



COTTAGE GROVE CITY COUNCIL

12800 RAVINE PARKWAY SOUTH
COTTAGE GROVE, MINNESOTA 55016

FEBRUARY 9, 2022

SPECIAL MEETING - 6:00 P.M. TRAINING ROOM

- 1 CALL TO ORDER
- 2 ROLL CALL
- 3 AGENDA ITEM
 - A Staffing Report Yearly Breakdown
 - B Administration Staffing Plan
 - C Finance Staffing Plan
 - D Parks and Recreation Staffing Plan
 - E Parks and Recreation Financial Future Discussions
- 4 ADJOURNMENT



City Council Action Request

3A

Meeting Date	2/9/2022	
Department	Administration	
Agenda Category	Agenda Item	
Title	Staffing Report Yearly Breakdown	
Staff		
Recommendation		
Budget Implication	N/A	
Attachments	1 Staffing Report Yearly Breakdown.tif	1.68MB

ADMINISTRATION

Title	Current	2023	2024	2025	2026
City Administrator	1	1	1	1	1
Administration					
Communications Manager	1	1	1	1	1
Payroll Specialist	1	1	1	1	1
Human Resources Manager/City Clerk	1	1	1	1	1
Marketing & Communications Specialist	1	1	1	1	1
Economic Development Director	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Assistant to the City Administrator	1	1	1	1	1
Administration Specialist	1	1	1	1	1
Social Media Specialist*	0	0	0	0	1
Elections Coordinator	1	**0	0	0	0
IT (See Finance)					

*Annual salary of \$82,000

**Removing the Elections Coordinator in favor of Washington Co. taking over election administration will cost an additional \$11,000/year

COMMUNITY DEVELOPMENT

Title	Current	2023	2024	2025	2026
Community Development Director	1	1	1	1	1
Planning					
Senior Planner	2	2	2	2	2
Community Development Assistant	1	1	1	1	1
Planning Consultant	1	0	0	0	0
Summer Planning Intern	1	1	1	1	1
Entry Level Planner *	0	1	1	1	1
Building					
Building Official	1	1	1	1	1
Senior Building Inspector	0	0	1	1	1
Building Inspector	3.5	4	4	4	4
Building Permit Technician	2	2	2	2	2
PT Front Counter Assistant	0.5	1	1	1	1
PT Plan Reviewer	1	1	1	1	1
Code Enforcement					
Code Enforcement Officer	1.5	1.5	1.5	1.5	1.5
Summer Intern	0	1	1	1	1

*Annual Salary of \$64,500

** If internal candidate is not available, hire an additional "Building Inspector" at Step 17, Grade 1 or 2

FINANCE

Title	Current	2023	2024	2025	2026
Finance Director	1	1	1	1	1
Finance					
Assistant Finance Director	1	1	1	1	1
Accountant	1	1	1	1	1
Accounts Payable/Accounts Receivable Clerk	1	1.5	1.5	1.5	1.5
Utility Billing Clerk	1	2	2	2	2
Office Clerk	0.5	0.5	0.5	0.5	0.5
IT					
IT Manager	1	1	1	1	1
IT Coordinator	2	2	2	2	2
IT Technician	0	1	1	1	1

PARKS AND RECREATION

Title	Current	2023	2024	2025	2026
Parks and Recreation Director	1	1	1	1	1
Parks Maintenance					
Parks Foreman	1	1	1	1	1
Parks Lead Person	1	1	1	1	1
Public Service Worker	6	7	8	8	8
Recreation					
Recreation Staff	2	2	2	3	3.5
Equipment					
Pickup Truck		\$50,000			
Small Bucket Truck			\$150,000		
Smithco w/ Ballfield Drag				\$22,000	
11-Ft or 16-Ft Mower					\$70-\$120k

PUBLIC SAFETY

Title	Current	2023	2024	2025	2026
Public Safety Director/Police Chief	1	1	1	1	1
Patrol					
Patrol Sergeant	6	6	6	6	6
Officer *	21	22	23	23	23
Canine Officer	1	1	1	1	1
Community Service Officer	6	6	6	6	6
Investigations					
Police Captain - Investigations	1	1	1	1	1
Detective Sergeant	1	1	1	1	1
Detective	2	2	2	2	2
Forensics Detective	1	1	1	1	1
Rotating Detective	2	2	2	2	2
Narcotics Detective	1	1	1	1	1
School Resource Officer	1	1	1	1	1
Case Management Unit Detective	1	1	1	1	1
Major Crimes Detective	1	1	1	1	1
Investigative Aide	1.5	0	0	0	0
Criminal Analyst **	0	1	1	1	1
Property Room Technician	0	1	1	1	1
Support Services					
Captain - Support Services/Emergency Management	1	1	1	1	1
Community Engagement Officer	1	1	1	1	1
Records Manager	1	1	1	1	1
Records Coordinator	1	1	1	1	1
Records Technician	1	1	1	1	1
Administrative Assistant	2	2	2	2	2
Transcriptionist PT	2	2	2	2	2
Fire					
Fire Chief/Deputy Director of Public Safety	1	1	1	1	1
Deputy Fire Chief - EMS***	1	2	2	2	2
Firefighter Captain	3	3	3	3	3
Firefighter/Paramedic****	9	9	10	11	12
Fire Marshal (PT)****	0.5	1	1	1	1
Paid on-call Firefighters	55	55	55	55	55
Equipment					
Community Engagement Vehicle		\$40,000			
Marked Police Vehicle			\$70,000		
Forensics Software		\$5,000			
Tanker/Pumper					\$500,000
SCBA Replacement*		\$250-\$300k			
Ambulances			\$250,000	\$250,000	

* Annual Salary of \$90,000

** Annual Salary of \$62,000-76,000

*** Annual Salary of \$112,000

****Annual Salary of \$90,000

***** Annual Salary of \$100,000

*Will explore grant opportunities

PUBLIC WORKS

Title	Current	2023	2024	2025	2026
Public Works Director/City Engineer	1	0	0	0	0
Administration					
Public Works Director	0	1	1	1	1
Public Works Administrative Secretary	1	1	1	1	1
Public Works Secretary	1	1	1	1	1
Seasonal Worker	1	1	1	1	1
Management Analyst	0	0	1	1	1
Streets					
Streets Superintendent	1	1	1	1	1
Streets Foreman	1	1	1	1	1
Streets Lead Worker	1	1	1	1	1
Forester	1	1	1	1	1
Stormwater Lead Worker	1	1	1	1	1
Public Service Workers	11	12	12	12	13
Seasonal Workers	14	14	14	14	14
Fleet & Facilities					
Fleet and Facilities Manager	1	1	1	1	1
Fleet Foreman	1	1	1	1	1
Fleet Lead Worker	1	1	1	1	1
Public Service Worker - Mechanic	2	2	2	3	3
Administrative Fleet Technician	1	1	1	1	1
Facilities Maintenance Lead Worker	1	1	1	1	1
Facilities Public Service Worker	1	1	1	1	1
Facilities Maintenance Seasonal Worker	1	1	1	1	1
Utilities					
Utilities Superintendent	1	1	1	1	1
Utilities Foreman	1	1	1	1	1
Utilities Lead Worker	1	1	1	1	1
Public Service Worker	7	7	8	8	8
Seasonal Worker	2	2	2	2	2
Front Desk/Administrative Position	0	0	0	1	1
Engineering					
City Engineer	0	1	1	1	1
Assistant City Engineer	1	1	1	1	1
Project Engineer	1	1	1	1	1
GIS Technician	1	1	1	1	1
Graduate Engineer	1	1	1	1	1
Engineering Intern	1	1	1	1	1
Sustainability Programs Engineer	0	1	1	1	1
Equipment					
Plow Truck	\$ 220,000				
Loader Rental	\$ 20,000				
2 Hoists			\$ 40,000*		
2 Trucks		\$80,000**			

* Total for all equipment

** Total for all equipment. \$40,000 each from utility and streets funds.



City Council Action Request

3A

Meeting Date 2/2/2022

Department Administration

Agenda Category Agenda Item

Title State of the City Address - Mayor Bailey

Staff

Recommendation

Budget Implication N/A

Attachments



City Council Action Request

3B

Meeting Date	2/9/2022	
Department	Administration	
Agenda Category	Agenda Item	
Title	Administration Staffing Plan	
Staff		
Recommendation		
Budget Implication	N/A	
Attachments	1a Administration Staffing Plan.tif	11.57MB



ADMINISTRATION

Staffing Strategy Report 2022-2026

Executive Summary

The Administration Department consists of several divisions including city clerk, human resources, communications, economic development and the Convention and Visitors Bureau. The City Administrator is proposing to move Information Technology (IT) division under the Administration Department in 2023. That division is currently under the Finance Department and future staffing will be outlined in the Finance Department's section of their report. The Administration Department has the following nine regular positions. The Economic Development Director position is currently vacant.

