Commissioners:
Sharon Brown
James Bull
James Daire
Chuck Gitzen
Julie Kimble
Robert Murphy
Peter Sparby

City of ROSEVILLE
Minnesota, USA

Planning Commission Agenda Comprehensive Plan Update Meeting
Wednesday, February 7
6:30pm

Address:
2660 Civic Center Dr.
Roseville, MN 55113

Phone:
651-792-7080

Website:
www.cityofroseville.com/pc

1. Call To Order

2. Roll Call

3. Approval Of Agenda

4. Review Of Minutes

   4.A. January 3, 2018, Regular Meeting

   Documents:

   PC MINUTES- 01-03-2018.PDF

   4.B. January 24, 2018, Comprehensive Plan Update Meeting

   Documents:

   PC MINUTES- 01-24-2018.PDF

5. Communications And Recognitions

   5.A. From The Public:
   Public comment pertaining to general land use issues not on this agenda, including the 2040 Comprehensive Plan Update

   5.B. From The Commission Or Staff:
   Information about assorted business not already on this agenda, including a brief update on the 2040 Comprehensive Plan Update process

6. Project File 0037: 2040 Comprehensive Plan Update

   6.A. Follow-Up On Items From Previous Meetings
   What is our definition of equity? The Planning Commission meeting packet contains some information on equity, and discussion at the meeting can begin to develop a definition

   Documents:

   6A EQUITY INFORMATION.PDF

   6.B. Housing Chapter
   Review of draft chapter based on previous Planning Commission feedback

   Documents:

6.C. Implementation Chapter
Review of draft chapter based on previous Planning Commission feedback

Documents:

6.D. Future Land Use Change Open House Feedback Report

Documents:

7. Adjourn

Planning Commission Regular Meeting
City Council Chambers, 2660 Civic Center Drive
Draft Minutes – Wednesday, January 3, 2018 – 6:30 p.m.

1.   Call to Order
Chair Murphy called to order the regular meeting of the Planning Commission meeting at approximately 6:30 p.m. and reviewed the role and purpose of the Planning Commission.

2.   Roll Call
At the request of Chair Murphy, City Planner Thomas Paschke called the Roll.

Members Present: Chair Robert Murphy; Vice Chair James Bull; and Commissioners James Daire, Chuck Gitzen, Julie Kimble, Sharon Brown, and Peter Sparby

Members Absent: None.

Staff Present: City Planner Thomas Paschke and Community Development Director Kari Collins

3.   Approve Agenda

MOTION
Member Gitzen moved, seconded by Member Kimble to approve the agenda as presented.

Ayes: 7
Nays: 0
Motion carried.

4.   Review of Minutes

a. December 6, 2017 Planning Commission Regular Meeting

MOTION
Member Gitzen moved, seconded by Member Bull to approve the December 6, 2017 meeting minutes.

Ayes: 7
Nays: 0
Motion carried.

5.   Communications and Recognitions:

a. From the Public: *Public comment pertaining to general land use issues not on this agenda, including the 2040 Comprehensive Plan Update.*

None.

b. **From the Commission or Staff:** *Information about assorted business not already on this agenda, including a brief update on the 2040 Comprehensive Plan Update process.*

None.

6. **Public Hearing - Continued**

a. **Consider Design and Dimensional Standards to Support Multi-Family Uses in the Regional Business District (PROJ0017-AMDT32)**

Chair Murphy continued the public hearing for PROJ0017-AMDT32 at approximately 6:34 p.m. and reported on the purpose and process of a public hearing. He advised this item will be before the City Council on January 22, 2018.

City Planner Paschke summarized the request as detailed in the staff report dated January 3, 2018 and noted the revisions made are highlighted in blue beginning on page 31 of the meeting packet. He highlighted the following revisions:

- Section 1005.01 Statement of Purpose
  Staff incorporated the definition of mixed-use under item C.

- Section 1005.02.C Dimensional Standards
  Under multi-family uses, the maximum building height was changed to 120 feet, which is based on a maximum story height of 12 feet, but no taller than 10 stories.

Member Gitzen inquired if a residential requirement is a part of mixed-use.

Mr. Paschke responded it is required for vertical mixed-use. He confirmed that mixed-use contains both commercial and residential, but multi-family contains only residential.

Member Gitzen referred to Section 1005.02.A, Design Standards – Non-Residential and Mixed-Use Project. He inquired if item D - Horizontal Façade Articulation and item H - Maximum Building Length were compatible.

Mr. Paschke explained item D refers to horizontal articulation and has to do with the length of the building and item H refers to a courtyard or recessed entry, which is different than was it addressed in item D.

Member Gitzen inquired if the window openings need to be addressed in both item E, Nos. 1, 2, and 3, and item G.

Mr. Paschke stated the window openings do need to be addressed in both places because that is how the code is laid out and how it has been enforced for the past nine years. Item G describes how they want the four sides of the building to generally look the same and items E and F address how to dress it up with materials. The horizontal and vertical articulations are also built into it as well. It helps to break up the mass and make it more pleasing to the eye.

Member Gitzen referred to item I – Garage Doors and Loading Docks. He inquired why it included "to the extent feasible" instead of "as approved by the Community Development Department."

Mr. Paschke stated it was amended in 2013 and is unsure why it is stated that way. The phrase "to the extent feasible" allows people to work together to determine whether or not the requirements are actually feasible, given the design and location. Ultimately, it requires approval by the Community Development Department.

Member Sparby stated the footnote attached to the 120-foot maximum building height for multi-family uses that sets the maximum story height at 12 feet seems confusing. It would be a restriction on someone who wanted less stories with more ceiling height. He suggested they just keep it at the 120-foot maximum, not put a restriction on stories or heights, and leave it up to the developer to address what they see as the market trends.

Member Kimble and Member Bull agreed with Member Sparby.

Member Kimble pointed out there were two sections label item A under Section 1005.01 - Statement of Purpose. She also inquired if they should use the term multi-family instead of residential for consistency.

Mr. Paschke agreed to use multi-family instead of residential.

Member Kimble referred to 1005.01 - Statement of Purpose, item B, and inquired if they should also include office in the last sentence.

Mr. Paschke agreed to include office as stated by Member Kimble.

Public Comment

Chair Murphy closed the public hearing at 6:47 p.m.; none spoke for or against.

Commission Deliberation

Member Daire requested clarification from Member Sparby on what he proposes to remove from the footnote previously discussed.

Member Sparby stated he proposes to remove the entire footnote and leave it up to the developer to determine the height of the stories and how many stories as long as it did not exceed the maximum height of 120 feet.

Member Bull commented they could eliminate the maximum height of a story at 12 feet, but include a maximum number of stories.

Member Sparby noted at the last meeting they discussed having a maximum number of stories and height or an overall limit of the building height.

Member Kimble inquired about previous discussion relating to stepping down boundaries where mixed-use zoning was adjacent to single-family residential.

Community Development Director Collins pointed out the footnote in Table 1005-4 that states "the City may require a greater or lesser setback based on surrounding land uses."

Member Kimball recalled it related more to stepping down the height of buildings and suggested it be included in the same footnote.

Mr. Paschke commented he did not recall that discussion and it may be addressed moving forward. He does not know what height would make sense within a certain distance of single-family residential. The regulating plan within Twin Lakes has standards based on the Greenway corridor.

Member Kimball agreed it may be more of a setback issue than a height issue, and the current footnote addresses it.

Member Gitzen agreed they are safe using the existing guidelines of the included footnote.

Mr. Paschke stated the setback would encourage a building step back anyway.

Member Kimble commented by stepping back, density is still allowed.

MOTION
Member Sparby moved, seconded by Member Gitzen to recommend approval to the City Council approval of Amendments to Section 1005.02 and Table 1005-4 of the Roseville Zoning Code (PROJ0017-AMDT32), with the following changes:
- **Section 1005.01 – the term multi-family will be added in front of residential.**
- **Section 1005.01, item B – the term office will be added to the last sentence.**
- **Table 1005-4 – the asterisk will be eliminated after 120 feet along with the corresponding footnote.**

Ayes: 7

Nays: 0
Motion carried.

7. **Public Hearing - New**

   a. **Adopt an Ordinance Amending §1001.10, §1009 Procedure, and Table 1006-1 of the City Code to Create a Second Office/Business Park Zoning District (PROJ0017-AMDT33)**

   Chair Murphy opened the public hearing for PROJ0017-AMDT33 at approximately 6:59 p.m.

   City Planner Paschke summarized the request as detailed in the staff report dated January 3, 2018. He reported the proposed ordinance includes amending §1001.01 Definitions, §1009 Procedures, and Table 1006-1 of the City Code to create a second Office/Business Park zoning district within the commercial and employment districts. The amended definition section proposes to eliminate warehousing as a definition and replace it with the definition of warehouse and warehousing; add the definition of distribution center; amend the definition of contractor yard; and, add the definition of contractor yard limited.

   Mr. Paschke referred to a map on page 39 of the meeting packet, and pointed out the new zoning district is located on the east side of Fairview Avenue, south side of County Road C, east side of Interstate 35W, and both sides of Oak Crest. The proposed modifications are similar to things that have previously occurred in that area and the proposed amendments will provide greater clarity in the zoning ordinance definitions and use table.

   Member Daire stepped down from the dais at approximately 7:02 p.m.

   Member Gitzen inquired why the terms warehouse and warehousing were used. In his opinion, warehouse refers to where items are stored, and warehousing is the act of storing items. He suggested under distribution center they use the phrase "an enclosed building" instead of "warehouse."

   Mr. Paschke responded this is how it has traditionally been identified and it would be up to the Planning Commission to call it out differently. The proposed amendments provide more clarity than what has previously been included. The warehouse and warehousing definition are two definitions in the same because they are talking about storage of materials. A distribution center is typically a warehouse type building. These definitions are consistent with other municipal codes in the area.

   In response to Member Bull, Mr. Paschke explained everything is currently considered Office/Business Park (O/BP). In order to modify the code to add in the new area, these current O/BP areas would become O/BP-1, and the new area would become O/BP-2.

Member Bull inquired if any properties going from O/BP to O/BP-1 would become nonconforming.

Mr. Paschke responded it is only being given a new name and is a zoning map change, but the uses remain the same.

Member Daire returned to the dais at approximately 7:08 p.m.

Member Sparby inquired if there were any properties in O/BP-1 that should have the additional options that O/BP-2 allows.

Mr. Paschke responded staff does not believe there to be any. Some current O/BP-1 areas have PUD controls with them and the others are more predominantly office that do not require the additional allowances. The changes under O/BP-2 allow a contractor yard as a conditional use and warehousing as a permitted use.

Member Bull referred to line 24 of the staff report, and pointed out it states the location is north of County Road C, when the actual location is south of County Road C.

Mr. Paschke stated the zoning map shows where it is located.

Public Comment

Chair Murphy closed the public hearing at 7:12 p.m.; none spoke for or against.

Commission Deliberation

MOTION
Member Gitzen moved, seconded by Member Sparby to recommend approval to the City Council approval of the zoning map change creating a second Office/Business Park (O/PB-2) and text changes to §1001.10 Definitions and Table 1006.1 pertaining to contractor yards, warehouse/warehousing, distribution center, and various forms of outdoor storage (PROJ0017-AMDT33), with the following changes:
- **Under item C: Warehouse – an enclosed building with the principle use of storing materials or equipment.**
- **Under item D: Distribution Center – an enclosed building primarily used for receipt, temporary storage and redistribution of goods, typically involving heavy truck and/or freight rail traffic.**

Member Sparby stated he supports Member Gitzen's motion because it is clearer to define both types of buildings as enclosed structures and what they are.

Member Bull inquired why they would say an enclosed building.

Member Kimble pointed out it reflects the current language used.

Chair Murphy commented it is not an open lumber yard or outdoor storage.

Member Brown noted it is less redundant and will support Member Gitzen's motion.

Ayes: 7
Nays: 0
Motion carried.

b. **Consider a Preliminary Plat for Rosedale Retail, LLC Creation of an Additional Lot from 1700 County Road B2 (PF17-022)**

Chair Murphy opened the public hearing for PF17-022 at approximately 7:19 p.m.

City Planner Paschke summarized the request as detailed in the staff report dated January 3, 2018. He reported the applicant proposes to create a smaller lot on a larger parcel owned by JC Penny. This area, also known as Rosedale Center Sixth Addition, is considered a Major Plat and the process will require a preliminary and final plat.

Member Kimble referred to line 49 of the staff report and inquired who sits on the Development Review Committee.

Mr. Paschke responded it is made up of a minimum of one member of every City department and other members from other City divisions, such as Engineering, Planning, and Building Inspections.

Chair Murphy noted it allows all City staff to know what is going on and for each department to share their knowledge for each project.

Member Kimble inquired what this will do with parking and balance to Rosedale Center.

Mr. Paschke noted there will be a site reduction in parking, but Rosedale Center is overparked based on code requirements for number of spaces.

In response to Member Sparby, Mr. Paschke provided more information on what is being triggered by the addition of the proposed new lot in relation to park dedication. He explained the proposed parking lot is subject to payment in lieu of and the Parks and Recreation Commission will have a recommendation that will accompany the Preliminary Plat when it goes to the City Council for approval. The land to be dedicated is typically part of the parcel that triggers it. However, most dedications in the recent past have been payment in lieu of since the City already has an established park system. The payment will go into a fund to be used to buy land where it is supported by the Park Master Plan.

Chair Murphy inquired about a park in the original Applewood.

Mr. Paschke stated there was an existing pond area. It was redone, and land was dedicated to create a park area for the residential that went in there.

Member Bull inquired if Portillo's has a bearing on the decision to replat.

Mr. Paschke stated they do not. This area could be split off and it could go to anyone.

Member Bull inquired if they knew how many parking spaces they would lose to this replatting and how many have recently been added with the recent construction of the parking deck.

Mr. Paschke responded he is unsure if there was a net loss or gain after Von Maur built the parking structure.

Chair Murphy recalled it was a gain in parking, but was unsure how much.

Public Comment

Chair Murphy closed the public hearing at 7:30 p.m.; none spoke for or against.

Commission Deliberation

MOTION
Member Kimble moved, seconded by Member Bull to recommend to the City Council approval of the Preliminary Plat for Rosedale Center Sixth Addition, based on the comments and findings stated in the report dated January 3, 2018 (PF17-022).

Ayes: 7
Nays: 0
Motion carried.

c. **Consideration of a Request by Hunter Development Group and JCPenny Properties, Inc, for a Drive-through as a Conditional Use at County Road B2 and Fairview Avenue (PF17-023)**

Chair Murphy opened the public hearing for PF17-023 at approximately 7:31 p.m.

City Planner Paschke summarized the request as detailed in the staff report dated January 3, 2018. He reported the zoning ordinance permits restaurants, but drive-throughs require a Condition Use Permit. He directed the Commission to page 52 of the meeting packet, and reported the request will meet the general and specific use criteria. He highlighted the following general conditional use criteria:

General Conditional Use Criteria:
   a. *The proposed used is not in conflict with the Comprehensive Plan.*
   b. *The proposed use is not in conflict with a Regulating Map or other adopted plan.*

    c. *The proposed use is not in conflict with any City Code requirements.*
    d. *The proposed use will not create an excessive burden on parks, streets and other public facilities.*
    e. *The proposed use will not be injurious to the surrounding neighborhood, will not negatively impact traffic or property values, and will not otherwise harm the public health, safety and general welfare.*

Mr. Paschke reported the Planning Division believes the conditional use does meet these requirements. The increase in traffic has been reviewed by the City Engineer and Public Works Director, and they have concluded traffic on County Road B2 and Fairview Avenue will not be impacted negatively.

Mr. Paschke provided the following information on the specific conditional use criteria as it relates to the drive through:

    <u>Specific Conditional Use Criteria:</u>
        a. *Drive-through lanes and service windows shall be located to the side or rear of buildings and shall not be located between the principal structure and a public street except when the parcel and/or structure lies adjacent to more than one public street and the placement is approved by the Community Development Director.*

        Mr. Paschke explained the plans have been reviewed and there is more of a presence along Fairview Avenue. The drive-through circles around due to the unique lot shape and to allow for appropriate stacking. They have worked with Portillo's and staff finds it acceptable.

        b. *Points of vehicular ingress and egress shall be located at least 60 feet from the street right-of-way lines of the nearest intersection.*

        Mr. Paschke pointed out the nearest intersection along County Road B2. The Public Works Department and City Engineer are supportive of the proposed drive-through and internal circulation design.

        c. *The applicant shall submit a circulation plan that demonstrates that the use will not interfere with or reduce the safety of pedestrian and bicyclist movements. Site design shall accommodate a logical and safe vehicle and pedestrian circulation pattern. Adequate queuing lane space shall be provided without interfering with on-site parking/circulation.*

        Mr. Paschke reported the drive-through lane will be on the outer edge of the parcel, with parking in the middle. He pointed out where the pedestrian circulation would come in, along with the crosswalks and walk lanes.

        d. *Speaker box sounds from the drive-through lane shall not be loud enough to constitute a nuisance on an abutting residentially-zones property or property in residential use.*

Mr. Paschke noted the requirement does not apply because the drive-through lane is not adjacent to a residential property. He pointed out where the speaker box will be located and the additional screening and landscaping that will buffer that area.

e. *Drive-through canopies and other structures, where present, shall be constructed from the same materials as the primary building and with a similar level of architectural quality and detailing.*

Mr. Paschke stated the proposed plan does not have this.

f. *A 10-foot buffer area with screen planting and/or an opaque wall or fence between six and eight feet in height shall be required between the drive-through lane and any property line adjoining a public street or residentially zoned property or property in residential use and approved by the Community Development Department.*

Mr. Paschke pointed out where the proposed fence will be on the property. They are currently working on the type of fence and landscaping that will be incorporated.

Mr. Paschke reported the Planning Division recommends approval of the Conditional Use Permit based on the submitted site and development plans, subject to the following condition:

a. The applicant shall work with the Planning Division on an acceptable fence and landscape screen design for the drive-through lane adjacent to County Road B2 and a portion of Fairview Avenue.

In response to Member Bull, Mr. Paschke pointed out the proposed fence locations on the map. He stated the fences will aid in blocking headlights onto the public streets and provide screening.

Member Bull inquired what numbers were used to analyze the traffic patterns and if they conducted a study on the internal traffic through Rosedale.

Mr. Paschke responded Portillo's provided a study to the Public Works department that is included in the packet. He also believes they took the one-way flow through Rosedale into consideration.

Member Bull inquired if the conditional use would stay with the property if Portillo's changed into something else in the future. He noted another aspect of the permanent conditional use could be related to the noise from the speaker coupled with the potential to redevelop this area into mixed-use. Currently there is no residential in this area, but that may not be true by 2040.

Mr. Paschke confirmed this. If a new use were to come forward for permitting, they could determine at that time if additional information was needed related to traffic.

Staff's greatest concern is how the public roads are impacted and the internal traffic is not as great of a concern. They will address other concerns as things change, which is standard in any type of redevelopment.

Member Sparby requested additional information on the type of drive-through at Portillo's.

Mr. Paschke responded he is unsure how Portillo's conducts the operation of moving vehicles. The Planning Division reviews how it would operate under a standard condition, if there is conflict present, and if there is adequate stacking.

Chair Murphy inquired if the fence needs to come further to the south. If someone is turning in the inside turn lane from northbound Fairview to eastbound B2, headlights may be an issue.

Mr. Paschke stated they just received the updated plan. There are still things that need to be worked on, and it is possible the fence needs to be adjusted.

Member Sparby noted when people are exiting drive-through, their headlights will be pointed in the opposite direction of the one-way.

Mr. Paschke commented they did consider this, but it is how the entire parking lot functions.

Member Brown inquired about the entrances and exits to the site, noting that during the holidays, that area gets backed up.

Ms. Paschke confirmed the drive-through exits onto the internal roadway of Rosedale Center. The site has two ingresses and two egresses, and there will be some shared parking on the other side of the internal roadway. The site flows well and if there were more entrances, it would cause additional conflicts. During the holidays, no matter where you are in that entire area, it is going to take some time to get out. It is something that is going to occur, and he would not define it as a concern.

Member Kimble inquired if they have taken into consideration the success and traffic issues Portillo's had in Woodbury when they looked at the stacking on this site.

Mr. Paschke stated the traffic issues were probably around when it first opened. He did not notice traffic issues when he was in Woodbury over the holidays.

Member Gitzen inquired if another condition should be preliminary and final plat approval and recording.

Mr. Paschke stated they could record the approved conditional use on a land description that would encompass this area for this particular use. It would be Lot 2, Block 1 of Roseville 6th Addition. A plat is not needed for a conditional use.

Public Comment

Peggy Hart, Vice President of Real Estate for Portillo's, Will Matzek with Kimley Horn, and Wendy Hunter, with Hunter Development Group representing Portillo's introduced themselves to the Commission.

Ms. Hunter noted the Woodbury Portillo's site is much more restrictive and this proposed site has a much longer access and loading area for the drive-through. This is a prime layout and they would be fortunate to have this at every Portillo's site.

Member Sparby requested clarification on how the drive-through works.

Ms. Hart responded she has been a customer of Portillo's for 30 years and they are best in class for drive-through. She also worked the drive-through at one of their sites during the opening month. As cars enter the drive-through lane, a worker will take the order on a tablet which is then transmitted into the store. At this time, a colored tag is put on the car. The customer will then drive a little further to where someone will take payment. As they proceed further, they will be directed into two lanes, depending on how long the order is going to take. Workers will then walk the order out to the car based on the color of tag on the car. People in the inner lane will be waiting for food. The workers will be maneuvering people to the outer lane through cones that they move around to direct the cars out. If there is an order that is taking a while to be completed, there is an additional staging area out of the lanes where the customer is directed to wait. Due to the number of people working the drive-through, there are very few cars actually waiting for food on a typical day. They will have six to eight people working during a typical rush and more people can be moved out there if needed. When it is dangerously cold or during lightening, they do not have people working outside with the drive-through.

Ms. Hunter noted the drive-through is set up as a standard drive-through and the employees are out there during the peak hours.

Ms. Hart explained when the extra drive-through employees are not present, the orders will be placed though the microphone by the menu board, then paid for and picked up at two different windows.

Member Sparby inquired about the project timeline.

Ms. Hunter responded if this is approved by the City Council on January 22, 2018, they hope to begin construction in mid-May and open in November.

Chair Murphy closed the public hearing at 8:02 p.m.; as no one else appeared to speak for or against.

Commission Deliberation

Member Bull commented he likes the design and queuing, that there are no headlights facing residential, and that ample screening is included toward County Road B2.

MOTION
Member Bull moved, seconded by Member Sparby to recommend to the City Council approval of a Conditional Use for the subject property, based on the comments, findings, and condition in the report dated January 3, 2018 (PF17-023).

Ayes: 7
Nays: 0
Motion carried.

Chair Murphy advised the next Commission meeting will be on January 24, 2018 for discussion relating to the Comprehensive Plan.

Community Development Director stated the Planning Committee will be meeting with the Community Advisory Group for the Rice-Larpenteur project at the end of January. The project consultant will give a presentation on the project to the City Council at the end of February.

8.   **Adjourn**

   MOTION
   Member Kimble, seconded by Member Bull to adjourn the meeting at 8:06 p.m.

   Ayes: 7
   Nays: 0
   Motion carried.

Planning Commission – Comprehensive Plan Update Meeting
City Council Chambers, 2660 Civic Center Drive
Minutes – Wednesday, January 24, 2018– 6:30 p.m.

1. **Call to Order**
    Chair Murphy called to order the regular meeting of the Planning Commission meeting at approximately 6:30 p.m. and reviewed the role and purpose of the Planning Commission.

2. **Roll Call**
    At the request of Chair Murphy, Community Development Director Kari Collins called the Roll.

Members Present:	Chair Robert Murphy; Vice Chair James Bull; and Commissioners Chuck Gitzen, Julie Kimble and Peter Sparby
Members Absent:	Members James Daire and Sharon Brown
Staff/Consultants Present:	Senior Planner Bryan Lloyd, and Community Development Kari Collins; and, Erin Perdu, WSB Consultant; Becky Alexander, LHB Consultant

3. **Approval of Agenda**

    MOTION
    Member Bull moved, seconded by Member Gitzen to approve the Agenda as presented.

    Ayes: 5
    Nays: 0
    Motion carried.

4. **Review of Minutes**
    Commissioners had an opportunity to review draft minutes and submit their comments and corrections to staff prior to tonight's meeting for incorporation of those revisions in to the draft minutes.

    a. **November 29, 2017, Comprehensive Plan Update Meeting**

        Ms. Collins referred to line 13 and requested Senior Planner Bryan Lloyd's name be spelled correctly.

        MOTION
        Member Gitzen moved, seconded by Member Bull, to approve the November 29, 2017 minutes as amended.

        Ayes: 5

> **Nays: 0**
> **Motion carried.**

5. **Communications and Recognitions:**
   a. **From the Public:** *Public comment pertaining to general land use issues not on this agenda*

   James Mulder, 1021 West Larpenteur, highlighted his education and vocational history, and noted he previously served on the Planning Commission. He expressed concern in four areas: 1) the general Comprehensive Plan Process; 2) the draft of the Roseville Plan; 3) the Comprehensive Plan versus the zoning code; and, 4) specifics with the Lexington/Larpenteur area.

   Mr. Mulder reported the Comprehensive Plan is mandated by the Metropolitan Council and some key goals are to prevent urban sprawl, along with diffusing ethnic and economic concentrations. The members of the Metropolitan Council and the Chair are appointed by the Governor. The Chair is independent of the Council and is responsible for hiring all staff. The Metropolitan Council requires that each community have their share of affordable housing and measures income and ethnic diversity in each City. The Metropolitan Council dictates how communities should be planned and maintains final approval of a local plan. A fatal flaw is that it can withhold grant and aid to cities with unapproved plans. Cities hire consultants to write Comprehensive Plans and community meetings are held for citizen input, but the draft plan does not have a lot of room for changes. Everything has been predetermined by the Metropolitan Council using a mathematical matrix that determines the share of affordable housing for each City. He questioned why they even go through the process if it is already predetermined. He referred to the "iron triangle" where the Metropolitan Council staff talks with the consultants who then talk to City staff.

   Mr. Mulder commented the Comprehensive Plan draft is poorly written. They began with the result they want and the created the statistics to back it up. Good research begins with a good study first. He stated it seems dishonest that the Comprehensive Plan will be different than the zoning code. In the Lexington/Larpenteur area, the traffic counts are at capacity and if a mixed use is added, it will increase. The density will be an out layer from the neighborhood because there will be no buffer area from the north, which is all single family. He also expressed concern with the schools and their capacity. The new bond issued does not consider additional capacity in the area.

   Mr. Mulder requested the Commission consider if this is what the plan should be for the City of Roseville, or if it is being adopted in order to get money from the Metropolitan Council. He recommended a medium density scale and intensity in the Lexington/Larpenteur area.

   Member Bull commented if an area is guided as a high density, they do not anticipate that every piece of property will be filled to the maximum. The number will be

higher, but it is hard to say what it will be. Regarding the Comprehensive Plan, they do receive guidance from the Metropolitan Council for numbers to help control allocations to the cities metro wide. The practice of developing the Comprehensive Plan is to help plan the City's policies and procedures to meet future goals. He agrees they do have some strong guidance from the Metropolitan Council, but believes they also have flexibility in listening to the residents and try to meet their priorities as well through the City's policies.

Mr. Mulder stated the Metropolitan Council guidelines are a mandate of what cities must do. Two staff members told him if they do not go to high density in this area, the City will not be able to meet the Metropolitan Council's numbers. Community planning is supposed to be about the community.

Ms. Collins commented for the next 10 years, they are required to plan for a certain number of affordable housing units and have certain densities in order to get the Comprehensive Plan approved. They need to make land available for someone who may want to develop on these sites. It does not mean these areas will be developed anywhere near the stated densities, or at all. They need to guide land appropriately to make sure land is available for housing.

Mr. Mulder stated the plan should reflect what they actually think should happen on those sites. He does not believe anyone will think the Lexington/Larpenteur site is good for high density housing.

Chair Murphy thanked Mr. Mulder for his comments. He also noted that he does not consider a missed edit by a consultant of the City's name to be of concern. They have requested input from the residents of Roseville on several occasions and it is hard to get people involved. They do not submit their plan to other cities for review. It is submitted to the Metropolitan Council and is then distributed to other cities. Roseville will also get to see other cities plans. The City staff is making a good faith effort to work within the system that has been established, and if it is changed, they will continue to do so.

Mr. Mulder agreed the City is making a good faith effort. However, the Metropolitan Council has made it impossible for the City to do local planning and zoning and to create a Comprehensive Plan that focuses on the City of Roseville. In response to Member Sparby, he explained the State law gives the Metropolitan Council the authority to do regional planning. The Metropolitan Council has decided how it is done, and they withhold funds if cities are not compliant.

Member Sparby commented as Commissioners, they are working with the City Council in good faith with the residents and the Metropolitan Council to come up with an agreeable plan. He takes his role as a Commissioner seriously and they have made earnest efforts to receive input from the residents.

Member Kimble stated they are part of a greater metropolitan area and while they system may not be perfect, there are reasons for some oversight by the Metropolitan Council.

Mr. Mulder stated there is a belief that diffusing areas of poverty and ethnic concentration will make communities more successful. However, it has not worked, and it does not make sense to force cities to adhere to these policies.

Member Kimble noted the area of Cedar/Riverside has been successful. It has not been a diffusing of a population, but rather a coming together of a population.

b. **From the Commission or Staff:** *Information about assorted business not already on this agenda, including a brief update on the 2040 Comprehensive Plan Update process*

Ms. Collins announced on February 12, the City Council will receive a presentation on the Rice/Larpenteur gateway visioning plan, which will also include the Urban Land Institute recommendations.

Member Gitzen inquired if the first meeting in February will be a Comprehensive Plan meeting and when they can expect to see a draft plan.

Senior Planner Lloyd stated they are waiting to see if they will have information available before they make a decision on the February meeting. They are scheduled to review the draft plan at the February 28 meeting, and public review will take place before then when the document is ready.

Member Gitzen noted it may be hard to get through the draft in one meeting and it will be important to have the entire Commission present when they make their comments.

Mr. Lloyd agreed, and stated they hope to have Planning Commissioner's comments and basic corrections prior to the meeting. They can also schedule more review time, if needed.

Erin Perdu, WSB Consultant, stated they are also planning to bring one or two chapters to the meeting on February 7 to lighten the load for the meeting on February 28. The Commission will have already seen and commented on everything presented on February 28.

Chair Murphy requested a paper copy of the draft plan.

6. **Project File 0037: 2040 Comprehensive Plan Update**

a. **Follow up on Items from Previous Meetings**

None.

b. Resilience and Environmental Protection Chapter: *Review draft of chapter based on previous Planning Commission feedback.*

Mr. Lloyd reported the Public Works Commission met last night to review this section of the Comprehensive Plan.

Chair Murphy inquired if there was a summary of their comments.

Becky Alexander, LHB, stated she will provide those comments later in the meeting. She introduced the Resilience and Environmental Protection Chapter, and noted it addresses Environmental Protection, Greenhouse Gas Emissions, Resilience, Renewable Energy, and Environmental Education and Outreach. The overall approach of this chapter is to set goals, identify specific actions or create an action plan, and leverage existing plans.

Ms. Alexander reported they received feedback from community members and previous Public Works, Environmental and Transportation Commission (PWETC) members. They provided a list of proposed climate, resilience and renewable energy goals, and these were derived from the goals presented by the Alliance for Sustainability. These goals align with the intent of the goals in the draft chapter but used stronger language and had more aggressive targets.

Member Bull disagreed that the goals presented met up with the City's goals. It was one groups opinion, was very aggressive, and was not sensitive to the funding restrictions that communities have. The goals were very extreme compare to what the City wants to try to achieve and it cited studies they could not validate.

