



CPED

Department Business Plan

2014-2017

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Department Vision

Minneapolis is one of the nation's best cities: a great place to live, work, and play.

Minneapolis is viewed as a top place for great development. The vision, standards, and process for development throughout the City are clear, understandable and are fair to all residents and developers. Minneapolis is viewed as a City that supports businesses with the potential to create jobs, tax base, and community vitality and supports current and future residents to be competitive for those jobs. We are a community that offers housing options for every age and every income bracket. We value arts, culture, nature and innovation. We strive for equity and quality life-long living.

Department Mission

The Department of Community Planning and Economic Development works to equitably grow a sustainable city with more people and more jobs through thoughtful design and enhanced environment.

As we conduct our work, we strive to be:

- Effective public servants;
- Proactive, innovative, creative problem solvers;
- Responsible stewards of public resources;
- Results oriented;
- Strategic partners within the enterprise and with public and private entities;
- Respectful public administrators who are responsive to the diverse cultures and changing needs of our community and strive for equitable outcomes; and
- Respectful of our history while looking forward to the future.

Department character and environment

The following broad service areas reflect the primary business lines of the department.

Long Range Planning division prepares and maintain the City's comprehensive plan, small area plans, and strategic planning initiatives; conducts research; oversees the Public Art Program; guides public realm and urban design principles; guides development; manages historic preservation studies, and partners in implementation.

Economic Development & Policy division supports investment that grows businesses, jobs and the City's tax base, and works to ensure that Minneapolis residents are competitive for those jobs.

Housing Development & Policy division establishes housing policy, finances and redevelops single and multifamily residential real estate to stimulate private investment, increase the tax base and sustain a healthy housing market.

Development Services division manages zoning administration, land use, design and preservation review, construction code services and the customer service center that serves as the front door for the City's consolidated development activities.

Program essentials: impact

CPED helps to maintain community standards to ensure high quality, safe, and appropriate housing, construction and economic development.

- In 2013, CPED guided the development of over \$1.2 billion of new construction, including permits for 3797 new housing units, which includes 147 single family homes, 205 assisted living/nursing home units and 3445 apartment and condominium units.
- From 1Q 2012 to 1Q 2013 the City of Minneapolis added 8,009 jobs, an increase of 2.7%.
- **The City's long range planning goals and their measurable outcomes are:**
 - Grow the City's population by establishing and implementing policies and land use plans that reflect the City's strategic objectives, accommodate and meet the needs of new and existing residents and businesses, and include special attention to the needs of demographic categories projected to grow most (seniors, new Americans, families).
 - Grow the City's tax base by establishing a policy and regulatory framework that is attractive to development, amenitizes and adds property value to existing neighborhoods, and provides for the areas of concentrated residential density needed to support new businesses.
 - Adds value to the regional and municipal economy through proactive coordination with Metropolitan Council, CPED Economic Development and Policy Division, Public Works and the Finance Department to align policy planning, capital planning and priorities, and physical planning with economic

