#### 1. Agenda And Packet

Documents:

FEBRUARY 1, 2021 WORK SESSION AGENDA.PDF FEBRUARY 1, 2021 WORK SESSION PACKET.PDF

# City of Excelsior Notice of City Council Work Session of the Excelsior City Council

NOTICE IS HEREBY GIVEN that the City Council of the City of Excelsior will hold its Work Session on Monday, February 1, 2021 at 5:30 P.M. via a telephonic and/or electronic meeting. The agenda for the meeting is attached hereto.

In accordance with the requirements of Minn. Stat. Section 13D.021, the Mayor, the city manager, and the city attorney have determined that an in-person meeting is not practical or prudent because of the "COVID-19 Health Pandemic" emergency declared under Chapter 12 of the Minnesota Statutes. Due to the measures necessary to contain and mitigate the impacts of the Pandemic Emergency, it has been determined that attendance at the regular meeting location by members of the public is not feasible and that the physical presence at the regular meeting location by at least one member of the body, chief legal counsel or chief administrative officer is not feasible. Therefore, all staff and City Council members will be participating by telephone or other electronic means.

Members of the public may attend the work session by joining via Zoom either online or by telephone at:

Join Zoom Meeting
<a href="https://us02web.zoom.us/j/88104121807">https://us02web.zoom.us/j/88104121807</a>
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## City of Excelsior City Council Work Session

#### <u>Agenda</u>

#### Monday, February 1, 2021

5:30 P.M.

(Please Note: Times Listed Are Approximate)

- 1. Call to Order/Roll Call
- 2. Agenda Approval
- 3. 2021 Goals
- 4. Adjournment

Note:

The purpose of a Work Session is for the Council to discuss matters informally and in greater detail than is allowed at formal Council meetings. All meetings of the Council including Work Sessions will be open to the public. While the privilege of participating in these discussions is generally limited to the Council, staff, and consultants, the Mayor may open a discussion from the floor.

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## **MEMORANDUM**

Item 3

**Re:** 2021 Goals

Date: February 1, 2021

To: City Council From: Kristi Luger, City Manager

#### Summary

At the January 9<sup>th</sup> goal setting session, the Council brainstormed a list of items they would like to work on in 2021. The Council has identified 20 projects for 2021, which is not attainable given time and resources. Ideally, the Council would identify their top three to five priorities to focus on for the upcoming year.

#### **Council Action**

Before the work session, each Councilmember should look at each item and decide whether it's a goal for 2021, 2022, 2023 or if it should be deleted. For 2021 goals, the items should be ranked by highest priority (#1) to lowest priority (#5). If possible, please email rankings to the City Manager before the work session. The Council will spend most of the work session sharing their priorities so that the list of 2021 Objectives can be refined.

#### **Full Description**

At the January 9<sup>th</sup> goal setting session, the Council brainstormed a list of items they would like to work on in 2021. At the end of the session, each Councilmember was assigned a community priority to further refine the goals under that category.

The draft list of the City of Excelsior 2021 Objectives is included in the packet. There are three categories of projects:

- Community Priorities the four categories the Council discussed at the strategy session
  - 1. Enhance the Small Town
  - 2. Fiscal Management
  - 3. Legislation and Policy
  - 4. Clear and Timely Communications
- 2021 Projects significant projects that are expected to be completed in 2021
- Pending Projects items that staff is monitoring

The last two categories have been added to the list of objectives so that staff can utilize this document during their 'team meetings', which occur every other month. Staff uses the team

meetings to discuss progress made on Council goals, current projects, and any other items that involve multiple departments. At the end of each team meeting, the Council will be sent the list of objectives with notes regarding the status of each item.

The Council has identified 20 projects for 2021, which is not attainable given time and resources. Ideally, the Council would identify their top three to five priorities to focus on for the upcoming year. If the priorities are completed before the end of the year, the Council would select which item(s) to focus on next. If the Council identifies new top priorities throughout the year, the Council would then need to decide which existing top priority should be delayed.

In addition to the items the Council discussed during their goal setting session, there are several items that the Council identified as potential projects but are currently not included in the list of 2021 objectives. The status of the 2020 objectives and whether they are currently included in the 2021 objectives is included in the packet.

To help the Council identify their top three to five priorities for 2021, staff has created a worksheet for each Councilmember to identify whether the project should be completed in 2021, 2022, 2023 or deleted. The list includes 20 projects identified by the Council during the goal setting session, 10 uncompleted goals from 2020, and 5 miscellaneous items.

