

**City of Minneapolis**  
**Department of Community Planning**  
**& Economic Development – CPED**  
2010-2014 Business Plan



**CPED works to grow a sustainable city.**

**Approved by City Council**  
**April 29, 2011**

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## Who are we?

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### Mission

CPED works to grow a sustainable city.

### Vision

Minneapolis is and will remain one of the nation's great cities.

### Values

As we conduct our work, we strive to be:

- Effective public servants;
- Creative problem solvers;
- Responsible stewards of public resources;
- Strategic partners with enterprise, public and private entities; and
- Respectful public administrators who are responsive to the diverse cultures and changing needs of our community.



### Business Line Descriptions

The Department of Community Planning and Economic Development (CPED) has five business lines:

**Community Planning** – CPED maintains the City's comprehensive plan, guides development and partners in implementation.

**Economic Policy & Development** – CPED guides the City's role in business development, supports business retention and expansion, creation and attraction in all neighborhoods, including downtown, by providing financing, programmatic and real estate development and expansion tools.

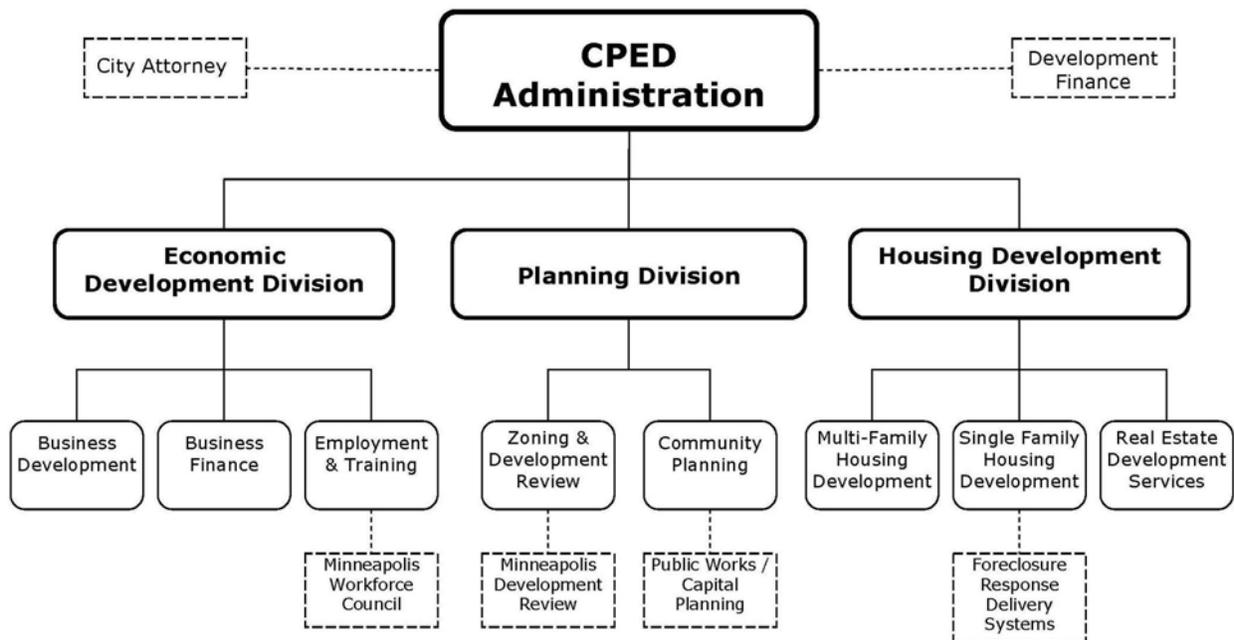
**Workforce Development** – CPED manages a network that identifies and prepares Minneapolis residents for living-wage jobs and builds partnerships to improve career opportunities in the city.

**Housing Policy & Development** – CPED guides private, governmental, and non-profit housing investment and development to promote a range of housing types for all incomes throughout the City. In addition, CPED intervenes with targeted programs in areas of housing market failure in order to restore a healthy housing market and stimulate private investment.

**Planning & Development Services** – CPED administers zoning, heritage preservation and land subdivision regulations.

Other program and management-support activities include real-estate and related technical services, research and public art program.

## Organization Chart



## What do we want to achieve?

### Department Goals, Objectives and Measures

The Minneapolis Plan for Sustainable Growth serves as the framework for CPED's business lines and its mission to grow a sustainable city. During the five-year period covered by this business plan (2010-2014), CPED will focus on four overall department goals:

- 1. Plan and develop a vibrant, sustainable community**
- 2. Promote private sector growth to build a healthy economy**
- 3. Promote economic self-sufficiency for individuals and families**
- 4. Develop and preserve life-cycle housing throughout the city**

Specific program priorities within these goals will include:

#### **1. Plan and develop a vibrant, sustainable community**

- Work across business lines and jurisdictions to implement policies in the Comprehensive Plan
- Partner on transit oriented development and projects that grow the City
- Streamline the development review process for property owners and developers in order to promote growth without sacrificing urban design and historic preservation principles
- Continue development consultation and support focused on priority projects or programs



## **2. Promote private sector growth to build a healthy economy**

- Build the Great Streets program with community development and business associations to address market failure
- Expand business calling and sector expertise
- Streamline regulation to improve the City's systems and business climate
- Maximize business opportunities for Minneapolis companies
- Sell property for development and cost reduction
- Manage City role in the just-forming Regional Economic Development Entity (REDE) and manage relationships
- Develop compelling marketing materials about tools and resources and key commercial/industrial sites for at-the-ready prospect pitch packets
- Go Green: actively pursue the five objectives of the thinc.green initiative, guided by the steering committee
- Go Global: connect businesses with information and financing tools to expand through exports
- Promote commercial/industrial real estate development that supports job creation, achieves City objectives and requires City involvement for land, financing or information (e.g. financing tools such as bonds, 2% loans, New Markets Tax Credits or Historic Tax Credits)

## **3. Promote economic self-sufficiency for individuals and families**

- Launch STEP UP fundraising campaign
- Ensure success of RENEW grant and pursue sequel
- Complete Youth Program strategic plan with Workforce Council, setting goals and measurable outcomes
- Closely monitor and communicate Dislocated Worker and Adult Program outcomes and placements
- Continue to maintain a lower unemployment rate than the metro area
- Strive to have the most educated workforce in the nation



## **4. Develop and preserve life-cycle housing throughout the city**

- Continue implementation of the City's 3-point plan for foreclosure recovery and neighborhood stability: prevention, reinvestment and repositioning
- Continue to develop new and preserve existing affordable housing
- Continue to work to end homelessness in our community
- Expand and increase location and types of senior housing
- Expand development of mixed income housing along light rail and transit corridors
- Redevelop blighted properties into mixed use developments along corridors, e.g. Hiawatha
- Partner with Family Housing Fund and Twin Cities Community Land Bank to expand life cycle housing
- Leverage outside resources to expand affordable housing opportunities in impacted areas
- Manage approach to market-rate projects, maintaining our position as the City with the most new housing growth in the metro area

## Changing Economic Environment

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The department's last five year plan was interrupted by two trends: The first was that **the recession required government at all levels to intervene in the economy at unprecedented levels**. Locally, CPED launched twelve major initiatives to address market stress, many funded by federal stimulus money. These new tools resulted in a number of hopeful signs:

- Federal stimulus and housing recovery funds have restored stability in local jobs and housing markets (*EECBG, NSP*).
- The build-out of the regional transit system created growth opportunities which the City seized (*Riverside Plaza, Longfellow Station*).
- Better connections to pedestrian, bike and connector facilities continue to encourage broader use of alternative transportation modes and more efficient location decisions by individuals and businesses (*Target Field*).
- Continued local policy attention coupled with expanded state and federal support for green jobs will provide new incentives for growth in this sector (*McKnight grant, EECBG*).
- The new State Historic Tax credit as well as the recent state Legacy Fund will support an increase in preservation-related work and in designated properties (*Ford Centre*),
- A continued spotlight on community health and climate change will focus attention on livability, sustainability and urban design, including the incorporation of public art with public facilities and spaces (*Cedar Riverside*).
- An increase in grant opportunities at all levels of government and through foundations will focus on regional collaboration and the integration of transportation, land use and sustainability (*Living Cities, HUD Sustainability Fund, Land Bank*).



Thanks to federal support and the above local interventions, the City's economic and housing markets are now emerging from crisis mode to a period of slow but stable recovery. Forbes has named Minneapolis as the quickest city to emerge from recession in the Midwest. With CPED assistance, overall construction volume remained steady though the recession. The unemployment rate is decreasing, companies are starting to rehire, foreclosures are decreasing, real estate prices are stabilizing and housing construction is returning. The city permitted 878 new housing units in 2010, up from 399 in 2009 and more than any other city in the metro area.

The second was that **CPED has reached the end of its traditional development resources**.

Absent new financial tools, the department's capacity to support continued recovery and growth will be diminished. In response to this fiscal reality, the Mayor convened a panel of business and government experts to advise the City on best practices as to how the City could continue to effectively support its development function and grow the City. As a result of their work, the Mayor is recommending that the City and CPED:

- 1. Focus the City's development efforts – including future investments in infrastructure – on projects and areas that are best positioned to grow the city's tax base.**

The panel encouraged the City to identify a small number of key enterprise development priorities and to align city resources from all departments on these priorities. Focusing

scarce development resources in areas that are most likely to result in job and tax base growth – especially along transit corridors – will provide the resource base to support future growth.