City Administrator	Human Resources Manager/City Clerk	Deputy City Clerk
Communications Manager	Marketing & Communications Specialist	Assistant to the City Administrator
Payroll Specialist	Economic Development Director	Administration Specialist

In 2022, staff used budget savings to promote the administration Intern to a full-time administration specialist. Staff will be looking to keep this position in 2023 and beyond. Salary and benefits would be about \$57,000 annually.

In 2021, we hired the marketing and communications specialist position with American Rescue Plan Act (ARPA) funding. That funding runs out the end of 2024. As we look to maintain and increase our communications efforts, we would also propose to fund this position in 2025 and beyond to support the Cottage Grove Convention and Visitors Bureau (CVB). Salary and benefits would be about \$110,000. Increasing the city's social media presence strategically and effectively — should the City Council choose to make this a priority — will require an additional communications staff person to monitor, answer questions when appropriate, keep abreast of new social media tools, etc. Protecting and building the city's image through social media use requires a specific skillset and training in social media. This is a position that should not be absorbed by other city staff who do not have proper training. The cost of adding a 1.0 FTE social media specialist is projected at \$82,000 for salary and benefits.

As detailed below, staff is proposing that Washington County take over elections administration in 2023. It would cost approximately \$11,000 more per year but that number does not include the number of hours the human resources manager/city clerk and deputy city clerk dedicate to the election.

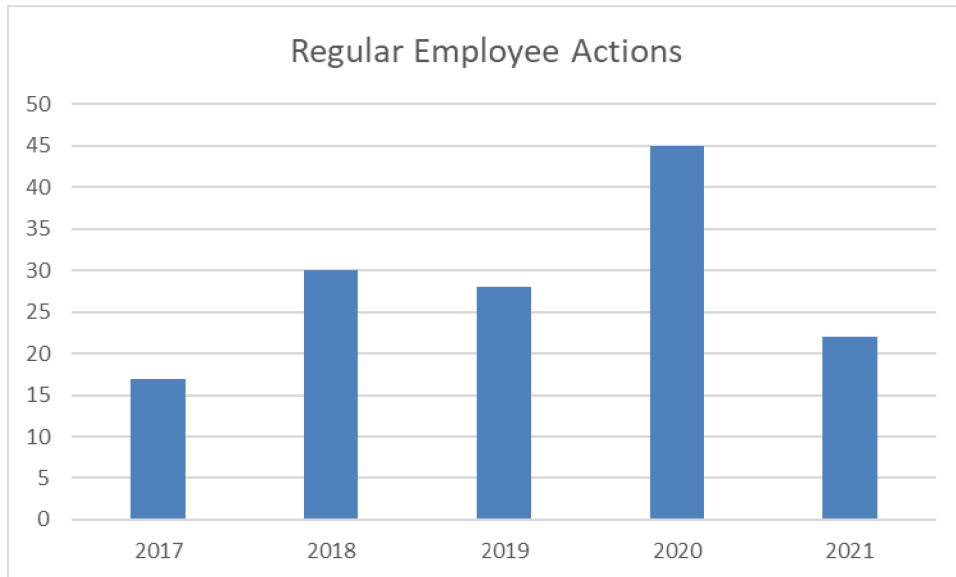
Hiring an economic development director and shifting elections to Washington County will allow the assistant to the city administrator and human resources manager/city clerk to devote more time to diversity, equity and inclusion programs.

Human Resources/Payroll

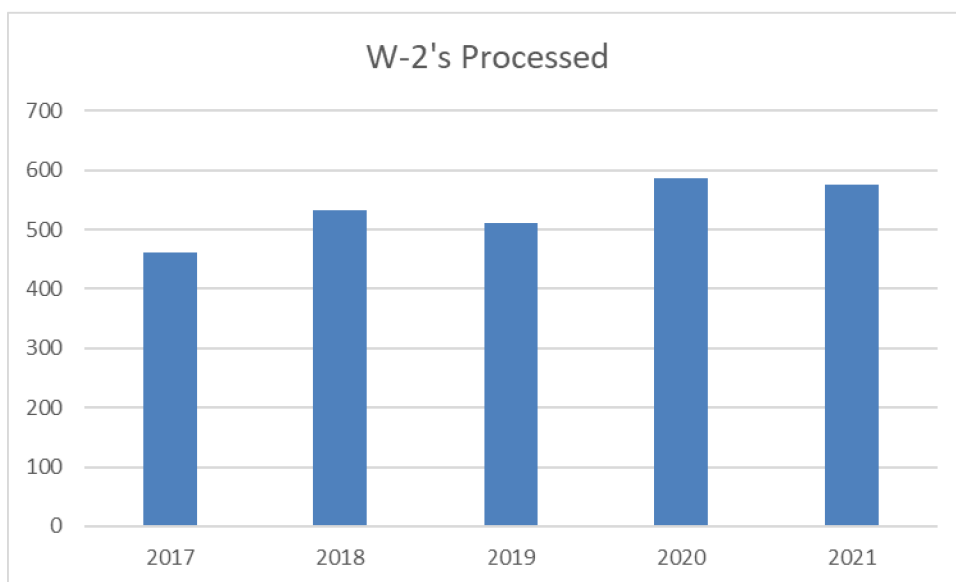
The Human Resources Division is responsible for hiring, payroll, benefits, safety, wellness, labor relations and policy development. A majority of this work is completed by the human resources manager/city clerk, deputy city clerk and payroll specialist.

The chart below shows the regular employee actions over the past five years. These actions include job description creation and review, posting the position, accepting applications, interviewing for the position and onboarding the selected candidate. This process can take anywhere from a couple weeks to a couple months with public safety positions taking the longest. As the chart shows, the number of employee actions fluctuates from year to year with 2020 being the

high year at 45. Most of the time, the number of actions depends on three factors: budget additions, resignations and retirements.



The number of W-2s processed annually shows how many employees were on staff throughout the year. This includes all full-time, part-time, seasonal and election judge staff. Most employees are paid bi-weekly with City Council members and part-time fire department staff paid once per month. Election judges are paid a week following each election. There is quite a bit of turnover in seasonal staff and election judges — probably around 50% each year. Thus, staff must have new employees complete the new hire paperwork and enter the employee in the payroll system. The City did get new software in 2021 that allows applicants to complete all the paperwork electronically. This should save staff time reviewing and inputting all the necessary paperwork today and into the future.



