



CITY OF WEST ST. PAUL

1616 HUMBOLDT AVENUE, WEST ST. PAUL, MN 55118

OPEN COUNCIL WORK SESSION

MUNICIPAL CENTER LOBBY CONFERENCE ROOM

MARCH 25, 2019

5:00 P.M.

1. Roll Call
2. Review and Approve the OCWS Agenda
3. Review the Regular Meeting Consent Agenda
4. Agenda Item(s)

A. EAB Carbon Credits

Documents:

[COUNCIL REPORT OCWS - EAB CARBON CREDITS.PDF](#)
[ATTACHMENT - EAB ACTION PLAN.PDF](#)
[ATTACHMENT - MINNESOTA URBAN FOREST CREDIT PROGRAM DESCRIPTION.PDF](#)

B. 2019 City Council Initiative Discussion

Documents:

[COUNCIL REPORT - COUNCIL INITIATIVES.PDF](#)
[ATTACHMENT - 2019 COUNCIL INITIATIVES CLUSTER WEB.PDF](#)

5. Adjourn

*If you need an accommodation to participate in the meeting, please contact the ADA Coordinator at 651-552-4100, TDD 651-322-2323 at least 5 business days prior to the meeting
www.wspmn.gov EOE/AA*

To: **Mayor and City Council**
Through: **Ryan Schroeder, City Manager**
From: **Dave Schletty, Assistant Parks & Recreation Director**
Date: **March 25, 2019**

EAB Carbon Credits

BACKGROUND INFORMATION:

In 2015 the City Council approved an Emerald Ash Boring (EAB) Action Plan. This plan has 3 major components: Removal of low quality trees, treatment of quality trees and replacement of removed trees. The Council has committed to following this plan for at least 10 years and evaluating it towards to end. The current budget commitment is about \$30k annually for injection treatment of 1/3 of the City's boulevard ash trees. Additionally the City budgets \$20k for removal of dead or poor quality public trees (all species), stump removals, and new tree plantings.

The City was recently approached by Michael Orange, a WSP resident and representative for a number of State agencies, with an opportunity to participate in a new program geared toward ash tree preservation. The program is called the MN Urban Forest Credit Program. The program uses ash trees to formalize a process to monetize their carbon sequestration benefits in the form of carbon credits. The credits could then be sold to potential buyers to offset carbon emissions. This is a pilot program for up to six Cities in MN. West St Paul is a prime candidate because of the high number of inventoried ash trees and because of the already adopted EAB action plan to preserve the quality ash trees.

In order to become a pilot City for this program the City would need to commit to ash tree preservation for up to an additional 10 years (20 years total). This would mean budgeting for ash trees beyond the initial 10-year plan.

FISCAL IMPACT:

The annual treatment budget of \$30k could be reduced by training City staff to perform the injections. Additionally it is believed that after the initial wave of EAB passes in about 5-8 years, tree injections could be extended from once every 2-3 years to once every 3-5 years, thus reducing the annual cost. The Council should also consider keeping the \$30k annual budget and using excess funds for annual tree replacements. Currently funding for tree replacements has been limited by an excessive number of tree removals.

STAFF RECOMMENDATION:

Staff is looking for discussion on becoming a pilot City for the MN Urban Forest Credit Program.

Attachment: EAB Action Plan; MN Urban Forest Credit Program Description

Emerald Ash Borer Management Plan

City of West St. Paul



January 2015

Purpose:

The City will take a proactive approach to mitigate the spread of Emerald Ash Borer and spread the physical and fiscal costs associated with the outbreak of Emerald Ash Borer over an extended timeframe, up to 10 years. The loss of ash trees in West St. Paul will have a devastating effect on home values, quality of life and the environment. Our goal is to buffer that impact by implementing current best management activities.

