

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

<https://us02web.zoom.us/j/88104121807>

Meeting ID: 881 0412 1807

Dial by your location

+1 301 715 8592 US

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Meeting ID: 881 0412 1807

City of Excelsior  
City Council Work Session

Agenda

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.

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## 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.





Fiscal Management - Jennifer	1. Infrastructure/ Bonding Strategy	Create a long-term financial strategy to address the City's infrastructure needs	Marian, Tim, and Jennifer							
	2. Vacant and Underdeveloped Properties	Assign Councilmember(s) to meet with each owner of a vacant or underdeveloped property to discuss what is preventing them from developing their property	Mayor and City Council							Zoning changes needed? Offer Concept meetings with council or relevant commission (PC and HPC). Offer meetings with Mayor and councilmember to discuss Concepts. There is a limit to what we can do to incentivize property owners, but showing them what we would be interested in/excited about seeing developed might help to get them thinking. Engage resident expert help?
	3. City Hall	Consider options for City Hall and the west parking lot	Kristi and Scott							
	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							
b. Analyze parking meter revenue and determine revenue allocation (Streets, The Commons, other?)		Marian								
Legislation and Policy - Lou	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 <ul style="list-style-type: none"> <li>- Timeline and resource needs</li> <li>- How to involve the community</li> <li>- Prioritization of sections</li> <li>- Potential deliverable</li> </ul>	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 non-compliance)	Kevin, Emily, and Tim							We need a compliance officer checking projects as they are under construction.
	3. Sign Ordinance	Revisit current ordinance to determine updates to be made (focus on size, number, placement, color, review process)	Emily, Kevin, and PC							

	4. Style Guide	Create style guidelines for City-owned properties that align with HPC guidelines (trees, landscaping, light posts, gateways, benches)	Emily, Tim, Morgan, PC, and P&R							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
	5. Regulating Short-Term Rentals	a. Evaluate other short-term rental ordinances and possibly create short-term rental regulations and license for Excelsior	Emily and Kevin							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)	Emily and Kevin							
		b. Explore how to eliminate non-conforming uses	Emily and Kevin							
	Clear and Timely Communications - Dale	1. Internal Communications - Council with Staff - Communications with the Manager - Between Council and Commissions								
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										I am not sure that we should separate out neighborhoods for a council liaison. Residents 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 communication--that 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.



## STATUS OF 2020 OBJECTIVES FOR 2021

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

Goal	Action
Determine How to Expedite the Pavement Management Program while Maintaining Manageable Levy Increases	Explore solutions to temporarily repair streets that will not be addressed in the near future
Improve the College Lake Neighborhood	Assess the drainage and water quality at College Lake
	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 Vision Zero)
Enhance the Gateways into Excelsior	Research options to replace the gazebo by TCF Bank and to enhance the gateways on Excelsior Boulevard, Mill Street, and Oak Street
Implement the Comprehensive Plan	Consider implementing a formula business ordinance to protect Excelsior's 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 Meter Zones	Create an ordinance that allows residents to receive temporary parking permits 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 Crossings	Complete the Mill Street trail feasibility study and evaluate pedestrian facility options for the adjacent neighborhood (Division Street, Second Avenue, and Third Avenue)	Mill Street Corridor
Enhance the Comprehensive Plan	Create a workplan to make the Comprehensive Plan a 25-year vision for Excelsior	Comprehensive Plan
Assess Options for City-Owned Property	Consider options for City Hall	City Hall
	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 Neighborhood	Review TIF balance and decide how to utilize the remaining funds	Met Council Cooperative Project
	Finalize scope and timing of the Met Council Cooperative Project (portions of College Avenue, Water Street, and William Street)	
Address Public Improvements that Enrich the Downtown	Determine the scope and timing of Water Street improvements	2021-2022 Project
	Evaluate maintenance options for the east and/or west parking lots	East Parking Lot Project
Create Policies for Managing Existing Infrastructure	Study and consider Inflow and Infiltration (I&I) initiatives	Infrastructure Policies
	Look at modifying the spring road restrictions ordinance	Infrastructure Policies
Assess Options for City-Owned Property	Evaluate best uses for the 810 Excelsior Boulevard building and the adjacent cemetery property	810 Excelsior Boulevard 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 Management Program while Maintaining Manageable Levy Increases	Complete Area 2 (George Street, Lafayette Avenue, and West Lake Street)
	Determine scope and timing of Area 3 (currently defined as Maple Street, Smith Street, and Third Street)
Improve the College Lake Neighborhood	Evaluate potential pedestrian facility and roadway options on Water Street and College Avenue
	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
Evaluate and Complete Policy Revisions	Work with Community for The Commons on completing the revisions on the special event policy and ordinance
	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 turnover and increase recruitment

**City of Excelsior 2021 Objectives - RANKING WORKSHEET**

Community Priorities	Goal (in priority order)	Strategic Initiatives	Priority			
			Rank 2021 Items (1-5)			
			2021	2022	2023	Delete
Enhance Small Town Character and Quality of Life for Residents - Ann	1. The Commons	a. Update the existing Memorandum of Understanding with Community for The Commons				
		b. Complete construction drawings for the new concession building				
		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				
		b. Create a landscaping plan for the next 20 years				
		c. Research and consider 'Tree City USA' designation				
	3. Pedestrian Improvements	a. Select top three projects				
		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)				

Fiscal Management - Jennifer	1. Infrastructure/ Bonding Strategy	Create a long-term financial strategy to address the City's infrastructure needs				
	2. Vacant and Underdeveloped Properties	Councilmember(s) are assigned to meet with each owner of a vacant or underdeveloped property to discuss what is preventing them from developing their property				
	3. City Hall	Consider options for City Hall and the west parking lot				
	4. Lodging Tax	Implement a lodging tax				
	5. Parking	a. Research methods for encouraging less car use and accessing Excelsior through the bike trail and other pedestrian access				
b. Analyze parking meter revenue and determine revenue allocation (Streets, The Commons, other?)						
Legislation and Policy - Lou	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				
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	5. Regulating Short-Term Rentals	a. Evaluate other short-term rental ordinances and possibly create short-term rental regulations and license				
		b. Incorporate short-term rentals into future lodging tax				
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Clear and Timely Communications - Dale	1. Internal Communications - Council with Staff - Communications with the Manager - Between Council and Commissions					
	2. With Other Agencies (public and private) - State government - Hennepin County - 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 while Maintaining Manageable Levy Increases	Explore solutions to temporarily repair streets that will not be addressed in the near future				
	Improve the College Lake Neighborhood	Assess the drainage and water quality at College Lake				
		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 Vision Zero)					

<b>2020 Uncompleted Goals</b>	Enhance the Gateways into Excelsior	Research options to replace the gazebo by TCF Bank and to enhance the gateways on Excelsior Boulevard, Mill Street, and Oak Street				
	Implement the Comprehensive Plan	Consider implementing a formula business ordinance to protect Excelsior's 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 Meter Zones	Create an ordinance that allows residents to receive temporary parking permits for private events administratively				
	Explore Installing a Trail in Excelsior-Studer Park					
<b>Other Items (Brainstormed During the 2020 Goal Setting Process and Mentioned Throughout 2020)</b>	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					
	Research Extending the Minimum Wake Zone in Excelsior Bay					