Final Report

January 2007

Introduction and Process

For Imagine Roseville 2025 to be successful, the commitment from everyone involved was that the process would be carefully and flexibly designed, inclusive, and authentic, and that the results would be substantive, meaningful, and useful in guiding future decisions for Roseville.

Although only time will tell whether the impact is as powerful as we now all hope, we are confident that the process we followed met community and professional standards. Below is information about our general approach, followed by an overview of what we did. Information on content, participants, and results is presented in the relevant sections of this report.

The initial thrust for Imagine Roseville 2025 came from the 2006 City Council, and the desire to take a thoughtful look at Roseville's future was driven by clarity on their parts that one of their key responsibilities was to place short-term demands within a longer-term context. Staff fully supported this effort, as did our key partners, the HRA and the Roseville Area School District, and influential community leaders.

To launch the work, the Council outlined some key process expectations in an RFP for a visioning consultant, and solicited applications for and made appointments to a community-based Steering Committee to provide guidance. They then hired Anne Carroll of Carroll, Franck & Associates in St. Paul as the consultant, linked her to the Steering Committee and lead staff, and kicked off the process in May 2006 with a December deadline.

The process was deeply woven into the community, completely transparent and public, and based on a comprehensive public participation design that evolved over time under the guidance of the Steering Committee, staff, and Council to ensure broad and deep representation across the community. After their appointment, the Steering Committee in turn created a process to receive applications and select Subcommittee members for various topic areas. The Subcommittees received enormous amounts of public input as well as background information, from which they formulated draft recommendations. The Steering Committee remained actively involved in Subcommittee work, and then worked jointly with Subcommittee members and their recommendations to refine the goals and strategies, and finally to create a vision.

The Council was updated regularly and directly engaged in the work as it progressed, and received the final recommendations in December. Below is the process outline; additional detail, content, and results are included in the other sections of this report.

Major public, group events:
- Brainstorming Sessions: We facilitated 10 major sessions engaging both the general public as well as underrepresented groups. Several hundred people participated. The purpose was to get a sense of topics and issues that Imagine Roseville 2025 had to consider, and to solicit Subcommittee applications. See Appendix: Brainstorming.
- Subcommittee Listening Sessions: Each of the six Subcommittees hosted at least two community Listening Sessions to gather more input on their specific topic area. See Appendix: Subcommittees.

- City Council/Public Updates: The Steering Committee and consultant provided the Council and public (via cable TV) with regular updates about the Imagine Roseville 2025 process, findings, activities, results, and recommendations. See all these in Appendix: Council-Public Updates.
- Open House: On December 7, 2006 the Steering Committee hosted a final Open House at City Hall for the public to review the final draft recommendations for goals, strategies, and vision, and to offer their final comments and edits. This was publicized widely and very well attended – and changes were made to the final recommendations as a result of their input. See Appendix: Draft Goals, Strategies, Tactics.

Steering Committee Meetings: These were facilitated by the consultant and generally occurred every two weeks in order to actively guide the overall process, resolve issues and concerns, and take innovative approaches to engaging the public, reaching consensus, and moving forward toward strong and constructive recommendations. Agendas and notes were posted and visitors were frequently in attendance. Steering Committee members also attended numerous Subcommittee meetings and their Listening Sessions, and participated in several collaborative workshops. See Appendix: Steering Committee as well as separate documentation of all agendas and notes.

Subcommittee Meetings: The six Subcommittees arranged and managed their own meetings, usually every two weeks, to work through all the issues offered by the public as well as background information. They frequently invited guests to speak at their meetings and each also hosted at least two Listening Sessions to gather additional insights from the public. They met mid-July through early November, and also participated in a number of training and other workshops. See Appendix: Subcommittees.

Workshops: The consultant facilitated a number of workshops over the course of Imagine Roseville 2025 to provide participants with the structured time to pursue issues in sufficient depth. These included a kick-off workshop for Subcommittee members with the Steering Committee; a training workshop for Subcommittee co-chairs and the Steering Committee; two major goal and strategy workshops with Subcommittee members, staff, Council, and the Steering Committee; and a visioning workshop with the Steering Committee; a workshop with the Council and Steering Committee. These are documented in their relevant sections and Appendices.

Vision Statement

In 2025, our diverse and dynamic community welcomes new neighbors and businesses, and respectfully and effectively generates high-quality solutions to evolving community needs. We work hard, volunteer actively, care about our community, and contribute to the common good. And we continually reach out to include everyone in community decision making, and support civil discourse that respects and considers all perspectives and ideas.

