

11 Implementation

The Comprehensive Plan establishes a “road map” for growth and development within the City of St. Cloud over the next 15 to 20 years. The Plan is the culmination of the collective efforts of City staff and officials, the Comprehensive Plan Steering Committee, City of Council, and the St. Cloud community. While adoption of the Comprehensive Plan represents the end of the planning process, it also represents the first step in the much longer journey of guiding change within the community and implementing the recommendations of the Plan.

This section briefly highlights the next steps that should be undertaken to begin the process of implementation. These include the:

- Use of the Comprehensive Plan on a day-to-day basis to guide City policies and decision-making;
- Review and update of the Zoning Ordinance and other development controls to reflect policies presented in the Comprehensive Plan;
- Expansion of the Capital Improvement Program (CIP) to plan for recommended improvements;
- Updating of the Comprehensive Plan at regular intervals;
- Enhancement of public communication regarding plans and decision-making;
- Preparation of an Implementation Action Agenda; and
- Exploration of possible funding sources and implementation techniques.

Use Plan on a Day-to-Day Basis

The Comprehensive Plan should become the City's official policy guide for land use, development, and community improvement. It is essential that the Plan be adopted and then used on a regular basis by City staff, boards, and commissions to review and evaluate all proposals for improvement and development in the years ahead. City management should meet with department heads to explain the purpose and benefits of the Comprehensive Plan.

To further educate the community about the Plan, the City staff should:

- Make copies of the Plan available online for free, provide hard copies at the City Hall for purchase, and have a copy on file at the St. Cloud Public Library for reference;
- Provide assistance to the public in explaining the Plan and its relationship to private and public development projects and other proposals, as appropriate;
- Assist the City Council and Planning Commission in the day-to-day administration, interpretation, and application of the Plan;
- Maintain a list of current possible amendments, issues, or needs which may be a subject of change, addition, or deletion from the Comprehensive Plan.

Review Development Controls

Zoning is an important regulatory tool for implementing planning policy. It establishes the types of uses to be allowed on specific properties and prescribes the overall character and intensity of permitted development. It is important that the City's various development controls including zoning, subdivision regulations, property maintenance, and other related codes and ordinances, are reviewed to ensure that all are consistent with and complementary to the Comprehensive Plan .

The Comprehensive Plan sets forth policies regarding the use of land within the City and establishes guidelines for the quality, character and intensity of new development to be promoted in the years ahead. The Plan's policies and guidelines should greatly assist the City in formulating new zoning and development code regulations that can better reflect the unique needs and aspirations of the St. Cloud community.

Specific recommendations of the Comprehensive Plan that development regulations can address include, but are not limited to:

- Promoting sustainable development and growth within the Primary and Secondary Growth Areas;
- Ensuring the appropriate scale, design character, and configuration of development in Downtown St. Cloud and along the Division Street corridor;
- Updating and modernizing landscaping, parking, and screening requirements to promote high quality, attract development as reinvestment and redevelopment occurs within commercial areas;
- Encouraging high quality non-single family residential development in the Southside University neighborhood;
- Encouraging the development of Life Cycle Housing throughout the community;
- Promoting the use of Traditional Neighborhood Design and Low Impact Design in new residential development;
- Ensuring future corridor and neighborhood commercial areas are accessible to pedestrians and bicyclists from surrounding neighborhoods; and
- Facilitating the development of parks and open space to best meet the recreation needs of St. Cloud residents.

Expansion of the Capital Improvement Program (CIP)

While the City has a current six year Capital Improvement Program (CIP) for 2016-2021, the City should review and update it as needed to reflect Plan recommendations. These projects might include the restoration and upgrading of existing utilities and infrastructure, and the renovation, expansion, or relocation of City facilities.

In reviewing the Capital Improvement Program, the City should first prepare a list of all public improvements within the next six years that are recommended in the Comprehensive Plan. All projects should then be reviewed and prioritized and cost estimates prepared along with potential funding sources. Financial resources within the City of St. Cloud, as in all municipalities, will always be limited and public dollars must be spent wisely.

Residents and businesses in the City of St. Cloud and surrounding areas receive their services from a variety of providers including the City, public utilities, and private companies. Service providers, whether public- or private sector, frequently use a Capital Improvement Program to map out growth and investment in facilities and infrastructure. As the City updates and monitors its own CIP, City staff should coordinate with other service providers including the State of Minnesota and respective county governments, to ensure that investment is occurring in a logical manner and synergies can be created between public, quasi-public, and private improvements.

Update the Plan on a Regular Basis

It is important to emphasize that the Comprehensive Plan is not a static document. If community attitudes change or new issues arise which are beyond the scope of the current Plan, the Plan should be revised and updated accordingly.

Although a proposal to amend the Plan can be brought forth by petition at any time, the City should regularly undertake a systematic review of the Plan. The City should initiate review of the Plan at least every two to three years and an annual review is desirable. Ideally, this review should coincide with the preparation of the annual budget and Capital Improvement Plan update. In this manner, recommendations or changes relating to capital improvements or other programs can be considered as part of the upcoming commitments for the fiscal year. In turn, development regulations may need to be amended to most accurately reflect the intent of any modifications to the Comprehensive Plan. Routine examination of the Plan will help ensure that the planning program remains relevant to community needs and aspirations.

