



Minnesota GreenStep Cities

Green Team Work Plan: 2020



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Introduction

Welcome to the 2019-2020 GreenStep Green Team Work Plan! This work plan is intended to guide GreenStep Cities and Tribal Nations in forming and strengthening Green Teams. Green Teams help ensure that participating jurisdictions see the most benefits from the program over time.

In addition to general tips for strong Green Teams, the work plan offers a deeper dive into two of the best practice areas required for Step 3 recognition:

- BP Action 1.1: Benchmarking Public Buildings
- BP 6: Comprehensive Plans.

The first of these, Benchmarking, is a critical step in identifying possible areas for energy- (and cost!) saving measures in the jurisdiction's public buildings. The second—comprehensive and related plans—is a large task that many jurisdictions find challenging. At the same time, it is a opportunity to integrate sustainability, stewardship, and quality of life into the jurisdiction's official activities. Even if the jurisdiction has recently completed a comprehensive plan, the resources in this work plan can be used for plan amendments, additions, or other planning processes.

Questions? GreenStep is here to assist you—feel free to contact us!

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Find yours at <https://www.cleanenergyresourceteams.org/staff>

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Developing an Effective Green Team

What is a Green Team?

The GreenStep Cities program aims to provide Minnesota cities a clear pathway to greater sustainability and resiliency based upon implementing best practices specific to Minnesota cities of differing sizes and capabilities. GreenStep cities adopt a participation resolution that names a contact person to be the city's GreenStep coordinator. This person can be an existing city staff person, an elected official or an appointed community member.

Cities are encouraged to empower an existing or new committee to work with and advise the city's GreenStep coordinator. Most cities find it easier to sustain their GreenStep efforts -- to complete more GreenStep actions faster -- with the help and support of a committee.



Sustainability work within our cities is a long-term process requiring coordination of existing efforts, policy change, behavioral change, and a lot of public education. A committee can help with these tasks and especially work to ensure public education and engagement. In smaller cities, committees that include the public can add the value-rich perspectives of community members to the information-rich perspectives of city staff. Community members also provide long-term consistency on sustainability efforts as elected leadership changes. And committees always provide much-needed expertise and an extra set of hands for projects.

What does a Green Team Do?

Depending on the size of the city and the committee size and type, committee members typically are tasked with a variety of jobs ranging from policy and advising, to community engagement, to hands-on project work. Tasks can include:

- researching past city accomplishments and new ideas
- evaluating existing policy
- drafting vision and policy statements
- coordinating and harmonizing city departmental / community efforts
- defining, measuring and reporting on outcome measures
- collecting feedback from the community
- educating community members about the city vision and desired outcomes
- engaging residents, businesses and institutions to change their practices to help meet city goals

Who should be on a Green Team?

A GreenStep committee can be structured in many formal or less formal ways, include a variety of people, and be called by many names – a green team, a city commission, a civic sustainability coalition. Depending on a city’s history, capacity and operating norms, the committee can include people from one or more groups in the community. The work of the committee can be folded into an existing group, or be given to a newly created group.

An existing or new committee can be:

- a city staff team
- a civic group
- a formal city commission, committee, advisory group, task force, inter-governmental group

A formal city group can include representatives from one or usually more of the following:

- elected officials
- city staff
- community members from:
 - civic groups
 - neighborhood associations
 - religious groups
 - business organizations
 - educational institutions
 - youth/school groups

“Sometimes cities lose steam when a key GreenStep City advocate leaves, but Green Teams can ensure progress continues.” - Chris Meyer

Case Study: City of Red Wing’s Sustainability Commission

Red Wing is a relatively small city, population 16,412 in 2017, with sustainability accomplishments comparable to much larger municipalities. Red Wing attained GreenStep Step 5 in 2019, won a 2018 Clean Energy Community Award, and received a 2017 CERT Seed Grant which ultimately led to installation of the first electric vehicle fast charging station on the Mississippi Highway 61 corridor. In prior years the city had reduced its carbon footprint by 55% using building energy benchmarking to reduce energy use and with multiple solar installations on city buildings (financed with 3rd party ownership in a way that actually saved money). “These achievements are a result of a high level of engagement between both city staff, elected officials, and citizen members of the Red Wing Sustainability Commission,” said Chris Meyer, SE CERTs Regional Coordinator.

