

2018 GOAL SETTING WORKSHOP

WEDNESDAY, JANUARY 31, 2018

5:00 p.m.

LITTLE CANADA CITY CENTER

**Facilitated By
TERRY SCHWERM – Shoreview City Manager**

PARTICIPANTS:

John Keis, Mayor
Christian Torkelson, Council Member
Tom Fischer, Council Member
Michael McGraw, Council Member
Rick Montour, Council Member
Don Smiley, Little Canada Fire Chief
Rich Clark, Ramsey County Sheriff's Department Commander
Bill Buesing, Planning Commission
Dave Miller, Parks & Recreation Commission
Joel Hanson, City Administrator
Sharon Provos, Finance Director
Bill Dircks, Public Works Director
Jessica Jagoe, Planner/Code Enforcement Officer
Derek Anderson, Supervisor – Parks
Heidi Heller, City Clerk

AGENDA

- I. Call to Order – 5:00 p.m.**
- II. Introductions**
- III. Review Purpose of Goal Setting Session**
- IV. Review of Past Goals**
 - a. Accomplished**
 - b. Remaining**
 - c. Those to Be Retained**
- V. Brainstorming**
- VI. Refinement of Goal Listing Developed During Brainstorming**
- VII. Voting**
 - a. Agree on Voting Process**
 - b. Distribute Ballot**
 - c. Vote**
- VIII. Tabulation & Meal**
- IX. Review Results**
- X. Adjourn**

Purpose:

The purpose of our goal setting process is to develop consensus on top priorities for the City Council for 2018 and beyond. To do so, any item having at least three Council votes will be an adopted goal. The Council will also consider the tabulations of other participants and reserves the right to modify the list to address a highly ranked item that may not have been on the Council's tabulation.

Once the goals are decided upon, action plans will be prepared for the Council's review and approval to accomplish the adopted goals. (Action Plans for 2018 are attached to this report.)

2002 through 2017 goal accomplishments are attached for your review. We also are including goals remaining to be accomplished.

2018 RESULTS

The results of the goal setting session held on January 31st can be seen on the attached voting summary sheets. Based upon those results, the Council had a clear direction on the top four goals. They were:

1. **Redevelopment** - Develop a plan for the use of the remaining balances in TIF Districts 2.1 & 3.2; Consider exploring proactive options for targeted redevelopment areas; Evaluation/study on buying landing and holding sites for redevelopment versus buying at the time of development; Comp Plan-continue discussions on targeted redevelopment areas
2. **Develop a plan to help Create a Little Canada Downtown**
3. **Parks** – Complete Parks Master Plan and prioritize for implementation; create policy on easement acquisition for trails, Redo Spooner Park playground; review and develop plan for increased parking at Spooner Park (i.e. NW corner)
4. **Sheriff** – Work with Ramsey County Sheriff on critical incident response process and understand hiring/training practices; develop a plan to provide info and context to Little Canada to keep us informed; consider creation of emergency communications plan.
5. **Create a Housing Rehab Loan Program** by identifying a service provider; Conduct a broader look at preserving the aging housing stock/affordable housing.
6. Consider a **Community Survey**.

From a non-elected official perspective, their top five ranked point priorities would be items one through four as noted above and the loan program.

Attached to this report are the following documents:

- Ballot Summaries (Elected Official, Non-Elected, & Composite)
- Action Plans for 2018 Goals
- Prior Years Accomplishment Report

PRIOR YEARS ACCOMPLISHMENT REPORT:

2017 Goals/Action Plan Update

1. Community Engagement:
 - a. Increase voter turnout
 - b. Community input on the Comp Plan Update – **Engagement occurred at Canadian Days, through a community survey, and at the open house held 1/29/18.**
 - c. Re-establish Community Pride Committee
 - d. Outreach to diverse populations
 - e. Youth engagement – connecting volunteers & youth to more activities, more youth activities
 - f. Intergenerational connections
 - g. Website link for local resources to help seniors in the community – **planned for website upgrade.**
 - h. Promote the Little Canada Business Registry List
 - i. Ensure public input on county road improvement projects
2. Parks Master Plan:
 - a. Rehab Spooner Park playground – **delayed pending completion of P&R Master Plan**
 - b. Increase Wi-Fi in city parks (**Wi-Fi in Spooner Park & at Old Fire Hall**)
 - c. Build a dog park – **Seasonal Dog Park created in Demont Rink.**
 - d. Evaluate the current use of park equipment and playgrounds – **Master Plan**
3. Work with Ramsey County Sheriff's Department on how they are hiring/ training/ response action plan for race relations – **In process**
4. Comp Plan Update:
 - a. Zoning of Mobile Home Parks – **In Progress**
 - b. Discussion on residential property development – **In Progress**
 - c. Plan to develop city-owned properties – **In Progress**
5. Increase efforts on crime prevention in focused areas with higher crime rates – **held workshop with Sheriff'**

