CHAPTER 2: VISION, GOALS AND DECISIONS

Chapter 2 includes the following information:

1. Guiding Decision Making
2. What We Heard
3. Vision
4. Goals and Objectives
5. Decision Making Framework

---

1.   GUIDING DECISION MAKING

The City of Roseville's elected and appointed officials use this Plan as a guide when making decisions about not only land use, but also housing, transportation, infrastructure, and overall quality of life. The vision, goals, and decision-making framework presented in this Plan will lead the policymaking for the City for the next 20 years.

The vision, goals, and objectives described in this chapter are based on input from the public, as well as City officials. All were asked to identify things that should be preserved, changed, and/or created in the City, through a wide variety of in-person meetings, online forums, and outreach events throughout the community. These are described in more detail in the next section.

2.   WHAT WE HEARD

For this Comprehensive Plan Update, Roseville committed to ensuring that residents and other stakeholders had many opportunities to contribute to the dialogue. The process was developed to build on and complement past community visioning processes, especially *Imagine Roseville 2025*, and therefore was more focused on the specific input needs of this type of input.
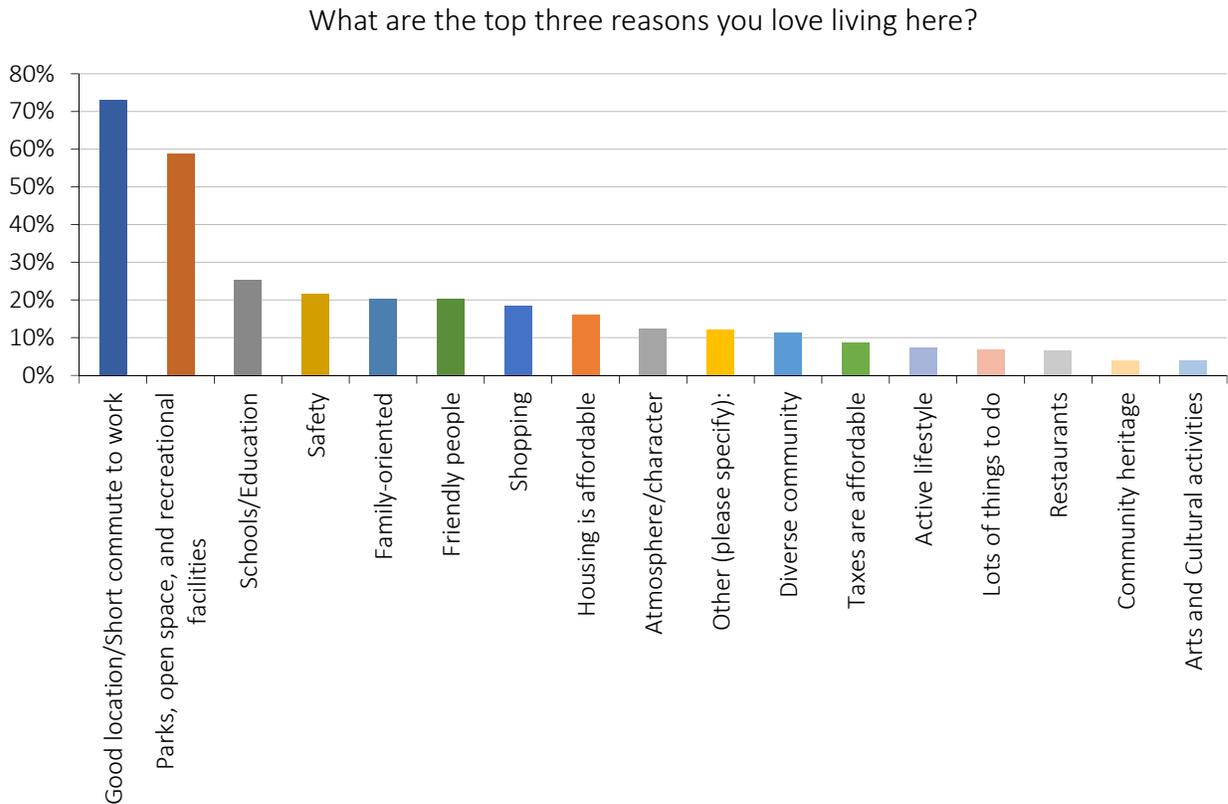
Community Engagement Tools

A wide variety of tools were used to fit the various needs of Roseville's diverse population and make providing meaningful input as easy as possible. Below is a brief description of the types of tools that were used and an overview of the input that was received, but a more thorough summary is included in Appendix A.