Member Kimble inquired if the draft document has been changed to reflect the feedback.

Ms. Alexander stated this feedback came from community input while the draft chapter was being written. A couple of changes were made to the tree section and local solar goals. She confirmed there have been no changes made since the PWETC met last night.

Member Sparby inquired if the Commission had received a copy of the public feedback. It is their job to take that feedback, balance it, and draw conclusions.

Mr. Lloyd stated he is unsure but will look into it. He will send it out to the Commission tomorrow morning.

Ms. Alexander commented as they go through the plan, she will call out where the feedback language was incorporated. The feedback also included a list of specific strategy goals. At the PWETC meeting last night, the following conclusions were made regarding the Resiliency and Environmental Protection Chapter: 1) They did not identify major gaps or issues with big picture goals; 2) They support the idea of

greenhouse gas emissions goal; 3) They support the idea of City leadership (energy efficiency, renewable energy, electric vehicles for City's buildings and fleets); and, 4) They provided detailed comments on many of the policies. They also suggested more robust policies under the Environmental Protection goal and discussed the feasibility of the solar goal (generating 30 percent of City operations electricity on City property).

Member Bull inquired how they will measure the effect on the climate. They are looking at greenhouse gas emissions and renewable energy, but not climate.

Ms. Alexander pointed out in the Resilience section they are looking at climate related risks, and these are reference under Greenhouse Gas Emissions background.

Member Bull stated they need to focus on what they are trying to manage, and they are not trying to manage the climate. They are trying to control the factors that may have an impact on it, such as greenhouse gas emissions, renewable energy, and carbon.

Ms. Alexander suggested Member Bull identify ways it is misrepresented as they proceed through the draft.

Mr. Lloyd agreed that the PWETC focused on specific items and did not take a broader view to see if they were including all the categories.

Chair Murphy inquired when they will see the next draft with the included comments from the public and PWETC.

Ms. Collins noted they will find a time in February for the Commission to see a draft, so they are not seeing the changes for the first time at the final draft stage.

Member Kimble requested the changes be redlined so they know what changes have been made

Ms. Collins suggested they find a word to use other than climate, such as community environmental health. They all want to include goals and objectives that lead to a healthy environment and there is a big difference between climate and weather.

Member Bull commented it would help to have a reference that is backed up when they make certain statements in the draft.

Ms. Alexander agreed it is a good idea to find the areas in the draft that would benefit from a reference.

Page 1 – Chapter 9: Resilience and Environmental Protection.

Member Sparby referred to the third paragraph, second sentence. He stated residents may have a hard time comprehending what they are talking about in that sentence and suggested it be removed.

Mr. Lloyd explained that sentence communicates there are goals and policies geared toward slowing down or reducing the impact of the community on the environment. The chapter also addresses what they are doing in response to more extreme weather patterns.

Member Sparby stated it is understood that the community has an impact on the area, both positive and negative. He does not understand what climate mitigation means.

Mr. Lloyd stated attempting to reduce greenhouse gases is a form of climate mitigation. Having alternative energy sources would mitigate the effect of greenhouse gases.

Member Sparby suggested they be more direct and state they are trying to reduce greenhouse gas emissions instead of talking about climate mitigation.

Mr. Lloyd stated someone might ask why the City is trying to reduce greenhouse gases and why it is included in the Comprehensive Plan.

Member Sparby stated they need to include scientific reasoning to show the correlation between reducing greenhouse gases and what the goal is.

Member Bull stated Roseville's impact on the global greenhouse gas emissions is so minute that they really would not have an impact. It is politically correct to include it, but when they set policies and procedures, they are spending the citizen's money.

Mr. Lloyd commented if they are going to have goals and policies about reducing greenhouse gases, they need to justify the purpose because they are spending money. He acknowledged they may not make an impact globally, but they are doing things with the goals and policies of the plan that are designed to contribute to efforts.

Member Bull suggested they have a symbolic contribution to reaching the goals at the State.

Ms. Alexander suggested the paragraph be changed to "…it includes aspects of both reducing the negative impacts that the community has on the environment in addition to recognizing and preparing for upcoming environmental shifts."

Member Sparby commented he also has an issue with "negative impacts" and they should include the positive impacts residents have on the environment. That line should be removed, and they should focus on improving citywide resilience. They do not need to define objectives on what needs to be solved in the climate. Preparing the City for dealing with the environment is a better way to go.

Ms. Alexander stated they also need to continue to promote environmental stewardship because it is an environmental protection.

The Commission agreed to remove the sentence.

Chair Murphy inquired what the phrase "equitably strengthening" means, as stated in the last sentence of the third paragraph.

Mr. Lloyd explained if they only look at the cost in a financial sense, they could easily miss an opportunity to make sure facilities are located in an equitable way across communities. In an attempt to be good stewards of money, the City has not always been good at treating all parts of the community fairly.

Member Kimble suggested they remove the word equitable and change the wording to "strengthening the local economy for everyone…"

Chair Murphy concluded they will leave the comments for staff to ponder and the word can be left in if it adds something that is needed.

Page 1 – Citywide Goals.

Member Sparby referred to item No. 2 and commented he did not like the use of "negative human impacts." He suggested it be changed to "Focus on conservation of energy and reducing pollution."

Ms. Alexander explained these Citywide Goals are from a structure that she does not know the background on.

Ms. Perdu stated the Citywide Goals were copied from the first chapter of the plan. They can be edited but are very general and were agreed upon at the very beginning of the process.

Member Sparby stated residents can get behind conservation of energy and reducing pollution, regardless of what type of energy they have access to. He suggested it also be tied back to chapter one.

Pages 3 through 6 – Goals and Policies.

Member Bull noted the goal references water, land, air and wildlife, but the headings are water, land, trees, and pollinators.

Ms. Alexander stated this goal is copied verbatim from the last Comprehensive Plan and it can be changed to reflect either list for consistency.

Member Bull suggested the goal be changed to "…water, land, trees, and pollinators."

The Commission agreed.

Under *Land* (page 3), Member Gitzen suggested they include the acronym (MPCA) after Minnesota Pollution Control Agency because it is used further down in the paragraph.

Member Kimble referred to *Goal* (page 3) and inquired if they should keep "air" in the list because of greenhouse gas emissions.

Ms. Alexander responded no, because it is a separate goal in the document.

Member Bull referred to *Current and Past Initiatives* (page 4) and noted in the phrase "Tax increment financing can be…" the word "can" should be changed to "is." In the next sentence, "Cities can also create…", the word "can" should also be changed to the proper tense.

Ms. Alexander confirmed she understood the issue.

Chair Murphy inquired if the City has a current TIF policy and if this statement goes along with it.

Ms. Collins explained in 2016 the City adopted a public financing and business subsidy policy that includes TIF financing as a possible tool and identified goals and objectives within that policy.

Under *Trees* (page 4), Member Gitzen referred to the third paragraph, and noted he does not feel like the Planning Commission is overseeing the tree Preservation and Restoration Ordinance as it states.

Mr. Lloyd pointed out the Planning Commission is the body that would make a recommendation about amending, since it is in the zoning code.

Member Kimble suggested they change the word "oversee" to "administer".

Member Bull suggested they add the City Arborist under *Trees* as well. The Commission agreed.

Member Gitzen referred to the top of page 5, and stated he is not comfortable referencing the Capstone project, when he has not seen it. He inquired if the City Council has approved the Capstone project.

Mr. Lloyd commented this section was written by Environmental Specialist Ryan Johnson, and he has reached out for feedback from the City Arborist but has not heard from her yet.

Member Gitzen suggested the Capstone project be used more as a reference versus using specific data from it.

Ms. Alexander stated they could remove Policy 1.1 and inquired if Policy 1.4 was acceptable.

Member Gitzen responded Policy 1.4 is acceptable because it is only referencing the Capstone project.

Member Sparby agreed and inquired if they are giving preferential treatment to the University of Minnesota by having them listed in the document.

Mr. Lloyd commented they can provide a link to the sourced material throughout the document. The Capstone project information is available for review and was later in coming than he had expected.

Chair Murphy and Member Gitzen commented they were comfortable keeping in the University of Minnesota, after they have reviewed the Capstone project document. Member Sparby agreed.

Member Kimble inquired if any governing body or leadership had reviewed the Capstone project document.

Mr. Lloyd stated he does not know if there has been any formal acceptance of the study. During the project this past fall, several members of City staff including the City arborist, were present in early discussions with the Capstone project teams. They have had input and there has been some approval of it.

Member Kimble stated as a Planning Commission Member, she does not feel she has to read every line of the Capstone project document. In some cases, she needs to rely on other people in the City. It would be good enough if someone else had adopted or approved it.

Chair Murphy commented the Planning Commission has not seen the document, nor has it been approved by any department.

Community Development Director Collins stated she is unsure if the document will receive any sort of approval. There were nine different projects, each one had a staff liaison, and halfway through the project, there was a check in with staff to make sure they were going in the right direction. There was a lot of communication throughout the project and the recommendations did not come as a surprise to City staff.

Member Gitzen inquired if it would weaken what they were trying to say by removing it from the draft document.

Chair Murphy suggested item 1.1 be changed to "Finalize park land and streets. Refer to recommendations from the Capstone Project."

Member Bull stated the goal is to implement a plan and manage it, and they can refer to the Capstone project.

Member Kimble stated she thought they wanted more substantiations. She inquired why they would not include the Capstone project if that is what provided the information to develop the recommendations.

Member Bull responded they do not know what the document says.

Member Sparby stated they can include credit later if they end up utilizing the recommendations after they have been fully vetted.

Chair Murphy noted item 1.1 should be changed to "Finalize and implement a management plan on park land and streets."

Ms. Alexander summarized she will word items 1.4 and 1.5 similarly but keep the reference to the Capstone project under *Current and Past Initiatives*.

Chair Murphy referred to item 1.2 and requested a definition of a tree canopy survey and what it would look like.

Mr. Lloyd commented the survey quantifies tree coverage in areas of the City, in addition to species and size of the tree. He is unsure what a tree canopy survey would look like.

Ms. Alexander stated the language comes from the written feedback from community members. She suggested they get a full definition of what it would entail before they include it in the draft document. In the bulleted list above the policies, one of the recommendations provides a cost-effective way to provide a survey by using volunteers.

Member Bull inquired if they should also include the removal of invasive species. The City is undertaking an aggressive program in trying to do that. He agreed it should be included under *Current and Past Initiatives* as well as in the *Policies*. The Commission agreed.

Mr. Lloyd mentioned there may be some discussion regarding invasive species in the Parks Master Plan.

Under *Pollinators* (page 5), Member Bull suggested the paragraph state "Examples of pollinators are…" instead of "Examples of animals that are pollinators…" The Commission agreed. He also suggested they add the word species so it will state "…over 350 Minnesota bee species…"

Under the same section, Member Gitzen suggested they reference how they came up the information.

Under *Policies* (page 6), Member Sparby stated he does not know what it means to "Develop stronger policies..." He suggested it be changed to "Continue to develop policies and practices to better protect pollinators."

Ms. Alexander stated this area was also highlighted by the PWETC. They recommended looking at the cited resolution and including specific language from it if possible.

Member Bull referred to page 6, second paragraph, and suggested it be changed to "…seeds, fruits, and nuts that will later be consumed." He also noted that 30 percent of the worlds food of fruits and vegetables by volume are attributed to pollinators.

Member Gitzen noted that statistic will need to be referenced.

Pages 6 through 9 – Greenhouse Gas Emission Reduction.

Member Gitzen suggested they include the acronym GHG for greenhouse gas since it is referenced that way later in the document. Under *Goals* (page 6) he inquired what "through leadership in city operations" meant.

Ms. Alexander explained it refers the operations of City facilities or vehicles. She suggested it be changed to "…through leading by example in city operations…" The Commission agreed.

Member Sparby inquired if they would still need to support the Minnesota Next Generation Energy Act if it was repealed in the future and this information was in the Comprehensive Plan.

Ms. Alexander stated the State law does not require cities to do anything to support this.

Member Sparby suggested it be changed to "Endeavor to support Minnesota's Next Generation Energy Act…" Since participation is voluntary, he does not want it to put constraints on the City if they are unable to support it in the future.

Member Bull commented he thinks it is fine as stated because they are supporting Minnesota's goal, but not committing Roseville to do any percentage. The Commission agreed to leave it as stated.

Chair Murphy noted the emissions in Roseville do include cars traveling through the City on Highway 36 and Interstate 35W.

Ms. Alexander commented the PWETC wanted more information on the Next Generation Energy Act. Under *Goal* (page 6) she will include the baseline year indicated in it. It will be changed to "…goal of 80 percent reduction in community-wide greenhouse gas emissions from 2005 levels by 2050…"

Chair Murphy inquired if there would be goals before 2050 that would be more particular for this plan.

Ms. Alexander reported there are intermediate goals of a 30 percent reduction by 2025. She stated this goal could be added under *Background* (page 7), and she also plans to quote the Minnesota statute as well. The Commission agreed.

Under *Background* (page 7), Member Gitzen stated the last sentence of the first paragraph would be better as two sentences.

Ms. Alexander stated they can also use an example different than the landfill one that is used.

Member Bull commented he did not think nuclear power was considered a fossil fuel.

Ms. Alexander stated nuclear power is a carbon neutral fuel and it would be an acceptable energy resource.

Under *Current and Past Initiatives* (page 8), Member Gitzen inquired what B3 Benchmarking was and if others would know.

Ms. Alexander suggested they add detail that states it is a Minnesota-based program that enables public buildings to track their energy and water use. The Commission also agreed to use "Greenhouse Gas Action Plan" in place of "Climate Action Plan."

Member Gitzen referred to page 9 and suggested the third bullet be rewritten because it was wordy.

Member Sparby referred to page 9 under the second bullet, and noted it ties the City's emission reduction to goals of the Next Generation Energy Act. He reads that support of the goal means that the reduction standards have to align with it.

Ms. Alexander stated by using the word "support," it communicates that it helps contribute to it. It is not a commitment.

Other members of the Commission indicated they were agreeable with the wording as stated.

Pages 9 and 10 – Resilience.

Under *Background*, (page 9), Member Gitzen noted the first sentence should be referenced. He also referred to the end of the second paragraph where it states, "In the last ten years…" and suggested they should define the time frame it is referring to.

Member Bull stated he would also like to see that statistic be meaningful to Roseville, and not just Minnesota and the Midwest.

Under *Goals* (page 9), Member Kimble inquired why vulnerable populations are called out and not all City residents.

Mr. Lloyd commented the City is prioritizing new infrastructure to accommodate more extreme weather patterns. There may be equity reasons to prioritize a certain area over another place that may less expensive to address.

Ms. Alexander explained the vulnerability aspect is important in this section.

Member Kimble suggested they add more to the sentence to make it understood more clearly.

Chair Murphy stated they should define what the vulnerability is.

Ms. Alexander noted it is further addressed in the *Background* section on pages 9 and 10. It refers to "climate conditions that affect the quality of life and life safety of communities – particularly those populations especially sensitive to climate impacts…Climate impacts also exacerbate economic challenges that can directly impact the ability of at-risk populations..." She noted the PWETC also indicated vulnerable populations needs to further be defined.

Member Bull pointed out these examples are weather impacts, not climate impacts.

Mr. Lloyd stated they are weather events but are related to the climate change they are experiencing.

Ms. Alexander pointed out the relationship between weather and climate is described in the last paragraph on page 9.

Member Sparby commented vulnerable populations include City residents. They should not call out certain groups because it leaves it open to interpretation.

Member Kimble stated she thought there were more components to Resilience than just climate.

Ms. Collins commented there is a section in the local planning handbook for the Metropolitan Council where it talks about guidelines that address environment and community health in terms of environmental and social considerations. These include access to groceries, transportation, and others. These are covered in the policies identified in other areas of the Comprehensive Plan.

Ms. Alexander referred to page 1, third paragraph, and pointed out other chapters reference social and economic resilience, but this chapter addresses environmental resilience.

Member Gitzen commented they do talk about vulnerable populations so there is a tie in to the language included under *Goal* (page 9).

Member Sparby suggested they exclude ambiguous language. Vulnerable population can mean a lot of different things and they are giving them preferential treatment. He sees this group included in City residents, and all residents need to be taken seriously.

Mr. Lloyd explained the vulnerable population does change depending on the conditions. In hot weather, the elderly are particularly vulnerable.

Member Gitzen stated they could end the sentence under *Goals* after "residents" because the vulnerable population is brought in under *Policies*.

Member Bull stated there are different policies that the City could approve to address weather-related claims.

Mr. Lloyd stated a critical reader may read about the Population Vulnerability Assessment and wonder why it is there. There are no goals related to vulnerable populations.

Ms. Alexander commented they talked about equity, and if they want to include that, the sentence should be kept as written, using the phrase "especially for vulnerable populations." They could change the words "vulnerable population" to "especially for those that would be disproportionately impacted by these risks."

Member Bull inquired if the *Policies* under this section only refer to vulnerable populations, or the entire population.

Ms. Alexander stated it is referring to the entire population. She noted this section was also pointed out by the PWETC as an area that was overly wordy and confusing, and she will consider revising it.

Member Kimble commented equity is a huge issue in many communities right now but may be a new issue for people reading this document. She suggested they include a definition of equity in the draft, so people understand what it means.

Mr. Lloyd suggested the definition be included in one of the introductory chapters.

Member Gitzen commented he likes the idea of including a definition.

Ms. Collins agreed they should identify it early on in the document because they are trying to look at each chapter with an equity lens. She also suggested including the graphic of kids looking over a fence to provide a visual of what they mean by equity when delivering municipal services.

The Commission discussed having the sentence under *Goals* (page 9) state, "Take action to equitably reduce climate-related risks to City residents." The definition would then be included early on in the draft.

Member Sparby stated he would prefer to keep equitably out in order to have a clear and concise statement of what the goal is.

Chair Murphy stated they will not include it until they have other text to review. He then referred to *Background* (page 9), and suggested they include documentation of Roseville's tornados that took place in the '80s, and then they can expand to Minnesota and the Midwest.

Member Bull stated tornadoes occur every year and they could include data that shows how they have increased commensurate to the climate change.

Member Gitzen referred to *Policies* (page 10) and suggested it be changed to, "Using the Population Vulnerability Assessment and Climate Adaptation Framework, develop an Adaptation Implementation Plan." He also pointed out under *Current and Past Initiatives* (page 10), that is refers to a draft document.

Ms. Alexander stated the draft document should be finalized with a different date.

Chair Murphy inquired if there will be a list of references at the end of each chapter.

Mr. Lloyd noted it would be a more stable resource than a hyperlink.

Member Bull referred to the first full paragraph on page 10 and stated he does not like any of it. It has a negative tone and affecting the quality of life could be positive or negative. Extending the pollen allergy season is also extending the season where people can be outside and enjoying the parks and trail systems. He inquired if the "life safety of communities" was part of the vulnerability study that will identify people who are sensitive to climate impact.

Ms. Alexander responded life safety is related to air quality that can impact health, vector-borne diseases, and heat exhaustion.

Member Bull stated having the weather patterns change is not all negative. There could be less snow or warmer temperatures, and not everyone hates that.

Ms. Alexander stated the idea is that they do not need to be preparing for the things they will benefit from. Rather, they need to be preparing for things that will present risks.

Member Sparby stated they have risks all over the place and he also picked up a lot of negativity rather than proactive concern and awareness. He recommended they strike the entire paragraph.

Member Bull noted he likes the next paragraph regarding strengthening community resilience. Any kind of climate induced impacts will have trade-offs, and it is hard to set goals related to it. It also does not address the issue of being resilient with energy conservation or greenhouse gas.

Chair Murphy stated if they agree with the *Goal* and *Policies*, they can edit the *Background* and delete the paragraph in question.

Member Bull referred to *Policies* (page 10) and inquired what an Adaptation Implementation Plan was.

Member Sparby suggested they could call it a Resiliency Plan. The Commission agreed.

Ms. Alexander explained generally, resilience is used more for bouncing back from short-term shocks and adaptation refers to adjusting to long-term stressors. She agreed it would be appropriate to call it the Resiliency Plan.

Member Kimble inquired if the adaptation strategies in the Population Vulnerability Assessment and Climate Adaptation Framework have been approved by someone.

Member Gitzen noted he previously suggested that sentence be reworded. They will use the assessment and framework to develop the plan.

Ms. Alexander confirmed the Population Vulnerability Assessment and Climate Change Adaptation Framework was one document and agreed it should be in italics, since it is a title.

Chair Murphy summarized the changes discussed for this section. The Commission agreed to remove the first full paragraph on page 10.

Pages 10 through 14 – Renewable Energy.

Under *Background* (page 10) Member Bull suggested they use "fossil fuels" instead of "conventional fuels" to keep it consistent throughout the document.

Under *Background* (page 11), Member Gitzen suggested the paragraph just above the table end with "…and 0.6% of natural gas."

Member Gitzen referred to the Roseville Solar Potential Map and suggested the background of the aerial overlay be removed, and just use the street map with the coloring. They should also include a legend to describe what the map is showing.

Chair Murphy referred to the Solar Energy Resource section and inquired if the Metropolitan Council estimate is representing if a person's roof was taken today and solar replaced it, and if it includes updates to roofs that would need to take place to handle the solar.

Ms. Alexander stated the estimate is looking at the economically feasible rooftop area within the City boundaries.

Member Gitzen commented he thinks it is based on sunlight available for a certain period of time and it has nothing to do with what the roof is made out of.

Chair Murphy suggested they include caveats with the number to further explain it because not every roof can handle solar upgrades.

Member Bull noted Tesla has solar shingles they began using this year to replace asphalt shingles.

Ms. Alexander suggested they include the generation potential of the 10 largest solar access rooftops to provide more detail. If all the rooftops are equal to 61 percent of Roseville's electricity consumption, the top 10 is six percent of the total electricity. This would show they would not need hundreds of small roof solar installations to achieve their goal.

Chair Murphy inquired what the top 10 rooftops in Roseville were. He agreed the list does not belong in the draft but has a personal interest in knowing.

Ms. Alexander confirmed she could provide the list to the Commission. She noted Rosedale was two of the top 10 buildings. She also explained the Wind Energy Resource section is written in a way that discourages it and inquired if there was potential to have wind turbines above 30 meters.

Mr. Lloyd stated airports are one area the Metropolitan Council must to pay attention to, but he does not believe there are any practical limitations. Generally, Roseville does not have a good wind resource. They could indicate the Roseville is willing to have a wind energy resource if the community is willing to accept the height of the facilities.

Member Kimble stated it seemed factual to communicate it that way. They would need to also include a statement that it would require residents to accept what goes along with it.

Member Gitzen noted they should consider how many turbines they would need to make it worthwhile.

Chair Murphy inquired if they should also consider how to store the wind energy. There may be wind energy available, but it may not be feasible for the City.

Member Kimble inquired if they can just say it is available, but it would require large turbines. It is included as a section and they have made some assumptions about it. They could just add the facts about it and what it would require.

Ms. Alexander stated the *Goal* (page 10) statement specifically addresses protecting access to sunlight and supports the development of local renewable energy installations, which would include wind. In the *Policies* (page 14), there is a specific statement related to solar and a more general one related to renewable energy. She

suggests including all the resources Roseville has available, but not calling wind out as a strategy, and leaving renewable energy language in the draft.

Member Sparby stated the community is better suited for solar because of its more urban posture. They can keep the wind component in there as a renewable energy source, but it seems more realistic to promote solar energy.

Member Gitzen stated they would just need to include the obstacles to wind energy in a separate paragraph, but it would not be a policy. It would let the public know they did consider it.

Member Bull stated he does not know if there are any properties in the City that would conform to having a wind turbine installed. He also noted they may need to include an environmental impact for bird kill.

Member Gitzen referred to *Policies* (page 14), item 1.3, and inquired if the goal by 2030 is spelled out in solar energy.

Ms. Alexander responded the 2030 goal is in alignment with the State solar energy goal. Under item 1.2, she added "…with a minimum 30 percent on-site generation at City properties" in response to community feedback. The PWETC asked what that would look like with having the ice arena as a big energy user. After consideration, 30 percent is a feasible, but aggressive number.

Chair Murphy stated he agrees with the 10 percent solar electricity by 2030. He inquired why they are stating a 2030 goal in the 2040 plan.

Ms. Alexander explained it is related to the State's goal, which is 10 percent by 2030. She suggested they reword it to clarify it is Minnesota's goal and timeline.

Chair Murphy suggested a reference be included with item 1.5 and SolSmart Bronze Level.

Mr. Lloyd noted the Bronze level was proposed by the Public Works Director and they may already be most of the way there.

Member Bull stated he would like to see something that is either requiring or supporting dual fuel for reconstruction or new construction under the *Policies* (page 14). This will help the migration from fossil fuel to renewable energy sources.

Ms. Alexander questioned whether it should be included at the policy level and suggested it be on the list for the greenhouse gas action plan for further evaluation. The Commission agreed.

Page 14 and 15 - Environmental Education and Outreach.

Under *Policies* (page 15), Member Gitzen inquired if they should include County as a government agency under item 1.1.

Ms. Alexander commented at the PWETC meeting, it was suggested they "partner with other government entities to sponsor or host resilience education and environmental stewardship programs." They called out watershed and conservations districts as more helpful that school districts. The Commission agreed with the suggestion.

Under item 1.2, Member Kimble suggested they change "communication avenues" to "communication channels."

Under item 1.1, Member Bull suggested "Blue Thumb" have a reference tied to it.

In reference to the charts provided, Ms. Alexander reported everything on the charts is specific to Roseville except for the waste data, which is County-wide and pro-rated.

Chair Murphy noted a population graph covering the same time-period would also be helpful. The water usage shrunk, but it is unclear what the population numbers were during that time. He stated he would rather see the total water use than the water use per capita each year.

c. **Implementation Chapter:** *Review draft of Implementation Chapter*

Ms. Perdu suggested they she introduce the chapter and bring it back for a more thorough discussion at a later date.

Member Sparby suggested they consider this item and item 6(d) at the February 7 meeting.

Member Gitzen provided a general comment on this chapter. He noted under "who", they need to define that the ultimate responsibility is with the City Council. They should list the four departments: Roseville Economic Development Authority, Community Development Department, Parks and Recreation, and Public Works. They can then identify the Commission associated with each department. They only need to list the department with the understanding they are also talking about the Commission.

Ms. Perdu stated more of the "when" column and Resilience Chapter will be filled in by the next meeting and an updated document will be sent out before the meeting.

Member Bull inquired if the "when" column identifiers of short term, long term, and ongoing was sufficient.

Member Kimble stated there was also a medium term, and suggested they use hyphens in these words. She pointed out there is a key on page 2 to identify what each one means.

Member Gitzen suggested long terms be "over 10" instead of "10-20 year completion."

Ms. Perdu explained Ongoing refers to things the City is doing now and anticipates continuing in the future. She requested Commissioners provide any additional feedback for consideration before the next meeting.

Due to the time, Commission agreed to defer items 6(c) and 6(d) to the meeting on February 7, 2018 for further discussion. The Commission agreed.

d. Future Land Use Change Open House Feedback Report

This item will be discussed at the February 7 Planning Commission meeting.

7. **Adjourn**

MOTION
Member Sparby moved, seconded by Member Kimble adjournment of the meeting at approximately 9:50 p.m.

Ayes: 5
Nays: 0
Motion carried.

CHOICE, PLACE AND OPPORTUNITY:

AN EQUITY ASSESSMENT OF THE TWIN CITIES REGION

EXECUTIVE SUMMARY

METROPOLITAN
C O U N C I L

March 2014

The Council's mission is to foster efficient and economic growth for a prosperous metropolitan region.

The Metropolitan Council is the regional planning organization for the seven-county Twin Cities area. The Council operates the regional bus and rail system, collects and treats wastewater, coordinates regional water resources, plans and helps fund regional parks, and administers federal funds that provide housing opportunities for low- and moderate-income individuals and families. The 17-member Council board is appointed by and serves at the pleasure of the governor.

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About this summary

In 2010, the Metropolitan Council was awarded a three-year $5 million dollar Sustainable Communities Regional Planning Grant by the U.S. Department of Housing and Urban Development (HUD). Because equity and access are critical underpinnings of the Sustainable Communities program, HUD required each grantee to complete a Fair Housing and Equity Assessment (FHEA). A Fair Housing and Equity Assessment involves analyses of a region's racial and ethnic diversity, identifying Racially Concentrated Areas of Poverty (RCAPs) and High Opportunity areas, describing public investments and policies as well as the jurisdiction's fair housing landscape. This information, gathered through both community engagement and secondary data sources, provides a full picture of regional equity and access to opportunity. An FHEA also outlines how the resulting process and final product (i.e., the full report) will inform key public policies, such as regional planning.

The Council began work on its FHEA, titled *Choice, Place and Opportunity: An Equity Assessment of the Twin Cities Region*, in early 2012. Council staff consulted with external stakeholders (the FHEA Data and Mapping Team), engaged with community members (roundtable discussions in 2012 and 2013) and released two draft versions for public comment. In addition, the themes from the FHEA process infused the *Thrive MSP 2040* policy development and engagement processes. This inclusive approach has allowed the Council to realize HUD's goals for the Fair Housing and Equity Assessment.

Metropolitan Council gratefully acknowledges the many individuals and organizations who contributed to this effort.

A thriving region threatened by racial and ethnic disparities

The Twin Cities metropolitan area is prosperous and a great place to live…but not for everyone. The region ranks high among the nation's largest metro areas for overall income, low unemployment, and sustained economic growth.

But this region also ranks high for negative outcomes. The Twin Cities region has some of the nation's biggest disparities along racial and ethnic lines among our peer metro areas. These disparities include income, poverty, unemployment, homeownership, and education. Concentrations of poverty magnify these disparities and seriously hinder access to opportunities for people of color who are disproportionately represented in these impoverished areas.

Unchallenged, these disparities jeopardize the future economic vitality of this region. Currently, residents of color make up almost one-quarter of the metro's population; by 2040, their share in the region's total will be 40%. The Twin Cities region cannot and will not continue to thrive if disparities hold back a growing share of its population.

1. Regional disparities by race and ethnicity, 2012

Legend: White, non-Latino · Persons of color

Source: Metropolitan Council staff calculations based on U.S. Census Bureau, American Community Survey, 2012.

If people of color in 2040 enjoyed the same socioeconomic status as whites, it would result in:
- 274,000 fewer residents in poverty;
- 171,000 more residents with a high-school diploma;
- 124,000 more people with jobs; and
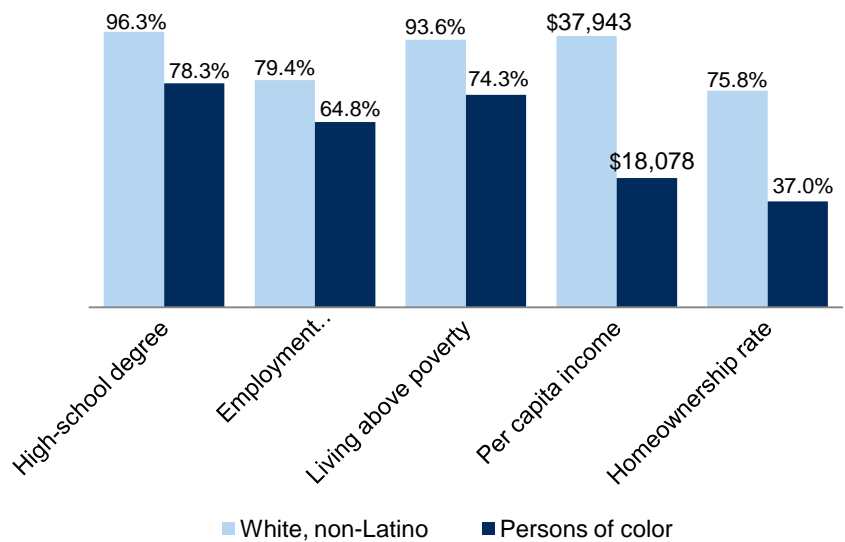- an additional $31.8 billion in personal income.

