

  
**ROSEVILLE**  
**REQUEST FOR COUNCIL ACTION**

Date: January 4, 2021  
Item No.: 7.e

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Department Approval

City Manager Approval



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Item Description: Review 2019-2020 Policy Priority Plan (PPP) and Discuss 2021-2022 PPP

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1 **BACKGROUND**

2 Since 2015, the City Council and staff have used the Policy Priority Plan (PPP) to identify strategic  
3 priorities for Roseville. The most recent PPP was approved on August 12, 2019. The 2019-20 PPP  
4 status update is included as Attachment A. Staff would suggest using this document as basis of  
5 discussion on what should be the goals and priorities for 2021 and 2022.

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7 Staff has scheduled additional discussion for the 2021-22 PPP for the January 25 and February 15 City  
8 Council meetings, with potential approval on February 22 or March 8 (if needed).

9 **POLICY OBJECTIVE**

10 Adopted city priorities for City operations and services that will provide guidance for department work  
11 plans and the 2020 Budget.

12 **FINANCIAL IMPACTS**

13 As each priority is carried out, there may be implementation costs. Costs will be identified as the  
14 strategic priorities and initiatives are considered and as part of the budget process.

15 **STAFF RECOMMENDATION**

16 Review the 2019-20 PPP and discuss the 2021-22 PPP.

17 **REQUESTED COUNCIL ACTION**

18 The City Council should review the 2019-20 PPP and discuss the 2021-22 PPP.

19 Prepared by: Patrick Trudgeon, City Manager (651) 792-7021

Attachments: A: 2019-2020 Policy Priority Plan Annual Update



## City Policy Priority Plan 2019-2020

Approved August 12, 2019

Strategic Priorities – The City Council has determined that there will be five strategic priorities that the City will focus on in 2019 and 2020:

**Economic Development**

**Inclusive Community and Governance**

**Capital Improvements**

**Housing**

**Environmental Sustainability**

In order to implement these priorities, the City Council has identified strategic initiatives under each Strategic Priority.

### Economic Development

- Foster Twin Lakes Redevelopment
- Facilitate City-wide Economic Development
- Advance Rice/Larpenteur Alliance Plan

### Inclusive Community and Governance

- Continue Imagine Roseville Efforts and follow through with outcomes
- Implement Racial Equity Plan
- Create Community Engagement Toolkit

### Public Improvements

- Increase Pedestrian Connectivity and Safety
- Improve Storm Water Facilities
- Expand Transit Connections

### Housing

- Housing in Roseville Meets All Identified Needs (Housing Style/Type, Affordability, Availability, Market Needs)

### Environmental Sustainability

- Reduce City's Carbon Footprint
- Increase Green Step City Step Certification Level

## Roseville City Priority Plan 2019-2020

Strategic Priority: Economic Development

Strategic Initiative: Foster Twin Lakes Redevelopment

Desired Outcomes: Achieve market value growth of at least \$20 million by the end of 2020

Goals/Focus Area	Responsible Staff/Commission	Timeline
Achieve market value growth in Twin Lakes through redevelopment, business attraction, and job growth	<p><b>Staff Lead:</b> Community Development</p> <p><b>Supporting Staff:</b> City Manager, Public Works Department</p> <p><b>Commissions:</b> EDA, Planning Commission</p> <p><b>Others:</b> Consultants, Twin Lakes property owners</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Evaluate policies that are barriers to redevelopment in Twin Lakes - <b>Rescinded the City-version of an Environmental Assessment Worksheet when one isn't required per Minnesota Statutes, rescinded the City's former TIF Policy document as it relates to public finance assistance in Twin Lakes (allowing the City-wide October 2016 policy to stand on its own).</b></li> </ul> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Track progress by regularly communicating with stakeholders in Twin Lakes</li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Prepare updated content on Twin Lakes for Grow Roseville website. <b>Grow Roseville site recently completed a website update/refresh, improving the overall user experience. In terms of content, the following articles have been posted:</b> <ul style="list-style-type: none"> <li>○ <b>Business assistance during COVID</b></li> <li>○ <b>McGough, Calytx, Bent Brewstillery, CPC, &amp; Olsen Thielen success stories</b></li> <li>○ <b>Other non-Twin Lakes articles, including the job fair, Rosedale Center, Open to Business, Census, Roseville school's Career Pathways Program, and general business-friendly content</b></li> </ul> </li> <li>• <b>Map market value growth and decline by parcel Staff is currently mapping market value growth in Twin Lakes. Pay-2018 values will be compared against pay-2021</b></li> </ul>