*Implementation step: CPED to work with Finance and Public Works to propose amendments to the capital budget process to incorporate the above priority.*

**2. Allocate a portion of this new tax base as a “Growth Fund” to support future infrastructure and development investments.**

The City should annually allocate a portion of the revenue derived from newly realized tax base as a “Growth Fund.” These dollars would then help pay for investments in future infrastructure development activities (both capital and related administrative costs) needed to catalyze projects that are best positioned to grow the City and its tax base.

*Implementation step: CPED to work with Finance and the City Assessor to develop options for structuring such a Fund for consideration as part of the 2012 budget.*

**3. The City should seek legislative approval for an enhanced development tool such as transit improvement TIF districts.**

In partnership with the federal government, the Metropolitan Council is in the midst of building the region’s second LRT line along the Central Corridor. The City needs to find better ways to realize the public efficiencies of concentrating growth on transit corridors by refining our existing development tools, such as the TOD TIF bill proposed last year by Sen. Dibble and Rep. Hornstein. The City should also explore ways to reduce existing restrictions associated with CPED revenue sources which are imposed at the state or local level.



*Implementation step: TIF TOD legislation is already part of the City’s legislative program. CPED to assist IGR staff as appropriate. CPED to prepare amendments to the City’s existing TIF policy for consideration by the Mayor and City Council.*

**4. The City should once again review the City’s organizational structure and processes for development, both internally and externally.**

The City should re-engage McKinsey to not only revisit CPED’s size and role relative to other City departments and agencies, but to review the City’s relationships with other public and private entities engaged in housing and economic development, including Hennepin County, the new Regional Economic Development Entity and the Minneapolis Housing Authority. In this time of constrained resources, the City must identify all possible opportunities to coordinate efforts, achieve efficiencies, and improve outcomes with all its partners.

*Implementation step: CPED to engage McKinsey for a “check-up” as described above, with a report and recommendations returned in time for consideration as part of the 2012 budget process.*

## Focus on Corridors

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Over the period of this business plan, CPED will move from the reactive mode of the last two years to a more proactive mode. The Mayor's Economic Panel referred to above has urged the City to identify a small number of "key enterprise development priorities" on which to concentrate city development and infrastructure resources. CPED has identified the following nine areas, all of which lie within transit corridors:

1. Lake and Nicollet (Lake St Access Project)
2. West Bank Station Area
3. Downtown East / Metrodome Station
4. Target Field Station and the nearby Farmer's Market District
5. 38<sup>th</sup> and Hiawatha,
6. Franklin Avenue Station
7. Stadium Village Station
8. Royalston Station
9. 29<sup>th</sup> Avenue Station



These areas were chosen because of their proximity to existing and planned LRT lines, because these areas are believed to be more market-ready, and because the financing tools CPED is seeking – particularly TOD TIF – have the potential to support work in these areas.

## Regulatory Reform

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In addition to the above program and transit oriented development priorities, CPED will work within its own department and in partnership with Minneapolis Development Review (MDR) to continue to streamline the development review process. The department will propose zoning code ordinance changes that reduce time and costs for property owners and developers, address public resource constraints and still meet policy objectives. Examples include making more current conditional uses permitted uses, moving applications from a required public hearing process to an administrative process. The ramification of these changes will be less time and cost for applicants, but also less notice and opportunity for input for the general public, adjacent property owners and neighborhood groups. CPED staff will work with MDR partners on process improvements related to application submission, inspections, Preliminary Development Review and other aspects of MDR.

## Prioritizing Services within Constrained Resources

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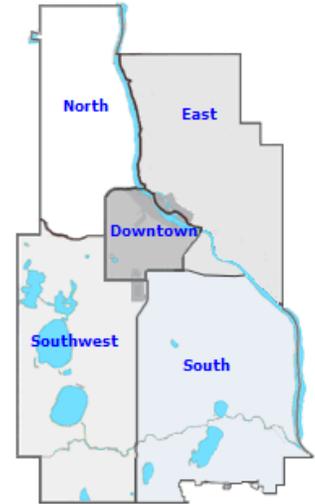
As described in the attached Finance Plan, the department's projected resources are not sufficient to support all current activities at existing levels. In addition to exploring new revenues as noted above from the Mayor's Economic Development Panel and by staff, the department has begun to identify services that would be reduced or eliminated if additional funds are not secured. The list below, while not a complete or final tally of potential service reductions, are areas that are being actively considered for service reductions, should these become necessary. All of them have service implications to the public.

## Planning

The highest priority for Planning is to deliver the services mandated under federal, state and local law and ordinances (examples include review building and demolition permits, business license and DHS license applications for zoning compliance, process land use applications and staff CPC and BOA under 60 day law, process heritage preservation applications and staff HPC, maintain the

Comprehensive Plan, administer the Zoning Code and land subdivision regulations and complete environmental reviews. Staff will propose ordinance changes that streamline the development review process for mandatory planning services (see regulatory reform paragraph above). Staff will reduce the level of enhanced planning services commensurate with additional resource reductions, such as:

- Development consultation and support for private developments
- Planning services related to the build out of the regional transit system (Hiawatha LRT, Central Corridor LRT, Southwest LRT, BRT, Interchange)
- Zoning Code enforcement and updates
- Staff CLIC process
- Reduce response levels for 3-1-1 requests
- Small area and other plans, rezoning studies
- Heritage preservation planning and services
- Arts Commission support



## Economic Development

- Continue to reduce staff through attrition, guided by ability to partner or contract out work
- Restructure the Department and its staff positions
- Transition portions of the business service workplan to Regulatory Services
- Eliminate certain business services, such as small business training at Library
- Transition TOD staff/workload to new TOD position or to Housing
- Eliminate or further reduce support for business associations
- Reduction in funding for safety centers

## Housing

- Discontinue the purchase of blighted, foreclosed, or vacant properties
- Increased disposal of existing city-owned properties to reduce holding costs
- Discontinue maintenance of city property
- Eliminate homeownership incentive programs
- Eliminate mortgage programs
- Eliminate or reduce single family support programs such as home improvement loans and grants
- Eliminate support for programs such as Paint-a-thon, Touch of Kindness, It's All About Kids
- Continue staff reduction through guided attrition



## Retirement Incentive

As the department's staff complement adjusts to diminished resources, it will seek to minimize involuntary lay-offs by exploring a retirement incentive program in conjunction with Human Resources and Finance.

## Performance Targets

The department's mission is to grow a sustainable city. In conjunction with the Metropolitan Council, the City's comprehensive plan includes projections for growth in population, households and jobs for 2010, 2020 and 2030. These projections were originally done in 2004 by the Met Council, updated in early 2008 by the City, pre-recession. Metropolitan Council staff intends to recalibrate all metro area projections after receipt of 2010 Census and jobs data, and CPED will revise these three numbers accordingly.

The Met Council's growth figures and added CPED performance targets follow:

<b>Key Growth Indicators</b>							
	2006	2007	2008	2009	2010 projection (actual)	2014 projection	2020 projection
<b>Metropolitan Council / Comprehensive Plan Indicators</b>							
Population	387,970	388,020	390,140	386,691	382,578	NA*	425,797
Households**	167,317	167,367	168,669	169,798	172,735	NA*	189,398
Jobs	294,370	292,833	290,989	280,819	280,590	NA*	332,500
<b>Additional key indicators</b>							
Housing units**	176,446	177,172	177,729	178,254	179,000	183,000	NA**
# residents employed	204,571	205,307	204,704	201,774	204,238	210,000	NA**
Unemployment rate [annual]	3.9%	4.3%	5.1%	7.4%	6.6%	4.0 %	NA**
Foreclosures	1,610	2,895	3,077	2,233	2,308	1,000	NA**
# of Cost Burdened HHs							
Renters	37,403	36,670	37,812	40,819	41,000	37,000	NA**
Owners	28,963	29,808	27,839	29,157	29,500	27,000	NA**
<b>Tax Base (\$ in billions)</b>							
- all categories	\$36.7	\$38.3	\$37.7	\$36.7	\$34.7	\$35.2	NA**
- commercial	\$6.2	\$6.9	\$7.4	\$7.1	\$6.3	\$7.4	NA**

\* The Metropolitan Council/Comprehensive Plan projections are for 2010, 2020 and 2030.

\*\* Housing unit growth reflects both public and private sector activity; households are occupied housing units.

\*\*\* 2020 projections were not done for these indicators because the specified timeframe of this business plan ends in 2014.

The attached detailed tables display the department's service priorities and related targets through 2014; all of these are designed to contribute to one or more of the key indicators above. CPED's broad span of responsibilities means that it is involved in many City goals and directions.

The attached resource plans for finance, workforce and technology describe how these support functions will contribute to the department's programs and growth goals.