Reducing existing disparities is essential for the continuing economic prosperity of the region.

This region has a choice. Improving access to opportunity can make people's lives better. Closing these disparities will make the Twin Cities region stronger and more prosperous. Expanding opportunity in more of the region's neighborhoods will improve outcomes for individuals, families, the economy, and the region as a whole.

Poverty has spread to the suburbs

The last two decades transformed the landscape of poverty in the Twin Cities region. In 1990, more than half of the region's people in poverty lived in Minneapolis and Saint Paul; in the most recent data, 41% lived in the two central cities. Over these two decades, poverty in suburban and rural areas

increased by 85%. Pockets of concentrated poverty—where more than 40% of the residents live below 185% of the federal poverty line—grew in the central cities and spread out into suburban areas in the 2000s. (As context, 185% of the poverty threshold for a typical family of four in 2012 was $43,460.)

The racial composition of the residents living in poverty has changed over the last 20 years. In 1990, just over one in three residents living in poverty were people of color; by the most recent data, over half of the region's residents living in poverty were people of color.

Racial diversity and racial segregation are both growing

2. An increasing share of people of color in the Twin Cities region, 1960-2040
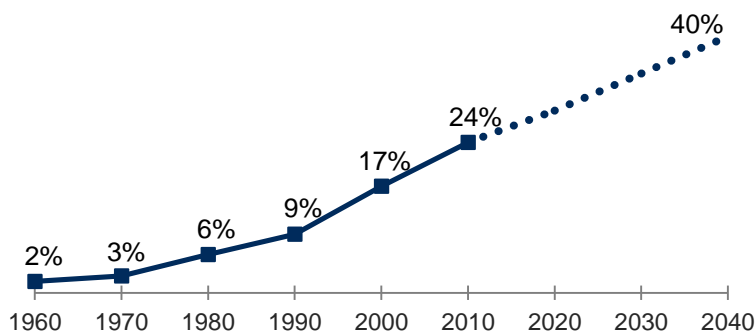
Source: U.S. Census Bureau, Decennial Census, 2010 and earlier; U.S. Census Bureau, Population Division, NP2012-T4; Metropolitan Council 2040 Preliminary Regional Forecasts.

The Twin Cities region has become far more racially diverse since 1990. The number of residents of color has more than tripled, pulling up their share of the region's population from 9% in 1990 to 24% in 2010. By 2040, people of color will be 40% of the region's population.

Two opposing trends describe where people of color live in the region. On one hand, more people of color are living in suburbs. The share of the region's people of color living in suburbs went up from 36% in 1990, to 44% in 2000, and to 59% in 2010.

At the same time, racial concentration of people of color increased even as the region was getting more diverse. The number of census tracts where more than half the residents were persons of color climbed from 33 in 1990, to 66 in 2000, and to 97 in 2010. Areas where people of color were concentrated expanded from the two central cities to the region's suburbs.

Living in areas of concentrated poverty limits possibilities for people, especially people of color

Living in areas of concentrated poverty hurts people in many ways. Areas of concentrated poverty usually suffer from high crime and tend to have schools with lower tests scores and graduation rates. Living in areas of concentrated poverty undermines people's physical and mental health. It reduces the cognitive abilities of children, making them more likely to have lower incomes as adults than their parents. Together these characteristics lower the economic mobility of residents who live in areas of concentrated poverty, making them more likely to stay poor across generations.

Households of color are more likely to live in areas of concentrated poverty than white households at rates beyond that explained by income alone. For instance, 45% of the region's low-income households of color live in concentrated poverty, compared to only 12% of low-income white households. This pattern exists even among high-income households: 9% of the high-income households of color reside in these areas, compared to only 3% of white households of the same income level.

People of color face barriers to housing choice

Income and race can limit where people live. Since residents of color tend to have lower incomes than whites, income is more of a constraint for people of color. Above and beyond income, however, race still constrains where residents of color live. In fact, since 1990 the importance of race, compared to income, has risen in the Twin Cities region—even as it has decreased across the nation.

Neighborhood preferences may concentrate white residents and residents of color in different areas. Some residents prefer to live with others of the same race and ethnicity. New immigrants, for instance, often choose to live in areas with others who speak the same language and share their cultural identity. Other residents choose to live in racially diverse communities. Yet racially diverse means different things to residents of color and whites. The share of people of color that makes an area acceptably diverse for whites is lower than the share that people of color consider racially diverse. As a result, it is rare for a racially diverse area to remain diverse in the long run.

Public investments in affordable housing have both expanded and limited the residential choices for low-income households and households of color. In the 1940s and 1950s, federal investments in large-scale public housing projects placed affordable housing disproportionately in communities of color. As a result, these communities became areas of concentrated poverty. In contrast, the Section 8 New Construction/Substantial Rehabilitation Program, used in the 1970s and into the 1980s, created affordable housing options largely in suburban locations in the Twin Cities region.

Today, the nation's largest federal housing program—the Low Income Housing Tax Credit (LIHTC) Program—supports construction of new affordable housing in both urban and suburban locations and the rehabilitation of existing affordable housing, which is more likely to be in the older parts of the region. With declining funding, units funded through both the Section 8 New Construction/Substantial Rehabilitation Program and LIHTC Program are at risk of conversion into market-rate units. Low-income residents of color may face barriers in the tenant-based Section 8 Housing Choice Voucher program, including shrinking federal program dollars, landlord reluctance to rent to voucher holders, and outright racial discrimination against voucher holders of color.

Homeowners and renters of color face discrimination in private housing markets. Continuing discrimination in mortgage lending and the emergence of new forms of racial steering may prevent people of color from owning homes in communities of their choice. Overt racial discrimination and tenant-screening processes that create disparate impacts on low-income renters, including renters of color, can limit people from renting where they want to live.

Racially Concentrated Areas of Poverty are expanding

These race-specific barriers limit the residential choices of people of color, hindering their ability to leave areas of concentrated poverty. Consequently, they feed existing racial disparities by creating and perpetuating Racially Concentrated Areas of Poverty (RCAPs), defined as census tracts where:

- 50% or more of the residents are people of color and
- 40% or more of the households earn incomes that are less than 185% of the federal poverty level.

3. The number of RCAP census tracts increased between 1990 and 2010
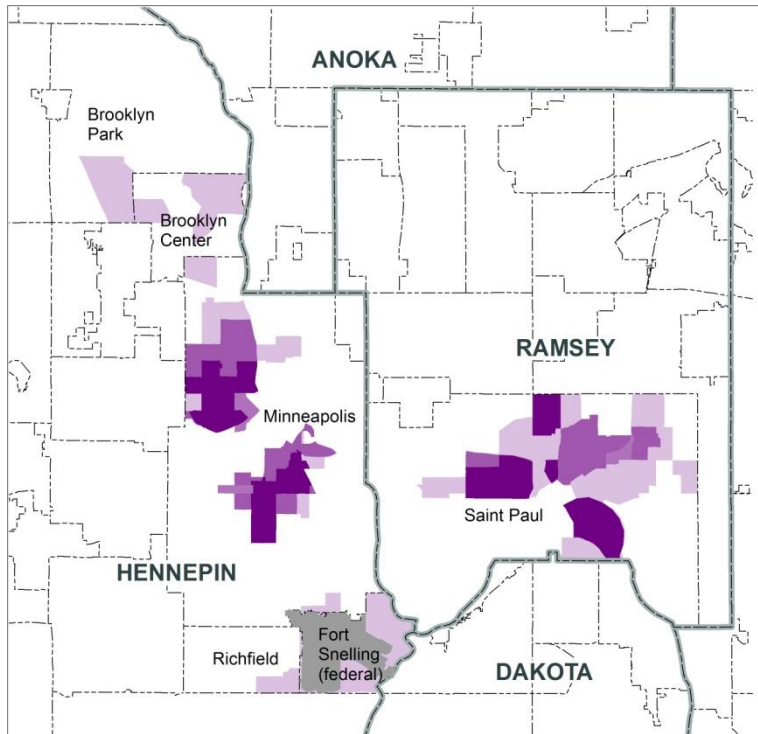
The map shows census tracts identified as RCAPs in 1990, 2000 and 2007-2011. The deeper the color, the longer the tract has been an RCAP.

Source: U.S. Census Bureau, Decennial Census, 1990, 2000; American Community Survey five-year data, 2007-2011.

In 1990, all of the region's RCAPs were in Minneapolis and Saint Paul. By the end of the 2000s, these RCAPs not only remained RCAPs but expanded into Brooklyn Center, Brooklyn Park, Richfield, and the federal lands constituting Fort Snelling. Since 1990, the share of the region's residents living in RCAPs went up from 3% to 9%.

Many of today's central city RCAPs have long been areas where people of color or immigrants lived. Federal public housing and highway investments helped deepen poverty in these communities. Until the 1980s, the concentration of public housing projects in communities of color helped form racially concentrated neighborhoods of poverty. Highways often cut through or passed by neighborhoods of color, disrupting the social fabric, tilting the composition of housing toward rental properties, and reducing property values. Some of these neighborhoods have remained predominantly black, while others have been gateway communities for the region's newest immigrant communities. Blacks and Native Americans—historically the groups experiencing the region's worst discrimination—have faced the highest hurdles to leave these areas of concentrated poverty.

Today's suburban RCAPs did not emerge until the 2000s. Growing poverty and increasing racial diversity in the suburbs turned these communities into RCAPs. The areas around these RCAPs are in the middle of rapid and dramatic socioeconomic changes that threaten to add them to the growing roster of RCAPs.

Opportunities in the region vary by geography and race

Looking at the Twin Cities region as a whole, opportunities such as jobs, high-performing schools, and safe neighborhoods are unevenly distributed. Where people live influences their access to opportunities. This report identifies five different types of place-based opportunities:

- jobs;
- high-performing schools;
- safety;
- environmentally clean neighborhoods; and
- convenient access to social services and basic necessities.

This report uses a method called cluster analysis to group the region's cities into three clusters based on the access they provide to each type of opportunity. No cluster ranks either high or low on all five opportunity dimensions. Instead, each cluster offers tradeoffs in the opportunities it provides.
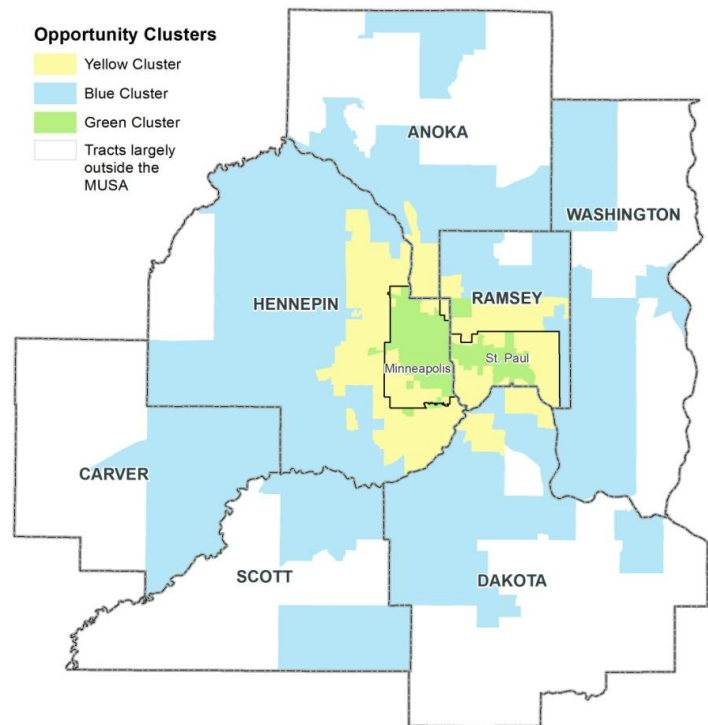
- **Green cluster**: Characterized by higher proximity to jobs, higher access to social services and basic necessities, but lower performing schools, higher crime rates, and higher exposure to environmental hazards.
- **Yellow cluster:** Characterized by moderate levels of access and proximity to all five opportunities.
- **Blue cluster:** Characterized by higher performing schools, lower crime rates, lower exposure to environmental hazards, but lower proximity to jobs and lower access to social services and basic necessities.

Nearly two-thirds of the region's RCAP residents live in the green cluster with the remaining third living in the yellow cluster. No RCAPs are in the blue cluster. Because of residential patterns, white residents and people of color live in different proximity to opportunity.

4. Opportunity varies by place

Source: Cluster analysis by the Institute for Metropolitan Opportunitiy, informed by the Fair Housing and Equity Assessment data and mapping team.

- Residents of areas of concentrated poverty live in proximity to more jobs than the region's working-age residents as a whole. Similarly, working-age residents of color live in proximity to more jobs than white working-age residents do. Proximity alone, however, does not translate to better access due to factors such as educational attainment and discriminatory employment practices.
- White school-age residents are four times as likely to live in the attendance areas of high-performing schools as their black counterparts.
- People of color are more likely to live in places that have high exposure to crime. Half of the metro's people of color live in neighborhoods with high exposure to crime, compared with less than one-third of white residents.
- Exposure to environmental hazards—such as contaminated sites, landfills, and other toxic facilities—can create serious health impacts and diminish one's quality of life. Nearly half of the metro's people of color live in neighborhoods with high exposure to environmental hazards, compared with less than one-third of white residents.

Changing the uneven landscape of opportunity to enhance opportunity for all residents can help reduce these inequities.

Public policy can expand the geography of opportunity

Public policy can positively influence the geography of opportunity by expanding residential choices, transportation options, and the locations of economic opportunity. Key place-based policy areas that affect the geography of opportunity include affordable housing policy, fair housing enforcement, transit service, and community development investments.

Location of affordable housing can limit choice

The location of affordable housing influences where low- and moderate-income households can afford to live in relation to opportunity. Different types of affordable housing exist across the clusters. Section 8 Housing Choice Vouchers are somewhat more likely to be used in the yellow and green clusters relative to the overall distribution of rental housing: 74% percent of the Section 8 Housing Choice Vouchers are used in the yellow and green clusters compared to 60% of all rental units. Publicly subsidized affordable rental housing units are disproportionately sited in the green cluster, which contains 51% of the region's publicly subsidized affordable rental housing but only 30% of all rental housing. Funders and developers of affordable housing prioritize locations that are close to jobs and transit, which are more prevalent in the green cluster.

While the availability of affordable housing options expands housing choice based on cost, fair housing policy seeks to eliminate discrimination that limits housing choice based on protected class. The enforcement of fair housing is based on several federal laws, the Minnesota Human Rights Act, and local ordinances. Sustained, coordinated efforts are necessary to streamline and expand enforcement and increase awareness of fair housing rights.

Transit essential for access to opportunity

For households without an automobile and people who do not drive, transit is an essential public service that connects people to opportunities such as jobs, education, social services and retail. Living and working in areas well-served by transit allows households to reduce their overall transportation costs and live either without a car or with fewer cars per household. Households that are reliant on transit are more likely to locate in areas that already have transit service, thus increasing the share of transit riders, and thus making future service improvements more likely. Many neighborhoods in the region's urban core are strong transit markets, but the strength of transit markets declines in less dense suburban areas.

Public community development investments increase tax base

Community and economic development investments aim to create or attract job opportunities and private investment to specific locations. Public efforts to develop or redevelop land for employers can increase local tax base, revitalize economically depressed areas, and provide jobs for a potential workforce. Community development investments can encourage additional private investment to selected locations; for example, the construction of the METRO Green Line has attracted well over $1 billion in new development projects to the corridor. Publicly funded construction projects can target jobs and contracting opportunities for neighborhood residents, residents of color, low-income residents, or disadvantaged business enterprises. Public resources for brownfield remediation provide funding to investigate and clean up contaminated land, groundwater, and buildings to prepare sites for redevelopment.

Metropolitan Council is addressing equity

Through the development of *Thrive MSP 2040*, the Metropolitan Council's regional plan for the next 30 years, the Council extensively discussed equity in the Twin Cities. The Council has identified equity as one of five key regional outcomes from *Thrive MSP 2040*, alongside stewardship, prosperity, livability, and sustainability. In *Thrive MSP 2040*, the Metropolitan Council commits to using equity as a lens to evaluate its operations, planning, and investments. The Council also commits to exploring its authority to use its resources and roles to mitigate the place-based dimension of racial, ethnic, and income-based disparities. The Council intends to pursue the following broad strategies to advance equity across the region:

- Invest to build a more equitable region;
- Create real housing and travel choices for all people regardless of age, race and ethnicity, economic means, and ability;
- Invest in a mix of housing affordability along the region's transitways;
- Engage a full cross-section of the community in decision-making.

The Metropolitan Council is currently working on its first full Housing Policy Plan since the 1985 Housing Development Guide. Although housing is not a statutory system under the Metropolitan Land Planning Act, the Council is using the development of the Housing Policy Plan as an opportunity to answer several key policy questions. Among these are defining each local jurisdiction's fair share of the region's need for affordable housing and determining how the Council evaluates local performance in providing affordable housing.

Because the challenges of racial and economic equity require aligning efforts across multiple entities, the Council will convene multiple partners, including cities, counties, school districts, nonprofits, and philanthropy to develop shared plans and investment strategies to address the issues of areas of concentrated poverty and racially concentrated areas of poverty and promote shared prosperity. The Council will play a leadership role in this strategy by working with local governments and other local development partners to bring data to the table and assure development plans are coordinated and aligned toward consistent outcomes.

A more equitable future will take concerted effort and a shared commitment

While this document has described decades-long trends in economic and racial segregation and the large-scale impact of public policy, key policy conversations are occurring right now that highlight the complexities of these issues:

- The conversation around the relocation or rebuilding of the Dorothy Day Emergency Shelter in Saint Paul demonstrated the tensions between maintaining access to transit and services and concentrating poverty.
- Alignment decisions for three planned light-rail lines in the Twin Cities region—METRO Green Line (Central Corridor), METRO Green Line Extension (Southwest Corridor), and METRO Blue Line Extension (Bottineau)—have engaged questions of how to best address the transit needs of low-income neighborhoods.
- A broad consensus exists that the resources to build and preserve affordable housing fall short of meeting the needs; however, there is a heated dialogue about how and where to prioritize the limited funding available.

- The upcoming update to the regional Analysis of Impediments to Fair Housing, conducted by the Fair Housing Implementation Council, will challenge the region to identify what influences fair housing and how to overcome barriers to fair housing and housing choice throughout the region.

A region that shares both opportunities and challenges and seeks to improve the lives of its entire population is stronger and more vibrant. With this document, the Council hopes to raise awareness of the complex interdependencies of income, race, place, and opportunity and to challenge both itself and others to think regionally and act equitably for a better region for all. Moving to a more equitable future will take concerted effort and a shared commitment. Persistent racial disparities must become an artifact of our history rather than a limit on our future vitality. Given the scale and complexity of these issues and the large benefits of success, the time to begin this work is now.

Racial Equity: Getting to Results

by Erika Bernabei

LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

This resource guide is published by the Government Alliance on Race and Equity, a national network of government working to achieve racial equity and advance opportunities for all.

GARE is a joint project of

haas institute
FOR A FAIR AND INCLUSIVE SOCIETY

CSi CENTER FOR SOCIAL INCLUSION

RACIALEQUITYALLIANCE.ORG

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INTRODUCTION

Currently across the country, regardless of region, racial inequities exist across every indicator for success—including health, criminal justice, education, jobs, housing, and beyond. We know these inequities are incongruent with our aspirations. The Government Alliance on Race and Equity (GARE), a joint project of the Haas Institute for a Fair and Inclusive Society at the University of California, Berkeley and Center for Social Inclusion, recognizes that we can and must do better. We know that government has a key role in advancing racial equity, and therefore are modeling at the local level how it is truly possible for government to advance racial equity and to develop into an inclusive and effective democracy.

We know change is possible with intentionality and focus. We must recognize that from the inception of our country, government at the local, regional, state, and federal level has played a role in creating and maintaining racial inequities. Though we've made many strides toward racial equity, policies and practices have created and still create disparate results—even if the intention to discriminate is not present. Despite progress in addressing explicit discrimination, racial inequities continue to be deep, pervasive, and persistent across the country. We are at a critical juncture with an exciting new role for government—to proactively work for racial equity.

Our goal goes beyond closing the gaps; we must improve overall outcomes by focusing efforts on those who are faring the worst. Deeply racialized systems are costly for us collectively and depress outcomes and life chances for communities of color. To advance racial equity, government must focus not only on individual programs, but also on policy and institutional strategies that create and maintain inequities. GARE uses a six-part strategic approach geared to address all levels of institutional change.

> **Six-Part Strategic Approach to Institutional Change**
>
> **Normalize**
> - Use a racial equity framework
> - Operate with urgency and accountability
>
> **Organize**
> - Build organizational capacity
> - Partner with other organizations and communities
>
> **Operationalize**
> - Implement racial equity tools
> - Be data-driven

Normalize

1. **Use a racial equity framework:** Jurisdictions must use a racial equity framework that clearly articulates our vision for racial equity and the differences between individual, institutional, and structural racism—as well as implicit and explicit bias. It is important that staff—across the breadth and depth of a jurisdiction—develop a shared understanding of these concepts.

2. **Operate with urgency and accountability:** While it is often believed that change is hard and takes time, we have seen repeatedly that when we prioritize change and act with urgency, change is em-

braced and can occur quickly. The most effective path to accountability comes from creating clear action plans with built-in institutional accountability mechanisms. Collectively, we must create greater urgency and public will in order to achieve racial equity.

Organize

1. Build organizational capacity: Jurisdictions need to be committed to the breadth and depth of institutional transformation so that impacts are sustainable. While elected leaders and other top officials are a critical part, change takes place on the ground. We must build infrastructure that creates racial equity experts and teams throughout local and regional government.

2. Partner with other institutions and communities: The work of government on racial equity is necessary but not sufficient. To achieve racial equity, government must work in partnership with communities and other institutions to achieve meaningful results.

Operationalize

1. Implement racial equity tools: Racial inequities are neither natural nor random—they have been created and sustained over time. Inequities will not disappear on their own; tools must be used to change the policies, programs, and practices that perpetuate inequities. Using this "Focusing on Racial Equity Results," along with other tools, such as our **Racial Equity Tool**, will help us to achieve better results within our communities.

2. Be data-driven: Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes, and second, to develop baselines, set goals, and measure progress towards goals. It is critical that jurisdictions use data in this manner for accountability.

Racial equity means that we no longer see disparities based on race and we improve results for all groups. We believe that in order to disrupt our nation's deep and pervasive inequality of opportunity and results, generate new possibilities for community ownership of government, and establish a new narrative for a truly inclusive democracy, it is essential to transform government. Indeed, in order to advance racial equity and success as a nation, we must transform government.

Prior to using this resource guide, you might want to familiarize yourself with some of GARE's other tools.

- **Advancing Racial Equity and Transforming Government: A Resource Guide to Put Ideas into Action**
- **Racial Equity Toolkit: An Opportunity to Operationalize Equity**
- **Racial Equity Action Plans: A How-to Manual**

If you are not familiar with GARE's work and theory of change, you may want to start with the Advancing Racial Equity resource guide.

This work builds on the work of numerous other organizations, including the People's Institute for Survival and Beyond, Race Forward, Western States Center, the Haas Institute for a Fair and Inclusive Society, and many others. This issue paper also aligns with and builds upon Results-Based Accountability™ (RBA), developed by Mark Friedman.

We have intentionally lifted up the importance of centering racial equity within an RBA framework. We have seen too many cases where not doing so reinforces structural racism. Many planning or evaluation tools were designed within environments of institutional or structural racism. When we fail to name and center race, though we may be well-intentioned, we will reinforce racial inequities. Getting clear about racial equity first, then using a powerful tool like RBA flips the status quo on its head—it shifts the power to drive toward racial equity. Only through the use of a structured process will we achieve transformative results, shifting the very foundation of the institution we seek to change. By developing a clear racial equity lens first, we provide a foundation for a racial equity-centered RBA process that facilitates improved results.

BEGIN WITH THE DATA

Often, the work of identifying, collecting, and using qualitative and quantitative data to inform community change processes is left to staff or partners doing work behind the scenes. But, as noted in the **Racial Equity Action Plans manual**, the role of identifying, collecting, and using data must be shared and owned by community leaders and the early adopters (or Core Team) of staff responsible for developing a plan of action.

The design and usefulness of the data will hinge on whether transparent, proactive data analysis and use become a part of the culture of your group. This is different from the compliance structures often required in funding reports or the deficit orientation affixed to communities of color because of poor outcomes. The use and analysis of data are about empowering you to make good decisions—and to advance racial equity.

Using a racial equity-centered RBA process requires you to use the same amount of rigor in your work with and in communities of color as you would put into any other endeavor. Racial equity implementation must be just as disciplined, albeit with different results. This requires, as noted in the Racial Equi-

ty Action Plans manual, that every activity you pursue is specific, measurable, attainable, relevant, and timely.

There is a difference between experimentation and deliberate testing of ideas designed to disrupt and shift those practices that create racially inequitable results. When community is authentically engaged in the work, it becomes clear when something is a good idea and when a particular action lacks alignment with community values and goals. Furthermore, when the data trend goes in the wrong direction, authentic, trusting relationships with the group will encourage and empower people to seek solutions rather than assign blame. An anti-racist, racial equity-focused Results-Based Accountability™ framework is one of many tools that can help you to move your plans forward in a disciplined way that is structured for equitable results. The next section will give you more information about RBA.

WHAT IS RACIAL EQUITY-CENTERED RESULTS-BASED ACCOUNTABILITY™?

Results-Based Accountability™ (RBA) is a tool that starts with the desired results and works backwards towards the means, to ensure that your plans work toward community results with stakeholder-driven implementation. This disrupts historic patterns of "doing what we've always done, because we've always done it that way." That way of work, done with the best intentions, does not produce the racial equity we demand in our communities. RBA also helps distinguish between population level (whole groups) indicators, that are the responsibility of multiple systems and take a long time to shift, and performance measures (activity-specific) that organizations can use to determine whether what they do is having an impact.

Tools are not the work, but they are a part of the work. The following guide will help you begin the process of using a powerful tool, Results-Based Accountability™ that incorporates a racial equity lens.

The overarching RBA framework shows a relationship between Results, Indicators, and Activities. The orange bar in the diagram separates the population level results and indicators that are the responsibility of many systems over time; below the orange bar are the activities for which jurisdictions can develop performance measures and hold themselves accountable. The activities below the line should contribute to the change toward which the jurisdiction aims. The illustration on the next page visualizes what that looks like.

To start, Results-Based Accountability™ uses seven primary steps, also called questions of population accountability.

RESOURCE GUIDE
**Racial Equity:
Getting to
Results**

Government
Alliance on
Race and
Equity

RESULTS (A condition of well-being for people)

Indicators (Measures of Results)

Programs	Policies	Functions	Agencies
Performance Measures	Performance Measures	Performance Measures	Performance Measures
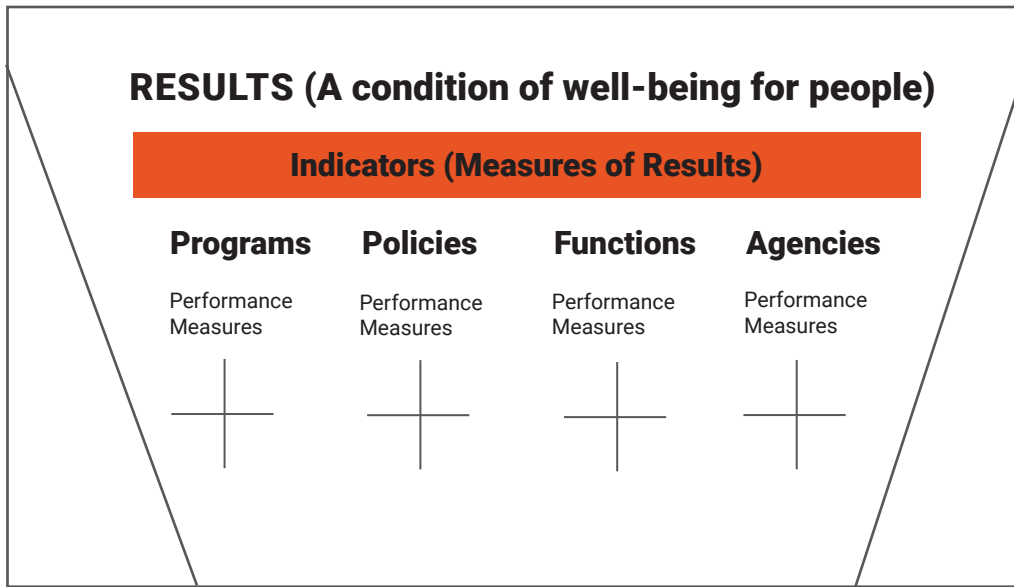
POPULATION ACCOUNTABILITY: START AT THE END

1) What are the desired results ?

First, you need to be clear about what desired racial equity conditions you and your group want to see in your whole community. This requires the recognition that the whole community cannot experience well-being when communities of color experience it at disproportionately lower rates. Results focus on a city, county, or state and are articulated as positive conditions of well-being—such as people are healthy in [city], or Latino children are ready for school in [state]. This requires you to think about the larger context—toward the transformation of systems to get equitable results for communities of color. Because changing results is a bigger responsibility than any one agency can shoulder, you need institutional, agency, and community partners to accomplish your goals.

For example, Portland, Oregon's statement "Develop planning and sustainability solutions that eliminate racial disparities thereby creating prosperous, resilient, healthy, and affordable communities for all Portlanders" includes four results toward which the Bureau of Planning and Sustainability's planning and sustainability solutions aspire: prosperity, resilience, health, and affordability. In order to get to those results, the Bureau will have to partner with other groups. The first step, then, is for your group to determine results.

Fill in the following statement: "We want families/communities that are…"

These statements should be positive (i.e. "healthy" versus "not sick"). They should also be about the condition itself, not a choice or possibility of a condition, (i.e. "educated" versus "the opportunity or to be educated")—allowing the choice to be built in to the condition. Saying "the opportunity" reinforces notions that community members experience disparate outcomes because of choices they make rather than as a result of institutional and/or structural racism.

2) What would the result look like?

The next step is to answer the following question: What would this result/condition of well-being look like if you experienced it in the community? What would it physically look like? What would it feel like?

This question should be answered in a culturally relevant, contextualized manner that is connected to the vision you have for racial equity. The question is not about any community, but about this community. You should ask yourself, whose vision does this picture reflect? Does it reinforce a deficit orientation about behaviors or does it authentically reflect what a result means to that city/county/state/community?

3) What are the community indicators that would measure the desired result?

The next step is to identify community indicators, of the population-level result(s). Indicators may not be quick to move because they should be community-level measures that reflect generations of policy and systems failures that have produced racial inequity. Nevertheless, they are powerful measures that focus and hold your efforts accountable to population-level systems change over time.

These measures might look similar to others across the country, but once you disaggregate the data by race and ethnicity and review it, they tell a unique story about a particular community.

The group should keep ambitions practical and identify a small number of indicators on which to concentrate; it is easy to get distracted or avoid work when taking on too much at once. You can use some of the guiding questions outlined in the **Racial Equity Action Plan manual** to help identify the most relevant indicators.

- What needs or opportunities were identified during the information-gathering phase of this process?
- What does our organization define as the most important racially equitable indicators?
- What are some known racial inequities in our organization's field?

Indicators are large-scale measures like unemployment rates, chronic disease rates, or academic achievement rates. Because of the scope and scale of the collection, population level data often comes from federal, state, city, or county government or agencies, university partners, or Census data.