As discussed in **Chapter 4: Land Use Plan**, the City should undertake a full review and update of the Comprehensive Plan as the Primary and Secondary Growth areas become substantially built out and pressures increase to develop Haven Township and other areas of Sherburne County.

Enhance Public Communication

The process undertaken to create the Comprehensive Plan was, in and of itself, an important step in educating the community about the relevance of planning and the City's role in defining its future. Through the Comprehensive Plan Steering Committee, a community vision workshop, resident questionnaire, and interactive web-based engagement, much positive momentum has been forged. In order to build on this foundation, the City should ensure that the Plan's major recommendations and "vision" for the future are conveyed to the entire community.

The City should also consider additional techniques for responding quickly to public questions and concerns regarding planning and development. For example, the City might prepare a new informational brochure and online information on how to apply for zoning, building, subdivision, and other development related permits and approvals. It might also consider special newsletter and/or webpage features that focus on frequently raised questions and concerns regarding planning and development.

Explore Funding Sources & Implementation Techniques

Many of the projects and improvements called for in the Comprehensive Plan can be implemented through administrative and policy decisions or traditionally funded municipal programs. However, other projects may require special technical and/or financial assistance. The City should continue to explore and consider the wide range of local, state, and federal resources and programs that may be available to assist in the implementation of planning recommendations. For example, initiatives related to economic development, housing, sustainability and environment can receive assistance from grant programs established for specific categories of actions or projects.

There are several grant funding sources available to municipalities seeking to enhance local transportation infrastructure and parks and open space offerings. Many of the grants require that the requested funding be used to support Comprehensive Plan recommendations. As such, the Comprehensive Plan can be used to support grant applications, and plan graphics can serve as a starting point for mapping proposed improvements. City staff should possess the expertise necessary to apply for these grants, but outside assistance may be used if staff does not have adequate time to dedicate to the application process.

The grants identified in the following section do not represent an exhaustive list. In addition to these sources, the City of St. Cloud should continue to work with other agencies to request additional cost participation in the redevelopment of some areas, namely those areas impacting regional infrastructure.

Economic Development Funding Sources

A summary of tools and resources that can be utilized in promoting and assisting with economic development initiatives is located in **Chapter 6: Economic Development**.

Transportation & Infrastructure Funding Sources

There are various State and Federal funding sources available to help offset some or all of the cost of road and infrastructure improvements. While sources and funds may be available for isolated and unique projects the following highlights some of the larger programs applicable to City of St. Cloud plans and projects.

MAP-21 Programs

In 2012 the Moving Ahead for Progress in the 21st Century (MAP-21) program, a two-year transportation reauthorization bill, was established. MAP-21 replaces the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), which expired in September 2009 and was extended nine times. The goal of MAP-21 is to modernize and reform the current transportation system to help create jobs and accelerate economic recovery. MAP-21 continues funding for numerous programs previously funded through SAFETEA-LU. Given the relative recent passage of MAP-21, it is still uncertain how changes in Federal policy will ultimately impact existing funding programs. The City should continue to keep informed as to the status of these programs and any new funding sources that may be introduced in the near future as a result of MAP-21.

The following discussion summarizes grant programs covered under MAP-21 that could be utilized by the City to make enhancements to local transportation infrastructure.

NOTE: At the time of adoption of the Comprehensive Plan, Congress was in the process of adopting a new transportation bill that would replace MAP-21. While it is likely that several of the funding sources identified would continue to exist in some manner, the City should revisit this section to ensure that potential funding sources are updated to reflect the latest federal and state policy.

Transportation Alternatives Program (TAP)

As part of the MAP-21 program, Congress created the Transportation Alternative Program (TAP), which provides funding for non-motorized transportation projects. Projects range from on-street bike facilities to multi-use paths and sidewalk infill programs to Safe Routes to School projects. TAP funds are administered by the St. Cloud APO through a formal application process.

Safe Routes to School (SRTS)

The SRTS program has provided funding for the planning, design, and construction of infrastructure related projects that will substantially improve the ability of students to walk and bike to school, including:

- Sidewalk improvements;
- Traffic calming and speed reduction improvements;
- Pedestrian and bicycle-crossing improvements;
- On-street bicycle facilities;
- Off-street bicycle and pedestrian facilities;
- Secure bicycle parking facilities; and
- Traffic diversion improvements in the vicinity of schools.

Surface Transportation Program (STP)

In the past, these funds have been allocated to coordinating regional councils to be used for roadway and roadway related items. Projects in this funding category have required a local sponsor and have been selected based on a ranking scale that takes into account the regional benefits provided by the project among other factors. STP funds have been used for a variety of project types including roadway rehabilitation, reconstruction, and restoration; widening and adding lanes; intersection improvements; traffic signal improvements; and green infrastructure funding.