CPED Goal 1: Plan and develop a vibrant, sustainable community revised 2/8/11									
City Goal/Direction - April 2010	Existing CPED [Planning ] Bus Plan Objectives	CPED [Planning] Tactics (2010 and 2011 annual work plan)	Existing Performance Measure	2006	2007	2008	2009	2010 Target (YE actual)	2014 Target
<b>Jobs &amp; Economic Vitality [Community Development]</b>									
3) Strong commercial corridors, thriving business corners	Promote commercial corridors as destinations with a mix of uses, commercial dominating	Site plan review on commercial corridors Rezoning work on commercial corridors	Site plans approved on commercial corridors as a % of total				New measure in 2010	No target est. 53%	TBA
		Designate commercial properties that are considered eligible for local historic designation	Properties designated to align with commercial corridor policy				New measure in 2010	Baseline data collection	TBA
		Process applications related to state historic tax credit	Applications processed				New measure in 2010	Baseline data collection	TBA
4) Planes, trains and streetcars move goods and workers smartly	Support successful streets and communities by balancing the needs of all modes of transportation with land use policy.	Station area planning and implementation	# of station area plans completed and % of total stations along LRT corridors					5 5	5
		Review of light rail system plans	# of LRT systems undergoing environmental, historic or alternatives analysis and review					3	2
		Streetcar system planning and review	# of Street Car lines undergoing environmental, historic or alternatives analysis and review				New measure in 2010	Baseline data collection	2
8) Arts and artists are economic drivers in and of themselves	Support the arts and culture economy through policy refinement, permit review, technical assistance and public art commissions and conservation.	Administration of the Public Art Program	# and inventory of public art installations, conservations and permits	4	6	10	13	14 6: 2 gifts, 2 installations, 1 permit, 1 review	10
<b>Livable Communities, Healthy Lives [Transportation and PW]</b>									
1) Equitable, integrated transit system	Continue addressing the needs of all modes of transportation, emphasizing the development of a more effective transit network.	Define and promote the city's transportation, land use and design interests through participation on various committees and work groups associated with all the major projects as they move through the FTA process.	# of plans reviewed for consistency with Comp Plan				New measure in 2010	No target 1	TBA
2) Thoughtful neighborhood design with density done right	Preserve the stability and diversity of the city's neighborhoods while allowing for increased density in order to attract and retain long-term residents and businesses.	Administer site plan review to ensure new development is consistent with traditional urban form	# and type of zoning code text amendments and description of how these directly implement policies	12	13	10	24	10 9	10
		Zoning enforcement	# of land use actions reviewed	894	819	617	547	600 560	750
		Rezone properties to align with adopted policy	# and type of preservation ordinance amendments				New measure in 2010	Baseline data collection	TBA
		Revise zoning code to implement adopted policy, including revision to 1-4 unit residential site plan standards	# of preservation applications processed	NA	186	153	246	222	300
		Revise zoning code and/or preservation ordinance to incorporate conservation districts	# of wrecking permits reviewed	NA	192	313	236	187	75
5) Active lifestyles: walkable, bikeable, swimmable	Promote the physical and mental health of residents and visitors by recognizing that safe outdoor amenities and spaces support exercise, play, relaxation and socializing.	Enforce bike rack provisions in code	# of new bike parking spaces required as part of approved site plans				New measure in 2010	150 2,268	175

CPED Goal 1: Plan and develop a vibrant, sustainable community <i>revised 2/8/11</i>									
City Goal/Direction - April 2010	Existing CPED [Planning ] Bus Plan Objectives	CPED [Planning] Tactics (2010 and 2011 annual work plan)	Existing Performance Measure	2006	2007	2008	2009	2010 Target (YE actual)	2014 Target
<b>Eco-Focused [Regulatory, Energy and Env.]</b>									
2) Trees: a solid green investment	Encourage a healthy thriving urban tree canopy and other desirable forms of vegetation.	Review tree requirements in the site plan review chapter; complete site plan review	# of new trees required as part of adopted site plans				New measure in 2010	250 1,517	300
<b>A City That Works</b>									
4) Infrastructure — streets, bridges, sidewalks, sewers, bike lanes & paths — well-managed and maintained	To ensure city investments - land sales, acquisition, bond issuances, capital improvements, development assistance - are consistent with the City's Comp Plan	Conduct required analyses and facilitate CPC review of whether proposed city investments are consistent with the Comp Plan.	# of plans and projects reviewed for consistency with the Comprehensive Plan and adopted City policy				New measure in 2010	78	82
		Prioritize projects that implement adopted plans and policies	Projects prioritized by CPED				New measure in 2010	25	50
6) Transparency, accountability and fairness are our hallmarks	Acknowledge and engage public input and participate in neighborhood and lead City level planning efforts to provide an overall policy framework.	Engagement in community meetings for planning processes to align community objectives with City goals and policies	Participation in public hearings, meetings and forums				New measure in 2010	Determine Baseline	TBA
<b>A Safe Place To Call Home [Public Safety/Health]</b>									
4) Healthy homes, welcoming neighborhoods	Noise pollution can affect human health and community livability. The City will aggressively advocate for corrective measures to mitigate noise impacts on residents.	Implement noise mitigation measures	# of homes receiving noise mitigation packages				New measure in 2009 653	805 YE-NA	500

**CPED Goal 2: Promote Private Sector Growth to build a healthy economy revised 2/8/11**

City Goal/Direction - April 2010	Existing CPED [BD-BF) Objectives	Tactics (2010 and 2011 annual work plan)	Existing Performance Measure	2006	2007	2008	2009	2010 Target 2010 Actual	2014 Target	
Businesses — big and small — start here, stay here, thrive here i.e. citywide work	Assist existing and new businesses to start here, expand here and be successful	Offer a variety of financing programs for businesses to assist with acquisition, renovations, equipment and working capital needs.	# loans	189	95	102	103	110 133	125	
			\$ value <b>City</b> portion of business investment/loan	\$4.4 M	\$4.1 M	\$3.7 M	\$3.1 M	\$2.5 M \$3.6M	\$4.5 M	
			\$ value <b>non-City</b> portion of business investment/loan	\$331 M	\$643.5 M	\$1225.3 M	\$498.9 M	\$400 M \$504M	\$450 M	
		Economic Development staff will proactively call on existing Minneapolis businesses in key sectors and areas to establish a direct relationship and identify issues and opportunities	# of businesses called	NA	NA	NA	79	120 156	200	
			# of business start ups (welcome postcard sent)	NA	NA	NA	2,308	2700 2680	3,300	
		CPED staff will actively engage with business prospects and site selectors, marketing the City's advantages, providing guidance on navigating City regulatory requirements, and identifying potential locations and applicable City assistance tools.	Number of prospects addressed	NA	NA	NA	NA	100 67	120	
			Number of prospects landed	NA	NA	NA	NA	10 9	30	
		Actively pursue resources and financing tools for commercial real estate development projects in target areas and sectors (including Hennepin County TOD, DEED Redevelopment, Met Council LCDA, Living Cities, EPA, DOE, HUD, EDA)	\$ amount of development grants and financing received	NA	NA	NA	NA	\$1.5 M \$2.6 M	\$2 M	
		Reclaim polluted land to make ready for development - pursue funding for Minneapolis remediation projects through Hennepin County, Metropolitan Council and DEED programs	\$ amount of contamination grants rec'd	\$4.1 M	\$5.7 M	\$4.3 M	\$5.7 M	\$5.5 M \$5.7 M	\$6 M	
			Acres of land to be recovered due to secured clean-up grants	39.1	56.1	61.9	30.4	40 44.7	50	
		#NAME?	focus development efforts around priority neighborhood nodes, corridors, activity and growth centers in the City.	The Great Streets neighborhood business district program is a multistrategy investment vehicle for commercial corridors and nodes, including:						
				Real estate loans for catalytic commercial redevelopment projects	# of Loans (Great Streets)	NA	4	1	5	5 1
\$ value <b>City</b> portion of business investment/loan	NA				\$990,000	\$150,000	\$2.1 M	\$2 M \$245K	\$2 M	
\$ value <b>non-City</b> portion of business investment/loan	NA				\$4.5 M	\$9.6 M	\$9.6 M	\$10 M \$14 M	\$10 M	
Construction jobs	Permanent jobs created/retained			NA	112	160	220	200 433 BF/58 BD	300	
	Construction jobs			NA	88	157	188	150 460 BF/454 BD	200	
Façade improvement matching grants to spur noticeable investment	# of façade improvement projects			NA	NA	NA	85	85 96	100	
	Total investment (City and private, 1:2 ratio)			NA	NA	NA	\$928,000	\$1 M \$989 K	\$1,150,000	
	Investment dollars leveraged			NA	NA	NA	\$616,000	\$700 K \$674 K	\$750,000	
Technical and marketing assistance to businesses and business districts	# of businesses assisted			NA	NA	120	150	150 296	200	
Business recruitment to vacant commercial properties	# of businesses recruited			NA	NA	NA	NA	10 9	20	
Commercial Corridor/Node 2% Loans	# of Loans			19	10	15	19	20 20	25	