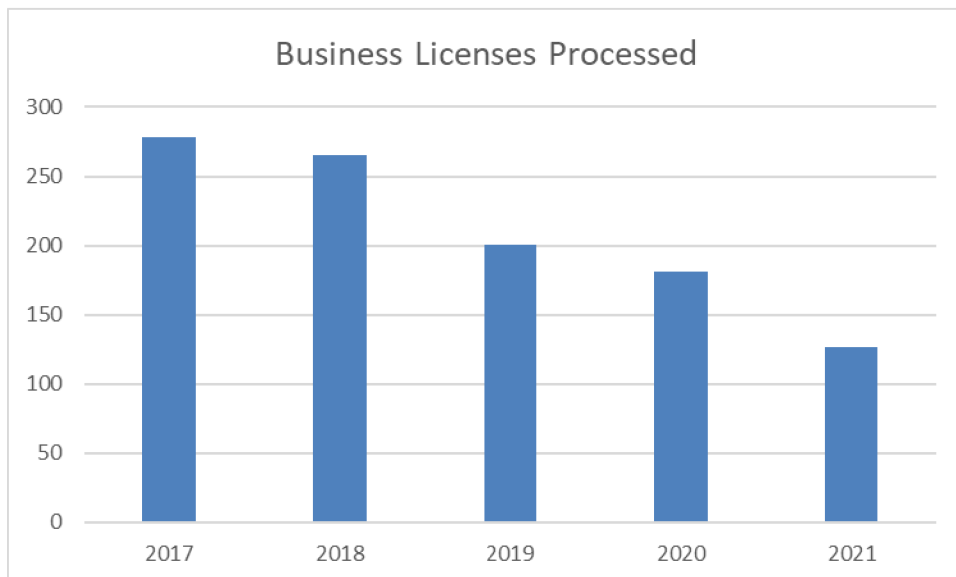
Staff does not propose adding Human Resources Division staff in the next five years. The technology and systems in place have helped to mitigate the need for additional staff.

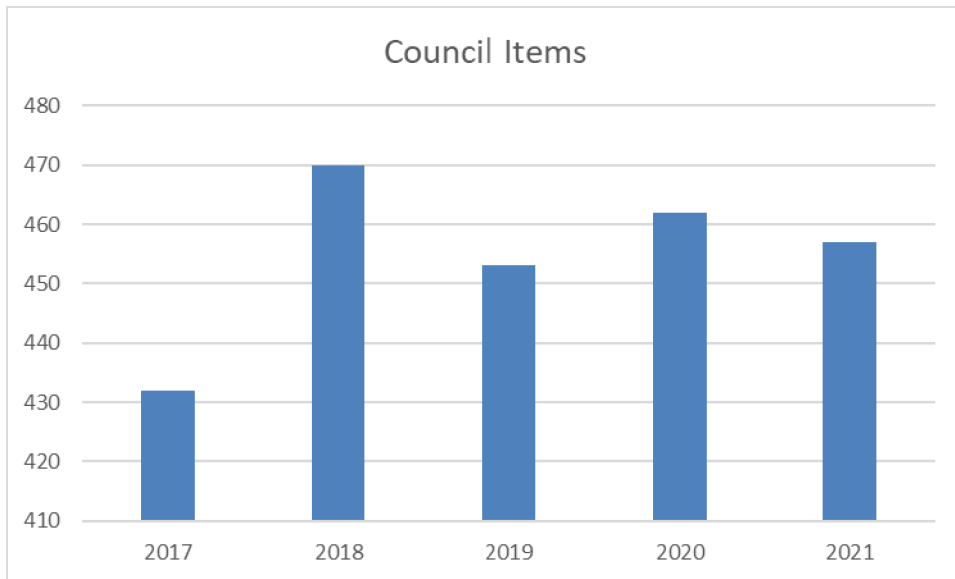
Elections

The City has three staff members dedicated to elections: the human resources manager/city clerk, the deputy city clerk and a seasonal elections coordinator. The Parks & Recreation Department staff also assist with bringing equipment, supplies and signage to the polling places. The elections coordinator handles a majority of the work duties including communications with election judges, setting election judge rosters, scheduling training, communicating with Washington County staff, putting together test decks and working with the head judges before and during the election. During a presidential election year, there are three elections. There are two elections during other even years and one election during odd years. Staff is finding it harder to recruit election judges for a variety of reasons. The election coordinator is looking to retire after the November 2022 election. Staff has requested a quote from Washington County to take over administering the elections. The quote is about \$31,000 plus the costs we are responsible for either way — election judges, publication fees and equipment maintenance. The elections coordinator is paid approximately \$20,000 annually for even-year elections. The \$31,000 quote from Washington County is less expensive than our current costs if you account for the staff time it takes run the election. Having Washington County administer the elections also frees up the deputy city clerk and Human Resources Manager/City Clerk to focus on other job duties. Washington County also administers elections in Woodbury, Oakdale and Forest Lake.

City Clerk

The main functions of the City Clerk Division are licensing, data practices, City Council meeting agenda preparation and city code administration. A majority of the work is performed by the deputy city clerk. The two charts below show business licensing processing and City Council items processed. The reason for the business license processing reduction is that we no longer license commercial alarm holders. The City still does charge for false alarms. The number of City Council items processed each year has remained fairly consistent.





Staff is not recommending adding staff to the City Clerk Division in the next five years. It is recommended when the deputy city clerk retires the position would be re-hired as a city clerk, and the city clerk function would be removed from the human resources manager's position. This will create more time for the HR manager to handle personnel matters, programs and trainings.

Communications

Summary

Effective, timely and proactive communication helps bring more development, tourism and business to our city. As the City grows, we must continue investing in our communications staff and equipment to ensure the City can stay connected to its residents, staff, visitors and potential and current business owners. Investing in and growing the City's communications team helps ensure the City Council's mission of providing excellent services to those who live, work and play here. Investing in communications also ensures the City's image and brand are being protected, misinformation is being monitored and corrected if necessary, rumors are being monitored and addressed if necessary, the City is transparent, and that we are speaking to our residents and stakeholders in a professional and consistent tone to help build trust and strong relationships.

Background

Effective communication is critical to support the City Council's mission of providing excellent public services to residents, businesses, property owners and visitors.

Effective communication is timely, transparent and proactive. Communication becomes increasingly important as the community grows so that people know Cottage Grove is accessible, business friendly, and a safe place to live, play and work.

Effective and strategic communications reiterates that Cottage Grove City Council and city staff are fiscally responsible in providing well-maintained infrastructure, access to quality inter- and intra-community transportation and transit, safe residential and commercial neighborhoods and public spaces.

Everyone who represents the City government in any official capacity can be considered a communicator for the City. It is important to create a unified structure defining the message and process for all communicators to ensure reliable

communication with and for the City's stakeholders. The success of a communications program depends on everyone's understanding and participation.

We work daily to ensure the Mayor and City Council are an active and integral part of communications. We take pride in keeping City of Cottage Grove residents informed and increasing their awareness of City programs and services, Council actions as well as City policies and ordinances. The communications team develops and presents information that is relevant, timely and helpful to the Cottage Grove community and city staff so people will feel involved, be aware of what is happening in the City and have a sense of pride in their city and where they work.

Under the direction of the communications manager, the team helps ensure we are talking to our residents, businesses, partners and stakeholders using one voice and that our messaging is accurate, professional and consistent whether it's on social media, through our city newsletter, during a ribbon cutting ceremony, in the Mayor's State of the City address or through other means. Our team monitors misinformation and rumors from residents, community groups, businesses and others and pushes out accurate information if necessary.

What we do

- **Connect residents** of Cottage Grove with City government.
- **Keep residents and staff informed** of City programs and services, City Council actions, City policies and ordinances.
- **Encourage public and staff participation** in City government.
- Ensure the communication channels and tools used by the City of Cottage Grove **provide the most accurate and trusted source of City government information.**
- **Tell the positive stories** of the residents of Cottage Grove and the work of the City and City Council to build and improve our community and increase community pride.
- **Identify existing communication efforts** and methods for improvement.
- **Apply consistent standards for quality** of content and design in all communications.