Goals Yet To Be Accomplished:

2016 Goals –

1. Develop an integrated communications plan focusing on an update website and social media usage to improve communications with our resident. – **Social Media policy adopted and website review still on-going.**
2. Implement a business retention/expansion survey program – **Questionnaire not yet finalized. Will be implemented in 1st Quarter of 2017. Fire Marshal has been having discussions with businesses. Lapham Hickey Steel's potential expansion**

came about through this process. However, they have now put that project on hold.

3. Evaluate options for improvements to our organized collection system to be considered during contract renewal – **Negotiations are nearing completion with the haulers. Delays occurred due to personnel changes with two of the haulers. It is expected that a five-year contract will be presented at the February 22nd meeting.**
4. Investigate process for regionalization of fire department services/equipment – **Determined Fire Department was best entity to initiate. This will be a long-term undertaking.**
5. Conduct a community survey – **Not a pressing immediate need not pressing – will be considered in the future – Continued.**

Other Goals To Be Accomplished:

- ❖ **Fire Department Long-Term Strategic Plan (On-Going)**
- ❖ **Determine whether or not to use Video Surveillance for Crime Prevention – Sheriff’s Department needs to lead this. They have implemented a system whereby business can choose to have their video used by Sheriff’s Department on a voluntary basis. This does not help our surveillance issues for areas like Ryan Industrial Park. We may have to do this one on our own.**
- ❖ **Shared Multi-Family Housing Patrol Position (Vadnais Heights not ready)**
- ❖ **Funding for Rice Street/694 Bridge Project (\$7 million Fed funds obtained for bridge as well as \$20.5 million in State funding. Vadnais Heights needs to grant municipal consent.)**
- ❖ **Complete Pedestrian/Bike Trail System – Parks Master Plan to address. Capital Improvement Program has also improved prioritization.**
- ❖ **Continue to Find a Hotel/Motel Project for Little Canada (Desired site not available)**
- ❖ **Focus on Redevelopment (long-term) (Focus has been on South Owasso area – one offer fell through at last minute.)**
- ❖ **Purchase remaining Round Lake Properties (Purchased two in 2015. One of initial targets still remains and one additional could be considered for the future)**
- ❖ **Complete Country Drive Redevelopment (Relative to hotel option and key parcel not available but an opportunity may exist to purchase remaining house along Country Drive in 2015. Did purchase last remaining parcel on Country Drive - 2801)**

- ❖ **Develop Plan for Owasso/Woodlyn Redevelopment Area – In Process**
- ❖ **Business Retention-Expansion Program – In Process**
- ❖ **Update City Web Site – CivicPlus upgrade to be active in 2018.**

**ACCOMPLISHED GOALS
2002 THROUGH 2016**

2016

1. Investigate the feasibility of a housing rehab loan program – **2017 Implementation out due to loss of Greater Minneapolis Housing Corporation as service provider.**
2. Institute a process for commercial property maintenance for vacant properties – **Revised Nuisance Code to Address – Goal Completed but requires on-going enforcement.**
3. Seek Assisted Living Project (**Cardigan Ridge project should be ready for occupancy in mid-2017 and another is being evaluated in 2018.**)

2015 – Different Process – Not incorporated

2014 – No Goal Setting Session

2013 –

1. Marketing Rice Street/Highway 36/Viking Drive Site (Property Sold in 2014)
2. Determine whether or not to use Video Surveillance for Crime Prevention (RCSD does not have system available to accomplish this)
3. Public Works Garage Project (New Building Occupied in summer of 2015)
4. Seek Assisted Living Project (Hearth Development will be starting construction in 2016 for 120 Unit Project)
5. Evaluate “Spot-Zoned” Properties, i.e. Norm’s, Bring’s, Arcade Electric, etc. (Norm’s redeveloped to catering business; Brings became new Public Works garage, Arcade Electric – no change).
6. Northeast Residential Redevelopment Project (Property at 3046 Labore sold as standalone lot. 15 Lot Pine Tree Pond moved forward in 2013. Sculley, Himmelbach, and Battista properties are not yet in play.)
7. Evaluate Traffic Safety Improvements (enhanced signage and visibility for Labore Road associated with Pine Tree Pond project, deemed 4-way stop at Arcade & Labore inappropriate)
8. Conduct Financial Scenario Planning – “What ifs?”
9. Remodel City Center
10. Increase Community Involvement – Diversity
11. Re-evaluate Commission Appointment process & Develop By-Laws
12. Develop Plan for Owasso/Woodlyn Redevelopment Area (favored single user concept versus multiple parcels and higher development costs)
13. Develop Policy regarding Burying of Power Lines