The Red Wing Sustainability Commission has 9 to 15 members with a limit of two 3-year terms. Candidates apply via a public process and are appointed by the mayor. The Commission has liaisons from both staff and from the city council. They meet monthly, alternating between regular meetings and working sessions.

The Sustainability Commission has a formal vision statement, written work plan, and specific duties that include wise energy use and production, ensuring a healthy and safe environment, and reducing environmental pollution. You can see their full mission on their website: <https://www.red-wing.org/299/Sustainability-Commission>. “One of the advantages of a strong Green Team can be seen in how over the last 5 years, the Commission has maintained continuity in GreenStep progress by bridging changes in staff and elected officials,” said Meyer. “Sometimes cities lose steam when a key GreenStep City advocate leaves, but Green Teams can ensure progress continues.”

Tips for Effective Green Teams

Create a mission statement.

Or maybe you call it a committee charter. Everyone involved should have a clear sense of the purpose, roles and the responsibilities of the group. A mission statement may be determined by the city council, or developed as a group exercise with input from diverse interests.

Pick strong leaders. At least one.

The committee should have a clearly defined leader, whose role and responsibilities have been determined and documented. Having leaders from both the municipality and the community is particularly effective.

Decide on a leadership succession plan.

Leadership should be shared and future leaders developed so that (1) the leaders do not get stuck with most of the work, (2) a healthy balance is maintained within the organization, and (3) the leaders can gracefully bow out after a term of service without compromising the ability of the group to successfully continue.

Clarify committee membership, tenure, and think diversity.

Be clear on who formally, or informally, participates on the committee and how long (one year? longer?) they are signing up to serve. For committees that are more than a staff green team or a city council committee, take an honest look at who is on your committee: does the group include staff from several city departments? Does the group reflect the overall demographics (race, income, age, homeowners / renters, etc.) of the city? The more diverse voices at the table, the more robust, authentic and effective your efforts will be.

Schedule regular meetings.

If at all possible choose a regular meeting time and stick with it. Creating a yearly meeting schedule and communicating it to members, city staff/city council and the public can make the difference between a successful effort that is recognized by the municipality and public, and one that gets “fit in” when convenient and mostly serves committee members.

Divide the work.

Some committees have subcommittees (work groups) to focus on specific topics in more depth, such as energy, or water, or local businesses. Such work groups typically invite diverse citizens, business leaders and others to participate along with formal committee members to broaden the discussion and strengthen connections to the public. Work groups also enable people to engage in a more limited fashion, and they can create a “pipeline” for people to later join the formal committee.

It is also helpful, if your committee does not have the assigned services of a city staff person, to assign group members simple tasks such as creating agendas, arranging rooms, sending out emails, taking minutes, updating spreadsheets, uploading documents, writing communications, etc. This helps decrease leader burnout and enables other group members to take ownership of their roles on the committee.

Operate under city authority.

Not a problem if a city council-chartered citizen's commission serves as your GreenStep coordinating body. But if a civic group is serving this role, work with the city council to be formally recognized as the GreenStep committee for the city. And then regularly report back to the council on your work in the city and with city staff. For example, some teams report monthly, while others report quarterly.

Clarify decision-making and city connections.

A clearly written and transparent process can eliminate power struggles and hurt feelings. Be clear how committee recommendations flow: for a city commission, do city staff receive them, and/or do they go directly to the city council? Does the team have access to and receive presentations and assistance from municipal staff or consultants in areas such as planning, engineering, legal matters, purchasing? Does your committee formally interact with other city commissions such as planning, economic development, parks and others so that 'the one hand of city government knows what the other hand is doing?' Having bylaws can be useful in this context for clarifying roles, creating accountability, and ensuring succession planning.