		<p>values, depicting market value growth throughout the term of the Council's Policy Priority Plan.</p> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Ensure at least 2 business visits to Twin Lakes businesses are conducted <b>Hired intern in 2019 to complete Twin Lakes business questionnaire, which resulted in nearly every Twin Lakes business receiving a visit. Nearly 90 businesses were visited.</b></li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>• Evaluate market value growth &amp; adjust as necessary</li> </ul>
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**Measure of Success:**

- Achieve market value growth of at least \$20 million by the end of 2020
  - *The actual data exercise isn't completed yet, however anecdotal evidence suggests this growth goal will be achieved, and likely exceeded. For example, below are the pay-2021 taxable values for Twin Lakes projects either under construction and/or recently completed:*
    - *McGough = \$10,068,900 (complete)*
    - *Reuter Walton's The Isaac apartments = \$5,397,500 (partial value as project is not yet complete)*
    - *Roseville Health (Tareen Dermatology) = \$3,500,000 (partial value as project is not yet complete)*
    - *Colder Product's Company = \$9,377,000 (complete)*

## Roseville City Priority Plan 2019-2020

Strategic Priority: Economic Development

Strategic Initiative: Facilitate City-Wide Economic Development

Desired Outcomes: Retain & Expand Existing Business & Attract New Business

Goals/Focus Area	Responsible Staff/Commission	Timeline
Continue Business Retention, Expansion & Attraction programming for existing and new businesses	<p><b>Staff Lead:</b> Community Development</p> <p><b>Supporting Staff:</b> City Manager</p> <p><b>Commissions:</b> EDA</p> <p><b>Others:</b> Consultants, Ramsey County, Twin Cities North Chamber of Commerce &amp; Saint Paul Area Chamber of Commerce</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Conduct Roseville Business Council and education meetings</li> </ul> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Conduct Roseville Business Council and education meetings</li> <li>• Collaborate with SPACC to schedule BRE&amp;A visits</li> <li>• Conduct annually Job Fair in partnership with the school district <b>Job Fair participants in 2019 = approximately 400</b></li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Conduct business Council and education meetings</li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Conduct Roseville Business Council and education meetings <b>Business Council meetings in 2019 = 10; Business Education meetings in 2019 = 4</b></li> <li>• Launch Marketing efforts for Open to Business services</li> <li>• Hold Roseville Business Exchange event <b>Business Exchange event in December of 2019 garnered 44 participants. The December 2020 event was cancelled due to COVID.</b></li> <li>• Conduct annual update to business list thru Resource USA</li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>• Conduct business Council and business education meetings <b>Business Council meetings in 2020 = 10; Business Education meetings in 2020 = 3; Job Fair participants in 2020 = approximately 600</b></li> <li>• <b>Open to Business has been launched on Grow Roseville, including social media pushes. Prior to COVID, Open to Business was holding office hours at City Hall every other month.</b></li> </ul>

		Open to Business has also secured office space at The Reserve in Roseville.
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**Measures of Success:**

- Increase attendance at Business Council and Education meetings by 10%
  - *Achievement of this goal in 2019 is hard to measure as attendance in 2018, for comparative purposes, is unknown. This measure of success was not achieved in 2020, due to COVID and meetings moved to a virtual platform only. SPACC, Twin Cities North Chamber, and the City are exploring different ways to increase participation under the virtual format.*
- Conduct at least two business visits a month
  - *2019 = 104 visits (including Twin Lakes visits), year 2020 = 2 visits (visits ceased in March due to COVID).*
- Conduct two ambassador visits a year
  - *2019 ambassador visits included: Xcel Energy & SeaQuest, no ambassador visits occurred in 2020 due to COVID.*
- Using References USA, annually track the number of businesses and evaluate trends in business loss and gain *Awaiting an updated business list so analysis can occur (should note this is a single snapshot & not a comprehensive overview of Roseville's business health).*

## Roseville City Priority Plan 2019-2020

Strategic Priority: Economic Development

Strategic Initiative: Implement Rice/Larpenteur Alliance

Desired Outcomes: Economic investment in SE Roseville  
Improvement of Quality of Life in SE Roseville  
Increased Public Safety in SE Roseville  
Increased connectivity/transportation options in SE Roseville