**CPED Goal 2: Promote Private Sector Growth to build a healthy economy revised 2/8/11**

City Goal/Direction - April 2010	Existing CPED [BD-BF] Objectives	Tactics (2010 and 2011 annual work plan)	Existing Performance Measure	2006	2007	2008	2009	2010 Target 2010 Actual	2014 Target
Proactive business development in key growth areas i.e competitive sector work	CPED will engage with key businesses and business organizations in priority economic sectors and geographic areas to actively maintain the diversity and vitality of economic activity and the city's position as the regional economic hub	Business calling	# of businesses called (reported above)	NA	NA	NA	79	120 156	200
Epicenter for the new green jobs economy		Active participation in business organizations and networking events	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Arts and artists are economic drivers in and of themselves									
Use less energy, produce less waste	Assist businesses in overcoming barriers to implement cost effective energy efficiency improvements	Partner with utilities, nonprofits, and others to market and deliver energy retrofit programs throughout the City.	# of buildings retrofit in Minneapolis	NA	NA	NA	NA	10 10	25
		Offer a variety of financing tools to finance residential and commercial building retrofits.	# of Loans	NA	NA	NA	NA	10 10	50
Strong partnerships with parks, schools, government, non-profits and private sector	Foster strong relations with partners to achieve economic development goals	Pursue regional partnerships for common economic development goal of job growth	TBD	TBD	TBD	TBD	TBD	TBD	TBD
		CPED is actively engaged with the University's business development and assistance, development and research commercialization activities							
		Bank Qualified 501(c)(3) Loan Program	# of Loans (Bank Qualified)	7	6	4	5	7 5	7
			Value of Private Loans	\$10M	\$10M	\$8M	\$18M	\$20M \$30.2M	\$20M

**CPED Goal 3: Promote economic self-sufficiency for individuals and families** *revised 2/8/11*

**METP Template for 2010 - 2014 Business Plan**

City Goal/Direction - April 2010	Existing CPED [METP] Objectives	CPED [METP] Tactic (2010 and 2011 annual work plan)	Existing Performance Measure	2006	2007	2008	2009	2010 Target 2010 Actual	2014 Target
Talent magnet connecting people to training and jobs to people	Low-income Minneapolis residents find and keep jobs or pursue training that will lead to employment	Both programs use a community-based employment service delivery system to provide the following services: Career Counseling, Free Career Workshops, Internet job search assistance, Resume Building, Interview Training, Job Leads, Career Assessment, Access to Training Programs.	Number of Adult Program job placements	1,156	1,032	812	645	650 782	1,000
			Average hourly wage of Adult Program placements	\$10.51	\$11.23	\$11.02	\$11.15	\$11.10 \$10.81	\$12.00
	Number of Dislocated Worker Program Clients Served		707	651	704	1,033	850 1,300	700	
	Number of Dislocated Worker Program placements		372	305	264	249	225 388	275	
	Average hourly wage of Dislocated Worker Program placements		\$18.25	\$19.51	\$20.21	\$20.25	\$20.85 \$21.21	\$21.50	
	Minneapolis Workforce Center Usage - Universal Services Provided		50,252	57,661	57,018	81,501	80,000 158,099 (prel)	60,000	
Teens prepared with career and life skills	Minneapolis youth 14-21 years of age connect to meaningful work experiences.	Summer and year-round programs help youth with: paid summer and year-round employment, work readiness training, career exploration, community service, educational goal setting, and mentorship/leadership opportunities.	Number of Minneapolis youth who successfully complete work readiness training in summer programming	700	800	1,143	1,903	1900 2,296	2,000
			Number of Minneapolis youth who receive subsidized and unsubsidized summer work experience	1,475	2,011	1,850	2,270	2300 2,312	2,500
			Number of Minneapolis youth who receive year round work experience	82	83	83	122	100 58	80

**CPED Goal 4: Develop and preserve lifecycle housing throughout the city** revised 2/8/11

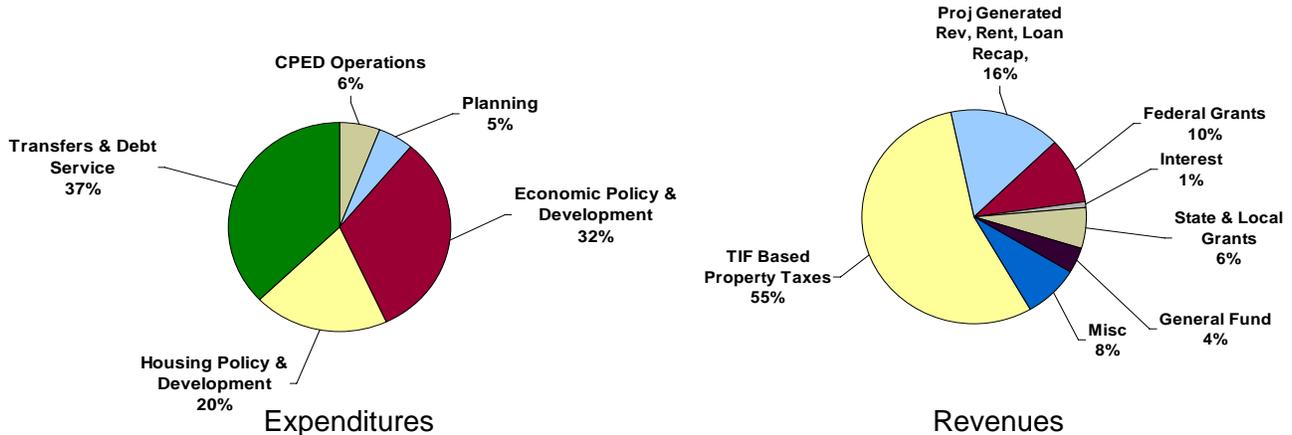
City Goal	CPED Objective	CPED Tactic (2010 and 2011 annual work plan)	Performance Measure	2006	2007	2008	2009	2010 Target 2010 Actual	2014 Target
Healthy homes, welcoming neighborhoods	Remove blight	Vacant & Boarded program Neighborhood Stabilization Program	Number of properties demolished	5	10	32	38	50 73	30
	Redevelop infill housing where appropriate	NSP - Foreclosure Recovery Program Home Ownership Works Program Homeownership Program Affordable Ownership Housing Program	Number of city-owned vacant lots sold for new housing development.	30	4	8	2	10 9	50
	Ensure that single family housing units be maintained as such, as opposed to converting to multi-unit dwellings	NSP - Foreclosure Recovery Program Home Ownership Works Program Homeownership Program Affordable Ownership Housing Program	Number of single family units rehabbed for ownership.	2	12	12	38	25 13	35
Homelessness eliminated	Prevent home mortgage foreclosures	Provide assistance to tenants at risk of foreclosure through 311, Minneapolis Housing Services, and legal services.	City/metro relative foreclosure trends	1,610	2,895	3,077	2,233	2,500 2,308	1,000
	Ensuring chronically homeless households, with school-age kids who are struggling in school, find decent and safe housing.	It's All About Kids Program	Number of homeless families housed.	60	60	60	60	60 709	60
	Continue implementing the Homelessness Commission recommendations.	Emergency Shelter Program	Number of units of affordable and supportive housing for long-term and short-term homeless singles, families, and youth produced and preserved Note: numbers reflect affordability @ 30% AMI	366	111	63	527	280 443	280
Thoughtful neighborhood design with density done right	CPED housing division will locate our affordable housing developments on or near transit corridors	Affordable Housing Trust Fund Low Income Housing Tax Credits Housing Revenue Bonds TIF	Number of affordable housing units located on/near transit corridors	New construction: 281 Preserved: 205	New: 185 Preserved: 318	New: 219 Preserved: 274	New: 140 Preserved: 574	New: 250 139 Preserved: 250 525	New: 250 Preserved: 250
High-quality, affordable housing for all ages and stages in every neighborhood	Expand availability of affordable housing	Affordable Housing Trust Fund Low Income Housing Tax Credits Housing Revenue Bonds TIF	Number of affordable housing units produced citywide [any location]	New construction:281 Preserved : 205	New : 185 Preserved : 318	New : 219 Preserved : 274	New : 140 Preserved : 574	New : 250 139 Preserved: 250 525	New : 250 Preserved : 250
	Affordable housing options are available in all parts of the city and the region (same as Council goal)		Number and percentage of new [closed] affordable housing units located in non-impacted areas	183 (62%)	113 (66%)	101 (71%)	75 (93%)	100 (80%) 130	101 (80%)
Race and class gaps in employment and housing are closed	Partner with the MN Home Ownership Center in supporting marketing efforts to people of color (emerging markets)	MN Home Ownership Center's Emerging Markets Housing Initiative (EMHI)	Measures to be identified after current strategic planning complete	TBD	TBD	TBD	TBD	TBD	TBD
Seniors stay and talents are tapped	Support different housing options for seniors	Affordable Housing Trust Fund Low Income Housing Tax Credits Housing Revenue Bonds	Number of new senior housing units completed [or, closed?]	61	0	0	0	77 77	128 (3 yr goal: 2011- 2014)

# CPED FINANCE RESOURCE PLAN 2010-2015

## INTRODUCTION

CPED's primary financial goal over the next few years is to bring its annual budget into structural balance, meaning that ongoing revenues support ongoing activities. Currently, the department is using various one-time sources to support selected ongoing services. These sources are shrinking and/or no longer available. This plan is an initial road map to achieve a balanced budget by 2015.

CPED's activities are funded from diverse sources. Tax increment (TI) currently accounts for an approximate 55% of annual revenues which are exclusively obligated to TI project costs. Project generated revenues, bonds fees, loan recapture, rents and land sales provide 16%. Federal grants (10%), interest (1%), state and local grants (6%), General Fund (4%) and miscellaneous revenues (8%) provide the balance. Although the General Fund is only 4% of CPED's gross budget, it contributes over 21% of the CPED personnel costs predominantly in Planning.



