



COMMUNITY DEVELOPMENT

2023-2025 STRATEGIC PLAN



OVERVIEW

WHERE ARE WE NOW?

The Community Development Department works collaboratively with local residents, businesses and developers to ensure these groups successfully comply with applicable regulations and to help the community grow and develop.

WHERE ARE WE GOING?

To continue to create places that enhance our community for years to come, we need to focus on economic development and growth, investments in housing and enhanced service to the community.

HOW WILL WE GET THERE?

To achieve these goals, our approach must emphasize the importance of collaboration, partnerships and enhanced services for community members, organizations and other relevant stakeholders.





A strategic plan provides clarity and alignment between our work and our strategic priorities across the organization. It helps us ensure we are doing the right things at the right time for our community.

WHERE ARE WE NOW?

The Community Development Department works collaboratively with local residents, businesses and developers to ensure these groups successfully comply with applicable regulations and to help the community grow and develop.

HOW DO WE SERVE THE COMMUNITY?

The Community Development Department serves Burnsville through activities in planning and zoning, building inspections, rental licensing, code enforcement, economic development and housing programs. More specifically, we:

- Develop and implement the City's comprehensive plan
- Develop and administer zoning ordinances
- Facilitate development and redevelopment
- Facilitate public/private partnerships, grants, loans and public financing
- Review and analyze development and construction plans
- Conduct state building code inspections
- Administer licenses and permits to protect health, safety and welfare
- Conduct rental inspections to ensure safe and healthy living conditions
- Consult on development, tenant improvements, code compliance and licensing
- Provide resident services and resources to support vibrant neighborhoods
- Build relationships and support the business community
- Support the Planning and Economic Development Commissions



HOW DOES OUR SERVICE ALIGN WITH OUR STRATEGIC PRIORITIES?

Our strategic priorities are our commitments to the community. We align our service with our strategic priorities to best meet the community's needs.



SAFETY

We ensure safe and healthy occupancy of homes and businesses.



COMMUNITY ENGAGEMENT

We encourage transparency and engagement through the development process, assist property owners in code compliance and construction processes and make connections within the business community.



ORGANIZATIONAL CULTURE

We develop and empower staff and promote safety programs to increase situational awareness and safety in the community.



COMMUNITY VIBRANCY

We are actively involved in creating and maintaining facilities, amenities, programs, events and activities that enhance our community.



INFRASTRUCTURE

We maintain commercial and residential building stock within the community, foster and support business expansion and retention and conduct community strategic planning and visioning.



SUSTAINABILITY

Implement efficient and green programs, support use of renewable resources, and connect businesses with sustainable practices and efforts.

WHAT'S GOING WELL AND WHAT ISN'T?

Over the past few years, staff in community development have adjusted to a changing economic environment and a complaint-based property maintenance system. The team has begun to focus on an enhanced community experience and increased responsiveness. We have work to do to communicate more clearly, adjust to a softer approach to code enforcement, and care for an aging, increasingly multi-family-focused housing stock.

WHAT'S GOING WELL?

1. Our team is made up of great people who care about the community.
2. We are enhancing our customer experience with online permitting and mobile app inspections.
3. We are improving ordinances to better reflect community needs through the Code Review Task Force.
4. We support community engagement and resident experiences.
5. Our staff feel supported through total rewards.
6. We are improving communication and access to department resources through multiple contact options.
7. We are improving accessibility and engagement of City meetings with hybrid meeting options.
8. We created a development map to provide information to the community.
9. We are finding more time to interact and engage with customers.
10. We are collaborating with other departments to accomplish shared tasks.
11. We are reducing inspection scheduling time with the onboarding of temporary employees.
12. We began cross training of skills in inspections services.
13. We have stability in workforce and are supporting staff growth and development.

WHAT'S NOT GOING WELL?

