

2017

Hennepin County 2040 Comprehensive Plan Stakeholder Engagement Summary

DRAFT April 19, 2017

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2017

EXTERNAL ENGAGEMENT



HENNEPIN COUNTY 2040 COMPREHENSIVE PLAN

701 Fourth Avenue South, Suite 400 | Minneapolis, MN 55415-1843

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2017

SUMMARY OF IDEA FORUMS

Hennepin County 2040 Comprehensive Plan



MEETINGS HELD: SEPTEMBER 29, OCTOBER 27 &
NOVEMBER 30, 2016 AND JANUARY 19, 2017

701 Fourth Avenue South, Suite 400 | Minneapolis, MN 55415-1843

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SUMMARY OF IDEA FORUM PRESENTATIONS

OVERVIEW

Across the Twin Cities metropolitan region each county, city and township, including Hennepin County, is taking on an important activity – updating its comprehensive plan. A comprehensive plan is a document or series of documents that help guide future development and inform how important local services are provided. The planning process also provides an opportunity to have a community conversation about shared goals, values and priorities; and to incorporate new trends, new information and include new people into the process for setting the community’s policy direction. State law requires each county, city and township in the seven-county metropolitan area to update its comprehensive plan every 10 years. Current plans must be revised by the end of 2018 and have a planning timeframe up to the year 2040.

To begin this process and to assist the county’s Policy Advisory Committee (PAC), Hennepin County Commissioners and project staff in guiding the preparation of the comprehensive plan, the county invited some observers of local and regional affairs, or “Thought Leaders” to share their thoughts and perspectives about the key issues and challenges facing the county and region. Between September, 2016 and January 2017 four special PAC meetings were devoted to panel discussions, or “Idea Forums” for listening to the perspectives and suggestions of these thought leaders. The panelists were asked to share with the PAC their perspective on the key issues and challenges facing Hennepin County over the next 10 to 20 years – as well as what they would recommend Hennepin County do to address these issues and challenges to remain successful. Following is a summary of the presentations, listed by date presented.

IDEA FORUM PRESENTATIONS

Idea Forum 1: September 29, 2016

Tawanna Black, Executive Director, Northside Funders Group

Ms. Black introduced her organization, the Northside Funders Group as an organization that coordinates among nonprofits, public entities, employers and others working in north Minneapolis to create better outcomes from their work. The Northside Funders Group is focused on building thriving learning communities, building social capital and building thriving economies. Her message to the PAC focused on ways to align and connect our workforce with jobs. She discussed how our region has a talent shortage that we can’t import our way out of; that there is a jobs mismatch in this region that is hurting both our unemployed workers and

our employers. There are people looking for work who don't have access to the jobs that are open, and/or who don't have the right skills for these jobs. Black said that we have transportation needs for getting people to jobs and for workforce assistance to align workers with jobs.

Black provided the following recommendations:

1. **Train people who are already here.** Regionally, we have a talent shortage that we can't import our way out of. There is a need to train residents who are already here to do the work – and connect them to jobs.
2. **Workforce assistance is needed, specifically in North Minneapolis, to connect to jobs in the community and beyond.** There is a jobs mismatch in north Minneapolis; the area has 12,000 jobs but most of them are filled by people from outside north Minneapolis. Need workforce assistance to connect people to those jobs.
3. **Make connections to jobs with the transportation system.** Addressing challenges in north Minneapolis requires addressing challenges regionally and beyond. This includes connecting residents to jobs and other destinations with the transportation system. Especially significant is the Bottineau LRT line.
4. **North@Work program is an example;** it is to connect 2,000 black men with jobs in high-potential industries in the next five years
5. **Place-based strategies are important.** Place has a large role in outcomes. When you look at jobs data in north Minneapolis, there are 12,000 jobs – but only 1,200 are held by people in Minneapolis. So people are traveling both from and to north Minneapolis to work. Medtronic in Brooklyn Park is an example: they employ many people and while there is a bus line connecting north Minneapolis and Brooklyn Park, it doesn't run during second and third shift. So residents can't get to these jobs and Medtronic can't get workers to their site. Nationally, we've tried to solve all issues of poverty all at once. With place-based strategies you can address them in chunks. And because it's place-based, you can measure impact in statistics and in the social fabric.
6. **Millennials/changing ways people work.** For Millennials, entrepreneurialism doesn't necessarily mean starting their own business. They might work for someone, but they might not work 40 hours for that one entity, but may be 20 or 30 hours each for multiple employers or teams. With a mobile and co-working workforce you can create teams like consultants; this entrepreneurial team can take on smaller issues or jobs.

Dr. Tom Fisher, Dean, University of Minnesota, College of Design

Dr. Fisher stated that he believes that we are in the midst of a third industrial revolution centered on on-demand, instant production – exemplified by the 3D printer. We must position

ourselves as a region to compete and dominate this area. Autonomous vehicles will change our lives and land use, reducing the need for parking and increasing mobility.

Fisher provided change scenarios for a number of areas.

1. **Land use.** Need to change pattern with less segregation of uses, more connections. We're rapidly aging; there's desire for different living and transportation options. Isolating seniors is the worst we can do – we need walkable, connected neighborhoods. People also want to work and live in the same places. There's no need to segregate jobs the way we used to.
2. **Transportation.** Changing land use needs; cost concerns for maintaining infrastructure. Our infrastructure is very redundant. We can reduce its footprint – reducing costs while improving safety and the environment. Driverless cars will free up a lot of public right of way that currently is used for motor vehicle travel and parking. What will we do with this space? We are grossly overextended on infrastructure. We can't afford to maintain what we've built and will need to reduce maintenance obligations. Converting some streets to other uses may help.
3. **Water resources.** Changing climate brings challenges and opportunities. We're one of the cities projected to be most affected by climate change; our climate will be more like that of Nebraska — drier and warmer. Still, we have excellent water resources that will position us well compared with other regions. We can use green infrastructure and district systems to reduce our infrastructure costs.
4. **Parks and trails.** Connect people to parks equitably. Minneapolis has the No. 1 parks system in the country, but we need to connect people to parks equitably. One way to do this is reclaim streets for people rather than cars as needs for access and ownership will change.
5. **Housing.** Greater flexibility in requirements and greater density. A recent White House report calls for greater density and flexibility in housing and parking requirements. Families want more flexibility and currently cannot do what they want. They'd rather share space and things, they want less private space. Developers ought to be able to experiment with spaces that might first be occupied by commercial uses and change into residential or a combination based on the market.
6. **Sharing economy.** Make the housing and health connection. HCMC is connecting housing and health and looking at ways to spend health care money on housing.
7. **Environmental and social resilience.** New ways to live and work will build a new economy. Take district [energy] systems – a group of homeowners could have an impact with lots of smaller users cooperating, like an urban and suburban equivalent of rural electricity co-ops. We've overproduced and overconsumed, and the new economy is finding efficiencies. For example, Uber and Airbnb are squeezing efficiencies out of excess capacity in the system.

8. **Economic competitiveness.** Economy is shifting and we need to position for success. We're in an economic shift, a third industrial revolution. The first was driven by the steam engine, the second by mass production and this third by 3D printing. It will overturn heavy industry; car companies recognize their giant assembly plants won't be able to compete with someone downloading a car and printing it, as they have done at Stratasys in Eden Prairie with the first 3D-printed car. How do we position ourselves to be dominant in this area?
9. **Millennials/sharing economy.** We can't think millennials will just grow up and be just like us. They are moving to cities when they have kids, not farther out. They're looking for sharing opportunities, but everything in society is built for private ownership. They're moving to an access economy rather than an ownership economy. The mass production model from the 20th century, where we build one of each thing for everyone, is not going to work. People want more informal relationships and not as much private ownership or privacy.

Dr. Patrick Hamilton, Director of Global Change Initiatives, Science Museum of Minnesota

Dr. Hamilton stated that there is huge potential for energy savings within institutions and homes. Retrofitting our existing buildings can have a significant impact on the local economy – both with the temporary impact of jobs to do the retrofit work and with cost savings over time. He presented an example of an “exergy” audit at the Science Museum of Minnesota that dramatically increased its energy efficiency; using this as an example of creating local green jobs while slowing the export of dollars to import energy.

Hamilton had two main recommendations for the county.

1. **Retrofit public buildings to cut energy use and costs.** Many public, institutional and public buildings can be retrofitted to save energy by about half. The savings will keep more money in the local economy by not exporting it to buy fuel, and the retrofitting will employ a wide variety of skilled labor, further benefitting the local economy with potential to reduce disparities.
2. **Consider shared energy districts.** Private homes can benefit from shared district systems to scale and distribute costs.

Idea Forum 2: October 27, 2016

Dr. Susan Brower, State Demographer, State of Minnesota, Minnesota State Demographic Center

Dr. Brower began by emphasizing the significant role Hennepin County has in the state. It is home to 22 percent of the state's population and is far and away the state's most populous county (with 1,221,703 people; Ramsey is second most populous at 533,167). She discussed how our state's labor force is shrinking and said that Minnesota will need to attract workers from out-of-state to replace retiring baby boomers. The aging of our population will have profound and lasting impacts. These will affect government budgets. At the same time aging households will face challenges with how to pay for the medical and non-medical costs associated with aging.

Brower highlighted several trends, issues and opportunities for Hennepin County.

1. **Migration trends are reversing.** In-migration from other states has historically driven Minnesota's and Hennepin County's population growth. That trend has reversed; more people are now leaving the state than are entering.
2. **Aging of our population will have profound and lasting impacts.** The aging of the country's, state's and county's population is unprecedented and permanent. This will have profound impacts on government's work, from transportation, to affordable housing to demand for human services. People report that they want to stay in their homes or at least their current communities, to age in place. They want to stay near friends and family for visits and care. Most of the growth in the aging population is from aging in place.
3. **An aging population will effect government budgets.** By 2020, for the first time the state will have more of older adults than school-age children. This is important to budgets, especially the state budget. As we realign who we are as a state, we need to realign the services we're providing. This aging is not a short-term blip; we were headed this way anyway, but baby boomers have accelerated the aging. The over 65 population typically votes at a higher rate than the general population.
4. **Affordability of long-term care is an issue for aging households.** One of the budgetary pressures for aging households is how to pay for long-term care. This care is not necessarily health care, caused by an acute condition or covered by insurance. Long-term care includes things like getting around your home, preparing meals and other day-to-day needs.
5. **The labor force will continue to shrink.** The labor force is shrinking due to the aging of baby boomers. The Minnesota labor force is expected to continue decreasing – until it bottoms out in 2028, then slowly begins to grow again.

6. **Can we keep the current, large population of 25-29 year-olds in Hennepin County?**
Hennepin County's population has a glut of adults in the 25-to-29-year-old range. Many have moved to urban centers and are renting, but they're beginning to age into the prime age for purchasing homes. It remains to be seen whether they will buy, and where will they buy. Will they stay in the core cities? Expect a delayed transition to homeownership for the population due to factors including student debt, lifestyle choices and a reduced percentage of homeownership but, on the whole, the number of homeowners will increase.
7. **Population of people of color will increase, making our large income disparities an economic issue.** Brower said that our current and future income disparities will become more important as people of color make up more of the population, highlighting that while 13 percent of Minnesotans 65 to 69 are people of color, 41 percent of Minnesotans 15 to 19 are people of color. Median household income in 2015 for white non-Hispanic households was \$67,000 for example, while American Indian and black households were at \$36,900 and \$30,300 respectively.

Dr. Anu Ramaswami, Chair, Sciences, Technology & Public Policy; Professor, Bioproducts and Biosystems Engineering

Dr. Ramaswami began with a description of the Sustainable Healthy Cities Network she leads at the University of Minnesota. The effort coordinates among eight universities, cities, industries and others to work toward environmentally sustainable, healthy and livable cities through urban infrastructure transformation. The Sustainable Healthy Cities Network focuses on energy, buildings, transportation, food, water/wastewater, green infrastructure and public spaces.

Ramaswami said that cities are trying to understand how these elements affect livability and well-being of residents. She noted systems are moving more toward localized infrastructure, for example in food, transportation (walking and biking) and solar energy. Replacing older, large infrastructure that is nearing the end of its life expectancy is a big issue. How do we replace it? By conventional centralized designs? Do we increase density, create smaller more localized systems, increase efficiency? There is much interest in distributed infrastructure for various motives, including climate change, water scarcity, health and politics. Unfamiliarity with new ideas/methods also creates pause; we have to design interconnections and consider cost, health and safety.

Ramaswami presented the following recommendations to inform the county's plan.

1. **Address the coming changes through policy AND technology.** We look to inform changes in infrastructure from a policy and technology perspective. For example, driverless vehicles are going to happen quickly, and they give us a lot of freedom in

designing systems and in our lives. How can we think of new urban planning and policy innovations to meet these goals?

2. **Create cities that are functional, promote health of residents and the environment, and that are livable.** Use a social-ecological-infrastructure systems framework to consider ways to reimagine infrastructure (such as energy grids, transportation networks, green spaces, and food and water system) to connect people and communities with infrastructure. The motivations can be local health, well-being and employment. These motivations go beyond health benefits, to promoting happiness and well-being. All these help keep cities sustainable.
3. **Consider the following areas when re-thinking infrastructure.** The Sustainable Healthy Cities Network work focuses on three areas: Defining and measuring environmental sustainability, health, well-being and livability; designing couple social and infrastructural solutions; and city futures modeling. Consider this framework when designing infrastructure for the future. She and the organizations in the Network are interested in working with cities and counties to move toward sustainable cities.

Dr. Edward Ehlinger, MD, MSPH, Minnesota Commissioner of Health, State of Minnesota, Minnesota Department of Health

Dr. Ehlinger said that the county has an exciting job in creating its comprehensive plan. The county is a powerful force in the state, with a large population, the highest life expectancy, 4th best health in the state and the nation's healthiest city, Minneapolis. Minnesota is where all the health stats are above average, unless you're a person of color. One challenge that the county, state and nation will have to address is health equity. Racial and economic disparities in health are of critical concern for us to address in the coming decades. Structural and institutional racism continue to plague our state and nation. We also need to look at community-focused care, as we know it's largely the social determinants of health that determine health, factors such as income, transportation, air quality, et cetera. Disparities in health are just the tip of the iceberg, they exist also in transportation, income, housing, employment and many other areas.

Ehlinger shared the following trends, issues and recommendations.

1. **The opportunity to be healthy is not available to everyone.** Minnesota is where all the health stats are above average, unless you're a person of color. For example, black infant mortality in 2011 still had not reached the level of white infant mortality from 1980. White wealth has been growing dramatically, but wealth has not grown for people of color. At current rates it would take 228 years from people of color to match the wealth of whites in 2015.
2. **Change our narrative.** We need to change the narrative to one of social responsibility. Equity is a challenge we must face, and we need to reduce polarization. It's also a social

justice problem; no one should benefit at the expense of someone else. Public health has been the conscience of our systems, the one to step up and say something is unacceptable.

3. **We're becoming more diverse.** If we don't address disparities they will bring everyone down. It's also a social justice problem; no one should benefit at the expense of someone else. We're all connected. And disparities are keeping everyone from being healthier than they could be.
4. **Focus on the social determinants of health.** Focus on the conditions people live in — the social determinants of health — not medical conditions. By understanding what makes people healthy, incorporating health into all policies, and expanding the capacity of communities, we can more effectively improve health.
5. **Strengthen the capacity of communities.** Bring a broad array of views to the table. Communities need a seat at the table so they can address their own issues. A community is the smallest unit of health, it's not an individual patient, but the experiences of their community that manifest in their health. Consider a community-focused care approach.

Idea Forum 3: November 30, 2016

Sharon Sayles Belton, Vice President, Government Affairs and Community Relations, Thomson Reuters, Legal

Sayles Belton began by mentioning she is proud to be a Hennepin County resident and that the county is looked to as a progressive place. Sayles Belton said there are many wonderful things happening in the county and at the county, and that Commissioner Callison's 2016 state of the county address did a good job covering many of these positives. Sayles Belton said she is not here to talk about those positives, but to encourage the county to address some of the challenges and that which should give us pause. She also reviewed the previous idea forums and said she will try to not overlap too much with previous speakers, but will emphasize priority points already covered.

Sayles Belton highlighted the following challenges, issues and opportunities for the county to consider as it prepares its comprehensive plan.

1. **Work from our common ground.** The 45 cities of Hennepin County from large to small have more in common than not and should work together
2. **Poverty is spread throughout the county,** in urban, suburban and rural areas.
3. **Access to services can be improved and reimagined.** We should organize our services so everyone has access to the services they need to contribute to society. We can't expect everyone to travel to a one location for services.

4. **Aging infrastructure is an issue.** We have a lot of infrastructure across the county; will it meet the needs of the future? We're not keeping pace with the changes in infrastructure we need or maintaining it.
5. **Access to health care via transportation and technology.** People need greater access to health care and our transportation system plays a big part. We also should advance telemedicine and other remote service delivery to meet people where they are.
6. **Aging population brings challenges.** Are we ready for an aging population? Not only in health care, but also in transportation, infrastructure and elsewhere.
7. **Aging population brings advantages.** We should also look at the positives of an aging population. Those soon to retire have great capabilities and talents — how can we tap into their knowledge and expertise? An examples is mentoring. Young people often don't know how to cook, and specifically don't know how to cook with healthy foods, and if they have kids they aren't feeding them the best food. Older people know how to cook, how do we share that knowledge?
8. **Violence in communities.** Concerned about violence in our communities. How to address this? Kids with nothing to do or a place to go is a recipe for disaster. Our great parks systems have structured programs and are a place for focus.
9. **Strengthen families.** We need to do something about strengthening families. We should not leave single heads of household to fend for themselves. The county is taking care of a lot of children who should be taken care of by their families. Kids need loving adults.

Dr. Yingling Fan, Associate Professor, Regional Planning & Policy, University of Minnesota, Humphrey School of Public Affairs

Dr. Fan framed her discussion of challenges and recommendations around her findings and from her recent work on a project that looks at the links between the unemployed and new jobs, (not necessarily existing jobs). They looked at these links from two sides: the spatial mismatch between where people live and where those new jobs are, and the skills mismatch between the skills unemployed people have and the skills required for the new jobs.

Fan shared the following trends, issues and recommendations.

1. **The problem isn't a lack of jobs or workers.** The Twin Cities has one job for every one unemployed worker. In theory we could end unemployment, but of course this is not practical.
2. **Racial and ethnic disparities are wide in unemployment.** While the Twin Cities' unemployment as a whole is 3.8 percent, among African American men in north Minneapolis unemployment is 52 percent. For north Minneapolis as a whole, it's 22.3 percent.

3. **People and jobs mismatch.** There is a spatial and skills mismatch between people and jobs in the Twin Cities. We have more job vacancies than unemployed people, but a person's skills have to match the job before you can fill it. The spatial mismatch between the unemployed and job vacancies plays a role. Many of the jobs are on the 494 corridor, The Golden Triangle, south metro and the planned Southwest LRT line, yet the concentration of unemployed workers is in north Minneapolis, south of downtown Minneapolis and outside downtown St. Paul. It's important to keep in mind that it isn't just the unemployed who suffer from the spatial and skills mismatch; employers suffer, too.
4. **Localized, sector-specific opportunities hold promise to get people into a pipeline for a career with opportunities for advancement over time.** Look at areas with low turnover and large unmet demand, such as the Professional/Scientific/Technical fields, Educational Services, Manufacturing, Finance & Insurance and Health care/Social Assistance.
5. **Look at job requirements; be flexible in training and education.** We've seen an increase in the portion of jobs requiring college education, even if it isn't truly necessary. Consider requiring a two-year associate's degree; or look for opportunities to place people in entry level jobs with on-the-job training opportunities.
6. **Job vacancies are not evenly distributed across the metro; they are clustered.** Use an area's advantages to address the spatial mismatch. In the north metro, that advantage is manufacturing. Near the University of Minnesota it's educational services and in Minneapolis it is health care and social assistance; finance and insurance; professional, technical and scientific services; and management of companies and enterprises.
7. **Planned transit improvements can help, but will not provide access to all job clusters.** The planned METRO lines appear to be able to connect unemployed workers with these unfilled jobs. For example, the number of job vacancies available within a 45-minute transit trip would increase by 23 percent in Brooklyn Park and 18 percent in north Minneapolis with the Bottineau LRT line. Still, there are many areas of the metro, such as Shakopee, that will not see improved access to jobs with the METRO system.
8. **Regionalism is important.** Regionalism is especially important for regional development; it's not just Woodbury competing with Shakopee, it's all of us competing with Denver or Portland or Austin.

Fan provided the following six key takeaways.

1. The best prospects would be efforts that **target specific communities** and focus on **sweet spot jobs** that are transit accessible.
2. **Look at the entire pipeline:** Job seekers' skills and interests, available training, jobs reachable by transit, and interested employers.

3. **Reach out to employers who might partner**, such as suburban companies struggling to hire and keep staff.
4. Provide frequent, rapid, regional services as the transit backbone, plus small-vehicle local services near worksites.
5. **Pursue transit-oriented economic development** to direct long-term job growth to transit-friendly areas.
6. **Understand the existing skills assets** in disadvantaged areas: geospatial data on skills and community strengths.

Peter Frosch, Vice President, Strategic Partnerships, Greater MSP

Mr. Frosch talked about the mission of his organization, saying that at Greater MSP we work to make the region competitive across the country and the world. Their mission is to “Accelerate job growth and capital investment in the Greater MSP region.” They work in a 16 county area defined by the Census Bureau, which is larger than the seven county regional planning area. Most metros around the country have an organization like us, and we were one of the last metros to establish one. For us, it’s all about regional competition. We are coming together for the first time to coordinate strategies and build on our assets.

Frosch warned that workforce changes are coming fast. Twenty percent of employers they’ve talked to are having trouble finding workers. The County has a role to do more to make sure that assistance meets the needs of the economy. Hennepin County is making big, long-lasting decisions that affect the region’s competitiveness, including in the areas of transportation planning, housing, and workforce. Greater MSP is identifying important “customers” for the region’s future and conducting unprecedented efforts to listen to their needs, wants, concerns and ideas. These “consumer insights” may help inform your comprehensive planning process.

Greater MSP talked to the types of people who will be impacted by the future and by the county’s planning. They found:

1. **Companies reporting difficulty finding employees increased significantly since 2009, rising to 70% in 2015.**
2. **In a region-wide survey of 18-39 year-olds, the things important when making decision about where to live and work were:**
 - MOST IMPORTANT – Availability of jobs & careers
 - BEST ASSET – Outdoor recreation
 - LEAST IMPORTANT – Professional Sports Teams
 - AREAS TO IMPROVE – Transportation options/housing costs
3. **A survey of professionals from 20 U.S. regions found:**

- 50% of working-age professionals would be willing to relocate to the MSP region for the right opportunity.
 - The most important overall factor related to quality of life – the availability and cost of housing. (We’re doing pretty well compared with the coasts, but we’re a lot more expensive than Sioux Falls. We need to compete on value; what do you get from the region relative to your cost.)
 - Millennials said outdoor recreation opportunities high priority in decision
 - Non-white respondents emphasize location with diverse population, active nightlife, cultural amenities & diverse business base
 - Most important professional quality in a region is a “strong entrepreneurial culture”
4. **In a survey and focus groups, Greater MSP found:**
- More than 73,600 working-age adults came to the region from outside Minnesota in 2015, about 3.3 percent of the working age population. (These newcomers are our best advertising — they report back to where they’re from about what’s great or not so great.)
 - 43% of survey respondents shopped other metro areas before deciding to move to MSP; top competitors were Chicago, Seattle, Denver, Portland, San Francisco and Boston.
 - Reactions:
 - 40% of newcomers in survey moved to a Minneapolis zip code;
 - 89% of newcomers are satisfied with the region’s quality of life, many saying it exceeded their expectations;
 - Before arriving, concern about the weather is high, but after arriving it’s about how to navigate the weather (driving, parking, transit). The county has a role here in communicating about its services in these areas and should think about ways to connect with and support newcomers, such as through its libraries.
5. **We attract but have trouble retaining professionals of color. We know professional people of color move here at higher rates than white people do, but they also leave at higher rates. We asked respondents what attracted them to the region and what kept them here or would keep them here. They said:**
- Regional amenities great but need more cultural connection
 - Job opportunities great but Diversity & Inclusion efforts not always effective
 - People friendly but hard to “break-in” and find cultural community;
 - Activities great, but struggle to access and earn visibility & representation

6. **Attracting IT professionals. We also talked to IT professionals and asked what attracts them to a region.**
 - o They told us to not focus on IT in recruitment; they are more interested in the quality of life — parks, arts, making a difference. They said the Twin Cities has unique opportunities in its ability to connect start-ups with large companies already here.

Idea Forum #5: January 19, 2017

Sharon Pierce, President, Minneapolis Community & Technical College

Dr. Pierce joined Minneapolis Community and Technical College (MCTC) as its new president in July 2016. Dr. Pierce is proud of MCTC and its goals around closing the achievement gap. Her interest in disparities began early in her career when she was in nursing and was drawn to the link between health and socioeconomic status.

Pierce highlighted a number of trends, issues and opportunities.

1. **The earned income gap between those with and without college degree is the widest on record.** It is well-documented that people who graduate with a college degree make more than those who don't. We know that; but it's become worse in that the earned income gap is the widest on record. As the recession has improved, there are more jobs, more people entering workforce. The number of people with a high school degree only is increasing, but they're getting fewer jobs and for less money.
2. **Economic disparity goes beyond income; it affects opportunity and life choices.** There is a great divide between those with college degrees and those without that is beyond income disparity. Those without are less likely to own a home. They are less likely to have a 401(k) or a pension. It impacts marriage. It impacts when they retire and IF they retire. A person with a college degree is in the national job market, where someone without is in a local market.
3. **Racial disparities play a role.** Minnesota has the third largest racial disparity in the nation when it comes to median household income, where white households make more than twice what black households do. And Wisconsin is right behind us in disparities, overall.
4. **Increasing the number of college graduates with a four-year degree is not enough.** We may ask, why not just have more college graduates with a four-year degree? This is an oversimplified solution that just doesn't work. There are many complicating factors. 40 percent of students drop out without a degree. Students are often underprepared. Education affordability is an issue.

5. **Many good jobs do not really require a four year degree.** The good news is that many good jobs don't require four-year degrees. And there are more jobs available than applicants. There's a labor force out there that can fill those jobs. Review education requirements of posted jobs to allow two year degrees.
6. **Community colleges are positioned to make a difference.** Community colleges serve the less prosperous, least prepared and newly arrived. This is the group looking to get into the workforce. We also play a major role in preparing citizens, engaging civically. Those are the very citizens in the national data who are not keeping up.
7. **Pathways to work and important and partnerships are important.** Pierce said that she cannot stress enough the importance of partnerships. They are not a social service agency, but can connect students. For example, students need a pathway that get them into the workforce; MCTC has a partnership with the Hennepin County to do that. Another example is the C3 fellows, which is the Central Coordinator College program for residents who live along Green Line to have access to career counseling and advising that leads to employment. This partnership includes MCTC, St. Paul College, St. Catherine's, Augsburg and Metropolitan State University.
8. **Provide flexibility for working students.** 70 percent of our students are part time because they have to work. Not everyone is looking for an associate's degree; many are preparing to move to a 4-year degree.
9. **Need to improve graduation rates.** We're not graduating enough, that's one of the challenges we're working on.
10. **We can't be preparing people for jobs that do not exist or will not exist.** The following are needed.
 - o **On-the-job training programs.** We don't have enough on-the-job training programs. The number of union jobs has reduced.
 - o **Workforce centers.** People don't know how to navigate the system. Workforce centers can help people work the system.
 - o **Paid internships.** Paid internships are critical. Students can't devote themselves to free work and go to school.

Pierce highlighted priorities:

1. **Career counselling and workforce/career centers.** People don't know how to navigate the system. Workforce centers can help people work the system.
2. **Multiple entry and exit points.** For example a student can come to a place, whether MCTC, a high school or workforce center, and get some training. Provide flexibility for working students – 70 percent of our students are part time because they have to work. Not everyone is looking for an associate's degree; many are preparing to move to a 4-year degree, but need help preparing.

3. **Credit and non-credit options.**
4. **Employer recognized credentials.**
5. **In-demand skills.** We can't be preparing people for jobs that do not exist or will not exist.
6. **Paid internships.** Paid internships are critical. Students can't devote themselves to free work and go to school.
7. **Employment**
8. **Living wage**

Deidre Lal Schmidt, President & CEO, Common Bond Communities

Ms. Diedre Schmidt, is the President & CEO of CommonBond Communities, the Midwest's largest nonprofit provider of affordable housing with services. At CommonBond, said Schmidt, we provide quality rental homes. They are not all affordable housing, but affordable housing is what we focus on. We take a pro-resident approach to property management. We have support services for our residents to help them achieve their own goals.

Hennepin County is our "center of gravity." We have 5,700 housing units in over 100 buildings in both suburban and urban areas. We tailor services for stability and independence. When our residents have a moment of crisis, something that would otherwise compromise their ability to stay in their homes, be it temporary job loss, etc., we step in and help out. Our average household income is less than \$19,000/year.

Schmidt highlighted some priorities for Hennepin County to consider.

1. **Think about housing as critical infrastructure.** The availability of affordable housing is a key ingredient of the economic and social health of our community.
 - o There is no example on earth where the market can supply adequate affordable housing that is sufficient to meet our expectations of what decent housing should be. It is not a byproduct of prosperity.
 - o We see intersection between affordable housing with so many parts of a quality community.
2. **We need an integrated approach to caring for both place and people.** Housing is the basic foundation on which the productive life can be built.
 - o People face systemic and persistent challenges. If they can get that little bit of help when they need it, they can then give back to the communities that's good for them, their families and their communities.
3. **Pressures on affordable housing have increased. In the last decade, rents have gone up 16 percent in real terms while incomes have gone down.** Overall, we're a thriving community; we're growing and we should be glad for that – but we need to address affordable housing.