Sidewalk Improvement District (SID)

Under Minnesota state law, a city may establish, by ordinance, a sidewalk improvement district to pay all or part of the cost of sidewalk construction and repair by apportioning the cost throughout the property in the district on a "direct or indirect benefit basis. The council may establish districts in order to provide all areas with safe pedestrian walkways to and from schools, school bus stops, public transportation facilities, and other neighborhood and community services.

The total cost may be apportioned and assessed to all property in the district on a uniform basis as to each classification of property. An indirect benefit assessment may involve all property in the district without regard to location of sidewalks. A direct benefit may be assessed to abutting property for the additional cost of an extra sidewalk width. Assessments may be spread over a five-year period, but there is no provision in the statute for issuing obligations initially, to finance the cost, nor is any procedure prescribed for making the assessments.

Transportation Revolving Loan Fund (TRLF)

When traditional funding sources for transportation projects are not available, the Transportation Revolving Loan Fund serves as an alternative financing tool. Established through the State Infrastructure Bank Program's directives in 1997, the TRLF is used to support transportation projects through a low-interest loan. As the loan is repaid, the funds are returned to the TRLF. Eligible projects include predesign studies; acquisition of right-of-way; road and bridge maintenance, repair, improvement or construction; enhancement items; rail and airport safety projects; drainage and safety structures and transit capital purchases.



Parks and Open Space Funding Sources

Recreational Trails Program

The federal “Recreational Trails Program” (RTP), was created through the National Recreational Trail Fund Act (NRTFA) as part of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) and reauthorized by the MAP-21. This program provides funding assistance for acquisition, development, rehabilitation and maintenance of both motorized and non-motorized recreation trails. By law, 30% of each States’ RTP funding must be earmarked for motorized trail projects, 30% for non-motorized trail projects and the remaining 40% for multi-use (diversified) motorized and non-motorized trails or a combination of either. The RTP program can provide up to 80% federal funding on approved projects and requires a minimum 20% non-federal funding match.

Land and Water Conservation Fund (LWCF)

Land and Water Conservation Fund (LWCF) grants are available to cities, counties and school districts to be used for outdoor recreation projects. Projects require a 50% match. All funded projects are taken under perpetuity by the National Park Service and must only be used for outdoor recreational purposes. Development and renovation projects must be maintained for a period of 25 years or the life of the manufactured goods.

Conservation Partners Legacy (CPL) Grant Program

The CPL grant program funds projects which restore, enhance or protect forests, wetlands, prairies and wildlife habitat. Funding for the program is from the Outdoor Heritage Fund, which is derived from a portion of Minnesota State sales tax. The Minnesota Department of Natural Resources administers this matching, competitive grant program to projects ranging from \$5,000-400,000 to local government entities and other non-profit organizations. The City of St. Cloud was recently awarded \$66,000 for the River Bluff Restoration project and \$272,000 for the Sauk River Dam Removal and Streambank Restoration project.

Reinvest in Minnesota (RIM) Critical Habitat Match Program

Private individual and groups may apply for the RIM match program to help fund the acquisition and development of critical habitats by having land donations matched from a special state fund administered by the Minnesota Department of Natural Resources. The City of St. Cloud should advertise this program to property owners of critical habitats.

Cross Country Ski Trail GIA Program

The GIA program supports the maintenance and grooming of cross-country ski trails. Local units of government are eligible grantees. The City of St. Cloud received \$13,354 to help fund their hourly trail grooming rates of the Graystone Trails. Funding for this program comes from the Great Minnesota Ski Pass revenue.

Local Trail Connections Program

The Local Trail Connections program provides reimbursement grants to local units of government to fill in small gaps between destinations and residential areas, and the program is supported by the “In Lieu Of” lottery proceeds. Eligible projects include acquisition of and development of trails, but must result in a trail linkage that is immediately available for use by the general public. Eligible applicants include counties, cities and townships, and grant requests can range from \$5,000-\$150,000 consisting of up to 75% of the total eligible project costs with a minimum 25% non-state cash match. The Minnesota Department of Natural Resources administers this program.

Outdoor Recreation Grant Program

The Outdoor Recreation Grant Program increases and enhances outdoor recreation facilities in local and community parks throughout the state using Land and Water Conservation Funds and a portion of the Outdoor Heritage Fund. Project must have a total cost of at least \$10,000 and go towards supporting a primary recreation facility. Grants are reimbursed based up to 50% of the total eligible costs, where a maximum award is \$100,000. Cities, counties, townships and tribes are eligible to apply.

Flood Hazard Mitigation Grant Assistance

This program provides technical and financial assistance to local governmental units for conducting floods damage reduction studies and for planning and implementing flood damage reduction measures; for example, eligible projects can include flood plain restoration, development of flood-warning systems and relocations, among others. 50% of total eligible project costs up to \$150,000 are awarded assistance on a competitive grant basis. Eligible applicants include cities, counties, watershed districts and watershed management organizations, and the program is administered by the Department of Natural Resources.