Tools used during this process included:

- Kick-off Meeting: an evening event where residents gathered to provide their thoughts on Roseville's strengths and opportunities for improvement
- Intercept Boards: boards were set out at eight public locations to raise awareness and collect information on how respondents view Roseville
- Meetings in a Box: materials were provided for residents and other stakeholders to conduct their own small group meetings and then provide feedback to this process
- Online Survey: a non-statistically-valid survey collected over 500 responses to a wide variety of questions about Roseville
- Future Cities Team Brainstorming Meeting: Middle School students met with the Comprehensive Plan project team to discuss their thoughts on how Roseville could evolve in the next decades
- Focus Group Meetings: Seven focus group meetings were held on a variety of topics to provide deeper input on Economic Development, Land Use, Housing (two meetings on this topic), Education, Opportunity, and Diversity
- Walkabouts: Five meetings were held in neighborhoods where residents could show the planning team on-site examples of things they like or want changed
- Stakeholder Interviews: specific interviews were attempted with five local community groups to ensure that diverse perspectives were being heard
- Community Meeting Two: a series of two public meetings were held on the same content but at different dates and times to gather input on the proposed direction for the document
- Future Land Use Open Houses: five public open houses were held in neighborhoods where land use designation changes were being proposed
- Other input: at all times during the process, content was available online and input was received by phone, email, and social media

Complete results of the public engagement process are provided in Appendix A.
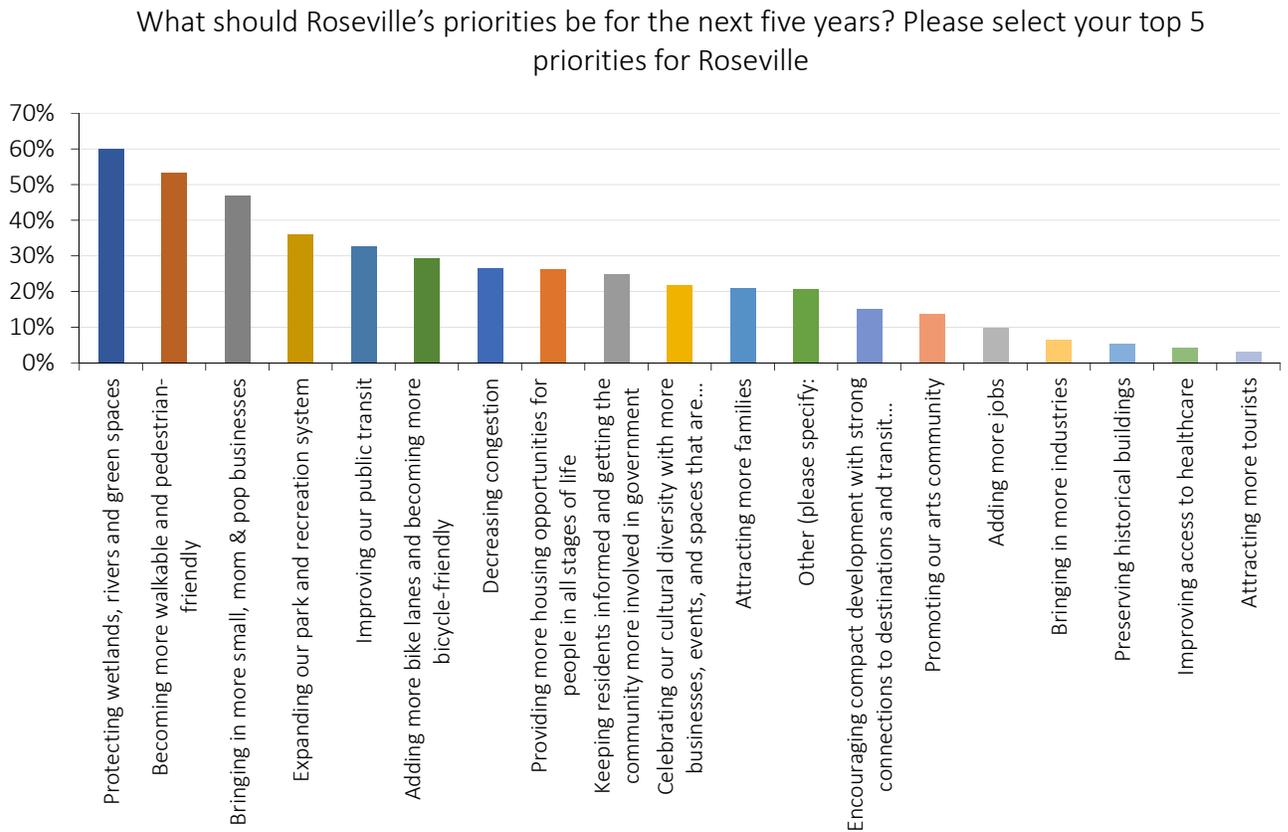
What are the top three reasons you love living here?