Once the group has identified the indicators that they would like to measure, partners should be identified to decide: (a) how to get this data, (b) how it can be disaggregated by race and ethnicity, and (c) with what regularity the data can be produced.

> **THINKING THINGS THROUGH:** A SAMPLE DIALOGUE
>
> Upon reviewing data that show a gap between the diabetes rates of white and African American residents of a city, a facilitator asks, "Why is the rate of diabetes so much higher for X residents?" A person might say "because X eat poor quality, sugary foods." If the process ended there, it would not get at the root causes of the issue, and would also reinforce the assumptions some people make about the "choices" people make. Instead, the facilitator would ask the group, "But why?" and someone might say, "because it is cheap," to which the facilitator might ask "so why would X people in city buy cheap food?" This might prompt the group to talk about the economic inequality wage and employment difference, or food deserts/the lack of access to healthy foods by neighborhood. A final "why?" might bring the group to identify historical, structural racism in the context of that community.

4) What do the data tell us?

Your group then needs to look at the data trend for each indicator, disaggregated by race/ethnicity and whatever relevant demographic breakdowns matter to your work, while asking "what would happen if we did nothing different?" Longitudinal indicator trends can help you see the racially disproportionate results for communities of color over time, and therefore past data is critical at this point in the process.

Then, facilitators will help the group to uncover the root causes behind the data trend, asking the group, "why does the trend look like this?" and for each answer, they should ask "why" three to five more times to move past superficial understandings of racial inequity and get to the underlying causes.

During this part of the process, you need to maintain discipline to dig into the root causes represented by indicator data trends. The review of data trends and analysis of root causes of racial disparity are critical to setting the stage for the rest of your work with your group. The process must be facilitated by someone skilled at pushing back on views that reinforce individual responsibility and shifting the focus to institutional and structural racism, and able to actively surface the historic and present-day root causes underlying the assumptions. This is most effective when there are two facilitators in a multiracial team who can use their understanding of racial equity; individual, institutional, and structural racism; and power and politics to lead the conversation.

For example, when seeking root causes, some participants will likely state assumptions about people's behavior that presume that all people, when they make choices, start on an even playing field. This often comes up when reviewing health data and child-related data on parenting—(i.e., assuming that

people make bad eating, purchasing, or parenting choices that cause poor outcomes). It is critical to understand structural and institutional racism and how it plays out in people's lives, and to use a root-cause analysis to understand underlying causes of disparities and to disrupt deficit thinking.

When done well, root-cause analysis produces the foundation upon which all actions and next steps are built. When done poorly, it causes confusion and tension in the group. When insufficient time is spent on root-cause analysis or it is skipped over, groups revert back to the same actions that they have used in the past rather than working with new processes or partners that would change results.

5) Who are your partners?

After you've completed your root-cause analysis, your group should consider which partners you should work with in order to reach your goals. As noted in the **Racial Equity Action Plan manual**, in order to do systems change work, government must partner not only with community leadership, but also with a range of types of institutions. The group should consider:

- other government agencies;
- local government leadership;
- nonprofits;
- philanthropy;
- community-based advocacy and community organizing groups;
- the private sector; and
- any other partners that would be required.

For each of the identified partners, the group should also determine their role ("Why are they important? What are they needed for?"), and when it would be effective to bring that partner into the effort so as to phase the work strategically. Identify partners from other institutions whose participation will ensure that you have impact in your priority communities. Representatives from community-based organizations and grassroots community groups bring a more holistic understanding of inequities, as well as innovative solutions.

The group should also challenge itself to identify "unlikely suspects" or partners that have been avoided in the past—these might well be the exact partners you need in order to produce the results you seek. In addition, consider current partners and how they might expand or change what they are doing, allowing all options to be on the table. To reach impact, it is critical to set a culture of transparency about past performance by current partners.

Even if the group cannot yet determine how to engage a needed partner, the process of identifying strategic partners allows us to determine what we need, and prevents us from falling back on business as usual. Making the connection with the partner is a separate step that can come at a later time.

6) What works to change the data trend towards racial equity?

When determining what might work to transform results in your community, begin by having brainstorming sessions. No one program or policy will change an entire result, but any can be a good starting point.

Results-Based Accountability™ starts with these categories of ideas:

- **Low-cost, no-cost ideas**: free or nearly free ideas that members of the group identify. Because these solutions are not resource dependent, they may help the group get started more quickly than other activities that require money.

- **Community knowledge**: ideas and solutions that are culled from the wisdom and experience of residents and community members who have already informally tried out actions and have found them to be effective.

- **Promising practices**: solutions that are not considered "evidence-based" because they haven't been rigorously studied, but that people in or outside of the community have tried that show promise.

- **Evidence-based practices**: actions that research has shown to be effective.

- **Out-of-the-box/"Imagine if" ideas**: ideas that may seem unorthodox or nontraditional but that just might work. With a diverse partnership come a diversity of ideas, and RBA believes that the more initial ideas the better. Creative, out-of-the-box ideas that relate to the root cause analysis can be particularly impactful.

Ask the group to think about the city/county/state's current policies and service systems, and how they maintain or reinforce structural racism. During this part of the process, the group considers all actions—from policy changes or implementation to new, client-level programs with the end of decreasing racial disparities. Remember that the root causes they have already identified will inform their brainstorming.

The group should identify a large number of actions in each of the categories above in a judgment-free zone. The brainstorm is not a research project for evidence-based practices, although that can be a part of the brainstorming process. The brainstorm is a way to gather the ideas that have the best chance of impacting indicators at the macro-level.

7) What actions should you start with?

Once you've recorded the brainstorm, the group should use the following RBA criteria to determine which actions to begin with:

- **Values**: Is it strengths-based, people-centered, and culturally relevant/anti-racist? Does it advance a racial equity agenda?

- **Leverage**: How likely is it to change the trendline? What additional resources for change does it activate?

- **Reach**: Is it feasible? Will it actually benefit communities of color experiencing racial inequities?

- **Specificity**: Does it have a timeline with deliverables that answer the questions *who, what, when, where, and how*?

The **Racial Equity Action Plan manual** highlights action and accountability; in this large-scale, whole-community work, action commitments are critical to holding the group accountable. You should make action commitments at the end of each meeting to ensure that actions and new partnerships move forward. Action commitments require each member of the group to personally commit to one action related to moving indicators, and complete it by an agreed-upon deadline. People should report on progress on these actions at the beginning of every stakeholder meeting.

PERFORMANCE ACCOUNTABILITY FOR ACTIONS: THE ROAD TO GETTING RESULTS

The hard work begins after the groundwork has been laid. For each community indicator, the group has already identified a set of actions. Now, as noted in the Racial Equity Action Plans manual, facilitated action planning sessions—within departments, across departments, and sometimes with nonprofit or other partners—help to refine the potentially broad set of actions. The Core Team should bring population-level indicators and results to these sessions and begin to build a performance plan.

Whether your actions are department-level policy changes, or changes to nonprofit programming, each need a set of performance measures to ensure that the action or activity is crafted to decrease racial disparities. RBA's seven steps of performance accountability will guide your action refinement and your development of performance measures.

1) Who do you serve?

For each action, the group working on that measure must first identify the intended beneficiary. Identifying who you serve (whether an institution, people, a group, or a system) helps you gain clarity about the intended impact of your work and not attempt to make people accountable for change outside their scope of work. For example, some actions will impact community members directly (i.e. parenting program); some will impact other kinds of stakeholders, such as elected officials (i.e. policy brief development), board members (i.e. training), or internal staff (i.e. use of a Racial Equity Toolkit policy).

2) What is an action's intended impact?

This simple question, articulated as a measure, is the most critical part of performance accountability. This is the difference between doing business as usual, which has produced racially inequitable results for generations, and being accountable for the impact of our work.

Begin by having the group answer these questions:

- How would I know if this action worked?
- What is the intended impact?
- How would I know if anyone is "better off" as a result of it?

These answers will inform the development of performance measures that will be critical to measuring the impact of your work. The three performance measures are:

- How much did you do? (Quantity, number of clients and/or activities)
- How well did you do it? (Quality, percentage of activity that was of high quality, percentage of common measures of appropriate/high quality)
- Is anyone better off? (Impact, number or percentage change in skills/ knowledge, attitude/opinion, behavior, or circumstance)

For example, a "better off" skills/knowledge measure might be the percentage of people that participated in an activity that have gained knowledge of their rights. An attitude/opinion measure could be the percentage of people that feel empowered as a result of an action. A behavior measure might be a change in the percentage of school attendance rate. And a circumstance measure could be the percentage working in family-sustaining wages as a result of a new employment policy.

You can sometimes expect to experience skepticism from community members. Remember, there are many reasons why communities of color might not trust government. Restoring trust will require time and government must demonstrate a long-term commitment and a willingness to partner in responsive, engaging, and power-sharing new ways. Internal to government, some staff may be skeptical as well; some may have seen similar conversations or initiatives come and go. Similar to working with community, building trust with employees of color will require demonstrated commitment from leadership over the long term.

3) What is the quality of the action?

It is essential to use metrics that measure the quality of the strategy in ways that span the gamut from cultural relevance, language access, and participation rates to more technical measures of staff training and staff-to-client ratio.

> **THINKING IT THROUGH:** QUESTIONS TO ASK
>
> Just because something is "evidence-based," or should work, does not mean that it will work. A perfect, high-quality replication of an evidence-based service in your community does not mean that it is an impactful solution. You must ask yourself: Is it culturally relevant? Does it take into account community values? Was it selected with an eye to the root causes of racial inequity? If so, evidence-based practices can be part of the solution as long as you pay attention to the associated "better off" measure. But merely being evidence-based does not guarantee positive change, and some can have neutral or detrimental impacts in communities, and others might result in overall improvement, but still result in increases in racial disproportionalities. It is important to maintain a focus on closing to racial inequities, as well as lifting up results for all.

The main purpose of this group of metrics is to ensure that action is being done well. If the "better off" measures show no change, quality measures sometimes tell us why we are not having an impact. Alternately, just because the action is being implemented in a high-quality manner, does not mean that the "better off" data will move in the right direction.

You can see how all three types of measures relate in this RBA graphic on page 16 (from Mark Friedman's *Trying Hard is Not Good Enough*):

4) What is the story behind the data?

Much of what was noted in population level accountability section for step four is the same for each performance-level action identified in your process. We recommend that you review that section again at this point. Even when groups select actions that they believe will address root causes at the population level, it is critical to regularly review data at the performance level and ask "why?" This is where the rubber hits the road on racial equity. This is the difference between perpetuating systemic failures to address racially disproportionate outcomes and disrupting them.

5) Who are the partners with a role to play?

Again, this step is similar to the process at the population level, but it is often skipped at the action level. Generally, identifying partners after looking at data helps organizations fill in service, policy, and community gaps.

Internally, organizations often fail to think about the partners that would make their work more effective. This can be because of ego, resources, or time. This failure causes them to continue business as usual, and prevents them from having the thought partners at the table that would allow them to take their

How much did we do?	How well did we do it?
# Clients/people served	**% Common measures** (e.g. client staff ratio, workload ratio, turnover rate, staff morale, % staff fully trained, % clients seen in their own language, unit cost)
# Activities (by type of activity	**% Activity-specific measures** (e.g. % timely, % clients completing activity, % correct and complete)

Is anyone better off?

#/% Skills/knowledge

(e.g. parenting skills)

#/% Attitude/opinion

(e.g. toward drugs)

#/% Behavior

(e.g. school attendance)

#/% Circumstance
(e.g. working, in stable housing)

work from good to transformative. If you are committed to racial equity, partners are critical to doing work differently, because they can expand and accelerate impact. Organizations cannot afford to stay siloed any longer—multiple systems impact people and their efforts need to be coordinated and effective.

Again, think about all of the types of partners named in step five in the population part of this tool and consider who is needed, in what role, and when to move the work.

6) What works to have greater impact?

After you've reviewed data on any action, it is time to use it. If you do not use the data, you perpetuate the same practices that have contributed to racial inequities all along. When things are not going well, or as planned, or the data does not show impact, remember that you have already identified root cases and know that it takes time to see change. You should begin by thinking about how you might change the action. Start by reflecting on the lessons learned within the agency's experience, but also think about what works in other parts of the community and in other communities—as well as formal best practices/evidence-based practices that you can use or adapt. This may require you to consider the requirements of funding streams, contracts, and evidence-based

> **THINKING IT THROUGH:** EQUITY REQUIRES COMMUNITY INSIGHT
>
> To ensure maximum fidelity between the data and the intended impact of an action, ensure that community leadership is in the room for data reviews and root-cause analysis. Sometimes data looks like it is having an intended impact, but you need community residents or people on the receiving end of the implementing a solution to identify the "why?"—or the unintended consequences of "success." For example, new residents in a community may increase the number of business opportunities/jobs, hence increasing employment in the neighborhood. It is critical to notice/track the beginning stages of that increase in new residents to see whether it is moving into gentrification, displacing existing residents or businesses, or if businesses are selling goods that are affordable to the existing community. Community leadership is best positioned to flag these root causes of otherwise neutral-seeming actions or other things "under the radar." Community insight is also necessary when designing and refining solutions—so make sure to have them at the table.

models—balancing what is required of you with what you believe will work to change systems. While it can be hard to change or stop existing practices, change can produce improved results.

7) What are the next steps?

To figure out the next steps, you will need to ask and get answers to specific questions:

- Who will do what, by when?
- What resources are needed to get it done?
- Is this a long-term action that needs time or can it be done tomorrow?
- What is the active role of community leadership in making these decisions?

A commitment to action, just like in the population level process, is critical. The more precise the better, and they must be written.

RESOURCE GUIDE
**Racial Equity:
Getting to
Results**

Government
Alliance on
Race and
Equity

A COMMITMENT TO RACIAL EQUITY AND BETTER RESULTS

A Racial Equity-focused Results-Based Accountability™ (RBA) in and of itself is not the work; authentic and principled engagement with community is the work. If a tool could accomplish the hard work of transformative public systems change that would produce better results for communities of color, jurisdictions would have solved racial inequities. On the other hand, without tools and a disciplined and focused way of doing work, communities can unintentionally perpetuate inequity by relying on goodwill and intellect alone. In places like Fairfax County and Dubuque, and many places around the country, hard work is underway—laying the foundation for systems change by investing in both a common understanding of racism and tools for transformative change.

CASE STUDY: DUBUQUE, IOWA

Dubuque, Iowa, a majority white community with disproportionately poor results based on race and ethnicity, is building the public will and institutional ability to look at racially-disaggregated data to inform decisions. They have been embedding the RBA framework into their already-evolved racial equity-focused work on advancing housing equity, and building a local model from which other groups can learn. In addition, Dubuque is investing in empowering and developing the ability of local direct-service staff and managers to use disaggregated data to improve results for people of color in real time. They believe that when lawyers, social workers, and managers themselves do this work with data, it helps them internalize the related values and skills over time, and they can apply those learnings more directly to their work. Dubuque is modeling how smaller, disproportionately white communities across the country can deliberately build a foundation using a racial equity lens—and embed a disciplined approach to use data to change systems.

CASE STUDY: FAIRFAX COUNTY, VIRGINIA

In July, 2016, the Fairfax County Board of Supervisors and School Board adopted the One Fairfax Resolution envisioning an opportunity-rich community in which everyone can participate and prosper. This resolution provides the vehicle to understand how issues of equity impact all Fairfax County residents and directs the development of a racial and social equity policy—at its core—to be applied in the planning and delivery of all public services and investments. The policy, once adopted, will facilitate the use of equity tools to ensure that equity becomes an intentional point of consideration in decision-making and resource-allocation processes. A cross-systems (County and Schools) Executive Leadership Team, along with an inter-disciplinary, multi-agency policy development workgroup was convened and charged to develop the policy and recommendations regarding the infrastructure necessary for implementation and sustainability. Meaningful metrics, supported by an accountability structure that bridges the County Government and the Public School System will ensure common terminology, disaggregated data standards, and "better off" measures to evaluate progress towards achieving racial and social equity. Finally, and importantly, to redefine public engagement in ways that affirm effective democracy through implementing inclusive actions, processes, and structures that build community capacity and reflect the diversity of all residents. Fairfax County is working hard to make their vision for racial and social equity a reality with and for the community.

Across the country, governmental jurisdictions are:

Making a
commitment
to achieving
racial equity

Focusing on
the power
and influence
of their own
institutions

Working in
partnership
with others

When this occurs, significant leverage and expansion opportunities emerge, setting the stage for the achievement of racial equity in our communities.

WSB

Memorandum

To: **City of Roseville Planning Commissioners**

CC: **Bryan Lloyd, Senior Planner**

From: **Erin Perdu, Planning Consultant**

Date: **February 1, 2018**

Re: **Comprehensive Plan Update – Housing, Implementation**
WSB Project No. 1797-100

For the meeting on February 7th, two draft chapters will be on the agenda.   Below is a brief summary of each:

1. <u>Housing:</u> The housing chapter has undergone several updates since your last reading of this chapter.   Edits were made based on your feedback as well as feedback provided by staff and the EDA meeting held in January. The changes include:
   - Additional information on recent housing construction and the affordability of new units
   - Suggested update of the 2013 Maxfield housing study
   - Details on the public engagement received
   - Revised graphics for better readability
   - Greater emphasis on the asset of the city's existing affordable single-family housing stock, and preserving that into the future
   - Additional data on the types of households in the city, and trends
   - More tools added to and subtracted from the implementation tool matrix
   - More detailed descriptions of tools in the section after the matrix, including the targeted band of affordability for each

2. <u>Implementation:</u> Based on your feedback at the last meeting, and additional information from other chapters, I have updated the Implementation chapter. Significant changes you will notice include:
   - Explanation of council/commissions associated with staff (and removal of them from the "who" column in the matrix)
   - Addition of an "ongoing" column in the matrix to indicate items that will continue, whether or not they are happening now or whether they will be implemented in the future
   - More information filled in the matrix (although it is still not complete pending completion of other chapters)

3. <u>Land Use Open House Feedback:</u> And once again, a summary of the feedback we received during the land use open houses in December is included in your packet. Some additional comments received by staff since your last meeting are also included.

I look forward to seeing you all next week!

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CHAPTER 5: HOUSING

Housing and neighborhoods form the core of Roseville's identity. The City places a high priority on ensuring that people can make Roseville their home at any stage of their life. Therefore, the City must plan for a diverse range of housing options for a diverse mix of family types, ages, and economic statuses. In this Chapter, we look at the existing housing stock and demographic trends to identify future housing needs for the City. We then conclude with goals and actions to help the City meet those housing needs.
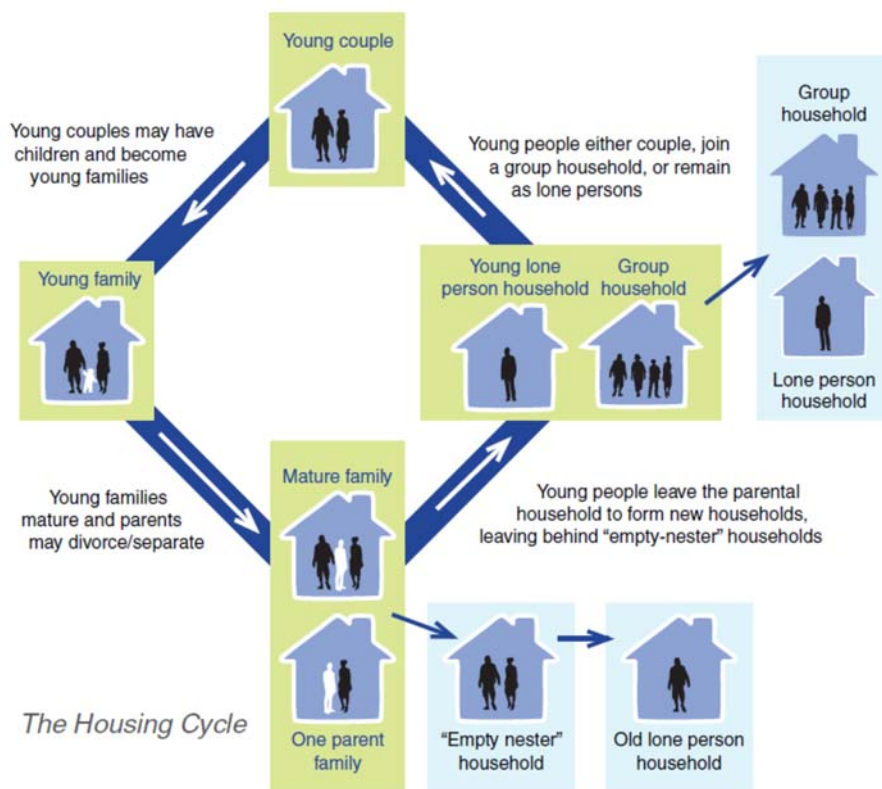
BACKGROUND

Roseville experienced a significant housing boom between the 1940s and 1970s with 83% of all owner-occupied units and 74% of all rental units being constructed during this period (Figure 5-1). This rapid development of housing over a relatively short time period has resulted in housing stock and neighborhoods that are reaching the age when they will concurrently require significant investment.

FIGURE 5-1

Age of Housing Units
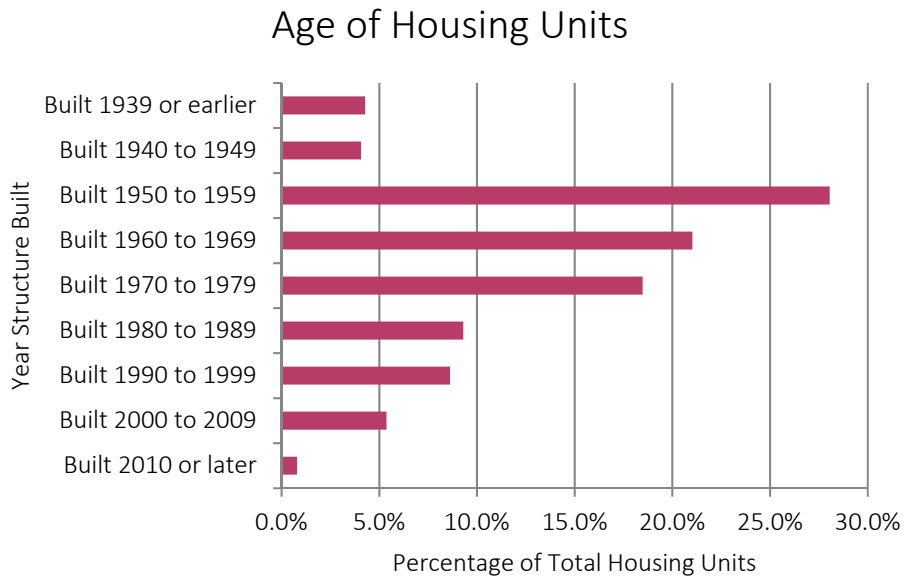
Data source: ACS 2011-2015 Estimates

According to U.S. Census data, approximately two-thirds of the city's housing stock is owner-occupied and one-third are rental units (Figures 5-2 and 5-3). The share of renter occupied units has been increasing since the 2000 census, from 32.5% to 37.7% in 2016.

FIGURE 5-2

Tenure of Occupied Housing Units
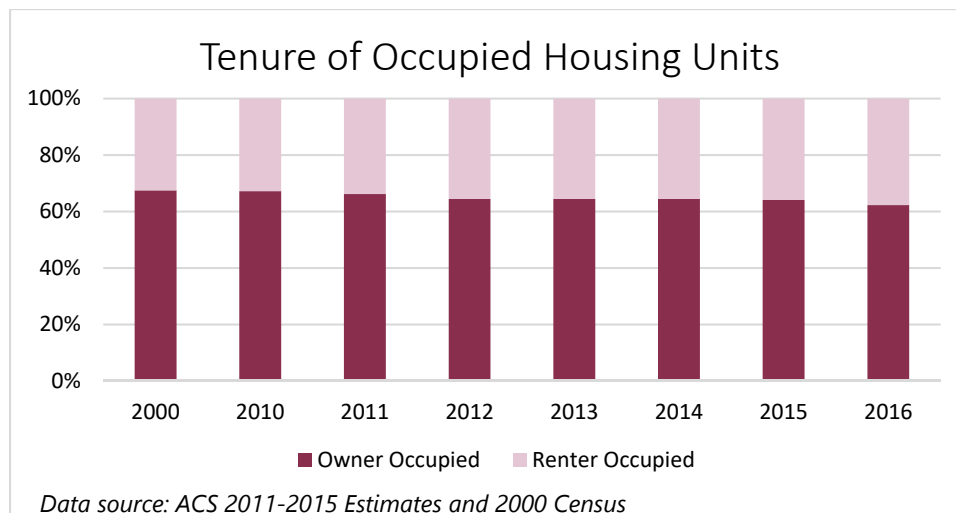
Data source: ACS 2011-2015 Estimates and 2000 Census

Occupied Households
by tenure

Renter-occupied

Owned with a mortgage

Owned free and clear

Occupied housing units
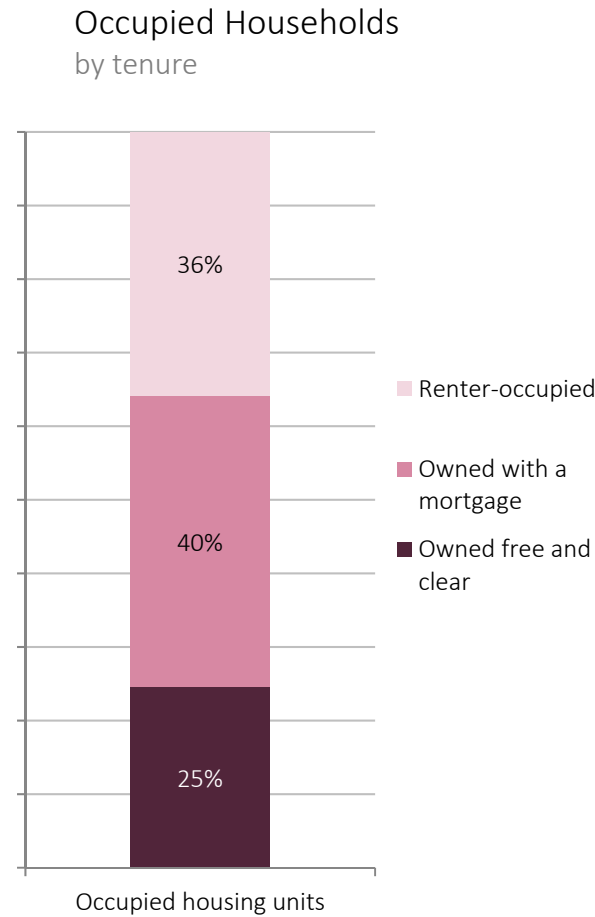
Data Source: ACS 2015 Estimates

New housing construction since the year 2000 demonstrates why this ratio has changed. Several large multi-family projects were constructed in several years spanning that period as shown in figure 5-4.

The data on number of units per structure also illustrates an interesting pattern in the existing Roseville housing stock. Figure 5-5 shows that approximately 54% of residential structures are single-family detached (one unit per structure) and approximately 36% are 5 units or more per structure, with the large majority of those being in structures with 50 units or

New Housing Units Permitted by Roseville

- Single-Family Detached
- Duplex
- Multifamily (3 units or more)
- Townhomes (single-family attached)
- Duplex, triplex and quad
- Multifamily (5 units or more)
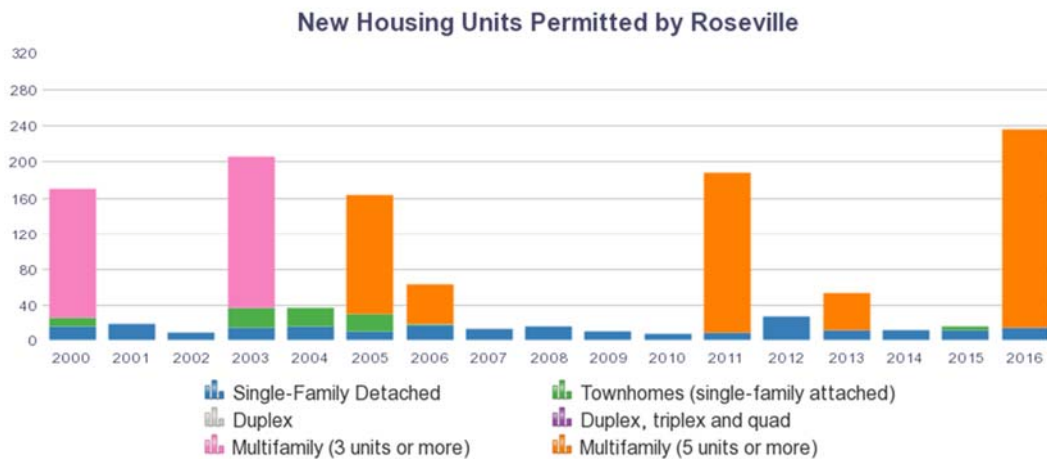
more per structure (large multi-family buildings). There is relatively little in between. Many cities have the same pattern, mirroring a nationwide phenomenon known as the "missing middle"—a lack of multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for walkable urban living. These may include duplexes, fourplexes, bungalows, townhouses and more.

FIGURE 5-5

Housing Units
by number of units in structure
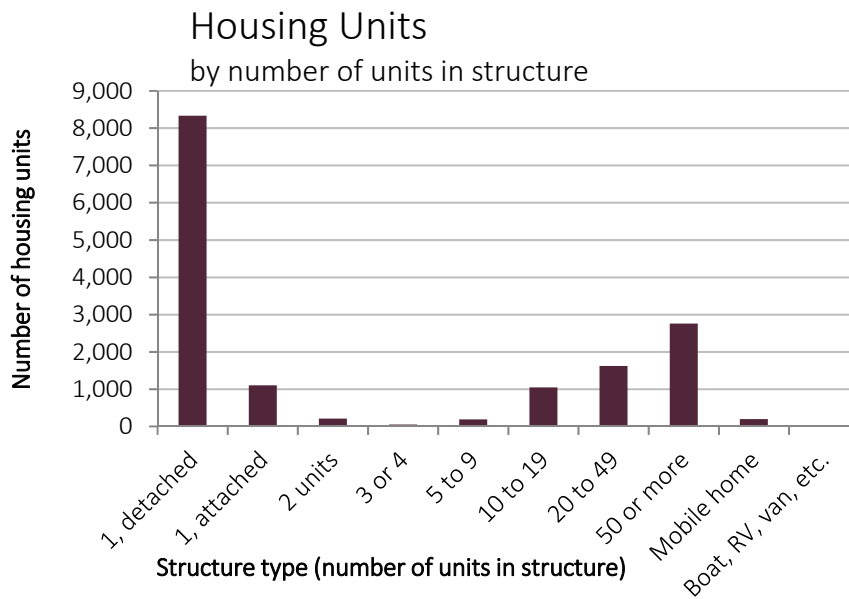
Data source: ACS 2011-2015 Estimates

As shown in Figure 5-6, nearly 60% of the city's owner-occupied housing (including single-family) is valued at over $200,000, with the largest share (42 percent) falling in the value category between $200,000 and $300,000. Approximately 18% of the owner-occupied housing stock is valued below $150,000.