Implementation Action Agenda

The Comprehensive Plan provides more than a hundred policy and program recommendations. The following Implementation Action Agenda provides City staff and community stakeholders with an organized table summarizing the numerous recommendations of the Comprehensive Plan. In conjunction with the annual updates to the Capital Improvement Program, the City should utilize, and update regularly, the Implementation Action Agenda. The Implementation Action Agenda should reflect the most up-to-date implementation actions and priorities and be amended to provide more detailed department-level activities required to carry out specific strategies.

The Implementation Action Agenda consists of:

- A description of the projects, activities, and strategies to be undertaken;
- The priority of each project or activity;
- An indication of the potential public and private sector partners that should be engaged in each activity; and
- Potential funding sources and assistance programs that might be available for implementing each project or activity.

While the action agenda identifies numerous potential partners for implementing the Comprehensive Plan, the City of St. Cloud remains primarily responsible for all action items. The listed potential partners demonstrate opportunities for cooperation, but the action agenda does not represent a commitment or responsibility on their behalf.

Action Priorities

Each action item has been designated a priority level to aid with implementation of Plan recommendations. Action item priorities are broken into three levels including:

- **1** - Actions that have the highest priority. Though not necessarily more important, items listed as priority 1 may have an immediate impact on the community, may be more easily completed, or may be necessary actions for long term projects to begin.
- **2** - Actions that have secondary priority include longer term projects, actions that indirect impacts on quality of life, and actions that require other projects be completed before they can be started.
- **On-Going** - Actions that have begun, including projects that are currently under construction. This also includes actions that represent changes in policy that are in place or actions that require continuous implementation.

Implementation Action Committee

Without actual physical and regulatory changes as recommended, a Comprehensive Plan becomes a paper document, rather than the living, policy guide it is intended to be. To ensure the implementation of recommendations the City should form an Implementation Action Committee.

The Action Committee would consist largely of volunteers who meet at specific times throughout the year to identify opportunities for implementation of the Comprehensive Plan recommendations. Working in an advisory role, the committee would be able to provide City staff with prioritized actions that adhere to the Plan's goals and objectives. Committee members should meet annually throughout the life of the plan, allowing recommended actions to be tailored to City finances, economic development, and implementation progress.

The Implementation Action Agenda provided in the following pages should be used as a starting point for City staff and the Implementation Action Committee to prioritize Comprehensive Plan recommendations and track implementation progress.

Objective	Recommendation/Strategy	Priority	Potential Partners	Potential Funding Sources
LAND USE & DEVELOPMENT				
Support incremental growth by prioritizing infill development within the City Core	Encourage the development of vacant or underutilized parcels through the use of financial and development incentives that may include density bonuses, parking reductions, and expedited permitting	Ongoing		<ul style="list-style-type: none"> • TIF • Tax Abatement • New Market Tax Credits • Impact fee waivers
Discourage noncontiguous development to limit impacts to community facilities and services.	Limit financial and development incentives to the City Core and Primary Growth Area	Ongoing		
Ensure the City can accommodate future growth while maintaining existing infrastructure and services.	Ensure newly incorporated areas are adequately served by municipal infrastructure without undermining the existing system through the CIP process.	Ongoing		
Continue to maintain and invest in existing neighborhood infrastructure and services as the City grows.	Include regular maintenance as part of the City's CIP	Ongoing		
Coordinate future land uses with Stearns County, Benton County, Sherburne County and adjacent municipalities and townships.		Ongoing	<ul style="list-style-type: none"> • Stearns County • Benton County • Sherburne County • Minden Township • Haven Township • Lynden Township 	<ul style="list-style-type: none"> • City of Sartell • City of St. Joseph • City of Sauk Rapids • City of Rockville • City of Augusta • City of Waite Park
Ensure annexation agreements reflect current growth, development, and land use goals and practices.		Ongoing	<ul style="list-style-type: none"> • Minden Township • Haven Township • Lynden Township 	
HOUSING & NEIGHBORHOODS				
Utilize targeted incentives to catalyze improvements within the Core Neighborhoods.	Identify staff or other resources to assist the HRA in administering its Core Neighborhoods programs.	1	<ul style="list-style-type: none"> • HRA • SCNC 	
	Evaluate the Homebuyer Program and identify potential modifications to make it more attractive to potential property owners	1	<ul style="list-style-type: none"> • HRA • SCNC 	
	Evaluate the implementation of a block-by-block approach to administering grant funds	1	<ul style="list-style-type: none"> • HRA • other partners 	
	Identify opportunities to assist property owners with design and construction of projects that contribute to historic district housing quality, which may include technical assistance and distribution of informational materials the help implement design guidelines	2	<ul style="list-style-type: none"> • SCNC • SCSU 	

