



### *City Council Memorandum*

**To: Mayor Fasbender & City Councilmembers**  
**From: City Administrator Dan Wietecha**  
**Date: October 17, 2022**  
**Item: Strategic Initiatives – quarterly report**

#### **Council Action Requested:**

No action necessary. 3<sup>rd</sup> Quarter Report is presented for review, discussion, and feedback. We should also begin considering next steps to continue the planning process.

#### **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. Their progress status is also reported.

#### **Next Steps:**

When the City Council approved the Strategic Initiatives in September 2021, they were expected as a guide for the next year to year-and-half. We are now nearing the end of that cycle and should begin planning the priorities of the next cycle. As a matter of timing, this matches well with the November election and at least two new Councilmembers in January.

Preliminary considerations and preparation should begin in the coming months. We should consider the process: the development, implementation, and reporting of the initiatives. For example, do we work with a facilitator or handle the development process in-house? Do we hold

a single day-long retreat, a series of shorter meetings, or something in-between? To what extent should we continue and build on the existing priorities, and to what extent should they be new? Has the reporting been clear and effective?

These and similar considerations do not need to be answered now; however, they should be part of our conversations as we wrap up the current cycle and preparation for the next year.

**Financial Impact:**

Not applicable

**Committee Discussion:**

Not applicable

**Attachments:**

3<sup>rd</sup> Quarter Report



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

Adopted by the Hastings City Council on September 6, 2021

**2022 Q3 PROGRESS REPORT**

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

Q3 2022	EXECUTIVE SUMMARY	
Strategic Priority	Initiative	Accomplishments
People, Processes, Infrastructure, and Finance	1.1 Multi-Year Financial Model	<ul style="list-style-type: none"> <li>✓ Updated CIP/CEP through 2027.</li> <li>✓ Used in development of 2023 Budget.</li> </ul>
	1.2 Diversity, Equity, and Inclusion	<ul style="list-style-type: none"> <li>✓ Hearing Assist equipment in Council Chambers.</li> <li>✓ CIF funding for BR4R project. Charette held 9/23. Presenting to City Council in Nov.</li> <li>✓ Comp &amp; Class Study ensures compliance with pay equity.</li> <li>✓ 2023 Budget includes employee engagement survey.</li> <li>✓ Demoing new self-paced, online “Advancing Racial Equity in Government” seminar from GARE.</li> </ul>
Community Image and Public Engagement	2.1 Strategic Communications Plan	<ul style="list-style-type: none"> <li>✓ Talking points and press releases for 2023 Budget and PFAS.</li> </ul>
	2.2 Tourism	<ul style="list-style-type: none"> <li>✓ Chamber Tourism Board study of visitor demographics, PACER program.</li> <li>✓ Chamber Tourism Board presented annual update to City Council 9/19.</li> </ul>
Parks and Public Spaces	3.1 Parks and Public Space Beautification	<ul style="list-style-type: none"> <li>✓ Parks Commission working on Parks Five-Year Plan.</li> <li>✓ 2023 Budget includes many park improvements across entire City.</li> </ul>
	3.2 Vermillion Street Corridor Plan	<ul style="list-style-type: none"> <li>✓ MNDOT presentation to City Council 7/5.</li> <li>✓ MNDOT open houses with Chamber and with public 8/24.</li> <li>✓ MNDOT online survey.</li> </ul>
	3.3 Lake Rebecca/Lake Isabel Parks Renovations	<ul style="list-style-type: none"> <li>✓ 14 acre land donation from Flint Hills.</li> <li>✓ LCCMR approved action plan.</li> <li>✓ Budget amendment and contract approved by City Council 7/18.</li> <li>✓ Contractor Preconstruction meeting 8/29.</li> <li>✓ Contractor coordinating undergrounding of powerlines.</li> </ul>
Housing and Economic Development	4.1 Downtown Special Service District	<ul style="list-style-type: none"> <li>✓ Continued meeting with downtown businesses.</li> </ul>
<b>*Future Topics</b>		