Summary of Input

Participants in our various engagement activities told us a variety of important and impactful things about how they perceive Roseville today, and how they see it changing in the future. During the initial phases of engagement, when residents were being asked general questions about issues and opportunities in Roseville, the most common themes across participants in all the engagement tools were:

- Roseville offers a **wonderful combination of high-quality neighborhoods, parks, shopping, and schools** that keep people here for decades.
- Roseville's geographic location and access to highways has made it a **convenient place to live for commuters**.
- There is **a need to consider new housing options** that will reflect the needs of the changing population, including affordable and workforce housing, senior housing, and similar resources.
- Many residents hope to see **more varied and local restaurant and shopping options** that will revitalize local retail areas.
- **Sustainable approaches** to energy and natural resources are very desirable.

- **New residents should be welcomed and connected** to high-quality public and private resources as quickly as possible.

FIGURE 2-2 RESULTS OF ONLINE SURVEY QUESTION, ARRANGED BY POPULARITY OF RESPONSE

What should Roseville's priorities be for the next five years? Please select your top 5 priorities for Roseville

During later phases of engagement, when residents were being asked to respond to proposed directions for this plan, responses have tended to be more focused on impacts to specific neighborhoods, but several themes have come up repeatedly:

- Dedicate resources **to Resilience, Housing, and Economic Development**.
- Focus on **preserving water quality and open space**.