#### Council Action

Before the work session, each Councilmember should look at each item and decide whether it's a goal for 2021, 2022, 2023 or if it should be deleted. For 2021 goals, the items should be ranked by highest priority (#1) to lowest priority (#5). If possible, please email rankings to the City Manager before the work session. The Council will spend most of the work session sharing their priorities so that the list of 2021 Objectives can be refined.

## City of Excelsior 2021 Objectives

Mission Statement: To be the best small lakeside-town in Minnesota



			Responsible		2021 Progress						
			Party							(color rating for Quarterly progress)	
			(Staff, Council,	Next	1st Q	2nd Q	3rd Q	4th Q			
Community Priorities	Goal (in priority order)	Strategic Initiatives	Commissions)	Mtg	Apr	Jul	Oct	Jan	DONE	Notes (from Councilmembers)	
		a. Update the existing Memorandum     of Understanding with Community for	Kristi, Jennifer,							This is ongoing, we discussed getting monthly updates from C4C, similar to Chamber	
		The Commons	and Ann							updates. The next major step will be discussing the next project.	
		b. Complete construction drawings for									
		the new concession building	Kristi and Ann								
		c. Develop a Request for Proposals for	Kristi and Ann								
		the new concession space	Kristi anu Ami								
		d. Develop an overall financial plan for	Kristi, Marian,							Separate from other Park Fund activities, but within the Park Improvement Fund.	
		The Commons	and Ann							separate from other rank rand activities, but within the rank improvement rand.	
		a. Evaluate tightening existing tree	Emily, Kevin, and							This should be #1 overall - Tighten up the tree ordinance, have a master plan so there is	
	2. Trees	regulations	PC							some cohesiveness to what is planted.	
		b. Create a landscaping plan for the	Tim and Arborist								
-		next 20 years									
Enhance Small Town		c. Research and consider 'Tree City USA' designation	Katie (intern),							Can we hire a landscape architect, and have a comprehensive plan?	
Character and Quality of Life for		USA designation	Kristi, and Emily								
Residents - Ann		a. Select top three projects									
	3. Pedestrian Improvements										
		b. Work to secure any outside funding									
		Explore having a landscape								l love thisand I think Colleen Lockovitch might be a candidate. I would also add that we	
	4. Staffing/Volunteer	artist/Excelsior Master Gardener on								should look for places where adding landscaping to a project adds to the natural	
	Resources	retainer								environment, provides screening and habitat. e.g. The area around the trail on George St.	
										was a missed opportunity for landscaping near the sidewalk and trail entrances.	
		Work proactively with Hennepin									
	S. Will Street Collidor	County to ensure improvements are	Morgan and Tim								
		completed  Develop a list of items that public									
		works should regularly maintain									
	6 Maintenance	(cleaning trash/recycling bins on Water	Tim								
		Street, dusting pier gates, etc)									
	l .	1 , 3, 3 , 9									

	Vacant and     Underdeveloped Properties	Create a long-term financial strategy to address the City's infrastructure needs Assign Councilmember(s) to meet with each owner of a vacant or underdeveloped property to discuss what is preventing them from developing their property	Marian, Tim, and Jennifer Mayor and City Council			and H limit t be int	ng changes needed? Offer Concept meetings with council or relevant commission (PC HPC). Offer meetings with Mayor and councilmember to discuss Concepts. There is a to what we can do to incentivize property owners, but showing them what we would terested in/excited about seeing developed might help to get them thinking. Engage ent expert help?
Fiscal Management -	3. City Hall	Consider options for City Hall and the west parking lot	Kristi and Scott				
Jennifer	4. Lodging Tax	Implement a lodging tax	Kristi, Intern, and Marian				
	5. Parking	a. Research methods for encouraging less car use and accessing Excelsior through the bike trail and other pedestrian access points	Scott and Morgan			Instal	l electrical outlets for electrical vehicles?
		<ul><li>b. Analyze parking meter revenue and determine revenue allocation (Streets, The Commons, other?)</li></ul>	Marian				
		Develop a strategy to gradually re- evaluate the current Comprehensive Plan to gain alignment and reflect the long-term vision for Excelsior - Timeline and resource needs - How to involve the community - Prioritization of sections - Potential deliverable	Emily and PC				
	2. Zoning Compliance	Explore various ways to address compliance with City ordinances (including voluntary reporting, staff responsibility, volunteers, resource needs, specific areas of immediate focus, potential penalties for noncompliance)	Kevin, Emily, and Tim			We n	eed a compliance officer checking projects as they are under construction.
Legislation and Policy - Lou	3. Sign Ordinance	Revisit current ordinance to determine updates to be made (focus on size, number, placement, color, review process)	Emily, Kevin, and PC				

