals being adopted and taken into
313 account throughout the plan. Mr. Lloyd noted this could include other community
314 concerns such as trouble accessing services or programs due to language or
315 transportation barriers and suggesting easier ways to get around Roseville and the
316 region. Mr. Lloyd reiterated that this was not being proposed as new components of the
317 plan but additional ways to review what the community was doing.

318 At the request of the Commission, staff reviewed the next steps to present ideas and
319 feedback to the City Council, which may result in further edits to the draft RFQ and RFP
320 documents; and identifying the scope for public engagement as part of the City Council
321 and CEC's discussions going forward.

RCA Exhibit A

322 Vice Chair Cunningham opined it would be great to have public comment prior to putting
323 out the RFP if that was possible. However, Vice Chair Cunningham noted that allowing
324 solicitation of that input throughout the process was an important step to continue along
325 the path of more community engagement.

326 Member Murphy thanked staff for listening to commissioner comments.

327 Member Bull agreed and asked that staff alert the commission to their need of any other
328 guidance if needed.

329 When presenting this information to the City Council, Member Gitzen suggested it may
330 provide more clarity to provide preliminary documents versus the redlined versions.

331 Ms. Collins thanked the commission for their input; and clarified that the intent of this draft
332 document presentation was only to provide a baseline and timeframe, noting the
333 significant input yet needed, but intended as a starting point. Ms. Collins opined that the
334 City Council would find tonight's discussion a tremendous resource for them.
335

From: [Mike Boguszewski](#)
To: [Thomas Paschke](#); [Bryan Lloyd](#); [Pat Trudgeon](#); [Kari Collins](#); [Shannon Cunningham](#); [Robert Murphy](#); [Chuck Gitzen](#); [James Bull](#); [James Daire](#); [Julie Kimble](#)
Subject: For inclusion, June 1 Planning Commission meeting...
Date: Monday, May 30, 2016 4:26:28 PM
Attachments: [CompPlanThoughts-Boguszewski-20160530.docx](#)

Thomas, Bryan, Kari, Pat, and Planning Commission members,

As you may recall from a previous note, I will be unable to attend the June 1, 2016 Planning Commission meeting, and have communicated with Shannon Cunningham to take the Chair.

That being said, I have read the pre-meeting materials, and I do have some thoughts that I would like made part of the discussion pertaining to the Comprehensive Plan Update RFQ and RFP content and process. Below I have listed six (6) specific questions I have. Preceding the questions in order is my thinking that led to each question.

I have also attached these as a Word document... please forward, save, print and/or distribute at you discretion.

The Comp Plan Update – Scale and Sequence of Process

It is unclear how large in scope that staff anticipates the process to be. We are not developing a new plan – we are updating the existing one. In the draft RFQ & RFP, staff have included language such as (emphasis mine):

“... desired outcome is to **improve upon** a document...”

“...staff has...**identified sections** that require consultant-led assistance...”

“Evaluate the **continued validity** of the vision...”

...and so on.

And yet, it seems the request is for a fully comprehensive, single-step process: “The scope of work will include a **review and update** of the required... sections of the plan as well as more limited assistance in updating of other components...”

Question #1: if this is indeed intended to be an UPDATE rather than a REDO, then do we want to make more clear that the overall approach and process should be very targeted and focused, with a discrete set of objectives/points to be revised?

Question #2: if we have not yet validated and/or do not yet know which sections of the existing Comp Plan actually REQUIRE updating, then it seems we cannot yet have any realistic idea of the scope of the actual update process. More importantly, it seems impossible that a responding firm could know what it will take to get the job done, in a way that lets them accurately propose man-hour time (in terms of consulting hours), calendar time, scale of community involvement, etc. Should we not first engage around an initial step of the facilitated review of the existing plan, and then once that is complete, move on to scoping the actual update steps and process? Perhaps there could be some provisional Step 2... but it seems we're leapfrogging Step 1 somewhat by the way it's currently laid out.