- competitiveness initiatives; and to reflect this alignment in the City's Comprehensive Plan update and other policy or thematic plans.
- Achieve outcomes in planning that will improve the City's rankings in stability, healthcare, culture and environment, education, infrastructure, and spatial characteristics. Make the City more competitive for investment by improving on livability through proactive coordination on planning efforts with the City's Public Works Department and with the Park Board, School District, Police Department, Health Department, and other interested organizations.
 - Increase transparency, expand citizen participation, and address equity in the planning process through effective and meaningful public processes, utilizing innovative and creative methods and technologies.
- **The City's five economic development goals and their measurable outcomes are:**
 - Support Minneapolis businesses with the potential to grow jobs (outcome: Increased number of jobs)
 - Make it easy to do business in the city (outcome: streamlined, clear regulatory and permitting processes and reduced licensing times)
 - Increase the competitiveness of residents for available jobs (outcome: Employment & Training placement and training numbers resulting in lower unemployment)
 - Improve the vitality of our neighborhood commercial districts, which are home to nearly 50 percent of Minneapolis jobs (outcomes: business attraction, job growth, increased property tax values)
 - Grow the property tax base, which supports vital city services to support further business and job growth (outcome: demonstrable property tax capacity growth)
 - **The City's housing development goals and their measurable outcomes are:**
 - Grow the city's population by providing policy direction and financing for new housing development, and rehabilitation of existing housing stock (Outcome: increased population number)
 - Identify housing options for all people.
 - Redevelop and assist the revitalization of the city's commercial and community corridors through new housing development and rehabilitation.
 - Grow the city's tax base (Outcome: demonstrable property tax capacity growth)
 - Increase homeownership throughout the city by providing mortgage financing and homeownership incentive programs (outcome: higher ownership statistics)
 - **CPED's Development Services goals and their outcomes are:**
 - The Customer Service Center is the public's front door to streamlined and coordinated development services. (Outcome: improved customer service and reduce duplication in processes).
 - Construction Code Services (CCS) provides for public safety in the built environment through the administration of and inspection to the building code. (Outcome: Ensure all construction meets or exceeds building codes).
 - Zoning Administration and Enforcement enforces the regulations of the city's zoning code, and protects the general health, safety and welfare of our citizens. (Outcome: create stability and predictability within zoning districts).
Land Use, Design and Preservation reviews and makes recommendation

regarding land use and preservation applications (Outcome: Improve development land use process to ensure a safe and well build environment).

Program essentials: challenges

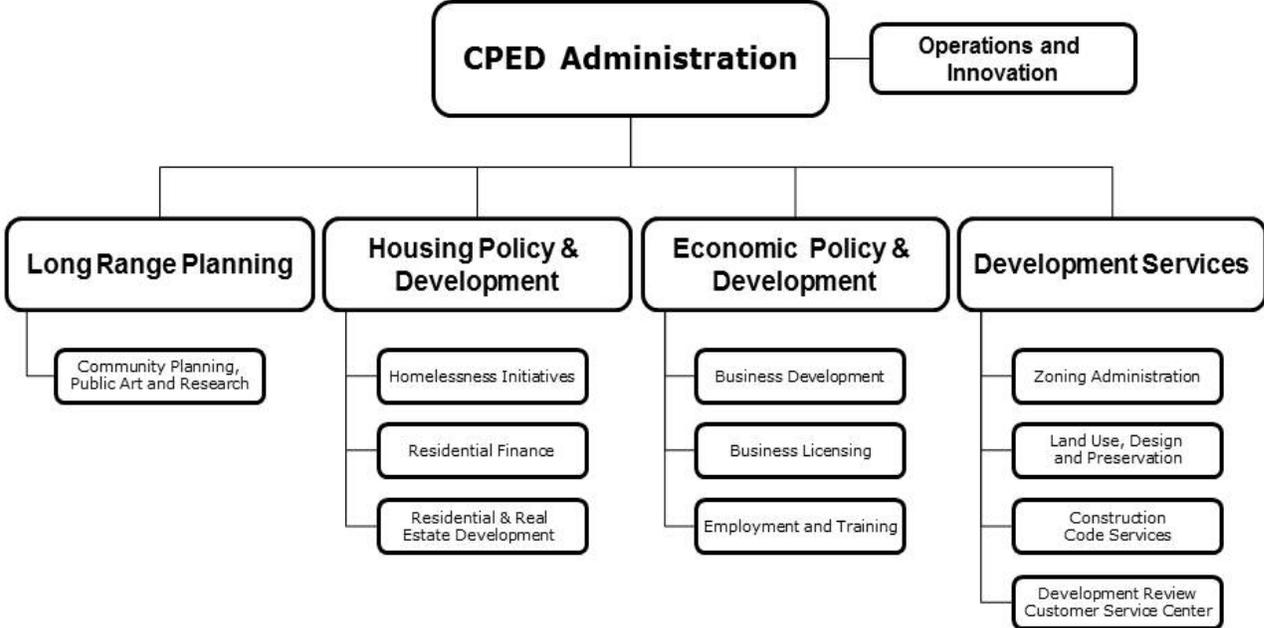
- Reduction of federal funding
- Lack of modern manufacturing sites
- Lack of stable, secure development fund
- Rising cost of land
- A fully built environment
- Uncertain future transit investment/ infrastructure
- Managing record Construction growth
 - Meeting the demand affects entire development review process
 - Longer timelines due to increase in and complexity of projects/applications
 - Upcoming larger projects will add demand on staffing resources (planning, plan review, inspections)
 - Limited enforcement staff
- Changing (State) building codes
- Transition to new Enterprise Land Management System (ELMS), Intelligent Operating Platform (IOP), and other new technologies
 - Building institutional and staff capacity around new and updated technology
 - Existing hardware/software is not compatible with new city platforms and changing technologies
- Constrained and fragmented employee work space
- Balancing neighborhood desires with City goals and strategic direction
- Implementing innovative new standards in the built environment

