



City Council Memorandum

To: Mayor Fasbender & City Councilmembers
From: City Administrator Dan Wietecha
Date: July 18, 2022
Item: Strategic Initiatives – quarterly report

Council Action Requested:

No action necessary. Report is presented for review, discussion, and feedback.

Background Information:

Over several months during spring and summer 2021, the City Council and Management Team developed a set of Strategic Initiatives to help guide efforts and. The Strategic Initiatives were approved by the City Council on September 7, 2021.

1. The approved plan includes eight Strategic Initiatives. These are the primary goals of the plan, and we have reported their progress quarterly.
2. It also includes a Future Topics section (which we have affectionately nicknamed the “parking lot”) to ensure other good ideas (and potential future Initiatives) are not forgotten. Where there has been progress in these areas, we have also reported it.
3. And the plan included an Additional Initiatives & Efforts section in recognition of other significant projects planned the City. These need to be balanced in terms of time and budget with decisions about other Initiatives. Though these are part of the original 9/7/2021 plan, we have not previously reported their progress but now do so.

Financial Impact:

Not applicable

Committee Discussion:

Not applicable

Attachments:

Not applicable



**CITY OF HASTINGS STRATEGIC PRIORITIES
2021-2023**

Adopted by the Hastings City Council on September 6, 2021

2022 Q2 PROGRESS REPORT

VISIT [HASTINGSMN.GOV/STRATEGICPLANNING](https://hastingsmn.gov/strategicplanning) FOR PRIORITIES & QUARTERLY REPORTS

Q2 2022		
EXECUTIVE SUMMARY		
Strategic Priority	Initiative	Accomplishments
People, Processes, Infrastructure, and Finance	1.1 Multi-Year Financial Model	<ul style="list-style-type: none"> ✓ Presented overview at CC workshop 4/18. ✓ Using in development of 2023 Budget.
	1.2 Diversity, Equity, and Inclusion	<ul style="list-style-type: none"> ✓ Submitted application to Dakota County for embedded social worker. ✓ Approve CIF funding for BR4R project. ✓ IDEA, Dakota County Social Services, 360 Communities, Ally Supportive, and Hastings Ministerial Association involved in Police Chief interviews. ✓ City proclamation recognizing Pride Month. ✓ Pride Parade designated as special event. ✓ Assisted with funding and promotion of Drawn to the River, live painting public art event. ✓ Planned and promoted new Rec + Art + Police event that reaches teens, tweens and diverse populations through diverse programming. ✓ Administered employee engagement survey and initiated follow-up strategies to improve engagement and belonging among employees. ✓ Updated Employee Handbook, ensured inclusive language throughout.
Community Image and Public Engagement	2.1 Strategic Communications Plan	<ul style="list-style-type: none"> ✓ Reviewed metrics and analytics for social channels, Google my Business, Website, news announcements and new City Update e-letter. Established benchmarks and goals. ✓ Participated in a table top lockdown exercise with PD, Fire, ISD 200, Dakota County Sheriff's to plan for communications in case of an emergency at one of the schools and in the community. ✓ Revised plans and content strategies for reaching tourists, related to the Levee Park event series (see tourism update section).