Objective	Recommendation/Strategy	Priority	Potential Partners	Potential Funding Sources
Stabilize and enhance existing neighborhoods through code enforcement and beautification.	Amend the Land Development Code to incorporate standards related to Crime Prevention Through Environmental Design (CPTED)	1		<ul style="list-style-type: none"> • SSD • Sidewalk Improvement District
	Continue to apply the requirements within the Southside Neighborhood Conservation Overlay (SSNCO)	Ongoing		<ul style="list-style-type: none"> • Transportation Alternatives Program • Transportation Enhancement Grants • ArtSparks Matching Fund Program
	Prioritize and implement streetscape improvements at key intersections and gateways within the Core Neighborhoods	1	• St. Cloud Arts Commission	
	Amend the Land Development Code to increase the amount of required green space and landscaping within residential neighborhoods.	1		
	Provide complementary educational seminars about home gardening and landscaping	1		
	Improve key pedestrian and bike routes through residential areas with pedestrian-scale lighting	1		
	Continue to work with neighborhood groups to further define neighborhood identity through the use of public art	Ongoing	• St. Cloud Arts Commission	
Prioritize the completion of existing residential subdivisions and vacant residential parcels.	Evaluate revising existing development agreements or relaxing guidelines or requirements to foster development within incomplete subdivisions.	1		
Develop new residential subdivisions using traditional neighborhood development and/or low impact design.	Amend the Land Development Code to address the use of Best Management Practices (BMPs)	1		
	Consider making development approval contingent upon the requirement to fully install sidewalks, improved open space areas, stormwater systems, and other community amenities	1		
Support affordable housing development to support elderly and low-income members of the community.	Increase awareness of the Life Cycle Housing program.	1	• Economic Development Authority	• TIF
	Assess opportunities to develop quality senior housing in areas such as Downtown, and near commercial nodes and healthcare facilities.	1	• HRA	
Ensure neighborhoods are well connected to local commercial areas, educational and civic facilities, and recreational amenities.	Amend the Land Development Code to discourage or prohibit residential developments with cul-de-sacs and limited connectivity.	1		<ul style="list-style-type: none"> • Tax Abatement • Impact Fee Waivers • Density Bonuses • Outdoor Recreation Grant Program • Regional Park Grant Program • Local Trail Grant Program • Regional Trail Grant Program
	Work with developers and builders to integrate trails within and among neighborhoods	Ongoing		
Monitor the status and efficacy of housing and neighborhood improvement initiatives.	Reconvene the Neighborhood Best Practices Task Force on a regular basis to verify the status and efficacy of initiatives and make modifications accordingly.	Ongoing	• Neighborhood Best Practices Task Force	
Prevent premature residential development of rural and agricultural areas.	Follow guidelines per the Haven Township Orderly Annexation Agreement, by which housing is limited to one home per 40 acres without a plat, and to five acre lots in areas substantially wooded.	Ongoing		

Objective	Recommendation/Strategy	Priority	Potential Partners	Potential Funding Sources
ECONOMIC DEVELOPMENT				
Update the Economic Development Authority Strategic Plan to provide strategies and direction for future economic development projects.		1	Economic Development Authority	
Support beautification efforts and improved development standards within commercial districts to create more attractive and desirable locations for business recruitment and retention.	Amend the Land Development Code to require perimeter landscaping and interior parking lot landscaping requirements and stricter sign regulations in commercial districts	1		
	Amend the Land Development Code to encourage front and side yard landscaping and require front and side yard landscaping for businesses that share street frontage with residential uses.	1		
Utilize placemaking strategies to create a distinct sense of place within the City's various commercial districts.	Continue to prioritize and implement recommendations within the Placemaking Design Manual	Ongoing	• St. Cloud Arts Commission	• SSD • Transportation Enhancement Grants
	Identify and prioritize key intersections for wayfinding and directory signage		• Property owners • St. Cloud Arts Commission	
Ensure emerging commercial nodes and districts provide multi-modal access and reflect the scale, character, and identity of surrounding neighborhoods.	Coordinate with local neighborhood groups and willing property owners to ensure that new development respects the scale and character of adjacent areas and provides buffers and screening where appropriate	Ongoing	• CentraCare • St. Cloud Veterans Administration Health Care	• TIF • Tax Abatement • Impact Fee Waivers • Density Bonuses
	Develop reclamation plans to be enacted upon vacation of quarry sites.	Ongoing	• Quarry Owners	
	Address traffic circulation, open space preservation, stormwater management, tenant amenities, and wayfinding and signage around the St. Cloud Regional Airport	Ongoing	• Airport Advisory Board • Future tenants	
Build awareness of the City of St. Cloud through the St. Cloud Greater brand campaign to build positive connections with residents, visitors and businesses of the St. Cloud community.	Integrate the St. Cloud brand within brochure collateral for mailings and distribution, usage of billboards, website postings, updated listings on relevant real estate sites, and attendance of City staff and other public partners at local, regional, and national conferences and trade organization meetings.	Ongoing		
	Serve as a coordinator, facilitator, and connector between the City and economic development organizations and local businesses.	Review all existing development regulations and processes to ensure they are efficient and necessary.	Ongoing	
	Provide assistance to property owners to navigate the DEED Shovel Ready Certification Program	Ongoing		
	Ensure that existing businesses are aware of government programs and incentives that can help grow their businesses	Ongoing	• St. Cloud Chamber of Commerce	
	Attend relevant conferences and meetings of trade organizations to generate new leads and opportunities.	Ongoing		