2012 –

1. Social Media Upgrade (Decided not to proceed at this time – but revisited again in 2015 and implemented in 2017)
2. Park Enhancement Plan
3. Little Canada Road Corridor Redevelopment.

2011 –

1. Develop long term Financial Plan for Little Canada that maintains current service levels.
2. Set Financial Policy that does not include Local Government Aid.
3. Evaluate renewal options for Organized Collection Contract.
4. Conduct citywide survey.

2010 –

1. Develop long term financial plan for Fire Truck replacement.
2. Develop Animal Control Policy.
3. Develop Streetscape plan for Little Canada Road.
4. Develop fee schedule for fire re-inspections.

2009 –

1. Revise Street Assessment Policy.
2. Fra-Dor Recycling Interim Use Permit.
3. Explore shared facilities options with other public/private entities.
4. Conduct Little Canada Road Corridor Study.
5. Evaluate Business Licensing Program. (Changed to Fire Re-inspection Fee)

2008 –

1. Pursue funding for Rice Street/36 Bridge
2. Enact Multi-Family Housing Ordinance.
3. Explore utility options for northeast Little Canada.
4. Test Emergency Management Program.
5. Enhance County Road B-2/Rice Street intersection.

2007 –

1. Conduct outdoor storage study in industrial zoned properties and enforce study results.
2. Develop Fiscal Policy.
3. Implement Montreal Court Crime Prevention Program.

2006 –

1. Focus on redevelopment projects.
2. Explore Capital View 10-acre site development options.
3. Implement no parking policy on City streets from 2 a.m. to 6 a.m.
4. Aggressively pursue funding for Rice Street bridge reconstruction.
5. Increase use of email to communicate with citizens.
6. NEMO standards for street standards implementation.
7. Multi-housing Crime Prevention.

2005 –

1. Redevelopment Initiatives – Country Drive, Gateway Area Expansion, including City role, open lot catalogue.
2. Upgrade 35E/Little Canada Road ramp area.
3. Enhance website by online bill payments and registration.
4. Conduct Emergency Management Training with Council and staff.
5. Develop sidewalk plan.
6. Upgrade Land use Plans & ordinance
7. Multi-housing License Review

2004 –

1. Explore options for water system agreement with St. Paul.
2. Re-evaluate/dispose of unneeded City property.
3. Continue aggressiveness in code enforcement.
4. Reassess City role in charitable gambling operations.
5. Create home improvement program.
6. Assist Ramsey County Sheriff's Department in crime prevention efforts.
7. Manage Unweave The Weave

2003 –

1. Explore cooperative agreements with other public/private entities.
2. Maintain current service levels.
3. Complete redevelopment project on Rice Street.
4. Negotiate lower water rates with St. Paul.
5. Conduct City Survey

2002 –

1. Complete Country Drive Redevelopment – Completed RAB/South site not available.
2. Little Canada Road Corridor Redevelopment – Much accomplished but others are long-term).



2018 Action Plan

REDEVELOPMENT

Develop a plan for the use of the remaining balances in TIF Districts 2-1 & 3-2; Consider exploring proactive options for targeted redevelopment areas; Evaluate outcomes of past land purchases held for redevelopment versus buying land when a project is ready; Include targeted redevelopment as part of 2040 Comp Plan