Goals/Focus Area	Responsible Staff/Commission	Timeline
Implementation of Rice/Larpenteur Alliance	<p><b>Staff Lead:</b> Community Development Department</p> <p><b>Supporting Staff:</b> Fire Department, Parks and Recreation Department, Police Department, Public Works Department, City Manager.</p> <p><b>Commissions:</b> Economic Development Authority; Human Rights, Inclusion, and Engagement Commission; Parks and Recreation Commission; Public Works, Environment, and Transportation Commission.</p> <p><b>Others:</b> International Institute, Karen Organization of Minnesota, Bhutanese Community Organization of Minnesota, Association of Nepalis in Minnesota, existing Neighborhood Organizations, Non-profit agencies serving the area, Landlords, Roseville School District, Ramsey County, Area Businesses, and adjacent municipalities</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Select consultant to perform Alliance efforts <b>SPACC hired to run short-term and long-term alliance with Kim O'Brien serving as the Executive Director.</b></li> <li>• Provide feedback at monthly Alliance meetings <b>The Community Development Director attends monthly informal staff-only meetings with the Executive Director, as well as quarterly meetings in regards to the Economic Development &amp; Transportation Committee. The Mayor, Council member Etten and the City Manager serve on various committees.</b></li> </ul> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Execute Professional Services Agreement with SPACC &amp; Cooperative Funding Agreements with St. Paul, and Maplewood. <b>City of Roseville continues to serve as the fiscal agent to coordinate payment to SPACC by the City of Roseville, City of Maplewood, and the City of St. Paul for Alliance services – 3<sup>rd</sup> year contract will be before the Council in February of 2021.</b></li> <li>• Alliance hires consultant to prepare a name and logo for the area</li> </ul>

		<p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Select and launch and name and logo <b>Alliance name, logo, branding, and website have been selected and launched.</b></li> <li>• Hold a neighborhood event <b>At least four neighborhood events have been held, including a summer block party, a fall festival, the LarpenTOUR, and a Gift-n-Go. The Musicant Group has been hired to help plan and coordinate events.</b></li> <li>• Explore and report on safety coordination amongst various public safety agencies serving the area <b>Roseville Police Department regularly attends alliance meetings. No specific initiative identified yet.</b></li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Implement place-making initiatives</li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>• Implement place-making initiatives <b>Place-making signage in progress, wayfinding grant funds secured, public art in-process, business grants awarded, trash receptacles placed, shopping guide printed/distributed, and minor beautifying efforts implemented.</b></li> <li>• Participate in permanent Alliance <b>End of year 2019 report given to Council/EDA in March of 2020, end of year 2020 report to be scheduled in 1<sup>st</sup> quarter of 2021.</b></li> <li>•</li> </ul>
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**Measures of Success:**

- Hold at least one neighborhood event per year *Yes – 4 events held (see above).*
- Make at least 10 Roseville business owner and commercial property owner contacts as part of Rice/Larpenneur Alliance per year
  - – *Yes (Executive Director maintains a business list)*
- Implement at least one place-making initiative per year

- *Yes (pavement paint, planters, mural @ local business)*
- Track amount of dollar investment of new infrastructure investment in area
  - *\$0 to-date, however funds are set aside for future planned efforts related to reconstruction of Rice Street*
- Receive annual report on Unity Park activities *Parks and Recreation participated in the Rice and LarpentOUR event on Sept. 26 and gave out 50 "grab and go" art kits*
- Track crime trends in the Rice/Larpentour area *Not compiled at this time*

## Roseville City Priority Plan

2019-2020

**Strategic Priority:** Inclusive Community and Governance

**Strategic Initiative:** Continue Imagine Roseville Efforts and follow through with outcomes

**Desired Outcomes:** Provide opportunity for community members to have conversations that make connections and foster positive relationships

Goals/Focus Area	Responsible Staff/Commission	Timeline
Outline the future goal/purpose and desired outcomes of Imagine Roseville efforts.	<p><b>Staff Lead:</b> City Manager</p> <p><b>Supporting Staff:</b> Assistant City Manager, Communications staff</p> <p><b>Commissions:</b> Human Rights, Inclusion and Engagement</p> <p><b>Others:</b></p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Council discussion scheduled for May 6, 2019 to discuss goals, purpose, desired outcomes and direction of Imagine Roseville efforts.</li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Convene Imagine Roseville working group to discuss next steps and measures of success</li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Report from Imagine Roseville working group to City Council on next steps and measures of success</li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>

**Measures of Success TBD** *No work has been done on this to date. However, Roseville co-sponsored and promoted the Roseville School District's 3-part Community Conversation in the wake of the killing of George Floyd. City elected officials along with city staff including the City Manager, Assistant City Manager, Police Chief and Deputy Police Chief participated in the community conversations.*

## Roseville City Priority Plan 2019-2020

Strategic Priority: Inclusive Community and Governance

Strategic Initiative: Implement Racial Equity Plan

Desired Outcomes: Integrate racial equity into policies, procedures and processes in order to drive institutional and structural change within the organization.