Program essentials: key initiatives

- Complete planning, design and implement Enterprise Land Management System (ELMS), Intelligent Operating Platform (IOP), and other technology platforms
- Streamline processes
 - Business review
 - Concurrent plan review
 - Re-submission plan review
- Reduce racial disparities in unemployment and procurement equity.
- Incorporate Triple Bottom Line approach throughout economic development (economy, equity, sustainability)
- Pursue strategies to attract targeted economic business sectors and future talent
- Develop strategies to retain and engage senior residents
- Retain families at all income levels
- Develop strategies to deconcentrate poverty
- Enhance market challenged area strategies:
 - Green Homes North
 - Grow North
 - Partnership for Regional Opportunity (Corridors of Opportunity)
 - Urban competitiveness strategy

- Strategic Placemaking Focus
 - Upper Harbor Terminal
 - Lake and Nicollet
 - Penn & West Broadway
 - Downtown East
 - Prospect Park
 - Basset Creek Valley/Glenwood Avenue
- Redevelop transit served areas to purposefully reduce congestion, improve air quality, and create healthier places. Integrate transportation options with land use policy, while maximizing the impact of major public and private investments in surrounding development. Transit oriented development should be lively, well designed, and walkable, and it should add character and value to existing neighborhoods while adding to the city's taxbase.
- Expand on-line access for customer education and information
- Expand on-line applications and plan reviews
- Reexamine code of ordinances text
 - 1-4 unit development approval process
 - Accessory dwelling units
 - Liquor sales
 - Definitions of industrial land use
- Partnering on piloting equity tools
- Improve community engagement in planning (increase transparency, opportunities for access, and number of residents engaged) through creative engagement strategies and better use of technology.
 - Creative CityMaking
 - Creative CityLab
 - 21st Century Civic Engagement Pilot (not yet funded)
- Increase livability through placemaking initiatives and public realm enhancement and public art.
- Represent the City's interests in regional transit and multi-modal transportation projects.
- Strengthen and Foster Strategic Partnerships
 - Regional Economic Development Efforts
 - Other units of government
 - University of Minnesota
 - Minneapolis Public Schools
 - Minneapolis Park and Recreation Board
 - Hennepin County
 - And many others.