Objective	Recommendation/Strategy	Priority	Potential Partners	Potential Funding Sources
Attract and embrace new residents through marketing, incentives, and immigrant support.	Develop a marketing campaign targeted towards commuters to encourage them to locate to St. Cloud	1	• St. Cloud Chamber of Commerce	
	Join the "Welcoming America" coalition	1		
	Identify future cultural or arts programming to celebrate diversity and heritage through	2	• St. Cloud Arts Commission	
	Establish a "Welcoming Center" or "Welcoming Program."	1		
	Launch a "St. Cloud Immigrant Entrepreneurship Initiative."	2	Higher educational institutions: • SCSU • St. Cloud Technical and Community College • Rasmussen College • College of St. Benedict • St. John's University • the banking sector • not-for-profit organizations • private and public partners	
	Work with higher education institutions and companies to target and retain talented international students	2	• SCSU • St. Cloud Technical and Community College • Rasmussen College • College of St. Benedict • St. John's University	
Leverage the City's professional staff, higher educational institutions, and local organizations as resources to develop effective workforce development programs.	Develop a web-based talent portal for St. Cloud.	1	• St. Cloud Workforce Center • RESOURCE • The Anderson Center • Stearns-Benton Employment and Training Council	
	Facilitate partnerships between colleges, universities, workforce training programs, and local businesses through regular meetings and events.	Ongoing	• St. Cloud State University • St. Cloud Technical and Community College • St. Cloud Area School District #742	
	Encourage internships and summer employment opportunities for youth through the creation and marketing of a youth job program.	1	• St. Cloud Area School District #742	• Job Creation Fund • Greater Minnesota Job Expansion Tax Credits
	Leverage parks and recreational programming to provide opportunities for at-risk youth.	Ongoing	• Parks & Recreation Department • St. Cloud Area School District #742	
	Increase access to early childhood education, particularly within at-risk and low income communities by increasing awareness of available programs and working to connect families to local transportation options.	Ongoing	• St. Cloud Area School District #742 • MetroBus	
	Support business development, retention, and attraction using a variety of economic tools and incentives.	Implement the business and recruitment strategy as outlined within the Economic Development Authority Strategic Plan	Ongoing	• Economic Development Authority • Small Business Development Center • St. Cloud Opportunities • SCORE of Central Minnesota • Minnesota Business Finance Corporation • Initiative Foundation
	Complete the City's comprehensive Brownfields Strategy, including the identification of all brownfield sites within city limits	2		• See page 58 for a comprehensive list
	Commission a hotel feasibility study to quantify demand and ascertain what type of hotel property may be suitable	1	• St. Cloud Area Convention and Visitors Bureau • St. Cloud Chamber of Commerce	
	Complete airport infrastructure improvements as directed in the Master Plan Update.	Ongoing	• Airport Advisory Board	• Transportation Revolving Loan Fund

Objective	Recommendation/Strategy	Priority	Potential Partners	Potential Funding Sources
	Develop a strategy to reestablish commercial air service to O'Hare.	1	• Airport Advisory Board	
	Evaluate the creation of a Regional Airport Authority.	2	• Airport Advisory Board	
	Position land uses that can capitalize off of proximity to the airport	Ongoing	• Property owners • Airport Advisory Board • Small Business Development Center, • St. Cloud Chamber of Commerce	
Utilize the arts as a strategic and effective economic development tool.	Continue to prioritize and implement recommendations within the Placemaking Design Manual	Ongoing	• St. Cloud Arts Commission	• Percent for Arts Program • Central Minnesota Arts Board Grants
	Work with industrial businesses and local artists to donate materials and obsolete machinery for the use of sculpture and public art installations within common areas of business parks and public rights-of-way.	Ongoing	• St. Cloud Arts Commission	• Minnesota State Arts Board Grants • National Endowment for the Arts Grants
	Inventory and fully understand St. Cloud's existing cultural industries and assets.	1	• St. Cloud Arts Commission	
	Incorporate arts and culture into all planning efforts.	Ongoing	• St. Cloud Arts Commission	
	Market cultural events, promoting unique destinations, and/or promoting distinctive cultural products to incorporate the arts into tourism efforts.	Ongoing	• St. Cloud Arts Commission	