	<ul><li>4. Style Guide</li><li>5. Regulating Short-Term</li></ul>	Create style guidelines for City-owned properties that align with HPC guidelines (trees, landscaping, light posts, gateways, benches)  a. Evaluate other short-term rental ordinances and possibly create short-term rental regulations and license for Excelsior	Emily, Tim, Morgan, PC, and P&R  Emily and Kevin			Style guide to inform standard landscaping preferences to guide City-owned property replacement and installation decisions, reducing the amount of engagement required from City Council while assuring generally consistent and unified experience through town  Opportunity for revenue generation (licensure, taxes, penalties for non-compliance) as well as assuring we are aware of and managing potential impact to neighboring residents
		b. Incorporate short-term rentals into future lodging tax	Emily and Kevin			
	6. Water Street Regulations	a. Tighten up restrictions regarding types of uses on Water Street (from Lake Street to Oak Street)     b. Explore how to eliminate non-conforming uses	Emily and Kevin Emily and Kevin			
	1. Internal Communications  - Council with Staff  - Communications with the Manager  - Between Council and Commissions					
Clear and Timely Communications - Dale	2. With Other Agencies (public and private) - State government - Hennepin County - Community for The Commons - The Rotary - Charter Boats - Neighboring Cities					
	3. Community Engagement - Council Liaisons within their Respective Neighborhoods - Website - Social Media					should feel its ok to contact any council member. We are too small to formally identify a councilmember by neighborhood. I also think that we have to allow each councilmember to engage with the community as they are able and interested in doing so. The full council should support the Website and Social Media communicationthat is where I think we need to spend some time/resources. I would also like to see the council hold a neighborhood outdoor meeting as we had discussed before Covid. It's operationally challenging, but the neighborhoods would really like it.

	2021-2022 Project						
	810 Excelsior Boulevard	a. Close on the property with 45 North Group (May 17, 2021 deadline)					
		b. Provide notice to tenants in March					
		a. Complete improvements to the east parking lot					
	East Parking Lot						
2021 Projects		b. Research creating a centralized location for the dumpsters					
		a. Finalize agreement with the Met	Morgan and				
	Met Council Cooperative	Council	Kevin	March			
	i i	b. Review TIF balance and decide how	iterii.				_
	Project	to utilize the remaining funds	Marian				
	Pavilion	a. Plan a ribbon-cutting event	Amy and Jennifer	March			
		b. Construct new pavilion	Morgan and Tim	March			
		a. Study and consider Inflow and Infiltration (I&I) initiatives	Tim	March			
		b. Modify the spring road restrictions ordinance	Tim	March			
	Mooring Policy		Tim and Kevin	March			
Pending Projects	Partnerships with	a. Finalize Mary Lake project	Morgan and Tim	March			
	i i		Kristi, Kevin,				
	Shorewood	b. Resolve sewer situation and enter	Marian, Todd,	March			
		into new water and sewer agreements	and Dale				
	Small Cell Wireless		Emily, Scott, and Kevin	May			
	Excelsior Library Parking Lot Lights		Scott	July			

#### STATUS OF 2020 OBJECTIVES FOR 2021

#### Uncompleted Goals – Not Included in 2021 (Council should discuss)

Goal	Action			
Determine How to Expedite the Pavement Management	Explore solutions to temporarily repair streets that will not be addressed in the			
Program while Maintaining Manageable Levy Increases	near future			
Improve the College Lake Neighborhood	Assess the drainage and water quality at College Lake			
Improve the College Lake Neighborhood	Evaluate potential usage of Mitten Pond			
Improve the Safety at all Pedestrian Crossings	Research options for creating a city-wide pedestrian safety initiative (such as			
improve the safety at all redestrial Crossings	Vision Zero)			
Enhance the Gateways into Excelsior	Research options to replace the gazebo by TCF Bank and to enhance the			
Elimance the dateways into excession	gateways on Excelsior Boulevard, Mill Street, and Oak Street			
	Consider implementing a formula business ordinance to protect Excelsior's			
Implement the Comprehensive Plan	character			
	Consider incentives for preserving 'cottage commercial' properties			
Evaluate the City's Personnel Resources	Consider how to best use the resources of the Council and the Commissions			
Improve the Quality of Life for Residents in Parking	Create an ordinance that allows residents to receive temporary parking permits			
Meter Zones	for private events administratively			
Explore Installing a Trail in Excelsior-Studer Park				