FIGURE 5-6

Value of Housing Units
for owner-occupied housing

- Less than $50,000
- $50,000 to $99,999
- $100,000 to $149,999
- $150,000 to $199,999
- $200,000 to $299,999
- $300,000 to $499,999
- $500,000 to $999,999
- $1,000,000 or more

0.1%
3.8%
6.3%
8.1%
5.0%
14.1%
20.3%
42.3%
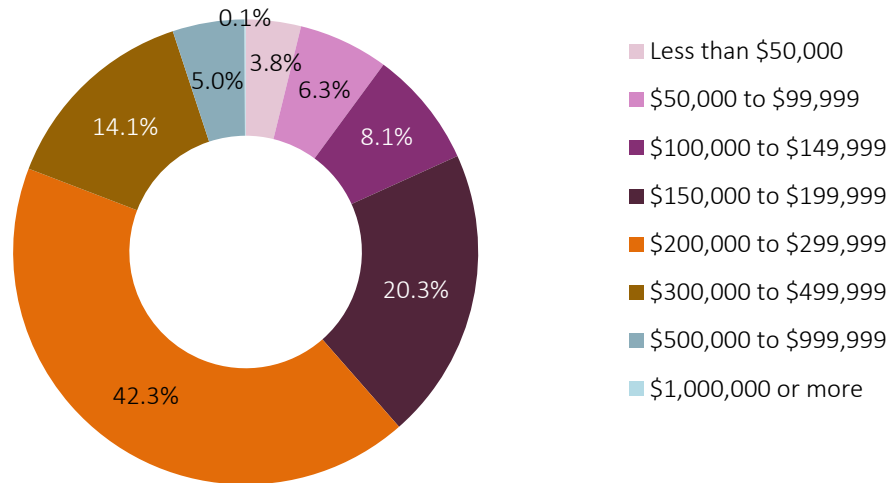
Data source: ACS 2010-2014 Estimates

2013 Housing Study and Recent Construction

In 2013 a Comprehensive Multifamily Housing Needs Analysis was prepared by Maxfield Research, Inc. for the City of Roseville. While the data from this study is five years old at the time of this Plan, it does provide some insight into housing demand in Roseville. The City recognizes the benefits of updating this study and has included that in the implementation section of this Plan.

The Maxfield study included an examination of both rental and owner-occupied housing, as well as market rate and subsidized housing units in the city. Some of the study's key findings which are relevant to this Comprehensive Plan include:

- Due to the age and positioning of Roseville's rental housing stock, an estimated half of the total number of market rate units met HUD's definition of affordable housing; therefore, they are naturally occurring affordable housing. Hence, older market rate properties in the City indirectly meet some of the need for moderate income or "workforce" housing.
- Between 2013 and 2025, demand exists for:
  - 187 units of affordable rental units
  - 126 units of subsidized rental

- o 271 market rate rental
- o 217 units of for-sale multi-family
- o 491 units of housing specifically for seniors (by 2018)
- In 2013, Maxfield documented no vacant units at three existing affordable housing developments in Roseville, indicating pent up demand for additional affordable units.

Data from the Metropolitan Council indicates there were a total of 140 affordable rental units constructed in 2010 and 2011, but none since.

FIGURE 5-7

Affordability of New Units Added by Roseville

Data source: Metropolitan Council

Existing Housing Types

The images shown below represent a sampling of the range of housing types that can be found in the City of Roseville.

Larger Single Family Homes. Many of the city's larger homes have built since 1996. These homes are located mostly on the eastern side of Roseville and have been built after 1996.

Smaller Single Family Homes. This home is more typical of smaller, more affordable single family homes built in the 1950s.

Apartment Buildings. Apartment complexes such as this one are common throughout the city and are generally built in an older walk-up style.

Condominiums. Like the apartment buildings pictured above, Roseville condominiums are generally older, smaller, more affordable and part of larger multi-family buildings.

Senior Living. Roseville is host to several senior-oriented housing complexes that offer a spectrum of specialized programming or care.

WHAT WE HEARD

Kick-Off Meeting

At the public kick off meeting held on March 7th, 2017, several common themes emerged that helped inform the housing chapter[1]:

---

[1] 71 attendees signed in at this meeting

- Ensure the availability of resources and facilities to serve Roseville's seniors
- Provide amenities and services to support individuals and families with low incomes
- Provide resources to attract and retain millennials
- Address conflict between renters and owners regarding property upkeep

Online Survey[2]

When asked what are the most significant issues facing the community, many responses to the online survey conducted as part of the visioning process included: affordable housing; the need for more flexibility in new housing development (specifically single-family housing); mixing affordable housing with higher-end developments; residential development (particularly higher densities) near transit; problems with constructing large apartment buildings in established neighborhoods; the proliferation of rental properties; small, aging homes; and the need for more affordable housing specifically for seniors.

When asked more specifically about whether development on vacant or under-used land should be encouraged, approximately 60% of respondents agreed or strongly agreed. Also, nearly 51% of respondents disagreed or strongly disagreed with the statement that Roseville needs more commercial areas.

Focus Groups

Two focus groups specifically related to housing were held in April, 2017 to discuss trends, issues and needs in the city[3]. Highlights of the specific needs and challenges that were raised during those meetings included:

- Density is needed to make for financially viable affordable housing projects
- The loss of naturally-occurring affordable housing is an issue – it is getting redeveloped
- Much of the subsidized housing being developed is not the right size for families
- Non-traditional housing types should be considered (like tiny houses, co-housing, cooperative housing, etc)
- Entry barriers for first time home buyers

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[2] A total of 527 responses to the online survey were received

[3] A total of six people attended the housing focus group; attendees included five residents and one representative from Local Initiatives Support Corporation (LISC).

- Rents are high, along with demand
- Concern over rentals in single family neighborhoods
- Look at the future of multi-generational neighborhoods

CITYWIDE GOALS

Several of the Citywide Goals established in Chapter 2 relate to the topic of housing, including:

Roseville housing meets community needs

1. Develop a coordinated housing strategy for the City.
2. Provide mechanisms that encourage the development of a wide range of housing that meets regional, state, and national standards for affordability.
3. Implement programs that result in safe and well-maintained properties.
4. Establish public-private partnerships to ensure life-cycle housing throughout that city to attract and retain a diverse mix of people, family types, economic statuses, ages, and so on.
5. Employ flexible zoning for property redevelopment to meet broader housing goals such as density, open space, and lot size.
6. 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.

EXISTING HOUSING AFFORDABILITY

The regional planning authority looks at housing affordability through lens of area median income, or AMI. For a family of four, regional AMI in the Twin Cities is $85,800. Households that have an income at or below 80% of the regional AMI are the targeted population for affordable housing. Median household income in Roseville is $62,464, which is 73% of the area median income for a household of four.

According to the Metropolitan Council's 2016 housing assessment, of the 9,174 total housing units in Roseville, around two-thirds are affordable to low or moderate-income households that are at or below 80% of AMI. As shown in FIGURE 5-8, the affordability of existing housing in the city is spread across the affordability "bands" with approximately 43% affordable to those making between 51 and 80% of AMI, 14% making between 31 and 50% AMI. For those

with yearly incomes of less than $25,740, around 7 percent of Roseville's housing units are affordable. That leaves approximately one-third of the existing housing stock in the city that is not affordable to low and moderate income families.

Housing affordability
by AMI level
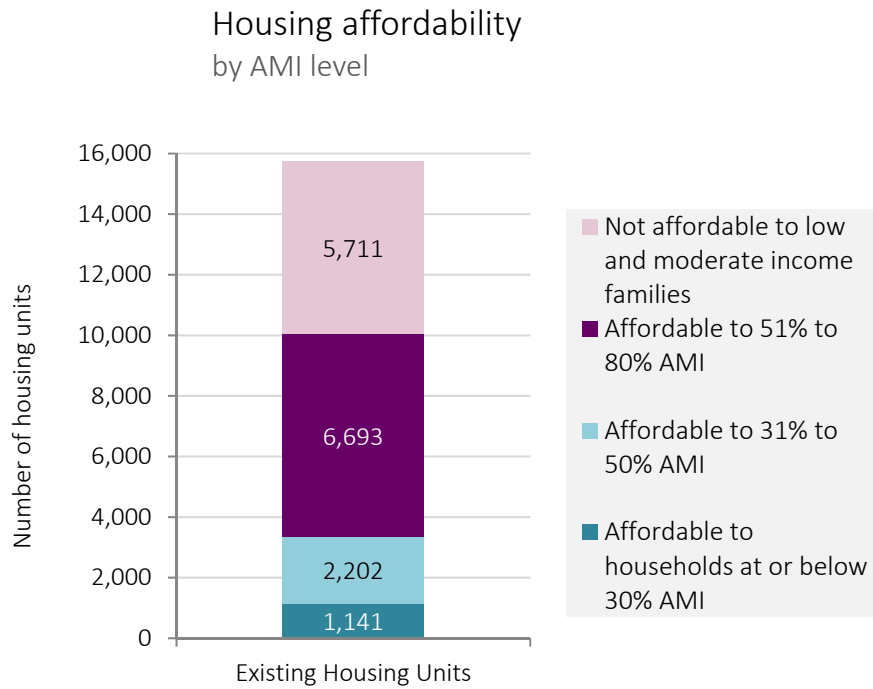
Publicly subsidized units often comprise the most deeply affordable units in a community. There are 685 publicly subsidized housing units in Roseville, as shown in FIGURE 5-9.

Publicly subsidized housing units
by target population
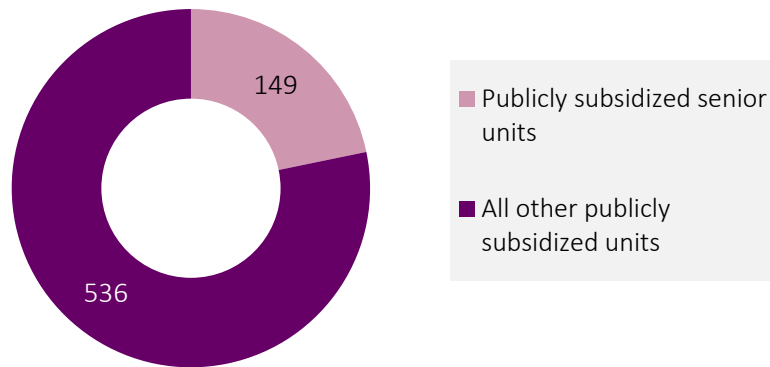
Compared to its neighboring cities and the Twin Cities region overall, Roseville offers a comparable share of affordable housing that is somewhat more heavily weighted towards affordability in the highest income band (50 to 80% of AMI). Affordable housing in this upper income band is more likely to be owner-occupied and of a single-family style.

City	Existing Affordable Units			
	at <30% AMI	at 31-50% AMI	at 51-80% AMI	Total Affordable Units
Roseville	7%	16%	46%	69%
St. Anthony	9%	15%	33%	57%
Falcon Heights	1%	28%	33%	62%
Little Canada	20%	23%	37%	80%
New Brighton	7%	32%	36%	75%
Shoreview	6%	15%	38%	59%
Twin Cities Region	*6%*	*22%*	*40%*	*68%*
Source: Met Council Existing Housing Assessment 2016				

Rental Affordability

According to the 2013 Maxfield Study sited earlier, an estimated half of total market rate units in Roseville's rental stock function as affordable housing, meaning that they meet the rent guidelines of affordability established by the U.S. Department of Housing and Urban Development. This means that older, market-rate properties in the city meet a need for housing that is affordable to moderate-income households.

This "naturally occurring" affordable rental housing is a significant feature of Roseville's affordable housing landscape, but also presents a significant challenge for Roseville when it comes to striking a balance between affordability and livability. Many of these naturally-occurring affordable units have deferred maintenance concerns, and may become targets for redevelopment and loss of affordability as they become outdated or obsolete. Strategies to manage naturally occurring affordable rental housing are an emerging topic inner-ring suburban communities across the metro, and Roseville will continue to monitor the policies and strategies being developed to counter the loss of naturally-occurring affordable housing across the Twin Cities region.

Figure 5-10 shows the distribution of gross rent costs for Roseville's rental stock. Roseville's median gross rent is $900, which is only slightly higher than the Ramsey County median gross rent of $865.

FIGURE 5-10

Gross Rent distribution
for occupied rental units
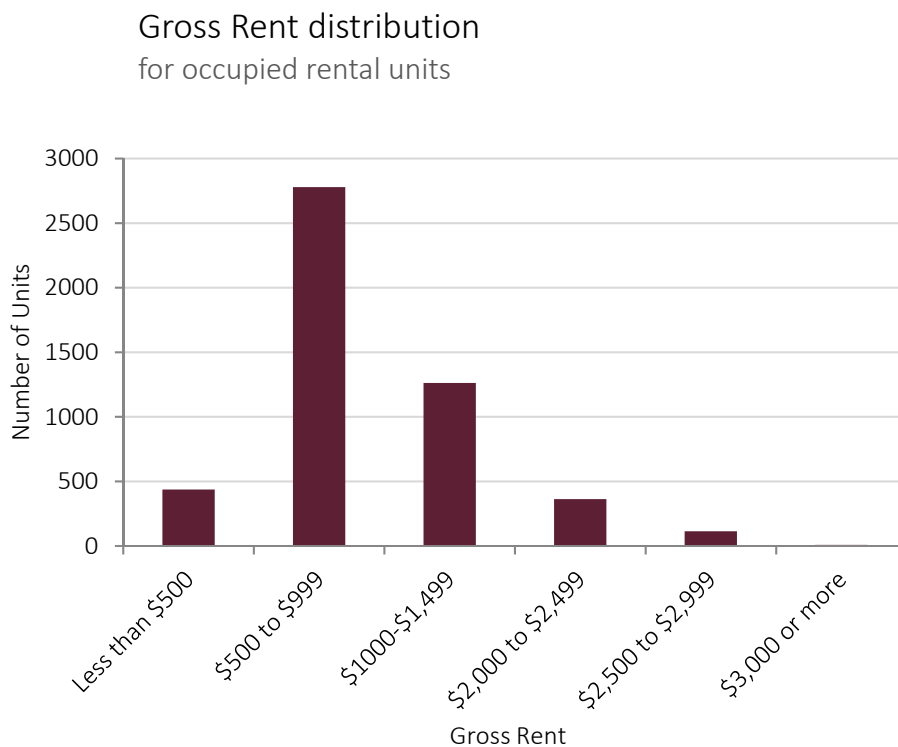
Data source: ACS 2011-2015 Estimates

Owner-Occupied Affordability

Approximately 80 percent of Roseville's owner-occupied housing stock is affordable to households making at or below 80% of Area Median Income. The

map in MAP 5-2 illustrates this visually, with all of the yellow areas on the map corresponding to housing at affordable levels. In Roseville, housing in the northern and southwestern portions of the city, and those areas close to lakes, are generally on larger lots and are higher in value.

A high rate of owner-occupied affordability is not uncommon in first-ring suburban communities. As a city incorporated in the pre-1950s era, many of Roseville's homes are older housing styles built on smaller lots. The City's affordable single family home stock is an asset and an important component of its affordable housing landscape. As older residents begin to age out of these homes in the coming decades, these units will become available to young families and households hoping to transition into affordable homeownership. Retaining and maintaining this "naturally-occurring" owner-occupied housing stock is a priority for Roseville.

MAP 5-2

Owner-Occupied Housing by Estimated Market Value

Roseville
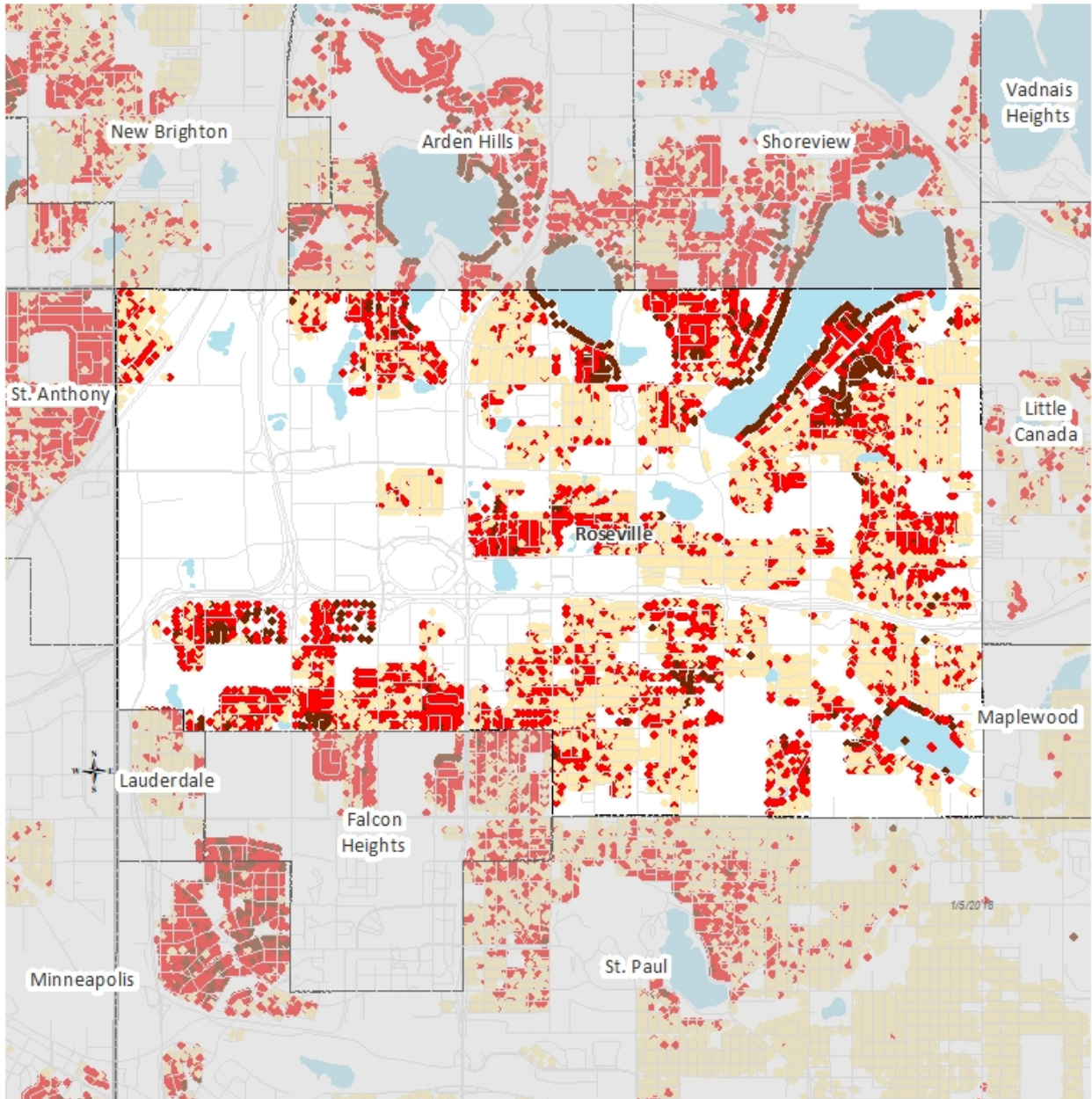
County Boundaries

City and Township Boundaries

Streets

Lakes and Rivers

**Owner-Occupied Housing
Estimated Market Value, 2016**

$243,500 or Less

$243,501 to $350,000

$350,001 to $450,000

Over $450,000

1 in = 0.8 miles

Source: MetroGIS Regional Parcel Dataset,
2016 estimated market values for taxes payable
in 2017.

Note: Estimated Market Value includes only
homesteaded units with a building on the parcel.

Existing Cost-Burdened Households

While the price of housing units relative to area median income is one measure of housing affordability in a community, another way to examine the impact of housing costs is by looking at **cost-burdened households**. Households are "cost-burdened" if their housing costs are at or over 30 percent of their income. This is an indicator of households that are spending a disproportionate share of their income on housing. The implications of a housing cost burden are most severe for households in the lowest income tier.

FIGURE 5-11 illustrates the share of low-to-moderate income households that are cost-burdened in Roseville, by AMI income level. More than one-quarter of Roseville's total households are cost-burdened. Among those cost-burdened households, the income ranges are spread fairly evenly through the AMI income level bands.

FIGURE 5-11

Cost-burdened households
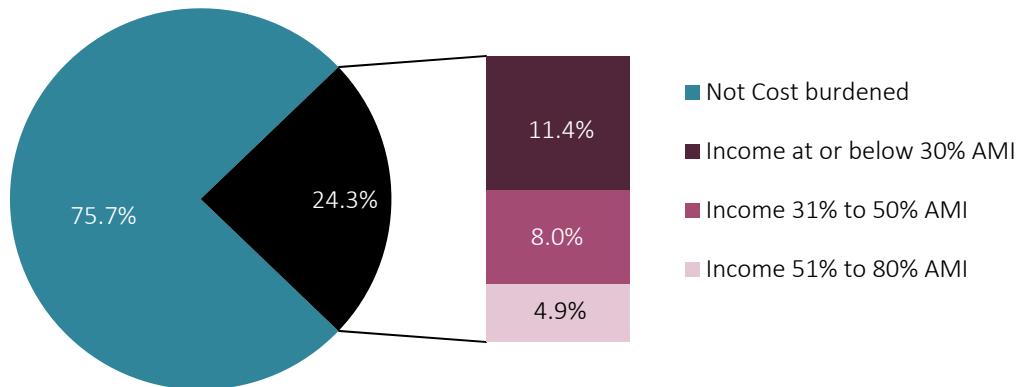
With almost one in four households experiencing the phenomenon of cost-burdened housing in Roseville, the city's cost-burdened rate is nearly identical to that of the overall region. In comparison to neighboring and comparable inner-ring suburb cities, Roseville's cost-burdened share is about equal to that of surrounding communities. Similar to many other communities in the Twin Cities metro area, Roseville's greatest share of cost-burdened households is in the lowest (<30% AMI) income tier. The fact that the larger share of housing

cost burden falls upon the lowest-income residents of Roseville is evidence that the City should focus some of its tools on providing affordable units at the lower end of the income spectrum.

City	Cost-burdened households			
	at <30% AMI	at 31-50% AMI	at 51-80% AMI	Total percent cost-burdened
Roseville	11%	8%	5%	24%
St. Anthony	12%	8%	4%	24%
Falcon Heights	12%	9%	2%	23%
Little Canada	9%	12%	3%	24%
New Brighton	14%	8%	3%	25%
Shoreview	7%	6%	5%	17%
Twin Cities Region	*10%*	*8%*	*6%*	*24%*
Source: Met Council Existing Housing Assessment 2016				

Meeting the Regional Affordable Housing Allocation Share

Roseville, along with every community in the metro area, is responsible for retaining an adequate regional share of affordable housing. The Housing Element of Metropolitan Council's *Thrive 2040* plan has determined the affordable housing requirement for every community by affordability level, based on a household's relationship to the Area Median Income (AMI).

Roseville's share of the region's affordable housing was determined by the Metropolitan Council based first upon the City's share of household growth in areas served by sewer. Then, with the goal of expanding household choice for low-income households and aligning low-income housing with low-wage jobs, the Met Council adjusted that initial allocation based on two additional characteristics: existing affordable housing and ratio of low-wage jobs to low-wage workers.

Roseville's affordable housing requirement is shown in the table below.

Affordable Housing Need Allocation, 2021-2030	
At Or Below 30% AMI	72
From 31 to 50% AMI	50
From 51 to 80% AMI	20
Total Units	**142**
AMI = Area Median Income	

Housing calculations from FIGURE 5-12 indicate that Roseville has guided sufficient high density land at a minimum of 12 units per acre to produce 1,221 units of housing at affordable densities in the 2021-2030 decade, which well exceeds the Metropolitan Council's affordable housing allocation of 120 units.

FIGURE 5-12 TOTAL GUIDED RESIDENTIAL ACREAGE IN ROSEVILLE 2040 FUTURE LAND USE PLAN.

Land Use Category	Residential Land Uses	Total 2040 Guided Residential Acres
Low Density Residential (1.5-8 units/acre)	• Detached housing units • Two-Family • Duplexes	8,887
Medium-Density Residential (5-12 units/acre)	• Small-lot detached single-family homes • Townhomes • Condominiums • Duplexes • Row houses	666
High-Density Residential	• Apartments • Lofts • Stacked Townhomes	498
Community Mixed Use	• Attached housing similar to medium and high density categories above • Residential uses mixed with commercial uses at about 25% of site area.	62

Of the 10,113 acres guided residential (including 62 acres available for residential within the Community Mixed Use district) in Roseville, only 82 of these acres are expected to be redevelopable within the 2040 planning horizon. Affordable densities as defined by the Metropolitan Council are those with a minimum range of 12 units per acre and above, which means that all high-density residential and community mixed use redevelopment areas expected to develop within the 2021-2030 decade qualify as affordable housing – using the minimum density to calculate unit potential, as directed by the Metropolitan Council. FIGURE 5-13 below summarizes the residential redevelopment potential from the land use chapter, and highlights with a red outline the units that would be considered affordable to meet Roseville's regional affordable allocation

FIGURE 5-13

	Land Use Type	TOTAL Dev. Acres	Acres now- 2030	Acres 2031- 2040	Density Range			Yield %	Minimum Units 2030	Minimum Units 2040	TOTAL Minimum Units	Midpoint Units 2030	Midpoint Units 2030	TOTAL Midpoint Units
					Min	Mid	Max							
2040 Future Land Use	Medium Density Res	14.92	7.46	7.46	5	8.5	12	100%	37	37	75	63	63	127
	High Density Res	26.16	13.08	13.08	13	24.5	36	100%	170	170	340	320	320	641
	Community Mixed Use	164.91	82.45	82.45	10	23	36	25%	206	206	412	474	474	948
	Guided Total	82.30							413	413	827	858	858	1716

Total expected housing units	1,716
Units considered affordable (>- 12 du/ac in 2021-2030 decade)	376

Using minimum density to calculate unit potential, Roseville could potentially net 376 units of affordable housing in the decade from 2021-2030. This number is based purely on available land programmed for density at above 12 units per acre, which includes land in the high-density category and 25% of the land in the community mixed use category.

In practical terms, housing development above a particular density threshold does not guarantee housing affordability. The next section of this chapter will discuss the tools and strategies that Roseville can employ to help ensure that housing affordability goals are achieved.

EXISTING HOUSING NEEDS

From this assessment of the physical and cost characteristics of the housing stock in Roseville, combined with the demographic analysis of the community, there are some features and trends of the housing landscape that are especially notable and will shape the actions Roseville will take to address housing in the coming decades. The following section summarizes the community's most critical housing needs as they relate to affordability and future demands on the city's housing supply. Each section contains a housing trend observation, a supplemental narrative, and a subsequent "housing need goal" that arises out of this observation. Connecting each housing need goal to applicable tools and policies will occur in a later section entitled "Planning for Affordable Housing."

The most critical housing trends and needs in Roseville are as follows:

- Household size is declining (in Roseville, the region, and across the country), and only one quarter of Roseville's occupied housing units contain families[4].

Household Composition	2000	%	2015	%	Change (units)	Change (%)
One-Person Households	4,912	34%	5,468	37%	556	3%
Non-Family Households	1,086	7%	1,083	7%	-3	0%
Families Without Children	5,235	36%	4,653	32%	-582	-4%
Unmarried Families with Children	772	5%	764	5%	-8	0%
Married Families with Children	2,593	18%	2,779	19%	186	1%
Total	14,598		14,747			0%

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[4] The U.S. Census Bureau defines a family as "a group of two people or more (one of whom is the householder) related by birth, marriage or adoption and residing together; all such people (including related subfamily members) are considered as members of one family."

Household Type in Roseville

Lived alone, 37.08%

Non-family households, 7.34%

Married families with children, 18.84%

Unmarried families with children, 5.18%

Families without children, 31.55%
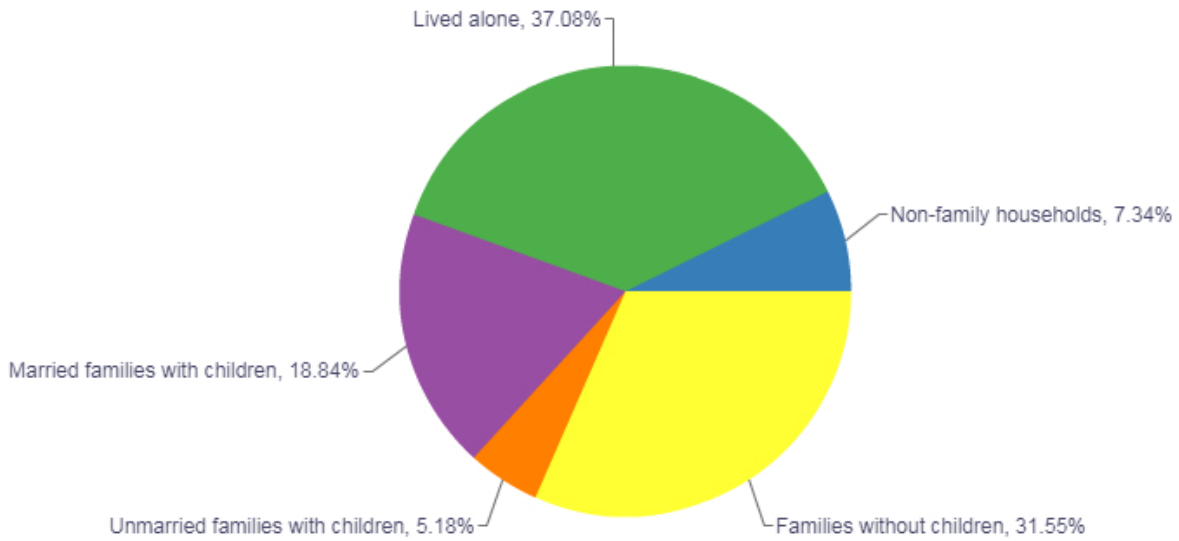
This demographic shift toward smaller household sizes will be accompanied by a need for housing that accommodates smaller households. While the housing typical suburban housing norm has long been the image of a single-family house with a yard, over the coming decades the City can expect households to continue to become more "non-traditional" and increasingly composed of single adults, empty-nesters and unrelated adults living together. Currently Roseville's housing stock is more than half composed of single-family detached homes, a share which may decline in the coming decades due to demand for smaller and non-traditional housing options.

As an inner-ring suburban community located close to jobs and transit, Roseville should expect the overall demand for housing to be strong and the demand for smaller units to be maintained or increase in the coming decades. The regional forecasted trend predicts population movement back to the urban core and increasing preferences for rental housing due to cost considerations and lifestyle choices.

Housing need goal: *Explore opportunities to encourage smaller and more "non-traditional" housing development, including opportunities to address the lack of housing in the "missing middle" styles.*

- **A quarter of Roseville's households are cost-burdened, spread evenly through the AMI bands.** One in four households in Roseville meets the definition of cost-burdened, meaning they are paying more than 30% of their income on housing. A disproportionate share of these cost-burdened households are lower-income households. As market challenges to the production of affordable housing persist, Roseville must prioritize support for affordable housing development by using the tools available at the City's discretion and strengthening partnerships with other agencies to promote affordable housing production (more on this in the "Planning for Affordable Housing" section below). Proactive partnerships and City support will be required to develop housing that is affordable at or below the 30% AMI affordability band, as this degree of affordability is typically only available through deep subsidies offered at higher levels of government.

  Roseville should also consider how actions taken at the City level will impact housing costs and availability for existing residents, and will need to balance economic development interests with concerns over affordability and gentrification.

  Housing need goal: *Reduce overall community housing cost burden, particularly by supporting those projects that provide affordability for households in the lowest income categories.*

- **The housing stock in Roseville is aging, and residents will have increasing maintenance and upkeep requirements in the coming decades.** Roseville's affordable housing stock is largely located in smaller-lot single family areas developed in the 1950s, 60s and 70s that are beginning to age and may not be as attractive or suitable for modern households as they once were. The same is true for Roseville's aging multi-family rental complexes. Developing strategies to maintain and support Roseville's existing housing stock, particularly for those households with lower incomes and fewer resources, will remain a significant challenge in the decades to come, and will be important to continue to attract newcomers to the city.