- 16,000 units a year would need to be built to house the 40 percent of new households that are expected to make less than 80 percent of the area median income. We are not building near that number.
- 4. **Working people are in poverty.** 65 percent of families in poverty have at least one family member working, which does not fit the narrative that people in poverty are nonworking.
- 5. **Housing and health.**
 - There are real health concerns with the quality of housing, lead and proper ventilation.
 - Lack of affordable housing affects stress and health, and forces people to work multiple jobs under threat of eviction.
 - Location of the home determines access to education, which Schmidt thinks is fundamentally wrong, but we have to work with the situation we have.

Schmidt noted ways that Hennepin County can help:

- 6. **Preserve the affordable housing we have now.** It has been invested in by the federal government state, county and locals. The previously subsidized units are coming on the end of their restriction period and starting to sunset.
 - CommonBond’s portfolio preserved 25 percent in past year, including 640 units in Seward Towers.
- 7. **Preserve affordability that isn’t subsidized.** We’ve created this dual system — that which we subsidize and *regulate*, and that created by market. We don’t know how long market-created housing will last and we can’t control quality.
 - The *cutoff* point between affordable housing in market and subsidy used to be 60 percent of an area’s median income. The cost of construction has increased significantly enough that if your income is less than 80 percent of area median income, the market won’t serve you well.
 - Every time a property is sold the rents go up; they don’t go down. One third of existing have natural occurring” units have upward pressure on rents. Existing, “natural occurring” units – 16,000 units have traded in the past year.
 - More people at all income levels are spending more on rents. They forgo spending on food to pay rent.
- 8. **We need new construction, too.** Hennepin County plays a really vital role in making those project viable and proposals competitive. The Affordable Housing Incentive Fund and even environmental cleanup funds; those early dollars in a projects life attract more dollars.

9. **Increase new housing production; look at tax forfeited and excess land.** There are other things Hennepin County can do and has done to increase new production, including excess land, the county should look at how to use their great staff to work with cities.
10. **We should be managing property to expectations,** so affordable housing is an asset to the community and not just to the property manager.
11. **Meet non-housing services support and provide services to help households maintain housing.** We have had pilot programs for an owner who may be nervous about renting to people with lower incomes.
 - o The county also can fund programs that can have a direct impact on whether someone can maintain housing for a period of time.
 - o As an example, the county's eviction court has been a success. Our focus is on stability and keeping people in their home, working out payment plans, bringing in human services when they need them. This is what our communities need.
12. **Partner and leverage.** The county operates in health, housing, transportation, housing, employment and elsewhere. It has all these unique leverage points, a unique vantage point.
 - o The county should use that leverage to succeed. CommonBond is not your only option for partnership – there are many others.
 - o We don't think strictly publicly funded housing is a possibility. Look carefully at the partners support these services. Our works gets leveraged by your work, leveraged by ours, leveraged by yours.

Charlie Zelle, Commissioner, Minnesota Department of Transportation

Commissioner Zelle began by sharing MnDOT's experience as it prepared its own latest plans (Minnesota GO, the Statewide Multimodal Transportation Plan and State Highway Investment Plan).

Trends, issues and opportunities learned from the Minnesota GO process

1. **It's not about transportation, it's about livability.** When we asked people around the state what they cared about in transportation, we quickly learned that it's not about transportation – for people it's about access to jobs, housing, education, the air we breathe, the water we drink and the livability of our communities. We're looking at all these in our 50-year vision, "Minnesota Go" – our plan to maximize the health of our people, our communities and our economy.
2. **It's also about equity.** Our agency did not have a philosophy of inclusion, but now we have an agency-wide plan. This work starts at the top of the agency. Our Executive Inclusion Council meets bi-weekly, and we are challenging our own biases.

3. **Plan for a changing workforce.** I'm taken by some of what I've just heard [from previous speakers], about workforce development. Our workforce is going to change. If MnDOT didn't take workforce and equity seriously, I think we'd soon be out of touch with our workforce and the people we serve. If we don't change we'll be out of business.
4. **It's also about making the destinations great.** As we look forward to investments in infrastructure, it's not just about making the cars go fast, it's also about making the destinations great.
 - o Housing + transportation cost. If you add your housing cost and transportation cost. In many urban areas, transportation costs are higher than housing. In part because no there may be no access to transit.
 - o People are marginalized in their neighborhoods, without access to jobs, or to education. There are often physical barriers, a highway or interstate.

Zelle touched on a few "burning issues," things that are keeping him very busy.

5. **Minnesota Go.** We have been presenting our 20 year plan around the state – the Minnesota Go 50-year vision and the 20-year Statewide Multimodal plan.
6. **Maintaining the system.** The biggest issue for funding is to maintain the system we have now. This is often lost on our legislators and citizens.
 - o These systems and bridges age and need maintaining; it takes continual, ongoing engagement to make the case to invest in renewal. This is certainly also an issue for every county and municipality.
 - o It's a system and that system is interrelated. Our state trunk highway system is 12,000 miles and counties' is 6 or 8 times that. There's an \$18 billion gap in funding at county and municipalities in Minnesota. The pressure on counties and municipalities is significant. We obviously collaborate with Hennepin County. We do face that challenge together.
7. **Innovation.** We're spending a lot of time on innovation. How we're going to harness this technology that's going to happen and affect our lives.
8. **We still need infrastructure.** Others say we don't need government, just let Google cars figure it out. They've come a long way, but you do still need the infrastructure. We already have some aspects of autonomous vehicles, including crash avoidance and self-parking. Columbus was a smart city winner with partnerships among public, private, city, county and the state. They weren't just talking about digitized traffic system. It applies to all services being done by government and private entities.
9. **Integrating all services with technology – and with each other.** Mobility is going to be more open and enhanced. It's happening whether we pay attention to it or not. Helsinki has an app tying together transit, rental car, Uber and bikeshare. You pay one fee for your choice. I think we're going to start seeing more of this, particularly in the

higher density urban areas. There's great opportunity here. An example would be making an appointment at HCMC, and with technology stitching that together with your ride there.

10. **Can government keep up?** We're not really equipped from a governance or policy standpoint to keep up. Thomas Friedman has a great book where he says the U.S. looks a lot better upside-down, from cities on up. When you think about the innovations, it's not really top down. It is coming from the local and state levels.
11. **The digital divide.** The digital divide between the communities that have it together and those who don't continues. We don't want to be Kansas or Missouri. Funding and partnerships can help everybody.
12. **Land use and the environment.** We're spending time with the Urban Land Institute and the University of Minnesota about how MnDOT is a big landowner and what we can do with it. How can we be smart about programming right of way with the flexibility of traffic that is going to be different? How to achieve multiple common good purposes. We may have true transit corridors with buses and cars six inches apart.
13. **We'll need transit more than ever, more fluidity from one mode to the other.**
14. **Make it better and think differently when it's time to renew and rebuild.**
 - *Look at more than the road.* We've spend two years studying the 94 corridor between the downtowns that decimated the corridor 50 years ago. Concrete lasts only so long; renewing infrastructure is an opportunity to rebuild new and better.
 - *Stormwater.* When you look at the underbelly of a road, at stormwater, a lot of it is going straight into the Mississippi. And we'll have to rebuild to a much higher standard. When we rebuild I-94, we won't necessarily want to do the same thing. It has to be thoughtfully planned.
 - *We're engaged in pollinator habitats;* it shows how far we've really come. A highway department restoring prairie sounds odd, but 25-foot roots hold embankments much better than metal pins and they double as a natural snow fence. It also excites citizens in a different way; that we're an organization that doesn't just think in I-beams and concrete.
 - *Maintenance is an improvement opportunity.* Don't do it on the cheap. When we replace infrastructure, we need to do it better, with better materials to give the infrastructure longer life. Again, think of more than the road.
 - *Better engagement.* We're working with the Rondo neighborhood of St. Paul and north Minneapolis to figure out how to do this. We are doing so much

more. We're spending much more time and resources early in a project to engage others and not sending a postcard to come down to Dunwoody at 7 p.m. on a Tuesday. I'm convinced good engagement saves us money. We'll have fewer lawsuits, fewer bad projects, less litigation. It's a cultural shift.

15. **Partnering for engagement and for innovation.**

- *The agencies can do public engagement together.* People don't understand the different levels of government; the different agencies are out there engaging the same public.
- *How can we be innovative in structuring partnerships?* Some guys just won the Nobel Prize for innovation in contract writing. How do we pursue innovative contracts and partnerships? We're doing this up on the Range where we are relocating a highway over the largest pit mine in Minnesota. The process is working well, we have a great partner and have found ways to not be oppositional.
- *We also have to be smart about what we think is right for funding sources.* There not a great sources of money. When you borrow money, you generally have to pay it back. We have to be smart about what we think is right. Triple P (public-private partnerships) will probably be less of an answer.

16. **Resiliency.** States are talking about what we are going to do when the weather beats up our infrastructure. Climate change will make our operations different.

HENNEPIN COUNTY COMPREHENSIVE PLAN IDEA FORUM SUMMARY BY THEME

DRAFT — 4/13/2017



MEETINGS HELD FROM SEPTEMBER 2016 TO JANUARY 2017

701 Fourth Avenue South, Suite 400 | Minneapolis, MN 55415-1843

Idea Forums

A series of Idea Forums were held in late 2016/early 2017 to engage “thought leaders” in identifying key challenges/opportunities facing Hennepin County over the next 20 years and in suggesting strategies for addressing them. The Idea Forums were hosted by the Hennepin County Comprehensive Plan Policy Advisory Committee (PAC), assembled to provide guidance for development of the plan.

To reflect the complexity and the interdependent relationships between our business lines, each Idea Forum contained thought leaders from different topical areas. This approach was taken to see if bringing together thought leaders from different disciplines resulted in more robust conversations. A key takeaway from the forums is that the issues/challenges facing Hennepin County are multi-faceted and their solutions will require an integrated, interdisciplinary approach with a multitude of partners.

Idea Forum September 29, 2016

Tawanna Black	Northside Funders Group	Workforce
Tom Fisher	University of Minnesota	Development/Sharing Economy
Patrick Hamilton	Science Museum of Minnesota	Energy/Sustainability/Resiliency

Idea Forum October 27, 2016

Susan Brower	State Demographer	Demographics/trends
Ed Ehlinger	Commissioner of Health	Health/Equity
Anu Ramaswami	University of Minnesota	Environment/Infrastructure

Idea Forum November 30, 2016

Sharon Sayles Belton	Thomson Reuters	Equity/Partnership/Innovation
Yingling Fan	University of Minnesota	Workforce/Transportation/Transit
Peter Frosch	Greater MSP	Economic Competitiveness

Idea Forum January 19, 2017

Sharon Pierce	MCTC	Education/Workforce
Deidre Schmidt	CommonBond	Housing/Infrastructure
Charlie Zelle	Commissioner of Transportation	Transportation/Economy/Health

Themes

To reflect the thought leader recommendation that Hennepin County employ an integrated, multi-disciplinary approach, staff compiled their comments into three theme areas. These themes are proposed as the foundation for the overarching policy framework that will guide development of Hennepin County’s 2040 Comprehensive Plan. The overarching policy framework and resulting comprehensive plan is proposed to be structured around these themes to tie existing yet separate planning efforts together, ensure disparate plans are consistent with each other, and focus staff and leadership on priorities and a common purpose.

- Prosperity
- Livability
- Sustainability

Theme: Prosperity

Train people who are already here. Regionally, we have a talent shortage that we can't import our way out of. There is a need to train residents who are already here to do the work – and connect them to jobs. (Tawanna Black)

Workforce assistance is needed, specifically in North Minneapolis, to connect to jobs in the community and beyond. There is a jobs mismatch in north Minneapolis; the area has 12,000 jobs but most of them are filled by people from outside north Minneapolis. Need workforce assistance to connect people to those jobs. (Tawanna Black)

Make connections to jobs with the transportation system. Addressing challenges in north Minneapolis requires addressing challenges regionally and beyond. This includes connecting residents to jobs and other destinations with the transportation system. Especially significant is the Bottineau LRT line. (Tawanna Black)

Place-based strategies are important. Place has a large role in outcomes. When you look at jobs data in north Minneapolis, there are 12,000 jobs – but only 1,200 are held by people in Minneapolis. So people are traveling both from and to north Minneapolis to work. Medtronic in Brooklyn Park is an example: they employ many people and while there is a bus line connecting north Minneapolis and Brooklyn Park, it doesn't run during second and third shift. So residents can't get to these jobs and Medtronic can't get workers to their site. Nationally, we've tried to solve all issues of poverty all at once. With place-based strategies you can address them in chunks. And because it's place-based, you can measure impact in statistics and in the social fabric. (Tawanna Black)

Millennials. For Millennials, entrepreneurialism doesn't necessarily mean starting their own business. They might work for someone, but they might not work 40 hours for that one entity, but may be 20 or 30 hours each for multiple employers or teams. With a mobile and co-working workforce you can create teams like consultants; this entrepreneurial team can take on smaller issues or jobs. (Tawanna Black)

Land use: Need to change pattern with less segregation of uses, more connections. We're rapidly aging; there's desire for different living and transportation options. Isolating seniors is the worst we can do – we need walkable, connected neighborhoods. People also want to work and live in the same places. There's no need to segregate jobs the way we used to. (Tom Fisher)

Economic competitiveness: Economy is shifting and we need to position for success. We're in an economic shift, a third industrial revolution. The first was driven by the steam engine, the second by mass production and this third by 3D printing. It will overturn heavy industry; car companies recognize their giant assembly plants won't be able to compete with someone downloading a car and printing it, as they have done at Stratasys in Eden Prairie with the first 3D-printed car. How do we position ourselves to be dominant in this area? (Tom Fisher)

Millennials. We can't think millennials will just grow up and be just like us. They are moving to cities when they have kids, not farther out. They're looking for sharing opportunities, but everything in society is built for private ownership. They're moving to an access economy rather than an ownership economy. The mass production model from the 20th century, where we build one of each

thing for everyone, is not going to work. People want more informal relationships and not as much private ownership or privacy. (Tom Fisher)

Migration trends are reversing. In-migration from other states has historically driven Minnesota's and Hennepin County's population growth. That trend has reversed; more people are now leaving the state than are entering. (Susan Brower)

The labor force will continue to shrink. The labor force is shrinking due to the aging of baby boomers. The Minnesota labor force is expected to continue decreasing – until it bottoms out in 2028, then slowly begins to grow again. (Susan Brower)

Population of people of color will increase, making our large income disparities an economic issue. Brower said that our current and future income disparities will become more important as people of color make up more of the population, highlighting that while 13 percent of Minnesotans 65 to 69 are people of color, 41 percent of Minnesotans 15 to 19 are people of color. Median household income in 2015 for white non-Hispanic households was \$67,000 for example, while American Indian and black households were at \$36,900 and \$30,300 respectively. (Susan Brower)

The opportunity to be healthy is not available to everyone. Minnesota is where all the health stats are above average, unless you're a person of color. For example, black infant mortality in 2011 still had not reached the level of white infant mortality from 1980. White wealth has been growing dramatically, but wealth has not grown for people of color. At current rates it would take 228 years from people of color to match the wealth of whites in 2015. (Ed Ehlinger)

We're becoming more diverse. If we don't address disparities they will bring everyone down. It's also a social justice problem; no one should benefit at the expense of someone else. We're all connected. And disparities are keeping everyone from being healthier than they could be. (Ed Ehlinger)

Work from our common ground. The 45 cities of Hennepin County from large to small have more in common than not and should work together (Sharon Sayles Belton)

Poverty is spread throughout the county, in urban, suburban and rural areas. (Sharon Sayles Belton)

The problem isn't a lack of jobs or workers. The Twin Cities has one job for every one unemployed worker. In theory we could end unemployment, but of course this is not practical. (Yingling Fan)

Racial and ethnic disparities are wide in unemployment. While the Twin Cities' unemployment as a whole is 3.8 percent, among African American men in north Minneapolis unemployment is 52 percent. For north Minneapolis as a whole, it's 22.3 percent. (Yingling Fan)

Localized, sector-specific opportunities hold promise to get people into a pipeline for a career with opportunities for advancement over time. Look at areas with low turnover and large unmet demand, such as the Professional/Scientific/Technical fields, Educational Services, Manufacturing, Finance & Insurance and Health care/Social Assistance. (Yingling Fan)

Look at job requirements; be flexible in training and education. We've seen an increase in the portion of jobs requiring college education, even if it isn't truly necessary. Consider requiring a two-year associate's degree; or look for opportunities to place people in entry level jobs with on-the-job

training opportunities. (Yingling Fan)

Job vacancies are not evenly distributed across the metro; they are clustered. Use an area's advantages to address the spatial mismatch. In the north metro, that advantage is manufacturing. Near the University of Minnesota it's educational services and in Minneapolis it is health care and social assistance; finance and insurance; professional, technical and scientific services; and management of companies and enterprises. (Yingling Fan)

Planned transit improvements can help, but will not provide access to all job clusters. The planned METRO lines appear to be able to connect unemployed workers with these unfilled jobs. For example, the number of job vacancies available within a 45-minute transit trip would increase by 23 percent in Brooklyn Park and 18 percent in north Minneapolis with the Bottineau LRT line. Still, there are many areas of the metro, such as Shakopee, that will not see improved access to jobs with the METRO system. (Yingling Fan)

Regionalism is important. Regionalism is especially important for regional development; it's not just Woodbury competing with Shakopee, it's all of us competing with Denver or Portland or Austin. (Yingling Fan)

The best prospects would be efforts that **target specific communities** and focus on **sweet spot jobs** that are transit accessible. (Yingling Fan)

Look at the entire pipeline: Job seekers' skills and interests, available training, jobs reachable by transit, and interested employers. (Yingling Fan)

Reach out to employers who might partner, such as suburban companies struggling to hire and keep staff. (Yingling Fan)

Provide frequent, rapid, regional services as the transit backbone, plus small-vehicle local services near worksites. (Yingling Fan)

Pursue transit-oriented economic development to direct long-term job growth to transit-friendly areas. (Yingling Fan)

Understand the existing skills assets in disadvantaged areas: geospatial data on skills and community strengths. (Yingling Fan)

Companies reporting difficulty finding employees increased significantly since 2009, rising to 70% in 2015 (Peter Frosch)

In a survey and focus groups, greater MSP found: More than 73,600 working-age adults came to the region from outside Minnesota in 2015, about 3.3 percent of the working age population. (These newcomers are our best advertising — they report back to where they're from about what's great or not so great.), 43% of survey respondents shopped other metro areas before deciding to move to MSP; top competitors were Chicago, Seattle, Denver, Portland, San Francisco and Boston. Reactions: 40% of newcomers in survey moved to a Minneapolis zip code; 89% of newcomers are satisfied with the region's quality of life, many saying it exceeded their expectations; Before arriving, concern about the weather is high, but after arriving it's about how to navigate the weather (driving, parking, transit). The county has a role here in communicating about its services in these areas and should

think about ways to connect with and support newcomers, such as through its libraries. (Peter Frosch)

Plan for a changing workforce. Our workforce is going to change. If MnDOT didn't take workforce and equity seriously, I think we'd soon be out of touch with our workforce and the people we serve. If we don't change we'll be out of business. (Charlie Zelle)

It's also about making the destinations great. As we look forward to investments in infrastructure, it's not just about making the cars go fast, it's also about making the destinations great.

Housing + transportation cost. If you add your housing cost and transportation cost. In many urban areas, transportation costs are higher than housing. In part because there may be no access to transit.

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Preserve affordability that isn't subsidized. We've created this dual system — that which we subsidize and regulate, and that created by market. We don't know how long market-created housing will last and we can't control quality. (Deidre Schmidt)

We need new construction, too. Hennepin County plays a really vital role in making those project viable and proposals competitive. The Affordable Housing Incentive Fund and even environmental cleanup funds; those early dollars in a project's life attract more dollars. (Deidre Schmidt)

Increase new housing production; look at tax forfeited and excess land. There are other things Hennepin County can do and has done to increase new production, including excess land, the county should look at how to use their great staff to work with cities. (Deidre Schmidt)

We should be managing property to expectations, so affordable housing is an asset to the community and not just to the property manager. (Deidre Schmidt)

The earned income gap between those with and without college degree is the widest on record. It is well-documented that people who graduate with a college degree make more than those who don't. We know that; but it's become worse in that the earned income gap is the widest on record. As the recession has improved, there are more jobs, more people entering workforce. The number of people with a high school degree only is increasing, but they're getting fewer jobs and for less money. (Sharon Pierce)

Increasing the number of college graduates with a four-year degree is not enough. We may ask, why not just have more college graduates with a four-year degree? This is an oversimplified solution that just doesn't work. There are many complicating factors. 40 percent of students drop out without a degree. Students are often underprepared. Education affordability is an issue. (Sharon Pierce)

Many good jobs do not really require a four year degree. The good news is that many good jobs don't require four-year degrees. And there are more jobs available than applicants. There's a labor force out there that can fill those jobs. Review education requirements of posted jobs to allow two year degrees. (Sharon Pierce)

Community colleges are positioned to make a difference. Community colleges serve the less prosperous, least prepared and newly arrived. This is the group looking to get into the workforce. We also play a major role in preparing citizens, engaging civically. Those are the very citizens in the national data who are not keeping up. (Sharon Pierce)

Pathways to work and important and partnerships are important. Pierce said that she cannot stress enough the importance of partnerships. They are not a social service agency, but can connect students. For example, students need a pathway that get them into the workforce; MCTC has a partnership with the Hennepin County to do that. Another example is the C3 fellows, which is the Central Coordinator College program for residents who live along Green Line to have access to career counseling and advising that leads to employment. This partnership includes MCTC, St. Paul College, St. Catherine's, Augsburg and Metropolitan State University. (Sharon Pierce)

Provide flexibility for working students. 70 percent of our students are part time because they have to work. Not everyone is looking for an associate's degree; many are preparing to move to a 4-year degree. (Sharon Pierce)

Need to improve graduation rates. We're not graduating enough, that's one of the challenges we're working on. We can't be preparing people for jobs that do not exist or will not exist. The following are needed.

Aging infrastructure is an issue. We have a lot of infrastructure across the county; will it meet the needs of the future? We're not keeping pace with the changes in infrastructure we need or maintaining it. (Sharon Sayles Belton)

We still need infrastructure. Others say we don't need government, just let Google cars figure it out. They've come a long way, but you do still need the infrastructure. We already have some aspects of autonomous vehicles, including crash avoidance and self-parking. Columbus was a smart city winner

with partnerships among public, private, city, county and the state. They weren't just talking about digitized traffic system. It applies to all services being done by government and private entities. (Charlie Zelle)

Transit. We'll need transit more than ever, more fluidity from one mode to the other. (Charlie Zelle)

Aging population brings challenges. Are we ready for an aging population? Not only in health care, but also in transportation, infrastructure and elsewhere. (Sharon Sayles Belton)

Aging population brings advantages. We should also look at the positives of an aging population. Those soon to retire have great capabilities and talents — how can we tap into their knowledge and expertise? An examples is mentoring. Young people often don't know how to cook, and specifically don't know how to cook with healthy foods, and if they have kids they aren't feeding them the best food. Older people know how to cook, how do we share that knowledge? (Sharon Sayles Belton)

People and jobs mismatch. There is a spatial and skills mismatch between people and jobs in the Twin Cities. We have more job vacancies than unemployed people, but a person's skills have to match the job before you can fill it. The spatial mismatch between the unemployed and job vacancies plays a role. Many of the jobs are on the 494 corridor, The Golden Triangle, south metro and the planned Southwest LRT line, yet the concentration of unemployed workers is in north Minneapolis, south of downtown Minneapolis and outside downtown St. Paul. It's important to keep in mind that it isn't just the unemployed who suffer from the spatial and skills mismatch; employers suffer, too. (Yingling Fan)

Innovation. We're spending a lot of time on innovation. How we're going to harness this technology that's going to happen and affect our lives. (Charlie Zelle)

Can government keep up? We're not really equipped from a governance or policy standpoint to keep up. Thomas Friedman has a great book where he says the U.S. looks a lot better upside-down, from cities on up. When you think about the innovations, it's not really top down. It is coming from the local and state levels. (Charlie Zelle)

The digital divide. The digital divide between the communities that have it together and those who don't continues. We don't want to be Kansas or Missouri. Funding and partnerships can help everybody. (Charlie Zelle)

Make it better and think differently when it's time to renew and rebuild. (Charlie Zelle)

Working people are in poverty. 65 percent of families in poverty have at least one family member working, which does not fit the narrative that people in poverty are nonworking. (Deidre Schmidt)

Economic disparity goes beyond income; it affects opportunity and life choices. There is a great divide between those with college degrees and those without that is beyond income disparity. Those without are less likely to own a home. They are less likely to have a 401(k) or a pension. It impacts marriage. It impacts when they retire and IF they retire. A person with a college degree is in the national job market, where someone without is in a local market. (Sharon Pierce)

Racial disparities play a role. Minnesota has the third largest racial disparity in the nation when it comes to median household income, where white households make more than twice what black

households do. And Wisconsin is right behind us in disparities, overall. (Sharon Pierce)

Theme: Livability

Parks and trails: Connect people to parks equitably. Minneapolis has the No. 1 parks system in the country, but we need to connect people to parks equitably. One way to do this is reclaim streets for people rather than cars as needs for access and ownership will change. (Tom Fisher)

Housing: Greater flexibility in requirements and greater density. A recent White House report calls for greater density and flexibility in housing and parking requirements. Families want more flexibility and currently cannot do what they want. They'd rather share space and things, they want less private space. Developers ought to be able to experiment with spaces that might first be occupied by commercial uses and change into residential or a combination based on the market. (Tom Fisher)

Sharing economy: Make the housing and health connection. HCMC is connecting housing and health and looking at ways to spend health care money on housing. (Tom Fisher)

Aging of our population will have profound and lasting impacts. The aging of the country's, state's and county's population is unprecedented and permanent. This will have profound impacts on government's work, from transportation, to affordable housing to demand for human services. People report that they want to stay in their homes or at least their current communities, to age in place. They want to stay near friends and family for visits and care. Most of the growth in the aging population is from aging in place. (Susan Brower)

An aging population will affect government budgets. By 2020, for the first time the state will have more of older adults than school-age children. This is important to budgets, especially the state budget. As we realign who we are as a state, we need to realign the services we're providing. This aging is not a short-term blip; we were headed this way anyway, but baby boomers have accelerated the aging. The over 65 population typically votes at a higher rate than the general population. (Susan Brower)

Affordability of long-term care is an issue for aging households. One of the budgetary pressures for aging households is how to pay for long-term care. This care is not necessarily health care, caused by an acute condition or covered by insurance. Long-term care includes things like getting around your home, preparing meals and other day-to-day needs. (Susan Brower)

Address the coming changes through policy AND technology. We look to inform changes in infrastructure from a policy and technology perspective. For example, driverless vehicles are going to happen quickly, and they give us a lot of freedom in designing systems and in our lives. How can we think of new urban planning and policy innovations to meet these goals? (Anu Ramaswami)

Change our narrative. We need to change the narrative to one of social responsibility. Equity is a challenge we must face, and we need to reduce polarization. It's also a social justice problem; no one should benefit at the expense of someone else. Public health has been the conscience of our systems, the one to step up and say something is unacceptable. (Eh Ehlinger)

Focus on the social determinants of health. Focus on the conditions people live in — the social determinants of health — not medical conditions. By understanding what makes people healthy, incorporating health into all policies, and expanding the capacity of communities, we can more

effectively improve health. (Ed Ehlinger)

Access to services can be improved and reimagined. We should organize our services so everyone has access to the services they need to contribute to society. We can't expect everyone to travel to a one location for services. (Sharon Sayles Belton)

Violence in communities. Concerned about violence in our communities. How to address this? Kids with nothing to do or a place to go is a recipe for disaster. Our great parks systems have structured programs and are a place for focus. (Sharon Sayles Belton)

Strengthen families. We need to do something about strengthening families. We should not leave single heads of household to fend for themselves. The county is taking care of a lot of children who should be taken care of by their families. Kids need loving adults. (Sharon Sayles Belton)

In a region-wide survey of 18-39 year-olds, the things important when making decision about where to live and work were: *MOST IMPORTANT – Availability of jobs & careers BEST ASSET – Outdoor recreation LEAST IMPORTANT – Professional Sports Teams AREAS TO IMPROVE – Transportation options/housing costs*(Peter Frosch)

A survey of professionals from 20 U.S. regions found: **50% of working-age professionals would be willing to relocate to the MSP region** for the right opportunity. The most important overall factor related to quality of life – the availability and cost of housing. (We're doing pretty well compared with the coasts, but we're a lot more expensive than Sioux Falls. We need to compete on value; what do you get from the region relative to your cost.)Millennials said outdoor recreation opportunities high priority in decision Non-white respondents emphasize location with diverse population, active nightlife, cultural amenities & diverse business base Most important professional quality in a region is a "strong entrepreneurial culture" (Peter Frosch)

Attracting IT professionals. We also talked to IT professionals and asked what attracts them to a region. They told us to not focus on IT in recruitment; they are more interested in the quality of life — parks, arts, making a difference. They said the Twin Cities has unique opportunities in its ability to connect start-ups with large companies already here. (Peter Frosch)

It's not about transportation, it's about livability. When we asked people around the state what they cared about in transportation, we quickly learned that it's not about transportation – for people it's about access to jobs, housing, education, the air we breathe, the water we drink and the livability of our communities. We're looking at all these in our 50-year vision, "Minnesota Go" – our plan to maximize the health of our people, our communities and our economy. (Charlie Zelle)

Housing and health.