- Incorporate **solar energy and other renewable energy sources** into City facilities and policies.
- **Provide diverse housing options** to serve the needs of all Roseville citizens.
- **Invest in transit, trails, and other alternatives to cars** to reduce congestion and improve community access and health.
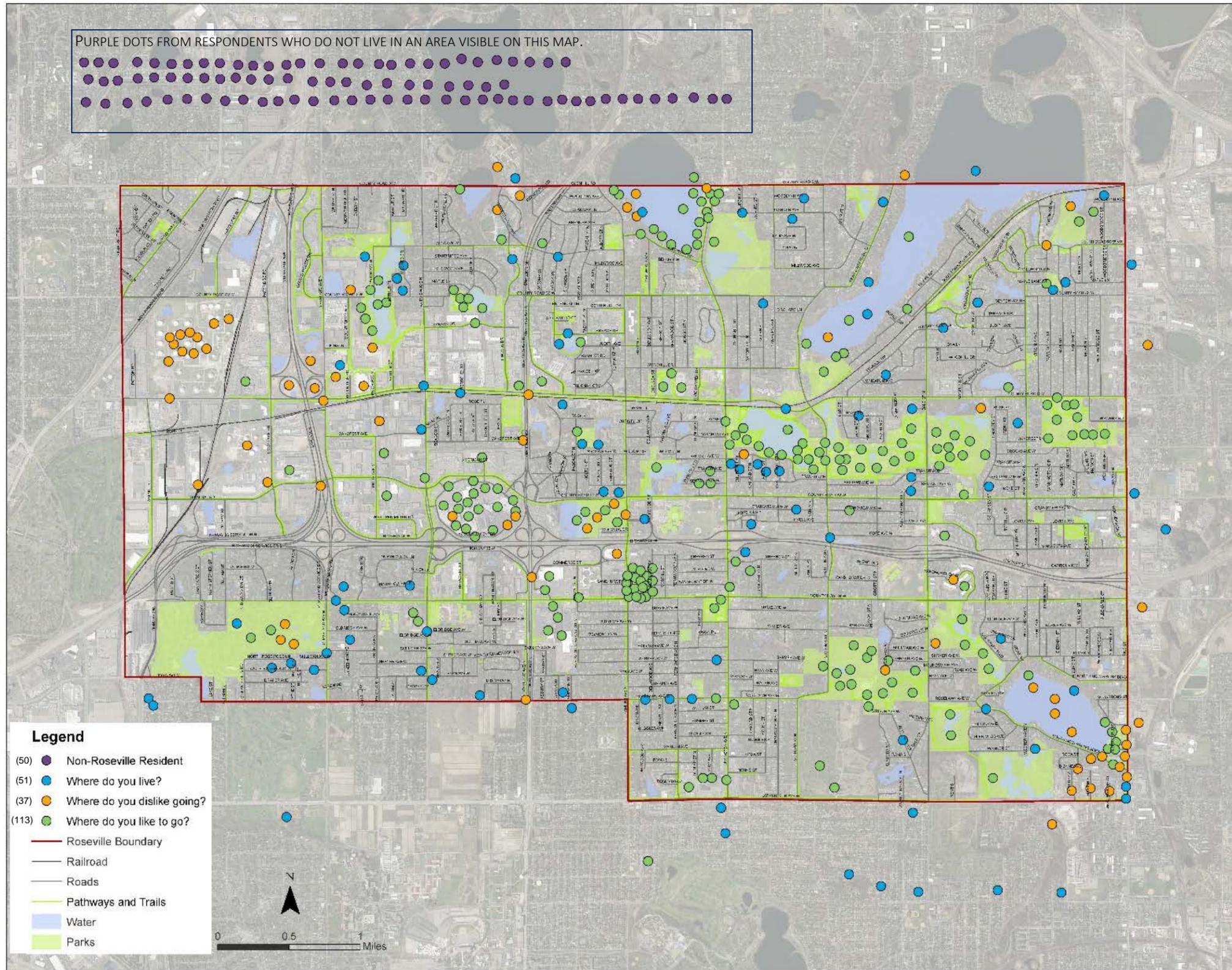- Proactively seek companies that **provide higher paying jobs** inside Roseville.

- Try to spread multifamily and residential uses throughout the community to **avoid concentrating density in certain areas**.
- **Be mindful of impacts from density**, such as height and traffic.

In addition to the general themes described above, there was a lot of additional meaningful input. In each chapter, public input specific to that topic is provided in a "What We Heard" section.

The compiled results of the intercept board mapping exercise reflecting where people do and do not like to go in Roseville are shown in MAP 2-1.

This page intentionally left blank

MAP 2-1 MAPPING EXERCISE, COMPOSITE RESULTS FROM INTERCEPTS

PURPLE DOTS FROM RESPONDENTS WHO DO NOT LIVE IN AN AREA VISIBLE ON THIS MAP.

Legend

- (50) ● Non-Roseville Resident
- (51) ● Where do you live?
- (37) ● Where do you dislike going?
- (113) ● Where do you like to go?
- ── Roseville Boundary
- ── Railroad
- ── Roads
- ── Pathways and Trails
- Water
- Parks

This page intentionally left blank

3.   VISION (FROM IMAGINE ROSEVILLE 2025)

Imagine Roseville 2025 was the result of a community visioning process in 2006, spearheaded by the City Council.   In addition to the vision, the Roseville Community Forum was created to expand participation and share information. The vision from that process is shared here, and helps form the basis for the new goals in this Comprehensive Plan.