#### Other Items Not Included (Brainstormed During the 2020 Goal Setting Process and Mentioned Throughout 2020)

- Assess the City's Partnerships and Lease Philosophy (how the City should approach future partnerships and leases)
- Consider Creating an Art Walk
- Explore Forming a Business Development Commission (with the objective of being more proactive with recruiting businesses)
- Facilitate Access to Excelsior with Transportation Options (biking, ridesharing, public transit options, etc.)
- Improve St. Alban's Bay Bridge
- Research Extending the Minimum Wake Zone in Excelsior Bay

### Goals Uncompleted – Moved to 2021 Objectives

Goal	Action	2021 Objective	
Improve the Safety at all Pedestrian	Complete the Mill Street trail feasibility study and evaluate pedestrian		
	facility options for the adjacent neighborhood (Division Street, Second	Mill Street Corridor	
Enhance the Comprehensive Plan	Avenue, and Third Avenue)		
Enhance the Comprehensive Plan	Create a workplan to make the Comprehensive Plan a 25-year vision for	Comprehensive Plan	
Limance the Comprehensive Flan	Excelsior	Comprehensive Flair	
Assess Options for City-Owned	Consider options for City Hall	City Hall	
Property	Assess development opportunities for the east and/or west parking lot(s)	City Hall	
Develop New Sources of Revenue	Explore installing parking meters in new areas	Parking?	

## Goals Uncompleted – Moved to 2021 Projects or Pending Projects

Goal	Action	2021 Project Title		
Improve the College Lake	Review TIF balance and decide how to utilize the remaining funds	Met Council Cooperative Project		
Neighborhood	Finalize scope and timing of the Met Council Cooperative Project			
Neighborhood	(portions of College Avenue, Water Street, and William Street)			
Address Public	Determine the scope and timing of Water Street improvements	2021-2022 Project		
Improvements that Enrich	Evaluate maintenance options for the east and/or west parking lots	East Parking Lot Project		
the Downtown	Evaluate maintenance options for the east ana/or west parking lots	Last Falking Lot Ploject		
Create Policies for Managing	Study and consider Inflow and Infiltration (I&I) initiatives	Infrastructure Policies		
Existing Infrastructure	Look at modifying the spring road restrictions ordinance	Infrastructure Policies		
Assess Options for City-	Evaluate best uses for the 810 Excelsior Boulevard building and the	810 Excelsior Boulevard Property		
Owned Property	adjacent cemetery property	olo Excessioi Bodievald Property		

## Goals Completed – Not Included in 2021

Goal	Action				
Review Additional Single-Family Standards, a					
Residential Overlay District, and Zoning Changes					
Determine How to Expedite the Pavement	Complete Area 2 (George Street, Lafayette Avenue, and West Lake Street)				
Management Program while Maintaining	Determine scope and timing of Area 3 (currently defined as Maple Street, Smith Street,				
Manageable Levy Increases	and Third Street)				
	Evaluate potential pedestrian facility and roadway options on Water Street and				
Improve the College Lake Neighborhood	College Avenue				
Improve the College Lake Neighborhood	Finalize scope and timing of the Met Council Cooperative Project (portions of College				
	Avenue, Water Street, and William Street)				
Improve the Safety at all Pedestrian Crossings	Construct Water Street trail crossing				
Enhance the Comprehensive Plan	Update and add the East Side Small Area Plan				
	Work with Community for The Commons on completing the revisions on the special				
Evaluate and Complete Policy Revisions	event policy and ordinance				
Evaluate and Complete Folicy Revisions	Clarify the Commissions' role with the review process for The Commons Master Park				
	Plan				
Evaluate the City's Personnel Resources	Review staffing levels and determine how to more effectively reduce employee				
Evaluate the City's Personner Resources	turnover and increase recruitment				

					ority	
			R	Rank 2021	1 Items (1-5)	
Community Priorities	Goal (in priority order)	Strategic Initiatives	2021	2022	2023	Delete
		a. Update the existing Memorandum of Understanding with				
		Community for The Commons				
	4. The Common	b. Complete construction drawings for the new concession building				
	1. The Commons	c. Develop a Request for Proposals for the new concession				
		space				
		d. Develop an overall financial plan for The Commons				
	2. Trees	a. Evaluate tightening existing tree regulations				
Enhance Small Town Character and		b. Create a landscaping plan for the next 20 years				
Quality of Life for Residents - Ann		c. Research and consider 'Tree City USA' designation				
	2. Do doctrico Improvencemento	a. Select top three projects				
	3. Pedestrian Improvements	b. Work to secure any outside funding				
	4. Staffing/Volunteer Resources	a. Explore having a landscape artist/Excelsior Master Gardener on retainer				
	5. Mill Street Corridor	a. Work proactively with Hennepin County to ensure improvements are completed				
	6. Maintenance	Develop a list of items that public works should regularly maintain (cleaning bins on Water Street, dusting pier gates)				