Create a yearly work plan.

Ideally your committee will meet once a year in a city council work session, where you can share and discuss a draft work plan with city council members before finalizing work goals for the year. Clarify how your work fits with other city work and city committees and commissions. Revisit the plan a couple times a year to assure progress is being made and adequate resources are deployed to achieve success.

Communicate, engage, network.

While some committee members are content to evaluate policy, research possible initiatives and measure progress, there should be some members, or members working with city staff, who focus on engaging the public in person, on social media, and in writing: educating the public about sustainability issues and needs; informing the community at large of your green team efforts and engaging them to help out; gathering feedback from the public on community issues; connecting with other city efforts led by civic associations. Rather than creating new stand-alone events, focus on participating in already existing city events, and going to meet with community groups at their events/meetings.



Case Study: Eagan Energy and Environment Advisory Commission

From pollinators to electric vehicles, the City of Eagan's Energy and Environment Advisory Commission (EEAC) has been active on a host of sustainability issues. Eagan, with over 67,000 people, is the eighth largest city in Minnesota. It has been active in the GreenStep program since 2010, and the city achieved Step 5 in 2018 and 2019.

As with other advisory commissions in Eagan, the eight members of the EEAC apply for these City Council-appointed volunteer positions. There are seven regular members and one alternate member, and they have two-year terms, operating on May through April timeline. Each year, they set several goals and organize work groups to focus on them. They meet with City Council annually to present on their findings from the previous year's work and on their new goals.

GreenStep is part of those conversations on goal-setting. In addition, many staff members are integrated into the work groups and assist with Eagan's participation in the GreenStep Cities program. Staff are brought together a couple times per year to collect data and review best practices. Eagan's Parks and Recreation Department coordinates both the EEAC and the staff efforts around GreenStep, and the department's director, Andrew Pimental, suggests that newer groups "keep things simple and build to the more complex stuff," emphasizing the importance of support from elected officials.

A few of the EEAC's past efforts and accomplishments include a pollinator support resolution and associated work throughout Eagan's parks and open spaces; participation in Cities Charging Ahead, including fleet management analysis with respect to future integration of electric vehicles and support for EVs in the city through installation of charging stations at key city facilities; storm water quality management measures; and an education group that attends special events throughout the city and helps educate the community on a wide variety of sustainability topics. The current year's work is seeing more of a focus on Energy and Climate Action planning.

Best Practice Guide: Benchmarking Your Buildings

Best Practice Action Summary

Best Practice Action 1.1

Enter building information into the Minnesota B3 Benchmarking database and routinely enter monthly energy, water use data for all city-owned buildings.

In city buildings the owner is also likely going to be the tenant for all of the building's life; all cost savings from careful asset management and short and long-term efficiency investments will accrue to the city and its taxpayers. In such a circumstance, energy and water efficiency opportunities are almost always justified on a purely economic basis, even without considering the benefits from reducing greenhouse gases, lowering exposure to fuel price volatility, or meeting sustainability goals.

Most existing public buildings were not designed to use energy and water efficiently, and even those that are designed well are infrequently managed to capture efficiency opportunities. Energy efficiency and other sustainability opportunities abound in existing buildings, which are in a constant drift toward expensive inefficiency. Many of the opportunities not only reduce operating costs, but improve occupant quality of life, create higher resale value, and improve worker productivity. Benchmarking is the first step in the process of improving energy and water efficiency in public buildings.

Why This Best Practice Action?

Operations and maintenance experts claim a minimum 5-10% efficiency improvement is achievable in virtually any building by implementing certain low- and no-cost measures. Benchmarking helps you identify low or no-cost improvement opportunities.