There are real health concerns with the quality of housing, lead and proper ventilation.

Lack of affordable housing affects stress and health, and forces people to work multiple jobs under threat of eviction.

Location of the home determines access to education, which Schmidt thinks is fundamentally wrong, but we have to work with the situation we have. (Deidre Schmidt)

Create cities that are functional, promote health of residents and the environment, and that are livable. Use a social-ecological-infrastructure systems framework to consider ways to reimagine

infrastructure (such as energy grids, transportation networks, green spaces, and food and water system) to connect people and communities with infrastructure. The motivations can be local health, well-being and employment. These motivations go beyond health benefits, to promoting happiness and well-being. All these help keep cities sustainable. (Anu Ramaswami)

Access to health care via transportation and technology. People need greater access to health care and our transportation system plays a big part. We also should advance telemedicine and other remote service delivery to meet people where they are. (Sharon Sayles Belton)

Integrating all services with technology – and with each other. Mobility is going to be more open and enhanced. It's happening whether we pay attention to it or not. Helsinki has an app tying together transit, rental car, Uber and bikeshare. You pay one fee for your choice. I think we're going to start seeing more of this, particularly in the higher density urban areas. There's great opportunity here. An example would be making an appointment at HCMC, and with technology stitching that together with your ride there. (Charlie Zelle)

Partnering for engagement and for innovation.

The agencies can do public engagement together. People don't understand the different levels of government; the different agencies are out there engaging the same public.

How can we be innovative in structuring partnerships? Some guys just won the Nobel Prize for innovation in contract writing. How do we pursue innovative contracts and partnerships? We're doing this up on the Range where we are relocating a highway over the largest pit mine in Minnesota. The process is working well, we have a great partner and have found ways to not be oppositional.

We also have to be smart about what we think is right for funding sources. There not a great sources of money. When you borrow money, you generally have to pay it back. We have to be smart about what we think is right. Triple P (public-private partnerships) will probably be less of an answer. (Charlie Zelle)

Partner and leverage. The county operates in health, housing, transportation, housing, employment and elsewhere. It has all these unique leverage points, a unique vantage point. (Deidre Schmidt)

Theme: Sustainability

It's also about equity. Our agency did not have a philosophy of inclusion, but now we have an agency-wide plan. This work starts at the top of the agency. Our Executive Inclusion Council meets bi-weekly, and we are challenging our own biases. (Charlie Zelle)

Transportation: Changing land use needs; cost concerns for maintaining infrastructure. Our infrastructure is very redundant. We can reduce its footprint – reducing costs while improving safety and the environment. Driverless cars will free up a lot of public right of way that currently is used for motor vehicle travel and parking. What will we do with this space? We are grossly overextended on infrastructure. We can't afford to maintain what we've built and will need to reduce maintenance obligations. Converting some streets to other uses may help. (Tom Fisher)

Consider the following areas when re-thinking infrastructure. The Sustainable Healthy Cities Network work focuses on three areas: Defining and measuring environmental sustainability, health, well-being and livability; designing couple social and infrastructural solutions; and city futures modeling. Consider this framework when designing infrastructure for the future. She and the organizations in the Network are interested in working with cities and counties to move toward sustainable cities. (Anu Ramaswami)

Environmental and social resilience: New ways to live and work will build a new economy. Take district [energy] systems – a group of homeowners could have an impact with lots of smaller users cooperating, like an urban and suburban equivalent of rural electricity co-ops. We've overproduced and overconsumed, and the new economy is finding efficiencies. For example, Uber and Airbnb are squeezing efficiencies out of excess capacity in the system. (Tom Fisher)

Retrofit public buildings to cut energy use and costs. Many public, institutional and public buildings can be retrofitted to save energy by about half. The savings will keep more money in the local economy by not exporting it to buy fuel, and the retrofitting will employ a wide variety of skilled labor, further benefitting the local economy with potential to reduce disparities.(Patrick Hamilton)

Water resources: Changing climate brings challenges and opportunities. We're one of the cities projected to be most affected by climate change; our climate will be more like that of Nebraska – drier and warmer. Still, we have excellent water resources that will position us well compared with other regions. We can use green infrastructure and district systems to reduce our infrastructure costs. (Tom Fisher)

Can we keep the current, large population of 25-29 year-olds in Hennepin County? Hennepin County's population has a glut of adults in the 25-to-29-year-old range. Many have moved to urban centers and are renting, but they're beginning to age into the prime age for purchasing homes. It remains to be seen whether they will buy, and where will they buy. Will they stay in the core cities? Expect a delayed transition to homeownership for the population due to factors including student debt, lifestyle choices and a reduced percentage of homeownership but, on the whole, the number of homeowners will increase. (Susan Brower)

Maintaining the system. The biggest issue for funding is to maintain the system we have now. This is often lost on our legislators and citizens.

These systems and bridges age and need maintaining; it takes continual, ongoing engagement to make the case to invest in renewal. This is certainly also an issue for every county and municipality.

It's a system and that system is interrelated. Our state trunk highway system is 12,000 miles and counties' is 6 or 8 times that. There's an \$18 billion gap in funding at county and municipalities in Minnesota. The pressure on counties and municipalities is significant. We obviously collaborate with Hennepin County. We do face that challenge together. (Charlie Zelle)

We attract but have trouble retaining professionals of color. We know professional people of color move here at higher rates than white people do, but they also leave at higher rates. We asked respondents what attracted them to the region and what kept them here or would keep them here. They said: Regional amenities great but need more cultural connection, Job opportunities great but Diversity & Inclusion efforts not always effective, People friendly but hard to "break-in" and find cultural community; Activities great, but struggle to access and earn visibility & representation (Peter Frosch)

Land use and the environment. We're spending time with the Urban Land Institute and the University of Minnesota about how MnDOT is a big landowner and what we can do with it. How can we be smart about programming right of way with the flexibility of traffic that is going to be different? How to achieve multiple common good purposes. We may have true transit corridors with buses and cars six inches apart. (Charlie Zelle)

Resiliency: States are talking about what we are going to do when the weather beats up our infrastructure. Climate change will make our operations different. (Charlie Zelle)

Consider shared energy districts. Private homes can benefit from shared district systems to scale and distribute costs. (Patrick Hamilton)

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2017

THOUGHT LEADER IDEA ROUNDTABLE INPUT SUMMARY



MEETING HELD AT THE RIDGEDALE LIBRARY

9:00 a.m. to 11:00 a.m. March 3, 2017

701 Fourth Avenue South, Suite 400 | Minneapolis, MN 55415-1843

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THOUGHT LEADER IDEA ROUNDTABLE

INPUT SUMMARY

Ridgedale Library, March 3, 2017

OVERVIEW

Across the Twin Cities metropolitan region each county, city and township, including Hennepin County, is taking on an important activity – updating its comprehensive plan. A comprehensive plan is a document or series of documents that help guide future development and inform how important local services are provided. The planning process also provides an opportunity to have a community conversation about shared goals, values and priorities; and to incorporate new trends, new information and include new people into the process for setting the community's policy direction. State law requires each county, city and township in the seven-county metropolitan area to update its comprehensive plan every 10 years. Current plans must be revised by the end of 2018 and have a planning timeframe up to the year 2040.

To begin this process and to assist the county's Policy Advisory Committee (PAC), Hennepin County Commissioners and project staff in guiding the preparation of the comprehensive plan, the county invited some observers of local and regional affairs, or "Thought Leaders" to share their thoughts and perspectives about the key issues and challenges facing the county and region. Between September, 2016 and January 2017 four special PAC meetings were devoted to panel discussions, or "Idea Forums" for listening to the perspectives and suggestions of these thought leaders. From these early discussions several broad issue areas emerged. On March 3, 2017 a larger, "Idea Roundtable" discussion was held at the Ridgedale Library to ask similar questions framed around these emerging issue areas. This document presents the input gathered at the March 3rd Idea Roundtable.

Meeting Goals

To keep participants informed by:

- Letting them know about the County's comprehensive planning process and timeline
- Sharing the issues & themes emerging from our engagement and analysis efforts so far

To hear from participants by:

- Getting ideas and feedback about trends, issues and opportunities, and
- Getting ideas and feedback about the emerging broad themes

Issue Areas

After opening remarks and a short introductory presentation, meeting attendees participated in a facilitated World Café exercise intended to gather input and feedback on the following emerging issue areas.

- *Prosperity and Competitiveness*
- *Health and Livability*
- *Mobility and Connectivity*
- *Sustainability and Resiliency*
- *Equity and Justice*
- *Innovation and Collaboration*

Participants had the opportunity to take part in discussions at three of five topic tables; innovation and collaboration was discussed at each table. Discussions began with a brief topic overview by the table facilitator, followed by an interactive discussion about the opportunities, issues, connections and tensions within these themes. Following the World Café, participants discussed and gave input on the issues areas themselves (see Appendix A: Agenda).

SUMMARY OF WORLD CAFÉ CONVERSATIONS

Prosperity & Competitiveness

What is the most important issue, trend or topic in this theme that we should address?

- Retrain people to what the economy is shifting to – workforce trends
- We need jobs that pay a livable wage, even at the entry level.
- Concern for creating higher wage jobs (over \$16 per/hour), particularly to keep 25-30 year-olds here. Sometimes educated young adults can't get a job and leave

- Concern for disability status and making a living wage: a person on disability needs to either make a lot of money or less money to get benefits
- Second and third shift workers have a hard time making the bus. Connections in the suburbs are few and far between; if staff misses their bus, they may wait an hour.
- Concern for getting people to destinations other than business/commercial areas or entertainment facilities (mass transit is focused on access to these). This does not provide more affordable and accessible access to recreation opportunities. How do we get people to parks?
- Ask the people who use services and base it on that.
- Hennepin makes significant investment in infrastructure and can set the bar.
- Hennepin is one of the wealthiest in the nation and should be able to be an example (nationwide)
- Our natural growth is not adequate – we need immigration – have to learn to integrate
- Kids in poverty in higher performing schools do better, but so do the high performing kids/everyone goes up.
- Workforce shortage issues: older workers have skills, but don't want low wage or entry-level jobs or pay.
- Economy is sifting and we need to be open to retraining
- Skills/jobs mismatch: how do we get the underemployed employed now (empower those here)
- The assumption is that growth is always good. We are already addressing lack of groundwater and we may not be able to grow or that growth has a downside.
- Need research, facts, reports and evidence-based actions rather than relying on anecdotes to deal with what is going on now and what is going to happen.
- Need services like groceries to be available locally even in rural areas; will transportation be available for seniors so they can stay and not re-locate.
- Ask the people who use services and base it on that.
- Hennepin makes significant investment in infrastructure and can set the bar.
- Hennepin is one of the wealthiest in the nation and should be able to be an example (nationwide)
- Our natural growth is not adequate – we need immigration – have to learn to integrate
- Kids in poverty in higher performing schools do better, but so do the high performing kids/everyone goes up.

What does success look like in this theme?

- Paying attention to getting people into the work force at the right level and in a system where they progress. People know where to go to get help – they need to get into a jobs equity – all schools are great – there are high wage jobs everywhere
- Regardless of where you are, you can get a good job. People are connected and have information and that transitions as positive. People like to move and can seek opportunities and are not displaced (have to move). We add the “fun – party train. ☺ Disco ball on the train.
- Integrated communities by race and incomes. Local events are always segregated – they need to be desegregated where people interact and integrate on activities.
- Keeping healthy small towns
- Homeless youth are leading economic sector/job growth
- Kids are educated
- Education is the pathway
- Kids are working and have a good social support network (social services)
- Not only higher education, apprenticeship or training, tech. college/certificate
- Immigrant population – engine for small business and new thoughts and creativity and global connections
- Minneapolis is global hub for African nations

Who could we serve better in this theme and how? (No notes)

Where do you see opportunities within this theme or among themes?

Connections? Tensions?

- There is a link between Transportation and Prosperity
- Hennepin makes significant investment in infrastructure and can set the bar.
- Hennepin is one of the wealthiest in the nation and should be able to be an example (nationwide)
- Our natural growth is not adequate – we need immigration – have to learn to integrate
- Kids in poverty in higher performing schools do better, but so do the high performing kids; everyone goes up.

What are innovations, collaborations and partnerships to consider? (No notes)

Participant Post-it Note Comments

No.	Prosperity & Competitiveness
PC-1	Safe, livable, prosperous community with school equity (vision)
PC-2	Retraining from lagging industries to opportunity industries
PC-3	Connected to resources
PC-4	Have more basic facts about trends in future jobs to help prepare people for them.
PC-5	We cannot prosper if we are not authentically socioeconomically integrated
PC-6	Bus lines aren't good outside city after day hours
PC-7	How do we bring higher wage jobs to Hennepin County?
PC-8	Facilitate meaningful dialogue between diverse populations
PC-9	Concerns about federal changes to health care that could affect prosperity
PC-10	Leverage county investment to higher expectations regarding social and racial justice
PC-11	Prosperity: Need to address employment disparities
PC-12	Prosperity: Huge returns from investments in early childhood
PC-13	Seeing immigrant community as global business asset
PC-14	Assumption that growth is good — There is a limit to growth
PC-15	Water is fundamental to prosperity and it is not in unlimited supply
PC-16	Everyone is participating in the prosperity
PC-17	Partnerships: Community college partnerships; social services partnerships; business partnerships
PC-18	Hennepin is 1/3 rural. Do not focus exclusively on cities
PC-19	Infilling of cities while preserving healthy small towns
PC-20	Hennepin County is one of the wealthiest in the nation and could serve as a model for a sustainable economy.
PC-21	Need livable wages, even at entry level

Health & Livability

What is the most important issue, trend or topic in this theme that we should address?

- We need to talk about what health is.
 - Taking responsibility for our health. For example, preventative models of care rather than medical models.
- Livability
- Need to improve walkability. We planned our world around the auto, not people. This needs to change.
- Re-localizing, re-focusing energy on local retailers and walkable communities
- Stress
- How do we wean ourselves away from a system that relies on expensive road infrastructure
- Transportation for older people; transportation for seniors in rural Hennepin County
- Senior housing – immigrants and refugees culture – intergenerational living
 - Immigrants and refugees have a strong sense of community
- Keep families intact; focus on keeping these intergenerational communities intact, e.g. seniors are getting left behind
 - Price of housing, rental, size, means parents are being left behind in Minneapolis and adults are moving out to suburbs, impacts seniors mental health
- Transportation is both a contributor to and detractor from health
 - Need to think about access and transportation in relation to health and livability (e.g. access to health, education, societal resources)
- Access to get to what you need, easily and affordably.
- Climate change is concerning for farming. Climate change is impacting us – want to snowmobile in winter and farm in summer. Climate is changing.
- Homeless youth – 18-24 year old homeless and disconnected youth. Biggest trend is the 18-24 youth who are homeless. 90 percent of homeless youth are people of color. This can lead to long term homelessness, incarceration, and/or death.
- Housing needed for youth older than 21. No housing available. Health disparities are huge for this population. We are ground zero for every disparity

- Looking at equity within Hennepin County. How do we keep people in the city with living wage jobs in Hennepin County? How do we make sure that all of our community has access to such jobs? (Not have to travel so much to get to good jobs)
- Make connections so communities have equal access, land use and transportation and job patterns.
- Costs are rising but wages are remaining stagnant. Minimum wage issue is really huge. How can people pay for housing if they don't have a good paying job?
- Need real health insurance that does not take so much from paychecks, e.g. affordable health insurance; reducing healthcare costs.
- How does the transportation network support aging in place?
- Designing the transportation system to fosters safe, active living.
- The influence of childcare on the economy and transportation: role of caregiving and taking care of elders and childcare impacts competitiveness and mobility in terms of how the adults get around
 - Equity around childcare; need quality places; 24/7 access
- Where does housing live in health and livability?
 - Affordable housing choices
 - Houses with affordable clean water
 - Livability for the aging population
 - Accessibility to affordable housing for the senior population
 - Connecting kids/teens with senior
 - Make living spaces aesthetically pleasing
 - Green space, lights, arts, culture
 - Social and other programs need to be available
- Making sure that Hennepin County employees are treating clients with respect and dignity
- Hennepin County has the opportunity to leverage investments for innovative projects
 - Taking advantage of partnerships to facilitate innovation
- Innovation can be costly and risky, but worth it and necessary – and needs to be supported!
 - There have been a lot of projects that have tried to include health innovations included but it was not supported finance-wise. Hennepin County needs to have a clear policy that we are on board with innovation and promoting the next generation of mixed use neighborhoods. Thinking of Prospect North.
- Access to healthy foods. Have some ability to grow food locally and would like to see that integrated into the county. More emphasis places on healthy local food sources

- Partnering with the city's to create zoning that will enable growing practices; need to have community and small commercial gardens
- More emphasis placed on healthy local food sources

What does success look like in this theme?

- Livability and health is interconnected - family mobility
- Hard to define what success looks when success varies from person to person (accommodate different types/stories of success. Still, we need to have some type of performance measure
- Seniors being able to stay healthy and live in their homes
- Quality of life
- Affordable, multigenerational housing
- Being able to stay in place/age in place for life – and enjoy it, not be stuck there
- Need to separate health from healthcare. The more healthy we are, the less healthcare we will need (e.g. who has access to healthy foods)
- Nature/wildlife/clean water/fresh air – are key for human health
- Trails and complete streets
- Reduced homelessness
- Safer communities
- More jobs that make more than \$15/hour
- Zero traffic fatalities and public injuries (or significant strides toward this)
- Most people have health insurance/healthcare
- Costs are good; most people have access to affordable housing
- Green space has been protected
- How do we create communities where walking and transit are privileged over driving?
- Disparities would be greatly reduced
- The county would have sponsored at least two big innovations that work and create a more healthful, innovative community (e.g. that demonstrated other ways of doing things were more healthful and created a more livable environment)
- The county would be seen as a national model in health and could lead nationally and internationally
- Looking for culturally relevant practices
- HC's HRA is very minimally leveraged. Lowest in 7-county in terms of potential. We could easily raise taxes and still not surpass the others

Who could we serve better in this theme and how? (No notes)

Where do you see opportunities within this theme or among themes?

Connections? Tensions?

- Emerging trends with the sharing economy can be helpful in getting seniors and the disabled where they need to go
- Food is an opportunity; education on food and health
- Seniors have a lot to offer
- Mobility in private sector could help provide better services for seniors and disabled populations
- Use technology to reduce work, to be able to work from home (e.g. Skype into meetings to deter people from driving)
- Will we continue to support schools and other infrastructure
- Private sector services could support aging and disabilities
- Reduce stress
- Know who needs services and what they need, (e.g. crisis line got something like 300 calls; but 11K texts from those under 21)
- A tension is that some people don't want things to change
- Assumption is growth – and that growth is always good
- Need help with transitioning from rural to urban – keep essence of rural life
- Get rid of 5 and 10 acre lots
 - Tensions – isn't livability one of those things that's in the eye of the beholder? Some people like those 5-10 acre lots but we know that decreases livability for the rest of us
- Aging population and not investing in schools now in some communities. Will we continue to support schools and other important infrastructure
- Will we support "the other" in terms of health and livability – so people can be healthy (Other is...older people? New people? People who are low-income?)

What are innovations, collaborations and partnerships to consider?

- Transportation and health
- Housing and health
- Partner seniors with kids to avoid depression
- Seniors have a lot to offer
- Trails and complete streets

- Mobility as a service
- Everyone lives in their bubble – appreciate having these conversations at the beginning so we can share ideas
- Include faith communities
- HC is frequently the gorilla in the room – regulations, finance, etc. and if there’s a seriousness to collaborate, need to have sensitivity in terms of who’s in the room in terms of size and capacity. How to partner and rely on what a staff person tells you and whether or not that will survive
- Seek out and Include community input in county processes
- Want to give the county credit in terms of embracing the potential and intent of a comp plan versus just checking off a process
- Recognizing that value is created through planning.

Participant Post-it Note Comments

No.	Health & Livability
HL-1	Transportation contributes and detracts from health. Congestion.
HL-2	18-24 year old health disparities
HL-3	How do we achieve our goals in the context of state and national hostility to environmental protection, worker protections, local autonomy
HL-4	Local businesses — hard to compete with big box
HL-5	Affordable multi-generational housing
HL-6	Affordable and efficient access to the elements that contribute to good health and livability
HL-7	Water is life
HL-8	There needs to be more affordable multigenerational housing for families — > create a holistic support network for the family; can address social connections; support child care assistance for adult working families
HL-9	Making sure jobs within the area goes to the local people, i.e. making sure 75 percent of jobs goes to Minneapolis residents. Build a pipeline of workforce system to channel the locals to those jobs —> training
HL-10	Living wage jobs that are easily accessible by transportation
HL-11	Mobility as a service for aging and disabled populations
HL-12	Healthy local food sources
HL-13	Climate changing: impact to farming

No.	Health & Livability
HL-14	Supporting caregiving and child care
HL-15	Blue Zones: more preferable to use transit, bike, walk
HL-16	Affordable and clean water
HL-17	Be the Denmark of Minnesota or North America (happy, taxed, sustainably circular economy)
HL-18	Collaborate early in the planning process. Share resources and best practices
HL-19	Leverage county investment to promote healthy living features
HL-20	Local Tr
HL-21	Health care that is affordable
HL-22	People are healthier and more connected with each other because they can walk and bike in daily life
HL-23	Access to stable health — get to what you need
HL-24	Seniors independent and living in their home
HL-25	Transportation availability, especially for seniors
HL-26	Lifelong ability to stay in home
HL-27	Success: Family mobility affordability
HL-28	Opportunity: sharing economy
HL-29	Key for human health: Clean drinking and swimming water, nature
HL-30	Designing the transportation network that fosters active living: Make it safe; connectivity; equity
HL-31	How does the transportation network support aging in place so individuals maintain access to what is important to them.
HL-32	Salary increases not keeping up with housing and other costs. Wages to housing cost. Medical: \$500/month insurance, \$5,000 deductible and copay. Can't afford.
HL-33	Jobs: Living wage so don't leave area for better jobs
HL-34	Success: Affordable housing; zero deaths from transportation; fewer cars; job minimum wage increase; healthcare costs down; increased greenspace

Mobility & Connectivity

What is the most important issue, trend or topic in this theme that we should address?

- Innovation and technology change – autonomous vehicles and big data will have transformative impact
- Missing: Traffic safety vision of zero traffic deaths; this is an important concern of pedestrians – rise in pedestrian deaths
- Baby boomers hanging on to vehicles
- Missing: State carbon reduction goal will prevent air pollution; how to deal in a comparable view – mixed use (proximity via land use)
- Aging of population – needs for transportation
- Connecting people with jobs – employment disparities. Should be easier for people to access jobs and get people to jobs. De-concentration of poverty; connect people with services
- How to get to transit-pedestrian movement; biking and walking
- Fostering connectivity with different modes – walk to bus, bus to hour car, hour car to work
- Sidewalk plans – how to get people to agree with those plans
- Connecting people to what their goals are
- Add zip lines, provide Segways
- All modes of transportation available to everyone
- Intersectionality of people and different modes of transportation
- Kids walking to buses, elderly walking – how to keep them safe
- Adaptive modes of transportation for people with disabilities
- Connecting people with transportation to get to where they need to go
- Wi-fi on transportation
- Move information to people instead moving people to get information
- Access to destinations we need to get to – jobs, shopping-have a reliable trip every time
- Gas emissions – transportation largest contributor-how will we meet states' goal of reduction
- Equity and justice – transportation either connects or disconnects
- Efforts don't end up gentrifying communities

- Connect people to park and rides to reduce traffic jams – get to where you are going faster; reduce traffic
- Using technology to connect people rather than transportation
- Livability theme
- Be adaptable in infrastructure planning-process in place to adapt

What does success look like in this theme?

- Carbon data goals from Met Council every year
(have such goals; we are meeting the goals)
- Systems safer, cleaner, more reliable connected
- Systems are respectful (people-oriented) and people's needs are honored – users are not second rate citizens based on their mode (welcoming, safe, supported)
- People have access to things they need through transportation
- People don't feel vulnerable on transportation systems
- Mixed use development – everything you needs is nearby
- Land use and transportation – better alignment
- Reliable, well maintained transportation systems
- We have stopped worrying about jobs disconnect – people can now get to jobs
- No more pedestrian fatalities
- All people have accessibility to transportation
- Future generations build on the successes of prior generations
- Everyone in HC using electric vehicles
- Does everyone have equal opportunity to get from point A to point B
- Modes of transportation are connected
- Housing along LRT achieved mixed residential and commercial that than all high end housing
- Tie measurements to transportation that decreases disparities
- Here's the people, bring work to them rather than moving people to jobs
- Promote entrepreneurial opportunities where people live

Who could we serve better in this theme and how? (No notes)

Where do you see opportunities within this theme or among themes?

Connections? Tensions?

- Mobility as a service – drop-off and pick up spots along roads-autonomous vehicles, start to prepare roads for this
- How to pay for road without gas tax if cars are electric
- Road funding in general
- Review living documents periodically
- Maintaining what we have-asset management of infrastructure
- Cities need to realize the most efficient way to connect people to jobs – maybe moving them to cities is not the most efficient

What are innovations, collaborations and partnerships to consider?

- Sharing economy, autonomous vehicles
- More protected bike lanes

Participant Post-it Note Comments

No.	Mobility and Connectivity
MC-1	Bringing jobs to people is as important as building transportation infrastructure to bring people to jobs (it's land use)
MC-2	Measure of success to mobility and connectivity: Measure number of entrepreneurial start-ups in an area (reduce trips)
MC-3	Have processes in place to address changes (technology)
MC-4	It is liberating to hear transportation discussed around livability, not efficiency!
MC-5	Use technology to help people reduce trips made (family, work, medical, other)
MC-6	Connect work to where people are —> bring work to people, land use matters
MC-7	Livability resources, not just about efficiency
MC-8	Walkable communities
MC-9	Sharing economy and emerging technology with autonomous/connected vehicles can support mobility and connectivity for all

No.	Mobility and Connectivity
MC-10	Affordable access to destinations that promote health and livability
MC-11	Build to a maintainable scale
MC-12	Be careful that the connections and placemaking don't gentrify the housing units
MC-13	Connections/tension: Mobility as a service; funding
MC-14	Access to travel choices: Walking connectivity, connectivity between modes
MC-15	Vehicle tech change: Autonomy, fuels
MC-16	Transportation is a space where our racial tensions play out — where black men are shot by police, harassed on buses
MC-17	Complete streets, living streets: Storm water, green infrastructure, salt reduction
MC-18	Smart cities: Get capacity to smaller areas
MC-19	Well-maintained systems
MC-20	Access to destinations: Jobs, other
MC-21	Tech change improves safety
MC-22	People feel comfortable on our streets in their chosen mode of transportation
MC-23	Themes: Cut carbon; equity; smart cities; zero deaths
MC-24	Success: access to jobs, education, recreation
MC-25	Success: safer, respectful, cleaner, more reliable, better connected
MC-26	Big data
MC-27	Women feel comfortable and safe in transportation
MC-28	Decarbonize, CO2 reduction: Electrify transportation; compact development; mixed use development
MC-29	Missing: Electrification of transportation; cut carbon; equity; active living
MC-30	Fostering connectivity among modes
MC-31	More and better options for older adults
MC-32	Intersectionality of varying norms of mobility and connectivity
MC-33	Land use/transportation: Compact development; mixed use, transit-oriented development
MC-34	Access to destinations and modal options
MC-35	Regional connectivity of bike infrastructure

No.	Mobility and Connectivity
MC-36	Reduce CO2, VMT: 30 percent by 2025, 80 percent by 2050
MC-37	Connectivity: Multimodal connections; pedestrian connections to transit nodes
MC-38	Equity, disparities: Connection to employment; deconcentration of poverty
MC-39	Connecting people to jobs is key to addressing our huge racial employment disparity
MC-40	Transportation sector is the single biggest source of greenhouse gas emissions. Plan should demonstrate meeting state greenhouse gas requirement of 80 percent reduction by 2050
MC-41	Creating multiple modes of transportation is a resilience strategy. Multimodal includes tech — move information rather than people
MC-42	ADA compliance
MC-43	Pedestrian access to transit
MC-44	New technology: autonomous vehicles; transportation as a service; equity and access; future of parking

Sustainability and Resiliency

What is the most important issue, trend or topic in this theme that we should address?

- Climate resilience and climate change
- Water resilience – public health, manufacturing process, pressure from outside the state for our water resources, pumping/movement of water
- Balanced urban ecology, enhancing the built environment
- Developing urban systems that are restorative beyond just sustainability, i.e. Groundwater inputs vs. surface water demands and creating self-sustaining practices
- Commit to carbon reductions – electrifying transportation systems, energy efficiency, clean local energy projects that lead to clean air, improved public health, local jobs
- Climate change is a major threat to our future way of life. Need to keep coal, gas in the ground and make carbon reduction a real goal for the future. Start designing around sustainability to reduce carbon emissions
- Water is vital, jobs depend on water, clean water for health.
- Big industry needs to change their means of doing business to be less consuming, more resourceful?

- What is the role of the county in reducing greenhouse gas? Role of county in mitigating climate change.
- As farmers, how can we remain environmentally friendly? Concerned about long-term health effects of the farming industry.
- Make private building as well as private more energy efficient.
- Encourage restorative systems, not just sustainability.

What does success look like in this theme?