Introduction:

The Emerald Ash Borer (EAB) is a non-native insect that was introduced to North America from Asia. It was discovered in the Detroit, Michigan / Windsor, Ontario area in 2002 and probably arrived in wood packing materials on cargo ships or airplanes. Despite eradication and suppression efforts, EAB has killed over 20 million Ash trees in Michigan, Ohio, Indiana, Illinois, Maryland and Ontario. EAB is a beetle that is smaller than a dime. The adult does very little damage. However, this is not the case with the larvae (immature stage) that feed on the inner bark of Ash trees. This feeding disrupts the tree's ability to transport water and nutrients. Larval feeding takes place over a period of years and eventually kills the infested tree. All species of Ash are susceptible. Because EAB is hard to detect, it can be present for years before an infestation is confirmed. There are currently no known control measures for EAB. This means that it has the potential of killing all of Ash trees throughout the United States and Canada. EAB was first discovered in Minnesota on May 13, 2009 (est. infestation of 2005) in the city of Saint Paul and has since spread throughout Ramsey and Hennepin Counties. It was just discovered in Dakota County (in Eagan's Lebanon Hills Regional Park) on December 23, 2014. West St. Paul has over 1300 public boulevard Ash trees (40% of all boulevard trees) and many more which compose the urban tree canopy within the park system and other public property. There is also a large amount of Ash trees found on private property. It is possible that despite state and federal quarantines of infested regions, EAB may already be established in West St. Paul.

Economic Impact:

Removing and replanting Ash trees will be a tremendous physical and financial challenge for the City and private property owners. Utilizing a simple formula for removals, stumping and replanting a cost estimate can be determined. For example, consider an average removal cost of \$200, (disposal, stump removal, and restoration) and an average replanting cost of \$200. At these rates, the economic impact of losing just the 1300 boulevard trees would be about \$520,000.

Tree Management:

The City of West St. Paul must prepare and manage for the arrival of EAB on three fronts:

- Boulevard trees within the right-of-way
- Public property (i.e. parks, City Hall, golf course, etc.)
- Private property trees

Boulevard Trees:

1. The City has begun a policy of excluding any new Ash trees on public right-of-way (ROW) – with the recommendation that citizens and businesses discontinue the use of Ash in new plantings.

2. The City will remove any boulevard Ash tree, at citizen request, that is in a state of decline.
3. The City will permit residents to chemically treat an ash tree in the public ROW under the conditions of hiring a licensed tree service that is bonded and insured, and that is a State of Minnesota Licensed Commercial Pesticide Applicator using state approved trunk injection pesticides only. By using trunk injections hopefully this reduces pesticide exposure to others and the environment overall. (Note: Chemical treatment would not preclude future removal of said Ash tree if deemed necessary.)
4. The City will begin to remove up to 10% of Ash trees each year beginning with poor and fair quality trees, hiring a contractor for larger trees. The removal shall include the complete removal of the tree, stump and ground restoration. All costs will be borne by the City of West St. Paul.
5. Trees removed from the boulevard will be replaced if requested by a resident on a first come first served basis as funds allow. New tree plantings will be done with species diversity in mind.

Public Property Trees:

1. The City will not plant any new Ash trees on public property.
2. The City shall begin to remove any poor quality trees or trees in fair condition with major defects.
3. The City will continue to cooperate with the Minnesota Department of Agriculture and Minnesota Department of Natural Resources to establish EAB detection trees as needed on City property.
4. Ash trees in wooded areas will be left alone – unless by a bike path or structure and may cause harm if it falls. If it is an early EAB infestation we will be removing infested trees as needed to slow the spread to the community.
5. In mowed areas Ash trees will be replaced.

Private Property Trees:

1. There are thousands of Ash trees, large and small, on private property in West St. Paul. No reliable inventory exists, and Ash densities vary by neighborhood.
2. Property owners are urged to monitor for the EAB.
3. City of West St. Paul Ordinance, Section 910 Shade Tree Disease Control, will be updated to reflect the Emerald Ash Borer threat. The same parameters concerning Dutch elm disease and Oak wilt are appropriate measures to slow the spread of EAB.
4. It would be prudent for residents to establish a relationship with an ISA Certified Arborist now in the event that Ash tree evaluation or removal is desired. When residents call the City with questions they will be encouraged to consult with an ISA Certified Arborist that is insured and bonded. City staff will not inspect trees on private property.
5. The City also encourages residents to replace trees lost with species appropriate for the site, or to plant new trees in advance of EAB infestation and Ash removal as a way of lessening the large economic and environmental impact of the EAB.
6. The City will not treat or dispose of any trees found on private property.