Goals/Focus Area	Responsible Staff/Commission	Timeline
<p>Roseville's applicant pool and workforce is representative of the overall percentage of people of color living in Roseville.</p>	<p><b>Staff Lead:</b> City Manager</p> <p><b>Supporting Staff:</b> Assistant City Manager, Human Resources staff</p> <p><b>Commissions:</b> Internal</p> <p><b>Others:</b> All hiring departments</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Provide Update to City Council on staff's GARE participation <b>Update provided 3/18/2019</b></li> </ul> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Gather demographic data of current workforce, and applicant data for open positions over the past year. Review data for trends. <b>Started collecting data</b></li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Begin reviewing current job postings and job descriptions for inclusive language.</li> <li>Continue to develop recruitment strategies that expand the pool of applicants. <b>Job descriptions are being reviewed and equity and inclusion language incorporated into skills/qualifications.</b></li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Review screening questions, interview processes and start developing implicit bias training for key employees on interview panels. <b>Implicit bias training was developed with input from the SLP Racial Equity Manager. Have not been able to implement with staff training due to COVID in 2020.</b></li> </ul>

		<p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>• Develop a 5-10 year recruiting plan to build up a reliable, wide base of contacts that can assist with recruitment of diverse candidate pools.</li> <li>• Develop diverse pipeline of future employees through connections at high schools, colleges, trade schools, and other non-traditional avenues. <b>In February, 2019 staff participated in the Wunderkammer job fair targeted toward students. Have begun recruiting through National Minority Update for public safety and other avenues.</b></li> <li>• Look for ways to develop non-traditional applicants (i.e. internships, mentoring, apprenticeships, etc.) that will get applicants “in the door” and keep them. <b>Working on establishing partnerships and relationships with KOM and other groups to develop apprenticeship programs to diversify and introduce non-traditional candidates to public works careers.</b></li> </ul>
<p>Racial equity is established as an on-going, sustainable and integrated priority of the city organization, elected and appointed leaders.</p>	<p><b>Staff Lead:</b> City Manager, Assistant City Manager</p> <p><b>Supporting Staff:</b> GARE team, Department Heads</p> <p><b>Commissions:</b> Human Rights, Inclusion and Engagement Commission</p> <p><b>Others:</b> City Council</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Provide Update to City Council on staff’s GARE participation <b>Update provided 3/18/19</b></li> </ul> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• The Strategic Racial Equity Action plan is updated with specific actions, timelines and performance measures for the 2019-2020 priority items <b>Progress report is being reviewed by Strategy Team.</b></li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Baseline racial equity knowledge training curriculum is developed for all staff.</li> <li>• Sessions are offered during 3<sup>rd</sup> and 4<sup>th</sup> quarter</li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p>

		<ul style="list-style-type: none"> <li>• Baseline racial equity knowledge training sessions are offered. <b>All staff received training in December 2019.</b></li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>• All staff and new hires receive baseline racial equity knowledge training. <b>This was put on hold in 2020 due to COVID, however orientation sessions do include racial equity priorities and link to training materials.</b></li> <li>• Advanced training on understanding and use of racial equity toolkit is developed and offered to key staff members. <b>Will be considered as part of the consult agreement with Culture Brokers.</b></li> <li>• Racial equity toolkit is utilized in development and review of city policies, procedures, budget requests and engagement activities. <b>Toolkit has been utilized formally in several instances (Snowplowing, Civic Campus Master Plan engagement, Pocahontas Park etc) and informally in many other manners.</b></li> </ul>
Goals/Focus Area	Responsible Staff/Commission	Timeline
<p>Relationships between the city and leaders in communities of color are developed, and maintained.</p>	<p><b>Staff Lead:</b> City Manager</p> <p><b>Supporting Staff:</b> Assistant City Manager, GARE team, Communications staff, Police Department staff, and Parks &amp; Recreation staff.</p> <p><b>Commissions:</b> Human Rights, Inclusion and Engagement</p> <p><b>Others:</b> City Council, Department Heads</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Provide Update to City Council on staff’s GARE participation</li> <li>• HRIEC discusses best practices for city engagement and outreach</li> </ul> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Discussion between HRIEC and Council on role of HRIEC in developing relationships and connections in communities of color (scheduled for June 3, 2019)</li> </ul>

		<ul style="list-style-type: none"> <li>• Communications staff begins discussions on how to further develop relationships in under-reached communities through micro-communication efforts.</li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Strategic communications plan, along with engagement and outreach best practices are developed. <b>Presented to Council November 4, 2019</b></li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• On-going efforts to communicate with, develop, and maintain relationships outside the boundaries of City Hall are continued. <b>HRIEC submitted Engagement Best Practices document for review by staff. DEI consultant will review as part of agreement.</b></li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>• Training for key staff members in best practices for engagement and outreach</li> </ul>
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### Measures of Success:

- Track number of job descriptions reviewed and/or revised using a racial equity lens number of applicants of color for jobs, *Applicants of color = 395 Total applicants = 1,439 Percent of applicants of color = 27.4%*
- Track number of applicants of color interviewed *Need to update our tracking dashboard to include interviews*
- Track number of applicants of color hired *4 of 18 (22%)*
- Track number of staff trained on the baseline knowledge concept of the GARE principles *All staff participated in the training either in person or online.*
- Track number of connections made within communities of color *At this time this metric may need to be changed as this is difficult to quantify.*
- Track number of persons of color volunteering with City *\*Note that these numbers are generalized and may need further descriptive identifiers to fully understand.\* In 2020, 663 out of 2,021 volunteers self-reported their ethnicity. 1,354 did not identify their ethnicity. Of the 663 self-reporting, 168 identified as BIPOC, (25%) and 499 identified as white (75%).*
- Track number of applicants of color applying for and being appointed to City Commissions *Have not updated the Commission application at this time to track this information. Will plan to update it for upcoming recruitment.*

## Roseville City Priority Plan 2019-2020

Strategic Priority: Inclusive Community and Governance

Strategic Initiative: Create Community Engagement Toolkit

Desired Outcomes: Best practices are used for city engagement and outreach efforts in order for all segments of the population to be heard.

Goals/Focus Area	Responsible Staff/Commission	Timeline
<p>A toolkit of best practices for engagement and outreach is developed and staff is trained on how to use it.</p>	<p><b>Staff Lead:</b> Assistant City Manager</p> <p><b>Supporting Staff:</b> City Manager, Communications staff, Department Heads</p> <p><b>Commissions:</b> All City Commissions</p> <p><b>Others:</b> Community partners, school cultural liaisons, community leaders</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>HRIEC and staff work to compile information and data relating to best practices for engagement and outreach.</li> </ul> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>HRIEC presents information to City Council on best practices recommendations.</li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Staff and HRIEC work to refine specifics reflected in best practices document/recommendation. <b>HRIEC submitted Engagement Best Practices to Council 9/14/2020.</b></li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Staff begins to receive training on how to use best practices when developing and designing engagement and outreach efforts. Information is integrated into council reports reflecting the method of engagement used as well as the outcomes. <b>Best Practices document will be refined through DEI consultant process.</b></li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>Ongoing education of all Commissions of best practices for community engagement <b>May incorporate into new commissioner training.</b></li> </ul>

<p>Develop micro-level communication efforts and channels in order to fill the gap in our mass communication efforts.</p>	<p><b>Staff Lead:</b> City Manager</p> <p><b>Supporting Staff:</b> Assistant City Manager, Communications staff</p> <p><b>Commissions:</b> Human Rights, Inclusion and Engagement</p> <p><b>Others:</b></p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Conduct a communication audit to identify areas of the community we may not be reaching with mass communication efforts.</li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Conduct a SWOT analysis of communication efforts.</li> <li>Begin to identify specific strategies to develop micro-level communication between the city and under-reached communities.</li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Continue to identify communication strategies in under-reached communities. <b>Strategic Communications Plan presented to Council in November 2019. Communication efforts in 2020 focused on COVID-19 and civil unrest and responding to those situations.</b></li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>Work with leaders in under-reached communities to refine communication strategies and identify areas where the city should be communicating more and on which issues. <b>HRIEC is continuing this work on identifying connections throughout the community.</b></li> </ul>
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#### Measures of Success

- Number of staff trained in engagement/outreach best practices *Best Practices are still being refined through DEI consultant process.*
- Number of times the best practices model has been used

## Roseville City Priority Plan 2019-2020

Strategic Priority: Housing

Strategic Initiative: Housing in Roseville Meets All Identified Needs (Housing Style/Type, Affordability, Availability, Market Needs)

