



Themes, Issues, Goals, Recommendations & Action Steps Cross Referenced by Guiding Livability Principles, Guiding Principles, Activities, CEDs, Workgroups & Issues

The Kick Off, Workgroup 1, 2, 3, 4, and 5; the scenario planning process; Round 1, 2, and 3; the 26 activities all lead to the development of a comprehensive plan that includes Issues, Goals, Strategies, Action Steps and Success Indicators. These are organized across the following 11 Themes:

1. Infrastructure -- Housing
2. Infrastructure -- Connectivity
3. Infrastructure -- Energy
4. Natural Resources & Development Patterns
5. Education & Workforce Development
6. Infrastructure -- Transportation
7. Economic Engines
8. Valuing Interdependent Communities and Neighborhoods -- Health Care
9. Valuing Interdependent Communities and Neighborhoods -- Changing Populations
10. Valuing Interdependent Communities and Neighborhoods -- Efficiency and Effectiveness
11. Valuing Interdependent Communities and Neighborhoods -- Affordable Housing

This document provides a comprehensive list. The 11 themes, issues, goals, recommendations, action steps are organized as follows:

HUD/DOT/EPA Livability Principles = (HLP) 1-6

Region's Guiding Principles = (RGP) 1-6

Activities = Project's 26 Activities (ACT 1-26)

CEDs = Comprehensive Economic Development Strategies Vital Projects

Workgroup = Housing (H), Economic Development (E), Land Use (L), and Transportation (T)

Issue = Issues that evolved from the group of the workgroup; Housing (H), Economic Development (E), Land Use (L), and Transportation (T)

HUD/EPA/DOT Six Livable Principles

1. Provide more transportation choices (HLP1).
2. Promote equitable, affordable housing (HLP2).
3. Enhance economic competitiveness (HLP3).
4. Support existing communities (HLP4).
5. Coordinate policies and leverage investments (HLP5).
6. Value communities and neighborhoods (HLP6).

HUD/EPA/DOT Mandatory Outcomes

A1.	Creation of shared elements in regional transportation, housing, water and air quality plans tied to local comprehensive land use and capital investment plans.	A7.	Increase in the share of residential and commercial construction on underutilized infill development sites that encourage revitalization, while minimizing displacement in neighborhoods with significant disadvantaged populations.
A2.	Aligned federal planning and investment resources that mirror the local and regional strategies for achieving sustainable communities.	A8.	Increase proportion of low and very low-income households within a 30-minute transit commute of major employment centers in urban, suburban, and rural settings.
A3.	Increased participation and decision-making in developing and implementing a long-range vision for the region by populations traditionally marginalized in public planning processes.	B(5)	Increased proportion of affordable housing units located close to walking trails, parks, green space, and vital amenities such as hospitals and schools.
A4.	Reduced social and economic disparities for the low-income and communities of color within the targeted area.	B(8)	Decrease in the rate of conversion of underdeveloped land into utilization across the region.
A5.	Decrease in per capita Vehicle Miles Traveled (VMT) and transportation-related emissions for the region.	B(11)	Increased proportion of the local population adequately prepared to participate in the core economic growth sectors of the region
A6.	Decrease in overall combined housing and transportation costs per household.		

Region's Guiding Principles

1. Think regionally and inclusively (RGP1).
2. Consolidation of effective data (RGP2).
3. Capitalize on assets, current plans and work in progress (RGP3).
4. Balance redevelopment / development preservation opportunities through effective land-use planning (RGP4).
5. Consider regionalization of services (BMPs or our region, drive opportunities) (RGP5).
6. Connect more people to well-paid jobs (RGP6).
7. Connect active living opportunities to the region (RGP7).
8. Connect broadband technology to entire region (RGP8).

26 Activities (These were part of the original proposal and the HUD/DOT/EPA workplan. They were identified to address all the HUD/DOT/EPA Livability Principles and Mandatory Outcomes, as specified in the NOFA. They became a way to support the work within the region and to identify recommendations and action steps for the final plan.)

ACT 1 Formalize Sustainability Regional Planning Consortium.

ACT 2 Create a large, community-driven, university assisted, in-reach consortium that will involve civic engagement at an all-time new level for regional planning.

ACT 3 Utilize Sustainability Communities Regional Planning Consortium (SCRCP) to learn of programs and disseminate information AND to support knowledge sharing across the disciplines.

Housing

ACT 4 Use SCRCP to understand foreclosure rates and resources AND Assist Wadena County in rebuilding after the tornado.

ACT 5 Use Conservation Design Scorecard to place housing development.

ACT 6 Locate affordable housing units within 30 min. of economic employment centers.

ACT 7 Educate contractors & consumers on low-impact & density issues.

ACT 8 Expand green building programs.

ACT 9 Expand energy efficiency of low-income housing.

ACT 10 Address the foreclosure issue.

ACT 11 Increase residential energy efficiency.

Transportation

ACT 12 Determine multi-modal transportation options.

ACT 13 Work with state and local authorities to develop integrated strategies.

Land Use

ACT 14 Expand use of GreenStep Cities.

ACT 15 Being to meet DNR Shoreland standards.

ACT 16 Use micropolitan Best Management Practices (BMPs) as regional tools

ACT 17 Engage MnREM in 5-county region.

ACT 18 Expand focus of IF Healthy Communities.

ACT 19 Expand HUG Sustainable Communities Programs.

Economic Development

ACT 20 Expand jobs in high paying growth sectors.

ACT 21 Build on Blandin Broadband work.

ACT 22 Expand Farm-to-School local foods initiative.

ACT 23 Develop effective local foods distribution and climate control storage system.

ACT 24 Grow region's energy companies.

ACT 25 Expand entrepreneurship.

ACT 26 Address business retention/expansion in the region.

Guiding Principles	Activities	CEDs	Work Group		Theme 1: Infrastructure – Housing
HLP 2 HLP 5 HLP 4 HLP 6 RGP 4	ACT 11		HE	Housing Issue I (HI)	<p>Building standards: Encourage local units of government to voluntarily coordinate, develop and implement conforming technical guidelines, planning and zoning standards and ordinances.</p> <p>The issue includes the promotion of green building standards such as the Minnesota Green Housing Criteria Overlay. Educating community members, particularly architects and contractors, on the benefits and best practices of green construction is integral to establishing and achieving cutting-edge building standards goals.</p> <p>The issue also seeks to acknowledge the importance of local agriculture, the preservation of small farms and community supported agriculture (CSA) as it concerns policies such as zoning, agriculture-appropriate real estate taxation and development.</p>
				Housing Issue I Goal	<p>Coordination of ordinances and standards: Review and coordination of existing ordinances and standards. Identify and catalog similarities and differences. Adoption of coordinated ordinances and standards by local units of government.</p>
HLP 2 HLP 4 HLP 6	ACT 9 ACT 11 ACT 5		HE14	HI Recommendation H1	<p>Housing performance standard: Achieve a higher performance standard for all housing in the region by 2035.</p>
HLP 2 HLP 4 HLP 6	ACT 9 ACT 11 ACT 5		HE6	Action Step H1A	<p>Build to last: Build all housing to last at least 100 years because a longer usable life is more cost effective. Local planning and zoning offices could offer potential permit applicants a cost comparison information sheet showing examples of cost recovery estimates and useful life of project using various construction materials/methods.</p>
HLP 2 HLP 5 RGP 1 RGP4	ACT 9 ACT 11 ACT 5		HE8 HE4	Action Step H1B	<p>Building standards: Make building standards and permitting more uniform and more stringent to achieve all aspects of new housing and rehabilitation goals.</p>
HLP 5 RGP4	ACT 9 ACT 11 ACT 5		HE9	Action Step H1C	<p>Subdivision ordinances: Create or update local subdivision ordinances to include a baseline standard.</p>
HLP 2 HLP 4 HLP 6 RGP4	ACT 13		HE3	Action Step H1D	<p>Blight reduction: Examine existing blight ordinances and rental codes, amend/revise as needed. Enforce blight ordinances and rental codes and promote broader use. Identify Federal and State funding opportunities.</p>

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HLP 2 HLP 4 HLP 6 RGP 4	ACT 13		HB17	Action Step H1E	Resale standards: Require homes on the market to meet minimum standards before transfer of title. Possibly add to realtor checklist to ensure improvement is completed. Secure funds for this effort.
HLP 4 HLP 6 RGP 4	ACT 13		HE10	Action Step H1F	Neighborhood standards: Adopt neighborhood aesthetic standards to build the sense of character and identity.
HLP 2 HLP 4 HLP 6 RGP 4	ACT 14		HB15	Action Step H1G	Life-cycle housing: Rehabilitate houses to accommodate a variety of age groups and needs. Recommend that HUD set standards for new construction and rehabilitation of homes that use state/federal funding.
HLP 2 HLP 4 HLP 6 RGP 4	NONE		HB29	Action Step H1H	Safety: Include children’s safety and storm shelter access as safety aspects in rehabilitation.
HLP 4 HLP 5 HLP 6	ACT 5		HD13	Action Step H1I	Rehabilitation: Increase local community organization efforts to rehabilitate older housing stock.
HLP 6	ACT 5 ACT 8 ACT 9 ACT 11 ACT 14		HE12	HI Recommendation H2	Education on codes and standards: Focus on education to promote standardized building codes, alternatives for green energy, and sustainable planning for housing.
HLP 5 RGP 4	ACT 5 ACT 9 ACT 11 ACT 14		HE5	Action Step H2A	Building codes: Identify opportunities to standardize rehabilitation/building codes for green technologies for all types of housing including multifamily, mobile homes, conventionally built homes, and manufactured homes.
HLP 5 RGP 3	ACT 5 ACT 9 ACT 11 ACT 14			Action Step H2B	Zoning for green housing: Incorporate Minnesota Green Housing Criteria Overlay concepts in zoning codes and building codes (www.mnhousing.gov/idc/groups/public/documents/document/mhfa_006584.pdf).
HLP 6	ACT 5 ACT 9 ACT 11		HE2	Action Step H2C	Education: Educate architects, planning and zoning staff, code enforcers, contractors and builders in green technology for all types of construction and rehabilitation.
HLP 3RGP 6	ACT 17 ACT 20		HC19	Action Step H2D	Jobs: Identify jobs related to emerging technologies in residential construction.

Guiding Principles	Activities	CEDs	Work Group		Theme 1: Infrastructure – Housing
HLP 4 HLP 6	NONE		EC	Housing Issue II (HII)	Infrastructure to support housing: The availability of suitable infrastructure is critical for communities and businesses. Many towns throughout the region face the financial burden of replacing sewer and water lines and/or wastewater treatment facilities. For many small towns with aging populations the cost is prohibitive. Seeking assistance from State and Federal sources is one possible avenue open to them.
				Housing Issue II Goal	Drinking water and wastewater infrastructure: All housing is served by clean, safe drinking water and a functioning wastewater treatment system.
HLP 6 HLP 5 RGP 4	ACT 16	CEDS/Infras 1	EC1	HII Recommendation H3	Infrastructure planning: Plan for maintenance, upgrading, and eventual replacement of drinking water and wastewater systems throughout the region. Investigate innovative technologies for drinking water and wastewater infrastructure.
HLP4 HLP 5 HLP6 RGP 4	ACT 16	CEDs Infras 2	EC1	Action Step H3A	Funding: Secure funding for maintenance, upgrading, and replacement of water and wastewater infrastructure including septic systems and wells.
HLP5 HLP6 RGP 4	ACT 16	CEDs/ Infras 1	EC1	Action Step H3B	Efficiency: Maximize existing capacity before expanding or creating new water and wastewater infrastructure. Consider cluster/small distributed systems for environmental concerns or cost considerations.
HLP 1 HLP 4 HLP 5 RGP 1	ACT 12	CEDS/Infras 3	EC3	Action Step H3C	Infrastructure expansion: Consider expanding new and existing highway, sewer, and water, prioritizing community and regional impacts.
HLP 2 HLP 4 HLP 5 HLP 6 RGP 4 RGP 7	ACT 6 ACT 14 ACT 16		LC	Housing Issue III (HIII)	Location and type of housing: Promote land use policies that create affordable, intergenerational, active living, housing opportunities. Such housing should be located near goods and services, public green space and transportation infrastructure.
				Housing Issue III Goal A	Growth patterns: 12,000 new homes across the region from a population increase of 8% with an average household size of 2.4 persons. People retire here and want to live near amenities so there is moderate lakeshore development. There is an increase in affordable housing and jobs so young people return. People live near jobs so big towns grow some and small towns hold steady.