Revenues are not entirely fungible and are often limited to specific purposes. Tax increment, for example, is primarily used to meet the existing debt service obligations associated with the City's tax increment districts; each grant source, (federal, state and local), limits the use of its revenues to the specific conditions of their grants, and the uses to which recaptured loan dollars and bond fees can be put are constrained by the terms of the programs that generated them.

A major ongoing challenge for CPED in addition to identifying sources of funding is aligning revenues so that based on federal, state and local program and policy restrictions the appropriate sources can be matched with the needs of each business line.

The CPED 2011 budget follows the financial planning assumption of no change from the 2010 Consolidated Plan levels for CDBG and related federal funds.

A combination of local budget decisions – primarily related to the allocation of remaining Legacy Fund dollars - and decertification of significant TIF districts have recently occurred that have eliminated previously available revenue streams. Therefore, CPED's budget began relying considerably on the use of one-time dollars in 2010. In 2010, approximately \$10.7 million (40 percent) of CPED's total capital program of \$27.1 million was supported by local one-time funds,

excluding federal Stimulus money. Another \$5 million in one-time money was used to support various operating costs.

The proposed 2011 budget is again dependent on a drawdown of one-time funds, amounting to approximately \$7.7 million for various capital uses and another \$5 million in operating uses; these dollars became available to CPED as a result of two major operational changes related to the sun setting of NRP funding and the source of payment for the Target Center operating subsidy.

The continued use of one-time funds has depleted a number of CPED funds to the point where several now carry negative fund and/or cash balances. As of 2009 YE, the aggregate amount of these was \$9.5 million. Plans have been initiated to address these negative balances, and some internal transfers have already been made to reduce this amount.

Recognizing this to be an unsustainable path for CPED, the Mayor directed CPED to produce a 5 year financial plan that achieves structural balance where ongoing revenues fully cover ongoing expenses. The plan developed and proposed by CPED:

- (1) utilizes remaining potential one time funding opportunities as a bridge to 2013 phasing out the use of one time dollars;
- (2) calls for a gradually increasing new ongoing revenue source while ramping up to a matching cut in ongoing administrative expenses through FTE reductions and potentially reallocations of remaining FTEs;
- (3) addresses the department's two ongoing operating fund deficits [GEN and PPF] by a combination of reducing costs, increased management oversight, and identifying a long term funding source; and
- (4) substantially reduces CPED's major deficit fund balances.

The Mayor also appointed a panel of outside experts to assist the department in reviewing its long term financial situation, as well as identifying new revenue options and/or service changes. Their recommendations are expected in early 2011 and this financial plan may be modified in response to their recommendations.

**CPED BUDGET 5yr PLAN (2011 - 2015)**

KEY:  On-going Revenue  
 One-time Revenue

	2010 Revised Budget	2011 Adopted Budget	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
<b>GENERAL FUND AND TAX SUPPORTED (ON-GOING)</b>						
1 General Fund Total	3,407,000	3,320,000	3,406,000	3,485,000	3,607,000	3,757,000
2 New Revenue TBD *	-	-	500,000	4,000,000	5,000,000	6,000,000
<b>Total GF / Tax Supported On-going</b>	<b>3,407,000</b>	<b>3,320,000</b>	<b>3,906,000</b>	<b>7,485,000</b>	<b>8,607,000</b>	<b>9,757,000</b>
<b>OTHER ON-GOING REVENUES</b>						
3 Tax Increment	47,996,939	61,329,001	62,255,829	49,358,211	46,512,096	43,179,104
4 Capital Bonding (CIP) (Public Arts Proj)	203,000	347,000	366,000	366,000	366,000	366,000
5 Interest Earnings and Program Fees	20,767,540	17,311,441	16,972,881	15,946,680	15,786,965	15,598,663
6 Federal, State & Other Grants	19,247,000	19,154,838	19,154,838	19,154,838	19,154,838	19,015,838
7 Transfers (Debt Services)	6,000,000	6,000,000	4,000,000	4,000,000	4,000,000	4,000,000
8 Dev Acct (Non-TI)	1,600,000	-	2,085,000	2,035,000	1,785,000	1,785,000
9 Legacy Fund (program income)	-	-	100,000	100,000	100,000	100,000
10 Transit Oriented Development (TOD)	-	-	TBD	TBD	TBD	TBD
<b>Total Other On-going</b>	<b>95,814,479</b>	<b>104,142,280</b>	<b>104,934,548</b>	<b>90,960,728</b>	<b>87,704,900</b>	<b>84,044,604</b>
<b>ONE-TIME SOURCES</b>						
11 Residual Brookfield Payment	6,700,000	-	-	-	-	-
12 Reallocated Legacy Fund	3,351,000	-	-	-	-	-
13 Dev Acct (Non-TI)	-	4,830,000	-	-	-	-
14 Local Contribution Fund	-	2,385,000	330,000	100,000	-	-
15 Legacy Fund (program income)	447,708	500,000	-	-	-	-
16 Redirected Affordable Housing TI	-	1,750,000	-	-	-	-
17 GARFS	-	-	3,485,000	-	-	-
18 Planetarium	-	-	5,000,000	-	-	-
19 Adjustment (For) or From Reserve	-	-	(5,000,000)	5,000,000	-	-
<b>20 Total One-time Sources</b>	<b>10,498,708</b>	<b>9,465,000</b>	<b>3,815,000</b>	<b>5,100,000</b>	<b>-</b>	<b>-</b>
<b>21 Total Projected Revenues</b>	<b>99,221,479</b>	<b>116,927,280</b>	<b>112,655,548</b>	<b>103,545,728</b>	<b>96,311,900</b>	<b>93,801,604</b>
<b>EXPENSES</b>						
23 Personnel***	12,164,855	12,374,860	12,016,769	11,605,533	11,144,474	10,550,091
24 Transit Oriented Development (TOD) Admin @ 10%	-	-	-	TBD	TBD	TBD
25 Combined Rate Model Charges	4,944,457	4,441,181	4,340,796	4,240,411	4,140,026	4,039,641
26 Non-Personnel	21,750,285	23,159,483	23,080,423	22,801,021	22,524,591	22,152,602
CPED Executive Administration (non-personnel only)	2,787,455	2,822,468	2,822,468	2,822,468	2,822,468	2,822,468
Other Non-Personnel	18,962,830	20,337,015	20,257,955	20,057,613	19,702,123	19,330,134
27 Capital	36,141,483	30,298,034	29,798,034	29,298,034	28,798,034	28,298,034
28 Debt Service	41,673,236	47,312,238	46,197,135	39,803,692	26,206,220	24,844,590
29 Transit Oriented Development (TOD) Project Cost @ 90%	-	-	-	TBD	TBD	TBD
<b>30 Total Expenses</b>	<b>98,281,027</b>	<b>104,738,456</b>	<b>103,839,906</b>	<b>101,019,877</b>	<b>92,813,345</b>	<b>89,884,958</b>
31 Fund Deficit Reduction	-	-	3,485,000	4,000,000	4,000,000	4,000,000
<b>32 Total Projected Uses</b>	<b>98,281,027</b>	<b>104,738,456</b>	<b>107,324,906</b>	<b>105,019,877</b>	<b>96,813,345</b>	<b>93,884,958</b>
<b>33 Difference</b>	<b>940,452</b>	<b>12,188,824 **</b>	<b>5,330,642</b>	<b>(1,474,148)</b>	<b>(501,445)</b>	<b>(83,353)</b>
<b>Annual Projected FTE Count</b>	<b>135</b>	<b>128</b>	<b>122</b>	<b>115</b>	<b>108</b>	<b>100</b>
Average Total Direct Cost Per FTE	\$90,110	\$96,679	\$99,096	\$101,573	\$104,112	\$106,715
Percent FTE reduction			4.7%	5.7%	6.1%	7.4%
<b>Estimated Combined Deficit Fund Balance****</b>	<b>\$9,200,000</b>	<b>\$11,700,000</b>	<b>\$10,415,000</b>	<b>\$8,315,000</b>	<b>\$5,915,000</b>	<b>\$3,315,000</b>

\* Additional annual revenue request aligned with TIF decertifications occurring between 2010 and 2014

\*\* 2011 RESTRICTED BALANCE - The projected revenue balance in budget year 2011, generally, represents 2011 tax increment collections that are pledged to the payment of debt service in future years. There are a few cases where the obligation extends beyond the life of the district, these dollars are needed to pay these debt

\*\*\* Annual personnel costs reflected based on % FTE reduction and apply a 2.5% inflationary adjustment

\*\*\*\* Yearly Estimated Combined Deficit Fund Balance shown represents both accumulated deficit balances and anticipated increases to those balances after applying line 31 payment (projected annual increases for 01GEN fund deficit are eased through reductions in internal service costs realized in the same year)

NOTE: Property sales: aggressive sales are required to reduce property management and staffing expenses. A potential but speculative upside from such sales is the opportunity to establish a Development Account as a source to reduce reliance on the new tax supported revenue source.

**WHAT HAVE YOU LEARNED ABOUT YOUR BUSINESS AS A RESULT OF PRIOR FINANCE PLANS?**

General Fund dollars are the most flexible for City planning needs but are often the most vulnerable in time of budget cutting. CDBG is an important source but has eligibility limitations and is becoming increasingly unreliable. This reinforces the need to move toward the maximum cost recovery for planning services and the integration of appropriation development resources.