Ordinances and Policies:

The City's updated Ordinances and policies must outline what actions the City can take to

manage diseased trees. Ordinance revisions will be recommended to the City Council as appropriate to address the infestation of EAB.

Development Plan Approval Process:

Future approvals of development/redevelopment should include a condition stating that no Ash trees shall be allowed as a condition of approval.

Inventory:

A complete boulevard tree survey was conducted in 2014 by S & S Tree Specialists. The inventory included location, species, size and condition of each tree. Of the 3,363 trees inventoried 1,333 or 40% were found to be Ash trees. City staff will finish an inventory of trees on the remaining public land in the City (i.e. golf course, City Hall, mowed area of parks, etc.) in 2015. This data will help determine which trees and which areas of the City will be targeted for structured removal.

Structured Removal:

The City will adopt a proactive “Structured Removal Plan” of Ash trees, including those in decline, and areas of the City with large pockets of Ash trees in anticipation of the larger loss of the entire Ash population. The intent is to hopefully slow the spread of EAB by reducing host trees, thus, spreading out management costs over several years by avoiding a “spike” in diseased and dangerous trees.

Disposal:

The prompt removal of EAB infested trees is the first priority in the City’s management plan. The probable loss of thousands of Ash trees creates several challenges for the City in regards to public trees as well as residents and commercial tree services dealing with private property trees. With the discovery of EAB in Eagan, Dakota County is under a state imposed quarantine and all Ash wood will need to be disposed of following state guidelines.

The most critical period for movement of confirmed EAB Ash trees is the months of May - July. This is the period where adult beetles emerge from trees, begin feeding on foliage, move to even more trees, and lay their eggs. During this period, it is best to leave these trees standing and not chance the possible spread of EAB by transporting beetle infested wood to other areas. After this period, from about August 1st to April 30th each year, EAB trees can be removed and transported so long as they are promptly chipped to the required dimensions, less than 1”x1”x1” in any one dimension, effectively killing any EAB larvae.

The City will explore emergency marshall yard(s)—suitable for on-site tub grinding--within areas of EAB confirmed trees that need to be removed in response to an emergency, such as clean-up of a wind storm during the months when beetles are active. These yard(s) would be used to process all wood in the area, including public, and private from property owners and commercial tree services.

Pesticide Use:

The City should consider pesticide use for EAB on public trees is to reduce beetle populations in known infested areas, rather than for the purpose of preserving Ash trees for the long-term. The City would select trees for treatment that meet certain criteria, depending on the goal of the particular treatment. In most cases, the trees selected would be of better quality condition and candidates that would be kept

in the landscape for the long term, if so decided. For a chosen tree's survivability, treatments must be repeated at regular intervals (every 2-3 years) for the life time of the tree, creating an ongoing, ever-increasing expense to the City, both in number of trees treated and the cumulative amount of pesticide needed per tree.

One advantage of the treatment program is that in treating select Ash trees, the City will continue to derive the many environmental and social benefits of large canopy shade trees while reforestation efforts take hold. Although concerns exist over use of pesticides, arguably, an equal environmental impact exists for the potential benefits lost that are provided by large canopy shade trees.

If a treatment program is chosen, staff recommends use of the insecticide, TREE-äge®/active ingredient emamectin benzoate, administered through trunk injection (versus soil drenches or other methods). Injecting the chemical directly into the tree is meant to reduce exposure of pesticide to other non-targets. Further, the chemical emamectin benzoate is not a neonicotinoid-based chemical which has come under increased scrutiny for the possible decline in bees. All treated trees would have an aluminum tag attached to them with the most recent year of treatment, e.g., "EAB 2015".

Reforestation:

Replanting as ash trees are removed is arguably the most important part of the EAB Management Plan. Reforestation with a diversity of young trees is the primary objective in retaining our urban forest and reducing the chance of future wide-spread, devastating tree loss events caused by biological factors. We should strive for a tree diversity of no more than 10-12% of any given species on public land and ROW. While it is impossible to avoid the onset of pests and diseases, avoiding monocultures through diversity and mixed planting schemes can help reduce the impact. The tree inventory will be a valuable tool in reforestation efforts.

The goal of the EAB Management Plan should be to replant a new tree for every Ash tree lost. However, if EAB spreads rapidly and funding does not keep pace, the concern is replanting could fall far behind the number of trees removed. All the more important that both residents and officials understand the many benefits that trees provide and the financial as well as environmental impact that will occur if we do not maintain adequate reforestation as part of the program.