		<ul style="list-style-type: none"> ✓ Helped launch new Rec + Art + Police program with communications targeting teens, tweens and diverse populations.
	2.2 Tourism	<ul style="list-style-type: none"> ✓ Experimented with using City advertising dollars on brand-building ads that showcase the riverfront offerings, including large kiosk boards and social media campaigns under the theme, “Plan your riverfront experience.” Attendance has been up at all Levee Park summer events, and social media reach and engagement has grown by double and often triple digits.
Parks and Public Spaces	3.1 Parks and Public Space Beautification	<ul style="list-style-type: none"> ✓ Green Corps member to help Forester. ✓ Approved plans to purchase Big Belly trash containers for the downtown and Levee Park areas to alleviate already full garbage bins. Containers will allow for custom marketing that could be used for educational trail and/or promotional opportunities. ✓ Identified high-use / high-profile and underutilized locations. ✓ Installed new dumpster/porta-potty enclosure at Jaycee Park.
	3.2 Vermillion Street Corridor Plan	<ul style="list-style-type: none"> ✓ \$50,000 in façade grants have been fully expended for 2022. ✓ Hwy 61 Study – open house, surveys, follow-up meetings, DBA meeting, door knocking to gather business comments along 61, pop-up tent schedule at Rivertown Days.
	3.3 Lake Rebecca/Lake Isabel Parks Renovations	<ul style="list-style-type: none"> ✓ LCCMR awarded \$1M to Lake Rebecca Park. ✓ Working on 13 step LCCMR work plan. ✓ Re-bid Lake Isabel Park.
Housing and Economic Development	4.1 Downtown Special Service District	<ul style="list-style-type: none"> ✓ Met with downtown businesses. ✓ Estimated initial cost per property. ✓ Costs provided to Downtown Property owners to determine next steps.

*Future Topics		
People, Process, Infrastructure, & Finance	Continue to Improve environmental sustainability of City operations.	✓ Contact with 2 companies for EV charging stations to install in 2023.
	Develop an internal communication strategy focused on council/staff communications	<ul style="list-style-type: none"> ✓ Completed Q4 2021. ✓ Started bi-weekly Employee Newsletter.
Community Image and Public Engagement	Incorporate elements of the HPAAC Arts & Culture Plan into City goals and initiatives. Incorporate elements of the HPAAC Arts & Culture Plan into City goals and initiatives.	✓ Task Force recommendations presented to CC 6/20. Referred to Planning Committee.
	Install new welcome sign on Hwy 55	✓ Engaged MnDOT to confirm the City is allowed one monument sign, and they can help facilitate a limited use permit for this.
Parks & Public Spaces	Hastings as Trails Hub	<ul style="list-style-type: none"> ✓ Dakota County RFP for planning Vermillion Greenway ✓ Partner with Dakota County on MRRT and VRRG trail corridors to transfer ownership.
Housing and Economic Development	Stimulate job creation in Hastings.	<ul style="list-style-type: none"> ✓ Sponsored MN DEED Assistance Grants for the potential expansion of Intek Plastics. ✓ Conversion of former Target Building into Fleet Farm. Addition of 150 jobs.
	Complete a full housing inventory analysis to guide development strategy.	✓ Housing Needs Report completed in 2020

*Denotes ideas put forward by City Council members as important, but not yet added to the strategic initiatives.

1. PEOPLE, PROCESSES, INFRASTRUCTURE & FINANCE

1.1 Develop a multi-year financial model to improve planning and long-term stability for the City.



End state: A functioning multi-year operational financial model that consistently captures and communicates projected expenses, investments, and revenue streams to city leaders, staff, and citizens.

Accomplishments:

Q2 2022

- ✓ Presented overview at City Council workshop 4/18/2022
- ✓ Using in development of 2023 Budget
 - Updated w/ capital and other projections through 2027
 - Next step is to update w/ 2023 budget requests

Milestone	Responsible Leader(s)	Date	Status
Analyze preliminary budget	Finance Manager	Sept 2021	Completed
Identify inflationary increases	Finance Manager	4Q21	Completed
Identify one-time capital expenditures	Finance Manager	4Q21	Completed
Identify projected revenue	Finance Manager	4Q21	Completed
Update model with final budget	Finance Manager	Dec 2021	Completed
Identify looming operating, debt, and capital needs.	Management Team	1Q22	Capital & Operating done
Report model to Finance Committee	Finance Manager	1Q22	Ready
Update projections prior to annual budget cycle	Finance Manager	May 2022	In progress

1. PEOPLE, PROCESSES, INFRASTRUCTURE & FINANCE

1.2 Enhance diversity, equity and inclusion in City processes and operations and continue to improve Hastings as a welcoming community for all.