- B3 Benchmarking can help you demonstrate to others the value of energy efficiency projects and show progress after implementation. It is also often a requirement for energy-related funding opportunities.
- Once you have input your building energy data into B3, you can use it many ways, enabling you to see how well your buildings are performing, so you can plan more effectively, ensure occupant comfort, and optimize resource use.
 - The Benchmark Index Ratio, which shows which buildings could see the most energy savings.
 - Peer comparisons, which let you compare your buildings to others from around the state within the B3 database.
 - EnergyStar Ratings for your buildings.
 - Baselines, which compare the performance of your buildings over time.
 - Improvement targets that you can set for your buildings.
 - Reports that allow you to visualize your buildings' energy performance in multiple time frames for fuel sources in dollars, CO2 emissions, native units, or kBtus.
 - Water Mode to measure and manage water consumption.

Case Study: Benchmarking in the City of La Crescent

After joining the GreenStep City program, La Crescent partnered with Winona State University to create an internship. It was with the help of the WSU Student Intern, Alison Bettin, that La Crescent began to track and compare their building energy use to national benchmarks and against other public buildings in the state of Minnesota. Now city council members review energy use bar charts at their meetings, and says City Administrator Bill Waller, "the La Crescent city council has seen the city's energy use decreasing, they know why benchmarking is worth the effort." For example, the city has seen significant savings in their fire hall and ice arena.

The use of benchmarking data has proven so successful that city staff is now using it to identify new projects. With help from Xcel Energy, the La Crescent Parks Department has identified potential upgrades at the six buildings that use the most energy in their system.

Read more about La Crescent at

<https://www.cleanenergyresourceteams.org/city-la-crescent-takes-major-strides-forward-energy-and-it-all-started-benchmarking>

"The La Crescent city council has seen the city's energy use decreasing, they know why benchmarking is worth the effort." - Bill Waller

Timeline

Step #1

Goal

- Get started with B3

Summary of Tasks

- Assign task of monthly upkeep of B3 Benchmarking Data to one individual. Often, this is the person who pays the bills or an administrative assistant close to the person who pays the bills.
- Register for access: <https://mn.b3benchmarking.com/Request-Access>

Registration Tip: If you are not a brand new user, the B3 administrator will reach out to the person on record to verify that you are an eligible party to enter data into the site, which could create a delay. If you are not the first person to access B3 for your organization, we recommend that you call or email first before registering.

- Read B3 Overview page
- Watch Overview video

Resources

- "Overview" video. <https://mn.b3benchmarking.com/Videos>
- B3 Overview page: <https://mn.b3benchmarking.com/Overview>
- CERTs Benchmarking page: <https://www.cleanenergyresourceteams.org/energy-assessment-benchmarking#public-facilities>



Step #2

Goal

- Enter site data

Summary of Tasks

- Obtain building, water, and energy use data
- Define individual sites and meters for your facilities in the B3 database, customizing as desired.

Data Tip: Most organizations will have fairly easy access to monthly utility bills – either physically or electronically. The challenge can be finding the square footage of the building. We recommend looking at insurance documents or the title/deed information. If the building is leased, you may need to reach out to the owner. If this step is proving difficult, we found that using an online app that has you trace your property on a Google map such as https://www.mapdevelopers.com/area_finder.php can get you a good estimate.

Resources

- How To Videos: <https://mn.b3benchmarking.com/Videos>
- Building square footage, usage, and meter data
- B3 Data Analysis Steps: <https://mn.b3benchmarking.com/Data-Analysis-Steps>
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Step #3

Goal

- Enter meter data

Summary of Tasks

- Enter or upload (as spreadsheet) energy and water use data for each meter.

Data Tip: You will probably want to use the meter import wizard, which generates a spreadsheet that you can use to input all the data, and then you save it and upload it to the site.

Resources

- How To Videos: <https://mn.b3benchmarking.com/Videos>
- Slides 35-49 at <https://mn.b3benchmarking.com/Documents/B3%20v6.6%20Overview.pdf>
- Energy and water bills/meter data

Step #4

Goal

- Interpret data

Summary of Tasks

- Use the Peer Comparison, Benchmark, Energy Star, and Baseline tabs B3 to identify buildings with potential for efficiency improvements.