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				Housing Issue III Goal B	Redevelopment (infill/reuse): Increase of new housing units or commercial space built in previously developed spaces.
HLP 4 HLP 5 HLP 6 RGP 4	ACT 5 ACT 6 ACT 14 ACT 16		HE1	HIII Recommendation H4	Planning and zoning: Create neighborhood and communitywide plans that account for the location of infrastructure. Use zoning to encourage efficient and functional development and locate all housing near amenities such as; schools, shopping, medical facilities, recreational opportunities, jobs, lakes, utilities etc.
HLP 2 HLP 4 HLP 6 RGP 4	ACT 5 ACT 6 ACT 14 ACT 16		HD15 and HD19	Action Step H4A	Zoning techniques for efficiency: Reduce infrastructure costs and allow for varied income housing by encouraging cluster, conservation design, and mixed-use development.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 6 ACT 21	CEDS 3	HD3	Action Step H4B	Create neighborhoods: For new housing, especially in larger communities, develop houses in neighborhood clusters with varied housing types or mixed use of buildings.
HLP 5 HLP 6 RGP 4	ACT 5 ACT 14 ACT 15 ACT 16		LD2)	Action Step H4C	Protection of natural resources: Protect the region’s natural environment and improve access to public waters by developing incentives to use conservation design over traditional lot-block developments, especially in shoreland areas.
HLP 5 HLP 6 RGP 4	ACT 14		LE3)	Action Step H4D	Farmland protection: Local governments should designate growth areas and protect the region’s prime farmland by directing/steering future development to identified growth areas.
HLP 5 RGP 3	ACT 11		HE7	Action Step H4E	Solar access: Design and position new home construction to maximize use of solar energy. Homeowners will have the opportunity to access solar/thermal resources which will lower utility costs to the home and lower traditional energy consumption.
HLP 2 HLP 4 HLP 6 RGP 4	ACT 6		LC2	Action Step H4F	Senior housing: Encourage more housing development and redevelopment opportunities in downtown areas by creating tax-free or low-tax housing zones. Develop an affordable, senior citizen property tax.
HLP 5 HLP 6	NONE		HD17	HIII Recommendation H5	Social services: Provide links to social services for residents receiving housing assistance.

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HLP 2 HLP 4 HLP 5 HLP 6 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		HB	Housing Issue IV (HIV) (not a great acronym, but oh well.)	Housing rehabilitation: Rehabilitation of housing focuses on current housing stock. Seniors with a fixed income may find it very costly to rehabilitate their home when necessary, so a “Continuum of Care” model should be adopted to accommodate seniors and their housing needs. Rehabilitation efforts should also focus on the significant foreclosed housing stock, which may be sold back to homebuyers at an affordable price with an affordable financing. Green technology relating to housing methods can play a role in this key issue.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 4 ACT 10		HB21	HIV Recommendation H6	Support rehabilitation efforts: Support efforts to rehabilitate housing in the region, particularly for vacant homes, foreclosures and low-income homes, through establishing standards, providing incentives and resources, and education.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 6		HB1	Action Step H6A	Rehabilitation standards: Have funds available for housing rehabilitation, including the addition of green technology to existing homes. Make housing suitable for families and individuals.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 4 ACT 6 ACT 10		HB6	Action Step H6B	Foreclosures: Prioritize rehabilitation of foreclosed homes. Create an incentive program for potential new homebuyers to purchase homes with a match or amount they have been paying for rent.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 6		HB8	Action Step H6C	Incentives: Provide government incentives to developers for improving housing and establishing infrastructure that supports a broader vision for housing in each community.
RGP1RGP 4 RGP5RGP 6	ACT 3 ACT 6		HD14	Action Step H6D	Standards: Promote individual investment development coupled with quality standards.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 6		HB5	Action Step H6E	Rental rehabilitation: Set up programs to assist low-income homeowners rehabilitate their homes to create a rental apartment.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 6		HB10	Action Step H6F	Funding: Create a variety of funding options for rehabilitation, especially for the elderly and low-income population.

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HLP 2 RGP 1 RGP 2 RGP 4 RGP 5 RGP 6	ACT 3 ACT 7 ACT 8 ACT 9 ACT 11		HB2 U2	Action Step H6G	Database for rehabilitation: Develop “Angie’s List”-style databases of rental property energy ratings for tenants to use and reliable rehabilitation contractors. Help reliable contractors get on the list.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 7		HB26	Action Step H6H	Use volunteers: Find groups of contractors that are willing to volunteer or help at cost.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		HB30	Action Step H6I	Resource guide: Have a resource guide to inform property owners of programs.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 7		HB20	Action Step H6J	Funding guidance: Work with contractors, non-profits, and educational trainers and direct them to funding sources.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 4 ACT 10		HB22	Action Step H6K	Evaluation: Develop an evaluation process to determine whether or not a foreclosed home is a good candidate for rehabilitation.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 7		HB24	Action Step H6L	Educate contractors: Educate contractors regarding housing rehabilitation.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		HB27	Action Step H6M	Rehabilitation jobs: Use workforce housing programs to put the unemployed to work on rehabilitation.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		HB4	Action Step H6N	Elderly and single parent homes: Create a group (or recruit those in transitional/emergency housing programs) to rehabilitate homes for elderly or single parent homes.
HLP 2 HLP 4 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 8 ACT 9 ACT 11		HB3 U1	HIV Recommendation H7	Energy rehabilitation: Help families finance energy savings and improvements, including green technology, as well as understanding the payback from these improvements. Provide more energy efficient low interest loans.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 9 ACT 11		HB11	Action Step H7A	Promote existing programs: Allow existing rehabilitation and weatherizing programs to do more. Require the use of appropriate green technology and promote peak-month savings.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 9 ACT 11		HB23	Action Step H7B	Standards: Rehabilitated homes must meet a minimum standard of green technology and energy efficiency.

Guiding Principles	Activities	CEDs	Work Group		Theme 1: Infrastructure – Housing
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 9 ACT 11	CEDS/Finance - 1	HB16	Action Step H7C	Loans and incentives: Encourage government-recommended loans, technical assistance and incentives for rehabilitating homes of a certain square footage. This should include green requirements and the use of alternative energy technologies.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		HB9 HB14	HIV Recommendation H8	Rehabilitation standards and rules. Simplify rules regarding rehabilitation. Return more power to the local government to oversee and set standards for their area.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3	CEDS/Finance - 2	HB13 EE1	Action Step H8A	Funding: Work to fund building standard mandates with local money. Collaborate with local governments to levy taxes for cost-saving projects.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		HB7	Action Step H8B	Maintenance standards: Establish minimum neighborhood standards for preventing deterioration and maintaining reasonable levels of cleanliness.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		HB18	Action Step H8C	Community standards: When rehabilitating homes, consider the community and home's aesthetics and attractiveness.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		HB25	HIV Recommendation H9	Affordable housing: Strongly prioritize small towns and rural areas in the effort to continue preserving affordable housing in Greater Minnesota.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 4 ACT 10		HB12	Action Step H9A	Rehabilitate foreclosed homes: Enable rehabilitation of foreclosed properties to provide affordable housing for seniors, families, and group facilities.

Guiding Principles	Activities	CEDs	Work Group		Theme 2: Infrastructure – Connectivity
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		TC Part 1	Issue I	Connectivity: Extending high-speed internet access to the entire region increases telecommuting opportunities, provides greater access to customers and markets for businesses, and allows all residents access to civic resources and commerce.

Guiding Principles	Activities	CEDs	Work Group		Theme 2: Infrastructure – Connectivity
				Goal	Connectivity: The number of households in the region served by high-speed internet-services rises from the current level of 40% to 95% served. The (region/rural areas) community is willing to invest to increase coverage. This will include both public and private investment in service.
RGP 1 RGP 4 RGP 5 RGP 6 RGP 8	ACT 3 ACT 13 ACT 21	CEDS 1	HD1	Recommendation 1	Access across the region: Ensure all households in the region have high-speed internet access, which meets common state standards.
RGP 1 RGP 4 RGP 5 RGP 6 RGP 8	ACT 3 ACT 13 ACT 21	CEDS1	TC1	Action Step A	Access: Promote, support and develop high-speed internet access throughout region for telecommuting, educational benefits, and supporting business activity.
RGP 1 RGP 4 RGP 5 RGP 6 RGP 8	ACT 3 ACT 12		HD2	Recommendation 2	Efficiency: Local units of governments will work across political boundaries to share equipment costs/facilities for more efficient delivery of high-speed internet.
RGP 1 RGP 4 RGP 5 RGP 6 RGP 8	ACT 3 ACT 21		HD11	Action Step A	Efficiency in installation: Lay conduit for fiber optics when upgrading sewer and water or digging trench.
RGP 1 RGP 4 RGP 5 RGP 6 RGP 8	ACT 3 ACT 21		HC16	Recommendation 3	Access for entrepreneurs: Provide access to technology needs and support to retain businesses and encourage potential entrepreneurs.
RGP 1 RGP 4 RGP 5 RGP 6 RGP 8	ACT 3 ACT 12	CEDS/ Technology-2	EB2	Action Step A	Economic development: Determine the compatibility and interface between communications, smart grid technologies, and internet systems. Develop a recruiting initiative encouraging technology-oriented companies to explore opportunities offered in non-urban spaces.
RGP 1 RGP 4 RGP 5 RGP 6 RGP 8	ACT 3 ACT 6 ACT 21	CEDS 3	HD9	Action Step B	Telecommuting: Create a business plan that facilitates legitimate telecommuting jobs and promotes high-speed internet connection in the region. Upgrade and expand high-speed internet infrastructure in housing so residents may work from home.
RGP 1 RGP 4 RGP 5 RGP 6 RGP 8	ACT 3 ACT 21		TC3	Action Step C	Map of access sites: Develop map or list of accessible sites within region to conduct web-type meetings, free Wi-Fi etc.

Guiding Principles	Activities	CEDs	Work Group		Theme 2: Infrastructure – Connectivity
RGP 1 RGP 4 RGP 5 RGP 6 RGP 8	ACT 3 ACT 21 ACT 25		HC15	Recommendation 4	Access for children: All school-aged children will have access to a computer with high-speed internet capabilities.
RGP 1 RGP 4 RGP 5 RGP 6 RGP 8	ACT 3 ACT 21 ACT 25		HD5	Action Step A	Support sites: Make available sites providing educational, internet, support , financial resources, etc.
				Recommendation 5	Funding: Identify and pursue state, federal, and philanthropic grants to fund connectivity recommendations.

Guiding Principles	Activities	CEDs	Work Group		Theme 3: Infrastructure – Energy
HLP 3 RGP 6	ACT 11 ACT 17 ACT 19 ACT 20 ACT 24	CEDs/Tec hnology – 4	EB4	Issue I	Energy in our region: Not all of the jobs that were lost in the past ten years were to developing countries with lax regulatory oversight and low wages, many jobs were lost to advancements in technology and related productivity gains. Because the region has many companies that are working within energy related fields, developing breakthrough technology in energy production will be critical for advancing the industry cluster and the region.
				Goal	Increase energy efficiency: Create a more energy efficient region through working with utilities and emphasizing energy efficiency. Employ education and outreach to capitalize on technological advancements in energy including smart grid technologies and renewable energy conducive to our region such as geothermal, solar, wind, biomass, energy storage and hydropower.
HLP 2 HLP 4 RGP 1 RGP 8	ACT 8 ACT 9 ACT 11	CEDS/Tec hnology -3	EB3	Recommendation 1	Public/private collaboration: Increase collaboration between public and private sectors to implement new energy technologies, including state and federal financing for private/public partnerships.
HLP 2 HLP 4 RGP 1	A 8	CEDs/Tec hnology - 3	EB3	Action Step A	Partnerships: Work with Habitat for Humanity to build additional energy efficient homes and work with Community Action Partnership (CAP) agencies to weatherize homes.

Guiding Principles	Activities	CEDs	Work Group		Theme 3: Infrastructure – Energy
HLP 2 RGP 1	ACT 8 ACT 9 ACT 11		U8	Action Step B	Priorities: Target group homes and programs serving the low-income, senior, and disabled populations.
HLP 2 HLP 3 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11		U10 U11	Action Step C	Information sharing: Add utilities to email notification for agendas of city/county/Region 5 Development Commission’s EDA/HRA/Planning Commissions, etc. so the utilities can review for possible projects. EDA to send email to utilities with prospects/commercial building projects.
HLP 2 HLP 3 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11		U12	Action Step D	Seek out information: Utilities regularly ask EDAs for information about possible commercial building opportunities.
HLP 3 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11		U15	Action Step E	Identify contacts: Create a contact list of utility personnel that all the utilities can refer to regionally.
HLP 2 HLP 3 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11		U16	Action Step F	Rebate information: Post utility rebates on the new Resilient Region website and link to utility websites.
HLP 2 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11		U17	Action Step G	Coordinate between utilities: Set up a regular schedule for utilities to meet on the issues of energy efficiency and low-income programs.
HLP 2 HLP 3 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11		U19, U14	Action Step H	Utility contact information: Inventory regional utilities and post a regional utility map and contacts on the Resilient Region website.
HLP 2 HLP 5 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11		U20	Action Step I	Policy change: Collectively address the policy issue of inequity between credits for BTUs and/or KWHs saved. Ask for support from energy advocate agencies and local governments.
HLP 3 RGP 1	ACT 8 ACT 9 ACT 11		U22	Action Step J	Educating farmers: Support energy efficiency in agriculture. Plan a statewide conference for the agriculture industry and farmers focusing on energy efficiency. Support the Minnesota Project’s Dairy Initiative on energy efficiency.
HLP 3 RGP 1	ACT 8 ACT 11		U25	Action Step K	Educate commercial and industrial: Campaign for commercial and industrial efficiency.
HLP 2 HLP 4 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11 ACT 24		HA12	Recommendation 2	Support renewable energy requirements: Energy users support utility companies in meeting renewable energy requirements
HLP 2 HLP 5 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11		U13	Action Step A	Standardize rebates: Standardize rebates across utilities.