Outreach:

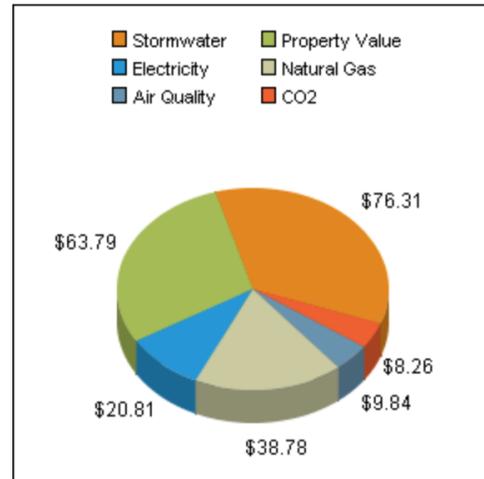
The Environmental Committee has been active in engaging residents and educating them on EAB at the annual Arbor Day Celebration as well as through newsletter articles. In addition to utilizing TV & newspaper media coverage, there are other means whereby the City can disseminate information about EAB. The most accessible are those that the City has direct control over. These include: The City newsletter, our web site, direct mail and cable TV.

Minnesota Urban Forest Credit Program

Updated: 3/13/19

Introduction: Staff from the Minnesota GreenStep Cities program, the Minnesota Retired Environmental Technical Assistance Program (RETAP), the Minnesota Pollution Control Agency (MPCA), and the Minnesota Shade Tree Advisory Committee (MnSTAC) are collaborating with City Forest Credits¹ regarding the initiation of a statewide program called the Minnesota Urban Forest Credit Program (Program). The Program targets high-quality, publically owned ash trees that, without protection, would be lost to the Emerald Ash Borer (EAB) infestation.²

Purpose: The purpose of the Program is to cast a bright light on the many benefits urban trees provide. According to the US Forest Service's National Tree Benefit Calculator, an average size urban ash tree (22-inch diameter) provides \$218 worth of benefits each year including over \$8 worth of sequestered and avoided carbon dioxide and over \$76 worth of intercepted stormwater (refer to pie chart).³



More specifically, the purpose of the Program is to:

- Support the preservation of these valuable ash trees by formalizing a process to monetize their carbon sequestration benefits in the form of carbon credits.⁴
- Recruit a pool of potential buyers for the carbon credits generated by the Program. Companies and institutions that generate large amounts of greenhouse emissions buy carbon credits to better manage their carbon footprint (e.g., utilities, large manufacturing companies, and universities and other major institutions).
- Initiate the Program with up to 6 *inaugural* cities. Candidate cities should have a reasonably large number of city-owned ash trees (in the range of a thousand or more) either already under protection or under consideration for protection.
- After the initial startup period, assist additional interested Minnesota cities and other local governments in obtaining certification from City Forest Credits for carbon credits for inoculated ash trees, and selling those carbon credits on the open market.

¹ For more information on the City Forest Credit program: <https://www.cityforestcredits.org> Also: <https://www.citylab.com/environment/2018/08/carbon-offsets-for-urban-trees-are-on-the-horizon/568378/>

² High-quality city trees are trees that are healthy, mature (larger than 10”), and properly located where their benefits are maximized (e.g. on city streets, in highly visible yards of public buildings and spaces, and in the mowed areas of parks). For more information on the EAB infestation:

<https://www.dnr.state.mn.us/invasives/terrestrialanimals/eab/index.html>

³ Source: <http://www.treebenefits.com/calculator/>

⁴ A carbon credit is a certificate or permit that grants owners the legal right to emit one metric ton of carbon dioxide equivalents.

Minnesota Urban Forest Credit Program

- Develop a certification protocol to monetize stormwater interception benefits so that they can be accurately estimated and compared to other traditional pipe and pond approaches to stormwater management.