Comp Plan Update – Community Engagement

A key change in Roseville over the past decade has been in our mix of cultural identity among residents, and the growth of multiple new cultural communities within the city, (e.g., Karen, Somali, etc, etc.). Also, more established cultural communities, (e.g., Hmong, Hispanic, etc.) have continued to flourish and grow. However, this is only generally addressed: “Update to reflect...the demographics of the current...and future population”.

Question #3: to be truly inclusive, do we want to require respondents to propose the process and plan by which specific communities will be engaged into the Update? Experience strongly suggests that the “business as usual” way of general invitations to the community at large does not yield the kind of deep involvement we may want to happen here – any consultants, as well as staff and contributing Commissions – should be prepared to develop plans for ACTIVE OUTREACH into Roseville’s various cultural communities.

Comp Plan Update – Content and Prioritization

In the draft RFQ, “Transportation” has been eliminated as part of the intended scope; also in the draft RFP, it is indicated that any updates for “Transportation, Environmental and Utilities” will be handled by Public Works with “another specialized consultant”. This section was part of the original plan...and it seems that transportation – and its derivative effects – would certainly fall under the purviews of the main Comp Plan Updating process.

Question #4: why has “transportation” already apparently been determined to NOT be part of the Comp Plan Update, and/or been shifted to a separate and presumably less transparent process?

Also in the draft RFP, it is indicated that the “Parks, Open Space, and Recreation” section “will require minimal work...”; similarly, it is noted in the draft that the “Housing and Neighborhoods, and Economic Development and Redevelopment” section will be updated depending on “the financial and staff resources committed”, and that this section, also, will be “pulled” from the process and will be developed by the newly formed Economic Development Authority. Again, as with transportation, these seem to be key areas that will affect, and be affected by, other elements in the Comp Plan. So that raises a broader question...

Question #5: why have multiple components been already pre-determined to NOT be included in the Update process, prior to any facilitated and engaged review – would not components and sections needing “minimal work”, or appropriate for special groups to develop, be DETERMINED by the facilitated review process?

Additionally, in three locations in the draft RFQ and RFP, some new goals have apparently been introduced. I do not know if these relate to a change in the required components to the update, mandated by the Met Council... or are individual goals added by City staff. And if these concepts HAVE been made part of the Met Council overall planning goals, I do not know if it is NECESSARY that our Roseville update must include them. Specifically, these are:

- Promote equity
- Promote good health
- Improve preparedness for a changing climate

These may be noble concepts, and the Comprehensive Plan, as I understand it, is meant to document subjective as well as objective aspirations. However, I personally have two cautions about these areas. First, my own career-long experience in healthcare, and my decade-and-a-half direct involvement with the East Metro Integration District and more recent role on the Roseville School Board, have taught me that “good (community) health” and “equity” are extremely subjective concepts. The degree and depth to which the Comp Plan Update process is intended to define equity and health, and/or to establish goal metrics around equity and health, should be carefully prescribed, or we risk a legacy of unintended consequences and endless differing interpretations. Second, making these areas – and here I’ll then also add the climate change issue – part of the process could well lead to project scope-creep and a broadening of the discussion within the community far beyond the intent of an Update. If these areas are NOT part of a new requirement from Met Council, then they – or any other “new adds” – should be brought into the process only via the review step, and even

RCA Exhibit A

then brought in very carefully and in a guided fashion. In short, any BROADENING of an UPDATE process should be extremely limited.

Question #6: are the new equity, good health, and climate change components mandated by the Met Council to be part of the Update...or are they simply reflective of several subjective concepts that, while perhaps worthy, have not been “vetted” by the facilitated review process? Any additions to the Update should be OUTCOMES of the process, vs pre-determined inclusions.

Those are my top-of-mind questions! I appreciate any assistance in incorporating into the discussion on Wednesday night.