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.

4.   GOALS AND OBJECTIVES

The goals below follow from the vision statement above. Goals form the basis for the policies and actions found throughout the rest of this Plan. Goals are listed in bold, with sub-goals for each goal listed in bulleted form underneath. Goals and sub-goals focused on equity are highlighted with the equity symbol. Ⓔ

Roseville is a welcoming community that appreciates differences and fosters diversity.

Ⓔ
- Make Roseville a livable community for all by providing high-quality communications, opportunities for youth, and outreach to City newcomers.
- Respect and encourage diversity.
- Encourage diversity in City staff and appointed officials that reflects the diversity of the City population.

Roseville is a desirable place to live, work, and play.

- Create an attractive, vibrant, and effective City with a high quality of life by implementing placemaking principles, to the design and management of the public realm.

Placemaking is built around the principle of strengthening the connection between people and the places they share. It is a multi-faceted approach to the planning, design, and management of public spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being. In Roseville, this means that the creation of our public spaces will include urban design, creative patterns of use, and paying particular attention to the physical, cultural, and social identities that define a place.

- Provide excellent, effective, and efficient City services.
- Be an early adopter of creative and sustainable redevelopment policies.
- Increase the diversity of the size, type, and scale of businesses in the City.

Ⓔ   ## Roseville has a strong and inclusive sense of community.

- Foster and support community gathering places, both large and small, indoor and outdoor.
- Promote and support City-sponsored and community-based events.
- Encourage development of neighborhood identities to build a sense of community and foster neighborhood communications, planning, and decision making.

Ⓔ
- Create gathering places in a diverse range of sizes, types, and spaces throughout the City to promote community and create spaces for arts and culture.

Roseville residents are invested in their community.

- Provide meaningful opportunities for community engagement.
- Ensure that City government is civil, informative, and responsive.

Roseville is a safe community.

- Continue to provide efficient and effective police, fire, and emergency medical services so residents, workers, and visitors feel safe and are safe.
- Provide appropriate policies and funding to meet or exceed national standards for response times and services for fire, police, and emergency medical services.
- Promote high-quality urban design of development and redevelopment that enhances safety.

Roseville housing meets community needs.

- Develop a coordinated housing strategy for the City.
- Provide mechanisms that encourage the development of a wide range of housing that meets regional, state, and national standards for affordability.
- Implement programs that result in safe and well-maintained properties.
- Establish public-private partnerships to ensure life-cycle housing throughout the City to attract and retain a diverse mix of people, family types, economic statuses, ages, and so on.
- Employ flexible zoning for property redevelopment to meet broader housing goals such as density, open space, and lot size.
- Develop design guidelines to support new or renovated housing that contributes to the physical character of the neighborhood, healthy living, and environmental and economic sustainability.

Roseville is an environmentally healthy community.

- Preserve and enhance soil, water, and urban forest resources.
- Conserve energy and reduce pollution.

Roseville has celebrated parks, open spaces, and multigenerational recreation programs and facilities.

Ⓔ
- Expand and maintain year-round, creative programs and facilities for all ages, abilities, and interests.
- Provide high-quality and well-maintained facilities, parks, and trails.

Roseville supports the health and wellness of community members.

- Enable active and healthy lifestyles for all.

Ⓔ
- Support initiatives (including land use and zoning tools) and partnerships to improve health care quality, affordability, and access.

Roseville supports high-quality, lifelong learning.

- Promote the benefits of lifelong learning and intergenerational education through partnerships with local school districts, libraries, and other educational institutions.
- Collaborate with local school systems in a fashion that results in high expectations and active involvement in public education.

Roseville has a comprehensive, safe, efficient, and reliable transportation system.