  Housing need goal: *Support housing maintenance assistance programs, particularly for lower-income households.*

- **Roseville, along with many urban communities, is at risk of losing its naturally occurring affordable housing to redevelopment.**

  Roseville has large share of housing that is considered affordable by way of "naturally occurring" means. Typically, naturally occurring affordable

housing comprises older attached and multifamily housing that may have deferred maintenance needs or is of an older or obsolete style. Naturally occurring affordable housing is an important source of housing affordability in many Twin Cities urban communities but requires a careful, balanced approach. All residents have a right to live in safe and well-maintained housing, but maintenance and other upgrades (including redevelopment) can contribute to the loss of housing affordability in a community.

There are proactive steps that Roseville can take to recognize the important role that naturally occurring affordable housing plays in the community, typically supporting households between 30-80% AMI, and to pursue opportunities to preserve this housing and improve its safety and livability while maintaining its affordability.

Housing need goal: *Anticipate the need for creative strategies to manage naturally-occurring affordable housing within all affordability bands.*

- The City supports actions that make it possible for Roseville residents to age in place.

Age of Population
Roseville Residents, 2000 & 2010
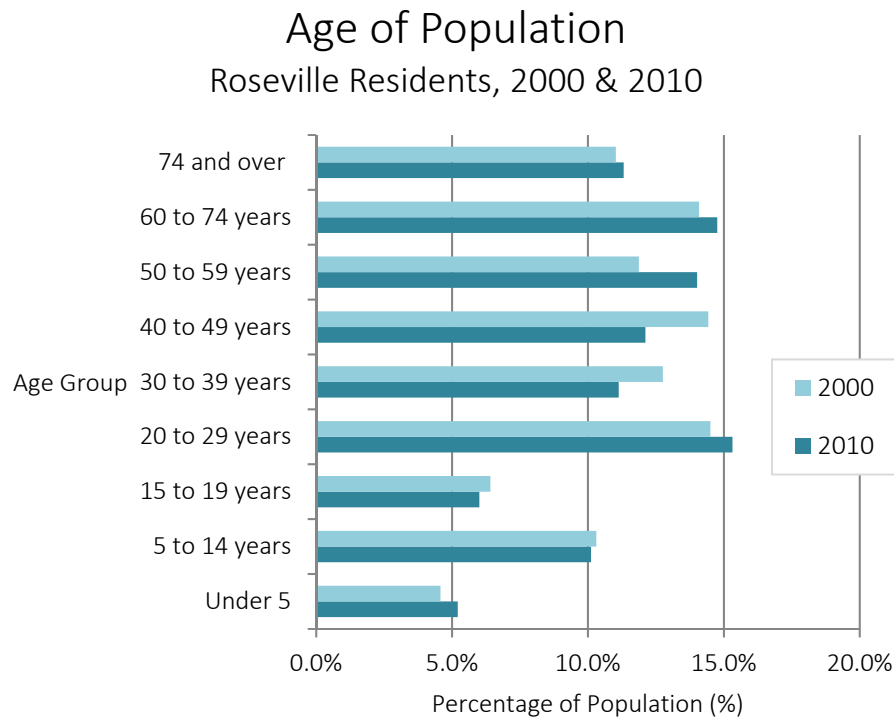
New senior housing units developed in the past 15 years have increased the number of housing options available to aging residents in Roseville.

However, residents identified the lack of available affordable options for aging or elderly residents as a significant challenge facing the community. Many lifelong residents want to remain in the community that they are familiar with or have grown up in. The City may consider exploring allowances for more diverse housing styles while supporting opportunities for senior and supported housing development to meet the demonstrated need in the community.

Along with the provision of adequate housing options for seniors, community members have identified a need for better access to senior supportive services including medical care and provision of basic needs for those living with limited incomes. Senior housing efforts should be coupled with consideration of adequate access to, or co-location with, these critical services that support older residents.

Housing need goal: *Meet increased demand for senior housing and opportunities for residents to age in place.*

- **Strategic development of housing can offer access to services, amenities, and employment opportunities for individuals without a personal vehicle.**

    Roseville's proximity to two major urban centers and the presence of major roadway arteries like I-35W, Highway 36, Snelling Avenue, and others, present opportunities for transit-oriented development, which can support populations who cannot—or prefer not to—own a personal vehicle. Providing housing in convenient proximity to transit with connectivity to jobs and employment centers should be an important consideration in the siting of new housing. Prioritizing transit-oriented development projects will support seniors and lower-income households who traditionally have a higher demand for transit services.

    Housing need goal: *Explore opportunities to increase transit-oriented development in strategic areas connected to major transit routes to improve access to services, amenities, and employment opportunities.*

- **Monitoring and updating City ordinances can help to produce flexibility and diversity in housing opportunities.**

    Zoning codes provide dimensional and locational standards that dictate the built form of housing. A city that actively monitors and updates its zoning code may find opportunities to reduce regulatory barriers to producing the

types of housing that meet the demands of residents or prospective residents, as well as the conditions of the market.

Housing need goal: *Update ordinances as necessary to maintain optimal housing functionality and livability, and to address new technologies, market trends, and resident needs.*

Planning for Affordable Housing

Affordable housing implementation toolbox

Simply guiding land at higher densities is not a guarantee that affordable housing will be produced. To increase the likelihood of affordable housing development, Roseville has identified implementation tools that the City is willing and able to use to advance its housing goals.

However, there are areas in which cities have flexibility to enact financial and regulatory discretion. The provision of Tax Increment Financing (or TIF) is one of the most effective tools that cities have at their discretion to aid the production of affordable housing projects, and Roseville is open to financially assisting future affordable rental projects through TIF and other available means if and when they come forward.

Cities also have discretion over their zoning, regulatory, and land use policies. Roseville must systematically review its zoning and city code to ensure that the regulatory environment is favorable to affordable housing development, and consider amending policies that present barriers to affordable housing development. One of the strategies identified in the Land Use and Housing Action Items (Chapter 4) is to revise the commercial zoning districts to reflect the mixed-use development priorities expressed in this Plan. Another is to promote and support transit-oriented development and redevelopment near existing and future transit corridors. These and other strategies may be considered and implemented directly by the city to help encourage affordable housing production.

Many other affordable housing tools and strategies require partnerships with outside entities, counties, HRAs, funding and granting agencies, and non-profits that offer programs, funding, and policies on a wider scale that support affordable housing. Tools that can be used to generate or maintain housing affordability can generally be grouped into the following categories:

- Local funding (city or county)

- Local policy or strategy
- Regional or Federal funding source
- Affordable housing preservation

An overview of citywide housing goals, identified housing needs, and the tools that may be used to address them are shown in the matrix below (Table XX). The section that follows explains each of the affordability tools in greater detail, and gives more details about when these strategies might be used.

The development of the Housing Tool matrix is the first step in identifying actionable strategies to meet Roseville's identified housing needs. A future implementation step for the City will be to develop an action plan for the use of this housing matrix. This action plan should identify the priorities that will direct the pursuit of specific housing strategies outlined in the matrix. City budget and staff capacity, current market conditions and demographic and economic trends should all be factors in the development of priorities guiding the action plan. This Housing Tool matrix can serve as a reference point in an iterative and continuous process of meeting the City's housing needs.

Roseville Housing Goals	Affordable Housing Tools																								
	Local Funding Options				County, Regional, State and Federal Programs					Local Policies and Programs												Preserve Long-term Affordability			
	Development Authorities	Housing Bonds	Tax Abatement	Tax Increment Finance	Project-based Rental Assistance	MN Housing Consolidated RFP	Community Development Block Grants	HOME funds	Livable Communities grant (Metropolitan Council)	Support homebuyer assistance programs and foreclosure prevention programs	Encourage Repair & Rehab programs including Housing Replacement program	Support Energy Assistance programs	Support Rental Assistance programs	Participation in housing-related organizations, partnerships, and initiatives	Site assembly and/or land banking	Local Fair Housing Policy	Fee waivers or adjustments	Financial or procedural incentives to private	Zoning and subdivision policies	Effective referrals to available programs	4(d) tax program	Community land trusts	Support developer use of LIHTC	Public/private task force	Support public housing & project-based assistance
Citywide Housing Goals																									
Provide mechanisms that encourage the development of a wide range of housing that meets regional, state and national standards for affordability. *(intended target: all affordability bands)*	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X		X
Implement programs that result in safe and well-maintained properties. *(intended target: 50% AMI and above)*	X					X	X	X		X	X	X								X					
Establish public-private partnerships to ensure life-cycle housing throughout that city to attract and retain a diverse mix of people, family types, economic statuses, ages, etc. *(intended target: 30-80% AMI)*	X	X		X		X	X	X	X		X				X	X		X		X		X	X		
Employ flexible zoning for property redevelopment to meet broader housing goals such as density, open space, and lot size. *(intended target: all affordability bands)*															X		X	X							
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. *(intended target: ≥50% AMI)*															X				X						

Roseville Housing Goals	Affordable Housing Tools																								
	Local Funding Options				County, Regional, State and Federal Programs					Local Policies and Programs												Preserve Long-term Affordability			
	Development Authorities	Housing Bonds	Tax Abatement	Tax Increment Finance	Project-based Rental Assistance	MN Housing Consolidated RFP	Community Development Block Grants	HOME funds	Livable Communities grant (Metropolitan Council)	Support homebuyer assistance programs and foreclosure prevention programs	Encourage Repair & Rehab programs including Housing Replacement program	Support Energy Assistance programs	Support Rental Assistance programs	Participation in housing-related organizations, partnerships, and initiatives	Site assembly and/or land banking	Local Fair Housing Policy	Fee waivers or adjustments	Financial or procedural incentives to private developers	Zoning and subdivision policies	Effective referrals to available programs	4(d) tax program	Community land trusts	Support developer use of LIHTC	Public/private task force	Support public housing & project-based assistance
Identified Housing Needs																									
Explore opportunities to encourage smaller and more "non-traditional" housing development, including opportunities to address the lack of housing in the "missing middle" styles. *(intended target: 30-80% AMI)*	X	X	X	X	X	X	X	X	X		X			X	X		X	X	X			X	X	X	
Reduce overall community housing cost burden, particularly by supporting those projects that provide affordability for households in the lowest income categories. *(intended target: ≤50%)*	X	X	X	X	X	X	X	X	X	X	X	X	X							X					
Support housing maintenance assistance programs, particularly for lower-income households. *(intended target: 30-80% AMI)*						X	X	X		X	X	X	X												
Anticipate the need for creative strategies to manage naturally-occurring affordable housing within all affordability bands. *(intended target: all affordability bands)*					X									X				X			X	X	X	X	X
Meet increased demand for senior housing and opportunities for residents to age in place. *(intended target: 30-80% AMI)*	X	X	X	X	X	X		X	X	X	X	X	X					X	X	X					X
Explore opportunities to increase transit-oriented development in strategic areas connected to major transit routes. *(intended target: all affordability bands)*	X	X	X	X	X				X						X			X							

Roseville Housing Goals	Affordable Housing Tools																								
	Local Funding Options				County, Regional, State and Federal Programs					Local Policies and Programs												Preserve Long-term Affordability			
	Development Authorities	Housing Bonds	Tax Abatement	Tax Increment Finance	Project-based Rental Assistance	MN Housing Consolidated RFP	Community Development Block Grants	HOME funds	Livable Communities grant (Metropolitan Council)	Support homebuyer assistance programs and foreclosure prevention programs	Encourage Repair & Rehab programs including Housing Replacement program	Support Energy Assistance programs	Support Rental Assistance programs	Participation in housing-related organizations, partnerships, and initiatives	Site assembly and/or land banking	Local Fair Housing Policy	Fee waivers or adjustments	Financial or procedural incentives to private developers	Zoning and subdivision policies	Effective referrals to available programs	4(d) tax program	Community land trusts	Support developer use of LIHTC	Public/private task force	Support public housing & project-based assistance
Identified Housing Needs																									
Update ordinances as necessary to maintain optimal housing functionality and livability and to address new technologies, market trends, and resident needs *(intended target: all affordability bands)*														X			X	X	X						

Affordability Category	Affordability Tool
Local funding for Affordable Housing	**Development Authorities (local HRA, CDA, or EDA)** Ramsey County Housing and Redevelopment Authority administers housing programming in suburban Ramsey County, including the City of Roseville. Additionally, the City has an active Economic Development Authority (EDA) that has all of the powers of a Housing Redevelopment Authority (HRA). These entities have taxing authority. Funds levied through these authorities can be used to accomplish housing and community redevelopment projects or programs. These might include specific development projects, rehabilitation and maintenance programs, and other housing opportunities as dictated by City goals and priorities.
	Housing Bonds EDAs and HRAs can issue bonds that help to develop and administer affordable housing developments or programs. Cities and counties may make or purchase loans using the proceeds of the bond sales for activities such as new construction, acquisition and rehabilitation, or refinancing bond debt. Bond-supported projects would typically support affordable housing for the 50% and 80% AMI bands. The City will consider issuing bonds at the request of housing developers.
	Tax Abatement Tax abatement is a financing tool that reduces taxes or tax increases for owners of specific properties. Local governments offer the tax reduction to provide a financial incentive for a public benefit, such as creation of housing affordable to low and moderate-income households. The City may consider tax abatement if the public benefit from a proposed project is substantial and the project could not occur but for the aid of this tool.
	Tax Increment Financing Cities may elect to create a tax increment financing (TIF) district as a means of subsidizing and supporting housing redevelopment projects. Under TIF, the City is able to allocate future property tax gains to fund current development. By legislative definition, TIF used for affordable rental housing projects must meet provide affordability to those at 60% of AMI or less. The affordability threshold is 115% of AMI for owner-occupied housing projects. TIF is a tool that may be considered for large-scale redevelopment projects that would not occur "but for" this type of assistance.
County, Regional, State & Federal funding for Affordable Housing	**MHFA Consolidated Request for Proposals** This annual funding request from Minnesota Housing Finance Agency supports affordable housing developments across the metro area, and is very competitive. The City will continue to work with developers in coordination with MHFA in supporting RFP submissions for projects that will bring a significant number of new affordable units, and will consider support for projects that meet affordability thresholds of 50% AMI or below as a reflection of the income tiers comprising the majority of Roseville's housing allocation.

County, Regional, State & Federal funding for Affordable Housing	**Livable Communities Demonstration Account (LCDA)** Roseville is eligible for Met Council funding for innovative projects, with preference for those projects that incorporate affordable housing and transit accessibility. The City will continue to work with developers in coordination with the Met Council in supporting RFP submissions for projects that will bring a significant number of new affordable units, and will consider support for projects that meet affordability thresholds of 50% AMI or below as a reflection of the income tiers comprising the majority of Roseville's housing allocation.
	Community Development Block Grant Funds (CDBG) Ramsey County manages disbursement of CDBG funds, which can be used on a number of housing and revitalization projects. Applicants may apply annually for these funds. The City can apply for these funds, or may assist or support specific agencies or organizations in their pursuit of these funds.
	HOME Investment Partnerships Program (HOME) Ramsey County manages disbursement of HOME funds, which can be used on a number of housing and revitalization projects. Applicants may apply annually for these funds. The City can apply for these funds, or assist or support specific agencies or organizations in their pursuit of these funds.
	Project Based Rental Assistance Typically HUD-funded, this type of assistance is a deep subsidy that remains with the units of a project or development. Although the City does not fund this type of assistance, Osseo may consider stating its intent of support for project-based assistance, as such projects are one of the only opportunities to support and retain housing affordable to households at or below 30% AMI.
Local policies and strategies to promote access to affordable housing	**Effective referrals** The City supports providing appropriate resources and education about existing housing support programs offered by other agencies and organizations. The City seeks to effectively communicate to residents and prospective residents about existing programs offered through non-profits and agencies serving the area. Priority will be given to making referrals that support Roseville's housing goals and meeting identified housing needs, such as home buyer assistance, home maintenance programs and programs that help seniors age in place.
	Fair Housing Policy The City may explore the development of a local Fair Housing policy. Such a policy would allow Roseville to declare its commitment to fair housing and to plan proactively both to avoid fair housing issues, manage fair housing complaints, and to take advantage of opportunities to increase housing choice. The Metropolitan Council will soon be requiring LCA funding recipients to have a Fair Housing policy in place.
	First time homebuyer, down payment assistance, and foreclosure prevention programs The City encourages residents to access existing programs available through Ramsey County (FirstHOME Buyer Assistance Program), the Minnesota Homeownership Center, Minnesota Housing, and other nonprofits. Roseville will pursue active partnerships with organizations and agencies that provide these services, particularly those that serve or prioritize those populations at or below 80% AMI who would otherwise face very high barriers to home ownership and retention.
	Rental Assistance Ramsey County and local nonprofits do offer, when funds are available, emergency aid to income-qualifying households and individuals in crisis that can be used to make rental payments. Metro HRA

offers portable Section 8 vouchers on a limited basis that can be used on rental properties throughout the metro. In addition the Metro HRA offers properties/projects applying through the Super RFP process project based rental assistance. Roseville supports connecting income-qualifying residents to these resources when they are available if it helps them stay in their homes and in the community while managing a crisis. Assistance is primarily available for those at or below 50% AMI.

	Participation in housing-related organizations, partnerships, and initiatives City staff or elected officials will consider increased involvement in events, collaborations or programs that support furthering fair and affordable housing. Staying proactively involved in affordable housing discussions with other jurisdictions and agencies will allow Roseville to stay appraised of current programs, opportunities, and best practices.
	Site assembly The City will monitor and consider acquisition of properties that can be assembled and developed into a public good project, including the production of affordable housing or maintaining existing affordable housing. Such a strategy could be used to allow the City to put out specific RFP requirements to developers in order to achieve a project that includes housing affordability, specifically that meet thresholds for 50% AMI and below for rental housing and 115% AMI and below for ownership
Local policies and strategies to promote access to affordable housing	**Zoning and subdivision ordinances** City codes should encourage and streamline development of affordable housing. The City may consider proactive zoning policies that incentivize higher density or greater affordability. These updates, described in more detail in the Land Use Chapter, include revisions to the Mixed Use zoning districts to require minimum percentages of residential development that will enable development at affordable densities near services, commercial amenities, jobs and transit.
	Financial or procedural incentives to private developers Roseville may consider the use of fee waivers or other procedural incentives in the development approval process when the development concerns affordable housing or other amenities considered a public good. However, this strategy should only be considered where these fee waivers will not result in a significant loss of funding for needed services that would be required to support the new development. This may support affordable housing at all income levels.
	Support Energy Assistance Programming Home energy improvements can be a means of making housing more affordable by reducing energy bills and maintenance and improving the longevity of a home. Roseville partners with Xcel Energy to offer free home energy audits, and supports other specific programming that address home energy improvements. Priority may be given to programming that specifically targets seniors and low-income households.
	Encourage Repair & Rehab programs including Housing Replacement program Maintenance of existing housing stock is an identified housing goal. The City will continue to look for opportunities to partner with established programs that offer home rehabilitation assistance through low-interest loans or small grants. Currently Roseville does not offer these funds to property owners directly. The City does operate a Housing Replacement Program which seeks

Local policies and strategies to promote access to affordable housing	to acquire older homes for demolition and then selling the lots to a qualified builder to produce a new home. The intent of this program is to improve quality and safety of housing in the City that would not likely be achieved through typical home repair or rehabilitation.
	Rental licensing programs Roseville adopted a rental licening program in the fall of 2013 that required inspections of properties with 5 or more rental units. The program had inspection requirements based upon the number of code violations upon inspection the property had. These inspections where done by the building inspection department. In 2018 the program is transferring to an annual inspection to be done by the fire department.
	Rental Registration program Roseville adopted in 2008 a rental registration program for rental properties of one to 4 units. This is not an inspection program. The program was reviewed and updated in 2015 which incorporated that the property owners must post their registration certificate that includes information on code requirements, tenants rights and responsibilities as well as information related to resources when issues arise.
Regional & Federal funding for Affordable Housing	**MHFA Consolidated Request for Proposals** This annual funding request from Minnesota Housing Finance Agency supports affordable housing developments across the metro area, and is very competitive. The City will continue to work with developers in coordination with MHFA in supporting RFP submissions for projects that will bring a significant number of new affordable units, and will consider support for projects that meet affordability thresholds of 50% AMI or below as a reflection of the income tiers comprising the majority of Roseville's housing allocation.
	Livable Communities Demonstration Account (LCDA) Roseville is eligible for Met Council funding for innovative projects, with preference for those projects that incorporate affordable housing and transit accessibility. The City will continue to work with developers in coordination with the Met Council in supporting RFP submissions for projects that will bring a significant number of new affordable units, and will consider support for projects that meet affordability thresholds of 50% AMI or below as a reflection of the income tiers comprising the majority of Roseville's housing allocation.
	Community Development Block Grant Funds (CDBG) Ramsey County manages disbursement of CDBG funds, which can be used on a number of housing and revitalization projects. Applicants may apply annually for these funds. The City can apply for these funds, or may assist or support specific agencies or organizations in their pursuit of these funds.
	HOME Investment Partnerships Program (HOME) Ramsey County manages disbursement of HOME funds, which can be used on a number of housing and revitalization projects. Applicants may apply annually for these funds. The City can apply for these funds, or assist or support specific agencies or organizations in their pursuit of these funds.

Affordable Housing Preservation Strategies	**Publicly subsidized housing and Project Based Rental Assistance** Typically HUD-funded, this type of assistance is a deep subsidy that remains with the units of a project or development. Although the City does not fund this type of assistance, Roseville may consider stating its intent of support for project-based assistance, as such projects are one of the only opportunities to support and retain housing affordable to households at or below 30% AMI.
	Low Income Housing Tax Credit (LIHTC) Projects With LIHTC, developers apply for tax credits to offset costs at the time of development. Although the City does not fund this type of assistance, Roseville may consider stating its intent of support for developers who pursue LIHTC and especially those who intend to seek ways to retain the affordability of the LIHTC property after the terms of LIHTC are up. LIHTC is a tool used to support projects that support residents in the 30-80% AMI range.
	4d tax program Non-subsidized properties may be eligible for a tax break if the owner of the property agrees to rent and income restrictions (serving households at 60% AMI or below) and receives "financial assistance" from federal, state or local government. Roseville may consider stating its intent of support for the 4d tax program as part of a broader strategy for preserving affordable multi-family housing.
	Private unsubsidized affordable housing May be naturally occurring, or supported through 4d tax program. Roseville may consider stating its intent of support for private unsubsidized affordable housing, and explore opportunities to work with property owners to retain the affordability of these properties over the long term.
	Community Land trusts Land trusts provide permanent affordability for income eligible households. Typically, a land trust is structured where a homeowner owns the building and the land trust leases the land to the homeowner. Households that make at or below 80% of AMI typically qualify for these homes. Currently there is not an active CLT serving the City, but the City could pursue future partnerships or support CLT activities as they arise.
	Public/Private Task Force The City will establish a task force with private developers to work on breaking down barriers to constructing affordable housing. The task force will work not only on public subsidies, but bringing appropriate private resources to the table to bring projects to fruition.

CHAPTER 12: IMPLEMENTATION

Without a specific course of action, it is difficult to achieve the goals and aspirations of any plan. Previous chapters of this document provide the baseline information for understanding the community and the determined goals for the City's future. The goals explain what the community wants to accomplish and the vision desired as an outcome. This chapter outlines the specific actions that will be taken to achieve those goals.

Often, the most challenging part of the Comprehensive Plan is implementation. It is easy to complete a document, and then watch it collect dust on a shelf. To increase the likelihood of its implementation, the following Implementation Matrix provides priorities and probable funding mechanisms to follow over the planning horizon. The implementation steps should be reviewed by the City periodically (annually or more often) to:

- Establish **priority work activities** for city staff and volunteers (and for city partner organizations) on an annual basis,
- Establish **priorities for annual city budget** (and for city partner organization budgets),
- Establish **priorities for 5-year capital improvement plans**.

VISION AND GOALS

The implementation action items outlined in this chapter should ultimately reinforce Roseville's Vision and Goals, which were established in Chapter 2 of this document. The vision and goals are broad and touch nearly every aspect of city activity and city life. No aspect of this Comprehensive Plan and its ultimate implementation will be at odds with the City's vision and goals.

IMPLEMENTATION MATRIX

The implementation work plan outlined in the following table expands upon the strategies and action items presented in all preceding chapters of this plan by assigning a responsible body or actor (**who**), a timeframe for action (**when**), and a suggestion of where the funding that will enable the action will come from (**how**).

While the following lays out a work plan covering the entire planning horizon, it is to be expected that the task list will change from year to year. As time goes on, some tasks will take longer than expected and will shift into the next year's list. Priorities will change and tasks will be moved up to be accomplished earlier. New ideas will be presented to accomplish the goals and vision cited here and will be added to the task list. This is all part of the cyclical process of implementation.

Implementation actions and strategies are arranged in the Implementation Matrix by plan chapter, which has the following color scheme:

	Land Use
	Housing
	Economic Development
	Transportation
	Parks
	Sanitary Sewer
	Water Supply
	Surface Water
	Resilience

In the "When" column, timeframes are organized into four classifications:

- Ongoing (an action that occurs as needed or on a continual basis)
- Short-term (starting now, completed within the next five years)
- Medium-term (5-10 year completion)
- Long-term (10-20 year completion).

Note that in the "Who" column, it is assumed that the City Council bears the ultimate responsibility for all actions undertaken by City Staff. It is also assumed that the

appropriate advisory commission will be involved in approving or recommending actions undertaken by the associated City department (for example, the Parks and Recreation Commission will review and make recommendations on actions for which the Parks staff is responsible).

TABLE 12-1 ROSEVILLE IMPLEMENTATION MATRIX

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
Create an attractive, vibrant, and effective city with a high quality of life by implementing placemaking principles in the design and management of the public realm.	Create design standards for both vertical and horizontal mixed use developments, so that not only uses are compatible, but so that the scale, mass, and feel of new development enhances the desired community character	Community Development staff	Short-term		General fund
	Continue to provide the resources and programming to maintain the city's park and green space areas in recognition of their value as cherished community amenities	Parks & recreation staff	Ongoing	X	General fund
Be an early adopter of creative and sustainable redevelopment policies.	Continue to use economic development incentives to achieve redevelopment goals	Community Development staff	Ongoing	X	MN DEED funds; LCDA Grants; General fund; TIF; Tax Abatement
	Promote and support transit-oriented development and redevelopment near existing and future transit corridors.	Community Development staff	Long-term	X	Metropolitan Council TOD Grants
	Promote the use of energy-saving and sustainable design practices during all phases of development, including land uses, site design, technologies, buildings, and construction techniques.	Community Development staff	Long-term	X	
	Ensure that existing and future development of business and industry, shopping, transportation, housing, entertainment, leisure, and recreation opportunities are in harmony with the commitment Roseville has made to its environment and quality of life, without compromising the ability of future generations to meet their own needs.	Community Development staff	Ongoing	X	General fund

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	Use environmental best practices to protect, maintain, and enhance natural ecological systems, including lakes, lakeshores, wetlands, natural and manufactured storm water ponding areas, aquifers, and drainage areas.	Community Development staff, Public Works staff	Ongoing	X	General fund
Foster and support community gathering places, both large and small.	Use official controls to ensure the provision of a robust system of public spaces within mixed-use areas, such as parks, plazas, pathways, streets, and civic uses, to encourage community gathering and connections	Community Development staff	Short-term		MN DEED grants, ULI advisory, LCDA grants
	Continue to develop and update park master plans, and allocate resources to implement those plans.	Parks & Recreation staff	Long-term		General fund
	Consider opportunities for acquisition of institutional property proposed for conversion to private use and private property for sale that fills a need for parks, open space, or trail corridors	Parks & Recreation staff	Long-term	X	General fund
Encourage development of neighborhood identities to build a sense of community and foster neighborhood communications, planning, and decision making.	Create flexible development standards for new residential developments that allow innovative development patterns and more efficient densities that protect and enhance the character, stability, and vitality of residential neighborhoods	Community Development staff	Short-term		General fund
	Provide for a variety of housing types and densities to support a wide range of housing alternatives for current and future residents	Community Development staff	Short-term	X	
	Recognize the most likely opportunity sites for creating additional housing opportunities near existing commercial areas and ensure	Community Development staff	Short-term		General fund

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	that zoning is in place to allow such development				
	Develop programs and policies to encourage the redevelopment of housing stock in a way that maintains or enhances the integrity of existing neighborhoods.	Community Development staff	Medium-term		General fund
	Apply strategies to effectively enforce City codes related to the maintenance of buildings and property.	Community Development staff	Ongoing	X	General fund
Create a diverse array of sizes and types of gathering places throughout the city to promote community, art, and culture.	Prioritize the incorporation of gathering spaces into new development opportunities as they arise, to create public spaces for community building.	Community Development staff	Medium-term		General fund
	Plan, design, and develop inter- and intra-generational, multipurpose neighborhood gathering places in master plans and during small area studies for redevelopment areas	Community Development staff	Short-term		General fund
	Create a space that functions as the "center" for the community; a place for gathering, family and cultural activities, entertainment, and small local businesses.	Community Development staff	Medium-term		General fund
Enhance safety through high quality urban design.	Support the use of small area plans for priority redevelopment areas	Community Development staff	Short-term		General fund
	Reduce land consumption for surface parking by encouraging construction of multilevel and underground parking facilities, shared parking facilities, and other strategies that minimize surface parking areas while providing adequate off-street parking.	Community Development staff	Medium-term	X	General fund
	Restrict and control open storage uses in commercial and industrial areas	Community Development staff	Ongoing	X	General fund

Goal		Action or Strategy	Who	When	Ongoing?	How ($)
	Support initiatives (including land use and zoning tools) and partnerships to improve health care quality, affordability, and access.	Encourage improvements to the connectivity and walkability between and within the community's neighborhoods, gathering places, and commercial areas through new development, redevelopment, and infrastructure projects.	Community Development staff, public works	Medium-term	X	General fund; LCDA grants; MN DEED funds
		Prioritize the incorporation of linkages and connections for all modes of transportation into employment area projects, to more seamlessly connect residents with jobs.	Community Development staff	Medium-term	X	LCDA grants
	Create regulations that allow renovation and redevelopment of spaces that could be used to support a variety of small businesses.	Revise the commercial zoning districts to reflect the mixed-use development priorities expressed in this Plan	Community Development staff	Short-term		General fund
		Promote and support the redevelopment of physically and economically obsolete or underutilized property.	Community Development staff	Medium-term	X	LCDA grants, TIF, tax abatement general fund
	Provide mechanisms that encourage the development of a wide range of housing that meets regional, state and national standards for affordability.	Support homebuyer assistance and foreclosure prevention programs	Community Development staff	Short-term	X	TIF, tax abatement, housing bonds, development authorities, MHFA funding, LCDA grants, 4(d) tax program
		Local Fair Housing Policy	Community development staff	Long-term	X	
		Fee waivers or adjustments	Community development staff	Medium-term	X	
		Financial or procedural incentives to developers	Community development staff	Medium-term	X	
		Zoning and subdivision policies	Community Development staff	Short-term		
		Community land trust	Community development staff	Long-term	X	

Goal		Action or Strategy	Who	When	Ongoing?	How ($)
		Support developer use of LIHTC	Community Development staff	Short-term	X	
		Support public housing & project-based assistance	Community Development staff	Medium-term	X	
		Participation in housing related organizations, partnerships and initiatives.	Community Development staff	Short-term	X	
	Implement programs that result in safe and well-maintained properties.	Encourage repair & rehab programs including Housing Replacement program	Community Development staff	Short-term	X	HOME funds, General Fund
		Support homebuyer assistance and foreclosure prevention programs	Community Development staff	Short-term	X	
		Support Energy Assistance programs	Community Development staff	Short-term	X	
		Effective referrals to available programs	Community Development staff	Short-term	X	
	Establish public-private partnerships to ensure life-cycle housing throughout that city to attract and retain a diverse mix of people, family types, economic statuses, ages, etc.	Local Fair Housing Policy	Community Development staff	Long-term	X	MN Housing Consolidated RFP, General Fund
		Financial or procedural incentives to developers	Community Development staff	Medium-term	X	
	Employ flexible zoning for property redevelopment to meet broader housing goals such as density, open space, and lot size.	Financial or procedural incentives to developers	Community Development staff	Medium-term	X	General fund
		Zoning and subdivision policies	Community Development staff	Short-term		General fund