Thank you,

Mike Boguszewski

Chair, Roseville Planning Commission

[REDACTED]

1840 Merrill Street

Roseville, MN 55113

[REDACTED]

xx

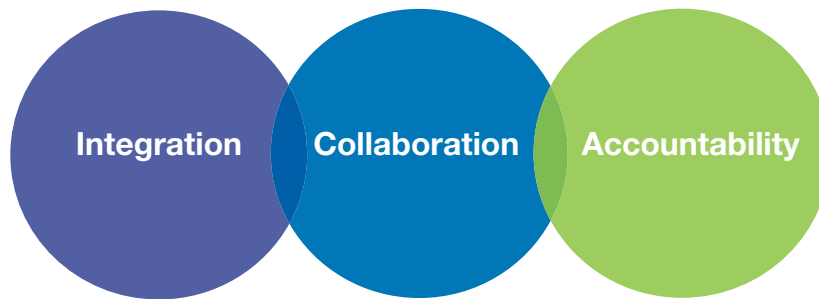
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Thrive: Principles

The five outcomes of stewardship, prosperity, equity, livability, and sustainability describe the “why” of *Thrive MSP 2040*. Just as important is the “how” — the principles that guide how the Council carries out its policies, both internally and externally, to advance those outcomes. The Council has identified three principles to carry out its work:



These principles reflect the Council’s understanding of its roles in integrating policy areas, supporting local governments and regional partners, and promoting and implementing the Thrive regional vision. These principles govern how the Council will implement the Thrive systems and policy plans and how the Council advances these outcomes, both individually and collectively.



Integration



Integration is the intentional combining of related activities to achieve more effective results, leveraging multiple policy tools to address complex regional challenges and opportunities. The Metropolitan Council is committed to integrating its activities to pursue its outcomes, achieve greater efficiencies, and address problems that are too complex for singular approaches. The *Thrive* outcomes—stewardship, prosperity, equity, livability and sustainability—are lofty ideals that cut across the Council’s functions and responsibilities. Pursuing them demands that the Council use its full range of authorities and activities in more coordinated ways.

Achieving integration means:

- Moving beyond organizational silos to leverage all of the Council’s divisions, roles and authorities in addressing regional issues.
- Coordinating effectively with partners and stakeholders across and throughout the region.

Moving beyond organizational silos

A growing challenge faced by the region is diminishing funding. As available funding decreases even as the region continues to grow, the Council will have to produce more efficiency with each dollar it invests. That efficiency increasingly lies at the intersections between different systems.

For example, the Environmental Services Division of the Council provides wastewater service, surface water quality planning and coordination, and water supply information and planning for the region. In the past, the Council has conducted each of these activities on its own, but today's challenges, especially emerging groundwater issues, have prompted the Council to incorporate all three water topics into a new, integrated approach: water sustainability. By considering all three as available tools, the Council will be able to do more with the same amount of water: increase groundwater recharge, provide clean wastewater discharge reuse options, and decrease demands on groundwater supplies.

The principle extends throughout Council activities. By integrating its activities, the Council can produce more benefit from each investment. The Council will pursue this approach in its activities and investments within and among its divisions to advance the five *Thrive* outcomes, find greater efficiencies in investments, and address problems that single approaches cannot address. This will include activities such as:

- Including regional trails, where appropriate, in designating regional bicycle transportation corridors.
- Exploring Council-wide activities to address the effects of climate change.
- Integrating water supply activities, surface water management, and wastewater management toward increased sustainability of the region's water resources.
- Requiring land use in transitway corridors, especially in station areas, to be commensurate with the level of transit investment.
- Identifying critical relationships between regional systems and local investments, such as local pedestrian systems to access regional transit.