End state: A Hastings city government and community that honor, respect, and practice diversity, equity, and inclusion as lived values.

Accomplishments:

Q2 2022

- ✓ Submitted application to Dakota County for embedded social worker.
- ✓ Approved CIF funding for BR4R project.
- ✓ IDEA, Dakota County Social Services, 360 Communities, Ally Supportive, and Hastings Ministerial Association involved in Police Chief interviews.
- ✓ Administered employee engagement survey and follow-up strategies to improvement engagement and belonging among employees.
- ✓ Updated Employee Handbook, endured inclusive language throughout.
- ✓ City proclamation recognizing Pride Month.
- ✓ Deepened relationship with IDEA through promotion, assistance with Pride Parade, designated as special event
- ✓ Assisted with funding and promotion of Drawn to the River, live painting public art event.
- ✓ Planned and promoted new Rec + Art + Police event that reaches teens, tweens and diverse populations through diverse programming.

Milestone	Responsible Leader(s)	Date	Status
Create a Workplace Culture that Prioritizes Equity and Inclusion <ul style="list-style-type: none"> • Increase diversity in hiring • Increase retention of employees • Increase DEI training for staff and officials 	Human Resources Department Heads	Ongoing	In Progress
Engage More People Who Are Not Often Heard <ul style="list-style-type: none"> • Solicit feedback and input from diverse audience • Create opportunities for advisory and commission engagement by diverse residents of the City 	Department Heads	Ongoing	In Progress

<p>Increase Experience of Hastings as Welcoming for All</p> <ul style="list-style-type: none"> • Continue strategic partnerships with community organizations • Create marketing campaign to promote diverse perspectives • Increase public art, culture and history projects focusing on diverse communities 	<p>Department Heads</p>	<p>Ongoing</p>	<p>In Progress</p>
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2. COMMUNITY IMAGE & PUBLIC ENGAGEMENT

2.1 Develop a strategic communications plan that reaches multiple and diverse audiences

End state: A communications infrastructure that shares the City’s story with its various stakeholders, enables the City to disseminate accurate information in emergencies, promotes economic development and reaches underserved or underrepresented populations in the City.

Accomplishments:

Q2 2022

- ✓ Reviewed metrics and analytics for social channels, Google my Business, Website, news announcements and new City Update e-letter. Established benchmarks and goals.
- ✓ Participated in a table top lockdown exercise with PD, Fire, ISD 200, Dakota County Sheriff’s to plan for communications in case of an emergency at one of the schools and in the community.
- ✓ Revised plans and content strategies for reaching tourists, related to the Levee Park event series (see tourism update section).
- ✓ Helped launch new Rec + Art + Police program with communications targeting teens, tweens and diverse populations.

Milestone	Responsible Leader(s)	Date	Status
Define the story, key audiences and messaging for each	Management Team and Communications Coordinator	2Q22	In Progress
Review metrics and analytics to evaluate content and channels	Communications Coordinator	2Q22 and ongoing	In Progress; and ongoing
Assess and build internal communications processes and procedures	City Council, Management Team, and Communications Coordinator	3-4Q21	Completed
Assess and build an external communications strategy (strategies for target audiences)	Communications Coordinator	3Q22	Not Started
Assess and build an emergency management/crisis communications plan	Public Safety and Communications Coordinator	TBD	In progress
Assess and build strategy for under-	Communications	3Q22	Not Started

represented populations	Coordinator with partners		
Assess and improve the user experience with the City's website	Communications Coordinator	Ongoing	In Progress
Review and amend communications-related policies and procedures (web, social media, media relations, event policies, and processes)	Communications Coordinator	4Q22	In Progress



2. COMMUNITY IMAGE & PUBLIC ENGAGEMENT

2.2 Find new funding streams to stimulate tourism in collaboration with Tourism Bureau/Chamber of Commerce. This initiative includes leveraging partnerships and maximizing return on investment.