- Reuse of water
- County investment in getting cities to be resilient, giving communities the ability to overcome obstacles that they may be experiencing.
- County taking a leadership role.
- County spearhead resiliency in getting all communities to buy in to same strategies
- Energy benchmarking
- LCCMR – population wants to live near open space. How do we better utilize existing money?
- Entities getting involved early on in the process in steering development in a resilient/sustainable way rather than being brought in at the 90% stage.
- 80% carbon reduction by 2050.
- Policy, laws, regulations matter and need to be implemented.
- Partnerships with major corporations to meet environmental goals.
- Steer politics towards policies that promote environmental sustainability. Fiscal infrastructure to encourage resiliency.
- Link property tax to carbon emission, i.e. carbon tax model
- Numbers of trees planted. Chicago Climate Plan addresses planting more trees for temperature reduction.
- We've met the greenhouse reduction goals by 2050.
- Solar energy has created success stories as well as problems. We need to resolve solar energy problems so that it continues to be successful.
- Drive development near transit ways rather than allowing urban sprawl everywhere where there's little transportation infrastructure. Need electric system infrastructure. Steer local government decisions on how the local energy grid gets developed.
- Agricultural market works against farmers with fluctuating crop prices. Need to prioritize prime farm land to maintain food systems as the county develops. Slow erosion of agriculture land and farming occupation.

Who could we serve better in this theme and how? (No notes)

Where do you see opportunities within this theme or among themes?
Connections? Tensions? (No notes)

What are innovations, collaborations and partnerships to consider? (No notes)

Participant Post-it Note Comments

No.	Sustainability and Resiliency
S&R-1	Success: Achieve CO2 reductions of 30 percent by 2025 and 80 percent by 2050
S&R-2	Balanced urban ecology integrates built and natural environment
S&R-3	Energy resources of the future are local. Need to be addressed by local governments
S&R-4	Address climate change mitigation requirements that are in statute. 80 percent reduction by 2050
S&R-5	Primary trend/issues: Water resiliency and restoration
S&R-6	Climate resilience
S&R-7	Water resilience
S&R-8	Groundwater vs. surface water?
S&R-9	Water
S&R-10	Integrated water management
S&R-11	Circular economy
S&R-12	County giving assistance to cities to achieve CO2 reduction (see list)
S&R-13	Hennepin County commit to MN CO2 goals of 30 percent by 2025, 80 percent by 2050; help cities achieve it
S&R-14	Happiness: Fundamental human needs. Less stuff, more fun. Social connection. Human-centered design.
S&R-15	Green infrastructure: Trees, emerald ash borer; urban heat island; open space; permeable surfaces
S&R-16	County help cities CO2 reduction: Business benchmarks; inclusive finances; SB-2030 buildings
S&R-17	Boost equity: Hiring/contracting; infrastructure spending; Minneapolis green zones
S&R-18	Engage Fortune 500 companies: General Mills, Target, Xcel

No.	Sustainability and Resiliency
S&R-19	Multigenerational housing to transportation options/work options/recreation
S&R-20	Solar resources (protecting and developing) Required component of plan. Needs a robust response in Hennepin comp plan
S&R-21	Plan needs to affect how private development uses energy. Efficiency can be addressed outside the building code.
S&R-22	Encourage leadership among cities. Adopt the SB2030 "stretch code" when it becomes an option
S&R-23	Energy benchmarking for large buildings countywide
S&R-24	Climate adaptation: Use forward-working standards that recognize increasing severity of storms, heat island and natural-system changes
S&R-25	Long-term ag protection
S&R-26	Energy innovation corridors
S&R-27	How mitigate climate impacts
S&R-28	Plant trees — lots of them
S&R-29	Control of invasive species (which are) increasing with climate change
S&R-30	Water is fundamental: energy-water nexus; water reuse
S&R-31	Reduction of greenhouse gases within the transportation sector: Role of the county?
S&R-32	Climate mitigation and resilience. Air, water, land connections
S&R-33	CO2 footprint: offset with trees
S&R-34	National CO2 fee and dividend
S&R-35	Education, education, education: Corporate leadership
S&R-36	Leverage county investment to raise expectations regarding sustainability
S&R-37	Multipurpose green infrastructure
S&R-38	Realize the opportunity to maximize conservation through the Legacy Amendment

Equity and Justice

What is the most important issue, trend or topic in this theme that we should address?

- Suburban vs urban: we need to transition to a regional view

- Open opportunity for everyone – what does opportunity look like to different populations?
- Equity vs inclusive: Using the term inclusive provides a more flexible approach that can take into account cultural variances of diverse communities. Often an “equitable” system doesn’t actually provide the access necessary for diverse communities to effectively benefit from services.
- 18 – 24 year olds are disconnected – opportunity to work with youth
- Senior inclusion
- Trauma has informed people – how do we bundle services around them
- Community across governments & departments
- Leadership representation for communities of color
- Racial disparities in employment – we have the largest in the nation
- Racial disparities gap in education, and income
- Representation in leadership of our communities of color: staffing, commissions, and commissioners
- Important to project future goals on reducing disparities
- Community engagement: provide a safe space to share ideas. Be conscious of how the meeting is formatted to allow more time for dialogue from professionals and from a community level to create the space to drill down on the issues.
- Equity in the public school system: robust education for all – currently its only in certain communities.
- Safety for people of color in public spaces without being targeted
- We are all in this together: mobilize assets for reducing disparities
- Equity is not about race & color, it’s about people. The disability community is largest

What does success look like in this theme?

- Inclusion in the pathways to success for all communities
- Trends in 2020 – demographics are part of measuring success
- Success = jobs + livable wage. In Hennepin County our cost of living is going up without wages increasing
- People are moving out of Hennepin County because the cost of living is going up without rising wages
- More affordable housing
- Cycle of prevention in health care costs – less of a focus on intervention and more of a focus on prevention
- Increase the capacity of our residents to have higher paying jobs such as IT jobs

- Put our money where our mouth is
- Equal access to housing, jobs, transportation – identify where are the barriers within government programs and practices
- Put all our money on the table to spend more effectively
- Know the 1935 planning map for Minneapolis and how structural racism influences our decisions today resulting in a remapping of the resources
- Reduced disparities in the criminal justice system
- Pay attention to how schools are currently re-segregating along the lines of race & income. Some communities have better resourced schools than others and this contributes to the racial disparities in education.
- Community safety with more opportunities for success
- Health disparities are reduced
- Transparency: overcoming MN Nice – turn it around to where everyone’s voice is heard.
- Increase of representation of the diversity of our county in local governments with accountability to their communities.

Who could we serve better in this theme and how?

- GARE membership (Government Alliance on Race and Equity)
- Community cohesion – how can we meet communities where they are at with community engagement?
- Community engagement results in action: input = results
- Funding guided by stakeholders
- Mixed income housing throughout the county
- Funds are needed to address the need for multi-generational housing – youth and seniors
- County wide campaign on truth telling about structural racism instead of just moving the furniture around
- Community engagement about “what does equity look like for your community?”

Where do you see opportunities within this theme or among themes?

Connections? Tensions?

- MNDOT has not historically reached their goals of workforce with people of color and DBE goals. There is a clunky bureaucratic system for DBE’s to access government contracts – there is a lot that needs to be done to increase access for people of color and DBEs
- How can we make our criminal justice system more equitable for people of color?

- Create a scorecard for Hennepin County – Instead of deficits lets looks at an asset based approach
- Document positive stories of success – best practices
- Tell the story of what’s working at Hennepin County

What are innovations, collaborations and partnerships to consider?

- Reach out to communities of color to participate and be represented on government councils
- Cultivate a welcoming culture
- Do we have a geographic focus on reducing disparities vs county-wide? Such as the Northside Achievement Zone? – we need both
- Reducing disparities in employment – redefine job qualifications and requirements to increase representation.

Participant Post-it Note Comments

No.	Equity and Justice
E&J-1	Truth telling campaign; expose inequities
E&J-2	Inclusive leadership
E&J-3	Elected bodies need to reflect the community
E&J-4	People treated with respect when they seek help or services — not be told “this woman can’t take care of her baby” in front of everyone at the service center
E&J-5	Need incubator services
E&J-6	Safe opportunity to participate
E&J-7	Disparities in jobs, education, income
E&J-8	Redefine job qualifications
E&J-9	People of all ages, abilities, races, culture, economic situation feel included, respected and fee/find paths to access to optimal living situation
E&J-10	Success is justice not skewed; schools integration; achievement; access to destinations
E&J-11	Increase opportunity and participation in decision-making, services and contracts
E&J-12	Need to address racial employment disparities
E&J-13	Pipeline for community of color to gain leadership experience
E&J-14	Put money where mouth is; does spending match priorities?

No.	Equity and Justice
E&J-15	18-24 year old disconnected youth (homeless)
E&J-16	Equitable development; TOD redevelopment; maintain affordability
E&J-17	Tell about successes
E&J-18	Health equity is integrated to many other goals — Good place to focus
E&J-19	Emphasize inclusion in decision-making, planning, program implementation
E&J-20	Criminal justice system —> Very large racial disparities need to be addressed
E&J-21	Schools are re-segregating along lines of race and income —> Need to de-segregate
E&J-22	Leverage and strengthen place-based strategies, e.g. Northside Achievement Zone
E&J-23	Equity and sustainability and resilience: jobs, weatherization, trees, environmental justice
E&J-24	Equity and food access: Corner stores, local food economy, food processing, aggregation
E&J-25	Success is lowering the achievement gap, increasing graduation rates, increasing employment equity
E&J-26	Building/flips: Coops, buy buildings before out of state investors
E&J-27	Mental health services: Community based services, incarceration
E&J-28	Deconcentrate poverty
E&J-29	Equity and transportation: Job access, affordable, mobility (?) options
E&J-30	Onemn.org economic competitiveness: Workforce development, entrepreneurship, capital access
E&J-31	Immigrants: feel safe, sanctuary county, sheriff
E&J-32	Public schools: Equity, urban-suburban disparities
E&J-33	Opportunity: First mile/last mile. Transportation services utilizing emerging technologies, sharing economy, to provide access to larger transit providers etc. to get to jobs, link to affordable housing, etc.
E&J-34	County leadership with cities: Workforce development; contracting; deconcentrate poverty
E&J-35	Employee gap: Train our own people, workforce innovation network
E&J-36	School equity: Access to quality education not available across county
E&J-37	Success: Fewer folks with mental illness in criminal justice system

No.	Equity and Justice
E&J-38	We serve people who are dependent on transit, walking and biking for transportation
E&J-39	Asset building: For residents: Small business lending, capital access
E&J-40	Success: Improved graduation rates for all kids
E&J-41	Racial equity disparities: Asset management, financial literacy
E&J-42	Safety of people of color and women in public spaces, free from harassment
E&J-43	Counties coming together to address state mental health services
E&J-44	How to hear all voices in Hennepin County
E&J-45	Inclusionary redevelopment: Current residents win/win new residents
E&J-46	One Hennepin County: Urban, suburban, rural. Employers, workforce development
E&J-47	Major corporations and chambers of commerce: Workforce; equity
E&J-48	Sustainability/resiliency: Include CO2 goals of 30 percent reduction by 2025 and 80 percent reduction by 2050w

Innovation & Collaboration

- Everyone lives in their bubble – appreciate having these conversations at the beginning so we can share ideas
- Innovation can be costly and risky, but worth it and necessary
- Mobility: how can private sector help provide mobility services to the senior and disabled populations?
- Relationships with communities from the outset rather than with the finished product
- Include faith communities; they may be concerned with same issues but are often left out of governmental agencies
- Sharing economy, autonomous vehicles
- More protected bike lanes
- Hennepin County as an entity needs to be sensitive to, and aware of, its power when partnering with other organizations (e.g. size and capacity)
- Seek out and Include community input in county processes
- Planning as an investment as opposed to the cost, value is created through planning
- Transportation and health
- Housing and health

- Partner seniors with kids to avoid depression
- Seniors have a lot to offer
- Trails and complete streets
- Reach out to communities of color to participate and be represented on government councils
- Cultivate a welcoming culture
- Do we have a geographic vs county-wide focus on reducing disparities (such as the Northside Achievement Zone)? We need both
- Reducing disparities in employment – redefine job qualifications and requirements to increase representation.
- Want to give the county credit in terms of embracing the potential and intent of a comp plan versus just checking off a process
- Recognizing that value is created through planning

Participant Post-it Note Comments

No.	Innovation and Collaboration
I&C-1	County leadership in regional approach
I&C-2	Upholding our values in partnerships — Don't do things like send our resources to Standing Rock to suppress protest
I&C-3	GARE Government Alliance on Race + Equity
I&C-4	Connect transit stations to job sites or people will continue to drive
I&C-5	Missing: Vision Zero for traffic fatalities & serious injuries
I&C-6	Working with local governments to become electric vehicle ready in transportation infrastructure and development regulations
I&C-7	What if business property taxes were tied to corporate carbon footprint?
I&C-8	"Earning-learning" with bundled model of services — 18-24 year old

REVIEW & DISCUSS THE EMERGING THEMES

What do you like about these themes?

- Glad to see sustainability and resilience
- Like that people can find themselves somewhere in major themes.
- Like that they're open and expansive categories

- The themes encompass our work
- Sustainability and resiliency theme
- There are some very specific things within the large categories.
- You can move between themes because they're so expansive
- Encompass both physical and social issues
- Problem with the word equity. You can be separate but equal – "inclusive" might be a better word
- They are not the usual kind of land use planning themes
- They circle around and across
- You can find yourself in the themes
- People's language, not Hennepin County or government language
- Like the themes and how they cross areas
- Can engage around the themes. Language can be used to engage people
- Integrative
- Sustainability and resilience
- Open, expansive, all encompassing
- Definitions are helpful (not "vs")
- Include physical development and social
- Inclusion as cross-cutting across all themes
- Dislike: Silos in the themes
- Represents a large system
- Open conversation/broad
- Comprehensive, covered most aspects

What is missing?

What is missing? Is there a key issue or an important topic that isn't captured – or that you didn't see (and where should it be added)?

- Has to be some prioritization and acknowledgement that we can't do everything.
- Need to clarify the county's role from its perspective on role of others; and when the county is going to be leading and when it's going to be collaborating
- What are the jobs of the future? Especially with population increases and technological advances?
- The word "inclusive" would be helpful

- Generation X and millennials missing. We talk a lot about the aging population, but what about the millennials and working 2-3 part time jobs; Gen Xers are missing from everything!
- Stewardship might get toward the “how” in terms of implementation. Needs to be acknowledgement that we can’t do everything, and we need to prioritize, knowing that some people are going to feel like they’re not a priority. Need to change our budgets to reflect priorities to help provide meat to how to make decisions on how county funds are spent.
- Didn’t like the “versus” slide of x versus y
- What are the jobs of the future? What are people going to do? What is the economy of the future if robots are driving trucks?
- Need training for future jobs.
- Need to clarify the county’s role from its perspective on our role, and when we’re going to be leading and when we’re going to be collaborating.
- More refinement is needed in honing in on overall goals. Like transportation safety and reduction of human fatality.
- Major themes have a lot of overlap and don’t function alone. Equity, economics,
- Work better to be defined ‘principles’ rather than ‘themes’. How are we addressing sustainability, resiliency as a result of defining these principles? What does success look like in 5, 10 years? (Such as measurable goals)
- Climate mitigation. Commit to cities getting to same level.
- Sustainability is not just a theme, it cuts across all themes.
- Natural resources need to be more visible and present (under sustainability)
- Roadway safety
- Funding
- How do they connect to actions
- Stewardship
- Prioritization to inform investments
- Budgets need to evolve to accommodate shifting priorities
- Consider jobs/economic opportunities for the future (especially as technology grows)
- Workforce training
- Overarching theme
- Address inequities
- Promote a campaign of truth telling around race and equity
- Arts and culture

- Implementation discussion. What will we do with this? How is Hennepin County really going to pay attention to all these things?
- Grassroots engagement. Reach those directly impacted
- Youth age populations

Key Words or Concepts

What key words or concepts could be applied across many or all themes?

- The word inclusive is missing (e.g. as related to equity)
- Accountability (in terms of measurement)
- Collaboration
- Transparency
- Sustainability
- Re-imagining
- Access
- Local
- Placemaking

WHAT'S NEXT

Wrap up

Questions and comments

- Invite outside partners early on for early collaboration, broad conversation and better solutions
- How are these going to play out in the plan? Need a 3D matrix
- Themes work better as principles/goals that impact every plan element
- Concern about role clarity as plan is developed. When is the county leading? When is it collaborating?

Give us a word that describes this experience today

- Exhausting
- Energizing

- Opportunity
- Engaging
- Civility
- People power

Given the discussion today, what is one a takeaway that you have?

- Ideas to run city comprehensive plan processes
- How do we prepare immigrant communities (their constituents) to be ready (changes plan process)

APPENDIX A: AGENDA

Hennepin County 2040 Comprehensive Plan Idea Roundtable

March 03, 2017
Ridgedale Library, RHR Room
12601 Ridgedale Dr., Minnetonka, MN 55305
9 a.m. – 11 a.m.

Agenda

OUR GOALS

To keep you informed by:

- *Letting you know about the County's comprehensive planning process and timeline;*
- *Sharing the issues & themes emerging from our engagement and analysis efforts so far*

To hear from you by:

- *Getting your ideas and feedback about trends, issues and opportunities, and*
- *Getting your ideas and feedback about the emerging broad themes*

... and we hope to take advantage of the opportunities for continued dialogue and forging connections that is offered through the planning process!

Sign-in and Refreshments at 8:45 a.m.

- | | |
|---|------------------|
| 1. Welcome and Overview | 9:00 a.m. |
| <ul style="list-style-type: none">• <i>Welcome (Scott Martens)</i>• <i>Meeting Overview (Denise Engen)</i> | |
| 2. Comprehensive Planning Background and Update (Katie Walker) | 9:10 a.m. |
| 3. Overview of Input and Emerging Themes (Denise Engen) | 9:25 a.m. |
| <ul style="list-style-type: none">• Emerging Broad Theme Areas<ul style="list-style-type: none">○ <i>Prosperity and Competitiveness</i>○ <i>Health and Livability</i>○ <i>Mobility and Connectivity</i>○ <i>Sustainability and Resiliency</i>○ <i>Equity and Justice</i>○ <i>Innovation and Collaboration</i> | |

Hennepin County envisions a future where residents are healthy and successful and where our communities are safe and vibrant.



4. Facilitated World Café Breakout Discussions (Amy Schrempp) 9:30 a.m.

- *An interactive session with facilitated table discussions around topic areas identified from engagement and analysis efforts so far. Get a brief overview of the topic from table facilitators, participate in a discussion about the issues, connections, tensions and opportunities within these themes. We will give the opportunity to switch at approximately 20 minute increments.*

Discussion questions for specific themes

- *What is the most important issue, trend or topic in this theme that we should address?*
- *What does success look like in this theme?*
- *Who could we serve better in this theme? How?*
- *Where do you see opportunities within this theme or among themes? Connections? Tensions?*
- *What are innovations, collaborations and partnerships to consider?*

5. Table Exercise (Amy Schrempp & Denise Engen) 10:30 a.m.

Discussion questions about the group of emerging themes

- *What do you like about these themes? What don't you like?*
- *What is missing? Is there a key issue or an important topic that isn't captured – or that you didn't see (and where should it be added)?*
- *What key words or concepts are common across many or all themes?*

6. Wrap Up 10:50 a.m.

- *Takeaways (Amy Schrempp)*
- *Next Steps (Scott Martens)*

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2017

INTERNAL ENGAGEMENT



HENNEPIN COUNTY 2040 COMPREHENSIVE PLAN

701 Fourth Avenue South, Suite 400 | Minneapolis, MN 55415-1843

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2017

HENNEPIN STAFF IDEA ROUNDTABLE INPUT SUMMARY



MEETINGS HELD AT THE MINNEAPOLIS CENTRAL LIBRARY
February 8, 2017

701 Fourth Avenue South, Suite 400 | Minneapolis, MN 55415-1843

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HENNEPIN STAFF IDEA ROUNDTABLE

INPUT SUMMARY

Minneapolis Central Library, February 8, 2017

OVERVIEW

Across the Twin Cities metropolitan region each county, city and township, including Hennepin County, is taking on an important activity – updating its comprehensive plan. A comprehensive plan is a document or series of documents that help guide future development and inform how important local services are provided. The planning process also provides an opportunity to have a community conversation about shared goals, values and priorities; and to incorporate new trends, new information and include new people into the process for setting the community’s policy direction. State law requires each county, city and township in the seven-county metropolitan area to update its comprehensive plan every 10 years. Current plans must be revised by the end of 2018 and have a planning timeframe up to the year 2040.

To begin this process and to assist the county’s Policy Advisory Committee (PAC), Hennepin County Commissioners and project staff in guiding the preparation of the comprehensive plan, the county invited some observers of local and regional affairs, or “Thought Leaders” to share their thoughts and perspectives about the key issues and challenges facing the county and region. Between September, 2016 and January 2017 four special PAC meetings were devoted to panel discussions, or “Idea Forums” for listening to the perspectives and suggestions of these thought leaders. From these early discussions several broad issue areas emerged.

To test and refine these issue areas, county leadership, as well as staff from the three comprehensive plan technical teams (People & Places, Transportation and Natural Resources), were invited to attend one of two “Idea Roundtables” held on February 8th, 2017. This document presents the input gathered at these sessions.

Goals

To keep participants informed by:

- Letting them know about the County's comprehensive planning process and timeline
- Sharing the issues & themes emerging from our engagement and analysis efforts so far

To hear from participants by:

- Getting ideas and feedback about trends, issues and opportunities, and
- Getting ideas and feedback about the emerging broad themes

Issue Areas

After opening remarks and a short introductory presentation, meeting attendees participated in a facilitated World Café exercise intended to gather input and feedback on the following emerging issue areas.

- *Prosperity and Competitiveness*
- *Health and Livability*
- *Mobility and Connectivity*
- *Sustainability and Resiliency*
- *Equity and Justice*
- *Innovation and Collaboration*

Participants had the opportunity to take part in discussions at three of five topic tables; innovation and collaboration was discussed at each table. Discussions began with a brief topic overview by the table facilitator, time to look over a summary of the Idea Forums, followed by an interactive discussion about the opportunities, issues, connections and tensions within these themes. Following the World Café, participants discussed and gave input on the issues areas themselves (see Appendix A: Agenda).

SUMMARY OF WORLD CAFÉ CONVERSATIONS

Prosperity & Competitiveness

What is the most important issue, trend or topic in this theme that we should address?

- **Prosperity for all.** We are currently a very prosperous and competitive county, but it's not distributed equitably; it's an issue of disparity.

- Close disparity gaps.
 - Prosperity is currently measured in business sense but not individual sense
- **Position people for careers, not just jobs.** We see the word jobs a lot and not a lot about careers. We get people their first job but don't position them for careers. We focus a lot on attraction but not enough on retention.
- **Include the concept of work readiness.** We talk about recruitment but not retention. An example is in Community Corrections initiative to provide training on to vendors (know that a lot of our hires come from the vendors) to teach our direction as a dept., and used that as a way to recruit individuals – so they come in knowing a lot. As a result of going out into the community and training those individuals, there will be a more diverse and qualified workforce.
- **Labor shortage expected; how do we train people and provide them access to jobs?** The state demographer points out we'll have a labor shortage in 20XX – that assumes that all our current residents are working at capacities.
 - We need to fill jobs to make the businesses prosper
 - We have to get our teams to get the residents to work (disparities work), in addition to attracting and retaining workers.
- **Jobs/people mismatch and job/skills mismatch.**
 - Growing shortage of skilled labor, not a shortage people ; mismatch between people who needs jobs and jobs that need filling,
 - There is a mismatch of what people are being educated for versus what the job needs are.
 - Each theme is interconnected. Does lack of skill exist because training isn't there or other problems in the system? Innovation and collaboration is part of developing skills, healthy sustainable environment is important as well to get people where they are and where they need to be.
- **Education.** Bolster education to lead to prosperity.
 - Be flexible in training and education.
 - We address training but don't recognize residents who haven't finished high school. Why aren't folks graduating high school?
 - What are our training and education gaps? Jobs available on high and low end of qualifications, is training available?
 - Each neighborhood should have access to good education, is this transportation-related?
 - How do we redo our educational system, instead of training for specific careers/jobs train for skills, such as problem-solving? Develop a knowledge base.

- Retain people so people don't receive education here, then leave.
- **What is the role of HC in education?** Education needs to be mentioned; skills gap demands education and access to education.
 - What is county role in education? Education starts with prenatal care, public health
- **Pay attention to what makes us attractive to residents and businesses.** "Zoom out" so we are looking at what people and businesses wish to see in HC as a place of residence and employment.
- **Systematic Interconnectedness.** We've got job creation in the suburbs but not affordable housing, do you want people to live by their jobs? Reduce transportation time? Better transportation? Have to grow housing in tandem with jobs, preferably transportation, too. People need choices.
 - Example of job and housing disconnect: Amazon distribution in Shakopee with no affordable housing nearby.
- **Give people more transportation and housing options,** which can help them decide where to live and work.
- **Examine, modify and boost employment programs to meet people's needs.** We have a lot of things in our systems (e.g., UA testing or limited office hours) that get in the way of working people.
 - Providing alternatives will help them retain the jobs they have w/o interfering in their attendance that may cost them their job.
 - It has potential for a snowball effect – e.g., the justice system.
 - In the juvenile and adult world – initiatives that look at changing the system to make more workable solution for individuals in the corrections system. Concern that loss of job escalates to a life of crime to support themselves and families.
- **Need to talk about Boomers.** What are the statistics? What are we going to do with all these individuals? Are they going to be a huge drag on our prosperity and competitiveness? Is anyone doing any planning on that in the county? Need conversations around the county's responsibility.
- **Address taxes.** There is no mention in this report in trying to moderate our position and sell that we have assets that balance off those additional [tax] costs. Can we continue to do that?
- **Trend is towards a shared economy.** There is a trend towards a shared economy that will result in reduced consumerism. (CoOps, car sharing, toy libraries, tool libraries, buckets of clothing).

- What role would HC have? We won't have the need for huge retail spaces it has the ability to reduce waste.
- Millennials will be a big driver (believed that).
- There is a larger aging population who won't need these things.
- **Retention of young labor force is a concern.** What attributes will keep them here? Transportation, diversity, not just jobs.
- **Systematic Interconnectedness.** We've got job creation in the suburbs but not affordable housing, do you want people to live by their jobs? Reduce transportation time? Better transportation? Have to grow housing in tandem with jobs, preferably transportation, too. Offer choice people choices of where they want to live and work.
- **Connecting jobs with different transportation modes is important.** We need to continue to address this. How do we get access to transportation to residents? Not just transit but all modes of transportation.
- **Look at who's in the jobs in the area – who are we actually hiring?** Report talks about people outside our county coming into HC for jobs.
- **Connections to jobs are important.** We need to have a well-connected system (e.g., training pathways, the ability for people to live where they want to live and get where they need to get).
 - Try to connect people in different areas with where the jobs are. How can we use our infrastructure to accommodate for this?
 - Working with light rail, we want to connect people to where they can get education, jobs, have access
- **Redefine what prosperity means.** Typically people think of financial gain and there is maybe a more holistic aspect of that.
- **College debt is a problem.** Huge college debts for people to overcome before they even can get into the workforce – this is a problem!
- **Talk to cities.** Convene cities for policy discussion; policies exist in cities that don't necessarily exist in other cities.

What does success look like in this theme?

- Success is if everybody feels there is a job out there for them and there is a path for them to get there. They know steps to take and they're available
- Educational opportunities are available, affordable, desirable and useful.
- Fewer people experiencing poverty
- HC rides crest of global economic change
- People have jobs that can survive in global economy

- Every neighborhood is financially healthy
- Disparity in Hennepin county bucks national trend (in a positive way)
- Invested in active citizens (voting, participating in community events, volunteering). Currently many school-age youth don't see a path for their future, don't see that a might job waiting for them
- Our primary job is as conveyers of hope. Hope = "I see an opportunity" Sense of opportunity as opposed to fruitlessness
- Kids say "That's something I can and want to do"
- Jobs aren't the end all be all, where do people get their satisfaction?
- Participation is a choice that is available to all. A person can make a decision to participate or not participate, some are satisfied with not participating and having connection but most look for opportunities to participate, it's an active choice.
- My kids having the same opportunities that I had. Will my kids have to live with me because it's too costly for them to move out? It's hard to image kids being able to buy their own home.
- Provide reasonable opportunities and accommodations: If we do all for everybody we can't sustain that.
- Services and opportunities are within the geographic sphere of where you are. Place is not a barrier anymore.
- Millennials will be embracing the new group coming up. We remember there is a generation behind the millennials.

Where do you see opportunities within this theme or among themes?
Connections? Tensions?

- **Take the opportunity to have more conversations with businesses to see what they need – and define a role for Hennepin County.** When we hear employers say that people aren't educated in the areas in which we need them to be. How do we help do that? We're pushing kids to go to college but there are many jobs out there that fall under other education (technical/vocational) that are not being accessed/utilized.
- **Look at local wisdom.** Look at different communities and get THEIR definition of prosperity. Have relationships that help us navigate those differences.
- **Explore local, place-based solutions as well as transportation solutions.** How can we work with different groups and keep the jobs or attract the jobs that bring prosperity to areas (e.g., North MPLS) that need it? Also continue exploring transportation options that bring people to the jobs. If the jobs are "down there", how can we get affordable housing AND transportation there?