Tasks	Responsible Party	Target Date
➤ Evaluate Outcomes of Past Land Purchases <ul style="list-style-type: none">- Develop Listing of Past Purchases- Analyze Price Paid/Lost Property Taxes- Review Properties Purchased at time of Development- Comparison of Pre/Post Tax Base- Discuss Site Availability- Resources/Financial Feasibility- Infrastructure Needs- Other	Staff	5/18/18
➤ Consider Proactive Options for Targeted Redevelopment <ul style="list-style-type: none">- Prepare Report on Possible Redevelopment Areas With Opportunities/Issues Analysis	Staff	5/18/18
➤ Prepare Report on Options for Use of Remaining TIF Balances <ul style="list-style-type: none">- Balance From TIF 2-1- Balance From TIF 3-2- Balance From TIF 3-3 (Housing District)- Resources from Suite Living Project	Staff/Ehlers	5/18/18
➤ Conduct Workshop To Review Reports & Determine Next Steps (Coordinate with Downtown Discussion)	City Council	5/23/18



2018 Action Plan

Develop Plan to Create a Little Canada Downtown

Tasks	Responsible Party	Target Date
<p>➤ Conduct Workshop to Discuss Objectives of Downtown Area (Note: Coordination with other Redevelopment Action Plan May be Advisable)</p> <ul style="list-style-type: none">- Features/Amenities- Complimentary Development- Location/Size- Availability- Resources/Financial Feasibility- Infrastructure Needs- Other	City Council/Staff	5/23/18
<p>➤ Determine Next Steps</p>	City Council	TBD



2018 Action Plan

Parks Development:

Complete Parks Master Plan and Prioritize for Implementation; Create a Policy on Easement Acquisition for Trails, Replace Spooner Park Playground; and Review/Develop a Plan for Increased Parking at Spooner Park

Tasks	Responsible Party	Target Date
➤ Conduct Joint Workshop with SEH to Review Master Plan Status <ul style="list-style-type: none">- Review SEH Recommendations- Priorities- Discuss Implementation Timelines/Budget- Provide Direction/Other Comments	CC/P&RC/Staff	3/22/18
➤ Present Draft Plan to Park/Rec Commission	SEH	4/05/18
➤ Review Comment on Draft Plan	P&R Comm/CC	
➤ Prepare Final Master Plan Document	SEH	4/30/18
➤ Approve Final Plan/Recommend to Council	P & R Comm	5/03/18
➤ Final Plan Hearing/Council Approval	City Council	6/06/18
➤ Include in 2040 Comp Plan	Staff/Planner	June 2018
➤ Include in 5-Year Capital Improvement Program	CC/P&RC/Staff	Fall of 2018



2018 Action Plan

Work with Ramsey County Sheriff's Department on critical incident response process and gain an understand of hiring/training practices; develop a plan to provide info and context to Little Canada to keep us informed in a Critical Incident, and consider the creation of Emergency Communications Plan.

Tasks	Responsible Party	Target Date
➤ Participate in Mini-Academy with RCSD & Other Contract Jurisdiction <ul style="list-style-type: none">- Define a "Critical Incident"- Discuss Critical Incident Process- Discuss/Develop Critical Incident Communication Procedures- Gain an Understanding of Deputy Training- Other???	City Council	4/10/18
➤ Based Upon Results of Mini-Academy: Provide Direction for Further Action Steps Including the Creation of an Emergency Communications Plan	City Council	4/11/18
➤ Document Action Steps Needed to Complete Goal	RCSD/City Reps	TBD



2018 Action Plan

Create a Housing Rehab Program

Tasks	Responsible Party	Target Date
➤ Evaluate Possible Service Providers/Make Recommendation <ul style="list-style-type: none">- Center for Energy & Environment- Neighborworks- St. Paul Planning & Economic Development	Staff	3/31/18
➤ Review Report/Recommendation <ul style="list-style-type: none">- Service Provider- Costs- Funding Level/Source- Program Guidelines (income limits, interest rates, loan term, sweat equity, consulting services, etc.)	CC	4/11/18
➤ Finalize Contract/Prepare Marketing Promotions <ul style="list-style-type: none">- Newsletter- Social Media- Channel 16	Staff	5/09/18
➤ Implement Program	Program Provider	6/01/18
➤ Provide Progress Reports	Program Provider	On-Going



2018 Action Plan

Conduct a Community Survey

Tasks	Responsible Party	Target Date
➤ Conduct Workshop with Morris/Leatherman Company - Determine Areas of Interest for Survey	CC/Staff/MLC	4/11/18
➤ Draft Survey Questions	MLC	5/04/18
➤ Review Draft Questions/Finalize Survey	CC/Staff/MLC	5/09/18
➤ Approve Survey Questions	CC/Staff	5/23/18
➤ Conduct Survey	MLC	June 2018
➤ Complete Report/Analysis	MLC	7/31/2018
➤ Present Final Report to City Council	MLC	8/08/18