Guiding Principles	Activities	CEDs	Work Group		Theme 3: Infrastructure – Energy
HLP 2 RGP 1	ACT 8 ACT 9 ACT 11		U4	Action Step B	Neighborhood energy use: Work with Center for Energy and the Environment (CEE) to conduct neighborhood energy challenges. Educate residential consumers.
HLP 2 RGP1 RGP 2	ACT 8 ACT 9 ACT 11		U5	Action Step C	Consumer energy use: Use existing software (MyMeter) to encourage customers to manage usage.
HLP 2 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11		U6	Action Step D	Case studies: Publicize case studies of families that have utilized programs that save energy.
HLP 2 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11		U7	Action Step E	Publicize programs: Encourage utilities to list programs available for low-income residents.
HLP 5 RGP 1	ACT 8 ACT 9 ACT 11		U23	Action Step F	Low-income focus: Encourage utilities to lead discussions around low-income gaps.
HLP 2 HLP 3 HLP 5 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11		U26	Action Step G	Coordination and promotion: Coordinate and promote existing efficiency programs
HLP 3 RGP 3 RGP 4	ACT 8 ACT 11	CEDS/ Technology - 4	EB4	Recommendation 3	Conservation and renewable technologies: Encourage and teach conservation and advance practical renewable energy technologies that have a reasonable return on investment. Teach people how to conserve energy, manage energy demand, and about new technologies – without bias as to type of energy source. Focus on conservation. Discuss/teach how energy sources contribute to pollution.
HLP 6 RGP 3	Act 19	CEDS/Tec h n o l o g y - 4	EB4	Action Step A	Economic development: Create an energy incubator campus, leverage existing expertise, and create target incentives to advance the commercialization of clean, green, sustainable enterprises.
HLP 2 HLP 3 HLP 4 HLP 6 RGP 1	ACT 24		HE13	Action Step B	Solar access: Ensure access to solar energy for all housing.
HLP 3 RGP 1 RGP 2	ACT 8 ACT 9 ACT 11		U21	Action Step C	Equipment: Help finance energy efficient business equipment for commercial, industrial and agricultural enterprises.
				Action Step D	Policy: Incentivize energy conservation through such actions as tax incentives for homeowners and businesses that utilize solar, wind, etc. Reduce regulations that impede renewable energy production. Promote policy that supports decentralized energy production. Provide incentives such as cost share incentives and rebates to help energy users

Guiding Principles	Activities	CEDs	Work Group		Theme 3: Infrastructure – Energy
					adopt renewable energy technologies.
				Action Step E	Energy production: Focus on small-scale energy production. Cultivate the hazardous energy sources like nuclear. Focus on research not production.
				Action Step F	Research: Support research on conservation and renewable technologies.
				Action Step G	Waste to energy: Support opportunities to turn waste into energy.
				Action Step H	Service delivery planning: Engage in planning for brown-out/black-out times when utility companies are not able to operate.
				Action Step I	Infrastructure: Pursue solutions to building local renewable energy infrastructure (i.e. electric car stations).
				Action Step J	Education: Utility companies should partner with schools to provide classroom-based education on renewable energy.
Guiding Principles	Activities	CEDs	Work Group		Natural Resources and Development Patterns
HLP 4 HLP 6 RGP 1 RGP 3 RGP 4	ACT 5 ACT 7 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22 ACT 23		A combination of key issues from ED and LU	Issue I	Environment and economics in the region: Our five-county region is defined by its rich and diverse natural resources. Healthy forests and lakes drive regional economic engines like the tourism and forest products industries. Other parts of the region are used primarily for agricultural purposes, providing an opportunity to take advantage of the growing local foods movement and energy-related crop cultivation. This wide range of opportunities, along with an ample supply of clean, fresh water, attracts people to live, work, and recreate in the region. It is imperative to realize that economic development and natural resources are not opposing worlds; in fact, the two are closely related. The region’s economic vitality will be directly impacted by the preservation and utilization of the region’s land, water, and cultural assets. We must look beyond shortsighted visions leading to sprawl, environmental degradation, and infrastructure maintenance and replacement costs burdening taxpayers with continuing financial obligations. Instead, we can improve our environmental and economic outlook by promoting land use plans addressing and balancing long-term economic and environmental needs.
				Goal	Natural resources: Achieve balance by creating healthy, livable affordable communities for humans that are also healthy,

Guiding Principles	Activities	CEDs	Work Group		Theme 3: Infrastructure – Energy
					livable spaces for other plant and animal life.
				Goal	Water quality. Water quality/lake clarity improves significantly because the region invests in our lakes. The region needs good water quality to maintain lakeshore property values and to attract tourism.
HLP 1 HLP 2 HLP 4 HLP 6 RGP 4 RGP 7	ACT 5 ACT 6 ACT 7 ACT 8 ACT 9 ACT 11 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22 ACT 23	CEDS/Nat &Social Environ - 3	Partial LA1 and partial ED3	Recommendation 1	Balancing development and natural resources: All development in the region should meet rigorous standards for natural resources protection, not only recognizing the economic value that natural resources provide, but also affirming the innate aesthetic value of a healthy environment. A healthy green infrastructure is just as important to a community as their built infrastructure of roads, sewer and water pipes. Green infrastructure includes a network of wildlife travel corridors, greenways, wetlands, agricultural lands, and unfragmented open spaces.
HLP 4 HLP 6 RGP 1 RGP 2 RGP 3 RGP 4	ACT 5 ACT 7 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 22		PartialL A1	Action Step A	Natural resource information and development decisions: Guide future development location with the use of scientific data, including, but not limited to, natural resource inventory, land cover, groundwater, and climate projection maps. Local governments should work closely with state agencies, Soil and Water Conservation Districts (SWCDs) and conservation nonprofits to obtain the best available scientific data in order to make more informed decisions about where and how to grow.
HLP 1 HLP 2 HLP 4 HLP 6 RGP 1 RGP 2 RGP 4 RGP 7	ACT 5 ACT 6 ACT 7 ACT 8 ACT 9 ACT 11 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22 ACT 23		Partial LB3	Action Step B	Community planning and development decisions: Communities within the region must respect their vision outlined by local and regional comprehensive plans. Let those documents, sound scientific data, and a commitment to long-term fiscal and environmental responsibility drive future development and protection plans.
HLP 1-6 RGP 1-8	ACT 6 ACT 7 ACT 8 ACT 9 ACT 11 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16		LB2	Action Step C	Plan regionally: Communities should collaborate to create a regional comprehensive plan. This plan should promote a shared vision, regional cooperation, and sustainability.

Guiding Principles	Activities	CEDs	Work Group		Theme 3: Infrastructure – Energy
	ACT 17 ACT 18 ACT 19 ACT 22 ACT 23				
HLP 1 HLP 2 HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 4 RGP 7	ACT 5 ACT 6 ACT 7 ACT 8 ACT 9 ACT 11 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 18 ACT 19 ACT 22		LA3	Action Step D	Define and measure regional sustainability: Create a regional definition for “sustainable land use” across jurisdictional boundaries. Adopt the Green Step Cities scorecard to measure progress toward land use sustainability.
HLP 4 HLP 6 RGP 1 RGP 3 RGP 4 RGP 7	ACT 5 ACT 6 ACT 7 ACT 8 ACT 11 ACT 13 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22 ACT 23		Partial LB3	Action Step E	Collaborative dialogue: Facilitate a regular, on-going dialogue between community members and leaders about collaboratively defining and achieving sustainable development.
HLP 1 HLP 2 HLP 4 HLP 6 RGP 4 RGP 7	ACT 5 ACT 6 ACT 7 ACT 13 ACT 14 ACT 15 ACT 16 ACT 22		Partial LA4, LA1, LC1 and HE4	Action Step F	Sustainability in ordinances: Communities should update their land use ordinances to reflect their desire to embrace the principles of sustainability. The “SmartCode” (www.smartcodecentral.org) is one example of how a community can transition to regulations that foster sustainable land-use.
HLP 1-6 RGP 1-8	ACT 1-26		Developed after WG	Action Step G	Sustainability and elected officials: Communities should make sustainability an election-worthy issue. Voters should support candidates who promise to embrace and implement the Resilient Region Plan for economic and environmental vitality.
HLP 1 HLP 2 HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 4 RGP 7	ACT 14 ACT 16 ACT 19 ACT 22		Partial LB	Recommendation 2	Shift development patterns: To shift current development patterns away from sprawl and automobile-centric designs, the region should embrace and implement fiscally, socially and environmentally sound land-use decisions. This type of development will provide residents with environmental, economic, social, cultural, and civic benefits that are in agreement with the desires and visions that communities express in their comprehensive plans.
HLP 1 RGP 7	ACT 5 ACT 6		LC1	Action Step A	Multi-benefit land use: Provide incentives for transit-oriented development, pedestrian-

Guiding Principles	Activities	CEDs	Work Group		Theme 3: Infrastructure – Energy
RGP 4	ACT 7 ACT 8 ACT 9 ACT 12 ACT 13 ACT 14 ACT 18 ACT 19				friendly development, mixed-use development, the inclusion of public green space in all developments, and projects that promote multi-generational and multi-family housing opportunities in all residential zones, especially where we have medical and social services, cultural amenities, retail, and community gathering places.
HLP 6 RGP 4	ACT 5 ACT 6 ACT 7 ACT 14 ACT 16		Partial LB1	Action Step B	Sustainable zoning: Communities should look beyond merely dividing municipalities into geographic districts (Euclidean zoning) and consider more creative zoning approaches. This could include using performance-based zoning (also referred to as outcome-based zoning), form-based zoning, and a public values-driven collaborative process. These alternatives will give local governments, landowners, and developers the flexibility they need to work together and maximize the public value of private development.
HLP 1 HLP 2 HLP 4 HLP 6 RGP 1 RGP 2 RGP 3 RGP 4 RGP 5 RGP 7	ACT 5 ACT 6 ACT 7 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22 ACT 23		Partial LB	Action Step C	Incentivize sustainable development: Adopt a land use decision process that incentivizes sustainable development and regional collaboration.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 4	ACT 15 ACT 16		Partial LB	Action Step D	Standard definitions: Communities throughout the region should standardize land use terms and definitions.
HLP 4 HLP 6 RGP 1 RGP 4	ACT 14 ACT 15 ACT 16		Partial LB4	Action Step E	Training for land use decision makers: Require and provide quality training for all planning commission and board of adjustment members. Educating these community leaders will help them better understand their job, limitations, and responsibilities. Additionally, they should be regularly trained on innovations in sustainable development and Best Management Practices (BMPs).
HLP 4 HLP 6 RGP 1 RGP 4	ACT 5 ACT 7 ACT 8 ACT 11 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22		Partial LB4	Action Step F	Active citizens: Educate citizens on sustainable development so they can be more active and influential in their community's' land use decisions.

Guiding Principles	Activities	CEDs	Work Group		Theme 3: Infrastructure – Energy
HLP 4 HLP 6 RGP 1 RGP 4	ACT 5 ACT 7 ACT 8 ACT 11 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22		Partial LB4	Action Step G	Balance development and community needs: Communities should promote alternative development options that take into account profitability for the developer as well as tangible public benefits and advanced natural resource protections.
HLP 4 HLP 6 RGP 1 RGP 4	ACT 16		Partial LB1	Action Step H	Technology in development: Communities within the region should create a completely on-line, standardized development application process.
HLP 4 HLP 6 RGP 4	ACT 14 ACT 16		Partial LB1	Action Step I	Design review teams: Communities with planning and zoning responsibilities should incorporate Design Review Teams (DRTs) to help guide developers toward desirable designs, locations, and densities before major design costs are incurred.
HLP 4 HLP 6 RGP 4	ACT 14 ACT 16		Partial LB1	Action Step J	Lighting: Implement stronger regulations on nighttime illumination, especially for commercial and industrial businesses. This will not only protect the integrity of the night sky, but also promotes energy conservation.
HLP 4 HLP 6 RGP 4	ACT 7 ACT 16		Partial LB1	Action Step K	Variances: Allowing landowners to break the established rules of development is known as the variance process. This process should require a quid pro quo policy providing some public benefit for all granted variances.
HLP 6 RGP 4	ACT 5 ACT 7 ACT 14 ACT 15 ACT 16		LD2	Action Step L	Conservation design: Communities should highly incentivize conservation design developments as the preferred alternative to traditional, suburban-style, lot-block subdivisions.
HLP 1-6 RGP 4 RGP 7	ACT 5 ACT 6 ACT 7 ACT 8 ACT 12 ACT 13 ACT 14 ACT 16 ACT 19 ACT 22		Partial LA4 and partial LC1	Action Step M	Discourage inefficient sprawl: Sprawl is fiscally and environmentally irresponsible. In order to discourage sprawl, communities should incentivize infill, mixed-use, pedestrian-friendly development opportunities in urban cores.
HLP 4 HLP 6 RGP 1 RGP 4	ACT 5 ACT 7 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 18 ACT 22		LD	Recommendation 3	Water quality protection: Healthy lakes, rivers, streams and wetlands contribute to a healthy regional economy, and communities with a clean, abundant supply of fresh water will always attract people to live, work and recreate. In addition, millions of people downstream in St. Cloud and the Twin Cities depend on the Mississippi River for their drinking water. Therefore, this region must protect its surface and subsurface water quality