Monetizing the carbon sequestration benefit of preserved urban ash trees: Numerous participants in the City Forest Credits (CFC) program, the non-profit organization that will issue the credits, have successfully sold thousands of carbon credits. However, most of these projects have been for forest preservation and tree planting. The Minnesota Urban Forest Credit Program is still in the development stage. It is a unique approach that will certify carbon credits for cities that make a long-term commitment to inoculate individual ash trees against the EAB infestation. At this point, we are not sure what the time period for project commitment will be. CFC planting projects require a 25-year commitment. Its preservation projects require a 40-year commitment.

City Forest Credits is developing an EAB Protocol that will contain specific requirements and quantification methodologies for certification. CFC's Executive Director, Mark McPherson, provided a "back-of-the-envelope" estimate of \$180 per tree (prior to the deduction of the fees) to provide a rough sense of scale at this early stage. It is based on an assumption of an average carbon content of 4 tonnes per tree at the start of a project, plus 2 additional tonnes to be sequestered over the project period, and a carbon credit sale price of \$30 per metric tonne.

All of these numbers are estimates at this time, and some of these figures depend on the quantification methods that the scientists at CFC develop. Also, \$30 per tonne is a very high price for carbon. So these numbers will be refined and may be lower as we continue our work.

Mr. McPherson explained that CFC fees might be around 5% of the gross carbon revenues that a project receives, plus a fee of \$500-1,000 for third-party verification, which may be deferred until the sale of the carbon credits. Mr. McPherson's intent is to keep the third-party verification cost very low. He said that most carbon projects have a minimum verifier fee of \$10,000. Current CFC projects must allocate 10% of their carbon credits to the Registry Reversal Pool, which serves as a form of insurance in the case of tree loss. At the end of a project period, the project operator can claim any remaining credits that are due.

Inaugural city responsibilities: Participating cities will need to do the following:

- Provide a professionally prepared tree inventory of the city's protected ash trees. The CFC protocol, when available, will define how to calculate the amount of existing and future carbon sequestration.
- Approve a Preservation Commitment (exact form not yet determined) with CFC that defines the city's commitment to protecting the trees for the project time period.
- Approve a Project Implementation Agreement (PIA) and Project Design document with CFC. These documents will define the city project, the appropriate treatment protocols, and the record keeping requirements.
- Participate in Program communications and in the development of the stormwater credit/valuation and cost avoidance issues.

Legality of carbon credit programs: According to Mr. McPherson, carbon credits are not regulated or supervised by any entity. In fact, there are few organizations that even review or

Minnesota Urban Forest Credit Program

endorse carbon crediting programs, so there is no body that approves or disapproves of carbon credit programs. Generally, buyers will de facto determine which programs are credible. This is made by whether a program has a top scientist, strong quantification, a good board, a strong protocol-drafting group, adheres to consensus principles of carbon protocols, etc.

One organization that does review protocols and standards is the International Carbon Reduction & Offset Alliance, based in Geneva (ICROA). They are a longstanding and highly reputable organization. Their executive committee voted last fall to review City Forest Credits' protocols and the organization submitted them in January. Mr. McPherson stated, "it was a significant achievement just to get their attention and then their invitation to submit our protocols. Endorsement by ICROA confers global credibility."

Monetizing the stormwater interception benefit of preserved urban ash trees: Stormwater runoff is a leading source of water pollution. The Minnesota Pollution Control Agency administers the permit system for local public entities that own or operate a municipal separate storm sewer system (MS4). The agency's MS4 General Permit program requires the system owner or operator to develop a stormwater pollution prevention program that incorporates best management practices. When developments affect runoff (e.g., a new industrial area that increases impervious surfaces), permittees must offset the increased runoff in some way (e.g., retention ponds, rain gardens, swales, etc.).⁵

Currently, Minnesota's stormwater management regulations do not allow offsetting increased runoff and pollutant loads via the preservation of off-site trees located within the same watershed even though trees are very effective at intercepting and managing stormwater runoff. MPCA staff are exploring ways to overcome these regulatory barriers and enable cities that preserve their high-quality ash trees to sell *stormwater credits* to developments that need them.

Contact person: RETAP consultant, Michael Orange, is responsible for implementing the developmental stage of the Program (orange_michael@msn.com, 952-905-1448).