- **Identify and remove barriers.** There are so many things that block people from getting into jobs. For whatever reason, they won't pass through the screens to get that new start and have job opportunities.
 - Now we have a number (e.g., credit score) that follows you around and can inhibit the employment process because people look like a risk. It's not exactly "job readiness" – how do we capture this?
 - It's frustrating because we have an entire generation that is ineligible based on current HR practices to get a job much less support a family.
- **Uncertainty.** We don't know what future is going to look like, we don't know how industry, environment, people etc. is going to be different, industry.
 - We need to nimble, have expectation that we will be constantly adapting
- Tension between human centered services and cost of that customization
- **How do we turn diversity into prosperity?**
 - Increase of people of color doesn't have to mean more economic disparity.
 - There will be real or perceived winners and losers: if we reduce income disparity, white workers may experience a loss
 - Increase in diversity may not be fully embraced
- **It's not all about equating business with prosperity,** salary is not always biggest motivator, sense of purpose is the biggest motivator for people inside/outside of work
 - Recognizing this is a change in perspective
- **Hennepin County identity.** People don't think of Hennepin as a place to live in and contribute to; think primarily of city and neighborhood.
- **Many cities = strength and weakness?** 45 different cities in HC, each one has its own identity. "Your strength is your weakness": are we competing against each other (HC vs. cities and cities vs. cities)?
- **Collaboration among cities.** Can the many cities with different identities work together in good times and in bad times? Currently cities are more individualistic in good times, and there is more banding together in bad times
- **HC Board.** Two of our County commissioners have been mayors, six were state representatives incredibly rich to build on.

What are innovations, collaborations and partnerships to consider?

- Business community
- Public/private partnerships
- Where's the education piece? At the end of the day, all levels need to be educated.

- Collaborate with universities, community colleges, cities, K-12 school systems, major employers
- Great colleagues; unity and being able to collaborate better
- If we don't have a good approach to relationships the center collapses
- Getting past turf battles: internally and externally
- Training? Where is that piece? At the county we end up with a lot of 22 year olds w/o a degree that are in the workforce – how do we help them?
- Example, from Corrections: are working with colleges and universities to launch a certification program for individuals who want to become probation officers. There are many of our employees (52/50) that will help current employees to qualify for jobs. This is being launched later this summer.
- Removing barriers to job readiness. Such as job readiness campaigns that can get at the civil service component; this can assist in finding jobs (e.g., Americorp).
- Transportation already does a great job of collaborating
- Innovate: can we get businesses to share employees? Example of mergers, can businesses trade employees? Or at least can businesses work together? Example of how HC works with City of Mpls
- Google 20% Idea: all workers can spend 20% of their time working on whatever they want to and it can benefit the county. With a nonprofit, et cetera.

Participant Post-it Note Comments

No.	Prosperity & Competitiveness
PC-1	Work readiness
PC-2	Education
PC-3	Boomers with no retirement funds
PC-4	Drive justice system reform
PC-5	Conjunctions to jobs (all transportation modes)
PC-6	Connect people to jobs
PC-7	Diversity of businesses/industries can't all be the same type
PC-8	Jobs vs. careers
PC-9	Taxation
PC-10	Partnerships
PC-11	Needs for vocational training/not everyone should be college educated
PC-12	More conversations on education in this theme and the role of the county

No.	Prosperity & Competitiveness
PC-13	Proximity of jobs to housing reduces need for transportation
PC-14	Shared economy reduces consumerism reduces waste reduces jobs need for retail space
PC-15	Disparity gaps close
PC-16	Business prosperity helps the people prosper
PC-17	Redefining prosperity holistic
PC-18	Employers/educators/govts talk with each other
PC-19	Retain talented youth including diverse esp.
PC-20	Fewer people experience poverty
PC-21	Provide a way to move people from high school to technical school
PC-22	Human labor displacement by automation/A.I. new work models needed
PC-23	40 hour/full time model will not work in the future
PC-24	Removing hiring policy barriers to help engage more people in workforce
PC-25	More collaboration between cities and counties
PC-26	Increasing shortages of skilled labor
PC-27	HC residents feel valued and a part of the community
PC-28	Heavily promote and incentify regional connections and planning
PC-29	Success: full employment
PC-30	Systemic interconnectedness
PC-31	Education and reducing education costs in order for young adults to prosper
PC-32	Growing shortage of skilled labor
PC-33	Emerging themes are interconnected
PC-34	Lots of jobs, shortage of workers
PC-35for all
PC-36	Education at all levels crucial to prosperity

Health & Livability

What is the most important issue, trend or topic in this theme that we should address?

- Disparities in opportunity for health. Disparities in health, quality of housing, class and race.
- Community disparities; disparities in neighborhoods, geography
- Social determinants of health (e.g. income, housing, location, etc.) as mechanism to get to health
- Housing that people can afford, ability to pay for housing
 - Balanced composition for health and housing
 - Healthy homes – lead reduction
- Aging population and health and housing issues
- Availability of open space – opportunities for recreation
- Access to environments that lead to healthier life style
- Empowering people to have a voice in their health and livability
- Support people who aren't in good health or who are disabled
- How flexible can we be as a County to make changes based on what our residents want
- Innovation – apply testing and prototypes
- Flexibility and adaptability. If a person's the crisis doesn't fit the rule, the client suffers.
- Change the way we think about social responsibility
- Livability – access to retail, reducing commute times, collocating jobs & housing – Transportation
- Livability – low level social dysfunction
- Mental health and well-being – create space that is supportive for mental well being
- Things that improve health in all projects
- Health in all policies – how do Hennepin County choices impact health?
- Working more collaboratively.
- Connections between policies
- Transportation is a huge barrier – including affordability
- Connecting transit and justice locations
- Prosperity and attractiveness of Hennepin County
- Thriving and retaining good talent for people of color

- Connections between policies
- Violent crime – gun violence/drug use – and the integration of those into public health
- Violence in communities – address it early
- Resources for people with substance abuse
- Aging & Millennials – is it contradictory? How do we serve both?
 - Wants and needs of both are different
 - Create systems that attract both
- Supporting ways of making health choices the default (e.g. biking and walking, parks)
- Disparities in maternal/child health
- Intervene in early life stages
- Density of population – urban, exurban

What does success look like in this theme?

- Communities reduce disparity of health
- Everyone would live in healthy livable communities
 - No disparities in housing; zip code wouldn't matter,
- Good air quality, water quality, integrated green spaces
- Life expectancy – quality of life
- Good air quality, water quality, integrated green spaces
- Health outcomes equal to what exists in Scandinavia
- Holistic strategy for public health
- Mental health – good well being
- People with disabilities have a livable income
- Social connectedness
- Affordable housing
- People have choice about where to live as they age
- All communities supporting each other for neighborhood issues (e.g. most sex offenders live in North)
- Thinner population – reduction of obesity, improved health
- Environmental – access to fresh food, parks, etc.
- Connections to resources they need to not have disparities
- Interconnected (place is not a barrier)
- Better safety net, educational, empowered in their decision making
- People get the best education, housing, et cetera

- Example of European initiative where graduate students live in senior residence – free rent in exchange for companionship
- People step up, community is engaged
- We are less reactive, be more innovative – fail early and iterate
- Market forces are used for good

Where do you see opportunities within this theme or among themes?
Connections? Tensions?

- Broad agreement on values across government and community
- Connections between policies
- Availability of open space – opportunities or recreation
- Violent crime – gun violence/drug use – and the integration of those into public health
- Livability – access to retail, reducing commute times, collocating jobs & housing - Transportation
- Working more collaboratively
- Social determinants of health
- Mental health
- Climate change
- Environmental stressors – (e.g. Health impacts from transportation)
- Affordability of housing in communities
- Policy – be inclusive and diverse to get community engagement before policies are implemented
- Safety in communities
- “Pouring in rather than taking away”
- Jobs need to lead to careers
- Remove barriers for people who cannot pay fines – preventing people from contributing
- Tension between aging population and millennials – balancing both needs
- Resources? – smaller workforce to support tax base as baby boomers leave the workforce
- Timing on fees and how that effects people’s lives
- Moving theoretical into practical
- Cost, funding
 - Resources are tied up in reactive mode
- Turf battles

What are innovations, collaborations and partnerships to consider?

- Partnerships between public safety to public works
- Greater funding for education
- Determining what county does well and what do our partners do well – “strengths finder for partnerships”
- A greater relationship for the 46 cities in our community
- Partnerships across lines of business (e.g. Library & DOCCR)
- Mitigate effects of climate change (e.g. replant trees for those lost to invasive species)
- Education – jobs, training, and much more
- Collaboration in community before we are innovate
- Identifying people affected – engage in community conversations
- County should be a facilitator of communities – not just dictating policy
- Inventory of policies/law that work and those that do not
- Apply team care approach in human services like is being done in health care.

Participant Post-it Note Comments

No.	Health & Livability
HL-1	Mental health services
HL-2	Early childhood screening/development reduce stress and ACES in families
HL-3	How do you balance aging needs and millennial needs
HL-4	Should we do health assessment studies for smaller public works projects
HL-5	Disproportionate impact of climate change on communities of color
HL-6	Mental health and mental well being
HL-7	Need to intervene early in kid’s lives on trauma and offer other health related services to keep kids out of system and to thrive
HL-8	Environmental justice
HL-9	Partnerships with cities
HL-10	Intentional relationship building
HL-11	Mix of land uses so jobs, retail, etc. are easily accessible
HL-12	Grassroots engagement to inform policy decisions
HL-13	Address real and perceived safety concerns
HL-14	Access to healthy food and affordable

No.	Health & Livability
HL-15	Social determinants of health
HL-16	Affordability in desirable communities
HL-17	Education missing access to and affordability
HL-18	Strengthen families for a lifetime work to keep elderly in their homes or families
HL-19	Partnerships and collaboration across depts. and orgs
HL-20	Maternal and child health disparities
HL-21	Empowerment vs dictating/deciding for you
HL-22	Make healthy choices the default good for people, environment, community, etc.
HL-23	People are only altruistic if they value altruism
HL-24	People step up to help one another
HL-25	Create systems that serve and accessible to wide spectrum of people-young to aging such as housing and healthcare
HL-26	Thinking about health proactively instead or reactively
HL-27	Balanced composition of options and outcomes
HL-28	Walkability
HL-29	Place is not a barrier
HL-30	Don't be afraid of failure learn from it
HL-31	Human centered at all levels
HL-32	Link people to jobs city to suburban jobs
HL-33	Livable wage
HL-34	Culturally welcoming green spaces
HL-35	Appealing to self-interest to achieve altruistic goals
HL-36	How do we marshal and/or reconcile market forces and urban planning to get desired outcomes
HL-37	Where will the tsunami of Alzheimer's patients live as boomers age and will they pay
HL-38	Less rigidity more flexibility and nimbleness/building resiliency
HL-39	Partners with trusted community resources

No.	Health & Livability
HL-40	Move upstream don't wait until it's such a problem now meets eligibility guidelines

Mobility & Connectivity

What is the most important issue, trend or topic in this theme that we should address?

- **Build a regional transportation system**
- **Thinking and acting regionally.** Development patterns are so decentralized. We have [nearly 200] cities in this region; linking housing, employment and transportation is still kind of a Wild West sort of thing.
 - Some of the obvious solutions are for broader development planning authorities, yet I think people hate that even more than the problems associated with the disconnections that we've got.
 - I think that's kind of the frustrating part of it. Where does this end? Part of it is the changing generational guards. To some extent, the older generation is showing some receptivity to more concentrated development and mixed use.
- **Coordination and connection of all modes.**
 - Connecting modes within and outside of Hennepin County.
 - Working transit systems; integration of transit modes working together – regional systems
- **Build connectivity outside of urban areas.**
 - Reduced disparity between urban and rural areas connectivity
 - Dallas/ Ft Worth has a LRT in 2nd/ 3rd ring suburbs and we don't. Hwy? How does that happen in Texas and not here?
- **Increased transit needs and expectations is a concern.** A big issue is the increased mass transit needs and expectations, both those who need to rely on it for work and other things; those who live in our area expect to have that, rather than depend on a car.
- **Think regionally and; consider infrastructure, sustainability and well-being when making decisions.** Those are two really valuable comments you've already received (commenting on the meeting materials) that speak well to the most important issues and trends to track over the next ten years.
- **Cost.** Everything costs a ton of money...the capital investment, operations, management.

- **Look at changes in populations wants/values**
 - Not wanting to work all day in an office
 - Not wanting to work in an office
 - People not wanting to get their license at age 16; waiting to get their license since there is a lesser value placed on having a driver's license
 - Understand that we're transitioning, but still have a wide variety of what's important to the individual people. We talk about millennials who just kind of in general don't like driving, that's what you hear. Is that true? Are we allowing ourselves to be open for this transitioning generation?
 - Conflicting desires. We're talking about building a transportation system. Do you want buses, trolleys, more LRTs – but some people just really want a car.
- **Walkable communities.** Communities that are walkable/bikeable so that cars are not required for every trip.
- **Think more broadly about what connectivity means** – is connectivity getting people to services or connecting them where they already are (like from home). With connectivity, we have to think about online connectivity.
- **People need connectivity that doesn't depend on transportation.** In terms of connectivity, getting people to places is good, but is it also good for people to have more connectivity doesn't depend on transportation.
 - Building out even more Hennepin County's e-government and look at rules for face-to-face meetings to apply for and get benefits.
 - Can we build more of an infrastructure for people on low incomes or disabilities? Good broadband internet - they could do more of their county business from home instead of having to go to an office. Even though we're building hubs, they still have to get there – and get child care, or take time off work.
- **Think more broadly than roads and transportation – to communications and other infrastructure; potential to decrease disparities.**
 - Is there an opportunity - we're seeing more people working from home.
 - Change the assumption that people need to move for jobs. Are we establishing things like increased broadband connectivity to homes to increase job opportunities?
 - The internet and ability to live at home and work from home, it helps people with disabilities, but also people who live in geographically disadvantaged neighborhoods. The internet has changed so much I can't even imagine where it'll be in the next 20 years.
- **Think about how we anticipate growth in electronic connectedness, particularly on services.**

- There's medical stuff you can do online. How do you structure your infrastructure to address that?
- County services impact: Sometime soon I hope, no one has to show up in person to apply for a benefit. You should be able to do it electronically and get your money electronically. I sure hope it'll be done that way.
- One thing the disability world is ahead of the game - using technology for monitoring. They have the ability to monitor stoves to see if the burner has been on, or if you've been in your bed for 15 hours with no movement. As the population ages this becomes important.
- **Keeping technology useful but staying back from the "creepy line."** For example, how to use wearable technology - a Fitbit tells you to stand up and move. You could use it as a different tool. It's really compelling and it's always really creepy.
 - How do you balance that creepy line between connecting devices and information about us?
 - Balance – being more like the "Jetsons" less like the "Terminator."
- **Automated or driverless vehicles.**
 - It seems like we are unprepared for that option here at HC.
 - It may create more congestion.
 - How will we promote other options in addition to this?
 - Driverless vehicles may not be "green."
 - Can address mobility problems for the growing senior population, who may no longer be able to drive.
 - Regional coordination. What is the role of cities and counties working on driverless cars...and how will they work together to be at the same place at the same time.
- **Ride Share.** We'll need to use tools that are available to be proactive toward ride share options.
 - How will the county promote these? What will the role of the county be?
 - Will ride share displace light rail promotions?
- **Disabled populations & options for them**
- **Consider the aging population in new development.** Suburbs may not be not building for future needs. Are cities building housing for people who are aging, and where are they moving to – or are we just thinking that people may stick around and we'll add that stuff later? Development is not set up to consider the long range changes for people – their health needs, etc. We're all gonna live longer.

- We're not building communities so you can go to your two story home to a single level home, to maybe assisted living, to maybe whatever you'll need down the road.
- Community considerations for where you get your groceries, connect with neighbors, and get health care don't seem to get factored in – it's if I want to move from my house, I have to think about where those resources will be in another neighborhood or community.
- Why would you want to move to a whole new city and start over when you've lived in an area for so many years, raised your kids, have your worship area, buy your groceries – just because of housing
- **Serve people, not systems or the organization.** There's an empathy aspect of it - what's the service you're providing? Everything we do has a service component. We could add a lot to the infrastructure, spend a lot of money, coordinate really well, but if we're not meeting a service need - we can hit the target but not hit the overall objective or need.
- **Provide access to services and mobility options regardless of income or other status.** Provide options for people of lower income and those living in communities with few resources.
 - If the gap between the haves and have continues to widen, and the cost of moving about gets more expensive – how do we offer opportunities to move about for people who are on the lower end of that disparity?
 - Address the needs of young families living in lower income areas. We talk often about food deserts, but if you're living in north Minneapolis and you have to load four kids on a bus to get groceries for a family of six, it doesn't matter how good the transportation is; there's a gap in our planning for our different communities. (Consider land use solutions too.)
- **Accessing County services is difficult in the second-ring suburbs.** As you have people on county assistance, depending on where you live in Hennepin County and accessibility, it's very difficult to access services – particularly if you live in the second ring suburbs. We're still rather spread out in where our resources are and where our populations are.
 - If you have young moms trying to finish school, how do they get there? People depend on county money to get their transportation, rather than public transportation. It's not set up for people who are not living in a heavily populated area.
 - Location matters – if you live in Minneapolis you have a lot of different ways to get to resources at different hours. If you live in Eden Prairie, if you can get to southwest station, you can get downtown. If you can get to the Mall

of America, you can get to where you need to go, and out to St. Paul. But otherwise, you still have to take a car to get to the light rail.

- **Drones.** Will drones be viable?
- **Freight.** Will freight become a more viable option?
- **Zoning.** How can the county play a bigger role?
- **Addressing the funding issue** - are funds available? Are there resources? Addressing this says that we care about the quality of life for the residents.
- **Serve people where they are.** Focus efforts where the people we serve are and not just on the suburbs.
- **Make better service connections.** We are disconnected from the people we serve!
 - We need to work with the people and not look down on them
- **It's about connecting people's capacity with opportunities.** People rent out their house because they have extra capacity, so they do Airbnb. I might be a consultant on the side. Taking these capacities and channel it and give access to people who are looking for that. Maybe build a central hub like the library, so we become like the public sector version of CoCo...a government version of a cooperative space
- **It's about connecting people to where they live, jobs, services, making those connections easier.** Bottineau LRT line – north Hennepin Community College is on the line, North Memorial is on the line, can you go through north Minneapolis where they don't have cars. How can we continue to use infrastructure like that, to connect people to where they can get jobs, education et cetera.
- **It is about social connectivity.** Not just visibility, but in the ways in which we foster and encourage connectivity among all people, because that leads to other benefits.
 - Seniors and the disabled are in particular need in this area.
 - A big part of what we do is work with people with disabilities. How do you have a plan that includes people with disabilities so they feel supported and welcome?
- **It's about the connection between the mobility and healthy; addressing inequities in access to parks and social aspects that are not in a city or community center.** Where are those gathering spaces - how do you provide that to communities with low car ownership. There's opportunity inequity right now.
- **Build for future emissions standards/goals.** If we have greenhouse gas reduction goals of 50% by 2050, the infrastructure we build will speak to those greenhouse gas emissions in 2040 or 2050. How do we build infrastructure to achieve those emission reduction standards?
- **Options for accessing services in a variety of ways; eliminate barriers to get services.**

- Example of a client who's 20 with a 2-year-old son. She doesn't have a computer, she doesn't drive. She needs a computer, and there are resources for people on low income to get DESKTOP computers. She needs a laptop – since she is in school, so she may be waiting for months. It's baffling when we try to do something and yet it's a barrier.
- **Increased connectivity versus increased mobility – there are (somewhat) diametrically opposed.** How does the county fit in when it's a metro wide issue? Your community doesn't necessarily end at the border. Hennepin County's influence doesn't end at the border, either. Hennepin County can influence a metro wide system.
 - You move from Minneapolis to Brooklyn Park - how does that work in terms of getting county services, or you're changing cities and you have to vote.
 - At a metro level, you're getting some of that stuff, but you could transition within an area. What would be your experience in Minneapolis compared to Rogers? How do you make that easier, e.g. can you get the human services in Rogers via remote access?
 - The challenge too is that people don't know what the county is. On a metro level, they know it has courts, does our property taxes and does stuff for people who are in need but how does that play into anything else, how do they know that.
- **Diverse participation in this process.** Ensure that more people of diverse race and disability status are included in these meetings.
 - Engagement. We need to find ENGAGEMENT
- **Connect across business lines.**

What does success look like in this theme?

- Less time spent driving equals a better health impact
- More multimodal transportation options
- More people having more options available to them
- Better modes of transportation for all groups of people
- Access for all people in areas for all kinds of transportation
- Reliable systems
- Live where you want without having live based on transportation access
- Maintenance plans
- Upkeep of roads
- All counties connecting to assure that we are working together ensuring connectivity of systems/ breaking down silos

- Reduced disparity between urban and rural areas connectivity
- Reduced animosities of urban versus rural around transportation
- Access jobs, education, shelter and other services easily.
- Collaboration and involvement of people with needs to address disparities. I'm a trained engineer so I can help show where the needs are, but I'm not trained in equity and disparity. If you're gonna look to me for those answers, your answers won't be as good as if you involve [people with those needs/perspectives]. If you're gonna look back, there's greater collaboration that's happening today to get to those answers.
- Adaptability. We need to be able to adapt because there are a lot of things we think might happen. That can change quickly and we may be talking about a completely different direction.
- Choices and options. When I think about success ten years ago, it's about people being able to make choices and have options available to them. If I want to use a bike, I should have a reasonable system to do that, if I want to use mass transit, I should have a reasonable system to do that.
- Connectivity. If I want to stay home, I should have reasonable connectivity to do that. We have fiber connectivity across the entire region.
- People are connected in a way that suits their needs and meets their expectations. What we're talking about is a connection of people in a manner that suits their life or lifestyle and that'll change as a person or a family changes over time.
- No social isolation.
- My five-year old will never need to own, or even drive, a car.
- Everybody in the county lives within 4 or 6 or blocks of a park, and within that many blocks of shopping. Making it possible to be more self-reliant.
- Instead of building huge infrastructure, reverse it and build locally.
- Multiple options for accessing services; barrier eliminated.
- Sustainable practices and infrastructure are in place and are financially stable.

Where do you see opportunities within this theme or among themes?
Connections? Tensions?

- Expensive- ongoing costs
- Aging roads are small/ hard to add bikeways & sidewalks or to widen
- Moving of goods & services
- More freight

- The certification process for the disabled to get the reduced prices for Metro Mobility rates is quite cumbersome for the HSPHD staff, so making that process easier would not only save the county money, it would allow for more services to the person.
- Concerned about information security, cybersecurity, and focus on the data. And then the amount of data (storage needs). Have different concerns about those topics.
- What are the service impacts of driverless cars? Has the last parking lot already been built? We might not have DWIs in 25 years. Maybe the last gas station has already been built.
- What is there are hovercraft in addition to driverless cars?
- Driverless cars offer a huge opportunity. The trend suggests we're moving beyond a car-centric transportation system, but I think you have driverless cars coming, an expansion of transit, and a younger generation not as interested in car ownership. I think we need to be prepared for that and I think it's gonna be awesome.
- Structural cognitive dissonance – the collision of all these mindsets. I have to think about transportation, and you have to think about IT and none of us are comfortable switching over. Yet we are beginning to address this.
- It's a real tension in the Twin Cities to extract our transit system from thinking only about jobs. We need to think about the transit system as just connectivity to anything. Think of it in terms of livelihood - how can we use it to do what we do.
- And with planet warming, we'll have a longer growing season.
- Social isolation.
- Greenhouse gases. What will 2040 targets be to meet 2080 expectations?
- One of the tensions for mobility and connectivity is to make sure it's available to all, that there's no financial bias to that. We have big gaps right now. If you don't have a car and don't live near a bus, you're left out.
- Breaking down barriers so we see each other as people. Breaking down the transit stigma by mode – because the other people on the train or bus aren't in the same economic strata as they are.
- Raise the education standard and ability standard so everybody feels they have equal access.
- Making sustainable practices and infrastructure financially stable.
- Time of transition: a challenge is that we'll have [initially] a hodge podge where Hennepin County will adopt something, Ramsey County will adopt something, and Chicago will adopt something. We won't know what a best practice is until we try it. We'll have to make something up, see if it works, test it out and be wrong. We'll have to be wrong a lot.

- Hennepin is to Minnesota as California is to the nation. We're a net exporter of dollars and that's an advantage, but it's also a disadvantage because everyone wants a hand in our pocket. We pay more than the average in taxes and that becomes a problem.

What are innovations, collaborations and partnerships to consider? (No notes)

Participant Post-it Note Comments

No.	Mobility and Connectivity
MC-1	Collaboration across business lines
MC-2	Maintenance policy that's integrated and well-funded
MC-3	Ongoing relationships w/communities
MC-4	Build employment centers as TOD not just housing
MC-5	Senior living concentrated on existing transit lines
MC-6	Group not representative of county employees or county residents (people of color)
MC-7	There is growing need and expectation for access to mass transit
MC-8	Reimagine transportation and streets as public spaces
MC-9	Redevelopment urban industrial land uses as warehouse, cut down commutes for blue collar jobs
MC-10	Lack of strategic community engagement plan
MC-11	Preserve farm to table ag land in Hennepin county/farmers market
MC-12	Link transportation options to capabilities i.e. a low income family w/kids or an elderly person can't load onto a bus to get to Cub to buy adequate groceries
MC-13	Technology access
MC-14	Fewer place-based disparities for transit/mobility options
MC-15	More options for getting places that are convenience and work well for people
MC-16	Transportation systems compel livelihoods not just jobs
MC-17	Connectivity vis online services
MC-18	Moving beyond our car-centric transportation system
MC-19	Build internet/Wi-Fi infrastructure available to all in order to conduct business w/county anytime anywhere

No.	Mobility and Connectivity
MC-20	Build schools to allow children to walk/bike instead of seeking SRTS funds to fix on back end
MC-21	Seamless connections for people w/surplus capacity to connect
MC-22	Social connectivity plan that includes ways to get physically connected
MC-23	10 yr. headline: 70% of MC communities have housing and transportation available to all ages and abilities
MC-24	Autonomous vehicles policy formation impact forecast
MC-25	Mobility linked w/technology and stay connected and work
MC-26	Driverless vehicles what will county policy be how will we prepare how can other modes still be encouraged
MC-27	Land use and zoning creating mixed communities
MC-28	Consumption-will drones change travel rise of at home delivery systems
MC-29	Walkable and transit friendly communities
MC-30	Possible for county to encourage development of local street networks grids
MC-31	Bridges out of poverty integrate in all themes
MC-32	Increase urban rural connection
MC-33	Freights and product delivery
MC-34	Renewable energy based transportation solutions
MC-35	Environmental concerns
MC-36	Have system that enable people to live wherever they want
MC-37	Provide access
MC-38	More options
MC-39	Less time in car
MC-40	Serve needs of those who need most
MC-41	Will drone delivered items impact mobility and congestion
MC-42	Public transit must continue to be a focus
MC-43	Balance the creepy/compelling line
MC-44	Anticipating growth in electronic/digital connections health
MC-45	Shift in how we consume-drone delivery vs. freight vehicle delivery
MC-48	Reduce habitat fragmentation use current corridors

No.	Mobility and Connectivity
MC-47	Create livable social communities w/in walking or biking distance to community centers
MC-48	Planning connectivity must consider greenhouse gas reduction targets 80% by 2050 what can 2040 target be
MC-49	Focus on equitable connection to parks and open spaces

Sustainability and Resiliency

What is the most important issue, trend or topic in this theme that we should address?

- **Climate change** – carbon footprint of county, effects that climate change might have in MN. Different weather patterns, winter with ice vs snow. Changes how we Managing infrastructure. County reducing energy use. County has programs to get employees to reduce their footprint. How to get residents to reduce footprint?
- **Future of workforce** – more people are leaving, relying on immigrants to fill the gap, what is the plan for supporting people and making sure they can stay here (workforce development)
- **Change in population** – who’s going to replace employees that are retiring? How do we support an aging population? Integrated community setting for aging population.
- **Neighborhood settings** – allowing design and planning to be flexible. Community connections.
- **Disparities and poverty** – how to strengthen families?
- **Professional people of color** staying a few years and leaving
- **Youth** – integrated into the county through families, poverty and stress lead them to be in the system, strengthening families and breaking cycles of poverty
 - Minneapolis Police Department – presentation of youth and look at the history of how they have been touched by the county previously.
- **Transportation** – clients in corrections, productive days for clients, looking for long-term relationship with employees, don’t have transportation after they leave the workhouse. Connected to health and equity. Major barrier
- **Reducing disparities versus eliminating disparities** – change language to eliminating
- **Water resources** – competitive strength, recharging aquifers and drawing river water, combined and collaborative water system. Capturing storm water. Seeing sudden high volume rainfall events and capture that water for use.

- **Water quality**– keeping water clean. Impervious surfaces causing runoff, drinking water comes from river.
- **Resiliency** – includes people’s readiness to deal with disasters; preparing individuals for threats and hazards. Also includes Social resiliency and responsibility. Building social connections.
 - Include building connections between neighbors and community in the plan. Facilitate and teach people how to build those connections. (Connected communities are more resilient).
- **Disasters** – protect small business and individual households. Making them more resilient. Encourage preparation, everyone have flood insurance. Hail insurance well covered. Landslides and floods not covered. Leads to financial hardships and strains.
- **Resilient communities** – Build communities that can recover when faced with a shock, and get back to the new normal.
- **Rethinking infrastructure** – design cities or spaces to reduce crime. More windows, more lighting, green areas in urban areas. Connection to economic development.
- **Centralization of technology** – redundancy is going away, need for this. Ease of concentrating everything but can lead to big disasters.
- **Access** – universal versus wealthy people have internet service. Areas where it’s expensive, it will be covered.
- **Sustainability in tax rates** – tax rates are very high. Will need to change over time or be moderated.
- **Trends** – feds reduce grants coming down. Risk of state and federal funding being reduced. More liable partner in these conversations than state or feds.
- **Efficiency of operations and productivity** – if we are adding 1.5% to employee population, is it sustainable? Can we afford increase infrastructure?
- **Housing – lack of affordable housing** – inadequate supply, leading to high rents. Gentrification, strengthen communities rather than take over communities.
- **Navigating services** – Help people navigate to various resources provided in the county. We do a good job of providing services to people but they need help navigating resources.
 - Collaborative approach. Do a good job evaluating people needs.
 - Example – housing navigator.
- **Sustainable communities mean eliminating disparities** – In danger of creating a 2 tiered society between race and class. Worry most about income gap, disparities.
- **Environmental issues** – water and access to water is going to put a lot of pressure on us. Water refugees – people moving here because of lack of water. Keeping our water clean.