Guiding Principles	Activities	CEDs	Work Group		Theme 3: Infrastructure – Energy
					for both its own future viability and for those living outside the region that depend on a stable source of clean drinking water.
HLP 4 HLP 6 RGP 2 RGP 4	ACT 5 ACT 7 ACT 14 ACT 15 ACT 16 ACT 18		LD1	Action Step A	Stormwater and wetlands: Require or incentivize the incorporation of stormwater management and wetland protection Best Management Practices (BMPs) into the development process. Such BMPs include, but are not limited to, Low-Impact Development (LID), Minimal Impact Development Standards (MIDS), shoreland and wetland buffers, rain gardens, etc.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 4	ACT 14 ACT 16 ACT 18		LD3	Action Step B	Watershed planning: Develop comprehensive watershed management plans throughout the region. These plans must require consistency of county water plans with applicable watershed plans. Direct funding to implement only county water plans that are consistent with applicable watershed plans.
HLP 4 HLP 6 RGP 4	ACT 7 ACT 13 ACT 14 ACT 16		LD9	Action Step C	Wellhead protection: Set strict zoning requirements to keep potentially harmful development away from designated wellhead protection zones.
HLP 4 HLP 5 HLP 6 RGP 2 RGP 3 RGP 4	ACT 5 ACT 7 ACT 14 ACT 16 ACT 18	CEDS/Infr astr. -1, b1,3	EC1, HD7, and LD4	Action Step D	Wastewater and drinking water systems: Explore more affordable options for effective wastewater and drinking water systems. Cluster septic systems, regional wastewater treatment plants, regular cost-effective septic inspection and maintenance, reduced well water quality testing rates, and incentivizing consolidation and infill where there is existing infrastructure should all be considered.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 4	ACT 16 ACT 18		LD5	Action Step E	Public beach access: To improve beach access for all, locate and record where current public beaches are in the region. Work to increase equitable access to the abundance of public waters in the region, which will improve the quality of life for all community members.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 3 RGP 4	ACT 5 ACT 7 ACT 14 ACT 15 ACT 16 ACT 18		LD7	Action Step F	Shoreland protection: Meet or exceed the Minnesota Department of Natural Resources' recommended minimum shoreland standards throughout the region. Consider adopting the alternative shoreland standards.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 3	ACT 16 ACT 18		LD8	Action Step G	Invasive species: Invasive species are infesting our lakes. To protect our region's water resources, focus efforts on working with the state to aggressively contain and limit the further spread of invasive species to lakes which have not yet been infested.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2	ACT 7 ACT 14 ACT 15 ACT 16	CEDS/Infr ast. -1,b1	LD6	Action Step H	Water education: Keep community members informed by adequately funding and

Guiding Principles	Activities	CEDs	Work Group		Theme 3: Infrastructure – Energy
RGP 4	ACT 18				coordinating effective water education programs for the general public.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 4	ACT 7 ACT 14 ACT 15 ACT 16 ACT 18	CEDS/Infr ast. -1,b1	LD6	Action Step I	Enforcement of regulations: Effectively enforce laws, rules, and regulations that protect water quality.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 3 RGP 4	ACT 8 ACT 14 ACT 16 ACT 18	CEDS/ Infrast – 1 b2	HD16 and HD20, EC1	Action Step J	Sustainable water treatment technology: Encourage further research and development (R&D) in sustainable drinking water and wastewater systems. Create flexibility in regulations to allow for cutting-edge water, septic, energy, wastewater, and technology options that may lead to increased sustainability and long-term cost savings for homeowners.

Guiding Principles	Activities	CEDs	Work Group		Theme 4: Natural Resources and Development Patterns
HLP 4 HLP 6 RGP 1 RGP 3 RGP 4	ACT 5 ACT 7 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22 ACT 23		A combin ation of key issues from ED and LU	Issue I	Environment and economics in the region: Our five-county region is defined by its rich and diverse natural resources. Healthy forests and lakes drive regional economic engines like the tourism and forest products industries. Other parts of the region are used primarily for agricultural purposes, providing an opportunity to take advantage of the growing local foods movement and energy-related crop cultivation. This wide range of opportunities, along with an ample supply of clean, fresh water, attracts people to live, work, and recreate in the region. It is imperative to realize that economic development and natural resources are not opposing worlds; in fact, the two are closely related. The region’s economic vitality will be directly impacted by the preservation and utilization of the region’s land, water, and cultural assets. We must look beyond short-sighted visions leading to sprawl, environmental degradation, and infrastructure maintenance and replacement costs burdening taxpayers with continuing financial obligations. Instead, we can improve our environmental and economic outlook by promoting land use plans addressing and balancing long-term economic and environmental needs.

Guiding Principles	Activities	CEDs	Work Group		Theme 4: Natural Resources and Development Patterns
				Goal	Natural resources: Achieve balance by creating healthy, livable affordable communities for humans that are also healthy, livable spaces for other plant and animal life.
				Goal	Water quality. Water quality/lake clarity improves significantly because the region invests in our lakes. The region needs good water quality to maintain lakeshore property values and to attract tourism.
HLP 1 HLP 2 HLP 4 HLP 6 RGP 4 RGP 7	ACT 5 ACT 6 ACT 7 ACT 8 ACT 9 ACT 11 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22 ACT 23	CEDS/Nat & Social Environ - 3	Partial LA1 and partial ED3	Recommendation 1	Balancing development and natural resources: All development in the region should meet rigorous standards for natural resources protection, not only recognizing the economic value that natural resources provide, but also affirming the innate aesthetic value of a healthy environment. A healthy green infrastructure is just as important to a community as their built infrastructure of roads, sewer and water pipes. Green infrastructure includes a network of wildlife travel corridors, greenways, wetlands, agricultural lands, and unfragmented open spaces.
HLP 4 HLP 6 RGP 1 RGP 2 RGP 3 RGP 4	ACT 5 ACT 7 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 22		Partial LA1	Action Step A	Natural resource information and development decisions: Guide future development location with the use of scientific data, including, but not limited to, natural resource inventory, land cover, groundwater, and climate projection maps. Local governments should work closely with state agencies, Soil and Water Conservation Districts (SWCDs) and conservation nonprofits to obtain the best available scientific data in order to make more informed decisions about where and how to grow.
HLP 1 HLP 2 HLP 4 HLP 6 RGP 1 RGP 2 RGP 4 RGP 7	ACT 5 ACT 6 ACT 7 ACT 8 ACT 9 ACT 11 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22 ACT 23		Partial LB3	Action Step B	Community planning and development decisions: Communities within the region must respect their vision outlined by local and regional comprehensive plans. Let those documents, sound scientific data, and a commitment to long-term fiscal and environmental responsibility drive future development and protection plans.

Guiding Principles	Activities	CEDs	Work Group		Theme 4: Natural Resources and Development Patterns
HLP 1-6 RGP 1-8	ACT 6 ACT 7 ACT 8 ACT 9 ACT 11 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22 ACT 23		LB2	Action Step C	Plan regionally: Communities should collaborate to create a regional comprehensive plan. This plan should promote a shared vision, regional cooperation, and sustainability.
HLP 1 HLP 2 HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 4 RGP 7	ACT 5 ACT 6 ACT 7 ACT 8 ACT 9 ACT 11 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 18 ACT 19 ACT 22		LA3	Action Step D	Define and measure regional sustainability: Create a regional definition for “sustainable land use” across jurisdictional boundaries. Adopt the Green Step Cities scorecard to measure progress toward land use sustainability.
HLP 4 HLP 6 RGP 1 RGP 3 RGP 4 RGP 7	ACT 5 ACT 6 ACT 7 ACT 8 ACT 11 ACT 13 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22 ACT 23		Partial LB3	Action Step E	Collaborative dialogue: Facilitate a regular, on-going dialogue between community members and leaders about collaboratively defining and achieving sustainable development.
HLP 1 HLP 2 HLP 4 HLP 6 RGP 4 RGP 7	ACT 5 ACT 6 ACT 7 ACT 13 ACT 14 ACT 15 ACT 16 ACT 22		Partial LA4, LA1, LC1 and HE4	Action Step F	Sustainability in ordinances: Communities should update their land use ordinances to reflect their desire to embrace the principles of sustainability. The “SmartCode” (www.smartcodecentral.org) is one example of how a community can transition to regulations that foster sustainable land-use.
HLP 1-6 RGP 1-8	ACT 1-26		Developed after WG	Action Step G	Sustainability and elected officials: Communities should make sustainability an election-worthy issue. Voters should support candidates who promise to embrace and implement the Resilient Region Plan for economic and environmental vitality.

Guiding Principles	Activities	CEDs	Work Group		Theme 4: Natural Resources and Development Patterns
HLP 1 HLP 2 HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 4 RGP 7	ACT 14 ACT 16 ACT 19 ACT 22		Partial LB	Recommendation 2	Shift development patterns: To shift current development patterns away from sprawl and automobile-centric designs, the region should embrace and implement fiscally, socially and environmentally sound land-use decisions. This type of development will provide residents with environmental, economic, social, cultural, and civic benefits that are in agreement with the desires and visions that communities express in their comprehensive plans.
HLP 1 RGP 7 RGP 4	ACT 5 ACT 6 ACT 7 ACT 8 ACT 9 ACT 12 ACT 13 ACT 14 ACT 18 ACT 19		LC1	Action Step A	Multi-benefit land use: Provide incentives for transit-oriented development, pedestrian-friendly development, mixed-use development, the inclusion of public green space in all developments, and projects that promote multi-generational and multi-family housing opportunities in all residential zones, especially where we have medical and social services, cultural amenities, retail, and community gathering places.
HLP 6 RGP 4	ACT 5 ACT 6 ACT 7 ACT 14 ACT 16		Partial LB1	Action Step B	Sustainable zoning: Communities should look beyond merely dividing municipalities into geographic districts (Euclidean zoning) and consider more creative zoning approaches. This could include using performance-based zoning (also referred to as outcome-based zoning), form-based zoning, and a public values-driven collaborative process. These alternatives will give local governments, landowners, and developers the flexibility they need to work together and maximize the public value of private development.
HLP 1 HLP 2 HLP 4 HLP 6 RGP 1 RGP 2 RGP 3 RGP 4 RGP 5 RGP 7	ACT 5 ACT 6 ACT 7 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22 ACT 23		Partial LB	Action Step C	Incentivize sustainable development: Adopt a land use decision process that incentivizes sustainable development and regional collaboration.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 4	ACT 15 ACT 16		Partial LB	Action Step D	Standard definitions: Communities throughout the region should standardize land use terms and definitions.

Guiding Principles	Activities	CEDs	Work Group		Theme 4: Natural Resources and Development Patterns
HLP 4 HLP 6 RGP 1 RGP 4	ACT 14 ACT 15 ACT 16		Partial LB4	Action Step E	Training for land use decision makers: Require and provide quality training for all planning commission and board of adjustment members. Educating these community leaders will help them better understand their job, limitations, and responsibilities. Additionally, they should be regularly trained on innovations in sustainable development and Best Management Practices (BMPs).
HLP 4 HLP 6 RGP 1 RGP 4	ACT 5 ACT 7 ACT 8 ACT 11 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22		Partial LB4	Action Step F	Active citizens: Educate citizens on sustainable development so they can be more active and influential in their community's' land use decisions.
HLP 4 HLP 6 RGP 1 RGP 4	ACT 5 ACT 7 ACT 8 ACT 11 ACT 14 ACT 15 ACT 16 ACT 17 ACT 18 ACT 19 ACT 22		Partial LB4	Action Step G	Balance development and community needs: Communities should promote alternative development options that take into account profitability for the developer as well as tangible public benefits and advanced natural resource protections.
HLP 4 HLP 6 RGP 1 RGP 4	ACT 16		Partial LB1	Action Step H	Technology in development: Communities within the region should create a completely on-line, standardized development application process.
HLP 4 HLP 6 RGP 4	ACT 14 ACT 16		Partial LB1	Action Step I	Design review teams: Communities with planning and zoning responsibilities should incorporate Design Review Teams (DRTs) to help guide developers toward desirable designs, locations, and densities before major design costs are incurred.
HLP 4 HLP 6 RGP 4	ACT 14 ACT 16		Partial LB1	Action Step J	Lighting: Implement stronger regulations on nighttime illumination, especially for commercial and industrial businesses. This will not only protect the integrity of the night sky, but also promotes energy conservation.
HLP 4 HLP 6 RGP 4	ACT 7 ACT 16		Partial LB1	Action Step K	Variances: Allowing landowners to break the established rules of development is known as the variance process. This process should require a quid pro quo policy providing some public benefit for all granted variances.

Guiding Principles	Activities	CEDs	Work Group		Theme 4: Natural Resources and Development Patterns
HLP 6 RGP 4	ACT 5 ACT 7 ACT 14 ACT 15 ACT 16		LD2	Action Step L	Conservation design: Communities should highly incentivize conservation design developments as the preferred alternative to traditional, suburban-style, lot-block subdivisions.
HLP 1-6 RGP 4 RGP 7	ACT 5 ACT 6 ACT 7 ACT 8 ACT 12 ACT 13 ACT 14 ACT 16 ACT 19 ACT 22		Partial LA4 and partial LC1	Action Step M	Discourage inefficient sprawl: Sprawl is fiscally and environmentally irresponsible. In order to discourage sprawl, communities should incentivize infill, mixed-use, pedestrian-friendly development opportunities in urban cores.
HLP 4 HLP 6 RGP 1 RGP 4	ACT 5 ACT 7 ACT 12 ACT 13 ACT 14 ACT 15 ACT 16 ACT 18 ACT 22		LD	Recommendation 3	Water quality protection: Healthy lakes, rivers, streams and wetlands contribute to a healthy regional economy, and communities with a clean, abundant supply of fresh water will always attract people to live, work and recreate. In addition, millions of people downstream in St. Cloud and the Twin Cities depend on the Mississippi River for their drinking water. Therefore, this region must protect its surface and subsurface water quality for both its own future viability and for those living outside the region that depend on a stable source of clean drinking water.
HLP 4 HLP 6 RGP 2 RGP 4	ACT 5 ACT 7 ACT 14 ACT 15 ACT 16 ACT 18		LD1	Action Step A	Stormwater and wetlands: Require or incentivize the incorporation of stormwater management and wetland protection Best Management Practices (BMPs) into the development process. Such BMPs include, but are not limited to, Low-Impact Development (LID), Minimal Impact Development Standards (MIDS), shoreland and wetland buffers, rain gardens, etc.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 4	ACT 14 ACT 16 ACT 18		LD3	Action Step B	Watershed planning: Develop comprehensive watershed management plans throughout the region. These plans must require consistency of county water plans with applicable watershed plans. Direct funding to implement only county water plans that are consistent with applicable watershed plans.
HLP 4 HLP 6 RGP 4	ACT 7 ACT 13 ACT 14 ACT 16		LD9	Action Step C	Wellhead protection: Set strict zoning requirements to keep potentially harmful development away from designated wellhead protection zones.