Resources

- B3 Data Analysis Steps: <https://mn.b3benchmarking.com/Data-Analysis-Steps>
- How To Videos: <https://mn.b3benchmarking.com/Videos>

Step #5

Goal

- Identify next steps

Summary of Tasks

- Next steps may include a walk-through audit, investment-grade audit, or, if you're not sure what your next step is, a conversation with a CERTs staff member, like your regional coordinator.
- Upkeep: be sure that you have identified someone to keep your B3 up to date!

Resources

- Clean Energy Resource Teams staff.
<https://www.cleanenergyresourceteams.org/staff>
- Clean Energy Project Builder-Auditors.
<https://www.cleanenergyprojectbuilder.org/auditors>
- Performance Contracting for Public Facilities.
<https://www.cleanenergyresourceteams.org/performance-contracting-public-facilities>
- RETAP (walkthrough audits for public buildings and small businesses).
<https://www.pca.state.mn.us/quick-links/minnesota-retap>

Best Practice Guide: Comprehensive Plans

Best Practice Summary

Best Practice 6. Comprehensive, Climate and Energy Plans: Build public support and legal validity to long-term infrastructural and regulatory strategy.

Step 3 Recognition Minimum for Category A, B and C Cities

- All Category A, B and C cities are recognized upon completion of action 1.
- Category A and B cities also complete action 2 for recognition.

Land uses delineated in comprehensive plans provide the foundation for city government and private actions that have a substantial long-term effect on whether our cities move toward carbon neutrality and energy efficiency or accelerate climate change and increase energy costs. Land development decisions are infrastructural - once made, they are extremely difficult and expensive to undo. Consequently, land use plans either enable other best practices, or hinder their effectiveness. In order to have public support and legal validity, land use strategies, zoning and regulatory ordinances must be grounded in a comprehensive plan. The process of developing and adopting city plans with embedded visions and goals - a comprehensive plan, an energy plan, a climate plan - is an essential character-building opportunity to engage community members in the clarification of community values and long-term aspirations.

Why This Best Practice?

- A comprehensive plan allows the city to formally integrate health, sustainability, climate protection, future mobility and resiliency goals within a statutorily-recognized policy document.
- A comprehensive plan provides a legal foundation for a variety of local government actions, including regulatory tools such as zoning, fiscal tools including capital improvement plans, and programmatic efforts including economic development initiatives.
- Comprehensive plans are both a document and a process - comprehensive planning provides local governments an opportunity to engage the entire community in a discussion about what long-term goals are important, how residents want to see development and preservation in the city, and what fiscal priorities should be set.

Best Practice Actions

1. Adopt a comprehensive plan or (for Category B & C cities) adopt a land use plan that was adopted by the county or a regional entity.
2. Demonstrate that regulatory ordinances comply with the comprehensive plan including but not limited to having the zoning ordinance explicitly reference the comprehensive plan as the foundational document for decision making.
3. Include requirements in comprehensive and/or other plans for intergovernmental coordination addressing regional land use and watershed / wellhead impacts, infrastructure, transportation, economic development and city/regional services.

4. Include ecological provisions in the comprehensive plan that explicitly aim to minimize open space fragmentation and/or establish a growth area with expansion criteria.
5. Adopt climate mitigation and/or energy independence goals and objectives in the comprehensive plan or in a separate policy document, and include transportation recommendations such as becoming an EV-ready city.

Some Thoughts on Comp Planning, Green Teams, and Using this Guide

This guide lays out a one-year timeline for completing a comprehensive plan. HOWEVER, the actual time required for your comprehensive plan may be longer than this, depending on your community, your staffing situation, and other factors, up to and including weather events. It is not unusual, for example, for a comp plan process to take two years. You will want to adjust the timeline to fit your individual community. Similarly, the individual needs of your community will affect aspects of the process as varied as the composition of your Comp Plan Committee, data and maps gathered and used in community engagement and in the plan itself, and the specific issues addressed in each of the topical chapters.