1. Continued improvements and enhancements are needed for online permitting and licensing.
2. A growing number of rental properties results in a need for more inspections.
3. The City's aging housing stock creates more property maintenance issues.
4. Lack of responsiveness from some multi-family rental properties make health and life safety enforcement difficult.
5. Responding during peak times is a challenge.
6. A lack of written operating procedures can create confusion.
7. Outdated and cumbersome zoning regulations amplify enforcement issues.
8. A growing number of building permits and inspections puts stress on resources.
9. Annual increases in multi-family dwellings and mixed use, require resources for review, coordination and engagement.
10. Lack of fire suppression in multi-family buildings causes potential hazardous situations.



WHERE ARE WE GOING?

To continue to create places that enhance our community for years to come, we need to focus on economic development and growth, investments in housing and enhanced service to the community.





WHAT CAN WE LEARN FROM MARKET AND ASPIRATIONAL ORGANIZATIONS?

We are familiar with aspirational organizations with robust housing programs and streamlined tools and resources for construction projects.

We are interested in:

- Providing Streamlined Processes for Smaller Construction Projects
- Providing Tools and Resources to Homeowners to Obtain Permits
- Preparing for Market Changes in the Construction Industry
- Continuing to Cross Certify and Train Staff in Multiple Areas
- Developing Robust Standard Operating Procedures
- Providing Tools and Resources to Support Investments in Housing
- Developing a Housing Policy
- Providing Tools and Resources to Support Economic Development
- Building Capacity to Develop the City's 2050 Comprehensive Plan
- Updating the City's Zoning and Subdivision Ordinances

WHAT ARE THE THREE MOST IMPORTANT THINGS WE WANT TO ACCOMPLISH?

1 Support Economic Development in Burnsville

2 Support Investments in Housing

3 Focus on Our Services to the Community

HOW DO THE THREE MOST IMPORTANT THINGS ALIGN WITH OUR STRATEGIC PRIORITIES?

	1 SUPPORT ECONOMIC DEVELOPMENT IN BURNSVILLE	2 SUPPORT INVESTMENTS IN HOUSING	3 FOCUS ON OUR SERVICES TO THE COMMUNITY
 Safety	Economic Development promotes safe, healthy and well-maintained buildings for our community.	Investing in housing infrastructure will provide safe and healthy housing for all.	Our core services to the community promote safe, healthy and well-maintained buildings in the community.
 Community Engagement	Our economic development strategies will include convening of community to ensure we meet the economic needs of all residents and businesses.	Housing investment strategies will include convening community to ensure we meet the needs of all residents.	We will provide services to the community that are professional, responsive and community-centered.
 Organizational Culture	Focused support of economic development in Burnsville will provide alignment of staff initiatives with the City's strategic initiatives.	Focused support of investments in housing will provide alignment of staff initiatives with the City's strategic initiatives.	We will build team culture with a focus on employee development, engagement and strengths.
 Community Vibrancy	Growth and development of our economy builds strong neighborhoods and businesses that support and provide services to our community.	Safe, healthy and well-maintained homes promote strong neighborhoods and community vitality.	The services we provide to the community support strong neighborhoods and community vibrancy.
 Infrastructure	Economic development promotes investments in private infrastructure (buildings and neighborhoods) and supports investments in our public infrastructure.	Housing is critical infrastructure that provides a core resource for our residents.	The services we provide promote investments in our private infrastructure.
 Sustainability	Economic development supports investments in our tax base to ensure the financial sustainability of our community and City.	Housing investments will support safe, healthy and sustainable housing.	The services we provide promote safe, healthy and sustainable buildings and neighborhoods.



Working collaboratively with residents, businesses and our development partners, we will develop and grow the community and advance the City's strategic priorities.

HOW DO WE GET THERE?

Outlining strategies and initiatives will guide our team toward achieving our three most important things. This section serves as a roadmap, highlighting the actionable steps we will take to create a positive and sustainable impact within our community.

Our approach emphasizes the importance of collaboration, partnerships and engagement with community members, organizations and other relevant stakeholders. We recognize that community development requires the active participation and input of all those who are invested in our community's success.