How we do it

- **Online:** If you want to watch your City leaders in action but can't make it down to City Hall, we air City Council meetings on TV and stream them on the web.
- **Behind the scenes:** We're doing even more behind the scenes. We're always planning and collaborating with City leaders, departments, and outside organizations to make sure that residents, businesses and visitors of Cottage Grove understand what's happening in their city government and how it affects their lives.
- **In print:** That City brochure or poster you're looking at? We likely produced it.
- **Writing and editing:** Content writing and editing for City Council members, social and web channels, proofreading of reports, creation of talking points and speeches, writing or editing of trade publication articles, drafting of internal communication (monthly newsletters, videos, policy, etc.).
- **Digital:** Social media content and strategy, web support, assistance with presentation materials.
- **Graphics:** Design and production services for media and collateral.
- **Media relations:** First point of contact for media inquiries, writing and distribution of news releases and advisories, on-scene incident public information officer support.
- **Marketing:** Promote City and Chamber of Commerce events like Strawberry Fest, the Holiday Train, Santa Breakfast and others.
- **Media training and preparation:** Work with City Council members and department heads to prepare for media interviews.
- **Video production and coordination:** Work with SWCTC to produce long-form projects including topical and training videos (both internal and external), and incident-based and educational videos for immediate use.
- **Photography:** Staged and on-scene photography for publications on digital channels.

- **Internal communications:** Keep staff informed and engaged. Provide opportunities for staff to give feedback (employee surveys), emergency messaging or policy communications (COVID-19, for example), city staff event marketing and coordination, etc.

Examples of communications projects

- Scripts for monthly Mayor's Moment and City Council Update.
- Scripts for ribbon-cutting ceremonies.
- Weekly City Council updates.
- Project-based communications plans. Examples:
 - Cedarhurst Mansion and Mississippi Dunes development projects.
 - NorthPoint Development.
- Monthly newsletter to Cottage Grove residents.
- Monthly internal staff newsletter
- PowerPoint templates for presentations to consistently represent the City of Cottage Grove to audiences.
- City and department annual reports.
- Brochures and assorted print materials.
 - Postcards
 - Doorhangers
 - Maps
 - Direct mail
 - Letters
 - Utility bill messages
- Signs
 - Digital signs
 - Carousel displays
 - Park interpretive signs
 - Banner stands
- Events, outreach and awards.
 - Displays at events, presentations, meetings and open houses and to celebrate the community through city-wide events such as the Holiday Train.
- Promotional materials —items with the City's logo— that serve as a communication tool to raise awareness and educate about a specific City department, program or topic.
- Promotion of city-wide events to build community pride.
 - Holiday Train
 - Holiday Tree Lighting
 - Photo Contest
 - Strawberry Fest event and parade
 - Volunteer Recognition
 - Winter Lights Contest
 - Green Garden
 - Medallion Hunt
 - Egg Hunt
 - Arbor Day
 - Kids Mud Run
- Promotion of city department and River Oaks events
 - Night to Unite
 - Noon Out
 - Fourth of July Fireworks

- o Citizens Academy
- o Spring Clean-up Day
- o Mayor for a Day
- o Various recreation programs
- o Open houses
- o Santa Breakfast
- o Various golf tournaments

Communications guiding principles

Be Trustworthy and Transparent. Provide information that is timely, accurate, factual, clear and responsive. Respect the privacy rights of residents and employees. We do the right thing – even when it’s hard. We’re honest, transparent and fair. Work to ensure that information is shared throughout the community and the organization, emphasizing two-way informational flow to keep residents well informed and help the City make the best decisions.

Be Proactive. Use a proactive versus reactive approach to communications. The City will tell its story rather than expecting the news media or others to interpret the City’s actions and decisions. The City will work closely with and be responsive to media requests. Providing residents with accurate and timely information will help them form educated and informed opinions about the City. We look beyond the hood. We aim to see the rest of the road and prepare for what’s to come.

Embrace change. An important part of today’s communications is the use of communications technology, including social media, for both providing information and receiving information. We don’t do something just because we have always done it that way.

Focus on our audience. It’s not about us. We make it about the audience and give them a reason to care.

Be strategic: We use objective-based strategies and messages. We ask ourselves and division leadership, “What’s the purpose?” and “What do you want to accomplish?” before we begin a communication project.

Our audience

The city’s audience is diverse, each group with its own unique communications needs.

External

- Cottage Grove residents: By using strategic communication planning we can strengthen the relationship between City government and the residents.
- Visitors: These visitors are potential customers of hospitality, food and retail establishments located in the City of Cottage Grove. They may or may not already be familiar with Cottage Grove and their impression of the City may have been formed from communications they received on the City’s website, through media channels or while visiting surrounding communities. Targeting communications to this group will help them have a positive, welcoming experience when they visit.
- New or prospective residents and businesses: Prospective businesses and residents may have heard about the City through a variety of communications such as the City’s website, word of mouth, or from the media. Targeting communications to this group will help them become aware of all the City has to offer. The City has a reputation for being “easy to work with” and that is a message we want potential businesses to hear. This group can have an impact on the success of the community.
- Media: By keeping the media informed on interesting events, services and actions provided by the City they can help to continually build awareness and affinity for the city.

Internal

- City Council, and commission and board members: Targeting specific communications to this group will help keep them informed, involved and advocates for the City of Cottage Grove.
- City employees: Employees help communicate about the various departments in the City. In addition, each individual is a reflection of the organization in their daily work.

Communication strategies

- A multi-media and multi-level communication approach.
- Monitor existing communication tools and adjust as needed.
- Explore new or additional communication tools.
- Maintain a positive working relationship with local and regional media to effectively deliver information about the City of Cottage Grove to the community.
- Use social media tools when appropriate to engage target audiences in the communication process.
- Focusing on diversity, equity and inclusion (DEI) in our communications so all people in our community feel welcome and part of the process.

Primary concerns

- Monitoring social media comments and community pages.
 - Social media is a great tool to use to reach our key audiences. It's free, it's quick and we can control our message. However, only a small percentage of our residents are following us on social media. While instinct is to engage and defend (especially if information is incorrect, hurtful or unfair), that is typically not the best option from a communications and messaging standpoint.
- Providing customer service to social media users who reach out to the city, police and fire departments with questions and concerns.
- Continuing to produce quality products.
- Being proactive.
- Promoting business and community events as more businesses and residents come to town.
- Keeping a transparent relationship between the city, residents, business owners and other stakeholders.
- Promoting diversity, equity and inclusion (DEI): Creating a viable strategy for DEI takes time, resources and expert assistance so the City's strategy is effective and brings key players to the table. The City needs to do more than simply say it supports DEI – the City needs to do something to show it supports DEI.

Increased services

SOCIAL MEDIA

Social media is an important communications tool because it is direct to our audience, immediate, free, shareable among community and business members, monitored by news reporters and in our control. Our community and visitors expect a robust presence on social media.

The city's social media following has grown exponentially since the channels were first created in 2014.