- **Open space protection** – development pressures and how do you protect undeveloped lands.
- **Food insecurity** – climate change lens, access to food
- **Energy** – make smart buildings and reduce energy use county-wide. Integrate technology to reduce the energy use.
 - Resiliency – aging homes, buildings aren't energy efficient.
 - Apartments and buildings are not efficient. Group homes – paying for heat, private buildings are inefficient.
- **Housing** – strong tax base allows us to do what we do. Makes us innovative.
- **Infrastructure** – lasts for 80 years. Anything that we build today needs to be very efficient. Don't have control in a leased situation.

What does success look like in this theme?

- Communities can weather shocks – and get back to a new normal.
- Growing economy long-term.
- Intentional training and recruitment in North Minneapolis – green jobs
- People are able to easily navigate to various the resources provided in the county.

Where do you see opportunities within this theme or among themes?

Connections? Tensions?

- **Prosperity** – Meeting personal needs is critical to achieving care of the world around you.
- **Inventory and assessment of hazards and threats, large shock and system failure.**
 - Example of hazard includes flooding, oil rail spills. Understand how the threats are changing. How this impacts the most vulnerable communities.
- **Shocks versus stresses**
- **Connect to stress on resources** – pollution, development, changing weather patterns.
- **Maintenance policy** – community works. Communities won't get the original services, but no one wants to maintain it. In 5 years, what will that look like?
 - Suggestion: workforce development, fill gap with workforce to maintain. Model after downtown business district, need businesses
- **Transportation** – is connected to health and equity. Major barrier.
- **Housing, service and transportation connection** – The Northside has a large concentration of residents from state facilities. Only place they can go for housing; location where there is both low income housing and treatment facilities.
 - Issue of how to spread out throughout the county.

- **Scattered site affordable housing** – community land trust, pathway to housing
- **Resource standards missing** – clean energy, solar is missing. Reduce vehicle miles traveled. Reduce consumption to reduce waste. Shipping recycling to China.

What are innovations, collaborations and partnerships to consider?

- **Partner between health and housing**, looking across and between lines of business lines.
- **Partner with cities and workforce providers** to address maintenance gaps (infrastructure and programs) and workforce needs (employment and training).
- Public participation – included in the planning process. Sense of ownership in their community. Feeling of belonging. Greater decision making power in new development. Public assists in process. Residents have an opportunity in the future. Involving people of different cultures in the planning.

Participant Post-it Note Comments

No.	Sustainability and Resiliency
S&R-1	Reduce consumption to reduce waste and energy use recycling isn't the complete answer
S&R-2	Building social resilience in individual connections closer connections broadly
S&R-3	Human centered design thinking
S&R-4	Address more focused natural resources protection, conservation and preservation
S&R-5	Focus towards renewable resources and clean energy waste reduction
S&R-6	What if we don't drive cars, don't meet in office, get paid for responsibility vs. hours
S&R-7	Group not representative of county employees and residents
S&R-8	Opportunities to intervene in children/families lives to help
S&R-9	Focus on resilient quality of human services public safety clientele
S&R-10	Deep poverty/intense stress of poverty is affecting growing children's brain development strengthen families
S&R-11	Creating a safe and supportive work culture in HC advances sustainability
S&R-12	Infrastructure design to be more resilient in our area flooding

No.	Sustainability and Resiliency
S&R-13	Building forecast models for climate change impacts of infrastructure
S&R-14	Considerable changing values with changing demographics
S&R-15	Focus of sustainability environmental economic social
S&R-16	Sustainability planning
S&R-17	Community living w/extended family and friends
S&R-18	Affordability and sustainability of all the strategies
S&R-19	Response to climate change on how we work
S&R-20	Get to root causes of these inter-related issues
S&R-21	Impact of climate change
S&R-22	Impact of driverless cars
S&R-23	Economic opportunity/wealth creating that touches more folks
S&R-24	Water quality
S&R-25	Clean energy solar reducing vehicle miles traveled
S&R-26	Creating & maintaining a welcoming environment for people immigrating to county from other states/counties workforce
S&R-27	Creating/training jobs for comm members; where there is a gap need opportunity
S&R-28	Housing revitalization vs. gentrification
S&R-29	Hazards and threats assessment
S&R-30	Climate change reduce carbon footprint internally and countywide how will our maintenance, operations, facilities mgmt. adapt
S&R-31	Increase organics countywide, improve % of recycling, clean energy solar wind
S&R-32	Inadequate supply of housing
S&R-33	Climate change impacts MN will be wetter and warmer
S&R-34	Address issues around protecting open space and urbanization pressures
S&R-35	Housing-lack of affordable housing
S&R-36	Sens of belonging and ownership in the community
S&R-37	Meeting person needs is critical people care about the environment
S&R-38	We need a strategic community engagement strategy
S&R-39	Lots of stress on natural resources

No.	Sustainability and Resiliency
S&R-40	Different cultures larger families what do they need
S&R-4	If the people had an opportunity to participate in planning they are more invested they will care more
S&R-42	Important to anticipate and be open to change
S&R-43	How to navigate all of the resources where do I go what do I do
S&R-44	Real participation of people from various cultures they will then have ownership
S&R-45	Think holistically sustainable environment, people, communities can be achieved together
S&R-46	Build climate resiliency – infrastructure contributes to GHG goals
S&R-47	Opportunities for interventions/County help w/families
S&R-48	Stakeholder participation
S&R-49	Legal changes to use all the data
S&R-50	Partners community works, HSPHD, social services
S&R-51	Social networking
S&R-52	Housing tax base makes us innovative updating homes/buildings energy
S&R-53	Urbanization housing lack of affordable homes
S&R-54	What we build to pay affects us
S&R-55	Climate change
S&R-56	Educating the communities on how to participate we're a team ownership you have a stake
S&R-57	If there's opportunity there's ownership
S&R-58	There will be more change give people comfort why is the beneficial to the people
S&R-59	Working through diversity to gain social trust transparency or elected officials
S&R-60	Protecting environment healthier people better communities
S&R-61	Clustering of services navigating services
S&R-62	Provide incentives
S&R-63	Resiliency support people to withstand emergency/disaster/etc.
S&R-64	Income cap environmental issues water supply

No.	Sustainability and Resiliency
S&R-65	Security of our systems protect what we build technology
S&R-66	Change in population who's going to replace us professionally, will we stay in our homes personally, design & build more communities
S&R-67	Urbanization issues food insecurity energy smart buildings
S&R-68	Land use
S&R-69	Clean water be mindful w/out water there's nothing
S&R-70	Massive amounts of data let's use it we need to use it
S&R-71	Public transportation maintain the normal system it's necessary
S&R-72	Education
S&R-73	\$ putting finances to better infrastructure budget

Equity and Justice

What is the most important issue, trend or topic in this theme that we should address?

- **Eliminating disparities versus reducing disparities** – change language to eliminating
- **Race and income tied together** – Startling statistics relating to connecting people to resources and opportunities
- **Changing the narrative** – giving communities greater voice – “local wisdom,” particular knowledge by living it
 - In the past, Hennepin County came in with our own plan, which was developed “in house”
- **Tackling persistent myths** – such as “pull yourself up by your bootstraps.”
 - Need a greater understanding of roots of disparity.
- **Access to education, income** – other measures. Demographic [should not] play a role in access. Integrated
- **Diversity in participation of internal staff** – Need a reflection of internal staff and county right from the beginning. We do not have a representative sample in these conversations. THIS IS THE TIME.
- **Race** – we need to name race and have it be a focus; It feels like we talk about race and then we back off.
- **Justice** – Members of the county are looking for our response to justice issues in our community.

- Many see Hennepin County as silent or complicit (e.g.) Hennepin County Sheriff's Office at Standing Rock and Sheriff Stanek meeting Trump.
- **Immigration** – and the people in our country
- **Work through diversity to get to social trust.** All need to work towards social trust. Transparency. Having elected officials that represent the community. Having leaders that look like the community.
- **Mind our own role** – We will always deal with societies with inequities. Rather than just looking at who comes through our doors, we should do everything we can to make sure we are not contributing to disparities.
 - How does our leadership reflect our population?
 - In 2040, we are going to have a population that is radically different. How do we make sure we are responsive to this?
 - What can we do about disparities in qualifications?
 - What can we do about diversifying our applicant pools?
 - How can we make sure we catch kids earlier?
 - How can our work be informed about what we know about the social determinants of health.
 - How do we work better with communities of color to tackle the social determinants of health to prevent county involvement?
- Do a better job of engaging with our communities of color – How can we move away from engaging communities around specific policy proposals to engaging them on how we better serve their overall needs?
 - We often apply our reality to communities that have realities that are drastically different than ours.
- Governing structures – Our structures are complicated (Many layers of bureaucracy) and fragmented and shared leadership. It's tough moving policy forward.
- Counties – are in a unique position; we administer major federal policies.
- Access to opportunities
- Access to housing
- Health, housing and education disparity outcomes.
- Learn from the past – We need to look back before looking forward. We have to unpack history. How do we address the impact of historical policies that have exacerbated disparities?
 - Acknowledging past decisions that have been inequitable is important.
 - We then have to develop a plan for how to undo it.
 - There is a possibility that talking about this might make people feel defensive. "it was not my generation" "I didn't do this"

- How do we depersonalize this and center systemic institutional racism.
- We need to talk about reparations.
- **How can we address the continuing/intensifying wealth inequity?** This is destabilizing. It makes our job harder.
 - As the gaps between the haves and have not gets larger it becomes harder to see/understand each other.
 - We are at risk of becoming a two-tiered society broken down by race and class.
 - Worker wages peaked in 1973. We need to address the suppression of wages. All of the earning and wealth is going to fewer and fewer people.
- **Digital equity** – We need to think about digital equity. Access to high speed broadband to communities who don't currently have access.
 - How can we think about the role that closing the digital gap can allow disenfranchised communities to access new employment opportunities?
 - How can we use technology to have a real time pulse on what is going on.
- **Criminal justice inequities** – are concentrated at the municipal levels. We have 45 municipalities. We should consider how fines and over policing at the municipal level concentrate disparities.
- **We need to consider ethics at a system level.** What are the ethical implications of our system? How are our systems perpetuating disparities?

What does success look like in this theme?

- People who work full time don't live in poverty
- Equitable access to jobs and opportunities.
 - Access to education, income and other measures – Demographics does not play a role in access; access is integrated
- Greater trust; greater social trust
- Timely response
- Early literacy for young people
- The presence of equity and justice
- Representation of people in all measures
- Workforce and unemployment rates
- More mixed neighborhoods with affordable housing
- No disparate life/mortality outcomes (e.g. by race or by zip code)
- Someone with a felony conviction could get a job.
- People experiencing disabilities are not a disadvantage.

- Aligned public/private efforts to tackle disparities.
- Aligned our internal programs to better advance disparity reduction initiatives.
- Salary gaps between top and entry level staff are lowered.
- People can afford to live, work and play in Hennepin county. The option is available and attainable for someone who wants to live in Hennepin County.
- Making access to parks and natural resources is equitable.
- We need to not lose sight of environmental justice. "The water crisis in Flint would likely not have happened in Beverly Hills)
- Ethics are embedded into our policy making.
- Every child understands the opportunity that they have in Hennepin County (and in the world) and the mechanisms are in place to ensure that every child has the opportunity to realize their full potential.

Where do you see opportunities within this theme or among themes?
Connections? Tensions?

- There needs to be a critical mass of people who understand that tackling disparities in their best interest. How can we shift the narrative from a zero sum
- Education is missing – talk about education at all levels, job training
- Missing: the perception of bias and transparency (particularly in the justice system)
- Framing – who are we serving with our language? Stood out: “unemployment” versus “job vacancy rates”
- Tension – building a shared narrative
 - Day-to-day – what our history has been
 - What our values are
- Competition for resources
- Communication – no one can benefit at the expense of someone else
- Success does not equal holding us back
- Opportunities – resources are limited, but not “short” — has to do with distribution.
- Missing: public safety. Not a single thing, criminal justice system (racial disparities) in Hennepin County.
- Lack of strategic community engagement – it should not be the county coming out to say “we’re going to do this” (e.g. joint correctional facility)
 - The NAACP will provide recommendations
- Equity = bring at the table together – will need to be normalized

- “Sanctuary City” (Minneapolis) versus Sanctuary – Hennepin County does not act that way and does the opposite; it cooperates with Immigration and Customs Enforcement, particularly at court or court appointments.
- Environmental Justice is missing – certain populations are disproportionately affected by environment
 - Garbage incinerator is in a black community – 94 throughout Rondo
 - Term originated from this practice
- Communicating – not just preaching to the choir.
- Violent crime – need to be concerned about violent crime, less concerned on petty drug crimes.
- **Population of people of color is increasing** – as are income disparities – jobs, education, involvement in the criminal justice system
- **Address the social determinants of health**
 - Violence and trauma as a determinant of health
 - Kids who are not successful in school don’t get G.E.D,
 - Challenge: how do we help these folks to be sustainable in this economy?
 - Early literacy for young people.
 - Education and training
 - Strengthening families
- **Talk about job vacancies** – versus unemployment
- **Holistic approaches** – e.g. health and housing
- **Desire to work toward common good** – rowing in the boat together
 - Tension – Society has lost understanding of helping for the common good
 - Not “drain on society” but opportunity to make our county stronger
- **Moving the work forward** – Who bears the responsibility for moving this important work forward? Who bears responsibility for tackling the major issues?

What are innovations, collaborations and partnerships to consider?

- Connecting land use to housing to education to employment – sidewalks.
- Coordination of local governments; collaboration with school districts and municipalities
- Build local connections with local social justice groups (“local wisdom”) and local interest and advocacy groups.
- Shatter the manufactured constraints of what our roles are and what we should do. (For example - Schools can serve community needs, mental health needs of youth... in addition to providing traditional school programs). As a county we cannot solely be

responsible for undoing disparities. We need to align with other entities in this space to have a greater collective impact.

- Hold the tough conversations – We should consider manufacturing community engagements to have conversations about race, gender, sexuality. How can we get our communities to have this intimidating conversations? How can we build cohesion?

Participant Post-it Note Comments

No.	Equity and Justice
E&J-1	Understanding how systems have built in privilege
E&J-2	Danger of a two tier system by race & class
E&J-3	Race/ethnic equity religious equity w/change in demographics ability equity LGBTP equity have the difficult conversation
E&J-4	Wages, income & jobs impacts the age gap & productivity
E&J-5	Digital equity is an issue we can solve
E&J-6	How to foster relationships & build communities
E&J-7	Digital equity
E&J-8	Teaching us to have hard conversations around race/gender safely
E&J-9	How to build community & hear all voices to address the theme
E&J-10	Ensure that equity & justice is tied throughout
E&J-11	Pathways to careers
E&J-12	Low wages weaken families
E&J-13	Criminal justice reform
E&J-14	Equal wage for equal pay
E&J-15	Environmental justice concerns don't want to have a Flint, MI situation
E&J-16	Commitment to the common good
E&J-17	We need strategies to engage with young people who aren't on track to graduate HS and won't be very employable
E&J-18	Holistic approach to strengthening families & social determinants of health
E&J-19	Address mental health accessible schools corrections/jails
E&J-20	Universal free quality preschool age 4/5
E&J-21	Kaizen – take the learning of those who have used our services use them to create an equitable model

No.	Equity and Justice
E&J-22	Improve environments where community live
E&J-23	Need to look at communities as a whole
E&J-24	Address historic generational inequities as well as present effects & disparities
E&J-25	Anger & polarization needs/inhibits cohesion
E&J-26	Police & law enforcement
E&J-27	Access to transportation options
E&J-28	Communicating success move fwd together
E&J-29	Access to education and job training opps
E&J-30	Addressing issues based on need/opportunity not squeaky wheel gets grease
E&J-31	Flexibility in job qualifications
E&J-32	Hennepin County needs a voice on issue of sanctuary city Mpls
E&J-33	Environmental justice needs to be addressed
E&J-34	Stranded assets on drain on community consumers of social services are
E&J-35	Importance of early childhood education
E&J-36	Strategize need community engagement initiative/plan this addresses disparities & equity
E&J-37	Group is not representative of county employees or county residents i.e. people of color
E&J-38	Fostering interest in careers where persons of color are under represented
E&J-39	Perceived bias in justice system needs to be addressed transparency is vital
E&J-40	Education systems are part of foundation
E&J-41	Identify & seek to remedy disparate outcomes of our own operations
E&J-42	Carry the voices of disparate communities to other levels of government i.e. legislature
E&J-43	Ask residents what a "system" would look like in which they could prosper
E&J-44	Clarify & communicate shared values
E&J-45	Create an historically accurate shared narrative where we come from/where going
E&J-46	HC visibly supports equity & justice in our communication & policies
E&J-47	Criminal justice is completely absent from discussion of equity & justice

No.	Equity and Justice
E&J-48	Need to review policies for institutional racism
E&J-49	HC leadership reflects the folks and population we serve
E&J-50	We do not accept inequity we value & embrace the common good
E&J-51	Success=unemployment rate for African American mean is the same as unemployment rate as a whole
E&J-52	Incentivize cross-section collaboration
E&J-53	Success - people who work full time don't live in poverty
E&J-54	Access to opportunity
E&J-55	Address re-entry DOCCR etc.
E&J-56	Recognizing institutional privilege
E&J-57	Housing stability healthy housing

Innovation & Collaboration

- Circle of influence – how do you expand this? Major engine of the state. Think of us as a platform for growth. Differentiate ourselves
- Private-public partnership – people leaving to go to private sector. Private companies are doing similar work. Partner with colleges.
- Green zones – create area that is focused on green jobs. Have a hard time with this. Create opportunities for everyone to be involved.
- Need a communication plan for community engagement, e.g. this process, inclusive brainstorming, feedback session
- While this is mandated, we can use this opportunity to plan for ourselves
- We may consider using the HC race conversations to have them give feedback on the comp plan? We may also consider ERGS and Affinity Groups as well.
- Collaborate with universities, community colleges, cities, K-12 school systems, major employers
- Partnerships with cities
- Partnerships with trusted community resources
- Internal collaboration and partnerships – Partnerships and collaboration across Hennepin Departments. Great colleagues; unity and being able to collaborate better
 - Between public safety to public works
 - Across lines of business (e.g. Library & DOCCR)

- Between health and housing, looking across and between lines of business lines.
- Public participation – included in the planning process. Sense of ownership in their community. Feeling of belonging. Greater decision making power in new development. Public assists in process. Residents have an opportunity in the future. Involving people of different cultures in the planning.
- Partner with cities and workforce providers – to address maintenance gaps (infrastructure and programs) and workforce needs (employment and training).
- Greater funding for education
- Determining what county does well and what do our partners do well – “strengths finder for partnerships”
- A greater relationship for the 45 cities in our county
- Partnerships across lines of business (e.g. Library & DOCCR)
- Mitigate effects of climate change (e.g. replant trees for those lost to invasive species)
- Education – jobs, training, and much more
- Collaboration in community before we are innovate
- Identifying people affected – engage in community conversations
- County should be a facilitator of communities – not just dictating policy
- Inventory of policies/law that work and those that do not
- Apply team care approach in human services like is being done in health care.

Participant Post-it Note Comments

No.	Innovation and Collaboration
I&C-1	Connections social justice everyone is equal make an effort to treat everyone the same
I&C-2	We are hopefully rule bound, open doors for employees to innovate in how they meet resident needs
I&C-3	How do we expand? We’re not just a county; we’re different. Maybe partner w/private sectors/entities
I&C-4	Greenzones for greenjobs businesses should provide these opportunities
I&C-5	Be more proactive don’t just help people in need
I&C-6	Opprtunities to partner w/private business and employers for career and income building

I&C-7	Opportunity to collaborate more strongly w/housing developers & owners for affordable housing
I&C-8	Having a broad understanding of it all
I&C-9	Alignment are we moving in the same direction
I&C-10	We need a maintenance policy
I&C-11	Review zoning rules encourage increased local access to goods and amenities
I&C-12	People supporting people
I&C-13	Tap local wisdom, knowledge-use local/neighborhood social justice, interest and advocacy groups
I&C-14	Being silent we need to get out there people don't know what we do
I&C-15	Education we should have a role be more engaged

REVIEW & DISCUSS THE EMERGING THEMES

What do you like about these themes?

- They are all interconnected/interwoven. They're all broad enough that a lot of things fit into them.
- Themes are interrelated – giving people comfort in change and framing it as a positive opportunity
- Are positive and aspirational – not a problem to solve.
- Have human element
- Multidimensional
- The themes get to the core
 - "I think they're emotionally pleasing. I find myself nodding and saying, 'those are all critical connections over the long term. ' "
- Like that they cover all lines of business
- Like that these cut across silos
- Like that all these apply to people
- Would make a great county – IF they come together
- Not typical – added to creativity in the conversation
- Like the pairings

- Glad that we added equity
- Like calling out equity and justice as a separate theme.
 - Like innovation, should be applied across themes
 - But then may get missed.
- Like being in the room to talk with different people about this
- Nice that themes are at the 10,000 foot level, headings are broad but not going too deep which is good for our 20 minute discussion framework
- Suggests that there is a plan that will coordinate this
- Could provide structure for how the County is set up
- Consistent with planning process at Three Rivers
- Community Engagement will be more a culture change
- Creating opportunities (e.g. jobs, careers, opportunities for the communities)
- Themes cut across silos.
- Put us in the mindset we are doing this for the community and serving people – versus a focus on obligation
- They are all interconnected/interwoven. They're all broad enough that a lot of things fit into them.
- Themes, not "buckets"
- People could see their profession in the theme area, everybody could see themselves and start thinking about where partnership could happen
- Challenged me to think beyond my own professional area

What is missing?

What is missing? Is there a key issue or an important topic that isn't captured – or that you didn't see (and where should it be added)?

- Race and equity (Elevate addressing racial disparities)
- Engagement
- Environmental sustainability
 - Push towards environmental sustainability is missing; call out as a sub area. (e.g. solid waste management)
- Wellness – Within diversity and justice, and in the plan as a whole, how can we introduce wellness as a concept? (Health wellness, financial wellness)
- Prime agriculture/ land use
- Context of policy change

- Environmental Justice – certain populations are disproportionately affected by environment
- Affordability
- Accessibility (to all these themes)
- Alignment – example of plowing (city, county, state). Are we aligned with city/state/Three Rivers?
 - Innovation and collaboration. Creating a more efficient system. Collaborating between agencies.
 - Work closer with cities to cross jurisdictions.
 - County provides leadership and connectivity. Example – affordable housing.
- Security and cyber security
- Weave partnerships throughout. Innovation and collaboration should be a component throughout.
- Discussion group for collaboration and innovation – should not have been left to chance
- Need a broader perspective on comprehensive plan- Bridges Out of Poverty perspective
- Everyone has a contribution to make to society – we need to do a better job of inclusiveness
- Lessening of the divide. There’s a social contract component that remains unclarified and should be outlined – move toward shared support and success.
 - What is the role of government, and what do we owe each as co-inhabitants of the region/city/neighborhood?
 - Talk more about the relationship between members of the population and the institutions. What do we do for each other?
 - People don’t understand civics anymore. It is viewed as a threat or something that is imposed upon them. Government = BAD concept. We need to change that.
- Immigration issues
- Leverage connections and talent from within the organization – Both people of color and from lower levels of the organization. More staff of color
- Social justice - Considering everyone as equal and having opportunity, regardless of their ethnicity and background.
- Race issues brought to the forefront.
- Lack of people of color, especially in decision making
- Board level support for lasting relationships

- Regulations and laws are written in a silo – how do we overcome this?
- These are outcomes; we will also need tools.
 - In classic strategy, we want to employ the broadest level of tools to do a better job at synchronizing (D.I.M.E.) to deploy against the issues we are addressing.
 - These concepts are workable but not necessarily tools that we can use. We want to give something more tangible as these 5 concepts identified as the “ends”.
- Deeper discussions on criminal justice – including speakers
- How do you break it down to get started? These are big issues – where do we start?
- What’s sustainability & resiliency? Should be a theme through all themes. Are we asking question about what needs to be sunseting
- Need to be ready to shift over time
- Education is missing – *came up thematically at every table*
 - Education also includes prenatal care (county role).
- Maintenance obligations – costs are increasing
- Being intentional about diversifying lines of business
- Security: internet and cyber, infrastructure
- Focus on the inner ring & urban core, issues in rural areas are different. We need to think about HC as a whole, not just urban core
- Risk of siloing. These can become silos that are not related if we don’t engage all elements therein to allow for them to cross-over.
 - E.g., putting all your tools on the table and how we are going to use them. Is there a model out there (e.g., national security or D.O.D strategies)?
 - Data usage – not turning it into information
- Trauma should be applied, trauma-informed paradigm.
- Dislike: tries to incorporate too much
- Dislike: not memorable or inspiring
- The themes are very broad and conceptual; it begs the question, how do you get from these to a plan and ideas that will be comprehensible to your neighbor, to residents?
- One of the reasons comp plans have historically been so infrastructure focused is that infrastructure is expensive, takes quite a bit of time to plan and lasts 50 years or more. So there's some degree of certainty with it.
 - When we look countywide and what's in a comp plan, it begs the question: What can we do human service policy and practice that will be valid for the next 20 years, recognizing how quickly policy can change.

- A challenge is to define terms, such as sustainability – or to allow them to be very broad and have multiple meanings/interpretations.
 - Example – sustainability to me is environmentally focused. What we talked about today was extremely wide ranging, which is good, but it's challenging because people can define these things in different ways.
- Do we want to be healthy or want to be health*ier*? What is our starting place?
 - Looking at Hennepin County overall, we rank very high nationally, but we have groups that represent a huge disparity in health outcomes. So, we may look good overall but underneath that, we have some real problems that a comprehensive plan like this needs to address. We have to have more details to describe that starting place.
- Data to drive decisions. Recognition of emerging trends. Example – driverless cars. Key Words or Concepts
- Talk about the good work we do – capture and summarize. Homeless coordinator in libraries to offer services. Partnerships internal and external.
- Relevancy – how is the county relevant to residents? Do residents really know what we do?
- Stop being reactive and start being proactive – resources upfront saves money in the end.
- Governance models – How can we think about these models, and how they might get in the way?

What key words or concepts could be applied across many or all themes?

- Equity – touches on everything
- Collaboration
- Opportunity
- Disparities
- Livability
- Community engagement
- Building relationships; asking residents – listen to the community
- Regionality
- Access – jobs, transportation, community, healthcare
- Diversity, Justice and sustainability cuts across
- Focus on prosperity
- Ambitious
- Interconnected themes

- Transportation threads throughout (across themes)
- Access to health care and healthy environments
- Empowerment:
 - Shifting from mentality of “I’m the expert I’ll tell you what to do” to “Tell me what help means to you.”
 - How to recreate HC so people know where they need to go and how to do it, people don’t need someone to tell me how or that I have to.
 - Partners in community feel empowered and trusted and don’t have to be mandated
- Wellness
- Cost
- Perception of value
- Flexibility
- Race
- Regionality
- Competing values is a sticking point
- Data to drive decisions
- Innovation
- Recognition of emerging trends. Driverless cars – are we ready?
- Natural Resources
- Recycle
- Make simple changes first
- Talk about the good work the county does
- Focus on partnerships inside and outside Hennepin County
- How does our plan work with the 45 cities’ plans across Hennepin (e.g. housing)
- Reduced disparities
- Value – test for value is different for social services than it is for parks, libraries and/or transportation.
- Addressing the tension between universal design features (designed for all users) and design with needed particulars.
 - Example: parks are designed to encourage activity and be available to everybody, but yet sometimes are called on to address cultural needs, such designing more soccer fields and fewer baseball fields.

- It would be nice to say that we can apply equity, or sustainability (or innovation and collaboration) to everything, but if you don't give it its own space in the conversation, it gets lost.
- Team care – apply team care model in human services, like is being done in health care.

WHAT'S NEXT

Wrap up

Questions and comments

- Need to have a representative, diverse set of representatives at the table – employees (exterior)
- Need people of color represented
- What are we going to do – suggestions
- As a director, I want to see more people of color
- [Engage] Employee Resource Groups
- Directors should be mindful and think of whom to send to meetings like this
- Be more honest, intentional to include more people at all levels – not just people with degrees
- Be intentional in our asking of directors – that we want people of color
- Small areas have a limited pool - hard to keep asking the same people
- Need specialized information and general
- Need more internal community engagement to begin. Staff have a lot of expertise and needs to be tapped more for ideas.
 - Focus in on frontline staff working with community members.
 - Including people of color in the engagement process.

Give us a word that describes this experience today

- Engaging
- Thankful – emerging themes address connections
- Collaborative
- Holistic
- A beginning

Given the discussion today, what is one a takeaway that you have?

- How big a role the environment plays in our active policies and clients we serve
- How do we prepare immigrant communities (their constituents) to be ready (changes plan process)
- Areas not in a comp plan, i.e. criminal justice be addressed
- The more we collaborate the better we are going to do

APPENDIX A: AGENDA

Hennepin County 2040 Comprehensive Plan Idea Roundtable

February 08, 2017,
Minneapolis Central Library, Doty Room – 2nd floor
Session 1: 9 a.m. – 11 a.m.