Desired Outcomes: Increase the # of New Housing Units

Goals/Focus Area	Responsible Staff/Commission	Timeline
<p>Ensure newly added housing units consist of a variety of housing styles and affordability levels</p>	<p><b>Staff Lead:</b> Community Development</p> <p><b>Supporting Staff:</b> City Manager, Public Works Department</p> <p><b>Commissions:</b> Planning Commission, EDA</p> <p><b>Others:</b> Consultants, brokers, developers, property owners</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Make Housing Needs Assessment available on the City’s website <b>Available on City’s website &amp; distributed to interested developers. Ramsey County conducted a similar County-wide study (however cities are awaiting the results).</b></li> </ul> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Invite residential land broker to EDA meeting to provide a market update and conduct Q &amp; A <b>Will work to schedule in 2021 and beyond.</b></li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Reconcile Housing goals in Comp Plan w/Housing Needs Assessment and develop top 3-5 priorities for EDA consideration</li> <li>• Map housing priority sites in terms of 3-5 priorities – present to EDA for feedback &amp; consensus <b>Below is a list identified by staff and could be advanced to the EDA/Council for further discussion at an upcoming meeting:</b> <ul style="list-style-type: none"> <li>○ 2395 County Road B – for-sale twin homes or single family homes</li> <li>○ 2442 County Road D – for-sale townhomes</li> <li>○ 210 &amp; 196 South McCarrons BLVD – for-sale patio homes</li> <li>○ Lexington AVE &amp; County Road C2 – for-sale townhomes</li> </ul> </li> </ul>

- Brittany/Marion Apartments – affordable housing preservation/rehabilitation
- Former PIK Terminal in Twin Lakes – multi-family apartments (market-rate &/or affordable)
- Former Boater’s Outlet – multi-family apartments (affordable)
- Snelling Ave/Snelling Curve – for-sale low density residential
- Victoria ST/Orchard LN/County RD C2 – for-sale low density residential
- Rosedale Center – multi-family residential (market-rate w/potential for affordable)

#### 4<sup>th</sup> Quarter, 2019

- Arrange & conduct an event for real estate professionals & developers focusing on promoting residential development in Roseville **Participated in the North Metro Real Estate Summit in September of 2020, participate in annual the MnCAR Exchange (cancelled due to COVID).**

#### 2020 and Beyond

- Monitor and update map of housing priority sites
- Update Housing Needs Assessment **This was discussed briefly during the 2021 EDA budget discussions – based on many 100’s of housing units approved in 2019-2020, it may be prudent to wait 1-2 more years before conducting an update so the existing pipeline projects can complete and come online for market absorption. There is also potential to conduct a study that extends beyond a “needs assessment” and evaluates whether there is a local need for a Housing Opportunity Ordinance (also referred to as Mixed Income or Inclusionary Housing), coupled with a nexus analysis.**
- Annually track housing units added & type via building permit data **2019 = 197, 2020 = 415**

**Measures of Success:**

- EDA consensus on top 3-5 housing priorities
  - *(Staff suggested list noted above) – formal discussion yet to be had.*
- Progress is made towards adding the prioritized housing unit types
  - *Many of the sites listed are actively in various stages of development, including realization of units (such as Lexington Woods townhomes & affordable multi-family housing at Boater's Outlet – The Oasis). Units added to the City increased by 110% from 2019 to 2020.*
- Promote Roseville housing opportunities to at least 3 developers a year
  - *Yes (staff meets almost monthly with various housing developers interested in developing the sites noted on the housing priority list).*
- Update Housing Needs Assessment every other year
  - *2020 would have been the scheduled year, however staff has recommended waiting at least until year-end 2021 or later.*

## Roseville City Priority Plan

2019-2020

Strategic Priority: Public Improvements

Strategic Initiative: Increase Pedestrian Connectivity and Safety

Desired Outcomes: Increased availability of pedestrian connections and a higher level of safety for pedestrians using sidewalks and trails

Goals/Focus Area	Responsible Staff/Commission	Timeline
<p>Identification of and application for grants for pathway construction of grants for pathway construction.</p>	<p><b>Staff Lead:</b> Public Works Department</p> <p><b>Supporting Staff:</b> Parks and Recreation Department</p> <p><b>Commissions:</b> PWET Commission, Parks and Recreation Commission</p> <p><b>Others:</b> Consultants, Ramsey County, MnDOT, Metropolitan Council</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Identify possible grant programs which fund pathways – staff continues to look for grants to fund additional pathway segments. The City has been able to fill in several gaps using Park Renewal Funds and Municipal State Aid funds over the last three years.</li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Work with Ramsey County to identify upcoming roadway projects and prioritize pathway segments based on upcoming development and construction.</li> <li>In 2019/2020 the City worked with Ramsey County to install a new pathway along County Road C west of 35W including a connection to the Northeast Diagonal Trail along Walnut Street.</li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Incorporate specific segments into the CIP</li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>Construct pathway segments</li> </ul>