The role of the Green Team in the development of the comprehensive plan will also vary depending on many factors, including your city staffing situation, the composition of your Green Team, and decisions about the process, including whether or not you will contract with an outside organization (such as an RDC) for portions of the comp plan. It is likely that, at a minimum, the Green Team will contribute by assisting with community engagement and providing input and leadership on aspects of the plan specifically relating to sustainability. In some communities, it may be appropriate for the Green Team to play a significant leadership role in the development of the plan as a whole, perhaps even serving as the Comp Plan Committee. Regardless, if your community is going through the comprehensive planning process, your Green Team should be involved.

In addition, even if your community is not scheduled to do a full comp plan for a while, the Green Team might consider taking on one or more sections as an amendment or update to the current plan. For example, communities might wish to add a section on resilience. Or, alternatively, many of the resources--and the process itself--in this guide could be used for other types of planning, such as climate action plans, watershed plans, etc.

We have included information on relevant GreenStep Best Practice Actions for each section of the comprehensive plan. These are best practice actions that could be addressed (in some way) in those sections of your comp plan (or related plans), if you so choose. Additional guidance on the individual best practice actions can be found on the GreenStep website: <https://greenstep.pca.state.mn.us/best-practices>.

Comprehensive Plans: General Resources

- American Planning Association. 2015. *Sustaining Places: Best Practices for Comprehensive Plans*. <https://www.planning.org/publications/report/9026901/>
- League of MN Cities. *Handbook for Minnesota Cities: Chap. 13--Comprehensive Planning, Land Use, and City-Owned Land*. <https://www.lmc.org/page/1/handbook-for-mn-cities.jsp>
- Metropolitan Council. *Local Planning Handbook*. <https://metro council.org/Handbook>
- Regional Development Commissions may assist with comprehensive plans. <http://www.mnado.org>

Community Engagement Resources

- Trapp, Rita. "Effective Community Engagement." <https://metro council.org/Handbook/PlanIt/Files/Expert-Article-Effective-Community-Engagement.aspx>
- Aldrich, Julie. "Successfully Engaging with Underrepresented Communities for Comprehensive Plans." <https://metro council.org/Handbook/PlanIt/Files/Expert-Article-Engaging-Underrepresented.aspx>
- Nexus Community Partners. "Community Engagement Assessment Tool." <https://www.nexuscp.org/wp-content/uploads/2017/05/05-CE-Assessment-Tool.pdf>
- Institute for Local Government. "Beyond the Usuals: Ideas to Encourage Broader Public Engagement in Community Decisionmaking." <http://www.ca-ilg.org/node/3367>
- International Association for Public Participation. "IAP2 Spectrum of Public Participation." <http://rethinkurban.com/2012/engagement/public-participation-its-a-spectrum/>

Content of a Comprehensive Plan: Relevant GreenStep Best Practice Actions, Data, and Other Resources

Land Use

Summary: Existing and future land uses, densities, natural resources, and development/redevelopment planning.

Relevant GSC Best Practice Actions: 2.7, 3.4, 3.5, 5.1, 5.5, 7.1-7.5, 8.3, 8.5-8.7, 9.1, 9.3-9.5, 10.1-10.4, 10.6, 14.1-14.3, 27.1, 27.2, 28.3, 28.4

Resources:

- City Staff: City/County Engineer; Land Use / Zoning Administrator; Building Inspector;
- Building Permits or Land Use Permits
- Soil survey reports
<https://www.nrcs.usda.gov/wps/portal/nrcs/surveylist/soils/survey/state/?stateId=MN>
- Minnesota Department of Natural Resources. *Maps*. <https://www.dnr.state.mn.us/maps/index.html>
- US Forest Service. *Maps*. <https://www.fs.fed.us/visit/maps>
- [County land Use Maps](https://www.mngeo.state.mn.us/maps/LandUse/) <https://www.mngeo.state.mn.us/maps/LandUse/>
- This is a neat resource and can trigger summer imagery too.
<https://arcgis.dnr.state.mn.us/ewr/wetlandfinder/>
- Do a google search for gis in the county.

Housing

Summary: Existing and projected housing needs.