People, Process, Infrastructure, & Finance	Continue to Improve environmental sustainability of City operations.	<ul style="list-style-type: none"> <li>✓ Partner delaying potential EV stations until next year.</li> <li>✓ HPD hybrid vehicle coming in Oct.</li> <li>✓ HFD new engine has diesel idle reduction.</li> <li>✓</li> </ul>
	Develop an internal communication strategy focused on council/staff communications	<ul style="list-style-type: none"> <li>✓</li> </ul>
	NEW: Prepare for likely health advisory due to PFAS.	<ul style="list-style-type: none"> <li>✓ MDH presentation to City Council 9/6.</li> <li>✓ Press release.</li> <li>✓ Multiple meetings with co-trustees of 3M Settlement.</li> <li>✓ MPCA hired Wood to analyze potential connection between Hastings water supply and contamination.</li> <li>✓ Meetings with state legislators.</li> </ul>
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.	<ul style="list-style-type: none"> <li>✓ 2023 Budget includes public art project.</li> <li>✓ Planning Committee meetings 7/13, 8/23, and 9/28.</li> <li>✓ Recommendation for 2-year commission to City Council 10/17.</li> </ul>
	Install new welcome sign on Hwy 55	<ul style="list-style-type: none"> <li>✓ 2023 Budget includes welcome sign.</li> </ul>
Parks & Public Spaces	Hastings as Trails Hub	<ul style="list-style-type: none"> <li>✓ Parks Commission discussion about wayfinding signs.</li> <li>✓ 2023 Budget includes trail reconstruction by Roadside Park.</li> </ul>

		✓ Dakota County planning trail alongside Ravenna road project.
Housing and Economic Development	Stimulate job creation in Hastings.	✓ Intek Plastics expansion to create 46 jobs
	Complete a full housing inventory analysis to guide development strategy.	✓
	NEW: Impact Studies	✓

\*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:**

Q3 2022

- ✓ Updated CIP/CEP through 2027.
- ✓ Used in development of 2023 Budget.

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	Completed

**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:**

Q3 2022

- ✓ Embedded Social Worker JPA approved 8/1.
- ✓ Hearing Assist equipment in Council Chambers.
- ✓ CIF funding for BR4R project. Charette held 9/23. Presenting to City Council in Nov.
- ✓ Comp & Class Study ensures compliance with pay equity.
- ✓ 2023 Budget includes employee engagement survey.
- ✓ Demoining new self-paced, online “Advancing Racial Equity in Government” seminar from GARE.

Milestone	Responsible Leader(s)	Date	Status
Create a Workplace Culture that Prioritizes Equity and Inclusion <ul style="list-style-type: none"> <li>• Increase diversity in hiring</li> <li>• Increase retention of employees</li> <li>• Increase DEI training for staff and officials</li> </ul>	Human Resources Department Heads	Ongoing	In Progress
Engage More People Who Are Not Often Heard <ul style="list-style-type: none"> <li>• Solicit feedback and input from diverse audience</li> <li>• Create opportunities for advisory and commission engagement by diverse residents of the City</li> </ul>	Department Heads	Ongoing	In Progress
Increase Experience of Hastings as Welcoming for All <ul style="list-style-type: none"> <li>• Continue strategic partnerships with community organizations</li> <li>• Create marketing campaign to promote diverse perspectives</li> </ul>	Department Heads	Ongoing	In Progress



<ul style="list-style-type: none"><li>• Increase public art, culture and history projects focusing on diverse communities</li></ul>			
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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:

Q3 2022

- ✓ Talking points and press releases for 202 Budget and PFAS.

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-represented populations	Communications Coordinator with partners	3Q22	Not Started
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:**

Q3 2022

- ✓ Chamber Tourism Board study of visitor demographics, PACER program.
- ✓ Chamber Tourism Board presented annual update to City Council 9/19.

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:

Q3 2022

- ✓ Parks Commission working on Parks Five-Year Plan.
- ✓ 2023 Budget includes many park improvements across entire City.

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:

Q3 2022

- ✓ MNDOT presentation to City Council 7/5
- ✓ MNDOT open houses with Chamber and with public 8/24.
- ✓ MNDOT online survey.

Milestone	Responsible Leader(s)	Date	Status
Continue participation in joint planning with MN DOT	Public Works Director	Ongoing	Ongoing
Consultant begins corridor study	Consultant	4Q21	Completed
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:

Q3 2022

- ✓ 14 acre land donation from Flint Hills.
- ✓ LCCMR approved action plan.
- ✓ Budget amendment and contract approved by City Council 7/18.
- ✓ Contractor Preconstruction meeting 8/29.
- ✓ Contractor coordinating undergrounding of powerlines.