End state: New funding sources for promoting tourism leads to a measurable increase in tourism over pre-COVID levels.

Accomplishments:

Q2 2022

- ✓ Experimented with using City advertising dollars on brand-building ads that showcase the riverfront offerings, including large kiosk boards and social media campaigns under the theme, “Plan your riverfront experience.” Attendance has been up at all Levee Park summer events, and social media reach and engagement has grown by double and often triple digits.

Milestone	Responsible Leader(s)	Date	Status
Review existing marketing and communications	City and Chamber/Tourism	4Q21	Completed
Review U of M tourism study	City and Chamber/Tourism	4Q21	Completed
Identify alternate revenue sources	City and Chamber/Tourism	1Q22 and Ongoing	Ongoing
Continue using free resources such as press releases, online event calendars, or online rating	Chamber/Tourism staff	Ongoing	Ongoing
Continue lead generation to build email database for future marketing.	Chamber/Tourism staff	Ongoing	Ongoing
Send Chamber/Tourism staff to Explore Minnesota annual conference	Chamber/Tourism staff	Feb 2022	Completed
Annual report (including occupancy rate at local hotels) to City Council.	City and Chamber/Tourism staff	Sept 2022	Completed

3. PARKS & PUBLIC SPACES

3.1 Improve beautification and maintenance of parks and public spaces.



End state: All Hastings parks are maintained to documented standards; non-park public spaces defined in the initiative are likewise clean with landscaping well maintained and snow managed.

Accomplishments:

Q2 2022

- ✓ Green Corps member to help Forester
- ✓ Approved plans to purchase Big Belly trash containers for the downtown and Levee Park areas to alleviate already full garbage bins. Containers will allow for custom marketing that could be used for educational trail and/or promotional opportunities.
- ✓ Parks Department staff have identified and listed high-profile, high-use and underutilized locations.
- ✓ Installed new dumpster & porta-potty enclosure at Jaycee Park

Milestone	Responsible Leader(s)	Date	Status
Identify priority list of high-profile and high-use locations	Parks Dept and Parks Committee	1Q22	In Progress
Maintain high-profile and high-use locations using team structure	Parks Dept	Ongoing	In Progress
Identify underutilized spaces to convert to lower-maintenance areas	Parks Dept and Parks Committee	1Q22	In Progress
Approve additional staff, both seasonal and full-time (may be phased in over several years)	City Council	Ongoing	In Progress
Sustain existing adopt-a-park and volunteers	Parks Dept	2022	Ongoing
Educate the community on the elements of the parks & trail system and the work of the park maintenance division	Parks Dept and Communications Coordinator	2022	Not Started

3. PARKS & PUBLIC SPACES

3.2 Assure enhancements to the TH 61 (Vermillion Street) are consistent with the goals and measures of the Council-adopted Vermillion Street Corridor Plan.



End state: Implement the Vermillion Corridor Plan for economic revitalization of the TH 61 corridor. Ensure MN DOT enhancements are consistent with the plan.

Accomplishments:

Q2 2022

- ✓ \$50,000 in façade grants have been fully expended for 2022
- ✓ Hwy 61 Study – open house, surveys, follow-up meetings, DBA meeting, door knocking to gather business comments along 61, pop-up tent scheduled for Rivertown Days.

Milestone	Responsible Leader(s)	Date	Status
Continue participation in joint planning with MN DOT	Public Works Director	Ongoing	In Progress
Consultant begins corridor study	Consultant	4Q21	In Progress
Completion of corridor study	Consultant	1Q23	In Progress
Final design and cost estimates	MNDOT	2023-2025	Not Started
Hwy 61 construction begins	MNDOT	2026	Not Started
Communicate to council any updates to MN DOT planning	Public Works Director	Ongoing	Ongoing
Identify priority areas for redevelopment	Community Development Director	Ongoing	Ongoing
Meet with property owners to determine likelihood for redevelopment and the extent to which HEDRA would play a role	Community Development Director	Ongoing	Ongoing
Meet with interested redevelopment partners to determine interest and identify obstacles	Community Development Director	Ongoing	Ongoing
Determine any HEDRA resources to spur development	Community Development Director	Ongoing	Ongoing