Guiding Principles	Activities	CEDs	Work Group		Theme 4: Natural Resources and Development Patterns
HLP 4 HLP 5 HLP 6 RGP 2 RGP 3 RGP 4	ACT 5 ACT 7 ACT 14 ACT 16 ACT 18	CEDS/Infr astr. -1, b1,3	EC1, HD7, and LD4	Action Step D	Wastewater and drinking water systems: Explore more affordable options for effective wastewater and drinking water systems. Cluster septic systems, regional wastewater treatment plants, regular cost-effective septic inspection and maintenance, reduced well water quality testing rates, and incentivizing consolidation and infill where there is existing infrastructure should all be considered.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 4	ACT 16 ACT 18		LD5	Action Step E	Public beach access: To improve beach access for all, locate and record where current public beaches are in the region. Work to increase equitable access to the abundance of public waters in the region, which will improve the quality of life for all community members.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 3 RGP 4	ACT 5 ACT 7 ACT 14 ACT 15 ACT 16 ACT 18		LD7	Action Step F	Shoreland protection: Meet or exceed the Minnesota Department of Natural Resources' recommended minimum shoreland standards throughout the region. Consider adopting the alternative shoreland standards.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 3	ACT 16 ACT 18		LD8	Action Step G	Invasive species: Invasive species are infesting our lakes. To protect our region's water resources, focus efforts on working with the state to aggressively contain and limit the further spread of invasive species to lakes which have not yet been infested.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 4	ACT 7 ACT 14 ACT 15 ACT 16 ACT 18	CEDS/Infr ast. -1,b1	LD6	Action Step H	Water education: Keep community members informed by adequately funding and coordinating effective water education programs for the general public.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 4	ACT 7 ACT 14 ACT 15 ACT 16 ACT 18	CEDS/Infr ast. -1,b1	LD6	Action Step I	Enforcement of regulations: Effectively enforce laws, rules, and regulations that protect water quality.
HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 3 RGP 4	ACT 8 ACT 14 ACT 16 ACT 18	CEDS/ Infrast – 1 b2	HD16 and HD20, EC1	Action Step J	Sustainable water treatment technology: Encourage further research and development (R&D) in sustainable drinking water and wastewater systems. Create flexibility in regulations to allow for cutting-edge water, septic, energy, wastewater, and technology options that may lead to increased sustainability and long-term cost savings for homeowners.

Guiding Principles	Activities	CEDs	Work Group		Theme 5: Education and Workforce Development
HLP 4 HLP 6	ACT 25, 26	CEDS - Workforce		Issue I	Educating and retaining workforce: Facets of this issue include; understanding the demographic and skill make-up of the people in the region's major employment sectors. Other key components of this issue include lifelong learning aspects: how to keep young workers in the region, how to attract & retain talent, and how to best utilize an older workforce. Collaboration between private/public/non-profit sectors is of paramount importance for recommendations and actions to be successful under this theme.
				Goal	Educated workforce: Our region provides affordable and multiple educational opportunities to effectively employ the current and future workforce, and to improve our knowledge of how to live a sustainable life as individuals and as a community at large.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 26		EA1	Recommendation 1	Lifelong learning: Prioritize and promote lifelong learning for all residents of the region.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 26		EA1	Action Step A	Workforce training: Create a WPA-like (aka transitional jobs) workforce training effort.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 25, 26		HC8 HC14	Action Step B	Early childhood education: Prioritize early childhood education and maintain consistent educational pathway options.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 3		HD18	Action Step C	Education resource center: Consider developing a one-stop shop and education center site where people can learn about resources and how they can be a part of the solution.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 20	CEDS Workforce dev 1a	EA1a	Recommendation 2	Educational system improvements: Improve the educational system to provide a well-qualified future workforce.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 20	CEDS Workforce dev 1a	EA1a	Action Step A	Experiential learning: Foster advanced placement opportunities, promote entrepreneurial skills, and involve students in hands-on work experience, on-the-job training and paid internships. Expand upon the "Bridges Academy" initiative administered by the Brainerd Lakes Chamber of Commerce.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 20	CEDS Workforce dev 1a	EA1a	Action Step B	Assessment: Create a technical assessment of interests and skills.

Guiding Principles	Activities	CEDs	Work Group		Theme 5: Education and Workforce Development
HLP 3 HLP 4 HLP 6 RGP 6	ACT 25, 26	CEDS - Workforce	HC9	Action Step C	Connect students and employers: Promote the skills that employers are looking for and where the jobs opportunities are to high school and college-aged students.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 25, 26, 20	not in CEDS	EA1	Action Step D	Critical thinking skills: Teach critical thinking skills.
				Action Step E	4-year degrees. Seek to have four-year college degrees delivered from within the region.
				Action Step F	Various types of degrees. Create areas of excellence but allow for a broad range of learning opportunities. (liberal arts as well as engineering) Allow for flexibility of learning when needed.
				Action Step G	Teacher engagement and accountability. Teachers often have excellent ideas of how to improve performance, allow for 180-degree evaluations that come from colleagues, students and parents. Let performance be evaluated, not length of employment. Set higher standards and give higher pay for exceptional performance. Keep practices and ideas that are working.
				Action Step H	Home schooling. Expand upon and grow homeschooling and social networks of homeschooling locations.
				Action Step I	Charter schools. Expand charter school options as an additional option to delivery of education.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 20 ACT 21			Recommendation 3	Non-college pathways: Promote options in addition to college for pursuing education, job advancement, and higher pay. This may include additional workplace training, achieving advanced certifications and licenses, or seeking other non-traditional pathways to climb the ladder of success.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 25, 26,20	CEDS Workforce dev 1b	EA1b	Action Step A	Senior workforce: Retool and engage the senior workforce. Access retired talent as educators. Encourage seniors to maintain competency with emerging technologies. Capitalize on experienced professionals to mentor others. Encourage employers to recruit across the experience spectrum. Create distance at-home learning opportunities while allowing experienced workers to “test out” of training modules.

Guiding Principles	Activities	CEDs	Work Group		Theme 5: Education and Workforce Development
HLP 3 HLP 4 HLP 6 RGP 6	ACT20 ACT 22 ACT 24	CEDS Workforce dev 2	EA2	Recommendation 4	Role of business in workforce development: The business sector should be proactive in preparing the region’s future workforce.
HLP 3	ACT 25, 26, 20		HC9	Action Step A	Hire locally: Encourage employers to hire locally.
HLP 3 HLP 4 HLP 6 RGP 6	ACT20 ACT 22 ACT 24	CEDS Workforce dev 2	EA2	Action Step B	Welcome teachers: Create open doors to teachers in the workplace.
HLP 3 HLP 4 HLP 6 RGP 6	ACT20 ACT 22 ACT 24	CEDS Workforce dev 2	EA2	Action Step C	Engineering and agricultural careers: Develop more educational opportunities for engineering and agriculture careers.
HLP 3 HLP 4 HLP 6 RGP 6	ACT20 ACT 22 ACT 24	CEDS Workforce dev 2	EA2	Action Step D	STEM: Focus on Science Technology Engineering and Mathematics (STEM) training.
HLP 3 HLP 4 HLP 6 RGP 6	ACT20 ACT 22 ACT 24	CEDS Workforce dev 2	EA2	Action Step E	Focus economic effort: Concentrate on a specific economic cluster for the region such as creating a hub for agriculture or a green job training center.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 25, 26, 20	CEDS - Workforce	HC11	Action Step F	Employer/student correlation study: Complete a study on which employers are hiring and correlate the findings with information on students taking classes, going to college, or graduating from high school in the state. Consider instituting programs where employers pay for relevant certifications.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 25, 26,20		HC12 HC7 HC17	Action Step G	Employer/worker correlation study: A survey should be sent out to all employers in the region to find out where job opportunities may be as a result of people retiring, future business expansion, etc. and this information should be shared with citizens seeking employment.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 3		consult ant	Action Step H	Educational pathways: Develop an educational pathway for varied stages of business development with associated resources.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 25	CEDS Finance 2 Workforce dev 1a	EA1 EE2	Action Step I	Training and technical assistance for businesses and entrepreneurs: Expand business training and technical assistance. Offer workshops and other technical assistance to educate prospective and current entrepreneurs on how to locate and apply for loans for new or expanding businesses. Assist in educating people in finding capital.

Guiding Principles	Activities	CEDs	Work Group		Theme 5: Education and Workforce Development
HLP 3 HLP 4 HLP 6 RGP 6	ACT 25, 26, 20	CEDS Workforce dev general statement	EA1	Recommendation 5	Affordable workforce education: Reform our education and workforce development systems by making education affordable for all learners.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 25, 26, 20	CEDS Workforce dev general statement	EA1	Action Step A	Build on current efforts: Build on existing education and workforce development collaborations such as the Public Work Force Development System, MnSCU, and Adult Basic Education.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 3 ACT22		LE5	Action Step B	Agricultural workforce: Emphasize and promote agricultural education along with gardening.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 20	CEDS Workforce dev 2	EA2	Action Step C	Training: Combine the concepts of on-the-job training (training at the work site) and lateral training (career path – next level of training). Institute additional apprenticeships that will enhance job creation and enhance skills.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 20		EA1c	Action Step D	Skills assessment: Conduct an assessment of the demographic and skills makeup/aptitudes in the region’s major employment sectors, including incumbent workforce sectors and the unemployed and underemployed workforce. Use this information to identify gaps and gain a better understanding of what education is needed to fill these gaps. Assess and improve soft skills.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 20	CEDS Workforce dev 1c	EA1c	Action Step E	Skills assessment connected to education: Inventory existing skills, compare these to needed skills in key industries, and address the gaps. Focus on evaluating skill sets of high growth industries to determine which incumbent workforce sectors may be transitioned into higher growth industries. Develop core educational disciplines at basic levels to provide greater flexibility for workers throughout their career.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 21	not in CEDS	EA1	Action Step F	Distance learning: Promote community-based distance learning via global interconnectivity. For example, integrate home-based learners at the community level for social activity along with an advanced online learning experience.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 21		HC5	Action Step G	Work-at-home: Provide more work-at-home employment opportunities. This can be accomplished through the expansion of telework and home-based services and businesses.

Guiding Principles	Activities	CEDs	Work Group		Theme 5: Education and Workforce Development
HLP 3 HLP 4 HLP 6 RGP 6	ACT 3		HC2	Action Step H	Affordable, accessible training: Provide affordable and accessible training in promising fields. For example, online courses are more accessible for people without transportation options.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 3 ACT 13 ACT 26		HC1	Recommendation 6	Coordination of economic development efforts: Businesses and government should work closely with local economic development and community development agencies to attract new employers and small businesses to the area.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 25, 26, 20	CEDS - Workforce	HC18	Action Step A	Livable wage jobs: Focus efforts on attracting employers that will provide a variety of jobs that pay livable wages.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 13		HC13	Action Step B	Minimum wage jobs: Discuss minimum wage standards and area jobs in our community with state government and public officials.

Guiding Principles	Activities	CEDs	Work Group		Theme 6: Infrastructure - Transportation
				Goal	Transportation: The goals of our transportation system should be: 1) to get products to markets by focusing on rail and improving/maintaining our main roads; 2) to respect tighter public budgets by prioritizing which roads should be maintained and which ones should be abandoned; and 3) improving transit options to affordably get people to where the jobs are.
HLP 1 HLP 5 RGP 3 RGP 7	ACT 12		TA	Issue I	Public transit: To improve public transit in the region, we need to answer the following questions: 1) How can regional public transit be a viable alternative to cars for commuters and for both the young and the elderly? 2) What opportunities are there for transit partnerships? 3) Where does it make sense to focus on public transit? and 4) In what ways might the private sector be involved as the need grows?
HLP 4 HLP 5 RGP 3 RGP 1 RGP 5	ACT 12		TA3	Recommendation 1	Public transit network: Establish a connected region-wide public transportation network.