⁵ For more information: <https://www.pca.state.mn.us/water/municipal-stormwater-ms4>

To: **Mayor and City Council**
 From: **Ryan Schroeder, City Manager**
 Date: **March 25, 2019**

City Council Initiatives

BACKGROUND INFORMATION:

Strategic Initiatives and a revision to the Vision Statement had been adopted by the then City Council in May 2017 with the intent that these initiatives become priorities through 2018. With changes on the Council in 2019, Mayor Napier had recommended that the 2017 Initiatives be reviewed.

On February 21, 26, and 27, the City hosted neighborhood listening sessions during which interactive survey input was received. The City also provided an opportunity for online responses to this same survey. In total, we have received 388 responses to these surveys either online or at the neighborhood meetings. Data from surveys that existed as of March 2, 2019 (330) was made available to the City Council for the Council/Department Director Strategic Planning meeting. A deliverable from the March 2 meeting was a list of Council Initiatives for 2019-20.

On March 5, Department Directors met to provide clarifying editing of Council Initiatives. These revisions were brought to the March 11, 2019 OCWS; however, time did not permit handling of the matter by Council. Staff has utilized the interim period to construct objectives necessary to accomplish the Initiatives, as amended.

Enclosed, please find the 2019-20 Council Initiatives and Objectives as exists at this time. Requested is that Council affirm or amend the Initiatives. Upon affirmation of Council Initiatives, Staff would complete work plans accordingly. Included would be identification of metrics against which success levels could be quantified. Intended, as Council has discussed, is that regular reporting with status updates would be provided.

FISCAL IMPACT:

		Amount
Fund:		
Department:		
Account:		

STAFF RECOMMENDATION:

Affirm or amend 2019-20 Council Initiatives



INVEST IN INFRASTRUCTURE AND PUBLIC FACILITIES

Immediate and Short Term Efforts **\$\$\$ M**

- Amend CIP/CEP to complete high priority projects on a cash basis to the extent possible
- Continue to allocate resources toward sanitary lift station/force main projects as highest priority followed by City Hall maintenance and roadway surface projects

Intermediate Term **\$ M**

- Conduct assessment of current facility conditions including investment projections to achieve a responsible standard
- Develop plan to address gaps from approved standard

Long Term and Ongoing Efforts **\$ M**

- Continue Legislative and similar efforts to gain funding for priority projects
- Develop partnership opportunities to leverage third party investments
- Provide regular reporting to Policy Board and the community on fiscal progress and infrastructure schedules

BRANDING AND IDENTITY

Immediate and Short Term Efforts \$ O

- Identify, through research and analysis, any potential gaps between Council Vision and external/internal perception of West St. Paul's identity.
- Engage internal stakeholders (staff, policy board) for identification of initiatives and ideas
- Develop feedback and community input opportunities
- Reach out to faith based, non-profit and governmental partners in search of collaboratives
- Affirm Council support of interim implementation strategies and revisions identified through engagement loop

Interim Implementation: \$\$ M

- Explore recognition of historic persons, places and events
- Seek out opportunities for collaboratives such as WSP Days
- Strengthen leveraging of NDC4 capabilities with spotlights of persons/businesses and Council Updates
- Strengthen "close to it all/middle of it all" through base mapping and other means including area amenities and programming as WSP amenities and programming (events, regional facilities, etc.)
- Build on existing social media and general communications strengths
- Leverage positive policy board external impacts
- Explore West St. Paul branded merchandise for sale to the public

Long Term and Ongoing Efforts \$ O

- Develop annual Strategic Communication Plan outlining yearly objectives, strategy and resources consistent with Council Vision and Initiatives as well as long term missions.
- Seek out and capitalize on changing technology and communication resources

PROVIDE RECREATIONAL OPPORTUNITIES FOR ALL AGES & ABILITIES

Immediate and Short Term Efforts \$ M

- Provide analysis and reporting on financial operations of RAC, Arena, Pool and Rec programming including quarterly reports

Long Term and Ongoing Efforts \$ M

- Assess opportunities for collaboration with neighboring communities, YMCA, Tri-District and/or other recreation providers
- Review Parks and Rec programs and facilities within the market; identifying overlaps, gaps and deficiencies