<p>Develop and adopt a formal crosswalk policy for the installation and enhancement of marked crosswalks on local roadways.</p>	<p><b>Staff Lead:</b> Public Works</p> <p><b>Supporting Staff:</b></p> <p><b>Commissions:</b> PWET Commission, Parks and Rec Commission</p> <p><b>Others:</b> Ramsey County, MnDOT, possibly consultants.</p>	<p><b>1<sup>st</sup> Quarter, 2019</b>  <b>2<sup>nd</sup> Quarter, 2019</b>  <b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Identify all marked crosswalks on Roseville local roads and note common characteristics</li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Review new model policies for crosswalks as developed by the Local Road Research Board (expected in Fall of 2019)</li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>Work with PWET Commission and the general public to identify where to install marked crosswalks on local roadways.</li> <li>Educate public on laws and proper usage of crosswalks for cyclists, drivers and pedestrians</li> </ul>
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**Measures of Success:**

- Application of at least two grants for pathway segments – *Pursued a DNR grant to pave a trail segment through Ramsey County’s Lake Josephine Park (open space) but was not awarded funds. Will continue to pursue other opportunities as they arise.*
- Use of other available funding (i.e. remaining Parks Renewal Funds, Municipal State Aid Funds, etc.) for construction of pathway segments – *have used Parks Renewal Funds and MSA funds to construct approximately 3.7 miles of pathway since 2019.*
- Presentation of a proposed Crosswalk Policy to the City Council in third quarter of 2020. *Due to several cancelled PWET Commission meetings in 2020 and other priorities for the Commission’s time, this item has been delayed to 2021*
- Track amount of lineal feet of trails/pathways/sidewalks added

## Roseville City Priority Plan 2019-2020

**Strategic Priority:** Public Improvements

**Strategic Initiative:** Improve Storm Water Facilities

**Desired Outcomes:** Ensuring storm water facilities are properly maintained and funded in order to guarantee that storm water quality is maintained and flooding issues are mitigated

Goals/Focus Area	Responsible Staff/Commission	Timeline
Develop Condition Rating Criteria for ponds, storm water pipes and structures and start intensive inspection program	<p><b>Staff Lead:</b> Public Works</p> <p><b>Supporting Staff:</b></p> <p><b>Commissions:</b> PWET Commission</p> <p><b>Others:</b> Consultants, Watersheds</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Refine condition rating criteria for ponds, pipes and structures</li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Start intensive inspection program using new asset management program and mobile devices <b>27 ponds have been surveyed since 2018 recording current condition and amount of sediment in ponds</b></li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>• Record condition ratings and refine CIP based on priority infrastructure needs – <b>over 50,000 linear feet of pipe televised since 2018 allowing staff to input condition ratings and review CIP for necessary repairs</b></li> </ul>
Develop a City wide storm water model to identify localized flooding locations and system deficiencies for large rain events	<p><b>Staff Lead:</b> Public Works</p> <p><b>Supporting Staff:</b></p> <p><b>Commissions:</b> PWET Commission</p> <p><b>Others:</b> Consultants</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Propose budget for the phased development of a City wide storm water model</li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Enhance as built data within GIS database to support city wide model</li> </ul>

		<b>2020 and Beyond</b> <ul style="list-style-type: none"><li>• Hire a consultant to complete phase one of the City wide storm water model</li><li>• <b>Given shift in priorities for storm water funds (primarily Ramsey County Ditch 4) staff has pushed this item to a 2022 budget item.</b></li></ul>
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**Measures of Success:**

- Updated CIP and operating budget reports for the 2021 budget cycle identifying capital investment priorities for the storm water infrastructure
- Development of a city-wide storm water model with Phase 1 complete by fall of 2020 - *updated to fall of 2022*

## Roseville City Priority Plan

2019-2020

Strategic Priority: Public Improvements

Strategic Initiative: Expand Public Transit Connections

Desired Outcomes: Ensuring that there are adequate and frequent transit connections to meet the needs of Roseville residents, businesses, and visitors

Goals/Focus Area	Responsible Staff/Commission	Timeline
Expand Transit Opportunities in Roseville	<p><b>Staff Lead:</b> Public Works Director, Community Development Director, City Manager</p> <p><b>Supporting Staff:</b></p> <p><b>Commissions:</b> PWET Commission</p> <p><b>Others:</b> Metro Transit</p>	<p><b>1<sup>st</sup> Quarter, 2019</b>  <b>2<sup>nd</sup> Quarter, 2019</b>  <b>3<sup>rd</sup> Quarter, 2019</b>  <b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• <b>Invite Representatives from Metropolitan Council to meet with City Council to discuss the needs of additional transit in Roseville</b>  Met Council Member Peter Lindstrom presented to PWET Commission.</li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>• <b>City staff works with Metro Transit staff to identify transit opportunities and funding sources.</b></li> <li>• <b>City staff provides regular updates on work with Metro Transit staff</b></li> <li>• <b>Staff has participated in several studies related to expanding BRT routes advocating for additional transit options in Roseville.</b></li> </ul>

<b>Measures of Success:</b>
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- Creation of additional connections and/or routes of transit serving Roseville residents and businesses. *Staff and City Council members continue to advocate for additional transit service in Roseville. There have been a few studies recently related to additional BRT routes that staff have actively participated in to advocate for additional routes in Roseville.*

Strategic Priority: Environmental Sustainability

Strategic Initiative: Increase Green Step City Step Certification Level

Desired Outcomes: Best practices for environmental sustainability are incorporated into Roseville's programs and services.