Agenda

OUR GOALS

To keep you informed by:

- *Updating you on the comprehensive planning process and timeline;*
- *Letting you know what we have learned by sharing the issues & themes identified from engagement and analysis efforts so far*

To hear from you by:

- *Getting your ideas and feedback about the noted trends, issues and opportunities, and*
- *Getting your ideas and feedback about the emerging broad themes*

... and along the way we also hope to get you excited about the opportunities for dialogue and creating lasting connections across business lines that is offered through this planning process!

Sign-in and Refreshments at 8:45 a.m.

- | | |
|---|------------------|
| 1. Welcome and Overview | 9:00 a.m. |
| <ul style="list-style-type: none">• <i>Welcome (Scott Martens, David Hough)</i>• <i>Meeting Overview (Denise Engen)</i> | |
| 2. Comprehensive Planning Background and Update (Katie Walker) | 9:10 a.m. |
| 3. Overview of Input and Emerging Themes (Denise Engen) | 9:25 a.m. |
| <ul style="list-style-type: none">• Emerging Broad Theme Areas<ul style="list-style-type: none">○ <i>Prosperity and Competitiveness</i>○ <i>Health and Livability</i>○ <i>Mobility and Connectivity</i>○ <i>Sustainability and Resiliency</i>○ <i>Innovation and Collaboration</i>○ <i>Equity and Justice</i> | |

Hennepin County envisions a future where residents are healthy and successful and where our communities are safe and vibrant.



4. Facilitated World Café Breakout Discussions (Alisa Salewski) 9:30 a.m.

- *An interactive session with facilitated table discussions around topic areas identified from engagement and analysis efforts so far. Get a brief overview of the topic from table facilitators, participate in a discussion about the issues, connections, tensions and opportunities within these themes. We will give the opportunity to switch at approximately 20 minute increments.*

Discussion questions for specific themes

- *What is the most important issue, trend or topic in this theme that we should address?*
- *What does success look like in this theme?*
 - *Imagine that it is 10+ years down the road. Try writing a newspaper headline that illustrates success in the theme area, such as:*

“Hennepin County communities score tops in the nation for livability: are #1 in education, parks, health and sustainability.”
- *Where do you see tensions? Opportunities? Connections?*
- *What are innovations, collaborations and partnerships to consider?*

5. Table Exercise (Alisa Salewski) 10:30 a.m.

Discussion questions about the group of emerging themes

- *What do you like about these themes?*
- *What is missing? Is there an important topic that you didn't see (and where should it be added)?*
- *What key words or concepts could be applied across many or all themes?*

6. Wrap Up 10:50 a.m.

- *Takeaways (Alisa Salewski)*
- *Next Steps (Scott Martens)*

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2017

HENNEPIN COUNTY ASSISTANT COUNTY ADMINISTRATORS INPUT SUMMARY



MEETINGS HELD JANUARY 5 AND APRIL 27, 2017

701 Fourth Avenue South, Suite 400 | Minneapolis, MN 55415

ASSISTANT COUNTY ADMINISTRATORS PRESENTATIONS SUMMARY

January 5 and April 27, 2017

OVERVIEW

Across the Twin Cities metropolitan region each county, city and township, including Hennepin County, is taking on an important activity – updating its comprehensive plan. A comprehensive plan is a document or series of documents that help guide future development and inform how important local services are provided. The planning process also provides an opportunity to have a conversation about organization goals, values and priorities; and to incorporate new trends, new information and include new people into the process for setting policy direction. State law requires each county, city and township in the seven-county metropolitan area to update its comprehensive plan every 10 years. Current plans must be revised by the end of 2018 and have a planning timeframe up to the year 2040.

As part of this process to determine areas of need for in preparation of the comprehensive plan, assistant county administrators presented accomplishments, trends, issues, opportunities and strategic priorities to the comprehensive plan's policy advisory committee and county staff. These statements provide context and grounding to what the county already does to address issues identified by other stakeholders and staff.

SUMMARY OF ACA INITIATIVES BY THEME

Prosperity

- IT Fiber Expansion
- Transportation Disparities
- Bike and pedestrian improvements – close gaps, determine roles and responsibilities for maintenance
- Build SWRLT, Bottineau and Orange Line Station at Lake Street and I-35W
- Advanced traffic Management System
- Changing health reform landscape // Leverage health \$, social service tools
- Social Determinants of Health // Bridge housing, education, employment, income, pathways out of poverty
- Address the root causes of health for populations to promote healthy outcomes for all peoples and communities with a focus on social determinants
- Devise culturally specific strategies to achieve health equity along the continuum of health
- Ensure health access for optimum health
- Move from crisis response to upstream early interventions // Well-being models, return on investment business cases
- Criminal Justice Behavioral Health Initiative

- Income Disparities
- Workforce development disparities
- Education Disparities
- Staffing resource pathways - Ops
- Total rewards - Ops
- New employee experience – Ops
- Workforce Development – Public safety
- Sentence to Service
- Summit Academy/Pathways
- Career outcomes for probationers
- Higher than expected client volumes at service centers // Utilize data to drive reforms, technology to gain efficiencies, reduce manual and multi-touch processes – Human services
- Growing number of State requirements for MNChoices, METS, MNSure // Drive reforms, utilize the levers we control define, test, evaluate, spread what works – Human services
- Complexity of client needs // Integrated Services, people - not program responses – Human Services
- Service integration to reduce costs and improve outcomes // Corrections, Health, Human Services; service collaboratives Countywide housing, education, work initiatives – Human services
- Countywide service integration - Housing, Education, Employment – Human services
- Streamline financial eligibility programs – Human Services
- Develop data-sharing protocol for clients in multiple public programs – Human Services

Livability

- Provide mobility options — bike, pedestrian, transit
- Autonomous Vehicles
- Housing Disparities
- Health Disparities
- Workplace and libraries of the future
- Engage in early childhood interventions — Reduce longer term mental health, chemical health, out-of-home placements, teen pregnancy, second generation trauma
- Mental health and chemical health reforms — 24/7 response, community supports, urgent care, jail diversion, treatment accessibility
- Develop and communicate culturally appropriate information for disease and death prevention
- Create a policy and physical environment that promotes health
- Generate, maintain & utilize comprehensive surveillance systems
- Develop internal and external partnerships to optimize health, prevent disease and death
- Unprecedented growth in child protection — Child and family service transformation
- Implement a Child Well-Being Practice Model
- Expand community-based settings and services for people with disabilities
- Meet the demand for affordable housing — Prioritize the county's housing needs
- Develop shared orientation and staff development opportunities (i.e. points of contact clarification)
- Create shared data management strategy, including adopting a common record system
- Collaborate on services to be integrated and reduce duplication

Sustainability

- Become more resilient to adverse changes in weather negatively affecting in the environment
- Address critical transportation asset replacement and rehabilitation needs
- Maintain and improve the environment, the quality of air, land and water
- Modify current programs to address changes in waste composition
- Sustainable technology
- Facility Services portfolio management — facility risk management plans
- Data Analytics
- Innovation & digital government
- Health information technology changes — Data sharing, records at our fingertips
- Maximize funding and support in the areas of technology, process, ideas and space, and workforce development
- Develop and influence policy to broaden data sharing
- Build upon, share and integrate a culture of QI in all of our work
- Utilize data to define targeted health improvement opportunities (i.e. rapid cycle testing)

NOTES FROM ACA PRESENTATIONS

Chair John Gibbs introduced Hennepin County Administrator David Hough, who gave an overview of the county's work and the comprehensive plan. Hough said it was about one year ago when the County Board received a briefing on the comprehensive plan and decided to create the policy advisory committee. Hough thanked the members for volunteering for the PAC and said their input will be critical in creating what will become a very important strategic document, not just an exercise to meet requirements. In 2003 or so the County Board created a mission, a vision and goals for the county that carry forward into the comp plan.

About four years ago the county aligned service delivery into five business lines containing 35 departments. Human Services is the largest business line along with Health; Public Safety includes the Sheriff's Department, County Attorney's Office and the judiciary; Operations includes libraries, information technology and the elections office; Public Works has a close relationship with Operations.

On any given day 400,000 residents have an open file with the county, meaning we're providing a service of some sort. The county has a dotted line relationship with the sheriff, courts and Department of Corrections, the sheriff and judges being elected. At any point about 30,000 residents are on probation or are incarcerated.

The comprehensive plan previously has focused on natural resources and transportation. This time we'll meet the core requirements in state statute and we'll go further to provide strategic guidance for the larger organization. How are we doing with disparities in our organization, in the areas of health, transportation, housing and income. If we can take on disparities and reduce disparities. We have county alum Phil Eckert working on a disparities initiative to see what we can do. We need to reduce disparities and show a return on investment in doing so. I don't know how

we can continue to support 400,000 people unless something changes. The Workforce Leadership Council guides the career pathways program that provides jobs with livable wages and also helps to increase diversity.

Hough introduced Judy Regenscheid, the county's Assistant County Administrator for Operations.

Judy K. Regenscheid, Assistant County Administrator — Operations

The assistant county administrator for Operations is responsible for the strategic and fiscal management of the county's operations line of business as well as advising the county administrator and county board on policies and issues related to enhancing service delivery to meet the overall county vision and strategic initiatives. Departments in the Operations line of business provide general support to the county organization such as financial, technology etc. This line of business also includes several direct customer service areas such as libraries and service centers.

Regenscheid started with a description of the Operations business line, described above. The business line keeps the county's 130 or so buildings running, and has been improving energy efficiency in recent years. It is also engaging career pathways to address the retiring baby boomer generation issue. No one really thinks about operations but if you think about a day your life you are touched by the Operations line of business in a myriad of ways.

Hennepin Career Connections convenes employers, educational institutions and community based organizations to recruit people and provide on the job coaching.

This area looks at energy savings, providing world class facilities at libraries, including the law library, which the new Jury Assembly space is next to. In 2017, four new buildings will open. Another big component is tax-forfeited property. A new initiative called the Accelerated Redemption Initiative decreased the time for the properties to lay "fallow" to 5 weeks. At any point in time, Hennepin County has about 300 properties and Minneapolis has about 200 properties that are tax-forfeited. Hennepin County is looking for ways to bring these properties back into the tax base. In 2017 19 properties that have accumulated 627 housing violations and \$415,000 in delinquent property taxes and assessments will be addressed.

Resident and Real Estate Services is running a pilot to rehabilitate nine tax-forfeited residential properties using small business enterprises based near the houses. The program will benefit the neighborhoods by improving the value of the rehabilitated property and that of its neighbors. The program also creates affordable, safe housing for families and is providing women-and people of color-owned businesses with work.

The county improved its homestead credit application in 2016, reducing the time it takes to get approved to 15 minutes online. The county also improved its electronic payments system and, if you voted this year, you would notice it switched to electronic poll books.

Regenscheid outlined three strategic priorities for Operations: growth, workforce and technology:

Growth: Facility Services and Information Technology are responding to changing demand to support county employees. For example, adding 50 employees increases Facility Services' costs by \$335,000. Information Technology's costs increase by \$7,000 for each new employee for equipment, bandwidth and support personnel.

Workforce: Regenscheid said the county projects more than one third of its workforce will be eligible for retirement by 2025. Public and private employers will be replacing workers drawn from a smaller workforce, leading to worker shortages. There might be as many as 100,000 more jobs than workers to fill them in our region by 2020. We need to diversify our workforce.

Technology: Cyber security is a huge concern for every organization these days, ours included.

Jennifer DeCubellis then introduced the Health and Human Services business lines.

Looking at sustainability in the areas of growth, work force, and technology. Diversification of the workforce because of retirements (one third will be eligible to retire in a few years) . Cyber security. And providing adequate space to house staff (HC has about 6.5 million square feet of space.

Jennifer DeCubellis, Deputy Administrator — Health & Human Services

The assistant county administrator for Health is responsible for health reform efforts and integration initiatives to drive service quality and efficiencies while lowering health costs for Hennepin County and its residents. Specific health operational areas include: Public Health, Hennepin Health (a safety net integrated care program), Metropolitan Health Plan (county operated health maintenance organization), NorthPoint Health and Wellness Center (county operated Federally Qualified Healthcare Center) and the Medical Examiner's Office.

The assistant county administrator for Human Services is responsible for the overall administration and financial management of Hennepin County's human services delivery system. Specific duties include:

- Advise the county board, county administrator, and other assistant county administrators on policies, programs, best practices and issues;
- Support the development of relationships with community partners who share with us the work of helping individuals and families meet their basic needs and encouraging behavior change around specific objectives;
- Champion high-level initiatives aimed at changing the delivery of human services with the goal of better client outcomes and stronger communities;
- Ensure that data and continuous improvement drive the department's work and achieve results; and
- Recommend changes in human services legislation and work to ensure that the new policies are implemented appropriately and cost effectively.

We brought Health and Human Services together in January 2016 and the value has been tremendous. Our contracting people, for example, work with both sides, creating efficiencies. We also have people who regularly work with Public Works and Operations.

With much of what we do, we try to get upstream of a problem before it begins to affect people and cost money. Examples include community paramedics, health unit clerks, medical examiner's fellowships, community health workers, mental health screening in jails and detention centers, and PH nurses to help address costs. These are front end investments that will have a cost impact but it will be cheaper in the long run as opposed to back end services.

NorthPoint clinic is really an innovative approach to address residents health from multiple angles — mental health, physical health, chemical health, WIC, food shelf and career path training. It really is a clinic on steroids.

Hennepin Health is our public insurance program. We're reducing costs again by getting upstream of health problems and reducing medical needs.

The medical examiner's office has combined with Dakota and Scott counties. Last year they did 1,300 autopsies and the growth trend is for increased demand for forensic examinations. We're looking at their staffing, potential space needs and current location and whether that could become a clinic.

The medical examiner's office can identify when our health care system is failing. We knew about the opioid and obesity epidemics years before they became national issues.

We have to look at policy and efficiency changes both at the county and at the state. Look at where the dollars are and find ways to align costs. Services to the developmentally disabled population is critical. Group homes are not necessarily the answer but they do work for some individuals. Must look for options where residents can stay at home or in the community. We're working with Operations to repurpose tax-forfeited properties into low-income housing for veterans and people experiencing homelessness. Work with the municipalities to ensure new residential buildings have allocations for Section 8 and veterans and housing for people experiencing homelessness. Alternatively, work with residents to ensure that they do not lose their properties to tax forfeiture. We're working to align cities' issues with that of the county's. We have a pilot with Public Safety where the Sentenced to Serve program can improve and repurpose tax-forfeited properties. Hennepin County is also looking at how the suburbanization of poverty and how it is affecting quality of life.

Hennepin County has gotten attention nationally for reforms in health care and our award-winning safety net of health care services. We've reduced emergency room visits by 45 percent with our diversion program.

We're training future health care workers as we face an employee shortage. Seventy percent of Human Services' executive team will be eligible to retire in two or three years. We're making sure people are working at the top of their licensure to reduce the gap. We have lots of ambulance

calls to shelters; for the same cost of paying someone to monitor a shelter and call 911 if it looks like someone might have a medical emergency, we can instead hire a community paramedic who can better assess whether someone needs that ambulance. We work with many community partners and often refer residents to their programs. We're having trouble now because we're hiring away these community partners and there's no one left at the community partners to provide these services.

Early intervention and prevention are critical, but we're focusing mostly on strategies that will have an impact in six months, a year maybe — it's a little easier on a policy level and for elected officials. We're focusing less on what's going to prevent someone from getting sick 20 years from now. Keeping people healthy is a better business model than treating them when they're sick.

We have a lot of programs in Minnesota that keep people in poverty. Too many of our policies have a cliff, when if they earn one dollar more we cut off their benefit. We need to give them incentive — I shouldn't use that word but I don't have a better one — to move forward. The way it is now they're going to cut back on hours to maintain that benefit and not do as well as they could. We're working with the state to try to do something about this. We need to give people pathways out of programs.

We're known for our health system in Minnesota, we're usually ranked No. 1 or 2 in the country, sometimes No. 3 — that's when we get a call from a commissioner asking what went wrong — for the general population. But for people of color, we're doing horribly. We're No. 46 or 48.

Our strategic priorities are to embrace innovation, maximize public investment, invest in service integration, focus on prevention and advance health equity.

Human Services is closely linked to Health. Find ways where there can be an alignment in dollars, efficiencies, and functions. A lot of dollars are in Health but not so much in Human Services. Find ways to justify paying for human services by showing the relationship to health, especially mental health and chemical dependency.

Increasing issues in child protection, client volumes, complexity of clients' needs, qualified and adequate resources. We're looking for service integration and to move from crisis intervention to upstream and early interventions. We're looking for improvements in technology. We understand social determinants of health and are working to influence those. For example, how physical environment affects mental health. We're expanding community based settings and work with community partners.

In 2008 we handled 11,000 child protection calls. At last check in 2016 we were on pace for 21,000. That's unsustainable. We're trying to get ahead of the problem with child support programs and supports for single parents.

We are of course preparing for an aging population. When a senior comes in for any particular benefit or service, we do a full assessment that takes hours, as required by the state. We should have a core package of benefits readily available and then we can manage the outliers who may need a more in-depth assessment.

We're opening a seventh service location at Lake and Hiawatha in Minneapolis with integrated county services. We need to go into the community to provide services where people are rather than requiring them to come to one central location. This also strengthens our connections with community partners. If we try to do everything through government we will not succeed. We need community partners and are expanding and supporting them.

We're turning the child protection system on its head, with a pilot proposal to the state. We know who our problem families are, and if we can move upstream rather than reacting, we can move away from an emergency room model.

The Sheriff's Office found that something like 60 percent of the jail population is in need of mental health care. If we can address those issues outside the jail and before offenses occur, we can better serve residents and save money. We just need the money to follow the person, so funding not spent on a person in the jail system goes toward the intervention that keeps them out of trouble.

If we have healthy kids we'll have healthy adults, and healthy parents will have healthy kids.

John Gibbs then opened the floor to questions for DeCubellis, as she had to leave before the Q&A portion.

Scott Martens: You heard Minnesota Commissioner of Health Ed Ehlinger speak at a previous idea forum, are you on the same page as Ehlinger in terms of health disparities and social determinants of health?

DeCubellis: I would say generally yes. What makes me a little nervous about Health at the state is they're in a 20-year timeframe while we on a rapid cycle. He doesn't have the resources that counties do. But in concept, I absolutely agree.

John Gibbs: I talked with Ed Ehlinger last night, we happened to be at the same event. He conceded exactly what you just said, that they look out 20 years and aren't always accessible to people. I'm glad to hear you repeating what he said last night, it's almost like you coordinated it.

Mike Opat: There's a cohort of group home workers who aren't technically part of the county's work...

DeCubellis: Group homes are easy solutions because that's what exists today. And they're right for some people, not for others. We need to be careful that we don't swing the pendulum to the other extreme and eliminate group homes, because they do work well for some people.

Dan Duffy: Judy, you mentioned housing and how critical it is to health and wellbeing, yet the county has all these properties in tax forfeiture.

Regenscheid: Mr. Kevin Dockry is here, he's the guru on whether we can flip these houses for low-income housing or group homes. We want them to be back on the tax rolls but also to meet community needs.

Kevin Dockry: Most of the properties are single-family homes or smaller remnant parcels. There's not much in commercial.

Regenscheid: Human Services is working with people who are approaching tax forfeiture to prevent that from happening and keep them in their homes.

DeCubellis: Emergency assistance is available after a home goes into tax forfeiture. We're working with judges to identify property owners where we can help before they enter forfeiture.

Anne Mavity: Is there a vision of how properties are repurposed? Cities are on the front lines — I don't know how much we're working together.

David Hough: The Board has funded a pilot where we're using Sentencing to Service homes they're rehabilitating and putting on the market as affordable. I don't know that we've connected all the dots with the 45 cities. We can always work on communication, that's a good suggestion.

Gibbs: It strikes me that maybe as we look longer range we should make sure we aren't unnecessarily duplicating what cities are doing.

Hough: We are trying to coordinate with Minneapolis's Community Planning and Economic Development. A person might be able to buy a property for \$10,000 or \$20,000, but the taxes and fees often are much greater than the cost of a property. It can be better to waive some of those fees and get the property back on the tax roll.

DeCubellis: We've spent the past few years aligning internally and we're now beginning to look externally.

Peter McLaughlin: We're seeing more suburbanization of property. It's going to get more complicated, for example with police departments and mental health training. We may have a role in filling that gap.

Mark Thompson then gave an overview of the Public Safety line of business.

Mark S. Thompson, Assistant County Administrator - Public Safety

The assistant county administrator for Public Safety is responsible for advising the county board and county administrator on policies and issues related to and involving the Hennepin County justice partners. This position oversees the strategic and fiscal management of the Community Corrections and Emergency Management areas and the Public Defender's Office. In this capacity, this assistant county administrator serves as county administration's liaison to the Fourth Judicial District Court, the Sheriff's Office and the

We too are facing mass retirements. Five out of the six people in Public Safety leadership will be eligible to retire in the next five years (see slide 29). Staff eligible to retire will have a huge impact on the Department of Community Correction and Rehabilitation. This provides an opportunity to diversify workforce. Look at how disparities and poverty might impact policies in the criminal justice arena.

Most of what we've been doing is getting out of our silos. We're building trust with our community, reducing crime and ensuring fairness in our justice system.

We see three broad categories of people in the system. Of course not everyone fits, but broadly, we have: those who will commit crimes, we need to lock them up and evaluate what needs to be done for them to come back, usually they end up in state institutions; the needy who are driven to crime to meet needs; and those who are chemically dependent and mentally ill. We need to find ways to do better with mental health. They have a problem and unless it's addressed they're going to become criminals again.

Service integration with health and human services is a new way of doing business. Better services through system efficiencies. Improve organizational effectiveness through data across the different service lines. Have to look at criminal justice issues through a poverty lens and leveraging interagency partnerships.

Looking at ways to provide different holistic services to detainees while in detention. Understanding criminal behavior to see how early interventions might prevent it. We are working to leverage data and technology developments in the provision of services.

We are looking at ways to provide workforce development opportunities to detainees so that re-entry is less of an issue and they will be able to make livable wages. Sentencing to Serve has a goal to turn people from offenders to good neighbors. We have 35 STS crews — in winter it drops to eight — that work with Three Rivers Park District, cities, helping the elderly and others. We're looking to expand the program and teaching skills, so when participants are done they can get a decent job. Often they're working on the bottom of Maslow's hierarchy of needs, physiological and safety. STS can build affiliations with people and help them move up the hierarchy and become more stable. We want to make sure that as people do this they can then get a job and get housing.

We've made progress with sexually exploited youth. We hired two social workers to specifically work with sexually exploited youth. I'm co-chairing the MN Super Bowl Anti-Sex Trafficking Committee with John Choi of Ramsey County and Terry Williams of the Women's Foundation. The Super Bowl attracts a lot of this activity and we're identifying ways to combat it.

We're continuing to improve alignment, collaboration and data sharing across criminal justice agencies.

We've cut the time it takes to get drug tests back from the Bureau of Criminal Apprehension from 100 days to 28 days. There's a limit on how long you can wait for test results to be admissible in court and if you don't make it, they don't get charged. The people know whether they had drugs, but they aren't pleading guilty in hopes that we won't make the deadline. More often now we're making that deadline.

In 1974 we moved out of our Bloomington courts facility, and now we're moving back to Bloomington.

There are three ways end up in criminal court: you've offended, you didn't show up for court or you didn't show up to your appointment with a parole officer. We don't generally want people in court, and if a parole officer can handle it with a phone call and rescheduling an appointment, that's a much better way. We also started a program to send reminders for appearances and appointments and saw a 58 percent increase in people showing up.

We're estimating a \$5 million tab for body cameras. We need to figure out e-discovery, get a process and an edict from the state. Everyone's going to want to see these videos and we need to get it figured out.

We work with Summit Academy to provide a hand up, not a handout by evaluating what people's vocational skills are.

How do we address disparities in the system? Are people getting arrested at higher rates and do they get released. We've had people in jail for not paying a \$78 fine when it costs far more than that to keep them in jail. We need to look at this.

Like Charter Cable, we want to avoid rework. If Charter sends someone to your house, they want the job done right the first time rather than having to send somebody else out the next day at more cost. We want the same thing, to avoid rework by addressing issues driving people to crime the first time.

We also want to reduce turnover. Our jail records position has a 22 percent turnover rate and it takes six months to train someone into the position. That becomes very expensive very quickly.

John Gibbs suggested that to give full attention to Carl Michaud's presentation on the Public Works line of business it be moved to a future meeting.

David Hough thanked PAC members for their service and wrapped up the presentations on the county: We have a great team here. We're the 34th largest county in the U.S.A. out of 3,100. The average age of our employees has dropped from 49 to 45 in the past five years. Our average

experience has gone from 20 years down to 11 in that same period. We hired 1,400 people last year.

Carl Michaud will present Public Works initiatives later in 2017

Carl Michaud, Assistant County Administrator — Public Works

The assistant county administrator for Public Works is responsible for advising the county board and county administrator on policies and issues and ensuring coordination between Public Works departments, public and private agencies, community organizations and partnerships. The assistant county administrator also serves as deputy executive director of the Hennepin County Housing and Redevelopment Authority and the Hennepin County Regional Railroad Authority.

The mission of Public Works is to create active and livable communities through economic development, environmental stewardship and advancement of an intermodal transportation network.

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2017

HENNEPIN COUNTY STAFF EARLY INPUT SUMMARY



MEETINGS HELD FROM JANUARY TO AUGUST 2016

Dan Patterson

701 Fourth Avenue South, Suite 400 | Minneapolis, MN 55415-1843

STAFF EARLY INPUT SUMMARY

January to August 2016

OVERVIEW

Across the Twin Cities metropolitan region each county, city and township, including Hennepin County, is taking on an important activity – updating its comprehensive plan. A comprehensive plan is a document or series of documents that help guide future development and inform how important local services are provided. The planning process also provides an opportunity to have a conversation about organization goals, values and priorities; and to incorporate new trends, new information and include new people into the process for setting policy direction. State law requires each county, city and township in the seven-county metropolitan area to update its comprehensive plan every 10 years. Current plans must be revised by the end of 2018 and have a planning timeframe up to the year 2040.

To begin this process to determine areas of need for in preparation of the comprehensive plan, comprehensive plan staff asked county staff what key issues and challenges are facing the county and region. Between January and August 2016, comprehensive plan staff interviewed about 30 other county staff, held a kickoff meeting attended by about 50 staff, held six technical team meetings with about 100 staff total and met with workgroups as requested. From these early discussions several broad issue areas emerged. This document presents summarized input gathered during these events.

Goals

To keep staff informed by:

- Letting them know about the County's comprehensive planning process and timeline
- Sharing the issues and themes emerging from engagement and analysis so far

To hear from participants by:

- Getting ideas and feedback about trends, issues and opportunities
- Identifying policy and plan gaps
- Learning what the county does and the roles it plays

Emergence of themes

Staff contributions and external thought leader contributions were reviewed to identify common themes for what people would like Hennepin County to be by year 2040. Comprehensive plan staff identified three primary themes in the statements from staff — By 2040, Hennepin County should be:

- *Prosperous*
- *Livable*
- *Sustainable*

The information in this report was not collected in the context of these themes or in the form of a vision for the county. Many of the comments were challenges or opportunities; comprehensive plan staff sorted the comments into the most related theme. In most cases the comments apply to two or three of the themes, as they do tend to support one another and are interrelated.

SUMMARY OF STAFF COMMENTS BY THEME

Prosperity

- **The sharing economy may help residents spend less and make use of idle inputs.** Communications technology has made it easier for people to share resources, and people are warming up to it.
- **We're competing in a global economy.** The region should collaborate rather than compete with each other.
- **Simultaneously, the local economy keeps money circulating in the region rather than exporting it.**
- **We have a great resource in our well-educated labor force.**
- **The state is expected to face a worker shortage.** Hennepin County the organization faces a significant wave of retirements in the next five to 10 years.
- **The infrastructure we rely on is aging and needs extensive maintenance.** The region and state needs to take a critical look at what maintenance they obligate themselves to and whether they can afford life cycle costs of new infrastructure.
- **Aging population may be less willing to pay taxes.** With fixed income and less visible personal benefit from public services such as schools, an older population might be less willing to support taxes and referenda.
- **Transportation systems and land use will have to adapt to autonomous vehicles.** The implications are not fully understood, but they are expected to be far-reaching and profound.
- **Drones may replace delivery drivers.** Lower transportation and time costs could increase demand for delivery trips.
- **The "digital divide" persists.** Connecting people to high-speed Internet remains a priority.
- **E-commerce is growing quickly.** Internet orders enable even greater distances between consumers and suppliers, potentially resulting in more miles traveled for the trip home.
- **Smart infrastructure is expanding.** We need to incorporate smart infrastructure or anticipate retrofits to bring new infrastructure into the future.