	1. Infrastructure/	Create a long-term financial strategy to address the City's		
	Bonding Strategy	infrastructure needs		
		Councilmember(s) are assigned to meet with each owner of a		
	2. Vacant and Underdeveloped	vacant or underdeveloped property to discuss what is		
	Properties	preventing them from developing their property		
Fiscal Management - Jennifer	3. City Hall	Consider options for City Hall and the west parking lot		
Jennie	4. Lodging Tax	Implement a lodging tax		
		a. Research methods for encouraging less car use and accessing		
	5. Parking	Excelsior through the bike trail and other pedestrian access		
	5. Parking	b. Analyze parking meter revenue and determine revenue		
		allocation (Streets, The Commons, other?)		
	1. Comprehensive Plan	Develop a strategy to gradually re-evaluate the current		
		Comprehensive Plan to gain alignment and reflect the long-		
		term vision for Excelsior		
	2. Zoning Compliance	Explore various ways to address compliance with City		
		ordinances		
	3. Sign Ordinance	Revisit current ordinance to determine updates to be made		
		(focus on size, number, placement, color, review process)		
Legislation and	4. Style Guide	Create style guidelines for City-owned properties that align		
Policy - Lou		with HPC guidelines		
		a. Evaluate other short-term rental ordinances and possibly		
	5. Regulating Short-Term Rentals	create short-term rental regulations and license		
		b. Incorporate short-term rentals into future lodging tax		
		a. Tighten up restrictions regarding types of uses on Water		
	6. Water Street Regulations	Street (from Lake Street to Oak Street)		
		b. Explore how to eliminate non-conforming uses		

	1. Internal Communications			
	- Council with Staff			
	- Communications with the			
	Manager			
	- Between Council and			
	Commissions			
	2. With Other Agencies (public and			
	private)			
Clear and Timely	- State government			
Communications -	- Hennepin County			
Dale	- C4C			
	- The Rotary			
	- Charter Boats			
	- Neighboring Cities			
	3. Community Engagement			
	- Council Liaisons within their			
	Respective Neighborhoods			
	- Website			
	- Social Media			
	Determine How to Expedite the			
	Pavement Management Program	Explore solutions to temporarily repair streets that will not be		
	while Maintaining Manageable Levy	addressed in the near future		
	Increases			
	Improve the College Lake	Assess the drainage and water quality at College Lake		
	Neighborhood	Evaluate potential usage of Mitten Pond		
	Improve the Safety at all Pedestrian	Research options for creating a city-wide pedestrian safety		
	Crossings	initiative (such as Vision Zero)		

		Research options to replace the gazebo by TCF Bank and to		
2020 Uncompleted	Enhance the Gateways into	enhance the gateways on Excelsior Boulevard, Mill Street, and		
Goals	Excelsior	Oak Street		
		Consider implementing a formula business ordinance to protect		
		Excelsior's character		
	Implement the Comprehensive Plan	Consider incentives for preserving 'cottage commercial'		
		properties		
	Evaluate the City's Personnel	Consider how to best use the resources of the Council and the		
	Resources	Commissions		
	Resources	Commissions		
	Improve the Quality of Life for	Create an ordinance that allows residents to receive temporary		
	Residents in Parking Meter Zones	parking permits for private events administratively		
	Explore Installing a Trail in Excelsior-			
	Studer Park			
	Assess the City's Partnerships and			
	Lease Philosophy (how the City			
	should approach future			
	partnerships and leases)			
Other Items	Consider Creating an Art Walk			
(Brainstormed				
During the 2020	Explore Forming a Business			
Goal Setting Process	Development Commission (with the			
and Mentioned	objective of being more proactive			
Throughout 2020)	with recruiting businesses)			
	Facilitate Assess to Eventeins with			
	Facilitate Access to Excelsior with			
	Transportation Options			
	Research Extending the Minimum			
	Wake Zone in Excelsior Bay			