## CONTINGENCY PLANS

<p><b>Scenario A</b> – 10% revenue reduction one of the major funding source</p>	<p>Estimated reduction of 4.0 FTE in Planning with corresponding reduction in long-range planning services (comprehensive plan work, small area plans, rezoning studies, reviews and consultations)</p>
<p><b>Scenario B</b> – Grant funding is eliminated or reduced to fund only one major program</p>	<p>A 25% loss of Planning budget, estimated loss of 12.0 FTE with services reduced to basic regulatory functions</p> <p>Significantly reduce funding for Great Streets program, reducing the number of gap financing loans for commercial redevelopment in neighborhood commercial districts and eliminating or significantly reducing available dollars for façade improvement matching grants and contracts for technical assistance, business recruitment and marketing.</p> <p>Economic Development staff would be reduced and staff work would be increasingly focused on monitoring past loans and development agreements and attempts to sell commercial properties in the City’s inventory.</p> <p>Reduction in proactive economic development work including business calling and other business recruitment and expansion activities.</p> <p>The employment and training division is substantially grant funded and serves 4,000 City of Minneapolis residents each year. If state and federal funding sources decrease, services to Minneapolis residents would decrease proportionately.</p> <p>Vacant and Boarded program and the associated property maintenance will no longer be possible.</p> <p>Multifamily housing becomes limited to administering HOME, ESG, LIHTC and HRB programs. Severely reduced production of affordable housing due to the lack of gap funding sources</p> <p>Discontinuance of the Higher Density Corridor Acquisition and Capital Acquisition Revolving Fund programs and the Non-profit Development Assistance program</p> <p>50% reduction in the Affordable Housing Trust fund and Affordable Ownership Housing Programs</p>
<p><b>Scenario C</b> – Enterprise fund reductions</p>	<p>Not applicable to CPED</p>
<p><b>Scenario D</b> – TIF is eliminated as a redevelopment tool and LGA is cut by 75%</p>	
<p>a. Planning loses \$480,000 of LGA</p>	<p>Significant loss of Planning FTE with service reduced to basic regulatory functions</p>
<p>b. Housing no longer has TIF as tool or</p>	<p>Multifamily housing becomes limited to administering HOME, ESG, LIHTC and HRB programs. Severely reduced production of affordable housing due to the lack of gap funding sources</p>
<p>c. Economic Development – same as “b.”</p>	<p>Economic Development becomes limited to administering bond financing. Reduced possible resources for public financing of job-creating commercial/industrial development due to the lack of gap funding sources</p>
<p>d. Workforce – loses CDBG as a resource.</p>	<p>Adult job placements would be reduced by 30% and youth placements would be reduced. Staff reduction of 2 FTEs.</p>



## CPED Workforce Resource Plan 2010 – 2014

Key Workforce Objective:	Measurement:	Short-Term Actions:	Status:	Long-Term Actions:
3. Diversity/cultural competence		3. Focus groups were conducted by Human Resources in order to determine the specific that important to employees. Human Resources will draft a report indicating the trends that surfaced during the focus group sessions. This information will be shared with the Directors who will work with the management team to create measurable goals for the workforce plan. A wrap up of findings will also be sent to CPED staff.	3. to be completed 2 <sup>nd</sup> quarter 2011	
<b>Diversity Strategy</b> Increase diversity representation in the department	% of departmental workforce diversity initiatives completed	Diversity representation increased to 16% during the past two years.		Develop partnerships with educational institutions and ethnic groups to recruit, develop, and retain a diverse workforce. Continue to participate in youth employment programs such as Step Up and promote collaborative efforts such as the Minneapolis Promise.
Succession Planning	The number of succession plans in place.	Identify positions within the department where succession plans need to be in place.	To be completed 2 <sup>nd</sup> Quarter 2011	Develop succession plans 2011.
Organizational assessment and redesign		Work with a consultant to determine organizational effectiveness.	To be completed 3rd Quarter 2011	

## CPED Technology Resource Plan

In partnership with the city Business Information Services (BIS) department, CPED submits this Business Technology Resource Plan for 2010 – 2014.

Technology planning focuses on the business capabilities that are supported by technology today, what technology changes will be required to support them into the future. This plan will capture the current state of the business technology used by CPED, including lifecycle status of current business solutions as a driver for technology change. It also will forecast future technology needs around two questions: 1) Is anything changing about what is required to support current business capabilities? 2) Is anything changing that will drive addition of new business capabilities (and new technology solutions)?

**NOTE: All references in this document to project planning, responsible support and development resources and funding scope and sources are subject to and at the discretion of the department of CPED, its documented annual IT priority plans and its available staffing and budgetary resource.**

### 1.1. Current Applications/Solutions List

Application	Description	Funding Scope
Kiva	Business system used for land-management and regulatory enforcement workflows and transactions. CPED staff use KIVA to manage land use and preservation applications, record enforcement activities, identify properties regulated by the preservation ordinance, update and record the City's zoning districts, licensing applications, and building permits issued.	Regulatory Services
Management Information Network System (MINS)	A custom built business application (Vb6 code base). MINS continues to automate and support the core development processes and workflow of project planning, land acquisition, preparation, disposition and the financing of Minneapolis properties and projects.	CPED
Govern / MINS Data Integration Service	Custom built integration service that pulls land parcel data from Govern.	CPED
CPED Online Reporting System	A custom online report facility that organizes and presents land, project and financing information from the MINS business application.	CPED
Property Early Warning System	Enterprise Web Application providing problem property analytics; CPED sponsored half of original development costs with Reg Svc.	Enterprise / Department
Multifamily Database	Access database used to record and monitor Multi-Family projects and program funding.	CPED
Salesforce.com	A web-based relationship-management software service from Salesforce.com. Used to manage recruiting relationships with businesses and developers.	CPED
ESRI Business Analyst Online (BAO)	A web-based subscription service hosted by ESRI that combines GIS technology with extensive demographic, consumer spending, and business data for the entire United States that is used to analyze and produce reports and maps.	CPED
Workforce One	State support tool used by METP to manage demographic and program data, their clients and related outcomes and reporting.	State of Minnesota
MN Commercial Association of Realtors (MNCAR)	Online based tool to research available commercial real-estate properties and financing.	MNCAR
Cognos MINS Framework and CPED Query Studio Licenses	City's enterprise reporting system. A Cognos Reporting Framework has been built for querying and reporting on MINS data. Several Query Studio licenses were purchased for CPED staff. (See Cognos Reporting, below)	Enterprise / CPED

Application	Description	Funding Scope
CPED Web Sites	CPED maintains extensive web content using the enterprise web content management system.	Enterprise
Records Management Database	Access database built by Marsha Haagenson for tracking physical records storage and access.	CPED
ESRI (GIS) System	The city's enterprise geographical information system for capturing, maintaining and processing spatial data.	Enterprise
ESRI Desktop Applications (e.g. ArcMap)	CPED is a very heavy user of ESRI desktop applications for managing and analyzing GIS data. CPED is the enterprise steward for GIS data sets. ESRI desktop applications do not require seat licenses. CPED staff who use these tools share concurrent licenses funded by the enterprise.	Enterprise
PropertyInfo	Self-Service E-Government application that serves data about properties from the Land Data Store. Users can look up information about a property by address, owner or APN. Maintained and supported by the Enterprise, but various departments are the business owners of reports, which means they fund projects to create new and/or enhance/modify reports to the report.  CPED owns the <b>Zoning Permits</b> report, which is available both to the general public through the City's web site and to internal users through CityTalk.	Enterprise / CPED
MinneAtlas	A spatial data viewer and application that serves data from the Land Data Store. Users can navigate City map, view various data layers and filters, such as neighborhoods, wards, parcels and various incidents (permits, 911 Calls, etc.). Users also can select a group of parcels to generate mailing lists. CPED staff represent a large proportion of MinneAtlas users.	Enterprise
Web Content Management System (WCMS)	Oracle (fka-Stellent) services for managing and publishing Web content. CPED maintains an extensive collection of content that is published to the public Web site.	Enterprise
HRIS	City's Human Resources and Payroll system (Oracle Peoplesoft modules)	HR
Compass	City's financial management system (Oracle Peoplesoft modules)	Finance
Cognos Budgeting Module	City's budgeting system (IBM Cognos)	Finance
Cognos Reporting System	City's enterprise web-based reporting system. A Cognos Reporting Framework has been built for querying and reporting on MINS data. Several Query Studio licenses were purchased for CPED staff.	Enterprise / CPED
Folio	Client application (BIS Tier 4) for accessing indexed Code of Ordinances.	Clerk
Mpls Code of Ordinances Municode Web	Web application, hosted by Municode (city's codification vendor) for accessing code of ordinances.	Clerk
Network File Storage (H & M Drives)	CPED has had to acquire augmented storage capacity for digital content. (Pays additional cost for capacity above what is allocated and funded by the enterprise)	Enterprise / CPED

## 1.2. Information (Data Sets) List

Data Set	Description	Stewardship Scope
Kiva (BIS) Database	Data generated from the permitting and enforcement activities automated by Kiva. Source of official City addresses.	Regulatory