Guiding Principles	Activities	CEDs	Work Group		Theme 6: Infrastructure - Transportation
HLP 1 HLP 3 RGP 2 RGP 3 RGP 4	ACT 12		TA4 TA5	Action Step A	Study and improve: Map existing public transit routes, increase county-wide service, and provide additional transit services for regional hubs. Identify current corridors with the most transit use and promote and plan transit oriented development along those corridors.
HLP 1,4 RGP 7	ACT 12		TC2	Action Step B	Role of business: Work with local businesses and industries to allow employees flexible start and end times. This could encourage using transit, biking, or other transportation alternatives for commuting.
HLP 3 RGP 5	ACT 12		LC3	Action Step C	Connect downtowns and colleges: Make stronger connections between downtown areas and colleges (Staples – Central Lakes College and Brainerd - Central Lakes College).
HLP 1 HLP 6 RGP 4	ACT 12		LC3	Action Step D	Land use choices support transit: Provide vibrant corridors that include adequate and affordable housing, multiple transportation options, and easily accessible public green spaces.
RGP 7	ACT 12		TD6	Action Step E	Increase mobility options: Link mobility in transit planning by incorporating bike options, expanded bus routes and regional needs.
HLP 1	ACT 12		TA2	Action Step E	Rail transit: Extend Northstar commuter rail to Camp Ripley.
HLP 3 RGP 6	ACT 12	CEDS/Infr ast.-2	EC2	Recommendation 2	Rail and economic development: Consider additional rail spurs and light rail passenger trains as an economic tool that could link major economic centers in the region.
HLP 1 HLP 5 RGP 3 RGP 7	ACT 12		TB	Issue II	Highways: How can our highway system and corridors serve the region’s mobility, land use, and economic development needs in a safe manner while linking the other pieces of our transportation system?
RGP 4	ACT 12		TB2	Recommendation 3	Mobility and safety: Evaluate the current road system to ensure mobility and safety needs are met.
RGP 3	ACT 13		TB1	Action Step A	Regional plan: Develop a regional transportation plan at least to the County State Aid Highway (CSAH) level.
HLP 1 RGP 1 RGP 5	ACT 13		TB5	Action Step B	Complete connections: Look to connect and complete existing roadways to improve the mobility through the region.
RGP 1 RGP 3	ACT 13		TB4	Action Step C	Interregional corridors: Work to improve interregional highway corridors through the region.

Guiding Principles	Activities	CEDs	Work Group		Theme 6: Infrastructure - Transportation
HLP 3	ACT 12	CEDS/ Infastr. - 2	EC2	Action Step D	Heavy haul corridors: Utilize heavy highway haul corridors (10 ton roadways) to transport larger loads (weights) for maximum efficiency.
HLP 1 HLP 4 HLP 5 RPG 3	ACT 12 ACT 18	CEDs/ Infastr. - 2	HD4 EC2 TB7	Action Step E	Maintenance: Explore and use new roadway surface materials to reduce maintenance time and costs.
HLP 4 HLP 5 RPG 3	ACT 12 ACT 18	CEDs/ Infastr. - 2	TB 7	Action Step F	Abandonment: Consider roadway abandonment or lower classification for segments with low use as a cost-saving action.
HLP 1 HLP 4 HLP 5 RPG 3	ACT 12 ACT 18	CEDs Infastr. - 2	TB6	Recommendation 4	Technology: Explore roadway technology and digital communication to ensure the movement of traffic.
HLP 3	ACT 12	CEDS/ Infastr. - 2	EC2	Action Step A	Logistics: Assess the potential for state-of-the-art logistics technologies to improve the efficient transportation of goods and people.
HLP 1 RGP 4	ACT 12		TB9	Recommendation 5	Transportation impacts of development choices: Reduce the number of vehicle trips while building a transportation system to serve future population.
HLP 3 RGP 6	ACT 12		HC10	Action Step A	Local jobs: Provide incentive to keep jobs in region to make transportation easier.
HLP 3	ACT 12		TD4	Action Step B	Housing near jobs: Provide incentives for workers to live close to their jobs and employers to hire locally.
HLP 1 HLP 4 HLP 5 RPG 3	ACT 13 ACT 18	CEDs Infastr. - 2	LA 2	Action Step C	Plan transportation system: Rather than reacting to developer's plans, communities should first lay out future road locations that will promote adequate transportation corridors and resource protection, and will be financially affordable to maintain in the long term.
HLP 1 HLP 5 RGP 3 RGP 7	ACT 12		TC Part (1)	Issue III	Alternative transportation: How do we implement "alternative transportation technologies" such as increasing broadband access throughout the region, which would increase the opportunities for telecommuting and provide an economic benefit for businesses, and promoting alternative-fuel vehicles, which are closer or further from reality, so they serve our region's needs to provide efficiency, safety, cost savings, and economic development? (Broadband recommendations are included under the "Connectivity" theme.)

Guiding Principles	Activities	CEDs	Work Group		Theme 6: Infrastructure - Transportation
HLP 1 HLP 4 HLP 5 RPG 3	ACT 12	CEDs Infrastr. – 2	TC1 TC2 TC3 TC4	Recommendation 6	Alternative transportation: Increase opportunities for residents to choose alternative transportation to provide efficiency, increase safety and cost savings, support economic development, and reduce environmental impacts.
HLP 1,3,4 RGP 5	ACT 12	CEDS/Infr astr. - 2	EC2	Action Step A	Invest in alternative transportation: Invest in alternative transportation opportunities that provide seven-day-a-week access to work and recreation. These might include ride sharing, rail, bus shuttles, dial-a-ride, non-motorized options, and affordable air travel.
HLP 5 RPG 3	ACT 12		TA6	Action Step B	Promotion and incentives: Promote the use of high miles-per-gallon (MPG) transportation vehicles. Provide incentives like less highway taxes, cheaper tabs, and sales tax reductions or deductions for high miles per gallon (MPT) transportation vehicles.
				Action Step C	Safety and education: Promote safety and driver education especially to the senior population through outreach and workshops.
HLP 5 RGP 3	ACT 12		HD6	Recommendation 7	Funding: Collect tax on various items (e.g. cigarettes) to be spent on transportation needs.
HLP 1 HLP 5 RGP 3 RGP 7	ACT 12		TD	Issue IV	Walking and biking: Adopting and implementing Complete Streets to promote walking, biking, trail use as a transportation option while increasing health and wellness. Developing bike lanes and routes on existing roads where appropriate would encourage biking. Can the region build/invest in a walkable/bikable system that promotes and addresses health needs while acting as an economic development driver, all while enhancing our regional transportation system?
HLP 4 RGP 7	ACT 12		TD2	Recommendation 8	Plan for multiple modes: Plan multi-modal options (biking, walking, and autos) on projects where it makes sense.
RGP 7 RGP 4	ACT 12			Action Step A	Complete Streets: Incorporate Complete Street design where biking and walking populations support that cause.
HLP 4 HLP 1 RGP 7	ACT 12		TD5 TD3	Action Step B	Bike trails/lanes and support bike services: Leverage current efforts to promote bike trails/lanes. Provide more transportation amenities including bike racks in towns and on buses, bike rental services, bike lanes, and signage.

Guiding Principles	Activities	CEDs	Work Group		Theme 6: Infrastructure - Transportation
HLP 1 RGP 7	ACT 13		HD10	Recommendation 9	Reconstruction: When streets are reconstructed, connect areas with walking/biking trails for safe travel.
				Recommendation 10	Coordinate with MnDOT plan: Tie regional transportation efforts to the Minnesota Department of Transportation Statewide Multimodal Transportation Plan 6 objectives and strategies: Accountability, Transparency and Communication; Transportation in Context; Critical Connections; Asset Management; Traveler Safety; and System Security.
				Action Step A	Accountability, transparency and communication: Educate stakeholders on system-wide and project-specific transportation issues through workshops provided throughout the region.
				Action Step B	Transportation context: Support the development of land use policies that minimize long-term costs by taking advantage of investments made in existing infrastructure through <i>IPlaces</i> scenario building software. Work together to improve accessibility and safety for everyone traveling on, along and across roads through promotion of “Complete Streets”.
				Action Step C	Critical connections: Continue the work to improve the connections between transit and rail services to provide greater transportation options for travel within and between cities.
				Action Step D	Asset management: Prioritize maintaining and operation assets on identified priority networks through ATP and TAC.
				Action Step E	Traveler safety: Develop and share critical safety information and support educational initiatives through our active transportation work and prioritize safety through active transportation grants. Implement strategic and sustainable engineering solutions to improve traveler safety through prioritization of STIP projects.
				Action Step F	System security: Expand emergency communications infrastructure across the state through the county Hazard Mitigation plans.

Guiding Principles	Activities	CEDs	Work Group		Theme 7: Economic Engines
				Goal	Economic engines: The region focuses on exporting manufactured goods and agricultural products in order to bring dollars into the regional economy. The region also focuses on tourism and the arts which bring dollars into the regional economy from outside the region. The health care sector increases to provide a high quality of life. The education sector adapts to training residents for jobs in the region. Government employment decreases.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3	CEDS/ Finance	EE1	Issue I	Financing: This issue involves the availability of capital to new and expanding businesses in the region, in today's credit market, accessing capital can be a challenge for businesses, especially entrepreneurs and companies in research and development stages. Alternative Financing mechanisms should be created to fill this void, such as microenterprise loan funds or local venture capital financing.
HLP 3 RGP3 RG 6	ACT 25, 26	CEDS/Fin ance	EE1,2,3 ,4,5	Recommendation 1	Financing for economic development: Ensure capital is readily available for new and expanding businesses in the region.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3	CEDS Finance4	EE4	Action Step A	Pilot programs: Promote "pilot programs" to try out new financing options. Give preferred grant points to education and training programs that have multi-discipline impacts.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3	CEDS Finance5	EE5	Action Step B	Incentives: Provide tax benefits for businesses that promote a balanced approach of environmental, economic and social vitality. Create incentives, like tax credits or licensure requirements, for telecommunication providers to strategically expand broadband access in rural/remote geographical locations. Create more financial incentives for businesses and individuals that protect the environment and/or use alternative energy.
HLP 3 HLP 5 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 9	CEDS Finance1	EE1	Action Step C	Revolving loan funds: Foster more regional and sophisticated Revolving Loan Fund (RLF) sources (Re: gap financing). These sources should have access to better resources, lending expertise, funding sources, and technical assistance. This will create better financing and lending to entrepreneurs and small businesses. Consider using RLFs for broadband and energy-related development.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3	CEDS Finance3	EE3	Action Step D	Angel investors: Develop angel investor pools and other financial resources that would serve a variety of business startup and expansion needs at different levels of risk. Engage existing and new sources of capital.

Guiding Principles	Activities	CEDs	Work Group		Theme 7: Economic Engines
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3	CEDS Nat. & Social Environ4	ED4	Action Step E	Data and measurement: Provide more and better ED/GIS data to expand the knowledge base, improving community and individual economic decisions and impacts.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 25		HC3	Action Step F	Entrepreneurs: Provide low-interest economic development loans for entrepreneurs and additional entrepreneurial training opportunities.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		LE	Issue II	Agriculture CSAs: We must protect our region's agricultural heritage and support smaller-scale efforts like Community Supported Agriculture (CSA). We should focus on developing a land use plane that keeps our prime farmlands in production rather than fragmenting and converting them to subdivisions. CSAs and local farmer's markets are excellent ways to promote local agriculture and affordable local food production.
HLP 4 HLP3 HLP5 RGP3	ACT 22, 23	CEDS Nat&Soc. 1	ED1	Recommendation 1	Local foods: Promote and support the expansion of the local food economic sector.
HLP 3-6 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		LE2	Action Step A	Incentives for agricultural use: Current tax codes that encourage low-density residential development, taking farm and forest land out of production. Instead, pursue tax changes that incentivize innovative small-scale agricultural use on small tracts of land and leaving forests in production. Focus on natural resources and crop diversification.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 22	not in CEDS	ED1	Action Step A	Distribution systems: Develop local foods opportunities, including community gardens and local producer and distribution networks. The goal is to make local foods more accessible to residential and commercial consumers, such as schools, hospitals, and local grocery stores. Continue to move forward on local food education, production, processing, distribution, and purchasing at the regional level.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		LE1	Action Step B	Value added: Explore options, including regulations and incentives, for adding value to locally grown agriculture and setting new, regional regulatory standards that encourage local food production, processing and distribution. These new standards must still meet federal and state regulations that ensure the health, safety and welfare of the purchasing public.

Guiding Principles	Activities	CEDs	Work Group		Theme 7: Economic Engines
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 23	CEDS Nat.& Social Environ. 1,b, 3&5	ED1	Action Step C	Training and education: Focus on enhancing small farm training and increasing agriculture education in schools, including home processing, food preparation, and seed storage. Increase agricultural awareness through public education, using a “cradle to grave” approach.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 23	CEDS Nat.& Social Environ. 1,b,1&4	ED1	Action Step D	Grow the demand: Increase demand from citizens, institutions, and businesses for locally produced goods. Make local foods more accessible by increasing transportation options for seniors and low-income populations. Create a distribution and marketing network which could improve transportation of bulk local food goods to stores.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 22 ACT 23	CEDS Nat.& Social Environ. 1,b,2	ED1	Action Step E	Packaging: Teach and encourage local producers and distributors to use sustainable practices such as the use of recyclable and reusable containers for packaging.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3		Partial ED	Issue III	Arts and culture: A unique arts and cultural environment in our region is a potential economic driver as well as the ongoing trend in ethnic diversity. How the region chooses to preserve its land and cultural traditions and make use of these assets in the future will have a direct impact on its economic vitality.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3	CEDS Nat.& Social Environ.2	ED2	Recommendation 1	Value cultural differences: Address and embrace the various geographic and cultural differences of people in the five-county area. Fund and value arts and cultural preservation efforts for all arts, including culinary, visual, and others.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3	CEDS Nat.& Social Environ. 1,b,6	ED1	Action Step A	Collaborations: Develop collaborations that use and enhance local culture, such as collaboration between mental health care professionals, artists, and local food producers.
HLP 3 RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 5 ACT 7 ACT 21	CEDS/ Technology y - 1	EB1	Action Step B	Identify key technology areas that directly impact economic competitiveness: Advance manufacturing, broadband verticals communication, and value-added processing. Concentrate resources in technology and virtual cluster areas. Work to improve technologies for base load energy and help local energy-related startup businesses become successful.
				Issue IV	Economic engines: Prioritization of economic engines that the region will focus on in efforts to enhance economic vitality.