- Plan for and support a multi-modal transportation system that moves people and goods safely and efficiently.
- Support and allow access to a robust public transit system that is integral to the metropolitan system and meets long-term needs.
- Properly fund public transportation and transit systems.
- Expand, maintain, and promote a system of continuous and connected pathways that encourage walking and biking.
- Proactively communicate about and promote transit and pathway options.

Roseville has technology that gives us a competitive advantage.

- Explore public-private partnerships to ensure that the technology infrastructure is in place to optimize public and private sector performance.
- Develop a long-term technology infrastructure plan which includes wireless/ cellular, high-speed internet, and emerging technologies.
- Establish secure funding sources to operate, maintain, and upgrade technology infrastructure and services that Roseville provides to its residents and other Ramsey County communities.

Roseville has a growing, diverse, and stable revenue base.

- Establish sustainable funding sources and mechanisms to pay for community needs.
- Encourage renovation and redevelopment to increase tax base.
- Develop alternative mechanisms to fund City services.

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

- Maintain the highest financing and budgeting standards.
- Align budgets and expenditures to support programs and services for all City functions.
- Actively manage funds to provide long-term fiscal stability.
- Incorporate community priorities in funding decision-making processes.
- Collaborate with other governmental units to leverage and manage costs for operations, services, and capital improvements.

Roseville has high quality employment opportunities that meet the needs of current and future residents.

- Retain, recruit, and expand a diverse range of local businesses and industries.
- Work with business and industry groups to provide adequate jobs that meet the needs of residents and visitors.
- Require, encourage, or incentivize the creation of jobs that provide a livable wage.
- Create regulations that allow renovation and redevelopment of spaces that could be used to support a variety of small businesses.

5.   DECISION MAKING FRAMEWORK

When making decisions, including those suggested by the implementation section of this Plan, City of Roseville officials, staff, and citizens will ask if the option chosen furthers at least one, if not several of the values below, while not damaging the others. The metrics listed in the "measurables" column suggest means of quantifying the outcome of actions and determining whether progress toward each goal is being made.

Goal	Does this action…	Measurables
Roseville is a welcoming community that appreciates differences and fosters diversity.	…reach residents whose first language is not English? …create a program geared toward a currently underserved population? …bring groups of people together? …create an opportunity for currently underrepresented populations to participate in City government? …have enough flexibility to allow and encourage diversity?	• Budget devoted to communication, including printing, mailing, social media participation, and website update. • Participation in City-sponsored youth activities. • Outreach programs for new residents. • Statistics regarding race, age, gender, income, and other applicable characteristics of the population and in City staff and appointed officials.
Roseville is a desirable place to live, work, and play.	…create a distinct "place" that is unique to Roseville? …allow for creative redevelopment of a site? …foster locally grown enterprises? …improve the diversity of the business mix? …improve or add a new City service?	• Trends in business types (number and percentage of tax base). • Parks usage statistics. • Number of new residents. • Number of permits issued for small, locally owned businesses. • New City services offered.
Roseville has a strong and inclusive sense of community.	…create a community gathering space? …create a new event? …enable neighborhoods to build a sense of identity and participate in decision making?	• Participation in neighborhood organizations, neighborhood-based events, and meetings.

Goal	Does this action…	Measurables
Roseville residents are invested in their community.	…allow a wide variety of community members to provide meaningful input? …help communicate with everyone in the community? …maintain relationships to communicate to groups throughout the City?	• Number of residents participating in community events. • Number of residents providing feedback on City initiatives. • Voter participation in local elections. • Number of residents volunteering for community activities.
Roseville is a safe community.	…protect and enhance safety? …contribute to natural surveillance, where people can see what is going on in public places from private ones? …help us meet or exceed national standards for public safety?	• Enforcement/removal of dangerous buildings. • Trend in number of vacant structures. • Number of site plans reviewed/modified to increase safety on private and public property. • Trends in response times.
Roseville housing meets community needs.	…create housing that contributes to our existing neighborhoods? …preserve/create variety in housing products in terms of size (square footage and/or number of bedrooms) and ownership/rental type? …result in the continued maintenance and care of existing residences? …preserve or create housing that is needed?	• Trends in seniors aging in their homes or moving to other appropriate housing within the City. • Decrease in property maintenance code enforcement actions. • Trends in the diversity of housing type/size as compared to the existing housing stock.