Coordinating effectively with partners and stakeholders

The *Thrive* outcomes—stewardship, prosperity, equity, livability and sustainability—are larger than the Council can achieve by itself. By setting out a regional vision, the *Thrive* outcomes define the foundation for the Council’s coordination with others. Much of this coordination is discussed in the next section—Collaboration—but the Council intends to more intentionally integrate its policy authorities and organizational structure. This approach will emerge through:

- The Council’s work with local cities, counties, and townships on comprehensive planning.
- The Council’s coordination with local, special-purpose units of government such as watershed districts, water management organizations, and parks districts.
- The Council’s collaboration with other regional transit providers, including the suburban transit providers, to deliver an effective, integrated regional transit system.
- The Council’s partnerships with state agencies and state boards, including:
 - Department of Agriculture
 - Department of Employment and Economic Development
 - Environmental Quality Board
 - Department of Health
 - Minnesota Housing
 - Department of Human Rights
 - Department of Natural Resources
 - Pollution Control Agency
 - Department of Transportation
- The Council’s funding decisions where one resource may advance multiple policy objectives



Collaboration ● — ● — ●

Collaboration recognizes that shared efforts advance our region most effectively toward shared outcomes. Addressing the region's issues—particularly the emerging challenges of climate change, economic competitiveness, racial disparities, and water sustainability—requires collaboration because no single entity has the capacity or the authority to do the work alone.

Even when one entity is the primary funder or investor in a project, success requires the coordinated collaboration of a range of public and private entities to fully realize the development potential—witness, for example, the extensive partnerships supporting development beyond the rails along the METRO Green Line (Central Corridor).

For the Council, acting collaboratively means:

- Being open to shared strategies, supportive partnerships, and reciprocal relationships.
- Convening the region's best thinkers, experts, and stakeholders to address complex regional issues beyond the capacity or authority of any single jurisdiction or institution.
- Providing additional technical assistance and enhanced information to support local planning and decision-making.

Being open to shared strategies, supportive partnerships and reciprocal relationships

In implementing *Thrive* via the systems and policy plans and the next round of local comprehensive plans, the Metropolitan Council intends to be a collaborator first and a legal enforcer second. Technical or regulatory solutions led by a single entity cannot match the complex adaptive challenges now facing our region, driving the need for a collaborative stance.

For example, the need for broad collaborative approaches to maximizing the benefit of our region's transitway investments led the Council to a leading role and active participation in the Corridors of Opportunity partnership of government, philanthropy, business, community development, and advocacy. The Corridors of Opportunity transitioned in 2014 into the Partnership for Regional Opportunity, an ongoing effort to grow a prosperous, equitable, and sustainable region.

Another example is the Minnesota Environmental Quality Board's Climate Subcommittee, established in 2013. This group, which includes representation from the Council, the Minnesota Pollution Control Agency, and the Minnesota Departments of Commerce and Health, is developing plans to help Minnesota meet the climate goals of the Next Generation Energy Act.



The Council will continue to seek out opportunities for collaborative partnerships to address complex challenges in the region. As the Council takes on new challenges—for example, the complex physical, economic, and social issues underlying the region's Racially Concentrated Areas of Poverty—the Council is prepared to engage with new partners, such as school districts.



Convening to address complex regional issues

As a regional entity, the Metropolitan Council was formed to address issues that transcend local government boundaries and cannot be adequately addressed by any single governmental unit. As it developed this plan, the Council heard a desire from stakeholders for the Council to play a larger role as a regional convener around issues that the Council alone cannot resolve, ranging from economic competitiveness to regional poverty to water supply.

The Council will use its regional role to be a convener of regional conversations, both in areas where the Council has statutory authority and around issues with regional significance. The Council can make a significant contribution by bringing the best thinkers, experts, and stakeholders together to collectively develop regional or subregional solutions. This includes fostering collaboration among cities or among organizations working on similar issues. For example, in 2013 the Council, working with the Minnesota Department of Natural Resources and the Minnesota Geological Survey, hosted regional meetings in the northeast metro area about the issues related to the decline in water levels in White Bear Lake. This effort is a good example of where the Council has joined interested parties to help analyze problems and ultimately to develop solutions.