YEAR 1 | 2023

1 SUPPORT ECONOMIC DEVELOPMENT IN BURNSVILLE

- Review status of the current Economic Development Strategic Plan
- Develop an Economic Development Strategic Framework to define priorities
- Engage community to explore economic development opportunities
- Conduct a comprehensive update of zoning ordinances and subdivision regulations

2 SUPPORT INVESTMENTS IN HOUSING

- Complete an inventory of housing infrastructure in the City
- Review rental licensing program tools to support enforcement and investments in multi-family properties
- Update the rental licensing ordinance to provide regulatory support for maintenance of rental properties

3 FOCUS ON OUR SERVICES TO THE COMMUNITY

- Hire seasonal inspector to provide greater scheduling flexibility and explore shared inspection services with other Dakota County cities
- Develop and implement neighborhood services model for property maintenance and rental licensing programs
- Build culture with a focus on employee development, engagement and strengths

WHAT SPECIFIC ACTIONS WILL WE TAKE?

To be successful, our immediate actions focus on review and inventory of our plans, systems and assets, and enhanced service to our community through reimagining our teams. To accomplish our three most important things, we will work on the following activities in 2024 and beyond.

YEAR 2 | 2024

- Implement the Economic Development Strategic Framework
- Identify sources for implementation goals
- Develop tools and resources that support economic development goals

- Identify gaps, opportunities and strengths in the City's housing infrastructure
- Develop a comprehensive housing policy
- Engage the community in completing a housing needs assessment and housing priorities
- Build relationships with housing partners

- Develop and implement a building safety model for building inspections division
- Continue to develop tools and resources to support safe and accessible buildings
- Align strategy through a commitment to service principles and council priorities

YEAR 3 | 2025

- Continue to implement the Economic Development Strategic Framework
- Develop programs to support implementation
- Revisit and update the plan as needed

- Revisit housing infrastructure inventory
- Develop tools and resources that support investments in housing
- Implement the housing policy
- Explore programs that improve life/safety systems in multi-family buildings

- Continue implementation of organizational analysis by identifying and hiring positions that provide services to the community



HOW ARE WE USING OUR RESOURCES?

There are three teams in community development that provide services for the community to support community investment, vibrancy and safety.

› NEIGHBORHOOD SERVICES TEAM

CURRENT POSITION:

- Neighborhood Services Supervisor
- Neighborhood Services Assistant
- Neighborhood Services Inspector

SERVICES:

- Rental Licensing and Inspections
- Property Maintenance Enforcement

› PROTECTIVE INSPECTIONS TEAM

CURRENT POSITION:

- Building Official
- Building Permit Assistant/Technician (3)
- Protective Inspector (4)
- Plans Examiner and Inspector

SERVICES:

- Building Permitting
- Building Inspection Services

› PLANING AND ECONOMIC DEVELOPMENT TEAM

CURRENT POSITION:

- Deputy Community Development Director
- Planning Manager
- Planner
- Associate Planner
- Economic Development Coordinator
- Community Development Assistant

SERVICES:

- Comprehensive Planning
- Zoning and Subdivision Administration
- Development Application Review
- Business Engagement and Outreach
- Economic Development
- Housing and Redevelopment

HOW DO FUTURE POSITIONS ALLOW US TO BETTER MEET THE NEEDS OF OUR COMMUNITY?

Future positions will be developed based on the needs of the community and the following objectives:

Ensure Responsive and Timely Services to the Community

Provide Leadership and Support for Implementation of the Housing Investment Outcomes

Provide Leadership and Support for Implementation of the Economic Development Outcomes

› PROTECTIVE INSPECTIONS TEAM

POSITIONS IDENTIFIED IN ORG ANALYSIS:

Building Inspections (2)

SERVICE NEED:

Conduct plan review and building safety inspections for commercial and residential buildings.

› NEIGHBORHOOD SERVICES TEAM

POSITIONS IDENTIFIED IN ORG ANALYSIS:

Housing

SERVICE NEED:

Support programs developed with the housing inventory and housing policies.

› PLANNING AND ECONOMIC DEVELOPMENT TEAM

POSITIONS IDENTIFIED IN ORG ANALYSIS:

Planning and Economic Development

SERVICE NEED:

Support programs and initiatives developed during implementation of the Economic Development Strategic Framework.



Burnsville

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