INCREASE MAINTENANCE OF PARKS AND PLAN FOR IMPROVEMENTS

Immediate and Short Term Efforts **\$\$ M**

- Provide analysis of ongoing minor maintenance needs within the park system
- Provide analysis of staffing/resource gaps limiting ability to provide for maintenance needs including analysis of peaks and valleys in resource needs
- Prioritize opportunities for volunteerism within the park system
- Identify any community livability issues generated within park facilities with neighborhood impacts to propose mitigation of identified issues (multi-departmental solutions)

Long Term and Ongoing Efforts **\$ M**

- Leverage opportunities provided by Thompson County Park, River to River and Thompson wetland mitigation projects
- Continue Master Planning of each of the parks within the local system
- Amend CIP to defer 2020-2022 major investments in the park system outside of highly leveraged third party projects

IMPROVE HOUSING STOCK THROUGH NEW HOUSING PLAN

Immediate and Short Term Efforts **\$\$ M**

- Prioritize rental and code programming; provide opportunities for volunteers/interns, community participation
- Seek third-party funding enhancements for private/public rehab programming
- Provide analysis of market livability metrics and methods to enhance movement toward those metrics
- Develop analysis of parcel based residential EMV trends with proposals to positively impact trends

Long Term and Ongoing Efforts **\$\$ M**

- Create partnership opportunities with single family owners, developer/builders, funders to support enhancement of properties trending below expected standards
- Identify funding opportunities to leverage private, CDA, non-profit housing rehab efforts
- Maintain contact with SPAR and similar groups in order to communicate programming opportunities impacting real estate market
- Strengthen neighborhood identities
- Work with condo/townhouse communities on potential HIA programming
- Propose initiatives to strengthen multi-family market and rehab/renovation opportunities

IDENTIFY OPPORTUNITIES TO BOLSTER DIVERSITY AND INCLUSION OUTREACH

Immediate and Short Term Efforts **\$\$ O**

- Propose Inclusive policy addressing all abilities and populations; coordination/compendium of existing (such as Alzheimer's effort)
- Comprise Census Complete Count/Outreach effort/task force
- Develop and implement plan incorporating community ideas and input to build relationships, strengthen trust, learn effective outreach and inclusion strategies

ACTIVELY PURSUE ALL RESOURCES TO FACILITATE INITIATIVES IN RECOGNITION OF CURRENT FISCAL CONSTRAINTS

Immediate and Short Term Efforts \$ O

- Integrate financial policies, position and plan into budgeting, CIP/CEP, Audit and decision metrics
- Prioritize projects and programs including metrics for leveraged revenue inputs
- Coordinate ongoing focus on legislative funding efforts

Long Term and Ongoing Efforts \$ O

- Conduct an examination of City services and programs to identify those for elimination or revision
- Identify long term cost drivers which consume resources beyond expectations proposing policy to reduce or eliminate cost drivers

CREATE ACTIVE PLAN TO DEAL WITH VACANT OR BLIGHTED PROPERTIES

Immediate and Short Term Efforts **\$\$ M**

- Create plan to address vacant and problem properties with targeted resolution dates; include vacant and blighted properties within internal problem property reviews; revisit vacant property registration
- Prioritize community and private parcel aesthetics relative to community standards and expectations
- Seek volunteer/community involvement with resolution of problem properties
- Prioritize communication of properties returned to community expectations

Long Term and Ongoing Efforts **\$\$\$ M**

- Create programming/funding to address problem properties including opportunities for ownership changes

IMPROVE ACCESSIBILITY REGARDING WALKING, BIKING, WHEELCHAIRS, BUS ROUTES

Immediate and Short Term Efforts **\$\$ M**

- Provide update to priority bikeway/walkway project completion and priorities for future completion within the 2011 Bike/Ped Plan in concert with the 2018 ADA Plan
- Participate in County transit planning as opportunities arise
- Seek third-party funding of future priorities
- Identify any deficiencies in accessibility in public and commercial properties
- Create base mapping for bike/ped facilities within the area bounded by 494 and the rivers to understand connectivity gaps including an understanding of associated amenities and public facilities of interest

Long Term and Ongoing Efforts **\$\$\$ M**

- Complete infrastructure investments with partners including Marie/Oakdale trail, Wentworth trail, Wentworth/DARTS ped crossing, Thompson Avenue sidewalk gaps (east of Robert), R2R trail projects,
- Create marketing plan for trail users with connectivity to commercial establishments and public/recreational and historic amenities