Our rich history provides a foundation for us to be optimistic about our future and the opportunities it brings. All families are strong, healthy, and embraced, and we serve people throughout their lives with places to live, work, learn, worship, and play. We are a great place to raise a family, run a business, age in place, and recreate, and we protect these opportunities by thoughtfully investing in infrastructure, facilities, services, and open spaces.

We take pride in our safe and well-maintained neighborhoods, housing, and businesses, and we benefit from connected neighborhoods and compact development. Our strong design standards and proactive planning create a community that is attractive, appealing, and desirable, with a healthy mix of land uses and the flexibility to respond to change.

We recognize our responsibility to act as environmental stewards and provide a regulatory framework that fosters a sustainable community. Our renowned parks and our recreational and public facilities are community centerpieces that attract people of all ages and abilities, and help us support and promote individual wellness and fitness.

We celebrate our unique position in the heart of the metropolitan area, recognize our role within the region, and actively participate in regional collaboratives. We model fiscal responsibility with a clear eye toward proactively investing in Roseville's future. Our strong and diversified tax base is kept healthy by a vibrant local business climate, and high-quality jobs provide families with economic security.

We value and invest in lifelong learning opportunities and life-cycle housing that attract a diverse mix of residents and businesses and keep our community strong. Leading-edge technology and a comprehensive and reliable transportation system support residents and businesses, and a variety of convenient, flexible, and safe transit alternatives serve all community members.

And we strive to be even more inclusive, proactive, responsible, and efficient so that Roseville remains a wonderful and welcoming community for generations to come.

Goals and Strategies

Community

Goal: Roseville is a welcoming community that appreciates differences and fosters diversity

Strategy A: Make Roseville a livable community for all

1) Support the vibrancy all bring to Roseville and their many contributions to the health of the city

2) Educate community members on diversity issues and provides means to repair damage caused by prejudice; convey a clear message that intolerance is not welcome in our community

3) Establish a City Help desk to provide communications within the community; make community information available in multiple languages and to people with disabilities

4) Make the community accessible to people with physical disabilities

5) Organize mentoring opportunities serving newcomers to the community; work with school districts to address needs of newcomers

6) Foster youth leadership and development

7) Honor individuals and groups who contribute to the community

Strategy B: Respect and encourage diversity

1) Assure civility and respect in public dialogue

2) Promote multicultural understanding, relationships, and communications

3) Promote ethnic celebrations and festivals

4) Encourage inter-group cooperation

Strategy C: Ensure city staff and elected and appointed officials respect and reflect diversity of city population

1) Recruit a diverse range of candidates for staff, elected, and appointed positions

2) Provide extensive and ongoing diversity and cultural awareness training to all city staff, particularly those in contact with the public

3) Provide basic language training for city staff, especially police, fire, and emergency medical services

<u>Goal:</u> Roseville is a desirable place to live, work, and play

Strategy A: Create an attractive, vibrant, and effective city with a high quality of life

1) Preserve and maintain community green spaces, parks, and open spaces, and improve as needed in response to changing community needs

2) Promote commercial and residential aesthetics and design innovations; set high standards for landscaping and design of public improvements

3) Use infrastructure and other redevelopment efforts to reduce or eliminate visual pollutants such as overhead power, cable, and telephone lines, traffic controllers and junction boxes, etc.

4) Maintain and improve infrastructure, including parks, streets, schools, city services, pathways, etc., in an environmentally friendly manner

5) Support businesses that serve Roseville's diverse population and provide attractive employment options that encourage people to relocate here

6) Collaborate to create a coordinated plan to promote Roseville's business and residential opportunities

7) Maintain a balance of commercial/industrial activities that anticipate long-term economic and social changes

8) Discourage ad hoc or piecemeal development

9) Encourage tree preservation and replacement; make Roseville "bloom" by encouraging decorative landscaping

10) Keep city clean and inviting; enforce nuisance ordinances

Strategy B: Provide excellent, effective, and efficient city services

1) Benchmark and routinely seek community input to evaluate and continuously improve city services

2) Participate in regional and intergovernmental collaborations for planning and development

3) Coordinate with regional partners to provide high service levels

4) Enforce all municipal ordinances

5) Invest in staff training and development to improve quality and responsiveness of city services

Strategy C: Provide regional leadership in creative and sustainable redevelopment

1) Set the tone for private development by having environmentally sustainable public facilities and properties

2) Support environmentally friendly energy options for residential, business, and governmental needs

3) Support redevelopment that embraces genuine public-private partnerships with

benefits and contributions for all

4) Partner with redevelopers to remediate brownfields and redevelop industrial sites