		Services
Management Information Network System (MINS)	Repository of data captured and/or processed in MINS	CPED
Land Data Store (EDGIS)	Enterprise land data store. Takes nightly feeds several land management systems, including Kiva, Govern, [more?]. Also includes enterprise spatial (GIS) data. Supplies data to PropertyInfo and PEWS, for example.	Enterprise
Multi-family database	Data about housing development projects and funding programs).	Department
Historical Zoning Plate Map Book	Frequently referenced historical zoning plate maps, currently available only in fragile, original paper format.	CPED
Other CPED paper records and files.	CPED content that is managed in physical (paper) filing systems throughout the department.	CPED
Govern Database	Property attributes are supplied to Kiva and MINS from Govern; e.g. tax owner data, addresses, and building use code. Other data from this source is accessible to CPED staff via the Land Data Store applications such as PEWS, PropertyInfo, and MinneAtlas.	Assessor
Oracle ECMS – Property Records Collection	Historical and some contemporary property records documents that have been digitized and stored in the City’s Enterprise Content Management System (ECMS). Record types include, historical permits (back to 19 <sup>th</sup> century), 1934 Property Survey, Historical and contemporary Certificate of Occupancy. Certificates of Occupancy. Records are indexed by address and, where appropriate, permit number. Property photographs being added to this collection.	Enterprise / Regulatory Services
CPED unstructured digital content	All of the unstructured data used in CPED business processes stored in employee home drives and/or the CPED M drive.	CPED
Salesforce Data Base	Repository of contacts and other data captured into the Salesforce application	CPED
Code of Ordinances	Body of Minneapolis Ordinances that officially establishes scope of authority and regulations imposed by the city of Minneapolis.	Clerk
HRIS Database	Personnel records for CPED staff that is stored in the HRIS system.	HR
Compass Database	CPED Financial and budgeting data stored in the Compass database.	
EPM	Financials data warehouse	Finance

## 2. Technology Change Drivers

### 2.1. Solution Lifecycle Drivers

This section describes the change drivers associated with current lifecycle status of existing solutions. Section 2.1.1 provides a color-coded model showing the current state of the existing solutions. It includes both the department-funded and enterprise-funded solutions. Section 2.1.2 provides description of the rationale for the lifecycle assessment and identifies the projects that should be included in the roadmap to accommodate lifecycle drivers. Note that solutions in “Green” status will prompt lifecycle changes during maintenance, for example enhancement or upgrade projects.

#### 2.1.1. Solution / Lifecycle Status / Projects

Solution	Status	Rationale
Kiva	Red	Kiva application is at end-of-life and must be replaced. Current version is no longer supported by vendor, which means it is minimally maintained. It also no longer meets the City’s needs, and hosts numerous data quality issues that have developed over time. A project has been initiated for an

Solution	Status	Rationale
		enterprise land management system solution. One of the deliverables of this project will be to replace Kiva.
MINS	Red	<p>MINS is built on an aging code-base (Microsoft VB6) that will become increasingly difficult to maintain after the enterprise migrates to the Windows 2007 OS late 2011.</p> <p>Additionally, business requirements associated with the capabilities supported by MINS will be evaluated as part of the Land Management System (LMS) project to determine how much of MINS functionality can be replaced as a deliverable of this initiative.</p> <p>If MINS is not replaced as an outcome of the LMS project, its aging codebase will have to be addressed. Options include: refactoring the application (new custom software development) on a more modern platform, migrating to services provided by one or more existing systems (i.e. Compass), or acquisition of a new commercial off-the-shelf product.</p>
Multi-Family Database	Red	Database is considered to be a shadow system. It was developed in MS Access, stored and operated on network fileshare, which is not recommended as an acceptable architecture for managing business critical information – especially if that information must be shared as part of an department-wide or enterprise data set. This database will be evaluated as a deliverable of the LMS project to determine if its data and functionality will be incorporated into one of the products that will be a deliverable of this project, for example the Kiva Replacement LMS system.
Govern / MINS Batch Load Service	Yellow	If MINS is replaced as an outcome of the Enterprise Land Management System, this service can be retired. If not it will be maintained.
Salesforce.com	Yellow	This application is considered a pilot / proof of concept. CPED has other department-wide need for relationship management software services. It may want to expand or enhance the current product from Salesforce. Additionally, a project is in flight sponsored by NCR to implement a relationship management system platform that may be extensible for enterprise use.
CPED Online Reporting System	Yellow	<p>If MINS is replaced, this system can be retired and/or retained as a legacy repository. It can be assumed that the new LMS would provide reporting functionality that meets CPED's needs.</p> <p>If MINS is not replaced, this system should be evaluated to determine if it can be replaced using the Cognos Framework interface to MINS.</p>
PEWS	Green	PEWS joint business governance group maintains a list of desired enhancements. Hennepin County / CFAR program will fund an enhancement project in 2011. Project team will evaluate the City's enhancement list to determine whether these items can be incorporated into the county-funded work, or whether additional funding and/or an new enhancement project should be initiated.
PropertyInfo	Green	<p>No requests from CPED for modifications or enhancements to the Zoning Permit report in PropertyInfo are on file at this time.</p> <p>Queries may need to be updated if the Land Data Store schema changes when Kiva is replaced.</p>
MinneAtlas	Yellow	MinneAtlas is being re-architected to use ESRI ArcServer technology. Some functionality is being considered for retirement. CPED users are stakeholders who should be consulted.
CPED Mapping Project Database	Red	Records Management Database is considered to be a shadow system. It was developed in MS Access, stored and operated on network fileshare, which is not recommended as an acceptable architecture for managing business critical information – especially if that information must be shared as part of an department-wide or enterprise data set. There is enterprise functionality being implemented in the ECMS environment that can provide the same services.
Network File Storage	Green	CPED has exceeded ceilings for storage space and has had to purchase additional capacity. If steps are not taken to manage digital storage, it is likely that this will occur every year or so into the future.
Historical	Yellow	How this document is used is being evaluated. It is recommended that CPED digitize the plates and

Solution	Status	Rationale
Zoning Plate Map Book		capture into the ECMS Historical Property Records Collection. This will reduce the wear and tear on the fragile original and make it easier to make the information available – self-service.

**2.2. Business Change Drivers**

Following table lists technology change drivers emerging strategic or environmental influences on how the department will employ information technology to meet business needs during the business-planning period.

Business Change Driver		Description
1.	Shrinking budgets driving the need for higher staff productivity and ability to reduce cost of doing business.	CPED is adjusting to shrinking budgets, including reductions in workforce. The department will be looking for technology solutions, along with other tactics, that can help improve its ability to sustain current service levels and meet its goals to expand and improve.
2.	Increasing demand for regional collaboration and data sharing	Growing expectation, and in some cases a regulatory requirement, for cross agency regional planning and collaboration is impacting all CPED programs. This also is driving the demand for ability share and synthesize research and analysis across these boundaries.
3.	Desire to establish closer and more sustained relationships with stakeholders.	CPED looking to establish stronger and more actively sustained relationships with stakeholders. Examples include desire in the housing development area to establish better relationships with neighborhood groups and desire in the business development area to be more proactive in sustaining relationships with businesses (Business Calling Program).
4.	Increasing demand for ability to communicate and collaborate over the internet.	CPED has increasing demand to communicate and collaborate across the Internet. Examples include increasing demand from citizens for engagement using online channels, demand from collaborative partners to participate in webinars and web-based training, and staff desire access to data and software functionality from the field.
5.	Increasing demand for high-quality data and sophisticated data analysis. This is especially true for spatial data analysis.	CPED will see an increased demand for and increase in the amount of effort spent on handling large volumes of data – receiving and synthesizing from other sources as well as generating and sharing crucial City information with others.

**2.2.1. Solutions – Business Drivers- Capabilities Impact – Projects List**

Technology Solution	Drive r(s)	Capabilities Impact
<p><b>Enterprise Land Data Management</b></p> <p>Deliverables of the (ELMS) Enterprise Land Management System and the Enterprise Addressing System (EAS) projects that focus on enterprise land data management will improve the tools and processes for capturing and maintaining enterprise property information.</p> <p>ELMS objectives are to improve the quality of the property information data that is available, as well as the breadth and timeliness of data that is available.</p> <p>An EAS objective will establish enterprise address identifiers (past, present, future) that can be associated to property information sets so it can be more accurately linked to these addresses.</p> <p>Because this data will be managed in a single the cost and complexity of implementing (and maintaining) data</p>	1, 2, 5	<p>CPED capabilities that rely on easy and timely access to comprehensive property information should see performance improvements and reduced operating costs over time, especially when redundant and/or oft-repeated manual data gathering work is no longer necessary.</p> <p>CPED (and other City departments) will see some increased information-management responsibilities as stewardship (maintenance responsibilities) are assigned. This may or may not result in additional work, and has the potential to eliminate redundant data management work that may be occurring.</p>