Guiding Principles	Activities	CEDs	Work Group	Theme 7: Economic Engines	
				Recommendation 1	<p>Economic engines: As a first tier of priority, the region will focus efforts on the following economic engines:</p> <ul style="list-style-type: none"> • Entrepreneurs - Develop and expand entrepreneurship and small, home-based businesses • Agriculture – Promote the agricultural sector with an emphasis on local foods • Renewable energy - Support renewable energy businesses already located within the region • Technology – Expand the technology sector including software design and development, use of innovative technologies in agriculture, financial services, and delivery of health care • Eco-tourism - Promote our region to seasonal visitors and worldwide that our region is an eco-friendly location in which to spend time to renew and regenerate • Education - Develop and expand new approaches to education including high-tech tools, virtual and online, to address the high-tech skill development needed for the region • Healthcare - Expand the use of telemedicine to deliver health care in patients’ homes and to address the need for specialty health care
					<p>As a second tier of priority, the region will focus efforts on the following economic engines:</p> <ul style="list-style-type: none"> • Manufacturing - Continue to support regional manufacturing businesses with nation-wide and global markets • Retail - Continue to support our local businesses with online tools to promote their products beyond the five-county borders • Transportation - Continue to support and promote the regional rail and trail system • Mining - Continue to support the Emily manganese mining operation as long as it is compatible with maintaining environmental quality • Financial Services – Continue to support this under-the-radar regional economic engine • Camp Ripley – Seek collaborative public/private efforts that leverage the governmental investment in Camp Ripley
				Action Step A	<p>Training and planning: Provide business training and planning for companies of all size.</p>

Guiding Principles	Activities	CEDs	Work Group		Theme 7: Economic Engines
				Action Step B	Free market: While pursuit of economic engines and their supply chains as a cluster development approach to economic development is valued, this should be done while maintaining a diverse economy that is driven by the free market.

Guiding Principles	Activities	CEDs	Work Group		Theme 8: Valuing Interdependent Communities and Neighborhoods – Health Care
HLP 4 HLP 5 RGP 7	NONE		Added after workgroups	Issue	Health care: A healthy workforce is important to future regional success. Healthy workers are more productive and lead to lower health care costs for workers and employers. Health care services must be accessible and sustainable for all residents.
				Goal	Health care: The number of primary care physicians and nurse practitioners per 1,000 people in the region increases slightly from 1.6/1000 (current trend) to 1.8/1000. The number increases because we invest in our local health care services to serve the growing elderly population and attract new residents to the region.
HLP 1 HLP 6 RGP 7	ACT 12 ACT 13 ACT 14		TD1	Recommendation 1	Active living: Encourage a more active lifestyle by developing and promoting safe walking and biking options in the region; like Safe Routes to School. Develop and promote more trails/path connections between/within communities using white lines, sidewalks and signage.
HLP 1 HLP 6 RGP 6 RGP 7	ACT 12 ACT 13 ACT 14		TD1	Action Step A	Map trails: Map and identify gaps in the region's existing and planned trails and paths.
HLP 1 HLP 5 HLP 6 RGP 3 RGP 7	ACT 12 ACT 13 ACT 14		TD1	Action Step B	Collaboration: Work with local organizations to connect gaps in the region's trails and paths.
HLP 1 HLP 5 HLP 6	NONE		TD1	Action Step D	Funding: Identify funding and resources to build needed trails and paths within region.
HLP 4 RGP 1 RGP 5	NONE		Added after workgroups	Recommendation 2	Access to affordable health care: Improve availability and access to affordable health care services throughout the region.
				Action Step A	Mobile clinics: Explore the feasibility of mobile clinics where permanent clinics are not feasible.

Guiding Principles	Activities	CEDs	Work Group		Theme 8: Valuing Interdependent Communities and Neighborhoods – Health Care
			Added after workgroups	Action Step B	Use emerging technologies: Identify the emerging systems like Health Partner’s VirtuWell that allows online access to health care providers.
			Added after workgroups	Action Step C	Care for vulnerable populations: Research, understand, educate on the availability of health care services for early childhood development, senior health and Senior Living, the vulnerable, the mentally challenged and the mentally/behaviorally ill.
HLP 4 RGP 1 RGP 2 RGP 3	NONE		Added after workgroups	Action Step D	Map services: Compile and map existing and planned health care services within the region, including clinics, service providers, home health care, meals on wheels and others
HLP 4 RGP 1 RGP 3	NONE		Added after workgroups	Action Step E	Identify gaps: Identify gaps in the region’s health care services, programs, affordability, and geographic location.
HLP 4 HLP 5 RGP 3 RGP 5	NONE		Added after workgroups	Action Step F	Collaboration: Work with local health care organizations to come to consensus on how to fill gaps in services in each area of the region.
				Action Step G	Affordable Care Act: Research, understand, and educate the public on how the Affordable Care Act will impact and/or improve health and health care in rural Minnesota.
HLP 6 HLP 5 RGP 2 RGP 4	NONE	CEDS/Nat & Social Envriion – 3, b3	ED3	Recommendation 3	Public health: Respond to public health issues specific to the region, including smoking, farm safety, hazardous materials, and environmental health concerns. Nutrition is a key factor that directly impacts healthy living.
				Action Step A	Collaborative study and solutions: Pursue collaborative participation in rural health studies with organization like the Institute of Rural Health on issues like diabetes, obesity, cardiovascular health, etc. Find more effective ways of identifying, tracking, and addressing trends (positive or negative)
				Action Step B	Education: Use various media, schools, work places, and public policy to create and promote positive community health norms and affirm positive health choices (food choices, active life style). Continue to educate on activities that diminish health (food choices, smoking, etc.).

Guiding Principles	Activities	CEDs	Work Group		Theme 8: Valuing Interdependent Communities and Neighborhoods – Health Care
HLP 4 HLP 5 RGP 2	NONE		ED3	Action Step C	Identify and remediate risks: Use data to identify significant risks to public health. Keep Hazard Mitigation Plans current and submit applications annually for remediation of risks.
HLP 5	NONE		ED3	Action Step D	Best practices: Research models used by others to address the region’s specific public health concerns. Select the best practices that apply to our local situation.
HLP 5 RGP 5	NONE		ED3	Action Step E	Collaboration: Gain support for mitigating the identified health risks from those best suited to take action.

Guiding Principles	Activities	CEDs	Work Group		Theme 9: Valuing Interdependent Communities and Neighborhoods – Changing Populations
HLP 1 HLP2 HLP3 HLP4 HLP5 HLP6 RGP1 RGP3 RGP5	NONE		??	Issue	Changing populations: As our future workforce shrinks and ages, it is important that every citizen has the skills necessary to be productive, valued, and self-reliant, rather than dependent on society. Ethnic diversity will continue to grow and expand from existing clusters that are now mostly associated with areas of food processing jobs and will be an important source of future workforce growth. The region’s aging population impacts every area for which we are planning. Housing, transportation, land use, and the current and future workforce will all be affected by the age of our population.
				Goal	Changing populations: As the region’s population changes, make adjustments to meet the need and seize the opportunities these changes present.
HLP 1 HLP 3 HLP 4 RGP 1 RGP 3 RGP 6	ACT 12 ACT 13 ACT 14		TA1	Recommendation 1	Public transit: Focus on developing low-cost, reasonable access to transit service for communities, specifically to serve the aging population.
HLP 4 HLP 5 RGP 1 RGP 2 RGP 3 RGP 4 RGP 6	ACT 12 ACT 13		TA1	Action Step A	Map transit system and identify gaps: Examine current data to map the region’s existing and planned public transit system. Identify gaps in the systems and seek opportunities to provide appropriate forms of public transit for the region’s existing density pattern and that will support independence and self-reliance to the extent possible.

Guiding Principles	Activities	CEDs	Work Group		Theme 9: Valuing Interdependent Communities and Neighborhoods – Changing Populations
HLP 4 HLP 5 RGP 1 RGP 2 RGP 3 RGP 4 RGP 6	ACT 12 ACT 13		TA1	Action Step B	Funding: Work with county, state and federal transportation organizations to pursue funding for Public Transit and get regional needs on their plans. Consider the ability of some parts of the aging population to contribute toward the cost of these systems as they utilize them
HLP 2RGP 5	ACT 8		HA32	Recommendation 2	Housing support services: Provide housing support services to the elderly and mentally ill that would allow them the option of remaining as independent as possible under their circumstances.
HLP 2 HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 3	ACT 8 ACT 13		Added after workgroups	Action Step A	Map services and identify gaps: Map existing services for elderly and mentally ill individuals throughout the region. Identify any gaps in housing support services for the elderly and mentally ill populations.
HLP 2 HLP 4 HLP 5 RGP 2	ACT 8 ACT 13			Action Step B	Collaborate: Bring together organizations with an interest in these areas to collectively plan how to meet identified support service needs.
HLP 2 HLP 6 RGP 1 RGP 6	ACT 6 ACT 12 ACT 20 ACT 25		Added after workgroups	Recommendation 3	Diverse workforce: As our population becomes more diverse and the need for new workers increases, the region must offer services and opportunities to welcome newcomers into our communities and workforce.
HLP 2 HLP 5 RGP 2	ACT 6 ACT 12 ACT 20 ACT 25		Added after workgroups	Action Step A	Identify changes: Use data to track and identify areas in the region where newcomers are commonly locating.
HLP 4 HLP 5 RGP 1 RGP 2 RGP 5	ACT 6 ACT 12 ACT 20 ACT 25		Added after workgroups	Action Step B	Map services: Research and map existing and planned services for newcomers in areas where they live and/or tend to be locating.
HLP 5 RGP 1 RGP 2 RGP 5 RGP 6	ACT 6 ACT 12 ACT 20 ACT 25		Added after workgroups	Action Step C	Identify and address service gaps: Collaborate with local governments, schools, nonprofits, churches, and local businesses to identify and address gaps in services needed to incorporate newcomers into the social and work fabric of the region.
HLP 3 HLP 4 RGP 1 RGP 3 RGP 5 RGP 6	ACT 12 ACT 20 ACT 25		Added after workgroups	Recommendation 4	Older workers: As the workforce in the region grows and many older workers need to continue working longer for financial reasons, or for personal satisfaction, the region will need to offer opportunities and services to update the skills of older workers.

Guiding Principles	Activities	CEDs	Work Group		Theme 9: Valuing Interdependent Communities and Neighborhoods – Changing Populations
HLP 3 HLP 4 RGP 1 RGP 3 RGP 5 RGP 6	ACT 12 ACT 20 ACT 25		Added after workgroups	Action Step A	Identify and address skills gaps: Work with local and regional businesses to identify the gaps between the existing skills of older workers and the skills they will need to be productive workers in today’s world. Support the efforts of local and regional educational organizations and businesses as they work together to address older workers’ skill gaps in a way that is effective and timely
HLP 3 HLP 4 HLP 5 RGP 1 RGP 3 RGP 5 RGP 6	ACT 12 ACT 20 ACT 25		Added after workgroups	Action Step B	Funding: Gain and coordinate local support and advocate with federal elected officials to increase funding levels for effective programs for older workers.

Guiding Principles	Activities	CEDs	Work Group		Theme 10: Valuing Interdependent Communities and Neighborhoods – Efficiency and Effectiveness
HLP 4 HLP5 HLP6 RGP 1 RGP3 RGP 5	NONE		Part of an issue from LU WG and developed to tie together the recs in this section	Issue	Tighter resources; efficiency and effectiveness: Both public and private institutions are trying to do more with fewer resources. Solutions to our region’s issues must be innovative, not dependent on increased spending from traditional sources.
				Goal	Growth patterns: 12,000 new homes across the region from a population increase of 8% with an average household size of 2.4 persons. People retire here and want to live near amenities so there is moderate lake shore development. There is an increase in affordable housing and jobs so young people return. People live near jobs so big towns grow some and small towns hold steady.
HLP 1 HLP 2 HLP 5 RGP 1 RGP 3 RGP 4 RGP 6	ACT 12 ACT 13		TB8	Recommendation 1	Leverage roadway resources: Local government should dedicate funds for sustainable roadway projects that can leverage additional federal or state funds.

Guiding Principles	Activities	CEDs	Work Group		Theme 10: Valuing Interdependent Communities and Neighborhoods – Efficiency and Effectiveness
HLP 1 HLP 3 HLP 5 RGP 1 RGP 2 RGP 3 RGP 6	ACT 12 ACT 13		TB8	Action Step A	Jobs/roadways connection: Use data from the Regional Transportation Plan and relate it to the areas most likely to see job growth. Prioritize roadways in these areas for improvement as needed to accommodate expected growth.
HLP 2 HLP 3 HLP 5 HLP 6 RGP 1 RGP 2 RGP 3 RGP 4	ACT 8 ACT 9 ACT 11 ACT 14 ACT 17 ACT 24		HB3 U1	Recommendation 2	Housing efficiency: Provide more efficient housing in the region in all areas where housing needs to be maintained by considering higher density infill development, or expanding when necessary.
RGP 1 RGP 4 RGP 5 RGP 6	ACT 3 ACT 5 ACT 7 ACT 21		HD19	Action Sep A	Efficiency in development design: Adopt conservation design principles to more efficiently use infrastructure investments and other community resources.
HLP 2 HLP 3 HLP 4 HLP 5 RGP 2	ACT 8 ACT 9 ACT 17 ACT 24		HA14	Action Step B	Housing performance data: Log data of existing and future housing performance and make this information available.
HLP 2 HLP 3 HLP 5 HLP 6 RGP 3 RGP 4	ACT 9 ACT 11 ACT 17		HB19H A1	Action Step C	Housing rehabilitation: Rehabilitate homes to suit a younger generation that may look to occupy them. This could mean improving their efficiency.
HLP 2 HLP 3 HLP 5 RGP 3 RGP 4 RGP 6	ACT 8 ACT 11		HA22	Action Step D	Housing rehabilitation – energy efficiency: Any new or rehabilitated affordable rental/single family housing would be required to use appropriate green technologies to minimize heat and utility use.
HLP 2 HLP 5 RGP 1	ACT 8 ACT 9 ACT 11		U3	Action Step E	Rental vouchers for energy efficiency: Provide energy efficiency vouchers for low income renters as incentives for landlords receiving HUD vouchers.
HLP 2 HLP 3 HLP 5	ACT 11 ACT 17		HA13	Action Step F	Housing costs: Include life cycle energy costs and waste of retrofits into the housing cost equation.
HLP 3 HLP 5 RGP 3 RGP 5	ACT 13		Added after WG	Recommendation 3	Collaboration between local governments: Encourage partnerships between local governmental units and organizations that will lead to lowered costs and improved services, such as mass transit, police, fire, etc.