City social media following

- **Total of 36,292 followers**
 - Instagram: 1,066 (not actively used when established in 2013)
 - Facebook
 - City: 10,547 (up from 5,180 in 2014 — a 104% increase)
 - Police: 15,072 (up from 5,906 in 2014 — a 155% increase)
 - Fire: 5,613 (up from 1,133 in 2014 — a 395% increase)

- Parks/Rec: 2,098 (up from 597 in 2014 — a 251% increase)
- River Oaks: 1,896 (up from 487 in 2014 — a 289% increase)
- Twitter:
 - CottageGroveMN: 2,206 (up from 780 in 2014 — a 183% increase)
 - RiverOaks: 153 (up from 134 in 2014)
- LinkedIn: 517 (up from 180 followers in 2014 — a 187% increase)
- Pinterest: Not used
- YouTube video stats:

Televised and Webstreamed Cottage Grove City Meetings

2019	45
2020	44
2021	47

Videos Created for the City of Cottage Grove

2019	80
2020	86
2021	74

City of Cottage Grove YouTube Channel

YEAR	VIEWS	HOURS WATCHED	TOTAL SUBSCRIBERS	SUBSCRIBER INCREASE
2017	231,200	5,300	385	+198
2018	142,900	3,300	583	+159
2019	132,400	3,000	736	+153
2020	185,432	4,200	941	+205
2021	141,548	3,600	1,100	+159

Over the next five years, the communications team proposes:

- Launching a Cottage Grove public safety Twitter account for police and fire.
- Re-engaging on the city's Twitter account.
- Utilizing Nextdoor as a city and suggesting City Council and mayor also engage with residents using this tool.
- Using LinkedIn to promote city jobs and show the city as a destination employer. Engage with employees so they can become brand ambassadors.
- Increasing content on the police and fire department Facebook pages.
 - o Communications recommends combining the two pages into one public safety page. This makes it easier to reach more people.
- Using social media to recruit more police and firefighters via targeted advertising.
- Using social media, City's website and other means available (SWCTC, community events, etc.) to connect with and provide resources for diverse audiences.
 - o Sharing resources in different languages.
 - o Promoting businesses owned by Black, Indigenous and people of color (BIPOC) populations.
 - o Better representing BIPOC and other underrepresented groups in our social, web and print content.
 - o Amplifying diverse voices and influencers on social media where appropriate.
- Monitoring social media more closely to get a better grasp on community concerns and sentiment toward the city.
 - o Answering private messages on Facebook and direct messages on Twitter from people with legitimate questions or concerns (do not engage with baiting questions or trolls).

MARKETING

As more businesses come to Cottage Grove, communications will be working with SWCTC on ribbon-cutting events and assisting the City's Economic Development Authority and Chamber of Commerce with marketing of businesses.

The population growth and business growth also mean the communications staff will need to engage with residents and business owners more to convey important information from the city.

GENERAL

The communications team will need to develop a crisis communication plan that key city staff and the city's Emergency Management Team train on annually so we can handle an emergency in our community.

Communications will also work on developing writing guidelines and a style guide to assist City staff with publications and presentations. The guide would follow accepted standards of desktop publishing and the Associated Press (AP) style guide.

Communications will be updating the city's communications policy so that it represents to need for city officials to follow a set of guidelines. Updating and following this policy will ensure city messaging is on point and that the city is speaking with one voice. Following this policy will also ensure the communications manager is aware of potential issues or concerns and can address them proactively when possible.

DIVERSITY, EQUITY AND INCLUSION (DEI)

To be a destination for people to come live, work and play, we must understand how our community is evolving and how we can best meet their needs. We need to promote and harness the capacity of all members of our community if we want to stay economically competitive and socially and politically relevant in the world today.

Diversity, equity, and inclusion matter because we all prosper when everyone living, visiting and doing business in Cottage Grove achieves their full potential. Working toward DEI will create a healthier, more competitive, more diverse workforce and business sector. This stronger workforce will have increased purchasing power to support local businesses and generate a higher tax base to support necessary government services.

When it comes to DEI, the City must respond not only in our hiring and human resources practices but also in our marketing and communications. The way we communicate translates through words and pictures and can either reflect the people we work for and with, or it can reinforce discrimination and marginalization of specific groups of people.

Now more than ever before, we must pay attention to how we are telling our stories and who we are including or excluding.

In the next five years, communications staff propose:

- Developing a DEI communications plan.
- Creating a group of BIPOC/diverse stakeholders to engage for advice when crafting and issuing certain communications.
- Working to provide written materials in English, Spanish, Hmong and Somali.
 - o Brochures and other information handed out at community events.
 - o Information on website.
- Working with SWCTC to produce relevant content for English, Spanish, Hmong and Somali-speaking community members.
- Building a photo library that includes images of BIPOC community members and business owners.
- Using LinkedIn to recruit, hire, and develop a high-performing workforce that reflects the communities we serve.

Equipment and software needs

Using current technology and investing in modern equipment will help ensure our communications are professional and our team members are considered experts in Washington County and the Twin Cities. We want to create a gold-star level of service.

Equipment needs

- Digital camera
 - o Investing in a new digital camera will help us build an image library full of professional-quality images to use for presentations, brochures, advertising, social media and online products. New camera should also have video capability so we can shoot video in breaking news situations without having to rely on SWCTC.
 - o Current equipment is outdated and does not work well in low-light conditions (the holiday tree lighting, for example).
 - o City is spending money purchasing photos from professional photographers.
 - o Estimated one-time cost for camera and lenses: \$5,000 one-time cost.
- Audio equipment for digital camera and cell phone
 - o Important so City Council members and subject matter experts can be heard clearly during breaking news or live events where SWCTC is not available and we must go live with a cell phone or our own digital camera.
 - o Estimated cost: \$500 one-time cost.
- Professional backdrop
 - o Use for news conferences, taping videos, city events, media interviews, City Council updates, Mayor's Moment, etc.
 - o Provides a professional background branded with the city's logo and motto.
 - o Estimated cost: \$1,800 one-time cost.
 - o Having a professional backdrop that uses city branding for news conferences, interviews and other public appearances.
- Portable feather flag signs for city, PD and fire to use at events to draw attention
 - o Need to research cost and whether or not these are allowed under city code.
- Promotional items
 - o Providing items branded with the city's logo and motto help build community pride and connect residents to the city and government.
 - o Estimated cost: \$500 annually.

Software needs

- Adobe Creative Cloud — A collection of software used for graphic design, video editing, web development and photo editing.
 - o Proposal: Increase from two to three licenses so each communications staff member has access.
 - o Cost: \$1,908/year or \$150/month. Renewals happen in October.
- Adobe stock images — Access to thousands of videos and images to use in print and online products.
 - o Proposal: Purchase two licenses
 - o Cost: \$720/year or \$60/month. Renewals happen in October.
- Canva Pro — A graphic design platform, used to create social media graphics, presentations, posters, documents and other visual content.
 - o Proposal: Keep current subscription
 - One account, multiple users
 - o Cost: \$12.95/month
- Subscriptions to Pioneer Press, Star Tribune, Cottage Grove Journal — Subscriptions help us stay current on Cottage Grove and surrounding community news.

- o Proposal: Keep current annual subscriptions.
- o Cost: \$180/annually (Star Tribune), \$119.60/annually (Pioneer Press).
- Hootsuite — A social media management platform that puts all social platforms in one place for easier posting, management, engagement, metrics, etc.
 - o Proposal: Purchase annual subscription to help manage increasing number of social media accounts.
 - o Cost: \$49/month.
- Constant Contact (email marketing platform)
 - o Proposal: Keep current subscription.
 - o Cost: \$70/month

Budget savings

- Newsletter option No. 1: Consider shifting to electronic city newsletter and no longer distributing printed versions via mail.
 - o Potential cost savings: \$2,379/month for printing + \$2,300/month for postage total = \$4,700/month or **\$56,400/year.**
- Newsletter option No. 2: Consider printing and mailing city newsletter four times a year instead of monthly.
 - o Potential cost savings: **\$37,600/year.**
- Shift to electronic city annual report.
 - o Potential cost savings: \$6,131 for printing, \$231 for postage, total = **\$6,362/year.**

The communications team realizes that many residents get their information about the city from the newsletter. However, there are other avenues that are free to distribute this information. We can utilize our email distribution service, our website and our social media channels as well as SWCTC.

Current staffing

As of December 2021, the city's communications team consists of:

- Communications manager (1.0 FTE)
- Communications and marketing specialist (1.0 FTE — position funded 75% with ARPA funds, 25% through the EDA)
- Administrative specialist (.25 FTE)
- **Total FTE: 2.25 FTE**

Future staffing recommendations

History

The city first hired a communications coordinator in 2013. The title of that position was changed to a communications manager in 2018. A 75% **grant-funded** communications and marketing specialist was added in July of 2020.

2022

An administration specialist who will assist with communications was added in January of 2022. This position is already built in to the 2022 budget.