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
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.	Zoning and subdivision policies	Community Development staff	Short-term		General fund
Explore opportunities to encourage smaller and more "non-traditional" housing development, including opportunities to address the lack of housing in the "missing middle" styles.	Site assembly and/or land banking	Community Development staff	Long-term	X	TIF, tax abatement, housing bonds, development authorities, MHFA funding, LCDA grants, MN Housing Consolidated RFP, 4(d) tax program
	Fee waivers or adjustments	Community Development staff	Medium-term	X	
	Financial or procedural incentives to private developers	Community Development staff	Medium-term	X	
	Zoning and subdivision policies	Community Development staff	Short-term		
	Support developer use of LIHTC	Community Development staff	Short-term	X	
Reduce overall community housing cost burden, particularly by supporting those projects that provide affordability for households in the lowest income categories.	Support homebuyer assistance and foreclosure prevention programs	Community Development staff	Short-term	X	Development authority, housing bonds, tax abatement, TIF, Livable Communities Grant
	Encourage Repair & Rehab programs including Housing Replacement program	Community Development staff	Short-term	X	
	Support Energy Assistance programs	Community Development staff	Short-term	X	
	Support Rental Assistance programs	Community Development staff	Short-term	X	
	Financial or procedural incentives to private developers	Community Development staff	Medium-term	X	
	Effective referrals to available programs	Community Development staff	Short-term	X	

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	Support developer use of LIHTC	Community Development staff	Short-term	X	
	Public/private task force	Community Development staff, City Council	Short-term	X	
Support housing maintenance assistance programs, particularly for lower-income households.	Community land trusts	Community Development staff	Long-term	X	MN Consolidated RFP, CDBG Grants, HOME Funds
	Support homebuyer assistance and foreclosure prevention programs	Community Development staff	Short-term	X	
	Support Energy Assistance programs	Community Development staff	Short-term	X	
	Support Rental Assistance programs	Community Development staff	Short-term	X	
Anticipate the need for creative strategies to manage naturally-occurring affordable housing within all affordability bands.	Financial or procedural incentives to private developers	Community Development staff, Planning Commission	Medium-term	X	4(d) tax program, General Fund
	Community land trusts	Community Development staff, City Council	Long-term	X	
	Support developer use of LIHTC	Community Development staff	Short-term	X	
	Public/private task force	Community Development staff, City Council	Short-term	X	
	Support public housing & project-based assistance	Community Development staff	Medium-term	X	
Meet increased demand for senior housing and opportunities for residents to age in place.	Site assembly and/or land banking	Community Development staff, City Council	Long-term	X	TIF, tax abatement, housing bonds, development authorities, MHFA funding, LCDA grants, MN Housing
	Fee waivers or adjustments	Community Development staff, City Council	Medium-term	X	

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	Financial or procedural incentives to private developers	Community Development staff, Planning Commission, City Council	Medium-term	X	Consolidated RFP, General Fund
	Zoning and subdivision policies	Planning and zoning staff, Planning Commission	Short-term		
	Effective referrals	Community Development staff	Short-term	X	
	Support public housing & project-based assistance	Community Development staff	Medium-term	X	
Explore opportunities to increase transit-oriented development in strategic areas connected to major transit routes.	Site assembly and/or land banking	Community Development staff, City Council	Long-term	X	TIF, tax abatement, housing bonds, development authorities, MHFA funding, LCDA grants, General Fund
	Financial or procedural incentives to private developers	Community Development staff, Planning Commission, City Council	Medium-term	X	
Update ordinances as necessary to maintain optimal housing functionality and livability and to address new technologies, market trends, and resident needs	Fee waivers or adjustments	Community development staff, City Council	Medium-term	X	General Fund
	Financial or procedural incentives to private developers	Community Development staff, Planning Commission, City Council	Medium-term	X	
	Zoning and subdivision policies	Planning and zoning staff, Planning Commission	Short-term		

Goal		Action or Strategy	Who	When	Ongoing?	How ($)
	Create a development process and/or possible acquisition plan for identified redevelopment areas that is in conformance with the comprehensive plan.	Specify the appropriate level of City involvement for each redevelopment area.	Community Development staff	Short-term		General fund, DEED Redevelopment Program, Ramsey County Environmental Response Fund, Federal CEDS Grants
		Develop and implement a program for financial assistance for projects.	Community Development staff	Medium-term		
		Engage property owners in the process for the redevelopment of their sites.	Community Development staff	Short-term	X	
		Assist with the completion and creation of the following types of information: market analysis, clarifying stakeholder goals, and creating a revitalization vision.	Community Development staff	Short-term	X	
	Develop a comprehensive marketing and messaging strategy that promotes the business-friendly nature of the City.	Create a marketing plan to target specific industries and businesses to the City including the sites desired for redevelopment.	Community Development staff	Medium-term		General Fund, DEED Redevelopment Program, Ramsey County Environmental Response Fund, Federal CEDS Grants
		Implement a streamlined development process including an online permitting application process.	Community Development staff	Long-term	X	
		Complete a development-friendly code audit to identify and adjust regulations and policies with the goal of creating a more streamlined development process that would encourage redevelopment in targeted areas.	Community Development staff	Medium-term		

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	Benchmark the City's development fees against other comparable communities to ensure that they are appropriate and yet business-friendly.	Community Development staff	Short-term		
	Develop site profiles along with Roseville's Community Profile to include in a multi-media marketing strategy.	Community Development staff	Short-term		
	Obtain Shovel-Ready Site Certification for high priority redevelopment sites and include them in the marketing strategy.	Community Development staff	Long-term		
	Continue to implement the Business Retention and Expansion Program.	Community Development staff	Short-term	X	
Utilize land use planning to enhance job growth and continued economic health throughout all areas of the city.	Engage the business/property owners and residents to understand stakeholder goals and concerns.	Community Development staff	Short-term	X	
	Develop programs and assist with the acquisition of funding and technical assistance for the completion of the projects.	Community Development staff	Long-term	X	
	Identify the types of land uses and related building types that promote job generation and job retention to encourage economic growth in the city.	Community Development staff	Short-term		General Fund
	Encourage transit-oriented development (TOD) to support new and existing employment centers.	Community Development staff	Short-term	X	
	Utilize place-making principles when working with developers and property owners to ensure that redevelopment creates jobs and enhances Roseville's unique identity.	Community Development staff	Medium-term	X	
	Promote art and cultural opportunities to attract, retain, and expand businesses that contribute to the City's creative economy.	Community Development staff	Medium-term	X	

Goal		Action or Strategy	Who	When	Ongoing?	How ($)
	Identify workforce needs of City businesses and facilitate partnerships between the Chamber of Commerce, educational institutions, housing developers, and the business community to satisfy market demands.	Facilitate collaborations among local higher education institutions and business leaders to link educational programs with the workforce development needs of area businesses.	Community Development staff	Medium-term	X	General Fund
		Create a roundtable discussion with specific business clusters to understand/address workforce issues affecting business operations.	Community Development staff	Medium-term	X	
		Create a local developers' roundtable to facilitate regular discussion of redevelopment opportunities in the City.	Community Development staff	Medium-term	X	
		Continue and deepen the City's partnership with Greater MSP, whose mission is to accelerate job growth and capital investment in the region.	Community Development staff	Medium-term	X	
		Encourage and facilitate the development of a broad range of workforce housing choices including both multi-family and single family formats.	Community Development staff	Long-term	X	
	Create infrastructure necessary to retain and attract desirable businesses, and promote an innovative business environment.	Work with regional groups on the needs for specific types of businesses and industries to allow for the development of infrastructure.	Community Development staff	Long-term	X	General Fund, DEED Redevelopment Program, Ramsey County Environmental Response Fund, Federal CEDS Grants
		Encourage the expansion of Metro Transit to employment centers and businesses and promote multi-modal opportunities.	Community Development staff	Short-term	X	

Goal		Action or Strategy	Who	When	Ongoing?	How ($)
		Review the development standards to allow for more flexibility for development based on changing market conditions.	Community Development staff	Short-term		
		Consider the adoption of a rehabilitation, façade and/or sign incentive program for existing small businesses in the City.	Community Development staff	Long-term	X	
		Consider the creation of a small business incubation space within the City.	Community Development staff	Long-term		
	Coordinate transportation decisions with other government entities and coordinate planning efforts to ensure connectivity of regional routes.	TH 36 MnPASS Study	MnDOT	Current		
		County Road C Railroad Bridge West of Victoria Street Bridge Replacement	Ramsey County	Short-term		State Bridge Bond funding
		County Road C: CSAH 88 in Hennepin County to east of Long Lake Road Full Reconstruction. Also, potential addition of a separated bicycle trail and sidewalk improvements.	Ramsey County	Short-term		
		Cleveland Avenue/County Road 46 at County Road B Signal Replacement or Roundabout	Ramsey County	Short-term		
		Snelling Avenue/TH 51: County Road B2 to 1,180 feet north of Lydia Avenue Northbound 3rd Lane Expansion	City of Roseville/MnDOT	Short-term		
		County Road C East of Victoria Street study 4-lane undivided to 3-lane reconfiguration	Ramsey County			
		Monitor existing and forecasted congestion along Interstate 35W through the City of Roseville. Identify opportunities to collaborate on short and long-range strategies for improving overall Level of Service (LOS)	MnDOT/City of Roseville	Ongoing	X	

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	TH 51/Snelling Avenue 3-lane expansion northbound, or a suitable alternative	MnDOT/City of Roseville	Short-term		
	Monitor existing and forecasted congestion along County Road 51/Lexington Avenue through the City of Roseville. Identify opportunities to collaborate on short and long-range strategies for improving overall Level of Service (LOS).	Ramsey County/City of Roseville	Ongoing	X	
	Monitor existing and forecasted congestion along County Road 49/Rice Street through the City of Roseville. Identify opportunities to collaborate on short and long-range strategies for improving overall Level of Service (LOS).	Ramsey County/City of Roseville	Ongoing	X	
	Monitor existing and forecasted congestion along TH 36 through the City of Roseville. Identify opportunities to collaborate on short and long-range strategies for improving overall Level of Service (LOS).	MnDOT/City of Roseville	Ongoing	X	
	County Road C (CSAH 23) Truck Mobility - work with the trucking community to better understand problems related to truck mobility through the City of Roseville and the County Road C (CSAH 23) Corridor	Ramsey County/City of Roseville	Medium-term		Federal FAST Act freight funding or other through MnDOT or Metropolitan Council
	TH 280: Intersection at Broadway Street Hennepin CR 116 – Grade Separation: coordinate with MnDOT, Metropolitan Council and the aforementioned local governments to discuss the overall priority of this identified interchange project.	MnDOT/City of Roseville	Medium-term		General Fund
	City of Roseville Municipal State Aid (MSA) System - Classify all City of Roseville	Public Works Staff	Short-term		General Fund

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	Municipal State Aid (MSA) Streets as "collector" roadways				
Create a sustainable transportation network by encouraging more efficient use of existing roadways and limiting the need for future roadway expansion.	Interstate 35W—South of TH 36 pavement preservation project south of TH 36 through Roseville.	MnDOT	Short-term		
	Interstate 35W—County Road C to Lino Lakes pavement preservation and addition of MnPASS lanes north of TH 36 through Roseville.	MnDOT	Short-term		
	TH 36 pavement preservation project through Roseville	MnDOT	Short-term		
	Rice Street/County Road 49 from County Road B2 to County Road C2 Full Reconstruction or Pavement Preservation	Ramsey County	Short-term		
	County Road B: Snelling Avenue/TH 51 to State Farm Road Pavement Replacement	Ramsey County	Short-term		
Create a safe and efficient roadway network, able to accommodate the existing and projected demand for automobile capacity and to reduce roadway congestion.	County Road 46/Cleveland Avenue and County Road C Traffic Operations Study to evaluate potential strategies to lower the crash rate at this intersection.	Ramsey County	Medium-Term		
	TH 51/Snelling Avenue and County Road B Traffic Operations Study to evaluate potential strategies to lower the crash rate at this intersection.	MnDOT/Ramsey County	Medium-Term		
	TH 51/Snelling Avenue and County Road C Traffic Operations Study to evaluate potential strategies to lower the crash rate at this intersection.	MnDOT/Ramsey County	Medium-Term		
	County Road 53/Dale Street and County Road B2 Traffic Operations Study to evaluate	Ramsey County	Medium-Term		

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	potential strategies to lower the crash rate at this intersection.				
	County Road 46/Cleveland Avenue: County Road C to County Road B2 Traffic Operations Study to evaluate potential strategies to lower the crash rate at this intersection.	Ramsey County	Medium-Term		
	County Road 48/Fairview Avenue: County Road B2 to County Road B Traffic Operations Study to evaluate potential strategies to lower the crash rate at this intersection.	Ramsey County	Medium-Term		
	County Road B: County Road 48/Fairview Avenue to East of TH 51/Snelling Avenue Traffic Operations Study to evaluate potential strategies to lower the crash rate at this intersection.	Ramsey County	Medium-Term		
	Roselawn Avenue West: County Road 50/Hamline Avenue to TH 51/Snelling Avenue Traffic Operations Study to evaluate potential strategies to lower the crash rate at this intersection.	City of Roseville	Medium-Term		
	County Road B2: County Road 48/Fairview Avenue to TH 51/Snelling Avenue Traffic Operations Study to evaluate potential strategies to lower the crash rate at this intersection.	Ramsey County	Medium-Term		
	County Road B2: County Road 50/Hamline Avenue to County Road 51/Lexington Avenue Traffic Operations Study to evaluate potential strategies to lower the crash rate at this intersection.	Ramsey County	Medium-Term		
	County Road B2 (CSAH 78) Truck Safety - work with the trucking community to better	Ramsey County/City of Roseville	Medium-Term		Federal FAST Act freight funding or other

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	understand problems related to truck crashes along this corridor				through MnDOT or Metropolitan Council
	County Road C (CSAH 78) Truck Safety - work with the trucking community to better understand problems related to truck crashes along this corridor	Ramsey County/City of Roseville	Medium-Term		Federal FAST Act freight funding or other through MnDOT or Metropolitan Council
	New Brighton Boulevard (County Road 88) Truck Safety - work with the trucking community to better understand problems related to truck crashes along this corridor	Ramsey County/City of Roseville	Medium-Term		Federal FAST Act freight funding or other through MnDOT or Metropolitan Council
	Burlington Northern Santa Fe (BNSF) Railroad At-Grade Railroad Crossing Safety/Operations - coordinate closely with BNSF Railroad to monitor the ongoing safety and operations of at-grade railroad crossings	City of Roseville/Ramsey County/MnDOT	Medium-Term		General fund
	Minnesota Commercial (MNNR) Railroad At-Grade Railroad Crossing Safety/Operations - coordinate closely with MNNR Railroad to monitor the ongoing safety and operations of at-grade railroad crossings	City of Roseville/Ramsey County	Medium-Term		General fund
	Terminal Road Corridor Study	City of Roseville	Long-term		General Fund
	Old Highway 8 Corridor Study	City of Roseville	Long-term		General Fund
	Pascal Street and Burke Avenue Neighborhood Study South of County Road B	City of Roseville	Long-term		General Fund
	Victoria Avenue and Orchard Lane Traffic Study	City of Roseville	Long-term		General Fund
	Speed Study – various locations	City of Roseville	Long-term		General Fund
	County Road B2 at Lexington Avenue North (CSAH 51) - left turn signal phasing	Ramsey County	Medium-Term		

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	County Road D at Fairview Avenue North Intersection Control/Operations	Ramsey County/City of Roseville	Medium-Term		
	Fairview Avenue: TH 36 south ramp through County Road B2 Signal Timing	MnDOT/City of Roseville	Medium-Term		
	Lydia Avenue and County Road C2 at Snelling Avenue (TH 51) Signal Timing	MnDOT/City of Roseville	Medium-Term		
	County Road C: Victoria Street through Western Avenue Intersection Control	Ramsey County/City of Roseville	Medium-Term		
	Cleveland Avenue at County Road D Signal Upgrade	Ramsey County			
Promote the use of transit as a reasonable alternative to driving automobiles during both congested and non-congested time periods through land-use and transportation decisions.	Last Mile Access discussions with Metro Transit	Public Works Staff, Community Development Staff	Short-term		General Fund
	More Bus Shelters - explore opportunities to enhance bus shelter facilities at key locations	Metro Transit / City of Roseville	Short-term		Metro Transit
	Enhanced East-West Fixed Route Service	Metro Transit / City of Roseville	Short-term		Metro Transit
	Seven Day and Evening Service	Metro Transit / City of Roseville	Medium-term		Metro Transit
	Larpenteur Avenue East of Victoria Street – add service	Metro Transit / City of Roseville	Medium-term		Metro Transit
	Express Bus to St. Paul	Metro Transit / City of Roseville	Medium-term		Metro Transit
	Elderly Transit Service	Metro Transit / City of Roseville	Long-term		Metro Transit
	A-Line Commuter Bus Connections	Metro Transit / City of Roseville	Long-term		Metro Transit
Encourage the use of non-motorized transportation by providing and supporting	Wayfinding and Signage - Improve signage and wayfinding from bicycle and pedestrian facilities to transit stations and other key community destinations.	City of Roseville	Short-term		Capital improvements budget

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
development of a high-quality network of both off-road and on-road pathways, and ensure that bicycle and pedestrian routes are safe, efficient and attractive.	Lexington Avenue Regional Bike Trail Study	Ramsey County	Short-term		
	Fairview Avenue RBTN alignment shift	City of Roseville/Ramsey County/Metropolitan Council	Medium-term		
	Snelling Avenue and TH 36 Bicycle/Pedestrian Bridge between HarMar Mall and Rosedale Center (in the vicinity of TH 51/Snelling Avenue).	City of Roseville	Medium-term		Capital improvements budget
	Victoria Street North of County Road C Bicycle/Pedestrian improvements	City of Roseville	Medium-term		Capital improvements budget
	HarMar and Rosedale Shopping Malls Bicycle/Pedestrian improvements and multi-modal access	City of Roseville	Medium-term		Capital improvements budget
	St. Paul Regional Bicycle and Pedestrian Corridor Connections	City of Roseville/City of St. Paul	Medium-term		
	System-Wide Bicycle/Pedestrian Maintenance	City of Roseville	Short-term		
	Complete Streets Policy	Public Works Staff, Community Development Staff	Short-term	X	General Fund, Capital Improvements budget
Maintain ongoing parks and recreation planning, maintenance, and asset management process that involves citizen engagement, adheres to professional standards, and utilizes prudent professional practices. Ensure timely guidance	Re-evaluate, update, and adopt a Park and Recreation System Master Plan at least every five years to reflect new and current trends, changing demographics, new development criteria, unanticipated population densities, and any other factors that affect park and recreation goals, policies, and future direction of the system.	Parks and Recreation Staff	Short-term		City of Roseville
	Monitor progress on the Parks and Recreation System Master Plan annually to	Parks and Recreation Staff	Ongoing	X	City of Roseville

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
for protecting the community's investment in parks, open space, and recreation programs and facilities to enhance their long-term and sustained viability.	ensure that it provides actionable steps for maintaining, improving, and expanding the system. Parks and Recreation Commission will review and track annually.				
	Maintain and operate parks, open space, and recreation facilities in a safe, clean, and sustainable manner that protects natural resources and systems, preserves high quality active and passive recreation opportunities and experiences, and is cost-effective.	Parks and Recreation Staff	Ongoing	X	City of Roseville, Grants, Fees, Contributions, Use of Volunteers
	Consider staffing and resource needs in the evaluation of proposals for additions to parks, programs, and facilities	Parks and Recreation Staff	Ongoing	X	City of Roseville, Fees and Charges, Contributions
	Use the Sector and Constellation organization structure as the basis for park, recreation program, and facility locations, development, and service delivery.	Parks and Recreation Staff	Ongoing	X	City of Roseville
	Enhance neighborhood and community identity in the design of parks, programs, and facilities through public art, special events, and stewardship of natural features.	Parks and Recreation Staff, Roseville Area Arts Council	Ongoing	X	City of Roseville, Grants, Roseville Visitors Association, Roseville Area Arts Council, Grants Contributions
	Establish a service standard of having a neighborhood park or active play space in every park service constellation.	Parks and Recreation Staff, Parks and Recreation Commission, City Council	Ongoing	X	City of Roseville, Park Dedication, Contributions
	Preserve parks and school open space areas as part of the citywide systems plan for structured recreation space and unstructured preserved natural areas.	Parks and Recreation Staff, Parks and Recreation Commission, City	Medium Term	X	City of Roseville, Roseville Area School District, Contributions

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
		Council, Roseville Area School District, Affiliated Groups			
	Include Ramsey County park land and open space in planning and providing recreation services to Roseville residents.	Parks and Recreation Staff, Parks and Recreation Commission, Ramsey County	Ongoing	X	City of Roseville, Ramsey County, Grants
	Seek partnership to provide the community with a greater diversity or number of parks and facilities, and to offer a more expansive catalog of programs and events.	Parks and Recreation Staff	Ongoing	X	City of Roseville, Partners, Contributions, Vendors
	Seek sponsorships and scholarships and other revenue streams to facilitate program fee reductions.	Parks and Recreation Staff	Ongoing	X	City of Roseville, Partners, Contributions, Grants
	Continue to coordinate, cooperate, and collaborate with adjacent communities, school districts, and governmental jurisdictions to leverage resources regarding the use of parks on common municipal boundaries and on joint programming where appropriate for mutual benefit to optimize open space, fitness, and recreation programming and facility options.	Parks and Recreation Staff, other governmental jurisdictions as appropriate	Ongoing	X	City of Roseville, Other Governmental Agencies, Grants
	Complete park concept plans for all parks.	Parks and Recreation Staff, Parks and Recreation Commission, City Council	Long-term		City of Roseville, Contributions, Grants
	Evaluate the maintenance implications of potential park land acquisitions and capital improvements.	Parks and Recreation Staff, Parks and	Ongoing	X	City of Roseville, Grants

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
		Recreation Commission			
	Annually recommend the adoption of a twenty-year Capital Improvement Plan (CIP) for Parks and Recreation.	Parks and Recreation Staff, Parks and Recreation Commission, City Council	Ongoing	X	City of Roseville, Grants, Contributions, Partners, State Bonding
	Use the procurement methods that deliver the best value for the community.	Parks and Recreation Staff, Parks and Recreation Commission, Finance Department, Administration	Ongoing	X	City of Roseville
	Research, develop, and recommend to the City Council and citizens periodic bond referendums, park and trail dedication fees, urban forest management fees, special assessments, or other funding programs to reinvest in parks and recreation facilities needed within Roseville.	Parks and Recreation Staff, Parks and Recreation Commission, Public Works Staff, Administration	Ongoing	X	City of Roseville, Partners, Grants, Bonding
	Explore the potential for implementing a park service district as a means of creating a sustainable, independent source of local funding for the parks and recreation system.	Parks and Recreation Staff, City Attorney, Administration	Long-term		City of Roseville, District Wide/Larger Area
	Whenever possible, supplement the development and maintenance of parks and recreation lands and facilities with the use of non-property tax funds.	Parks and Recreation Staff, Finance Department	Ongoing	X	Grants, Contributions, Partners, Fees and Charges
	Pursue additional funding such as local option sales tax or State bond funds to support Roseville facilities of regional or State-wide significance.	Parks and Recreation Staff	Short-term		City of Roseville, State of Minnesota, Larger Area of Roseville

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	Discourage commercial uses in parks, programs, or facilities and/or parks and recreation facilities.	Parks and Recreation Staff	Ongoing	X	City of Roseville
	Involve the Parks and Recreation Commission in the parks and recreation planning process. Stimulate additional volunteer involvement in the delivery and support of the parks and recreation system.	Parks and Recreation Staff Administration	Ongoing	X	City of Roseville
	Involve a diverse and representative group of participants in the parks and recreation planning process. Conduct active and continuous interaction within the community with neighborhoods, special interest groups, and individuals of all ages to achieve effective recreational programming and facility development.	Parks and Recreation Staff	Ongoing	X	City of Roseville
	Parks and recreation staff should play the key role in the delivery of parks, programs, and facility services. Community volunteers should be used whenever and wherever possible and appropriate to enrich the experience for the participant and volunteer.	Parks and Recreation Staff, Administration	Ongoing	X	City of Roseville Fees and Charges, Contributions
	Develop and implement an ongoing public information and marketing program to inform the public of their investments, opportunities, and benefits of a quality parks and recreation system.	Parks and Recreation Staff, Communications Department	Ongoing	X	City of Roseville
	Assign names, or change names, of City-owned parks or recreation facilities, in consultation with the Parks and Recreation Commission, based on natural habitat,	Parks and Recreation Staff	Ongoing	X	City of Roseville

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	geographic location, and appropriate non-descript terminology.				
	Evaluate and refurbish parks, as needed, to reflect changes in population, age, and diversity of residents, recreational activities preferred, amount of leisure time available, and best practice designs and technologies, and asset management strategies.	Parks and Recreation Staff	Ongoing	X	City of Roseville
Provide a high-quality, financially sound system of parks, open spaces, trails, and waterways that meets the recreation needs of all city residents, offers a visual/physical diversion from the hard surfacing of urban development, enhances our quality of life, and forms an essential part of our community's identity and character.	Orient parks and programs equally to youth activities that focus on community building activities teaching them life-long skills, and exposing them to a variety of recreation experiences, and to adult activities which accommodate adults' needs for wellness and provide a range of social interaction opportunities.	Parks and Recreation Staff	Ongoing	X	City of Roseville
	Focus parks on passive and active recreational activities and activities that take advantage of the unique natural features. Pursue opportunities for incorporating art and cultural programs, which enrich citizens' mental and emotional well-being, as a complement to primary physical focus of parks and recreation programs.	Parks and Recreation Staff, Roseville Area Arts Council	Ongoing	X	City of Roseville, Fees and Charges, Contributions, Grants
	Organize all parks and facilities so that a component is provided for informal, non-programmed activities—those open to anyone in the community, at any time.	Parks and Recreation Staff	Ongoing	X	City of Roseville, Fees and Charges, Contributions, Grants
	Maintain parks and open space according to the standards outlined in the Park Maintenance Manual which recognizes that	Parks and Recreation Staff	Ongoing	X	City of Roseville, Fees and Charges, Contributions, Grants

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	levels of service must be provided based on the intensity of use and purpose of the site.				
	Use innovative methods for park and facility improvements that offer lower lifecycle costs, even if the initial cost is higher. Develop park and recreation facilities that minimize the maintenance demands on the City by emphasizing the development of well-planned parks, high- quality materials and labor-saving maintenance devices and practices.	Parks and Recreation Staff	Ongoing	X	City of Roseville, Fees and Charges, Contributions, Grants
	Promote and support volunteerism to encourage people to actively support Roseville's parks and open spaces.	Parks and Recreation Staff, Administration	Ongoing	X	City of Roseville, Grants
	Encourage the preservation of features in parks considered to be of historic or cultural value, especially those features that do not conflict with other park uses and activities.	Parks and Recreation Staff, Roseville Historical Society	Ongoing	X	City of Roseville, Fees and Charges, Contributions, Grants
Add new parks and facilities to achieve equitable access in all neighborhoods, accommodate the needs of redeveloping areas, and meet residents' desires for a range of recreation opportunities serving all ages, abilities, and cultures.	Ensure that no net loss of parkland or open space occurs during alterations or displacement of existing parkland and open space.	Parks and Recreation Staff	Ongoing	X	City of Roseville, Contributions, Grants
	As areas of Roseville evolve, and properties undergo a change of use and/or density, land should be dedicated to the community for park purposes to ensure adequate park facilities for those new uses.	Parks and Recreation Staff, Community Development	Ongoing	X	City of Roseville, Park Dedication, Contributions, Grants
	Determine potential locations and acquire additional park land in neighborhoods and constellations that are lacking adequate parks and recreation facilities.	Parks and Recreation Staff, Community Development	Long-term		City of Roseville, Park Dedication, Bonding Contributions, Grants

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	Determine locations for new park and recreation facilities in redevelopment areas as part of the redevelopment process and use the park dedication process to acquire appropriate land, prioritizing the purchase of properties adjacent to current parkland.	Parks and Recreation Staff, Community Development staff	Ongoing	X	City of Roseville, Park Dedication, Bonding, Contributions, Grants
	Make continued effective use of the Park Dedication Ordinance. Review annually park dedication requirements in order to ensure that dedication regulations meet statutory requirements and the needs of Roseville.	Parks and Recreation Staff	Short-term	X	City of Roseville, Park Dedication, Contributions, Grants
	Use park dedication funds to acquire and develop new land in addition to other funding sources.	Parks and Recreation Staff, Parks and Recreation Commission, City Council	Ongoing	X	City of Roseville, Grants, Park dedication funds
	Acquire properties necessary to implement adopted park concept plans and in Roseville's Comprehensive Land Use Plan, and consider other additions based on needs identified in the sector or constellation concept. Acquire land on a "willing seller" basis unless otherwise determined by the City Council.	Parks and Recreation Staff	Long-term		City of Roseville, Park Dedication, Bonding, Contributions, Grants
Create a well-connected and easily accessible system of parks, open spaces, trails, pathways, community connections, and facilities that links neighborhoods and provides opportunities	Develop, adopt, and implement a comprehensive and integrated trails, pathways, and community connections system plan for recreation and transportation uses, including separate facilities for pedestrians, and bicyclists (including off-road unpaved trails for bikers and hikers that offer new challenges while protecting resources). Distinguish the specific role of the Parks and	Parks and Recreation Staff, Public Works Staff, Public Works and Parks and Recreation Commission, Community Development, City Council	Short-term		City of Roseville, Dedication, Contributions, Grants

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
for residents and others to gather and interact.	Recreation Department in maintaining those facilities, separate from the Public Works Department's role in constructing and repairing them.				
	Develop, adopt, and implement a Trails Management Program (TMP).	Parks and Recreation Staff, Public Works Staff, Public Works and Parks and Recreation Commissions, City Council	Short-term		City of Roseville, Grants, Dedication
	Advocate the implementation of community parkways on the County Road C and Lexington Avenue corridors to accommodate pedestrian and bicyclist movement and inclusion of community character and identity features.	Parks and Recreation Staff, Public Works Staff, Public Works and Parks and Recreation Commissions	Short-term		City of Roseville, Grants, Dedication
	Maintain the trail and pathway system through all seasons.	Parks and Recreation Staff, Public Works Staff, Public Works and Parks and Recreation Commissions	Ongoing	X	City of Roseville
	Make the park system accessible to people of all abilities.	Parks and Recreation Staff, Public Works Staff, Public Works and Parks and Recreation Commissions	Ongoing	X	City of Roseville, Grants
	Align development and expansion of non-motorized trails, pathways, community parkways, and other routes with the need to	Parks and Recreation Staff, Public Works Staff, Public Works	Long-term		City of Roseville, Grants, Dedication