Department organizational chart



Department Goals, Objectives and Tactics

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>	<i>Needed Resources</i>
All people have opportunities for success at every stage of life	A. Increase equitable access to economic and housing opportunities	<p>1. Objective: Focus funding investments in key geographic areas of market challenge</p> <p>Target: Identify target geographic areas and develop impact strategies for each</p>	<p>a. Tactic: Increase partnerships with allies Target: Leverage City funding City-wide by 50%</p> <p>Target: Foster goal alignment with regional institution partners</p> <p>b. Tactic: Through research identify current trends/gaps for investments Target: Complete 3 thematic trend reports with action items addressing themes, e.g. industrial land use, housing choice</p> <p>c. Tactic: Increase alignment with Enterprise partners in Key geographic areas Target: Key policy and investment proposals are vetted with affected Departments early in the planning process to maximize leverage and impact</p> <p>d. Tactic: Guide growth to commercial corridors, activity centers, community corridors and transit station areas Target: Investment within target areas will increase by 25%</p>	To be identified in conjunction with Division/ Business Line Level Work Plan
		<p>2. Objective: Remove policy barriers</p>	<p>a. Tactic: Code of ordinances will reflect the changing needs and trends to reduce variance requests Target: Annually identify and pass 5 text amendments that streamline policy and procedures and remove barriers to investment</p>	

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets	Needed Resources
		<p>3. Objective: CPED re-invest in real estate</p>	<p>a. Tactic: Identify strategies and resources to acquire and re-develop properties in market challenged areas</p> <p>b. Tactic: Identify investment targets and budgets Target: Provide staff recommendations to City Council for investment</p> <p>c. Tactic: Establish real estate strategies for publicly owned land to maximize potential Target: Draft policy statement by 12/31/15</p>	
		<p>4. Objective: Narrow the Employment Gap</p>	<p>a. Tactic: Provide effective access to career counseling for adults and youth Target: Implement new career information modules in Workforce Centers</p> <p>b. Tactic: Provide effective link between businesses with job opening and job seekers Target: Establish real time recruitment pilot Target: Place 1,000 adults into jobs annually Target: Place 1,800 youth into jobs annually</p> <p>c. Tactic: Attract new businesses and retain existing business in North Minneapolis Target: 1,000 new jobs in North Minneapolis 5 years</p> <p>d. Tactic: Improve procurement equity by increasing supplier gender and racial diversity. Target: Improve to 25% supplier diversity goal</p> <p>e. Tactic: Increase access to business development</p>	

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			<p>tools for Women and Minority owned Business Enterprises (WMBEs) Target: Half of the businesses receiving Business Technical Assistance Program (BTAP) counseling services are Disadvantaged Business Enterprises (DBEs) and one third of the small business loans are to DBE businesses. Target: Explore and evaluate microbusiness loan and grant options</p> <p>f. Tactic: Improve the racial and ethnic diversity of departmental staff Target: Up to 25% by YE 2017</p> <p>g. Tactic: Partner with Human Resources and Department Heads to improve racial diversity throughout the Enterprise</p> <p>h. Tactic: Train emerging artists of color to plan and implement public art projects. Target: Up to 12 new artists by 2015.</p>	
		<p>5. Objective: Ensure housing options for all ages and incomes</p> <p>Target: All new housing stock will meet or exceed code</p> <p>Target: Existing housing stock will become compliant as permits are issued</p>	<p>a. Tactic: Develop senior housing strategy Target: Council recommendations for zoning changes to accommodate senior housing needs by 12/1/14 Target: Attraction of x senior housing projects</p> <p>b. Tactic: Improve home ownership option by offering expanded down payment assistance. Target: Down payment assistance for up to 100 prospective homeowners (North Minneapolis)</p>	

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets	Needed Resources
			<p>c. Tactic: Change zoning to allow smaller units and alternative living space Target: Council RCA submitted and passed by 12/1/14</p> <p>d. Tactic: Provide access to housing inventory for larger households Target: Increase 3+ br units</p> <p>e. Tactic: Examine 1-4 unit housing evaluation tool for approval in zoning/planning/land use Target: developers will have additional opportunities for creating housing alternatives</p> <p>f. Tactic: Conduct timely and efficient building inspections Target: All new developments will be built to approved plans or modified plans on file Target: 100% of existing housing stock requesting permits will meet or exceed code compliance</p> <p>g. Tactic: Ensure housing stock is in safe and livable condition prior to change of ownership Target: Enforce Truth in Sale of Housing ordinance on all applicable properties Target: Identify and pursue unpermitted work and investigate unpermitted work complaints</p>	
A city that works	B. Increase population and job	1. Objective: Increase quality affordable housing for all income levels and ages	<p>See tactic above #5A</p> <p>a. Tactic: Increase senior housing/ improve aging in place opportunities</p>	