While the challenges of the next decade may vary, the Council intends to play a role as a regional convener to advance conversations around:

- Promoting affordable housing within the region.
- Addressing climate change mitigation and adaptation within the region and elevating this important issue that affects the long-term viability of the Minneapolis-Saint Paul region.

- Developing integrated plans and investment strategies to transform Racially Concentrated Areas of Poverty into thriving mixed-income neighborhoods.
- Promoting the wise use of our region's water through rebalancing surface water and groundwater use, conservation, reuse, aquifer recharge, and other practices.

As new issues emerge—such as the groundwater and surface water interaction issues in White Bear Lake—the Council is prepared to play a convening role.

The Council will collaborate with regional partners to develop a shared vision and strategic priorities to advance regional economic competitiveness. At the regional level, the Council will continue to grow its partnership with cities, counties, [GREATER MSP](#), and other partners in economic competitiveness, including possible development of a shared economic competitiveness strategy that outlines the roles and responsibilities of each partner, as well as a process for identifying select development or redevelopment opportunities whose location, scale, and complexity justify a regional focus. The Council will leverage its research and analysis function to examine and analyze the land use and infrastructure needs of the region's leading industry clusters and thereby inform city and county discussions about land use strategies that support economic development.

Beyond convening regional stakeholders, the Council will strengthen its approach to outreach, public participation, and community engagement by developing a Council-wide Public Engagement Plan.

Providing additional technical assistance and enhanced information to support local planning

The Metropolitan Land Planning Act and the Council's review authority give the Council a unique role with local governments. The Council already provides technical assistance to local jurisdictions to support the local comprehensive planning process and the effective implementation of regional policies. This technical assistance addresses issues as diverse as preserving natural resources, ensuring that land uses are compatible with airport operations, and reducing the excess flow of clear water into the regional wastewater collection system to save capacity for future growth.



To supplement its traditional role of reviewing local comprehensive plans, the Council intends to expand this technical assistance and its information resources to support local government in advancing regional outcomes and addressing today's complex adaptive challenges. In addition, the Council will provide expanded technical assistance to local units of government around:

- Stronger housing elements and/or implementation plans of local comprehensive plans.
- Local government support of housing development projects (e.g., site selection, funding options, or design recommendations).
- Identifying risks, best practices, and model ordinances for climate change mitigation and adaptation in partnership with the statewide Minnesota GreenStep Cities program.
- Providing enhanced information and analysis on economic competitiveness, helping local jurisdictions better understand their contributions to the regional economy and therefore focus on leveraging their strengths, including through the local comprehensive planning process
- Understanding market forces associated with economic development and leveraging local economic development authority into a broader regional vision for economic competitiveness.
- Transit-supportive land use, urban form and zoning; creating pedestrian-friendly public places; understanding and attracting transit-oriented development (TOD) within the constraints of the market; and cultivating neighborhood support for transit-supportive development.
- Surface water planning and management, including assistance in preparing local surface water plans, identifying the appropriate tools to use and ordinances needed to implement those plans with the goal of maintaining and improving the region's valued water resources.

In addition to technical assistance, the Council also collects, analyzes and disseminates information, including data and maps, about the region to support local government decision-making. Key highlights of the Council's existing portfolio of information include forecasting of future population, households, and employment; tracking of regional trends on affordable housing production; mapping existing land use; and providing water quality data for over 200 lakes and numerous streams and rivers within the region. The Council's regional perspective allows for data collection and analysis at economies of scale across the region. As new priorities have emerged through the *Thrive* planning process, the Council will expand its information resources in the following areas:

- Aggregating local bike plans into a shared regional map of bicycle infrastructure
- Developing, collecting, and disseminating information about climate change, including energy and climate data and the next generation of the Regional Indicators data
- Working with the State of Minnesota on a greenhouse gas emissions inventory that informs regional discussion on emissions reduction
- Analyzing the land use and infrastructure needs of the region's leading industry clusters
- Aggregating local redevelopment priorities identified through local comprehensive plans into a shared regional map
- Supporting research and testing related to fair housing, discriminatory lending practices, and real estate steering
- Maintaining an up-to-date regional natural resources inventory and assessment in partnership with the Department of Natural Resources





Accountability ● — ● — ●

Results matter. For the Council, accountability includes a commitment to monitor and evaluate the effectiveness of our policies and practices toward achieving shared outcomes and a willingness to adjust course to improve performance. *Thrive MSP 2040* aspires to be the foundation for regional policy that is accountable to the hopes, dreams, and vision expressed by the region's residents, local governments, and the Council's regional partners throughout the development of this document.

Acting accountably means:

- Adopting a data-driven approach to measure progress.
- Creating and learning from Thrive indicators.
- Providing clear, easily accessible information.
- Deploying the Council's authority.

Adopting a data-driven approach to measure progress

Accountability focuses on managing to outcomes—how our region is better—not tasks or outputs. For example, an outcome-oriented approach measures how effectively and efficiently our regional transportation system delivers people to their destinations—not the miles of highway built. Outputs without outcomes waste public resources.

With *Thrive*, the Council is adopting an outcomes-orientation to its regional policy and is challenging itself, local governments, and its regional partners and stakeholders to describe how their work advances the five *Thrive* outcomes. Outcomes describe how our investments and our policies are improving the region for our residents and businesses, not how much money we are investing or how many miles of interceptor pipe we are building. Managing to outcomes helps us ask not only “Are we effectively implementing our policies?” but also “Are we implementing the most effective policies, the policies that will help our region and our residents thrive today and tomorrow?”

*One of the great
mistakes is to
judge policies and
programs by their
intentions rather
than their results.*

— Milton Friedman

Creating and learning from *Thrive* indicators

With the formal adoption of *Thrive*, the Council is now beginning a process to collaboratively develop a set of *Thrive* indicators to assess regional progress on the *Thrive* outcomes and strategies. This collaborative process will engage a cross-section of the region and include voices from local government, advocacy organizations, and the region's residents to build consensus on *Thrive* indicators. The *Thrive* indicators should be understandable, maintainable, and meaningful over time, and reflective of regional progress and the *Thrive* outcomes. The Council will adopt *Thrive* indicators separately in late 2014 to allow for flexibility in refining the indicators over the lifetime of *Thrive*.

The Council will use the *Thrive* indicators as a foundation for continuous improvement and public accountability—what do the indicators tell us about the state of the region and the Council's policies? Which policies are working well? How might we revise our policies where performance is less than our expectations? The Council will use the insights that emerge from analyzing the *Thrive* indicators to guide the Council's future decisions, including adjusting policies and priorities as needed to more effectively advance the outcomes.

In addition, systems and policy plans will contain indicators and measures that align with the specific policy areas. Together, these indicators will build upon the 2004 *Regional Development Framework's* benchmarks to create a stronger foundation for data-driven decision-making.



Providing clear, easily accessible information

The Council will prepare and share annual updates of the indicators, providing clear, easily accessible information about regional progress and Council policies. The focus on outcomes allows us to be transparent and accountable to our partners and stakeholders—what does success look like? What kind of region do we want to create? Most importantly, the focus on the *Thrive* outcomes creates the foundation for dialogue with partners and stakeholders—what can and will the Council do to advance these outcomes, what will others do to advance these outcomes? And where are the gaps, overlaps, and opportunities? The Council will work with any local governments interested in developing similar indicators at a subregional level.



Deploying the Council's authority

The Council will continue to seek partnerships with residents, businesses, and stakeholders to effectively advance the *Thrive* outcomes. The Council is willing to use its authorities and roles, where necessary, to ensure accountability toward stewardship, prosperity, equity, livability, and sustainability.