Relevant GSC Best Practice Action: 7.4

Resources:

- Census Bureau. <https://www.census.gov/programs-surveys.html>
- Minnesota Compass. <https://www.mncompass.org> GIS data at http://wilder.maps.arcgis.com/apps/MapSeries/index.html?appid=4ef87d1d2dce45ca933bef4fff5129b2&utm_source=Compass+News+June+2019&utm_campaign=June+2019+-+Compass+Newsletter&utm_medium=email
- Local Housing Authority

Transportation

Summary: Roadways, transit, bicycling and walking options, and environmental impacts of transportation.

Relevant GSC Best Practice Actions: 3.5, 11.1, 14.1-14.3

Resources:

- MN Department of Transportation (MnDOT). <https://www.dot.state.mn.us>
- City/County Engineer
- Local Transit System

Water Resources

Summary: Wastewater, water supply, and surface water quality.

Relevant GSC Best Practice Actions: 2.5, 3.5, 17.3, 17.3, 19.4, 20.3

Resources:

- Minnesota Department of Natural Resources. *Maps.* <https://www.dnr.state.mn.us/maps/index.html>
- Minnesota Pollution Control Agency. *Spatial Data and Environmental Quality Information System (EQuIS).* <https://www.pca.state.mn.us/data/spatial-data#current-b6e91034> and <https://www.pca.state.mn.us/data/environmental-quality-information-system-equis>

Parks and Trails

Summary: Regional and Local Parks and Trails

Relevant GSC Best Practice Actions: 18.1-18.5

Resources:

- Minnesota Department of Natural Resources. *Maps.* <https://www.dnr.state.mn.us/maps/index.html>, including LCCMR/LAWCON https://files.dnr.state.mn.us/aboutdnr/lawcon/lawcon_1.pdf
- Safe routes to school plans <http://www.dot.state.mn.us/saferoutes/> there is an interactive map with the plan links.

Economy

Summary: Key industries and centers of employment, redevelopment, education and workforce, business development (including green business development), and economic information, monitoring and strategic initiatives.

Relevant GSC Best Practice Actions: 25.1

Resources:

- Regional Development Commission. <http://www.mnado.org>
- Census of Agriculture. <https://www.nass.usda.gov/Publications/AgCensus/2017/index.php>
- MN Department of Employment and Economic Development (DEED). <https://mn.gov/deed/data/>
- Census Bureau. <https://www.census.gov/programs-surveys.html>
- Minnesota Compass. <https://www.mncompass.org>

Resilience

Summary: Equity, healthy community, climate mitigation and adaptation, energy

Relevant GSC Best Practice Actions: 3.5, 24.5, 26.1, 27.2, 28.3, 28.4, 29.2, 29.3, 29.5, 29.6, 29.8

Resources:

- National Climate Assessment. 2018. <https://nca2018.globalchange.gov>
- Minnesota Climate Change Vulnerability Assessment. 2014. <https://www.health.state.mn.us/communities/environment/climate/docs/mnclimvulnreport.pdf>
- MN Department of Natural Resources. *Minnesota Climate Trends*. <https://arcgis.dnr.state.mn.us/ewr/climatetrends/>
- Voices for Racial Justice. “Racial Equity Impact Assessment Pocket Guide.” <http://voicesforracialjustice.org/tools-resource/additional-resources/>
- Headwaters Economics. *Populations at Risk Tool*. <https://headwaterseconomics.org/tools/populations-at-risk/>
- Georgetown Climate Center. *Adaptation Equity Portal*. <https://www.adaptationclearinghouse.org/networks/adaptation-equity-portal/plans-a.html>
- Community Action Agency <https://www.minncap.org>
- Census Bureau. <https://www.census.gov/programs-surveys.html>
- Minnesota Compass. <https://www.mncompass.org>
- Local school district

Additional Topic: Regional Coordination

Summary: Regional Coordination may be included in other topical chapters rather than as a separate chapter, but should be addressed in the comprehensive plan.