3. PARKS & PUBLIC SPACES

3.3 Pursue projects for Lake Rebecca and Lake Isabel Parks, contingent upon pending funding proposals.



End states: If finding is received, the Lake Rebecca Revitalization Project results in a unique amenity and asset to the community. Lake Isabel park restoration is completed consistent with available funding to restore that beloved public space to its full beauty and usefulness.

Accomplishments:

Q2 2022

- ✓ LCCMR awarded \$1M to Lake Rebecca Park
- ✓ Revised LCCMR workplan per request and to mesh with \$1m allocation approved.
- ✓ Rebid Lake Isabel Park Redevelopment Project, seeking City Council approval 7/18.

Milestone	Responsible Leader(s)	Date	Status
LAKE REBECCA PARK:			
Monitor progress of grant for Lake Rebecca	Parks Dept	3Q21	Approved
If funded, RFP and complete plan for Rebecca restoration	Parks Dept and consultant	3Q22 – 2Q23	Pending
If funded, approve plan for Rebecca restoration	Parks Committee and City Council	3Q23	Pending
If funded, begin construction at Lake Rebecca		3Q23 – 2Q24	Pending
If funded, complete work at Lake Rebecca			Pending
If not funded, consider plan for future restoration	Parks Dept and consultant	2022	Not Applicable
If not funded, appearance/security improvements (e.g.: remove back parking lot)	Parks Dept	2022	Not Applicable
LAKE ISABEL PARK:			
Grant approved for Lake Isabel Park	DNR	July 2021	Completed
Complete D&E plan for Isabel restoration	ISG, Parks Dept	4Q21	Completed
Approve plan for Isabel restoration	Parks Committee and City Council	4Q21	Pending

Final grant authorization	NPS	Sept 2021	Delayed
Bid construction project		Late 2021/Early 2022	Completed
Begin construction at Lake Isabel		May 2022	Pending
Complete work at Lake Isabel		Summer 2022	Pending



4. HOUSING & ECONOMIC DEVELOPMENT

4.1 Explore the feasibility of a special taxing district as a mechanism for enhanced services in downtown area.

End state: A special taxing district is established in the downtown area providing enhanced maintenance and services for Downtown Hastings leading to a 10% increase in visitors to the businesses in the district.

Accomplishments:

Q2 2022

- ✓ Met with downtown businesses.
- ✓ Estimated initial cost per property.
- ✓ Cost provided to downtown property owners to determine next steps.

Milestone	Responsible Leader(s)	Date	Status
Research the mechanics of establishing an SSD	Community Development Dept.	3Q21	Completed
Research experiences of others in establishing and operating an SSD	Community Development Dept.	4Q21	Completed
Discuss initiative with downtown property and business owners to determine support, obstacles, and areas for potential funding of a future SSD	Community Development Dept.	1Q22	Started
Prepare a draft list and budget for potential service and activities that may be provided as part of an SSD	Business Community	1Q22	Started
Hold meetings to discuss the draft plan with downtown property and business owners	Business Community	2Q22	Started
Incorporate changes and concerns adjusting plan as necessary	Business Community	3Q22	Not Started
Develop the ordinance amendment and SSD Plan for official public hearing	City Attorney	3Q22	Not Started
Public hearing and approve ordinance	City Council	3Q22	Not Started

Future Topics - A list of items deemed important but not identified as a top priority at the time of planning. When initiatives are complete, parking lot items will be added as new initiatives.

Future Topics for Consideration

Some of the ideas put forward by Councilmembers have not been developed into strategic initiative concepts. These ideas are not lost; rather, they remain as viable options for strategic initiatives that could be developed into concepts at the direction of Council.