Goal	Does this action…	Measurables
Roseville is an environmentally healthy community.	…mitigate the impacts of climate change? …improve air and water quality? …enhance biodiversity and ecosystem services? …preserve or replenish natural resources?	• Community-wide greenhouse gas emissions (tonnes CO2e/person-year). • Potable water consumption (gallons/person-day). • Installed renewable energy generation capacity (kW). • Stormwater assessment number from the Minnesota Blue Star City program. • Vehicle miles traveled (VMT/person-day). • Percent of solid waste that is recycled or composted.
Roseville has celebrated parks, open space, and multigenerational recreation programs and facilities.	…expand or maintain programs or facilities for all ages and abilities? …create or maintain high-quality parks or trails?	• Level of service statistics for parks in relation to City population. • Parks attendance and use statistics. • Attendance and enrollment for City-sponsored activities.
Roseville supports the health and wellness of community members.	…encourage active and healthy lifestyles? …improve residents' access to quality, affordable healthcare services?	• Trends in the walkability score of the City. • Equitable access to healthcare facilities via transit stops, sidewalks, and bike facilities. • Equitable access to places to obtain healthy food.
Roseville supports high-quality, lifelong learning.	…create a partnership with an educational institution? …collaborate with, and actively involve, local school systems?	• Number of collaborative efforts with Roseville Schools.

Goal	Does this action…	Measurables
Roseville has a comprehensive, safe, efficient, and reliable transportation system.	…fill a gap in the transportation network? …increase access to public transit? …allow for the movement of people and goods using a variety of transportation modes? …increase the safety of our transportation system?	• Trends in the walkability score of the City. • Vehicle-pedestrian/bike crash rates. • Number of transit stops and frequency of routes. • Road and intersection ratings (for congestion). • Connected bike routes to key destinations in the City. • Number of kids walking or biking to school within defined "walk zones". • Number of schools reached by a safe walking and biking route.
Roseville has technology that gives us a competitive advantage.	…help create a sustainable, long-term technology infrastructure plan? …create a public/private partnership for technology infrastructure?	• Creation of a Technology Infrastructure Plan. • Number of public/private partnerships related to technology.
Roseville has a growing, diverse, and stable revenue base.	…create new businesses? …enable an existing, valuable enterprise to remain in Roseville?	• Tax base breakdown. • Revenue trends. • Trends in new businesses.
Roseville responsibly funds programs, services, and infrastructure to meet long-term needs.	…implement a program or project in the CIP? …increase efficiencies?	• CIP Projects implemented within budget. • Number of collaborations with other governmental units.
Roseville has high-quality employment opportunities that meet the needs of current and future residents.	…create "good jobs" within the City? …create jobs that meet the needs of our residents?	• Number of "living wage" jobs • Number of buildings or spaces redeveloped. • Trends in the number of jobs.

In addition to using a decision-making framework that is related directly to the community goals expressed in this chapter, Roseville employees and community members integrate explicit consideration of racial equity in decisions. A racial equity tool is both a product and a process. Use of a racial equity tool can help to develop strategies and actions that reduce racial inequities and improve success for all groups. Beginning in 2018, members of the City of Roseville staff have participated in the Government Alliance on Race and Equity (GARE), a network of government agencies working to achieve racial equity and advance opportunities for all. One particular racial equity tool developed by GARE involves another simple set of questions:

1. Proposal: What is the proposed policy, program, practice, or budget decision under consideration? What are the desired results and outcomes?
2. Data: What is the data? What does the data mean?
3. Community engagement: How have communities been engaged? Are there opportunities to expand engagement and supplement the data with nuance from the affected communities?
4. Analysis and strategies: Who will benefit from or be burdened by the proposal? What are the strategies for advancing racial equity or mitigating unintended consequences?
5. Implementation: What is the plan for implementation?
6. Accountability and communication: How will accountability be ensured? How will results be communicated and evaluated?