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	diversity through stewardship of a healthy and sustainable city.	Target: Diversify housing options for all income and age levels	Target: Completion of 130 units of senior housing by 2018 b. Tactic: Increase diversity of housing stock in all neighborhoods Target: Housing/LRP will identify new opportunities for diverse housing options in every sector	
		2. Objective: Increase flexibility in zoning and land use for increased populations and economic activities to accommodate innovative development	a. Tactic: Identify innovative commercial, industrial and residential development trends Target: Research peer cities and alternative models b. Tactic: Revisit zoning code to encourage and support increased populations and appropriate economic activities c. Tactic: Facilitate communication with developers Target: Conduct 5 focus groups per year for continuous feedback on development process	
		3. Objective: Increase diversity of land use mix around transit	a. Tactic: Identify pro-density opportunities in and along transit options for residential, light industrial and commercial uses. b. Tactic: Diversify housing options along transit corridors Target: Develop a traction strategy	
		4. Objective: Address climate change and water resource management	a. Tactic: Working with Public Works, the Sustainability Office, Health, and Development Services, develop indicators, metrics and standards to address environmental goals Target: Identify CPED indicators and innovative strategies consistent with the city's climate action	

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets	Needed Resources
			<p>plan</p> <p>b. Tactic: Encourage water conservation technologies and strategies in new and existing construction Target: Consider code alternatives that promote water conserving techniques and fixtures</p>	
		<p>5. Objective: Connect people to its resources, and is interactively engaged with residents and businesses</p> <p>Target: increase and improve resident and business access to CPED data, plans, process and programs</p> <p>Target: Utilize technology and data to improve access to and measure of outcomes</p>	<p>a. Tactic: Improve Website for readability and functionality Target: CPED Website will be re-designed by 10/31/14 Target: CPED Website information will be written to accommodate 7th grade reading level</p> <p>b. Tactic: Create a dashboard with FAQ statistics Target: Dashboard will be launched 6/1/15</p> <p>c. Tactic: Engage in proactive outreach to businesses Target: 100 business visits annually</p> <p>d. Tactic: Engage residents, businesses and experts in policy assessment and program development through Commissions and Advisory Committee Target: Bring at least 10 policy, program issues annually to the Public Art Advisory Committee and Minneapolis Arts Commission</p> <p>e. Tactic: Produce monthly Growing Minneapolis digital newsletter and companion @Growingmpls twitter feed Target: 2,000 subscribers (with 70% open rate) and 650 followers by 12/14</p>	

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets	Needed Resources
			<p>f. Tactic: Support community involvement in planning processes and other policymaking, including a diverse array of stakeholders.</p> <p>Target: Regular involvement with community in City-led and partnership planning efforts.</p>	
		<p>6. Objective: Guide City investments and programs to contribute to economic competitiveness</p>	<p>a. Tactic: Create cross department goals to achieve economic competitiveness</p> <p>Target: Establish 3 cross departmental partnerships that accomplish goals</p>	
		<p>7. Objective: Increase amenities and neighborhood vitality</p> <p>Target: Focus staff work and Great Streets program resources in commercial areas designated “intervene”</p>	<p>a. Tactic: Focus resource support on Great Streets-designated commercial corridors and nodes to increase the tax base, jobs and community vitality</p> <p>b. Tactic: Support small and local businesses and industries</p> <p>Target: Increase the number of small and local businesses in Great Streets “intervene” areas and expand availability of resources</p> <p>c. Tactic: Increase retail/services options in neighborhood nodes</p> <p>Target: Increase the number of retail/service options in Great Streets “intervene” areas</p> <p>d. Tactic: Increase public art projects in the City by Commissioning new works of art and supporting the capacity of neighborhood groups and other organizations to create works of art for the public realm.</p> <p>Target: At least two new Commissions and six new public art permits by 2014.</p>	