TRANSPORTATION & MOBILITY

Extend and increase the capacity of roadways that enhance circulation, mobility, and anticipated growth and development.	Implement the Fiscally Constrained Projects outline within the St. Cloud APO Long Range Transportation Plan (LRTP) 2040	1	• St. Cloud APO • Stearns County • Benton County • Sherburne County • MnDOT	• Surface Transportation Program
	Prioritize key roadway improvements to be amended to the fiscally constrained project list	1		
	Monitor the need for enhanced roadway capacity at the St. Cloud Regional Airport	Ongoing		
	Identify critical rail crossings to be included in the selection process for the Railroad-Highway Grade Crossing Safety Improvement Program	1	• MnDOT	
Increase bicycle and pedestrian network connectivity across jurisdictions through local coordination of improvement projects.	Continue to implement the complete streets policy to ensure the safety and mobility of its non-motorized transportation groups.	Ongoing		• Local Trail Grant Program • Regional Trail Grant Program • Transportation Alternative Program • Safe Routes to School
	Review future roadways and roadway extensions to ensure complete streets projects include well-designed pedestrian and bicycle infrastructure	Ongoing	• Developers • Property owners	
	Identify SRTS project and apply for funding for infrastructure improvements near local schools	1	• St. Cloud APO	
	Amend the off-street parking requirement of the Land Development Code (Section 16.13) to require a minimum number of bicycle parking facilities	1		

Objective	Recommendation/Strategy	Priority	Potential Partners	Potential Funding Sources
Prioritize pedestrian infrastructure and safety improvements throughout the community, including at local schools, parks, civic institutions, and community gathering and recreation destinations.	Consider drafting and adopting a Vision Zero policy	1	• St. Cloud APO • Stearns County • Benton County • Sherburne County • MnDOT	• Sidewalk Improvement District • Safe Routes to School
	Continue to install sidewalks throughout the community as part of additional infrastructure improvement projects	Ongoing		
	Identify neighborhoods and schools to implement walking school buses	1	• St. Cloud Area School District #742	
Work with local transit agencies to develop a coordinated and integrated plan for public transportation that includes Amtrak, the Northstar Commuter Rail Line, and Metro Bus.	Coordinate capital improvement programs with planned major transfer points and extended service areas.	1	• Amtrak • Northstar Commuter Rail • Line • Metro Bus	
Utilize the Downtown Parking Study to develop a comprehensive parking strategy for both downtown and other commercial areas that addresses capacity, pricing, and landscaping/design.	Utilize minimum parking structure dimensions to maximize the number of parking spaces per square foot	1		• SSD
	Locate parking no more than a block away for business patrons and three blocks away for employees	2		
	Establish an Ambassador Program to provide customer service, emergency response, and City services.	2		
	Consider raising the cost of expired meter violations.	1		
	Consider raising the Convention Center parking ramp rate, and also consider installing Parking Access and Revenue Control equipment capable of both collecting fees on entrance (for events) or charging based on a programmable rate structure (non-events).	1		
	Establish a parking branding and signage program that provide organized information about parking, wayfinding, and other information to guide accessibility.	1		
	Amend the Land Development Code to include requirements for parking lot landscaping, landscaped buffers, and screening. It should also	1		
Support the development and implementation the APO On-Street Bicycle Plan as well as an updated St. Cloud Bikeways and Pedestrian Plan.	Consider reducing the required number of off-street parking requirements in exchange for the integration of stormwater best management practices.	1		
	Identify potential roadway enhancement projects to address bicycle level of service	1		• Transportation Alternatives Program
	Develop plans to address critical bike route connections including 3rd Street N & Veterans Drive, 33rd Avenue N, E St. Germain Street & University Drive, 33rd Street S, CR 136 & Cooper Avenue	2		
Develop a community gateway and wayfinding program and install gateway and wayfinding signs throughout the St. Cloud community to create a unique sense of place.		1	• St. Cloud Arts Commission	