Ideas Related to People, Processes, Infrastructure, and Finance

1. Continue to Improve environmental sustainability of City operations.
 - ✓ Contact with 2 companies for electric vehicle charging stations to install in 2023.

Ideas Related to Community Image and Public Engagement

1. Develop an internal communication strategy focused on council-staff communications.
 - ✓ Most of this was completed in Q4 2021, with refinements in Q1 2022.
 - ✓ Started bi-weekly Employee Newsletter.
2. Develop policy for public recognition.
3. Incorporate elements of the HPAAC Arts & Culture Plan into City goals and initiatives.
 - ✓ Task Force recommendations presented to City Council 6/20. Referred to Planning Committee.
4. Install new welcome sign on Hwy 55 (new initiative 9/7)
 - ✓ Engaged MnDOT to confirm the City is allowed one monument sign, and they can help facilitate a limited use permit for this.

Ideas Related to Parks and Public Spaces

1. Expand Hastings's status as a trail hub to drive tourism and awareness of Hastings.
 - ✓ Dakota County RFP for Planning Vermillion Greenway.
 - ✓ Partner with DaCo on MRRT and VRRG trail corridors to transfer ownership. This reduces the City's infrastructure responsibilities, and costs.
2. Develop a plan for a new multipurpose indoor sports field.



Ideas Related to Housing and Economic Development






1. Stimulate job creation in Hastings.
 - ✓ Sponsored MN DEED Assistance Grants for the potential expansion of Intek Plastics.
 - ✓ Conversion of former Target building into Fleet Farm. Addition of 150 jobs.
2. Complete a full housing inventory analysis to guide development strategy.
 - ✓ Housing Needs Report completed in 2020.

Additional City Initiatives and Efforts





The initiatives presented above should not be read in a vacuum. In many areas, the City is already undertaking aspects of the initiatives. Looking forward 6 to 18 months, the City already has many initiatives that support each of the four Strategic Priorities of this report. And these need to be balanced in terms of time and budget with decisions about new initiatives.


PEOPLE, PROCESSES, INFRASTRUCTURE, and FINANCE

	Accounting Software – Current software is outdated, not user friendly, and has limited functionality in remote-work environment. 2021 Budget includes funds to hire consultant to assist with vetting needs and options. With budget amendment for new system, this could be implemented in Oct 2022.
	Multi-Family Utility Billing – In summer/fall 2021, Finance Department will be updating process for calculating utility bills on multi-family accounts.
	2021 Audit – Annual independent financial audit monopolizes Finance Department time for several weeks in February, April, and June 2022.
	Update Personnel Policy – The last significant amendment to the City’s Employee Handbook was in 2012. It needs to be updated to reflect policy and law changes since then as well as ensuring it meets operations needs now and going forward.
	Employee Engagement Survey – The City will be conducting a survey to gauge employee satisfaction, performance, and perspective about the City as an organization. Information will provide insights into areas for organization improvement and baseline data for future comparison.
	Compensation & Classification Study – The City last conducted a comprehensive compensation and classification study of all positions in 1999-2000. There have been periodic updates since then with the last significant review in 2006-2007. Updating the study now would help with recruiting and retaining employees as well as maintaining internal consistency. Hiring a consultant is estimated at \$15-20K; implementation may be phased in over a couple years.
	Union Contracts – 5 collective bargaining agreements expire at the end of the year. Negotiation for renewal contracts begins in late summer.
	Photocopier/Printer Lease – Current lease expires at the end of the year and replacements need to be decided by end of September. IT staff has asked for input from all departments before soliciting quotes.
	City Hall Boilers – At 30+ years, the boilers have exceeded their lifespan and are