Goals/Focus Area	Responsible Staff/Commission	Timeline
Achieve Minnesota Green Step 3 designation and work towards higher steps	<p><b>Staff Lead:</b> Public Works</p> <p><b>Supporting Staff:</b></p> <p><b>Commissions:</b> PWET Commission</p> <p><b>Others:</b> Consultants</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Report to Green Team (PWET Commission) on current steps and initiatives</li> <li>• <b>In May of 2019 staff presented to Green Team</b></li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Achieve Green Step 3 and receive recognition at League of MN Cities Annual Conference in Duluth, MN</li> <li>• <b>Achieved Green Step 3 in 2019</b></li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>• Report to City Council on additional tasks and timing to reach Green Step 4 and 5</li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>• Annually report to Green Team and City Council on progress and propose budgets to support advancement through the Green Step program</li> <li>• <b>Achieved Green Step 4 in June of 2020</b></li> <li>• <b>Presented to Green Team (PWETC) in June of 2020</b></li> </ul>

**Measures of Success:**

- Achieve Green Step 3 in 2019 – *As of June 2020 the City has achieved Green Step 4*
- Develop a clear path for additional steps within the next three years
- Progress towards Green Step 4 and 5



Strategic Priority: Environmental Sustainability

Strategic Initiative: Reduce City's Carbon Footprint

Desired Outcomes: Making a measurable reduction to Roseville's impact on the environment

Goals/Focus Area	Responsible Staff/Commission	Timeline
Using 2018 as a baseline, identify a percent reduction goal for the City's Carbon footprint by 2030	<p><b>Staff Lead:</b> Public Works</p> <p><b>Supporting Staff:</b> All other departments</p> <p><b>Commissions:</b> PWET Commission</p> <p><b>Others:</b> Minnesota Pollution Control Agency, other agencies that may provide grants/program assistance</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Work with the PWET Commission to present expert recommendations and background data</li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <p><b>4<sup>th</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Provide a recommendation from PWET Commission for a percent reduction in the City's Carbon footprint by 2030</li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>Identify specific measures and actions with CIP and budget impacts to implement new programs and technologies to reduce the City's carbon footprint</li> <li>Roseville is partnering with Xcel Energy in their Partners in Energy Program to develop an Energy Action Plan which will identify goals and strategies for energy sustainability. These recommended goals should be presented to the City Council in mid to late 2021 for consideration.</li> </ul>
Update the City Campus Geothermal Master Plan to identify which buildings are feasible to connect to the existing capacity of the geothermal system in order to further reduce the City's carbon footprint	<p><b>Staff Lead:</b> Public Works</p> <p><b>Supporting Staff:</b> Parks and Recreation</p> <p><b>Commissions:</b> PWET Commission, Parks and Recreation Commission</p> <p><b>Others:</b> Consultants</p>	<p><b>1<sup>st</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b>2<sup>nd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Receive proposal from consultant to update the Geothermal Master Plan</li> </ul> <p><b>3<sup>rd</sup> Quarter, 2019</b></p> <ul style="list-style-type: none"> <li>Commission the update of the master plan</li> </ul> <p><b>4<sup>th</sup> Quarter, 2019</b></p>

		<ul style="list-style-type: none"> <li>• Report to PWET Commission, Parks and Rec Commission and City Hall with final recommendations from updated Master Plan</li> </ul> <p><b>2020 and Beyond</b></p> <ul style="list-style-type: none"> <li>• Adjust CIP and operating budget to reflect implementation of recommendations from the updated Master Plan</li> <li>• This item was delayed pending the outcome of the City Campus Master Plan to avoid investment in scenarios that did not fit into the adopted Master Plan.</li> </ul>
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**Measure of Success:**

- Establishment of a percent reduction goal for the City's carbon footprint by the end of 2019. *As part of Xcel Energy's Partners in Energy Program, proposed goals and strategies will be presented to the City Council in mid to late 2021.*
- Adoption of plan to reduce City's carbon footprint
- Updated Geothermal Master Plan identifying expansion to additional City facilities