Guiding Principles	Activities	CEDs	Work Group		Theme 10: Valuing Interdependent Communities and Neighborhoods – Efficiency and Effectiveness
HLP 3 HLP 5 RGP 3 RGP 5	ACT 13		Added after WG	Action Step A	Regular discussion: Hold regular meetings with governmental units to share information, explore best practices, and provide an opportunity to explore potential partnerships; and stress the importance of civic engagement, and community volunteers, as the key mechanism to facilitating and prioritizing change.
HLP 3 HLP 5 RGP 3 RGP 5	ACT 13		Added after WG	Action Step B	Funding: Work with funders and other partners to provide seed money for more cost effective intergovernmental partnerships that maintain or improve services.
HLP 3 HLP 4 HLP 5 HLP 6 RGP 2 RGP 3 RGP 4	ACT 13		LA4	Recommendation 4	Cost of development: While the role of government includes providing infrastructure, local governments must provide infrastructure that meets strict, long-term financial criterion (i.e. full cost accounting). Communities must be assured that they will not be burdened with rising property taxes to cover infrastructure maintenance and replacement costs, or the costs to fix potential long-term environmental degradation.
HLP 3 HLP 4 HLP 5 HLP 6 RGP 2 RGP 3 RGP 4	ACT 13		LA4	Action Step A	Prioritize infill: Infill development, which is a relatively cost effective way to develop, should be a priority.
				Action Step B	Brownfields: Brownfield redevelopment is a cost effective infill approach as the infrastructure is typically in place. Consider brownfield redevelopment as a first priority to infill and government financed development.
HLP 3 HLP 4 HLP 5 HLP 6 RGP 2 RGP 3 RGP 4	ACT 13		LU 4	Action Step C	Best practices: Collect best practices and tools that will help local governments make good decisions regarding long-term development costs.
HLP 3 HLP 4 HLP 5 HLP 6 RGP 3 RGP 4	ACT 13		LU 4	Action Step D	Policies and ordinances: Create policies and zoning ordinances that support accounting for all costs of development
HLP 3 HLP 4 HLP 5 HLP 6 RGP 3 RGP 5	ACT 13		LU 4	Action Step E	Share information: Share information with local governments though workshops, emails and other new and existing venues.

Guiding Principles	Activities	CEDs	Work Group		Theme 10: Valuing Interdependent Communities and Neighborhoods – Efficiency and Effectiveness
				Action Step F	Impacts on natural resources: Consider the impact on the environment for each decision made, especially in light of tighter resources. Don't compromise the integrity of the environment for short-term economic solutions that will adversely affect both the environment and the regional economy in the long term.

Guiding Principles	Activities	CEDs	Work Group		Theme 11: Valuing Interdependent Communities and Neighborhoods – Affordable Housing
HLP 2 HLP 4 RGP 1 RGP 5 RGP 7	ACT 8 ACT 9 ACT 11 ACT 17 ACT 24		HA	Issue	Affordable housing: This key issue includes rental and single-family housing: the need for physical development of affordable rental housing and affordable pricing and/or financing of single-family housing. Building design and green technology can play a major role in reaching these affordable housing goals. Homeless emergency shelters are a vital component of affordable housing, including the need for such a shelter to cover The region. Developing affordable senior housing is also a priority for this issue.
				Goal	Affordable housing: Develop affordable housing that meets the needs of individuals and families. This includes the need for stability and proximity to employment and community amenities, like schools, health care, and recreation. The percentage of lower income households spending 30% or more of their income on housing decreases from the current level of 45% to 33%. This decrease occurs because the region is willing to invest in affordable housing and because incomes increase due to better paying local jobs.
HLP 2 HLP 6 RGP 1 RGP 3 RGP 6	NONE		HA3	Recommendation 1	Program funding: Recognize the value of programs that have been very effective in providing affordable housing, such as rural rental housing (Rural Development USDA Sec. 515 program and Section 8 voucher program) and senior and disable persons housing (HUD 202, and Section 811 programs). Seek to sincerely reinvigorate these programs, rather than simply provide minimal levels of funding.

Guiding Principles	Activities	CEDs	Work Group		Theme 11: Valuing Interdependent Communities and Neighborhoods – Affordable Housing
HLP 2 HLP 4 HLP 5 RGP 1 RGP 3	NONE		HA3	Action Step A	Collaboration: Gain and coordinate local support and advocate with federal elected officials to increase funding levels for these effective programs.
HLP 2 HLP 4 HLP 6 RGP 1 RGP 3	ACT 13		HA34	Recommendation 2	Multi-generational neighborhoods: Encourage life-cycle, multi-generational neighborhoods with affordable housing integrated into all neighborhoods.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 6		Language directly from ACT 6	Action Step A	Affordable housing location: Access funding and encourage local governments to provide incentives to expand affordable housing developments within a 30-minute commute to economic employment centers.
HLP 3 HLP 4 HLP 6 RGP 6	ACT 3		HA20 HC4	Action Step B	Workforce housing location: Workforce housing is a supply and demand issue. Educate employers on housing availability in the area and educate business leaders on housing costs and affordability gaps.
HLP 2 HLP 4 HLP 5 RGP 1 RGP 3 RGP 7	NONE		HA11	Action Step C	Universal design: Incorporate handicapped accessible units into new and existing multifamily rental housing where there are vacancies to support the aging and population with disabilities.
HLP 2 HLP 5 RGP 2 RGP 3 RGP 7	ACT 13		HA11	Action Step D	Collaboration: Create a collaborative effort to encourage and promote multi-generational neighborhoods throughout the region.
HLP 2 HLP 5 HLP 6 RGP 2 RGP 3 RGP 4 RGP 7	ACT 13		HA11	Action Step E	Best practices: Explore other models, like co-housing, and identify best practices that will work within the region.
HLP 4 HLP 5 HLP 6 RGP 3 RGP 1	ACT 8 ACT 9 ACT 10 ACT 13		HA2 HA25	Recommendation 3	Address affordable housing needs: Recognize and address the extent of poverty in the region and the need for a comprehensive affordable housing plan
HLP 4 HLP 5 HLP 6 RGP 3 RGP 1	ACT 8 ACT 9 ACT 10 ACT 13		HA2 HA25	Action Step A	Plan: Develop a Regional Affordable Housing Plan that builds on limited existing plans and addresses demographic changes within the region. Identify partners within the Plan.
HLP 1 HLP 2 HLP 4 RGP 1 RGP 2	ACT 13		HC6	Action Step B	Identify wage needs: Identify community wage levels needed to buy an average home or rent an average apartment.

Guiding Principles	Activities	CEDs	Work Group		Theme 11: Valuing Interdependent Communities and Neighborhoods – Affordable Housing
HLP 2 HLP 4 RGP 1 RGP 6	ACT 6 ACT 13		HA21	Action Step C	Identify housing needs: Identify needed rental and single-family housing in communities that is currently available, vacant, or can be produced or preserved. The housing should be within a range of affordability (e.g. 30% of income, subsidized, etc.). Identify developers and program administrators.
HLP 2 HLP 5 RGP 1 RGP 3	ACT 8		HA5	Action Step D	Funding: Identify funding sources that are affordable or can be matched by owners and/or others. Focus on exploring and developing funding sources for low-income and elderly populations to gain access to affordable housing.
HLP 2 HLP 4 HLP 5 HLP 6 RGP 1 RGP 3 RGP 4 RGP 6 RGP 7	ACT 8 ACT 9 ACT 11 ACT 13		HA24	Action Step E	Funding: Funding sources should recognize and research rural and small-town models with a focus on green standards and strategies. These sources should avoid applying urban-based standards in our rural region while still recognizing the need to be close to available transportation and services.
HLP 2 HLP 4 HLP 5 RGP 1 RGP 3 RGP 5	NONE		HA8	Action Step F	Incentives: Include affordable housing incentives directed toward local banks working with low income populations that require homebuyer education.
HLP 2 HLP 5 RGP 1 RGP 2 RGP 3	NONE		HA19	Action Step G	Housing information: Promote and make available existing information of affordable housing.
HLP 2 HLP 4 HLP 5 HLP 6 RGP 1 RGP 2 RGP 3 RGP 4 RGP 6 RGP 7	ACT 6 ACT 12 ACT 13		HC21	Action Step H	Housing and jobs: Survey where people who work for large employers live and identify gaps.
HLP 2 HLP 4 HLP 5 HLP 6 RGP 1 RGP 3	ACT 4 ACT 10		HA16	Action Step I	Collaborative funding: Create a collaborative effort to recruit regional funders for rehabilitation of foreclosed homes.
HLP 2 HLP 3 HLP 4 HLP 5 HLP 6 RGP 1 RGP 3 RGP 4 RGP 5	ACT 11		HA6	Action Step J	Foreclosure solutions: Develop more affordable rental housing to meet the needs of those who lost their homes through foreclosure
HLP 2 HLP5 RGP 1	NONE		HA20H A9	Action Step K	Educate about need and funding: Continue to market and spread the word about possible funds and ways to obtain affordable housing, owned and rental, including among the business community.

Guiding Principles	Activities	CEDs	Work Group		Theme 11: Valuing Interdependent Communities and Neighborhoods – Affordable Housing
HLP 2 RGP 1 RGP 3	ACT 6 ACT 8		HA15	Action Step L	Housing partners: Increase the capacity of Habitat for Humanity to create more single-family homes in the region.
HLP 2 HLP 5 RGP 1 RGP 3 RGP 5	NONE			Recommendation 4	Homelessness: Address the temporary and permanent housing needs of the homeless in the region.
HLP 2 HLP 5 RGP 1 RGP 3 RGP 5	NONE		HA10	Action Step A	Homeless shelters: Find groups and funds to create a homeless shelter in the region.
HLP 2 HLP 4 HLP 5 RGP 1 RGP 3 RGP 5	NONE		HA30	Action Step B	Homeless family support: Create a support network to help homeless families develop a plan and get back on their feet.
HLP 2 HLP 4 RGP 1 RGP 5	NONE		HA29	Action Step C	Transitional housing: Develop transitional housing in Staples or communities serving Morrison, Wadena, Todd, Crow Wing, and Cass counties because of close proximity.
HLP 2 HLP 4 HLP 6 RGP 1 RGP 3 RGP 5	NONE		HA7 HA17	Action Step D	Expand successful model: Expand or identify additional funding sources that house more families locally such as program like the Interfaith Hospitality Model, which creates homeless shelters in local churches or apartment buildings.
HLP 2 HLP 3 HLP 4 HLP 5 RGP 1 RGP 7	NONE		HA4 HA18	Action Step E	Location: Strategically place accessible homeless shelters and senior living quarters throughout the region.
HLP 2 HLP 4 HLP 5 RGP 1 RGP 3 RGP 4 RGP 5 RGP 6 RGP 7	NONE		HA23	Action Step F	Supportive housing: Develop permanent supportive housing projects within the region to stabilize homeless individuals and families.
HLP 2 HLP5 RGP1	NONE		Developed to fit the action steps	Recommendation 5	Policy recommendations: Make policy recommendations that will address fair housing issues for protected classes in the region.
HLP 2 HLP 5 HLP 6 RGP 1 RGP 2 RGP 3 RGP 5 RGP 7	NONE		HA28	Action Step A	Housing equity: Raise the issue of whether everyone has the right to safe, affordable housing.
HLP 2 HLP 5 RGP 1 RGP 2 RGP 3 RGP 4	NONE		HA26	Action Step B	Federal funding prioritization: Encourage funding sources to formally buy into the Sustainable Communities process. This means prioritizing participation in SC when making funding awards, such as with Low-Income Housing Tax Credits and other housing and community development programs.

Guiding Principles	Activities	CEDs	Work Group		Theme 11: Valuing Interdependent Communities and Neighborhoods – Affordable Housing
HLP 2, 6 RGP 1	ACT 8 ACT 19		FHEA	Recommendation 6	Fair Housing Equity Analysis (FHEA): Continue to work with Happy Dancing Turtle (non-profit) and Habitat for Humanity to address the housing needs of Native Americans in upper Cass County.
HLP 2,6 RGP 1	Act 2		FHEA	Recommendation 7	Fair Housing Equity Analysis (FHEA): Continue to work with the Hispanic Economic Development Corporation (EDC) to address jobs and housing need of the Hispanic population in Todd County.