	requiring more frequent repair. Replacing them with high-efficiency model is anticipated in 2022. This will be part of the City Hall Dome Project (see Parks and Public Spaces priority).
	LeDuc Security Cameras – DCHS has requested security cameras. MNHS requires a study prior to approving camera installation. Staff has solicited quotes for study anticipating cost will be covered by a grant.
	Fire Department Study – The City has issued an RFP for a consultant to review staffing model, workload, service calls and their impact on Department performance.
	Ice Arena Refrigeration System – The CIP anticipates a \$1.8M project in the next couple years to upgrade the refrigeration system from R-22 to an ammonia-based system. We have requested state bonding support for this project.
	Police Hiring – Two long-tenured officers are retiring in Oct/Nov 2021. The hiring process for these positions can easily take three months.
	Plan for 2022 Neighborhood Project – Design and engineering work for the 2022 Neighborhood Project actually begins in the summer of 2021, so it is ready to bid early in 2022.

COMMUNITY IMAGE and PUBLIC ENGAGEMENT


	Administrative Citations – City Council has approved the concept of administrative citations as a streamlined mechanism for responding to property maintenance and similar code violations. This would require changes to the City Charter and City Code. We are presently seeking individuals to serve on the Charter Commission to start the process.
	State of the City – All City departments, particularly Communications, have considerable time in preparing this annual presentation in February.
	National Night Out – During National Night Out in August.
	Fire Department Open House – During National Fire Prevention Week in October.








	Machinery Hill – During Rivertown Days in July.
	Police Week – During National Police Week in May.
	Party in the Park – During National Parks & Recreation Month in July.

PARKS and PUBLIC SPACES





	Mural – Contract with the artists and HFS has been extended for the mural to be painted in mid-August to early September. Communications is planning a press release and other publicity.
	City Hall Dome Project – The City has hired architects from Miller Dunwiddie for repair/renovation of the City Hall dome, as well as HVAC and climate control systems. Updated cost estimates and construction documents are anticipated in fall 2021, with construction planned for 2022. This project has \$2M in state bonding support.
	No Wake Ordinance – Washington and Dakota County Sheriff Departments are studying appropriate river speeds over the summer and expect to make recommendations to their respective boards in fall 2021.
	Flint Hills Land Donation – The Parks Department is working with Flint Hills Pine Bend on a land donation and conservation easement to add to open space of the Lake Rebecca and River Flats Parks area.
	EAB 2021 Implementation – Approximately 49 boulevard trees have been identified for removal and an additional 90+ for mandatory treatment. The City adopted a hardship relief program to offset removal costs for eligible residents.
	EAB 2022 Survey – During winter 2021-2022, Forestry staff will continue inventory of boulevard trees and identify additional ash trees for removal or treatment. This will be the second of a four-year survey.

HOUSING and ECONOMIC DEVELOPMENT

	Review Zoning and Development Code - Review changes to ensure consistency with the Comprehensive Plan and development standards of the market. To be completed by summer 2022.
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	Shoreland and Critical Areas Ordinance - Adopt changes to the Shoreland and Critical Areas Ordinance consistent with MN DNR regulations. To be completed by summer of 2022.
	Architectural Assessment of Downtown Buildings - Hire a consultant to complete an inventory of the architectural and structural conditions of historic downtown buildings. Develop a grant program for assistance. Study to be completed by end of 2021 with grant program developed in 2022.
	Review Existing Incentive Programs - Review HEDRA loan, and land incentive programs to ensure they meet current needs. To be completed by the end of 2022.
	Business Retention and Expansion (BR&E) Visits - Conduct at least 12 visits annually and provide survey report to HEDRA. Ongoing.
	Business Drop-in Visits - Complete at least 100 unique business cop ins per year and provide semi-annual updates to HEDRA. Ongoing.
	Blight Identification - Proactively identify and pursue code enforcement violations. Review Revolving Loan Fund to better target towards properties.
	Improvements to Development Process - Meet with at least six commercial residential developers that have completed projects in the last three years to determine any necessary improvements.

Descriptions

	Completed
	In Progress
	Behind Schedule
	Delayed, Not Started