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	provide connections to and within parks, to open spaces, recreation facilities, and key destinations, as well as between neighborhoods, constellations, and sectors.	and Parks and Recreation Commissions, Community			
	Educate the public on the advantages and safe use of non-motorized trails, pathways, and community parkway connections.	Parks and Recreation Staff, Public Works Staff, Public Works and Parks and Recreation Commissions, Community	Ongoing	X	City of Roseville, Grants
	Develop clear and communicative signage and kiosks for wayfinding.	Parks and Recreation Staff, Public Works Staff, Public Works and Parks and Recreation Commissions, Roseville Visitors Association	Short-term		City of Roseville, Grants, Dedication, Roseville Visitors Association
Provide Roseville residents with opportunities to participate in a variety of recreation, athletic, wellness, art, social, learning, and environmental education activities and programs through well- designed, cost effective, and relevant services.	Provide recreation programs and services that address the recreational desires of people of all abilities and all segments of the community including children, teens, adults, older adults, and adverse ethnic groups.	Parks and Recreation Staff, Parks and Recreation Commission	Ongoing	X	City of Roseville, Fees and Charges, Contributions, Grants
	Organize a variety of community special events that stimulate interest in recreation participation, promote community identity and pride, encourage volunteerism, and bring together all segments of the community.	Parks and Recreation Staff, Parks and Recreation Commission, Administration	Ongoing	X	City of Roseville, Fees and Charges, Contributions, Grants
	Celebrate Roseville's heritage and cultural potential by acquiring and exhibiting quality works of art, historic artifacts, providing	Parks and Recreation Staff, Parks and Recreation	Ongoing	X	City of Roseville, Fees and Charges, Roseville Area Arts Council,

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	access to a variety of performance arts, and by offering a diverse mixture of community events	Commission, Roseville Visitors Association, Roseville Area Arts Council Administration			Roseville Visitors Association, Contributions, Grants
	Administer all programs and services equitably to ensure that all individuals and groups receive adequate representation, seeking out those with little or no voice.	Parks and Recreation Staff, Parks and Recreation Commission	Ongoing	X	City of Roseville, Fees and Charges, Contributions, Grants
	Monitor new trends, patterns, and activities in recreation and leisure service programs and incorporate revisions to Roseville's programs to reflect these changes at a broader level.	Parks and Recreation Staff, Parks and Recreation Commission	Ongoing	X	City of Roseville, Fees and Charges, Contributions, Grants
	Establish ongoing communication, information, and marketing programs that broaden recreational interests and encourage participation in Roseville's recreation programs.	Parks and Recreation Staff, Parks and Recreation Commission	Ongoing	X	City of Roseville, Fees and Charges, Contributions, Grants
	Coordinate and cooperate with school districts, community, county, and state agencies, private businesses, and surrounding municipalities to provide diverse and extensive programs and services that are affordable to all participants.	Parks and Recreation Staff, Parks and Recreation Commission, other Governmental Agencies	Ongoing	X	City of Roseville, Fees and Charges, Other Governmental Agencies, Contributions, Grants
	Facilitate community recreation groups by providing technical support, equipment storage, promotional assistance, mailboxes, and meeting space.	Parks and Recreation Staff	Ongoing	X	City of Roseville
	Act as liaison to recognized community groups providing recreation programs and services.	Parks and Recreation Staff	Ongoing	X	City of Roseville

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	Evaluate all programs and services quarterly and annually for quality, participant satisfaction, financial feasibility, and community desirability.	Parks and Recreation Staff	Ongoing	X	City of Roseville
	Develop and maintain a system of program fees and charges that assess direct costs to the participants, while remaining affordable to the community.	Parks and Recreation Staff	Ongoing	X	City of Roseville
	Provide residents with community activities and events using subsidies or fee waivers through scholarships, sponsorships, or other methods of fee assistance.	Parks and Recreation Staff	Ongoing	X	City of Roseville, Fees and Charges, Contributions, Grants
Locate, design, construct, and manage community facilities to meet the needs of current and future residents	Provide community facilities that include desired community amenities for recreation and social interaction at an appropriate level within sectors and constellations	Parks and Recreation Staff	Ongoing	X	City of Roseville, Fees and Charges, Partners, Contributions, Grants
	Assess community needs and desires for the use of existing community facilities and the need for additional space, renovated space, and improved space.	Parks and Recreation Staff	Short-term	X	City of Roseville, Fees and Charges, Partners, Contributions, Grants
	Facilitate a system of community and recreation spaces in conjunction with the school districts that provides for both structured and unstructured times as managed and scheduled by the City.	Parks and Recreation Staff, Area School Districts	Ongoing	X	City of Roseville, Area School Districts
	Define a strategy, identify a site, and confirm a program for implementing a community center.	Parks and Recreation Staff, Parks and Recreation Commission, Administration, City Council, Roseville Area School District	Long-term		City of Roseville, Area School Districts

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	Manage and maintain facilities using best practices and cost-effective methods to provide desired recreation services.	Parks and Recreation Staff	Ongoing	X	City of Roseville
	Leverage private involvement in the form of sponsorships, joint ventures, and contract for services to support facilities.	Parks and Recreation Staff	Ongoing	X	City of Roseville, Partners, Vendors
Preserve significant natural resources, lakes, ponds, wetlands, open spaces, wooded areas, wildlife habitats, and trees as integral aspects of the parks system	Encourage dedication of parks, open spaces, and trails in new development and redevelopment areas, especially those that preserve significant natural resources and/or adjacent to the subject site.	Parks and Recreation Staff, Public Works Staff, Public Works and Parks and Recreation Commissions, Community Development, City Council	Ongoing	X	City of Roseville, Dedication
	Create, adopt, and use Natural Resources Management Plans to preserve, restore, and manage the significant natural resources in the park system.	Parks and Recreation Staff	Ongoing	X	City of Roseville, Grants, Contributions
	Preserve wooded areas and implement an aggressive reforestation and forestry management program to ensure that Roseville has a substantial aesthetically pleasing and environmentally critical tree population in its parks, open spaces, boulevards, and other City property.	Parks and Recreation Staff	Ongoing	X	City of Roseville, Grants, Contributions
	Provide community environmental education programs to increase the community's awareness, understanding, and appreciation of natural areas, including the need for trees, proper tree care, plantings procedures, and critical habitat for pollinators.	Parks and Recreation Staff, Administration	Ongoing	X	City of Roseville, Grants, Contributions

Goal	Action or Strategy	Who	When	Ongoing?	How ($)
	Cooperate with the three watershed districts with jurisdiction over parks in Roseville to effect water quality improvement projects within parks, and to create landscapes that are sensitive to stormwater management goals for park lands.	Parks and Recreation Staff, Public Works Staff, Watershed Districts	Ongoing	X	City of Roseville, Grants, Contributions
	Create landscape improvements and design parks to enhance opportunities for wildlife, where those improvements and facilities are not in conflict with other park uses or activities. Direct particular attention to the creation of wildlife habitat in parks, where wildlife would not be compromised by the presence of park activities.	Parks and Recreation Staff	Ongoing	X	City of Roseville, Grants, Contributions

Goal	Action or Strategy	Who	When	Ongoing?	How ($)

ROSEVILLE 2040 Comprehensive Plan
Future Land Use Open House Meeting Notes
Commercial properties along Lexington/Larpenteur and 1880 Lexington

Tuesday, December 19, 2017, 6:00pm

Lexington Park

Sign-In Sheet

1. Jogn Kohlfur, email address
2. Carol Dannenbrink, email address
3. Wayne Griesel, email address
4. Jeff Welle, email address
5. Susan Day, email address redacted
6. Jim Mulder, email address
7. Chris Meyer, email address
8. Dennis Anderson, email address
9. Mark Salma, email address redacted
10. Deb Lillehaugen, email address redacted
11. John Borchert, email
12. Tom Kuhfeld, email address
13. Margaret Kuhfeld,
14. Rowland & Bev Sutherland, email address
15. J. Brannon, 1315 Larpenteur Ave W Suite D, Roseville

Also present: Bryan Lloyd (City of Roseville), Lydia Major (LHB)

Summary

The Roseville Comprehensive Plan Future Land Use Open Houses served a forum for people to circulate, ask questions and share their thoughts about proposed changes to Future Land Use guidance in various neighborhoods. This meeting focused on changes to properties at the Lexington Ave./Larpenteur Ave. intersection and to a single property on Lexington Ave. between Roselawn Ave. and Ruggles St.

The meeting was mostly attended by a group of residents living at the Greenhouse Village building who were concerned about the potential for substantially more density in the area based on the change to "Corridor Mixed-Use" with its requirement for 10% residential development. Traffic and height were frequently mentioned as major concerns. Staff explained that the change does not mean that a

development is currently proposed and that the current land use guidance actually allows for similar levels of density. Participants learned that Zoning Updates, which will occur in 2019, will actually be where changes to density would be made more specifically, and they were encouraged to remain engaged in the process.

Other participants were owners or occupants of the commercial properties and were concerned about how to implement 10% residential requirements on small properties. Staff explained that the 10% requirement applies across the Corridor Mixed-Use properties as a whole and would not be translated to mean having a single residential unit on a small property, as an example. Residents also expressed a strong desire for revitalization of the commercial properties and this was an area of general support.

Written Comments

1. James Beutelspacher -I am writing in opposition to the Roseville 2040 proposal to change the future land use of commercial properties along Larpenteur and Lexington Avenues from Community Business land uses to Corridor Mixed-use. The proposed change would require the inclusion of high density residential housing in future development. The scale and intensity of that action would add to traffic congestion and compromise pedestrian safety,

   When my wife and I decided to sell the big house in Arden Hills and simplify our housing needs, we found the senior cooperative of Greenhouse Village to be ideal. One of Greenhouse Village's major selling points is its convenient location.

   Under existing Community Business land use, the Larpenteur- Lexington neighborhood affords me and my fellow seniors nearly everything we need within walking distance. As we age, and driving becomes more difficult, we will be able to walk to medical, dental, eye care, drug stores, grocery store, shops and restaurants.

   We already have members in their 80's and 90's who walk or roll to these services and stores using walkers, scooters, or wheel chairs. These motion impaired members are already vulnerable to heavy vehicle traffic, and any increase in traffic congestion would make their situation worse.

   For the safety of our residents and to maintain the marketability of our housing units, I urge Roseville to keep the future land use of commercial properties along Larpenteur and Lexington Avenues as Community Business land uses.

2. Susan Day- I volunteer to stuff envelopes for mailing.

3. Thank you for taking the time to talk with me last night about the proposed change in the designation from Community Business to Corridor Mixed-Use for our property at 1739 Lexington Ave N. As we discussed our primary concerns are with the residential requirement that is being proposed. Our current center is approximately 25,000 square feet. Based upon the new guideline a redevelopment of this size would require a minimum residential area of 2,500 square feet or approximately 2 units. At the other end of the extreme, the maximum allowable residential area would be approximately 82 units based upon a site area of 2.29 acres. A structure of this density would require a 4 story building, 1 retail level with 3 residential levels above. Our concern is that we abut single family residential properties on our west side. Designating a property for "medium to large scale and medium to high intensity" adjacent to single family residential can be a challenge.

Our company develops mixed-use retail/residential properties in the twin cities and fully supports this form of development. We are not opposed to the designation change but we would want the zoning ordinance to reflect the ability to build a project of greater density adjacent to a single family zoning. The greatest limitation we would foresee is a height limitation within "X" feet of single family zoning. Our property is only 179 feet deep so our distance to the single family homes is very limited.   In today's market a successful mixed-use project will most likely have 120-170 residential units with 150 being the sweet spot. Once you get less than these numbers your construction cost and management fees per unit are just too high to afford reasonable rents. Please keep this in mind when you move ahead with your work on the 2040 Comprehensive Plan. Creating a condition that requires a low number of units to be constructed will severely limit the redevelopment possibilities of properties like ours that are adjacent to single family residential. -John Kohler, Vice President of Development and Construction for Paster Properties

ROSEVILLE 2040

our future together

ROSEVILLE 2040 Comprehensive Plan
Future Land Use Open House Meeting Notes
Several commercial properties along Rice Street, and assorted others east of Lexington Avenue

Tuesday, December 19, 2017, 6:00pm

Villa Park

Sign-In Sheet

1. Jim Krautbauer, email address redacted
2. Jim Anderson, email address
3. Frank Hess, email address
4. Jim & Joan Moncur, email address
5. James Kraurbauer
6. Nancy O'Brien email address
7. Clair Smith, 2112 Dale St
8. Cameron Hintzen, 455 McCarrons Blvd S
9. Lois Cunningham & Dick, 2062 Dale St
10. Bill & Mary Jo Pearson, 2040 Woodbridge St
11. Joe Duellman, 1935 Rice St
12. Steve Kissell, 1895 Rice St
13. Mary Grundman, 1840 Chandler Ave
14. Jason Etten, 2054 Cohansey Blvd
15. Rick & Sherry Sanders, 363 McCarrons Blvd S
16. Dick Roles & Karen Marinovich, 217 Burke Ave
17. Brian Larson, 182 Skillman Ave
18. Kevin Berglund, email address
19. Bob Zick, email address

Also present: Thomas Paschke (City of Roseville), Kurt Bearinger (WSB)

Summary

The Roseville Comprehensive Plan Future Land Use Open Houses served a forum for people to circulate, ask questions and share their thoughts about proposed changes to Future Land Use guidance in various neighborhoods. This meeting focused on changes to several commercial properties along Rice Street, and assorted others east of Lexington Avenue.

Written Comments

1. Glad to see mixed use plans on Rice Street! – Sherry Sanders

ROSEVILLE 2040 Comprehensive Plan
Future Land Use Open House Meeting Notes
Several properties near/along County Road B, between Hamline Avenue and Cleveland Avenue

Wednesday, December 20, 2017, 6:00pm

Lexington Park

Sign-In Sheet

1. Jim & Paula Wright, 2210 Midland Grove Rd
2. Joe & JoAnn Kazek, 1427 Eldridge Ave W
3. Satya Tata & Vijay Pothpragad, 2250 Midland Grove Rd
4. Dianna Dunn; 1971 Simpson St
5. Jean & Dave Tschida, 1955 Asbury
6. Cynthia Albing, 2020 W County Rd B
7. Dr. Carl Albing, 2020 W County Rr B
8. Lyssa Grams, 1440 Burke Ave W
9. Ruth Batchelder, 2025 Haddington Rd
10. Debra DeBruin, 1441 Burke Ave W
11. Rick Poeschl, 2220 Midland Grove Rd
12. Jim Steinwand,   email address
13. Donna Steinwand, email address redacted

Also present: Bryan Lloyd (City of Roseville), Eric Maas (WSB)

Summary

The Roseville Comprehensive Plan Future Land Use Open Houses served a forum for people to circulate, ask questions and share their thoughts about proposed changes to Future Land Use guidance in various neighborhoods. This meeting focused on changes to several properties near/along County Road B, between Hamline Avenue and Cleveland Avenue.

There was deep concern for how additional development at (or redevelopment of) HarMar might affect the residential neighborhoods to the east and south. As part of this, the community members had an understanding that development of the Cub Foods store permanently committed much of HarMar's parking field as remaining parking—additional development that consumed any of those parking stalls could not be allowed. Nearby residents had strong interest in ensuring that vehicular access isn't expanded to the eastern and southern sides.

There was support for high-density residential development served by the A-line BRT stops along Snelling Avenue

Many other people lived in or near the Midland Grove Condominiums, who shared opposition to medium density at 2025 Co Rd B. People prefer an open space park—instead of the new park property across Co Rd B (in fact, this newly acquired park property could be re-sold as 3 residential lots so that the revenue from the sale could be used to acquire the 2025 property). Some people acknowledged that preservation of the mature trees along the north side of the 2025 property would make redevelopment of that property more acceptable.

Some dissatisfaction with the timing of the open house meeting so close to Christmas

Written Comments

1. Do not want new access to HarMar map from Ryan [Avenue] or east side of HarMar.
2. I live @ 1440 Burke Ave West. We moved to that house because we could walk to Cub, Target, library, etc. My household is 100% supportive of the zoning changes for Har-Mar and the commercial properties along County B and Snelling. More housing density is welcomed by us and [we] would loce more stores/restaurants/etc within walking distance. We bought the home 4 years ago and plan to stay for 50+ years. If changes are made, please consider prioritizing people walking and biking over easy car access. –Lyssa & Riley Grams
3. Thanks for the open house & info – lots to consider. (pun intended) The 2025 Co Rd B redesignation – seems like it will benefit 1 person, the owner of the lot, to the detriment of many neighbors. Many of us would rather see that stay as single-family – or better yet, be converted to parkland - mature trees, etc. are already in place. We don't particularly want the change. What other options are there? What other considerations or possibilities might we consider? Thanks for listening!
4. Traffic is a big concern [in re 2025 County Road B] both on Midland Grove Rd and CR B
5. I am writing about the property at 2025 county Road B being changed to medium density residential. Midland Grove Road is a small Road, more the size of a private road. It is already congested in the morning and evening. Often cars are making u turns on County Road B right across from Midland Grove Road. I believe more traffic on this road would be a hazard. A few years back the residents of Midland Grove Road Condominiums spent a substantial amount of money on a water abatement project. We do not need the water from this project coming onto our property. What will the cost of these properties be? When I hear triplex, quadrupled and row houses it sounds like they may be low income. I am opposed to this project.
6. I am unable to attend the meeting on December 20, 2017. I am opposed to this property being changed to medium density residential for the following reasons:
   1. Too many people and cars would be allowed in this small area
   2. The current owner may be including property on the south side of Midland Grove to increase acreage size. This land is not available to build housing therefore, should not be included in any measurement
   3. Traffic would most likely be routed on Midland Grove Road. Many problem exist with this road
      o It is small
      o Midland Grove has it plowed so that residents can get out

- o It is too close to Cleveland and County Road B
- o People make U-Turns at this intersection
4. Where will the water go? Have you discussed with the Rice Creek Watershed?

The current designation of low density should remain for this property. – Marietta Booth

ROSEVILLE 2040 Comprehensive Plan
Future Land Use Open House Meeting Notes
Assorted properties northwest of County Road C and I-35W
Wednesday, December 20, 2017, 6:00pm
Sandcastle Park

Sign-In Sheet

1. Nancy Garcia, 2998 Troseth Rd
2. Angie Garcia, 2998 Troseth Rd
3. Joan Smiley, 3050 Old Highway 8, email address
1. Kathy Raymond, 3007 Old Highway 8, email address
4. Gene & Gloria Perry, 2845 Long Lake Rd
5. Lindsay Cowles, 2996 Troseth Rd
6. Danielle Schumerth, 2045 County Rd C2 #310, email address redacted
7. Mike Perry, 2845 Long Lake Rd

Also present: Kari Collins (City of Roseville), Mike Lamb (LHB)

Summary

The Roseville Comprehensive Plan Future Land Use Open Houses served a forum for people to circulate, ask questions and share their thoughts about proposed changes to Future Land Use guidance in various neighborhoods. This meeting focused on changes to assorted properties northwest of County Road C and I-35W.

There were a few residents that had questions/concerns about the Edison project, but there were also a few residents that just had questions generally about the comp plan designation changes in the area. Many of the comments were parcel specific, however, there were some comments that residents would desire a better multi-modal transportation network in the area.

Written Comments

1. Give us some plans that work. Out of 4, this [change to the designation of the Woodsedge Townhomes] is the only OK one.

2. Changing land use codes is OK, but please don't let the Hwy 88 & Long Lake Road. & C2 area be built up. The trees & green space in this area are what make it special, attractive & unique. If it could be more pedestrian-friendly, that would be a nice improvement. It's also a quiet area & that makes it very appealing – more development would change all the things that make this area great. Don't succumb to development pressure & ruin the natural resources that you can't get back.

The following comments all pertain to a proposed apartment complex, referred to as the "Edison" development. Because the proposed future land use map does not include a proposal to change the future land use guidance of this particular property, the development was not formally a subject of this open house meeting. Nevertheless, the comments are included here.

3. Our concern is with the EDISON complex, so please include the residents in all planning. We want to be heard. This area to be developed is way too dense for the neighborhood. We feel traffic, congestion, property values, policing are important, and will affect us all. A 4-story apt. up on the high end of the property will not fit the neighborhood. Putting Section 8 into all one building will create a ghetto within the complex – better to intersperse residents in other buildings within the city. All apartments should be required to have a percentage of lot income and not lump them all in one space. How is that helping them or us? – Respectfully, Kathy Raymond

4. I live at 3020 [Old Highway 8] and now 3050 Old Hwy 8 for 30 years. I've appreciated the relatively quiet neighborhood. There is frequent traffic on Old Highway 8 & County 88 – especially during the day. My concern is that if the housing development proposed by Edison – 209 units (4 buildings, 1 – 4 stories) would result in major traffic in areas. The housing, I'm sure, would have many children. Is there adequate signage and sidewalks (walking to Sandcastle [Park]) for the safety of the children? – Joan Smiley

ROSEVILLE 2040 Comprehensive Plan
Future Land Use Open House Meeting Notes
Several properties north of Highway 36, between I-35W and Hamline Avenue
Thursday, December 21, 2017, 6:00pm

Rosebrook Park

Sign-In Sheet

1. Dean Forschen, email address redacted
2. Eric Floysand, email address redacted
3. Lori Waehter, email address
4. Mary Houle, 2493 Simpson St
5. Jeff & Ann Johnson, email address
6. John Garrigues, email address
7. Joyce Greenstein, email address
8. Sherry Gwegorryn, 1947 Rose Pl
9. Freyda Koester, 1404 Talisman Crv
10. Tim Graul, 2521 Snelling Crv, email address
11. Virginia Mullen, 2530 Snelling Crv
12. Art MacWilliams, 2571 Fry St
13. Ashley McNairy, 2545 Fry St
14. Dan Stock, 2565 Fry St
15. Ben Johnson, 2579 Fry St
16. Margaret Redmond, 1455 Rose Pl
17. Gary Carlson, 1380 County Rd C

Also present: Kari Collins, Thomas Paschke, Bryan Lloyd (City of Roseville), and Addison Lewis (WSB)

Summary

The Roseville Comprehensive Plan Future Land Use Open Houses served a forum for people to circulate, ask questions and share their thoughts about proposed changes to Future Land Use guidance in various neighborhoods. This meeting focused on changes to several properties north of Highway 36, between I-35W and Hamline Avenue.

The greatest source of initial concern seemed to be proposed change to the industrial parcels at 1380 – 1480 County Road C. Most of the concerns seemed to be allayed by the understanding that the intent of the proposed change to the Employment category is to be able to better regulate those uses in a way that protects the single-family neighborhood to the south. Concern/interest still remains regarding what zoning controls are adopted to affect the intended protections.

There was much conversation about the 2533 – 2609 Snelling Curve properties. There were many questions as to whether there was a pending project, and why the site was being recommended from Medium Density to Low Density Residential. Perspectives on this issue were mixed but overall there seemed to be consensus that an LDR designation would be the most appropriate, if developed. Additional concern drilled down to specifics on how the sites would be accessed if constructed and there were questions regarding the changes to the high density property along County Road C changing to employment and what that meant.

There was some concern about how the 10% residential requirement would be implemented in the Mixed-Use areas and what the real impacts could be.

Thomas discussed land use with a number of citizens and how it is generally derived in the plan and what steps follow to move goals and policies forward into action.

Gary Carlson, owner of a business at 1380 County Road C, attended to get further information and clarification regarding the proposed change from high density residential to employment and additional information regarding the 10% residential requirement.

Regarding 2560 Fry Street, most attendees preferred to see something on the lower side of the scale in terms of density but felt comfortable with the medium density designation and the idea of townhomes.   They did not want to see anything that looked like apartments.

 One attendee had concerns about the impact of the railroad and how that impacted their ability to redevelop 1380-1480 County Road C properties. He agreed that the high-density designation from the old plan did not make sense and was happy that it was changing to Employment.

Written Comments

1. A change to low density housing [at 2533 – 2609 Snelling Curve] so close to core mixed use would not maximize the value of the location to work and play. The existing medium density designation enables more people to live in close proximity to the core mixed use land, provides better screening for the existing neighborhood to Snelling, and enables more long term revenue to the city. The rationale cites a lack of direct access to collector streets. Please consider options to improve access or otherwise attract medium density development rather than reduce the utilization of redevelopment. -Regards, Sam Owings

I've been a home owner in Roseville since 2003 and hope to live in my house on Haddington Rd. the rest of my life and for my son to be able to continue living in it after that. Before buying in Roseville, I house hunted for 6 years looking for a house that would fit in my budget and be able to be made wheelchair accessible for my son. I had originally intended to buy in Minneapolis but have been completely satisfied with Roseville.

I like the friendliness of Roseville, the parks that make it pleasant for families to enjoy the outdoors together and for the way the citizens and city services work together to keep our city clean and functioning well. In particular, our little neighborhood is particularly blessed with a sense of connection between the neighbors which includes elderly, middle aged and young families.

My feedback on the comprehensive plan as it relates to the suggestions for the business properties along the west side of Snelling and County Rd B and along Herschel and County Rd B is that we already have a high density of housing with the Rosewood Village Condominiums, Sienna Green, Rose Place Estates, etc. As it is County Rd B gets quite backed up every day in the evening rush hour from Fairview and on through Snelling. I can't imagine what it would be if we increased the density even more by requiring any new building where the businesses are to include more apartments. I feel like our part of Roseville is already doing more than our share of providing high density housing. I hope that the metropolitan council will look to other areas such as maybe the Mall across from Rosedale on Fairview and County Rd B2 because at least that will still put people close to shopping and dining but will not impact any already established neighborhoods.

I'm also concerned that increasing the density of dwellings in this area will change the character of our neighborhood which at this point is quiet and well connected. The children on our street are safe to run around and play and ride their bikes safely because there is not a lot of traffic and everyone knows them. There are fewer neighborhoods than there used to be that are able to give their children this kind of experience and I think it is worth preserving.

Sincerely,
Ruth Batchelder

Bryan Lloyd

From:	Mulder Jim and Carmen <mark>email address redacted</mark>
Sent:	Saturday, January 6, 2018 4:38 PM
To:	Bryan Lloyd
Cc:	Jeff Welle; Tom Kuhfeld; Jim and Winnie Beutelspacher; Larry Engholm
Subject:	Re: Proposed Future Land Use Change: Open House Feedback

Dear Mr. Lloyd:

I am writing to express my concerns and opposition to the proposed comprehensive plan changes for the properties at and near the intersection of Larpenteur and Lexington Avenues. Roseville's current comprehensive plan, the 2030 Comprehensive Plan, designates these properties for Community Business land uses. The 2040 Comprehensive Plan proposes to change the area to Corridor Mixed-Use. The primary differences between the current Community Business designation and the proposed Corridor Mixed Use designation is that:

1. Multi-family residential development is allowed in the Community Business Designation, and multi-family residential development is required (10%) in the Corridor Mixed-Use designation.

2. The Corridor Mixed-Use designation increases the density to high for residential uses

3. The Scale/intensity is increased to medium to large scale and intensity to medium to high intensity.

There are a number of reasons for my opposition and the opposition to the change by many of residents of Lexington/Larpenteur neighborhood. This neighborhood is currently made up of a combination of single family homes to the north, medium density rental housing and medium density owner occupied housing to the east (Greenhouse Village), medium density housing to the south (St. Paul) and single-family housing to the west. Achieving the proposed high-density housing would significantly alter the culture and ambiance of the area. The high-density housing would allow as many as fifteen hundred housing units to be constructed. To allow the high-density standard would require buildings that are five, six, or seven stories. This would no doubt ruin the aesthetics of the neighborhood. At the meeting at the park building, you and the city consultant stated that there is a high demand for many types of housing. I agree that there is a demand for affordable single-family homes with two garages. During the twenty-five years of living in Roseville and serving on the Planning Commission for six years, I do not recall a demand for high density housing. The demand for senior housing focused on medium density housing like Applewood and GVC.

It is my understanding that both Lexington and Laurpenteur Avenues reach design capacity during both the morning and afternoon rush hours. High density mixed used (retail and residential uses) increase traffic and would reduce one of the key assets of the neighborhood, the ability to walk to most of the fundamental needs of any community (food, medical, dental, grooming services). I would encourage you to meet with the individuals who live in Greenhouse Village Cooperative and they would make it very clear that one of the key features of GVC is the ability to walk through out their neighborhood feeling safe and secure.

There is little evidence that high density mixed used developments have proven successful economically or in creating neighborhood communities. What may be the only successful mixed-use

developments in the Twin Cities can be found in the Uptown area of Minneapolis although single family homes are rare; the University of Minnesota in Dinkytown and Stadium Village, with both areas focused on students, fiftieth and France in Edina, and new development on the Green Line in St. Paul which is displacing current populations and housing with high priced housing. Little Canada attempted to create a mixed-use development on Rice which has not been seen as a success at any level. None of these examples would be transferable to this neighborhood.

A key concern for myself and for many Roseville residents is lack of a buffer zone between the proposed high-density mixed-use proposal and the surrounding low density single family housing and medium density residential and owner-occupied housing. While I understand that there is not a project currently proposed, it is not hard to imagine a three to four hundred unit, five, six, or seven story building on any of the three strip mall sites. Any current sense of neighborhood would be destroyed.

Roseville residents recently passed a school bond question that raised one hundred and forty million dollars to update buildings and add classrooms for an expected one thousand to fifteen hundred population increase of the school aged children. It was estimated that the average increase in taxes for Roseville homeowners could be as much as three hundred dollars a year or more. The increase in taxes for the residents of Greenhouse Village Cooperative was in that range. The higher density proposed for the Larpenteur/Lexington area would add to the student population like increase and require additional bonds for school expansion.

We understand that much of the mixed-use push comes from the Met Council and planning consultants who wish to reduce urban sprawl and to diffuse a variety of ethnic and socio-economic groups throughout the Metro area. I recognize, having graduated from the Humphrey School, that ethnic and economic concentration has been and continues a challenge in every community. But the ongoing plan and strategy of the Council and how they use of the threat of withholding grants and funding to cities who are not willing to meet the Met Council goals and objectives is plainly wrong and misguided.   I believe that city planning committees and city councils like those in Roseville must speak up and not be bullied into adopting comprehensive plans that are not wanted by neighborhood residents. A more effective approach would be through the use of incentives rather than threats.

In conclusion, I make the following recommendations regarding the Lexington/Larpenteur comprehensive plan proposed changes. I would support mixed-use in the area but at a medium density, scale, and intensity. The maximum housing density should not exceed twenty units per acre, a maximum height that would allow for three stories, and appropriate parking and traffic management be adopted. By adopting the medium level of density, scale, and intensity, the culture of the neighborhood can be preserved but it also gives the city more flexibility for more intense proposals through the use of PUD' s and zoning variances.

Thank you for the opportunity to provide my insights on the 2040 Comprehensive Plan. I look forward to the continuing discussion and the realization that the current 2040 draft does not meet the needs of the neighborhood specifically or the community at large.

On Friday, January 5, 2018, 12:20:20 PM CST, Bryan Lloyd <Bryan.Lloyd@cityofroseville.com> wrote:

Hello.

You're receiving this email because you attended one of Roseville's open house meetings regarding proposed changes to the future land use map and shared your email address with us. Now that we've concluded the open house meetings, our next step is to compile all of the feedback we received about the proposed changes and distribute that input back to the people who participated in those meetings, as well as the Planning Commission and City Council. (The open house summary will include the list of *names* on the sign-in sheets, but the summary *will not include your email address*.) This email is a sort of "last call" for any additional feedback you'd like to provide to inform the final decisions about the land use map that will be made in the coming months. Please feel free to reply to this email, or if you'd like to refresh your memory of the open house topics, click here to access the online version of the open house information and use the embedded email links to reply directly from the online information. **If you do want to provide additional feedback, please do so before Monday morning, January 8, 2018, so that we can compile and distribute the comments we received about the topics we discussed at the open house meetings.**

Thank you for participating in the open house process, and for taking the time to share your thoughts. Please refer to the comprehensive plan update website (www.cityofroseville.com/CompPlan) to continue participating as the comprehensive planning effort is brought to a close later this spring.

Bryan Lloyd, Senior Planner

651-792-7073

City of Roseville

2660 Civic Center Drive

Roseville, MN 55113