Strategy D: Enhance the city's diverse business community

1) Actively promote Roseville in the greater metropolitan area and throughout the state and region

2) Encourage businesses with family-sustaining jobs

3) More actively support existing businesses

4) Welcome new businesses

5) Seek out and support high quality businesses that enhance tax base

Goal: Roseville has a strong and inclusive sense of community

Strategy A: Foster and support community gathering places

1) Plan for, develop, and maintain public and private gathering places distributed throughout the city

2) Promote inter- and intragenerational, multipurpose gathering places that promote a sense of community

3) Explore public and private partnerships to develop community gathering places

4) Foster collaboration between city and community-based organizations, groups, and nonprofits

Strategy B: Explore new Community Center

1) Assess needs and desires for new public facilities and programs, including a Community Center, through survey and other methods to identify community expectations for public facilities regarding access, amenities, programs, etc. Ensure that perspectives from traditionally underrepresented people are heard and considered.

2) Take into account nearby facilities and opportunities. Explore strong partnerships to better meet community needs. Consider options including pool, exercise/fitness, teen activities, technology access, performing arts, theater, eating and meeting spaces, space for local organizations, etc.

3) Develop and implement action plan

Strategy C: Promote and support city-sponsored and community-based events

1) Support more volunteer activities and opportunities

2) Nurture existing arts programs and consider opportunities for larger-scale arts initiatives, perhaps in connection with community gathering places; provide opportunities for the arts to bloom

Strategy D: Encourage development of neighborhood identities to build a sense of community and foster neighborhood communications, planning, and decision making

1) Encourage development of neighborhood groups, organizations, and forums in order

to provide residents with a sense of belonging

2) Maintain neighborhood architectural integrity where possible

Goal: Roseville residents are invested in their community

Strategy A: Provide meaningful opportunities for community engagement

1) Value community-driven change and provide for community-based planning to occur; promote and support community-led civic involvement

2) Encourage community participation in local government and administration

3) Promote understanding and acceptance of the democratic process as a path to the common good

4) Increase and improve outreach methods, especially to involve and inform new/immigrant and under-represented residents in community and economic development decisions

5) Create and manage varied and respectful community forums; adopt and promote community norms for public discourse

6) Promote volunteer activities and opportunities, and neighborhood and city events including ethnic celebrations/festivals

Strategy B: Ensure that city government is civil, informative, and responsive

1) Adopt and promote norms and codes of conduct for civil public discourse; respect and encourage respectful discussions of differing perspectives

2) Promote open-mindedness on the part of its elected officials before they formulate public policy, as well as encouraging a similar attitude on the part of community members; expect City Council discussions to stay on the policy level

3) Ensure that city employees and elected officials respond appropriately and respectfully to resident concerns, and clearly and transparently explain all actions

4) Ensure the public treats city employees respectfully at public meetings

5) Create timely and effective communications; make community information accessible to everyone, including non-English speakers

6) Develop a community Help Desk; connect community members to available support services

Safety

Goal: Roseville is a safe community

Strategy A: Provide strong police, fire, and emergency medical services so neighborhood residents feel and are safe

1) Maintain low crime rate; routinely and objectively measure crime rate relative to comparable communities, and implement changes as necessary

2) Develop community relations programs to meet changing community needs and demographics

3) Implement proactive programs to deter crime

4) Support a neighborhood network to be used for emergency preparation

5) Provide safe trails, crosswalks, and pathways

6) Vigorously enforce traffic laws

Strategy B: Provide appropriate policies and funding to meet national standards for response times and services for fire, police, and emergency medical services

1) Provide the appropriate number and location of fire, police, and emergency medical facilities and equipment to meet community needs

2) Keep technology and equipment current

Housing

Roseville housing meets community needs

Strategy A: Coordinate housing plans with all other community plans

Strategy B: Ensure sufficient affordable housing

1) Provide funding options and loans to make existing or new housing affordable

2) Increase residential density to reduce costs

3) Link incoming families with sellers moving to smaller units

Strategy C: Implement programs to ensure safe and well-maintained properties

1) Vigorously enforce housing codes

2) Development more stringent codes for rental properties of four or fewer units

3) Implement housing inspections

4) Provide loans and other assistance to help people maintain property

Strategy D: Ensure life-cycle housing throughout that city to attract and retain a diverse mix of people, family types, economic statuses, ages, and so on

Strategy E: Fund housing programs to meet diverse and long-term needs

Strategy F: Employ flexible zoning for property redevelopment to meet broader housing goals such as density, open space, and lot size