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	Approved
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	4Q21	Completed

	City Council		
Final grant authorization	NPS	Sept 2021	Completed
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:

Q3 2022

- ✓ Continued meeting with downtown businesses.

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.
  - ✓ Partner delaying potential EV stations until next year.
  - ✓ HPD hybrid vehicles coming in Oct.
  - ✓ HFD new engine has diesel idle reduction.
2. Prepare for likely health advisory due to PFAS (new initiative 9/2022)
  - ✓ MDH presentation to City Council 9/6.
  - ✓ Press release.
  - ✓ Multiple meetings with co-trustees of M Settlement.
  - ✓ MPCA hired Wood to analyze potential connection between Hastings water supply and contamination.
  - ✓ Meetings with state legislators.

### Ideas Related to Community Image and Public Engagement

1. Develop an internal communication strategy focused on council-staff communications.
2. Develop policy for public recognition.
3. Incorporate elements of the HPAAC Arts & Culture Plan into City goals and initiatives.

- ✓ 2023 Budget includes public art project.
  - ✓ Planning Committee meetings 7/13, 8/23, and 9/28.
  - ✓ Recommendation for 2-year commission to City Council 10/17.
4. Install new welcome sign on Hwy 55 (new initiative 9/7/21)
- ✓ 2023 Budget includes welcome sign.

#### Ideas Related to Parks and Public Spaces

1. Expand Hastings's status as a trail hub to drive tourism and awareness of Hastings.
  - ✓ Parks Commission discussion about wayfinding signs.
  - ✓ 2023 Budget includes trail reconstruction by Roadside Park.
  - ✓ Dakota County planning trail alongside Ravenna road project.
2. Develop a plan for a new multipurpose indoor sports field.








#### Ideas Related to Housing and Economic Development






1. Stimulate job creation in Hastings.
  - ✓ Intek Plastics expansion to create 46 jobs
2. Complete a full housing inventory analysis to guide development strategy.
3. Impact Studies (new initiative 10/2022).

## 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

	<b>Accounting Software</b> – 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.
	<b>Multi-Family Utility Billing</b> – In summer/fall 2021, Finance Department will be updating process for calculating utility bills on multi-family accounts.
	<b>2021 Audit</b> – Annual independent financial audit monopolizes Finance Department time for several weeks in February, April, and June 2022.
	<b>Update Personnel Policy</b> – 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.
	<b>Employee Engagement Survey</b> – 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.
	<b>Compensation &amp; Classification Study</b> – 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.
	<b>Union Contracts</b> – 5 collective bargaining agreements expire at the end of the year. Negotiation for renewal contracts begins in late summer.
	<b>Photocopier/Printer Lease</b> – 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.
	<b>City Hall Boilers</b> – 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).
	<b>LeDuc Security Cameras</b> – 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.
	<b>Fire Department Study</b> – The City has issued an RFP for a consultant to review staffing model, workload, service calls and their impact on Department performance.
	<b>Ice Arena Refrigeration System</b> – 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.
	<b>Police Hiring</b> – Two long-tenured officers are retiring in Oct/Nov 2021. The hiring process for these positions can easily take three months.
	<b>Plan for 2022 Neighborhood Project</b> – 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**


	<b>Administrative Citations</b> – 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.
	<b>State of the City</b> – All City departments, particularly Communications, have considerable time in preparing this annual presentation in February.
	<b>National Night Out</b> – During National Night Out in August.
	<b>Fire Department Open House</b> – During National Fire Prevention Week in October.





	<p><b>Machinery Hill</b> – During Rivertown Days in July.</p>
	<p><b>Police Week</b> – During National Police Week in May.</p>
	<p><b>Party in the Park</b> – During National Parks &amp; Recreation Month in July.</p>

**PARKS and PUBLIC SPACES**





	<p><b>Mural</b> – 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.</p>
	<p><b>City Hall Dome Project</b> – 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.</p>
	<p><b>No Wake Ordinance</b> – 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.</p>
	<p><b>Flint Hills Land Donation</b> – 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.</p>
	<p><b>EAB 2021 Implementation</b> – 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.</p>
	<p><b>EAB 2022 Survey</b> – 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.</p>

**HOUSING and ECONOMIC DEVELOPMENT**

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

**Descriptions**

	<b>Completed</b>
	<b>In Progress</b>
	<b>Behind Schedule</b>
	<b>Delayed, Not Started</b>