2023

Recommend continuing funding the administration specialist. This position assists with a variety of important projects spanning several departments including administration, the Convention and Visitors Bureau, communications and economic development. The city will not be hiring an intern and will instead be utilizing the person in this position to perform those tasks.

Proposed staffing structure

- Communications manager (1.0 FTE)
- Communications and Marketing Specialist (1.0 FTE — position funded 75% with ARPA funds, 25% through the EDA)
- Administrative Specialist (.25 FTE)
- **Total FTE: 2.25 FTE**

2024

Recommend keeping staff level the same as 2023.

2025

The communications and marketing specialist position is currently 75% funded with APRA funds that will end in fiscal year 2025. Recommend permanently funding that position through tax levy. This will equate to less than half of 1% increase in the total levy.

Proposed staffing structure

- Communications manager (1.0 FTE)
- Communications and marketing specialist (1.0 FTE — city funded through tax levy at a cost of approximately \$110,000)
- Administrative specialist (.25 FTE)
- **Total FTE: 2.25**

2026

Increasing the city's social media presence strategically and effectively will require an additional communications staff person to monitor, answer questions when appropriate, keep abreast of new social media tools, etc. Protecting and building the city's image through social media use requires a specific skillset and training in social media. This is a position that should not be absorbed by other city staff who do not have proper training. The cost of adding a 1.0 FTE social media specialist is projected at \$82,000 for salary and benefits.

Recommend adding a social media specialist.

Proposed staffing structure

- Communications manager (1.0 FTE)
- Social media specialist (1.0 FTE)
- Communications and marketing specialist (1.0 FTE)
- Administrative specialist (.25 FTE)
- **Total FTE: 3.25**

Conclusion

Continuing to grow the city's communications staff and resources will help ensure we can use a multi-faceted approach to communications to provide accurate, timely and transparent communication to all residents.

Not adding communications staff or investing in communications will lead to:

- A decrease in social media monitoring.
- The potential to miss important information or comments from residents and businesses.
- Decreased opportunities to create our own narrative and tell our own stories and to get the right information to the right people at the right time so they can make the right decisions.
- Decrease in product quality.

The city is responsible for messaging on a variety of issues including community development, community health, education, recreation, crime, and interesting stories about its citizens. Despite our best efforts, public trust continues to decline.

Strong communication in local government creates trust in its citizens. The hope is that this trust will inspire citizens to become involved in their communities. As the relationship builds between governments and citizens, over time, citizens will come to realize that their concerns matter. Community engagement keeps citizens informed on the projects that affect their taxes and their lives. Citizens gain assurance that their local government is well-prepared to handle emergencies. Engagement also helps to inform voters about their choices at the polls. Messages can easily be distorted or changed when noise interferes with them.

The challenge for local governments is how to cut through the noise and get clear, effective messages across to the community.

We need to invest in communications so residents are getting accurate information that is timely, honest, responsive and genuine.

Economic Development

Economic development has been a high priority for the City Council with the strategic plan motto, "Positioning for Growth." The City has expanded its efforts and reach by attending more expos, conferences, magazine publications, and partnership tours with DEED. The focus of the Economic Development (ED) Division has been retail, commercial, industrial and high-density housing. The ED team includes 1 FTE for the economic development director, and 0.5 FTE of the assistant to the administrator. The city administrator also plays a vital role in economic development as the executive director of the EDA.

The Economic Development Division has run without a director since August of 2021. The position is being actively recruited. The division is well supported by the communications manager, communications and marketing specialist and the administration specialist. Economic development is a team effort with the Community Development (planning and building) Division, engineering and the city attorney. We all work together to provide outstanding service and get developers to construction faster than our competition. We have created a very positive image in developer circles and made a name for Cottage Grove as "pro-growth" city.

As part of economic development, we have worked hard to build relationships in the business community, especially through the Chamber of Commerce and our Business Retention and Expansion program. Those relationships have enabled us to support businesses and attract new businesses to town.

Even with our current level of growth and business engagement, we are able to maintain a strong level of engagement and business support through the team approach and the key members of the administration team who have been added. There is no proposed staffing in the next five years.

Convention and Visitors Bureau

Summary

The Convention and Visitors Bureau (CVB) is responsible for promoting Cottage Grove as a premier destination for leisure travelers, weddings and outdoor enthusiasts. The CVB also promotes Cottage Grove as a recognized and successful host city for meetings, conventions and sporting events. Cottage Grove is home to multiple attractions that would draw people to our City such as the Hope Glen Farm Tree House Suite, Bike Park, recreational spaces for outdoor enthusiasts and beautiful wedding facilities.

The CVB team consists of .75 FTE of a communications and marketing specialist position and .25 FTE of an assistant to the city administrator position. They are led under the direction of the CVB Board and economic development director. In 2021, City Council authorized the hiring of one full time administration specialist to begin in 2022. This additional hire adds .25 FTE to the CVB as well, bringing the total to 1.25 FTE employees.

City Council has requested information regarding the CVB labor force to better understand the long-term needs of the division and to meet our service commitment to the community, while also managing for rapid growth of Cottage Grove and its residents. The CVB team recommends no further changes to staffing at this time.

Background

CVB staff work closely together, and work tasks vary day-to-day. However, primary roles have been adopted to assure service needs are met and employees can train and excel in their area of expertise. Current positions with a brief description of focus areas in the CVB division are:

Communications and Marketing Specialist	Visitor Guide, partnerships, communications
Assistant to the City Administrator	Budgets, board meetings, board meeting packets
Administration Specialist	Special projects

Revenue

The CVB was started in May of 2020 at the beginning of the COVID-19 pandemic. As a result, the Visitor's Bureau has had to adjust revenue projections to account for the drastic downturn in the lodging and hospitality industry. Initial pre-COVID-19 projections for the Visitor's Bureau used a 60-65% occupancy rate for calculating lodging tax revenue.

With the effects of COVID-19, revenue projections for 2020 were adjusted to a 10-15% occupancy rate. Final revenue for 2020 showed a slow and steady return of occupancy rates over the course of the year. Similarly, as the hospitality industry was still showing the effects of the COVID-19 pandemic, 2021 revenue projections used a 40-45% occupancy rate. This all makes the case that the Visitor Bureau does not yet have a reliable history to base projections and will not until we can get two to three years of numbers post COVID-19. However, we are seeing numbers steadily increasing. For 2022, the Visitor's Bureau is using a 60% occupancy rate for total lodging tax revenue.

Current Staffing

Currently, 75% of the communications and marketing specialist position salary is funded through ARPA grant dollars and the remaining 25% is funded through Economic Development Authority dollars. This will remain in effect through 2024.

In 2025 it is recommended to fully include staffing and benefits for this position under the general levy. This will equate to less than half of 1% increase in the total levy.

Software and Tools

Below are the current software and tools needed for staff of the CVB. These are used in social media efforts, marketing, and creation and distribution of the Visitor's Guide in addition to sending monthly emails to subscribers and businesses to stay informed of happenings in and around Cottage Grove.