- **Aging infrastructure is expected to limit funding for other projects.** With more of local, county, state and federal money obligated to maintenance, less will remain for system expansion.
- **We should emphasize maintenance over system expansion.**
- **The transportation system will be more connected/intelligent.**
- **We have a policy gap around autonomous vehicles.** It needs to be solved at the state and federal level.
- **Autonomous vehicles create opportunities for good and bad.** Policy decisions will determine the balance of enabling more sprawl/vehicle miles traveled and greater opportunity for dense, walkable places.
- **People without access to banking services are cut out of the economy and society.** They face much higher fees, interest rates, difficulty securing credit when they do need it and a disadvantage with credit checks (used for more than finances).
- **Poverty has increased in suburbs and will continue to do so.** We need to provide services where clients are.
- **We must address disparities in children.** As our population of children becomes more diverse, the need to address disparities in education, health and elsewhere will become more urgent.
- **Disparities are an economic drag on our region.** Reducing them is both the right thing to do and good for everyone's bottom line.
- **Great opportunity for data sharing exists across agencies.** But privacy and security concerns currently hamper this opportunity.
- **We should encourage school districts to locate new schools centrally.** Too often schools are built on the edge, where land is cheaper but transportation is more expensive, pushing costs and health impacts onto residents.
-

Livability

- **Our population is growing and changing.** As a people, we're getting older and more diverse. Household size is decreasing, requiring more units to house the same number of people. As we age, health care demand will outpace supply.
- **Obesity continues to be a major contributor to chronic disease.** Recent successes in slowing the growth of obesity rates are encouraging, but it remains a long-term challenge.
- **Access to affordable, healthful food is limited in many areas.** Disparities in access to food are contributing to disparities in health outcomes, including reduced lifespans in lower-income and areas with more people of color.
- **Urban agriculture is in a renaissance.** Interest and support for raising local food has increased in the past decade, with many cities adjusting their codes to allow beekeeping, chickens and facilities for growing fruits and vegetables.
- **More residents want to walk and bike for transportation.** The region continues to be a leader in biking, and more groups are advocating for more walkable and bikeable cities that also support transit.
- **The conversation about living wages jobs is turning into policy.** Cities across the country have instituted minimum wages to supplement state minimum wages and the federal minimum wage. Minneapolis is considering a minimum wage above the state's \$7.75 an hour (\$9.50 for larger employers).
- **Residents need better access to health care.** Many residents still rely on emergency departments as their primary care provider, resulting in higher costs, less successful outcomes and lost productivity.

- **Mental health care continues to be overlooked.** We don't have a functional system to provide mental health care; today we warehouse people who should be receiving care in our jails.
- **Digital resources and distance learning are expanding.** Greater access to information is creating opportunities for people to explore a wider range of pursuits.
- **Libraries are community spaces rather than book warehouses.** With digital media and consumption habits, stacks of books are less relevant than convening spaces that also provide nearby access to materials. More library resources are becoming available online outside the physical library.
- **Connectivity among library branches enables a "floating collection," where books stay where they're returned.**
- **Museums are going to people, rather than trying to bring them in.** Interpreting history in the field is more effective. As our people change, so too must the history we present. Our population will be much more diverse, so will the stories we tell.
- **Having older residents desiring less space means denser housing.**
- **Autonomous vehicles present an opportunity to reduce chronic stress.**
- **Autonomous vehicles could reduce traffic deaths.** They also could reduce fear of being struck by someone driving a car, resulting in more bicycling and walking.
- **Shorter, less severe winters due to climate change could encourage more physical activity.**
- **The changing nature of work has potential to reduce trips, especially at peak hours.** Jobs are more distributed across the metro; people can live in one part of the country and work remotely for an employer in another part of the country; hours are flexible; telecommuting is more viable.
- **There is greater appreciation and demand for walkable neighborhoods and public spaces.**
- **The transportation system is getting safer and safer.**
- **People need and expect to have transportation choices.**
- **It is very difficult to find housing for level 3 sex offenders.** Residents don't want them living in their community, yet their numbers are increasing.
- **We need greater diversity in housing stock.** Generational and cultural differences in housing preferences are not adequately accommodated with our housing supply. E.g. people in many cultures live in multigenerational households requiring more than two, three or four bedrooms.
- **Retirees will be looking to make contributions.** This larger pool of volunteers will have greater talents and a vast knowledge base.
- **Technology is expected to lengthen lives.** While longer life is great, it does create challenges for residents and governments.
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Sustainability

- **We need to protect our groundwater.** Contamination from industry and agriculture threatens one of our most critical resources.
- **Climate change is happening; we need to reduce our impact.** Energy conservation and using renewable energy are the first step. Energy use in transportation can be reduced with transit, biking, walking and telecommuting.
- **Climate change is happening; we need to adapt.** Hazardous weather is expected to increase, including flooding, severe weather, ice and dangerous heat. We should adjust our infrastructure and systems for anticipated future conditions.

- **We should be strategic with preservation of open space, wetlands, ag land and parks.**
- **We need to connect people of color to parks and open space.** We also need transit connections to open space.
- **Climate change is expected to bring more invasive species.** The county, state and others should be prepared to deal with invasive species and identify threats quickly.
- **Reduced consumption is a trend among some of our population.** People seem to be less interested in acquiring throwaway possessions and more interested in experiences or in demonstrating social status through social media rather than objects.
- **Our aging infrastructure becomes more vulnerable to failure each passing year.** This puts our residents' access to critical utilities such as water, electricity and fuel at risk.
- **Security need for large gatherings is increasing.** Terrorism fears at malls, stadiums, schools, airports and transportation systems are prompting greater spending on security.
- **Increasing density can mean more open space.** As housing preferences change, we have an opportunity to increase density, which reduces land consumption, retaining more open space.
- **As we replace ash and other trees, we should increase canopy coverage.** The tree canopy will be younger due to mass tree replacement.
- **Increasing land values are making natural resource protection costlier.**
- **There is a disconnect between the seven-county metro and the hinterlands.** Outside the Metropolitan Council's jurisdiction, there is pressure to develop, creating leapfrog development.
- **Climate change might alter construction season length.**
- **Stormwater ponds are filling with hazardous sediment.** We need to plan for the next 25 years and how we are going to manage these ponds and stormwater.
- **We should prioritize sustainable landscaping.**
- **World population growth will increase reliance on pesticides and herbicide.** The pressure to produce more food on the same acreage will create local environmental concerns.
- **We are not properly handling pharmaceutical waste.** Drugs with unknown effects on ecosystems are making their way into streams.
- **Other regions might come for our water.** In a changing climate, other regions without adequate or safe water supplies will look north.
- **We should encourage graywater systems.** We are wasting good, relatively expensive potable water on uses that are suited for reused water. In a future with less water, we'll need this
- **Core cities are making a comeback.** On average, an urban lifestyle has less environmental impact.
- **Less demand for parking could reduce sprawl.** Autonomous vehicles, more people living in core cities, transit expansion and bicycling reduce pressure for parking and could free up space for redevelopment.
- **A longer growing season allows more of our food to be supplied locally.**
- **Many large agriculture landowners will want to cash in on their land with development.** This makes land conservation more expensive and results in sprawl.
- **We should promote development in existing transportation corridors.**
- **Large home developments in outer ring communities are expected to continue.** These developments will require transportation services, whether we like it or not.
- **The county needs to be more racially inclusive and engage staff and residents of color.** This is especially true in the area of equity, but also in the rest of the county's work.
- **Data security will be of prime importance.** More of our economy is engaged in information rather than exchange of goods; protecting data and personal information will become increasingly challenging.

- **Exponential data growth requires management and storage.** More data creates opportunities for data mining, but it has to be decipherable and stored.
- **The county is picking up more criminal justice clients as the state imprisons fewer people.**
- **The justice system is diverting people from jail more often.**
- **Social media creates new expectations.** Residents can organize quickly to influence county work. This can be both a challenge and an asset.
- **Pressure for less government remains.** Residents expect the county to be efficient and to use tax money wisely; innovation and collaboration can create efficiencies.
- **Continue collaborating with residents on transportation and other projects.** Working with advocacy groups has created trust and better projects with more community buy-in.

OPPORTUNITIES AND THREATS IDENTIFIED BY TECHNICAL TEAMS

People & Places technical team opportunities and threats exercise March 22, 2016

Opportunities	Threats
<ol style="list-style-type: none"> 1. More people and increased interest in multi-family living means more chances of interesting, walkable neighborhoods 2. Alternative living (housing) Multi-generational Multi family 3. Place/local 4. Increased community connection (walk/transit) 5. More fit-it and re-use 6. Less consumerism? 7. More sustainable 8. More community-communal based 9. Older residents mean denser housing 10. Density 11. More efficient use of land 12. Parking reduction 13. Urbanization — helps with workforce issues 14. More open space 15. Shared open space and density 16. Opportunities in mixed use 17. Urban farming 18. Aging Population Greater volunteer resources Vast knowledge base 19. Immigration/ethnic business 20. Demographics 21. Turnover in job market 22. Diversity More perspectives Better solutions 23. Public health 	<ol style="list-style-type: none"> 1. More people may lead to more traffic and more pressures to expand roads and tear down neighborhood, housing and eat up land 2. Aging infrastructure (e.g. lead pipes, road, bridges, elec., etc.) 3. Urbanization 4. Density/parking <ol style="list-style-type: none"> a. Cost burden (?) 5. Increase of invasive species (bus, water bodies, veg) 6. Water Quality – surface and groundwater due to urbanization 7. Water borne disease 8. Drinking water quantity/quality 9. Protection of water/wetland 10. Globalization 11. Economy 12. Economic production 13. Fear 14. Cost burden 15. Declining role of government in addressing problems 16. Political gridlock, opposition to a role for government 17. Public acceptability 18. NAFTA 19. MN Cottage Food Law 20. How to get banks to agree to finance with lower parking ratios 21. Migration impacts 22. Global changes in consumer demand 23. Health care — increased demand from aging population out-stripping supply 24. Shortage of medical personnel and availability 25. Chronic disease 26. Emerging food borne illness morbidity and mortality 27. Water Access to water Water borne disease
<ol style="list-style-type: none"> 24. Walkability 25. Technology to improve health 26. Fitness tracking 27. Research 28. Bike/ped/transit = Health Mobility for all Economic competitiveness 	

<p>29. County services — Connect when and where people are</p> <p>30. Go local</p> <p>31. Generate small business opportunity</p> <p>32. Micro economy</p> <p>33. Collaboration</p> <p>34. E-commerce, less need for physical stores</p> <p>35. Mixed use – County service centers</p> <p>36. Technology (general)</p> <p>37. Technology to improve health</p> <p>38. Increasing digital context and services</p> <p>39. Data – informed decisions</p> <p>40. Analytics</p> <p>41. Tech</p> <p>42. Expanded renewable energy</p> <p>43. Infrastructure Less pressure with drones, driverless cars, walking</p> <p>44. Internet of things slowing energy use</p> <p>45. Driverless vehicles Safety Mobility for disabled/impaired Multi-tasking</p>	<p style="text-align: center;">Threats</p> <p>28. Data</p> <p>29. Globalization</p> <p>30. Expectation of data driven decisions with less trust in institutions</p> <p>31. Safety People walking People on bikes People crossing from transit stops</p> <p>32. Driverless vehicles Congestion Emissions Parking Productivity of Transit – infrastructure Return on investment</p>
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Natural resources technical team opportunities and threats exercise April 7, 2016

Opportunities	Threats
<ol style="list-style-type: none"> 1. Children are more educated on ecology and environment 2. Retirees — opportunities for volunteers and mentors 3. Young workers want meaningful work and want to change the world for the better 4. The city and density are hip again 5. “Tiny house movement” 6. Smaller housing units 7. Especially in the urban area/urban core 8. Climate change trend 9. May provide opportunity for “easier” year-round physical activity 10. More physical activity can reduce obesity, diabetes and other chronic disease 11. Driverless cars 12. May mean there is no need to own your own car; car sharing 13. Change workplaces (i.e. work from home) leads to less commuting, less road needs 14. People may begin to choose/prefer public space over small private yards 15. More biking and shared auto use may mean 16. Less parking demand 17. More greenspace 18. Housing/household size trends 19. Smaller units i.e. housing made out of shipping containers; could be used for people experiencing homelessness 20. As land becomes expensive, land uses compete 21. Circular economy 22. Local, flows back to local 23. Drop in consumerism (hopefully) 24. Less waste 25. Easier on natural resources 26. Valuing experiences over stuff 27. What was old is new again 28. Urban agriculture 29. People growing their own food 30. Climate change trend leads to longer growing season/more local produce 	<ol style="list-style-type: none"> 1. NIMBY or BANANA (“Not in my backyard” or “Build absolutely nothing anywhere near anyone”) 2. Too many people in one place 3. Hard on local natural resources 4. Increased water needs 5. Limited open space 6. Crime 7. Density can feel threatening if private space changes 8. It may get too expensive to live here (fears for cost to live here) 9. Competing land uses as land gets too expensive 10. Homes vs. jobs vs. open space 11. Desire to cash in on land — as others have 12. Massive schools being built in sprawling areas far from other destinations: 13. Creating more sprawling development 14. Increasing transportation costs and 15. Increasing child and adult obesity rates 16. Driverless cars could increase vehicle miles traveled 17. Possible threat to transit system; what will happen to our transit system? 18. People may still be very car-centric 19. Perceived/actual loss of freedom due to increased automation 20. Climate change 21. Rate of change or response is not equal to the size of the threat 22. Lack of recognition of emerging threats 23. Reactive vs. proactive 24. Government process/action lags behind the pace of consumer and cultural change 25. Disconnect between personal, local action and global, nation regional effects 26. Global destabilization trend 27. Government control vs. individual rights 28. Lack of people’s appreciation/value of natural resources 29. Politics affect actions/reaction 30. Longer season for “ticks” 31. big problem for camping, hiking – Lyme disease 32. Invasive species (more) 33. Invasive species/algae blooms in water

<p style="text-align: center;">Opportunities</p>	<p style="text-align: center;">Threats</p>
<p>31. Neighborhood greenhouse means less demand for shipping of freight</p> <p>32. Easier to get information out quickly</p> <p>33. Increased energy efficiency</p> <p>34. Collaboration</p> <p>35. Greater interest from more people and partners in sustainability</p> <p>36. Increase in sustainable practices</p> <p>37. Reduced emissions due to decreased congestion</p> <p>38. Scientific understanding of chemical contaminants may facilitate establishing priorities for a cleaner environment</p> <p>39. Support for livable communities and sustainable development</p> <p>40. Next 25 years are critical for preserving open space</p> <p>41. Minnesotans value open space</p> <p>42. Secure land now (open space) before it is too expensive to acquire – or is non-existent</p> <p>43. More interest in sustainable development</p> <p>44. Consumers demanding sustainable practices</p> <p>45. Retirees become opportunity, e.g. for volunteers</p> <p>46. Local production and consumption</p> <p>47. Local disposal and recycling</p> <p>48. How people get information</p> <p>49. Materials and packaging transformed</p> <p>50. Accelerated sustainability (environmental) — energy, water, etc.</p> <p>51. Transit oriented development impacts land use</p> <p>52. More housing units/higher density – increased building heights building increasing</p> <p>53. Greater appreciation for public space/walkability/neighborhoods</p> <p>54. Shorter/longer construction seasons</p>	<p>34. Cuts down on recreational opportunities</p> <p>35. Effect on lakes and rivers, which is a big problem with 10,000+ lakes</p> <p>36. Climate change/extreme weather events stress infrastructure</p> <p>37. Erosion and flooding with heavier rain events</p> <p>38. Lower water quality</p> <p>39. Limitations of water resources and water quality</p> <p>40. Stormwater infrastructure overwhelmed</p> <p>41. Further realization that we overbuilt strained public infrastructure; can't afford to maintain</p> <p>42. Development will make siting more difficult</p> <p>43. As land values increase, it is hard to protect natural resources</p> <p>44. Housing policy to encourage lower density in the core could put more growth pressure in the outer ring suburbs</p> <p>45. Social media — challenge, e.g. NIMBY organizing</p> <p>46. Bifurcation of community values</p> <p>47. As the county's children become more ethnically diverse, greater need to address possible increase in gaps with whites (education, health etc.)</p> <p>48. Shifts in climate leads to species migration. Ecosystem change.</p> <p>49. Have not accounted for/budgeted funding to maintain the infrastructure that we have</p> <p>50. Movement for less government</p> <p>51. Aging of population — older people might not be willing/able to pay as much in taxes</p> <p>52. Disconnect between metro and hinterlands in development patterns</p> <p>53. Change in plant species (natives, new invasive, diseases/species)</p> <p>54. Short term fixes to infrastructure</p> <p>55. Maintenance over expansion</p> <p>56. Public's expectation of transportation sector</p>

Transportation technical team opportunities and threats exercise April 18, 2016

Opportunities	Threats
<ol style="list-style-type: none"> 1. Aging population Increasing use of delivery services Concentrate senior living facilities near transit 2. Changing demographics required of work force need will invite increased diversity 3. Promotion opportunities due to worker shortage 4. Technology allows one to work remotely 5. With transportation choices, there is No need to own a car Increased access to opportunities Opportunity for improved accessibility for biking and walking 6. Trend: balancing competing modes 7. More multi-modal options to get around 8. Wider boulevards and sidewalks due to narrower lanes needed by driverless cars 9. Better walkable - bikeable communities 10. More thought going into development (retrofitting not needed) 11. Transit oriented development Mixed-use development More active communities Higher density Greater return on investment 12. Driverless vehicles may mean No traffic signals Narrower roads Flexibility in design 13. Vehicle technology brings increased safety 14. Technology improving transportation Apps 15. Better infrastructure utilization through the use of map apps 16. Advanced traffic management Better analyze existing timing 	<ol style="list-style-type: none"> 1. Older population might mean Lower tax base Less willing to vote for funding 2. Workforce shortage 3. Aging population — experience in work force, less experience coming in 4. Communication/social media trends Too easy for public oppositions to derail project without conversation, or all information 5. Sprawl induced by driverless cars 6. Aging in place — implications? 7. Senior living facilities need to be built with transit access in mind 8. Coordinating land use, zoning , transportation demand 9. Housing affordability and transportation 10. Greater financial needs yet lower revenue due to greater fuel of efficiency Need different funding models 11. Aging infrastructure — need money to replace it 12. Hackers for “the Internet of things” 13. Driverless cars/technology change Proprietary software Competing systems Different needs for different systems 14. Increase in freight movement and conflicts with LRT 15. Interdependency of infrastructure — now more sensitive, for example Move to mass transit Technology 16. More intense storms mean more money is needed for infrastructure fixes 17. Higher maintenance costs 18. Infrastructure maintenance needs/costs increasing More intense water quality treatment More technology and complexity

Allow system to make changes

Opportunities

- 17. Change in parking needs (driverless cars)
 - No more parking?
 - More parking?
- 18. More accessible biking through e-bikes
- 19. Increase in freight
 - Consumers will get things faster
 - Convenience, especially for aging population
- 20. Lower user cost for transportation
- 21. Climate change trend will force roadway design adaptation
 - Less impervious cover
 - More green space
 - Reduce heat island
 - Stormwater reuse
- 22. Cleaner water

PLAN AND POLICY DISCUSSION BY TECHNICAL TEAMS

Natural resources technical team March 22, 2016

WHERE/HOW PLANS & POLICIES HELP

Provides Foundation

- Provide foundation for establishing Mission, Vision, Core Values, Priorities
- Principles
- Why we do what we do
- Provide basis/credibility to defend positions and actions
- Consistency

Alignment

- Policies help align efforts
- Help prioritize tasks
- Encourage best practices
- Ped and Bike Plans bring the system together
- Organization/consistency

Accountability & Transparency

- Accountability
- Checks/Balances
- Transparency
- Fairness
- Plans promote transparency to citizens

WHERE/HOW PLANS & POLICIES HINDER

Restricts innovation, flexibility and ability to respond

- Limits creativity, innovation
- Policies restrict flexibility
- Risk Adverse
- Implicit Bias
- Overly rigid
- Limit creativity/flexibility/adaptability to local conditions

Cumbersome administration

- Reporting/Admin. Burden takes away from the work

- Not making timely updates – can't be nimble
- E – Verify: Federal Program
- Legislation trend to change public health laws
- Legislative Trend
 - Less Restrictive
 - Public Health less focus
- Policy set and/or managed by committee
- APEX

Specific plans and policies that cause problems

- E – Verify: Federal Program
- State Aid
 - Overly rigid
 - Managed by committee of local engineers
- State policies and plans lack flexibility
 - SHIP (MDH)
- State Aid (MnDOT)
- Transportation Fed/State limit creativity/flexibility/adaptability to local conditions

Other hindrances

- Divided thinking about how far to go to help people
 - Role of Hennepin County (resources, philosophy, responsibility)

GAPS & NEEDS

Policy gaps

- Over-arching articulation of goals/vision by area (i.e. comp plan)
- Coordination of Services
- Determination of Services
- Addressing persistent and overarching county issues - how will/can HiAP (Health in All Policies) and eliminating disparities help?
- Community Works – need purpose/scope/definition of success
- Community Engagement

Other Gaps/Needs

- Money!
- Community Engagement
- Political Will

Other

- Effect of city plans/policies and HC goals/outcomes
- APEX – how to do this better

PLANS AND POLICIES THAT GUIDE OUR WORK

Federal

- Fed. FTA/Federal Agencies
- FTA
- EPA
- FHA
- State/Local/Fed Statutes
- Fed regulations

Minnesota State & Regional (Metro Council)

- State – EPA, MnDOT/Metro Transit, State Aid
- MDH, MDA – MAPC
- MN rules and statutes (i.e. public health)
- DNR
- DEED
- DHS
- State statutes and rules
- Regional policy
- MPCA – pollution control

Hennepin County

- Dept. Plan/Goal (Strategic Plan)
- Division Plan (RRES)
- 3 year tech plan
- Outreach to underserved communities (environment, youth programming)
- Attention to delivery method of services by community – comes also from commissioners/public
- Established practice (internal and external)
- Undocumented practice – institutional knowledge
- Scope of county's role
- HC bike/plan/pedestrian plans
- PW street plan
- HC Core Values, Mission, Vision
- Depts. (Public Health strategic plan)
- Transportation System plan
- HC Library Street plan
- Library of Congress Standards/Best Practices

Hennepin County

- Housing Plan
- 25 County Ordinances
- TOD Program
- Community Works Strategic Plan
- Affordable Housing
- Funding--property tax
- Local government aid
- Board policy
- Finance policies (agencies)
- Board policy/initiatives
- Dept. strategic Plans/policies (HRA)
- Library collection policy
- Mission/Value statements

Funders & Cities

- Funders policy
- Cities (local) ordinance/zoning

Natural resources technical team exercise April 7, 2016

WHERE AND HOW PLANS AND POLICIES HELP

Provides vision

- Provides vision
- Mission statement guides overall direction of park operation, asset management
- Departmental strategic plans
- Provide vision: where we want to be
- Vision plan – provides clear direction
 - Connect people to nature
 - Create vibrant plans
 - Protect water and natural resources
 - Inspire people to recreate
 - Collaborative across boundaries

Provides direction

- Increase transparency
- Drives a systematic approach
- Roles and responsibilities
- Collaboration and partnerships
- Understand our role
- Provide formal support for work we do/want to do
- Establish priorities
- Helps us say “No
- Policies can help identify gaps/shortcomings

Guides funding decisions

- Guides resource allocation
- Stable or increased funding increases our capacity
- Help guide commitment of resources (\$'s and staffing)
- Authority and commitment

Some specifics on helpful plans/policies

- Park zoning code restricts park development/use based on natural resources
- Clean power plan has potential to help meet GHCHC meet GHG reduction goals
- Master Plans
 - Defines long term plan for each facility
 - Used for project identification and funding
 - Used to define goals and vision and areas to develop/protect
- Sustainability Plan
 - Provides guiding benchmarks to decrease solid waste, GHG emissions, etc.
- SWMP has potential to create pathway to zero waste

- Parkland diversion
 - Prohibits parkland from being used for non-park purposes
 - Protects land/resources
- Regulations (statutes, rules, ordinances)
- Provide minimum standards
- Gives authority to hold others accountable (regulate)
- 80/20 policy
 - Protect natural resources
 - Prevents over development of parks

WHERE/HOW PLANS & POLICIES HINDER

Lack of implementation

- Time spent planning vs. implementing
- The plan is done!
- That should do
- What about implementation
- Plans can be outdated by the time they are passed

Lack of buy-in

- Sustainability plan
- Leadership doesn't support us
- No overarching buy-in
- Unclear who leadership uses strategic plan
- Board buy in
- If people currently elected on this board didn't approve, there is less buy in
- Inefficiencies resulting from changing politics/priorities

Measurement difficulties

- Policy may set the wrong evaluation criteria
- Measuring results vs. plan can be cumbersome

Non-alignment of strategies and outcomes

- Poor development rules/guidelines
- Promote sprawl
- Land use planning rules facilitate loss of open space

Process length

- Difficult to react quickly to new developments, opportunities
- Board Action Request process is LONG.

Other hindrances

- Public input on plans difficult – lack of engagement

- Hennepin county lacks a county-wide SSTS certification program
- Perceived vs. real risks aka, relative risk

GAPS & NEEDS

Funding

- Financial evaluation of roads excludes major private expenses, such as cost of vehicles, fuel, insurance safety...
- To get funding, transit must meet tougher financial evaluations than roads
- Funding for infrastructure upgrades vs. expansion
- Don't have policy/plan to buy/protect land solely for the sake of natural resource protection
- Inadequate funding

State support

- Need for specialized voice at state legislative sessions

Controls

- Poor development rules/guidelines promote sprawl
- Lack of control over solid waste system – privately owned and operated
- HC needs a county-wide SSTS certification program

Implementation

- Citizens doing sustainable actions – recycling, taking transit

Gaps/missing

- More unity among plans/understanding need and rule for each and how they interact
- Comprehensive system plan
- Plans need more about communication
- Gap between appearance of a problem and appropriate policy, regulations and funding to address it
- We need to have state/county policies/plan to site schools in existing neighborhoods
- We need policies to site senior living/multi-unit residential along existing or planned transit lines
- Need something about climate change

PLANS AND POLICIES THAT GUIDE OUR WORK

Policy - general

- Regulatory policy – can be threats as well
- Regulation vs. Reality (catching up)
- Cap and trade financial trends
- Stormwater regulations
- Waste management hierarchy
- Established practice (internal and external)

Federal

- Transportation funding formulas
- Federal Environmental funding policy
- Water Lands Conservation Act
- Stormwater Regulations (MS4)
- Federal statues/rules that we implement
- Proposed clean power plan

Minnesota State & Regional (Metro Council)

- Minnesota State & Regional (Metro Council)
- State statues/rules that we implement
- New to recycle 75% by state statute
- Chapter 398 in MN statute
 - Enables Three Rivers Park District
 - Creates regional park system

Hennepin County

- Board expectations
- Departmental strategic plans
- Solid waste management master plan
- Funding policies (ERF – environmental response fund)
- Recycling funding policy
- Three Rivers Park District (TRPD) Policy Statement, e.g. hang on to park land; don't sell park land
- Three Rivers Park District (TRPD) 80/20 rule
 - 80 percent undeveloped park land to 20 percent developed/programmed land
 - Park development – existing policy to oppose land use impacts on water quality (land use on nearby development)
 - Park “zoning” or management plan is based on natural resources (for example savannah, prairie)
- Three Rivers Park District - vision plan with mission statement
- Three Rivers Park District - Sustainability plan and benchmarks
- Hennepin County bike plan/pedestrian plans
- Public Works Strategic plan
- Environment & Energy Plan
- Hennepin County Natural resources
 - Sustainable landscaping, conservation easement program
 - Emerald Ash Borer Program
 - Wetland banking policy

Local government, other

- Policies of school boards - location siting of schools (strain in public case of rural schools)
- Solid waste ordinances
- Cities (local) ordinances/zoning
- Cities – site plan review (e.g. for walkability, stormwater management etc.)

Transportation technical team April 7, 2016

KEY PLANS AND POLICIES

- Bike
- Peds
- NATCO
- State Aid
- RSP
- MnDOT – Bike design guide
- TMVL
- Complete streets
- Active living policy
- Local and state level plans
- Watershed
- Met council
- Communication plans
- Other various departmental strategic plans
- 3 Rivers
- DNR
- Cost participation policy
- ADA
- 2040 bike plan
- 2030 TSP
- MN MUTCD
- County Strategic Plan
- State legislation
- MnDOT plans/policies
- Railroad crossing study
- 5 year CIP
- County road safety plan
- Comprehensive Plan

- Complete Streets
- Cost participation policy
- Bike gap funding

PLANS AND POLICIES HELP

- Cost participation Policy: Identifies opportunities to share funding and efforts
- Transparency
- Coordination
- Identify potential partnerships
- 2040 Bike Plan: Identifies locations where R.o.W. needed
- CIP: Aligns funding
- County Road Safety Plan: Prioritizes safety projects
- Bike Plan and Hennepin County TSP: Helps guide improvement priorities
- ADA: Prioritizes locations for improvements
- Comprehensive plans: help inform residents
- Provides guidance on funding eligibility
- Bike and Ped plans: form my work plan
- MN MUTCD: guides traffic control decisions
- Local plans help fill in detail and create coordination between governments
- New standards: help by offering new ideas to be considered
- Local comp plans help: coordination eased with a local summary
- Bike plan: guides “gap” funding as well as ROW acquisition requests in plat review process

PLANS AND POLICIES HINDER

- Competing priorities
- Create bureaucracy
- Plans, policies and guidelines
 - May overlap and conflict
 - So many to read through
 - not always communicated well or understood easily
- State legislations: mandates override some local priorities

- Politics
 - Who is in charge
 - Who wants to be in charge
 - Who resents whom, et cetera
- Cost participation policy: may limit flexibility and be unresponsive to unique situations
- Additional policies: create additional bureaucracy - and therefore work, which may slow things
- New standards: often are untested in MN and lack details, despite clear desire
 - i.e. NATCO sightlines
- Conflicting vision/standards
- Standards can't and don't keep up with changing designs
- ADA: creates a huge need for budget

PLANS AND POLICIES – GAPS, NEEDS, SUGGESTIONS

- Bring development to services rather than services to development
- Groundwater supply plan/policies
- More data driven decisions/ less politics
- More communication/education of elected officials
- Bikeway maintenance funding
- CPP policy that allows county to lead on county priority projects; 80/20 split
- More \$ and people for infrastructure and maintenance
 - Additional infrastructure
 - Maintenance such as snow removal from cycle tracks and trails
- Eliminate state aid
- Using technology and new communications trends om informing and educating residents
- More flexibility in policies (some)
 - Particularly regarding funding
- Too many cities
 - Need consolidation
- Health in all Policies