Strategy G: Develop design guidelines to support new or renovated housing that contributes to neighborhood character, sustainability, and other community expectations

Environment

Goal: Roseville is an environmentally healthy community

Strategy A: Preserve and enhance soil, water, and urban forest resources

1) Protect and preserve existing lakes, wetlands, ponds, aquifers, and other natural environments and habitats

2) Recognize water resources and the importance of aquifer recharge; reduce stormwater runoff through regulation and education

3) Use best practices to maintain and develop natural resources, focusing on wetlands and groundwater quality; encourage water conservation

4) Protect and enhance urban forests

5) Collaborate with other governmental units and groups to identify and help meet environmental targets

Strategy B: Reduce negative human impacts by conserving energy and reducing pollution

1) Make decisions that account for human impact on the carrying capacity of the environment

2) Model energy conservation and encourage alternative energy; increase use of energy efficient and low impact lighting throughout the city

3) Reduce local energy usage by educating community members about energy conservation and its impact on the city

4) Improve air, water, soil, and sound quality by reducing pollution of all kinds, including from traffic, noise, runoff, and excess light and noise; enhance community awareness of environmental impacts

Parks, Open Space, Recreation, Wellness

<u>Goal:</u> Roseville has world-renowned parks, open space, and multigenerational recreation programs and facilities

Strategy A: Expand and maintain year-round, creative programs and facilities for all ages, abilities, and interests

1) Remain aware of and responsive to changes in recreational needs and trends
2) Keep a reasonable balance between open spaces and parks
3) Increase use of parks and recreation facilities
4) Maintain and improve trails, wetlands, and nature center(s)
5) Actively promote parks, recreation, open space, and trail opportunities
6) Protect parks and recreation assets and assure user safety

Strategy B: Provide high quality and well-maintained facilities, parks, and trails

1) Maintain and manage parks, recreation facilities, forests, and open spaces to the highest standards using best practices; implement a plan to retain green and open space
2) Leverage resources by partnering with other communities, agencies, and school districts to optimize open space, fitness and recreation programming, and facility options
3) Connect the park system to the community via paths and trails
4) Make the entire park system, including lakes and ponds, accessible to people with disabilities
5) Support volunteerism to encourage people to actively support parks and open spaces

<u>Goal:</u> Roseville supports the health and wellness of community members

Strategy A: Promote and encourage active and healthy lifestyles for all

1) Enhance recreational opportunities and encourage more active lifestyles to improve health
2) Support health education initiatives
3) Develop infrastructure that supports improved physical and mental health, such as high-amenity walking and biking paths within and between neighborhoods

Strategy B: Support initiatives and partnerships to improve health care quality, affordability, and access

Education

<u>Goal:</u> Roseville supports high quality, lifelong learning

**Strategy A: Promote the benefits of lifelong learning and intergenerational education**

1) Support age-appropriate educational opportunities
2) Support affordable, excellent early education options for all families

Strategy B: Provide sustainable, cutting edge, educational technology

1) Educate community members on what technology can provide
2) Create greater access to expanded curriculum offerings through technology

Strategy C: Encourage high expectations and active involvement in public education

1) Support family and community involvement in education
2) Encourage more community outreach and information sharing around education
3) Help create partnerships between schools and local businesses, nonprofits, and government
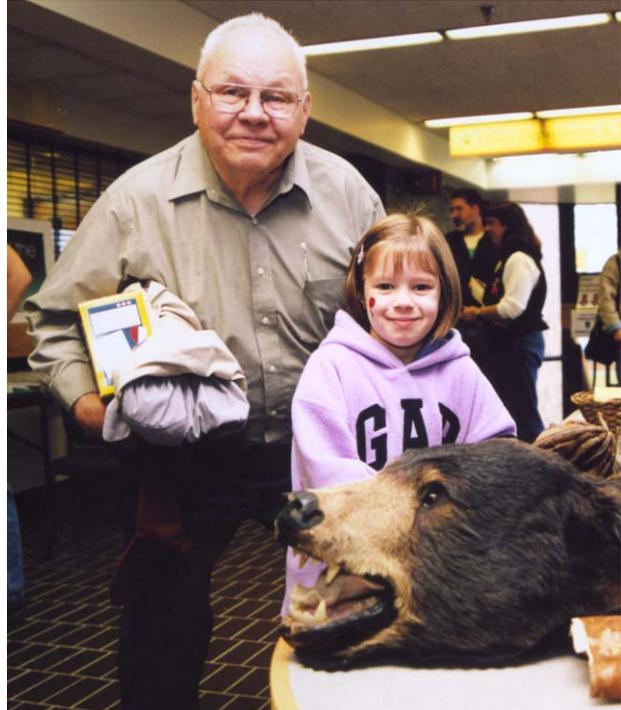
Infrastructure