Software needs include:

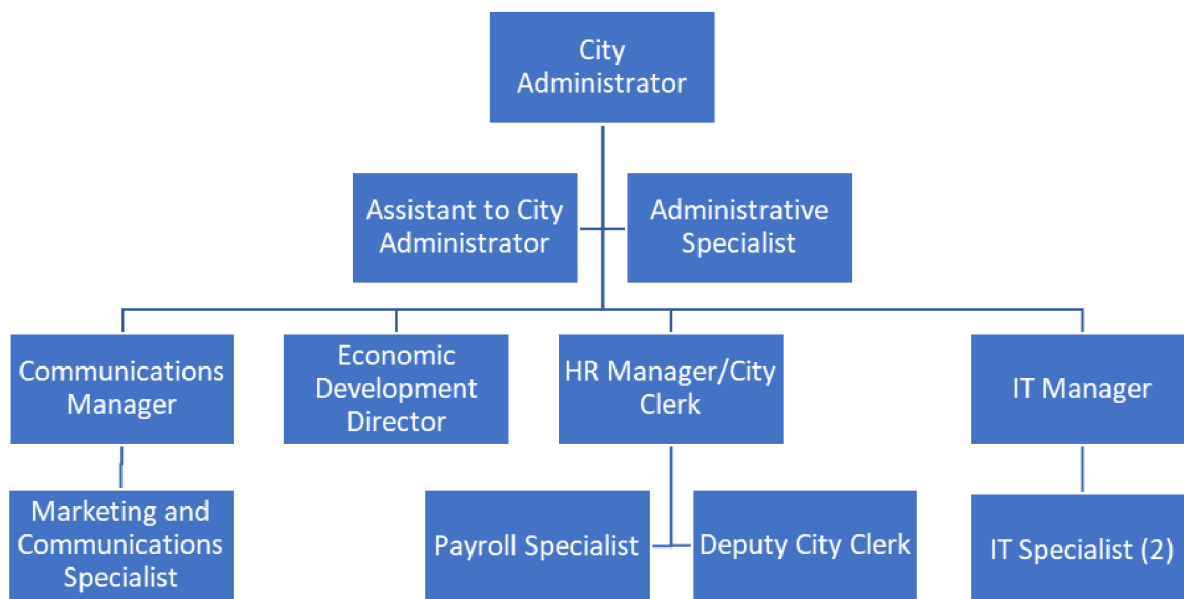
- Adobe Creative Cloud — *(shared with city communications)*
 - Proposal: Keep current subscription
 - Cost: \$50/month *(paid for by city communications)*
- Adobe stock images — Access to thousands of videos and images to use in print and online products. *(shared with city communications)*
 - Proposal: Purchase one license
 - Cost: \$30/month *(paid for by city communications)*
- Access to a digital camera *(shared with city communications)*
 - Updating and maintaining photo library to market Cottage Grove
- Constant Contact email marketing platform *(shared with city communications)*
 - Proposal: Keep current subscription
 - Cost: \$70/month *(paid for by city communications)*
- Canva Pro — A graphic design platform, used to create social media graphics, presentations, posters, documents, and other visual content. *(shared with city communications)*
 - Proposal: Keep current subscription
 - One account, multiple users
 - Cost: \$12.95/month *(Paid for by city communications)*

Conclusion

The CVB is proud of the work that has been accomplished since its inception in 2020 and is excited to grow along with the City of Cottage Grove. The recommendations of this report are directly related to the growth of the community, and more specifically, the growth of lodging taxes in our community. These recommendations are intended to be malleable to encourage conversation and adaptability as population and demographics change. The CVB's mission will always remain to showcase Cottage Grove in the best light, to attract travelers, sports teams, engaged couples and outdoor enthusiasts to our city.

Information Technology

The organizational study that was previously completed suggested moving the Information Technology Division (IT) under the Administration Department when the finance director changed. IT is a function and service that supports citywide operations and should be supervised from administration. It is proposed that this change takes place following any retirement. Please see the Finance Department's staffing plan for additional details on IT staffing needs.





City Council Action Request

3C

Meeting Date	2/9/2022	
Department	Finance	
Agenda Category	Agenda Item	
Title	Finance Staffing Plan	
Staff		
Recommendation		
Budget Implication	N/A	
Attachments	1b Finance Staffing Plan.tif	2.17MB



FINANCE

Staffing Strategy Report 2022-2026

Executive Summary

The Finance Department oversees the daily financial operations of the City and prepares the City's budget, annual financial report (AFR) and five-year capital improvement plan for the benefit of residents and all interested parties including the State Auditor's Office and bond rating agencies. The department is also responsible for debt management and investment of city funds.

The Information Technology (IT) division develops and coordinates computer solutions that provide easy access to information and operating/processing software. Division staff support all City departments in implementing technology systems including phone, voicemail, and internet.

Current Finance staffing includes the Finance Director, Assistant Finance Director, Accountant, Accounts Payable/Accounts Receivable Clerk, Utility Billing Clerk, and a half time Office Clerk. Current IT staff includes the IT Manager and two (2) IT Coordinators.

Based on the analysis provided here, staff is recommending the addition of one and a half (1.5) FTE in Finance over the next five years and one (1) FTE in IT.

Background

Finance staffing has remained virtually the same for the last 20 years. Staff fulfills basic dedicated functions which are not significantly variable with the growth of the city; bills are issued, invoices are paid, employees are paid, bank accounts are reconciled, financial reporting and budget creation are completed. The volume of invoices, billings and paychecks have increased however, technology solutions have allowed staff levels to remain stable.

For example, we utilize a third-party provider whose software calculates, generates, prints, and mails utility bills as well as supplementing customer service support daily. One Utility Billing clerk interfaces with Utilities/Public works staff and the provider, performing the required tasks and providing customer service support. The change to lockbox payment processing and acquisition of an online bill payment module have greatly reduced the need for staff to process cash and check payments for the daily bank deposit.

Staff duties ebb and flow between positions as is necessary. Prior to the beginning of the building boom (2019-2020), certain daily finance duties were provided by front desk personnel. When that individual left, the position was replaced by a second Building Permit Tech and finance duties were absorbed by existing finance staff.

After the 2020 audit, Finance added a half time (.5) Office Clerk to increase the segregation of duties as recommended by the Auditor. This clerk provides support in the areas of daily operations (bank deposit and journal entries) and UB customer service.

Conversely, IT staffing has significantly increased over the last ten years due to the exponential growth in demand for computers, software, and internet connectivity, to

provide the solutions mentioned above. In 2010, IT staff was comprised of one (1) three quarter (.75) Coordinator and one part time (.50) technician. Today, the staff of three in this division may, at times, work around the clock maintaining everything from computers and servers to internet connections and cyber security.

Service Levels

Current staffing levels in Finance provide accurate and timely financial reporting, accounts payable and receivables, utility billing and all other operational requirements to satisfy internal and external customers.

However, dissatisfaction with the third-party Utility Billing service has grown due to the lack of system updates and certain billing and reporting difficulties. In 2006, the system supported 8,900 monthly utility bills; currently the system supports 12,500 monthly utility bills. After viewing demos from other providers, staff will pursue Request for Proposal (RFP) for a different provider in the first quarter of 2022. Assuming a new provider is chosen, implementation/conversion is expected in the first quarter of 2023.

Since our current provider supplements our UB clerk's customer service (receiving customer phone calls after 4:30 PM daily), we assume that the change in providers would result in the need for an additional UB clerk to maintain the same (or improved) level of customer service in 2023 and beyond. Fees currently paid to the third party for this service would partially offset the cost of the additional position.

Accounts payable is another spot where technology and automation have allowed us to provide consistent service without the addition of staff members. Currently, two individuals in the Public Works department enter coded invoices into the Tyler financial software before sending them, and the data entry report, to the Finance Department for review. Public Works receives the most invoices from vendors so this processing significantly short-cuts the time required by the AP clerk.

The impact of the 3M settlement with the planning and constructing of water treatment facilities, will be seen in the required tracking, and reporting of expenses to the State of Minnesota so that appropriate reimbursement of these expenditures occurs. Currently, the Assistant Finance Director completes these monthly/quarterly reports, but the function should fall more in the Accountant/Accounts payable area. Potentially, the need exists for an additional half (.5) time position to complete administration of the funding as we get further into all the projects associated with the settlement.

In 2021 demand for technology services saw the three current IT staff members respond to and close 955 help desk tickets. The increase in public infrastructure including the previously mentioned water treatment plants, and park facilities will require corresponding network development and maintenance of equipment. This workload would suggest an additional IT technician will be necessary to be able to provide the same level of internal customer support beginning in 2023.