Technology Solution	Driver(s)	Capabilities Impact
sharing services, both internally and externally, will be reduced.		
<p><b>Digital Content Management</b>  <b>Universal Records Management</b></p> <p>CPED can leverage Enterprise Content Management services to implement an initiative to inventory, index and manage the unstructured information assets (imaged documents, photographs, audio, video, MS Office files) currently stored either physically (as paper) or electronically in the city's ECMS system.</p> <p>Indexed content stored in the ECMS can be cross-referenced and linked to properties (such as EAS address identifiers), projects and other relevant information concepts. Often content items can be hyperlinked to from other business systems. For example documents associated with a project in MINS can be hyperlinked so a user can click and open without leaving the MINS application.</p>	1, 2	<p>CPED capabilities that generate and use unstructured data could see significant productivity improvements when time lost due to lengthy searches and/or having to recreate documentation that has been lost.</p> <p>Capabilities that involve sharing documents among many internal and external entities can see improved productivity when these consumers are able use a self-service application to find and use the information.</p>
<p><b>Technology Skills Assessment and Training Initiative</b></p> <p>CPED conduct and evaluation and then leverage services available from Human Resources and BIS to identify the technology skills needed, and assess employee skill levels to make sure staff has the right tools and training to be effective in their work.</p>	All	All capabilities can be enhanced through such an initiative.
<p><b>GIS Tools and Services Enhancements</b></p> <p>CPED is a heavy user of enterprise ESRI GIS tools. The department can leverage the millions of dollars that the City has invested in upgrading the GIS infrastructure to enhance how it uses GIS technology to improve performance and outcomes. Examples include:</p> <ul style="list-style-type: none"> <li>• GIS Data Analysis and Mapping Tools</li> <li>• Spatial Data Management tools</li> <li>• GIS Information Self-Service Tools (Spatial Data Viewers)</li> </ul>	1, 2, 4, 5	All capabilities associated with land management and property development can see improved productivity and/or outcomes when GIS tools and services are leveraged to their full extent.
<p><b>Cognos Reporting Management Initiative</b></p> <p>CPED has created a Cognos framework for running ad hoc queries against MINS. CPED also has been able to access a Kiva framework for querying data across both data sets. CPED has acquired deployed Cognos Query Studio licenses so that staff can perform and save queries.</p> <p>A department-led initiative is needed to inventory the licenses. This initiative will determine what is the future need for Query Studio licenses. It also can address, with consulting help from BIS, whether there are other Cognos services available that can be applied to the data analysis and reporting needs in CPED.</p>	1, 2, 5	Potential productivity and outcome improvements for all capabilities that involve data analysis and report generation.
<b>Expand Ability to Perform Work Remotely</b>	1, 3,	Capabilities that require extensive off-site work will see

Technology Solution	Driver(s)	Capabilities Impact
Many CPED functions require staff to spend time away from the office interacting with stakeholders and partners. The department can make it easier for these workers to move from the office to the field without losing access to their technology tools and information sources. These staff can be equipped with portable, wifi enabled computers (laptops and docking stations) instead of desktop computers. They also can be given Minneapolis WiFi accounts and/or provided with other wireless network services depending on where they need wireless access.	4	improved productivity.  Relationship management capabilities, especially those where much of the interaction with collaborative partners and prospects take place off-site when staff have access to RM tools and services from the field.

### 3. Technology Solution Roadmap

#### 3.1. Technology Projects List

Project	Description	Year Started	Year Ended	Projected Cost	Funding Status
REGSVS-Land-Management-System-880F0171	<p>Multi-year project to acquire an enterprise land management application to replace Kiva and, potentially, other land-management systems such as MINS. Project also will deliver significant improvements in how land data is captured, managed and used across the enterprise.</p> <p>CPED will contribute to one-time project funding and the extensive requirements gathering effort needed to make sure all enterprise land-management functions and capabilities needs are met.</p> <p>Will replace Kiva for CPED zoning enforcement and plan review.</p> <p>Could replace all or some MINS functionality.</p> <p>Could replace all or some Multi-family Database Functionality</p>	2010	2013	\$500,000 CPED Contribution	Project is in-flight and funded.
BIS-Enterprise-Addressing-System-880F0310	<p>CLIC funded project to standardize technical functionality for how addresses are assigned and managed.</p> <p>CPED is a stakeholder and will supply resources to ensure it's requirements are met.</p> <p>When completed, could prompt change to MINS to support the address identifier relational field. (Could be included in the 2013 MINS Enhancement if MINS not replaced by LMS.</p>	2010	?	\$0	CLIC Funded
MINS Upgrade (Windows 7 Compatibility)	Maintenance upgrade MINS system to address compatibility issues when enterprise moves to Windows 7 operating system in late 2011 or early 2011. Could be a small work-around project, but there is a risk that substantial work would be required.	2011	2011	TBD	
BIS-CFAR-880F9510	County funded enhancements to PEWS system. CPED will provide resources to make sure it's business requirements are met to the degree that	2011	2011	\$0 (county funded)	Funded.

Project	Description	Year Started	Year Ended	Projected Cost	Funding Status
	they align with County-funded requirements. <i>Opportunity: CPED could contribute some dollars to this project if it had additional enhancements in-scope beyond what is funded by County. This could save some money by combining functional changes in one application release.</i>			CPED will supply resources to the project.	
PEWS Enhancements (non-CFAR)	CPED may identify enhancements to PEWS that it wants to fund after the CFAR project is completed but before the end of this planning cycle. At least one enhancement project is projected and put in the roadmap in 2013 and/or 2014 with a placeholder estimate of \$10,000. Also may be modifications / enhancements prompted by new data resources provided by LMS	2013	2014	\$10K	Placeholder Project
PropertyInfo zoning Report Enhancement	The new land management system that is acquired to replace Kiva will prompt changes in the queries used to populate the zoning Permit report in PropertyInfo. A small enhancement project is projected assuming that new data structure may prompt additional information, or changes in how information is displayed. Placeholder project, estimated at \$5,000, is added to the roadmap for 2014.	2014	2014	\$5K	Placeholder Project
GIS Infrastructure Upgrade Phase 3: MinneAtlas Migration and Upgrade	Project is a continuation of CLIC funded upgrade and enhancements to the ESRI enterprise GIS platform. MinneAtlas application is being rearchitected. Some functionality will be evaluated and may be retired.  CPED is a stakeholder and will provide resources to the project to make sure it's business needs are met.	2011	2011	TBD	CLIC Funded
Network Storage Expansion Projects	At least two network storage expansion projects are anticipated during this planning cycle if steps are not taken to reduce the volume of content stored on department M and H drives.	2012 and 2014	2014	Under \$1,000 one-time; up to \$1,500 annually	Operating budget
CPED Electronic Storage and Archival Initiative	Continuation of long-term initiative to digitize paper records for long-term electronic storage. Full scope is unknown at this time. A placeholder estimate of \$300,000 is assigned to cover cost of scanning, indexing and adding digitized documents to the City's ECMS system and configuring CPED retention rules so that retention management can be automated.  This project could replace the Records Management Database.	2010	2015	\$500K total, \$100K in each year 2011-2015.	Placeholder Project
CPED Network Storage Clean-Up	Initiative to bring network file storage under controlled management. Could result in some of the content being migrated for management to the City's ECMS. Full scope is unknown at this time	2010	2015	\$250K total, \$50K in each year 2011-2015	Placeholder Project

Project	Description	Year Started	Year Ended	Projected Cost	Funding Status
CPED Cognos Reporting Management Initiative	Department-driven analysis of CPEDs current Cognos usage. Could result in either reduction of current licensed software or increase in Cognos users and licensed applications (e.g. Report Studio). Placeholder cost estimate of \$10,000. Project projected to be underway beginning in 2011 to 2014. No ability to predict at this time in which years costs would be incurred.	2011	2014	\$10K \$10K / r (support)	Operating costs
GIS Web Reporting Application Projects	New ESRI Arcserver platform and enterprise services such as the Basemap Plus One reusable map viewer template present opportunity for CPED to provide GIS information services for internal and external audiences. A placeholder estimate of \$20,000-\$100,000 has been applied. Basemap Plus One projects could cost as little as \$5,000 in one-time dollars. If CPED initiates projects that require additional functionality, projects could cost up to \$50,000 or more, depending on scope.	2011	2015	\$20K to \$100K	Placeholder Projects
GIS Stewardship and Editing application Projects.	Supply staff assigned to be CPED spatial data stewards with tools and training to perform this work. Placeholder estimate of \$15,000 has been applied. Project is shown spanning 2011-2014, but it is unknown in which year services would need to be deployed and costs incurred.	2011	2014	\$15K	Placeholder Project
GIS Data Analysis and Mapping Tools Deployment (ArcMap)	Project will either 1) add to the number of enterprise concurrent ArcMap licenses (to reduce contention and support more ArcMap users) or 2) identify specific spatial analysis and mapping business needs that can be met by third-party add-ons or custom ArcServer applications.  Placeholder estimate of \$50,000 is assigned. Placeholder project spanning 2011 to 2015 with \$10,000 per year assumed.	2011	2015	\$50K	Placeholder Project
Desktop to Docking Laptop Replacement project	Project to migrate designated staff from desktop computers to docked laptops. Placeholder project spans from 2011 to 2015. Per-user cost estimate is provided. Individual requests do not require a project (IMAC only) One time cost includes docking station and IMAC fee. If department waits until deskops are refreshed, IMAC fee can be avoided.  If migration occurs before refresh, departments are credited for the partial year charges to their BIS allocation.  This is a service request, does not require a project.	2012	2014	\$200 per user one-time  Slight increase in monthly ARC charge for laptop vs desktop.	Operating budget
Minneapolis WiFi Account Set-Up	Department-led assessment for staff Wifi accounts use. This is a service request. Account set up does not require a project.	Anytime	2015	No account charge for City staff use.	Operating funds