Goal: Roseville has a comprehensive, safe, efficient, and reliable transportation system

Strategy A: Provide a road system that moves people and goods safely and efficiently

1) Plan and budget to reduce congestion, travel time, costs, and pollution
2) Support planning and funding for state, regional, and county transportation projects to ensure capacity, improve operations, improve safety, and reduce spillover to the local system
3) Collect and maintain data on roadway deficiencies (safety, operations, capacity), and target investments accordingly, including the top 10 intersections where the greatest number of accidents occur
4) Install better signage to improve safety for drivers, pedestrians, and bicyclists

Strategy B: Ensure a robust public transit system that is integral to the metropolitan system and meets long-term needs

1) Leverage public transit to improve access to jobs, school, retail, and other destinations within and outside of Roseville
2) Support light rail transit and bus rapid transit in strategic and appropriate corridors
3) Identify and support new transit options for people commuting through Roseville from surrounding communities
4) Aggressively support transit-oriented development
5) Expand options for transit-dependent people
6) Promote alternatives to single-occupancy vehicles including ride share, dial-a-ride, park and ride, car sharing, and others; work to keep Roseville as a Transit Hub with adequate park and ride facilities
7) Provide transit connections among retail centers and with residential areas
8) Promote highway and freeway redevelopment that incorporates transit options

Strategy C: Properly fund public transportation and transit systems

Strategy D: Expand, maintain, and promote a system of continuous and connected pathways that encourage walking and biking

1) Regularly update Pathway Master Plan to guide construction and prioritization, with particular emphasis on collector and arterial roads

2) Require new public and private construction projects to include pathways

3) Provide safe crossings (overpasses, tunnels, etc.) across busy streets to keep areas connected

4) Provide safe routes to schools

5) Connect major retail and business areas with one another and with neighboring residential areas; support enclosed walkways/bikeways connecting major shopping areas such as the Snelling/Highway 36 area

6) Create walkable neighborhoods that promote community cohesion, connections, and cooperation; create pathways that connect neighborhoods as well as community gathering/meeting places with each other

7) Work with other units of government to develop and connect trail systems

Strategy E: Proactively communicate about and promote transit and pathway options

Goal: Roseville has well-maintained, efficient, and cost-effective public infrastructure

Strategy F: Maintain and upgrade public infrastructure to meet long-term needs

1) Seek community input and perspectives on public infrastructure and facilities at all stages of planning and implementation

2) Incorporate infrastructure for communications and data services in all new roadway construction

Strategy G: Develop and implement environmentally sensitive public infrastructure planning, design, and construction

Strategy H: Provide sufficient funding for long-term infrastructure construction and operations

Roseville has technology that gives us a competitive advantage

Strategy A: Ensure that the technology infrastructure is in place to optimize public and private sector performance

3) Provide current and cost-effective technology and associated infrastructure for city operations and services, and public sector partnerships

4) Invest in a technology infrastructure that meets short-term needs and provides long-term flexibility

5) Provide public access to technology infrastructure

6) Support a citywide technology infrastructure that is accessible to the private sector

7) Provide clear information to the public about options, plans, and funding

Strategy B: Develop a long-term technology infrastructure plan

1) Regularly assess and update technology trends to identify and recommend future investments

2) Develop policies to provide broad technology access

3) Seek community and business input on technology infrastructure needs

Strategy C: Establish secure funding sources to operate, maintain, and upgrade technology infrastructure

Finance and Revenue

Goal: Roseville has a growing, diverse, and stable revenue base

Strategy A: Establish sustainable funding sources and mechanisms to pay for community needs

Strategy B: Encourage renovation and redevelopment to increase tax base

Strategy C: Consider alternative mechanisms to fund city services

1) Participate in regional collaborations to more efficiently fund city services

2) Explore options such as local sales tax, county wheelage tax, billing and fees for services, assessments, etc.

3) Aggressively seek grant revenues

Goal: Roseville responsibly funds programs, services, and infrastructure to meet long-term needs

Strategy A: Maintain the highest financing and budgeting standards

Strategy B: Align budget and expenditures to support programs and services for all city functions

Strategy C: Actively manage funds to provide long-term fiscal stability

1) Maintain adequate fund balance

2) Maintain good bond rating

3) Plan for long-term capital requirements

Strategy D: Incorporate community priorities in funding decision-making process

Strategy E: Collaborate with other governmental units to leverage and manage costs for operations, services, and capital improvements