Relevant GSC Best Practice Actions: 3.3, 6.3, 9.2

Resources:

- League of MN Cities. *Handbook for Minnesota Cities: Chap. 16--Intergovernmental Cooperation.* <https://www.lmc.org/page/1/handbook-for-mn-cities.jsp>
- Regional Development Commission. <http://www.mnado.org>

Implementation

Summary: Public programs and actions, fiscal devices, Capital Improvement Program, and timeline for implementation.

Resources:

- Carlson, Phil. "Implementing Your Comprehensive Plan."
<https://metro council.org/Handbook/PlanIt/Files/Expert-Article-Implementation.aspx>

Timeline

Months #1-2

Goals

- Make decisions about planning process
- Gather data and maps

Summary of Tasks

- Determine basics of the planning process.
 - Who will do the plan? In house or contract? What is the role of the Green Team? Identify who will be on planning committee--consider representation and expertise. Part of the Green Team's role will likely be to help identify potential participants in the planning process. Some considerations: Ask, "Is everyone involved who should be involved?" Some people will need to be brought in on particular topics, as they may have schedules that don't allow full participation. Consider people within your community, as well as regional, state and federal agencies, such as entities like MnDoT, DNR, MPCA, SWCD, CAP agency, transit authority.
 - Who will do the maps?
 - What is the timeline?
 - Identify possible challenges or conflicts in community; what has not been addressed in previous plans; start goal-setting.
- Gather available data for each section of the plan
 - Look at your existing comprehensive plan, if you have one.
 - Identify other plans already available (e.g. Soil and Water Plan; Active Living; Safe Routes to School; School Strategic Plan; Housing Plan; Hazard Mitigation Plan)
 - Other possible data sources listed in section above (Contents of Comprehensive Plan)

- Develop community engagement strategy, including efforts to engage underrepresented communities. This will likely be part of the Green Team's role.
- Determine what data and maps are needed for community engagement. This will depend on the community, but keep in mind that people like to self-identify (e.g. where do I live?). Data and maps should be meaningful and relevant to issues facing community. The Green Team may assist with this.

Months #3-4

Goals

- Community Engagement
- Continue going through data, identifying priorities
- Start writing

Summary of Tasks

- Surveys to gather information about public priorities. Think beyond single-method surveys (e.g. only paper or only online surveys) to enable people to respond in a variety of ways. Be creative! For example, one community asked people to submit photos of things in their community that they do or do not like. Include strategies to engage underrepresented groups within the community. Review results as they come in. The Green Team can help guide the development of surveys and ensure that broad participation is solicited.
- Public Meetings/Community Visioning Session(s) to develop vision and priorities for the plan. Include strategies to foster diversity in representation and voice, such as by holding meetings in a variety of welcoming spaces at convenient times and providing food and childcare. Review results as they come in. Some potential roles for the Green Team on this task include selection of materials for presentation to participants (maps, data, etc.), developing strategies to ensure engagement from diverse voices, hosting the meetings/visioning sessions, and helping review the results.
- Determine if sustainability should be added as a new section to the comp plan or if it should be integrated into the sections throughout the plan. This may make your conversations go differently.
- Based on data and public participation results, write background sections and issue statements on key challenges facing the community. Depending on the community, the Green Team may participate in the writing of plan (or sections of it).

Months #5-9

Goals

- Complete draft of plan

Summary of Tasks

- Synthesize results of surveys and public meetings.
- Continue drafting plan - complete draft of plan.
- Comp Plan Committee meetings should be open to the public, so people can comment as the process moves along. The Green Team, if it is not the Comp Plan Committee, should be represented at these meetings to provide input on the plan as it is drafted.

Month #10

Goal

- Public comment period for draft plan

Summary of Tasks

- Make complete plan available to the public for comments.

Months #11-12

Goals

- Complete Plan
- Public Hearing
- Adoption

Summary of Tasks

- Comp Plan Committee addresses community comments from the public comment period, either through revision of plan or by noting why the comments were not relevant.
- Hold public hearing either before or during Council meeting.
- Submit plan to Council for consideration of adoption.