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets	Needed Resources
	C. A work environment that makes the City a great place to work	1. Objective: Increase employee engagement and performance enablement	<p>a. Tactic: Effectively utilize the results of the 2014 employee engagement survey</p> <p>b. Tactic: Employees and management collaboratively develop employee engagement survey opportunity themes Target: 9/30/14</p> <p>c. Tactic: Employees and management collaboratively develop employee engagement survey response action plan Target: 10/31/14</p> <p>d. Tactic: Engage department Labor Management Committee (LMC) on development and implementation of action plan</p>	
All neighborhoods are safe, healthy and inviting	D. Minneapolis is a great place to live and do business	<p>1. Objective: Increase flexibility in zoning for varied opportunities</p> <p>Target: Two new flexible options in zoning and land use</p>	<p>a. Tactic: Increase meaningful business and other key stakeholder participation in small area plan development</p> <p>b. Tactic: Re-evaluate land use and zoning code to allow for broader and more flexible uses</p>	
		2. Objective: Streamline development review and regulatory process	<p>a. Tactic: Implement Enterprise Land Management System Target: System will be implemented on time and on budget.</p> <p>b. Tactic: Partner with the City Attorney to launch an initiative to streamline small business processes</p>	

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets	Needed Resources
			<p>c. Tactic: Partner with other City Departments to streamline review and regulatory process Target: Begin work with other departments by year end. (City Attorney, Regulatory Services, Public Works, Health and Finance)</p> <p>d. Tactic: Implement a format for approval of alternative compliance with the building code for property ownership to allow Vertical Registered Land Surveys and Alternative Easement Operating Agreements Target: Ryan Companies Wells Fargo downtown east development and MoZaic East development</p>	
		<p>3. Objective: Promote private investment and economic sector growth</p>	<p>a. Tactic: Expand and promote growth and business recruitment opportunities</p> <p>b. Tactic: Create job centers, amenities, and neighborhoods that attract and retain talent Target: Complete pilot branding of 2 geographic areas</p> <p>c. Tactic: Support plan development and implementation that encourages private investment and growth within a livable community.</p> <p>d. Tactic: Support private growth and investment through appropriate capital investments in infrastructure and the public realm, including transit investments.</p>	

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets	Needed Resources
		<p>4. Objective: Facilitate and be the steward of a connected, livable, and amenitized City</p>	<p>a. Tactic: Utilize urban design practices and place making, including public art, to advance CPED goals</p> <p>b. Tactic: Service as a urban design and public art resource to City departments partners in the planning of major infrastructure and development projects (i.e., I35W access, reopening of Nicollet Avenue, Nicollet Mall Reconstruct, etc.)</p> <p>c. Tactic: Maintain and conserve the City’s public art collection.</p>	
		<p>5. Objective: Guide development qualitatively, in the public interest, and with high design standards</p>	<p>a. Tactic: Design Guidelines</p> <p>b. Tactic: Design Review Services</p> <p>c. Tactic: Establish requirement for provision of a geo-referenced 3D SketchUp model at site plan review submittal</p>	
		<p>6. Objective: Guide the creation of an integrated and accessible urban public realm</p>	<p>a. Tactic: Leverage private sector dollars to enhance public realm goals</p> <p>b. Tactic: Create a guiding framework to prioritize and facilitate implementation of public realm objectives Target: Downtown Public Realm Framework Plan Target: Design Guidelines</p> <p>c. Tactic: Work with Park Board and private developers to comply with state building code requirements for accessible playground equipment Target: Provide accessible amenities to service a</p>	

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>	<i>Needed Resources</i>
			<p>wider number of city residents and guests</p> <p>d. Tactic: Integrate public art commissions into the design of City infrastructure and development projects.</p>	