Objective	Recommendation/Strategy	Priority	Potential Partners	Potential Funding Sources
COMMUNITY FACILITIES				
Ensure municipal facilities accommodate government functions while serving as examples of community identity and sustainability.	Enhance the City Hall site and future potential surface parking lot with perimeter landscaping that includes street trees and a low masonry wall to improve the pedestrian environment and complement the high quality Coborn Plaza mixed building across 5th Avenue S	2		
Support the Police Department and Fire Department through close coordination and planned allocation of resources to improve public safety.	Create a long-term staffing plan that anticipates future staffing and budget needs based on projected population growth	1		• Office of Community Oriented Policing Services at the U.S. Department of Justice
	Coordinate with other neighborhood groups, especially within the Core Neighborhoods, to determine if other areas of the City may be better served through community policing efforts similar to the CAPS program	1	• SCNC	
Work with the St. Cloud Fire Department and Great River Regional Library to monitor the need for additional locations to improve service and accessibility.	Include Fire Department representatives early in planning process as significant new developments are considered to ensure high quality service and response times can continue to be provided to all St. Cloud residents	Ongoing	• St. Cloud Fire Department	
	Work with library officials to determine future library service demand, and identify sites for a potential library branch should future needs necessitate expanded services and facilities	Ongoing	• Great River Regional Library	
Coordinate with local municipalities and agencies to provide an equitable share of public, health and social services.	Work with municipalities within the six-county region to develop a regional plan that addresses the social service issues facing the region	Ongoing	• Stearns County • Benton County • Sherburne County • Minden Township • Haven Township • Lynden Township	• City of Sartell • City of St. Joseph • City of Sauk Rapids • City of Rockville • City of Augusta • City of Waite Park
Ensure the Former Tech High School site continues to serve as a community amenity that anchors and enhances the Lake George neighborhood.	Engage the community to identify a market-viable and community-supported redevelopment concept	1	• SCNC • Lake George neighborhood residents • St. Cloud Area School District #742	
Prioritize infrastructure investment within existing neighborhoods and the Primary Growth Area.	Continue to support the Legislature in efforts to identify alternative funding sources for the maintenance of local streets to make up for shortfalls in funding provided by property and sales tax	Ongoing		
Encourage the use of stormwater best management practices to improve local and regional water quality.	Focus water and wastewater infrastructure investments within the Primary Growth Area	1		
	Encourage on-site stormwater management using Low Impact Design strategies	1		
	Provide educational information about stormwater best management practices	Ongoing		
Ensure healthcare expansion and other large community service providers are adequately screened and buffered from adjacent residential neighborhoods.	Ensure that any future expansions of the St. Cloud Hospital facility do not negatively impact neighborhood character of quality of life for local residents	2	• CentraCare • Northside-Hester Park Coalition • Property owners	• Transportation Alternatives Program
Coordinate with the St. Cloud Area School District and other educational providers with regard to facility expansion projects and emerging residential development that may impact student enrollment.	Advertise school achievements and the initiatives that set it apart from other areas including Chinese and Spanish Immersion programs	2	• St. Cloud Area School District #742	• Recreational Trails Program • Local Trail Grant Program • Regional Trail Grant Program • Safe Routes to School • Sidewalk Improvement District
	Ensure 33rd Street S and CR 74 receive complete street roadway treatments to allow for safe, motorized and non-motorized access to the school	1		
	Maintain active dialogue with private school officials to allow all parties to be regularly informed or new expansion project and residential developments that may impact school enrollment and city services	Ongoing	• St. Cloud Area School District #742	

Objective	Recommendation/Strategy	Priority	Potential Partners	Potential Funding Sources
PARKS, RECREATION & ENVIRONMENTAL FEATURES				
Ensure new and existing parks provide active and passive recreational opportunities that meet the needs of the St. Cloud community.	Engage residents and partner agencies in developing a master plan for the Friedrich Park site to ensure it meets the needs of the community and includes appropriate activities to fill existing recreational service gaps	1	• Property Owners • Southeast neighborhood residents	• Outdoor Recreation Grant Program
	Conduct a park facility needs assessment to determine the amount of existing useful park space and park use frequency to prioritize park funding allocation and guide reinvestment decisions, and include a review and analysis of recreational programming and facilities	1		• Outdoor Recreation Grant Program
Prioritize the maintenance and improvement of existing parks and recreational facilities.	Continue to forego parkland dedications in favor of a fee in lieu that can be used to enhance existing parks and undeveloped parkland to better serve the population	Ongoing		
Ensure the City has the financial capacity to acquire and maintain new park sites.	Identify and prioritize opportunities to acquire and develop parkland in under-served areas	1		• Outdoor Recreation Grant Program
	Undertake a cost-benefit analysis to understand the financial implications of selling Heritage Park, purchasing additional parkland, and the overall effect changing the land use would have on the community's quality of life and access to open space areas	1		
Provide safe, non-motorized access to local and regional park facilities.	Install directional signage to local and regional parks as a part of a broader City-wide wayfinding program	1		• Transportation Alternatives Program • Recreational Trails Program • Local Trail Grant Program • Regional Trail Grant Program
	Improve 40th Street S and Oak Grove Road to provide safe access for non-motorized visitors	2		
	Coordinate with St. Augusta and MnDOT to provide safe access to the trail from residential areas west of I-94	1	• City of St. Augusta • MnDOT	
	Consider modifying Northway Drive and Stockinger Drive to improve pedestrian safety, which may include traffic calming measures, curb extensions, raised crosswalks, and/or HAWK signals	2		
Increase use of and access to the Mississippi River.	Install wayfinding signage to existing riverfront access points to enhance use of the trail	2	• St. Cloud Arts Commission	
Develop policies to protect the Mississippi Riverfront and regional watersheds in areas not designated under the Wild & Scenic Rivers Program.	Develop policies for non-WSR areas that enable greater riverfront development while limiting environmental impacts	1	• Minnesota DNR	
	Identify potential opportunities for the installation of scenic viewpoints along the existing Beaver Island Trail	1	• HRA • Riverfront property owners	
Continue to apply a higher level of scrutiny and mitigation requirements for development within Environmentally Sensitive Areas.	Continue to use the ESA designation to guide future development in a sustainable manner	Ongoing		• Flood Hazard Mitigation Grant Assistance • Conservation easements • Parkland dedication • Outdoor Recreation Grant Program
	Use ESAs to guide the development of an integrated network of parks and open space areas throughout St. Cloud's growth areas through the use of conservation easements and parkland dedication	Ongoing		