City Council Action Request

3D

Meeting Date 2/9/2022

Department Parks and Recreation

Agenda Category Agenda Item

Title Parks and Recreation Staffing Plan

Staff

Recommendation

Budget Implication N/A

Attachments	1c Parks and Rec RecIceRO Staffing Memo.tif	702.59KB
	1d Parks and Rec Parks Maintenance Staffing Plan.tif	9.43MB



To: Honorable Mayor and City Council
From: Zac Dockter, Parks and Recreation Director
Cc: Jennifer Levitt, City Administrator
Date: January 11, 2022
Subject: Parks and Recreation Department Staffing Strategy

Introduction/Background

The Parks and Recreation Department has submitted a detailed staffing strategy report to manage the maintenance needs of our growing park system. Because park maintenance needs are immediate, full justification for the positions has been provided to Council for consideration at the strategic planning session. However, within the Parks and Recreation Department, there are three additional service areas to be considered:

1. Ice Arena
2. River Oaks
3. Recreation Programming/Services

Because all three operations are so heavily focused on service provisions, it is difficult to speculate on five-year growth needs at this time. Rather, these business programs must remain pliable to the market conditions and adapt service needs to meet both community trends and recreational industry trends.

River Oaks and the Ice Arena have fairly stable and consistent operations from year to year and are guided by solid business plans. As such, any future growth needed to serve our clientele should be developed within 5-year business plans and the annual budgeting process. It is recommended that revenue offset any additional payroll expenses for these two operations. Additional full-time employment requests are likely minimal in the coming three to five years. However, additional personnel expense for part-time and seasonal employees should be increased incrementally to keep up with operational demands and labor market wages.

Recreation services will likely need to grow in the next five years to meet the growing population and service demands of Cottage Grove. Although no budget request is being made at this time, we do anticipate the need for additional full-time support of 1 to 1.5 employees within the next five years. As staff analyzes detailed service needs of the community in the coming year, justification of those employees will be more apparent to management and can be articulated to Council. Any position requests should include revenue offset opportunities. Like River Oaks and the Ice Arena, recreation also relies heavily on part-time seasonal staff and will need incremental budget increases to meet market wages.



Parks Maintenance Staffing Strategy Report

Executive Summary

Cottage Grove is very proud of its ability to build unique park, trail and natural areas for public enjoyment. The physical, mental, social, environmental and economical benefits of these spaces in a community are priceless. However, the degradation of these facilities can result in a reversal of those benefits. Thus, it is important to align the resources necessary to assure the oldest, newest, smallest and largest parks all receive the attention so needed.

Parks Maintenance is a division of the Parks and Recreation Department. The staff team consists of 1 Park Foreman (Head Supervisor), 1 Park Lead Person (Assistant Supervisor), 6 full-time public service workers and 13 (3.8 full-time equivalent) seasonal/part-time staff. They are led under the direction of the Parks Superintendent. In 2021, City Council authorized the hiring of one half-time park maintenance, half-time ice arena maintenance staff person for the 2022 budget. This would bring the maintenance division to 8.5 full time maintenance employees.

City Council has requested information regarding park maintenance labor to better understand the long-term needs of the department to meet our service commitment to the community while also managing for rapid growth of Cottage Grove and its' parks system.

Based on the analysis provided in this report, the Parks maintenance team recommends the addition of two (2) full-time public service workers to meet the recreational service needs for our growing community by the year 2025.

Background

Today's full-time park maintenance staffing level has not changed in 20 years; something the staff team is proud to report. Through new technology implementation, new equipment, maintenance best practices, work scheduling efficiencies, part-time/seasonal labor usage and a dedicated staff team, the department has been able to run a very lean program for many years. Although lean, exceptional customer service and customer experiences always remain the highest priority for the team. The division has adapted well to resident's desire for new and improved recreational facilities.

Park staff is very interchangeable and work tasks vary from day to day. However, primary roles have been adopted to assure service needs are met and employees can train and excel in their area of expertise. Current positions with a brief description of focus areas in the Parks Department are:

Parks Foreman	Division Supervisor, project management, field work
Park Lead Person	Assistant Supervisor, project management, field work
PSW	Operator, special projects, rough cutting
PSW	Athletic Fields, Playgrounds
PSW	Field Lining, Mowing
PSW	Irrigation, turf management (spraying, fertilizing, aerating, top dressing)
PSW	Mowing Crew Leader
PSW	Horticulturist; all landscaping and park trees
Future 0.5 PSW	Mowing, ballfields, horticulture and special projects

Growth

The park maintenance staff has done a tremendous job of absorbing growth over the past twenty years. As the expectation of park services grows, so does the workload for staff.

In just the past five years six new parks have opened:

1. Sunnyhill Park and Open Space (12 acres)
2. Cedarhurst Meadows West Park and Open Space (20 acres)
3. Cedarhurst Meadows East Park and Open Space (20 acres)
4. Antler's Ridge Park and Open Space (20 acres)
5. Ravine Parkway and Open Space (10 acres)
6. Strawberry Fields Park and Open Space (9 acres)

In the coming five years, our master plans show that additional parks will need turf, athletic facility, trail, landscaping, open space and infrastructure maintenance and repair at (acreage estimated):

1. Hamlet Park South (40 acres - large athletic field expansion, habitat restoration and building)
2. Oltman Middle School (12 acres - large lacrosse/soccer complex and building)
3. Michael's Point (10 acres - neighborhood park and open space near Robert's Lake)
4. Glacial Valley Community Park (10 acres - serving Upper East Ravine neighborhoods)
5. Still Ponds Park (44 acres - large park and open space around lake at former Posavod property)
6. Mississippi Dunes Park and Open Space (44 acres – riverfront park and open space)
7. Summers Gate Park and Open Space (8 acres – neighborhood park near Northpoint)
8. Multiple new park developments east of Keats Avenue depending on housing growth rate.

Perhaps one of the more significant areas of growth is the increased customer/resident expectations of our services. Pre-2000, a common Cottage Grove park included a playground, a picnic bench, non-irrigated turf and perhaps a ballfield or two. Today's parks include these features but also tend to have flower gardens, shelters, well-manicured turf areas, irrigation systems, clean restrooms, rentable facilities and unique/sophisticated play experiences. These increased desires of the park system have a direct correlation with increased maintenance needs. A good example of managing service changes is in the area of irrigation. Irrigation and turf maintenance alone consumes one full-time position throughout the growing season. By improving efficiencies and greatly reducing labor in our open space mowing operations, we were able to divert labor hours to irrigation systems and turf quality work. However, all future parks will be irrigated as neighborhoods now expect adjacent public spaces to reflect the landscape requirements/expectations of their own property, thus adding skilled labor requirements for the division.

Beyond parks, maintenance expectations of other public facilities have and will continue to grow. One such area includes the Ravine Parkway which has irrigated/treated turf, trees and many gardens. Ravine Parkway is a beautiful greenway to be proud of. But in just the past two years this site alone has added hundreds of hours per year of turf, irrigation and landscape maintenance. Six roundabouts with extensive landscaping have also been added to the community in recent years and three to four more are anticipated in the near future. Roundabouts continue to be a focal point for beautification and require considerable planning and upkeep in these high traffic and dangerous work zones.

The table below is a snapshot of the park growth with 2022/2023 projections.

Parks	2000	2010	2020	Projected 2022/2023	Projected 2025
Parks	22	27	33	36/37	43
Acreage Maintained	600	850	915	950	1,150
Rectangular Fields Maintained	25	28	30	33	37
Ball Diamonds Maintained	40	46	47	49	51
Winter Skating Rinks	14	11	13	14	15
Hard Courts (tennis/pball/bball)	26	28	32	35	40
Sand Volleyball Courts	4	3	3	3	4
Playgrounds	20	25	28	31/32	38
Picnic Shelters	6	11	21	28	33
Park Buildings	8	9	9	10	11
Irrigation Zones	75	250	536	600	700
Trail/Sidewalk Miles	19	46	76	90	110
Disc Golf Course	1	1	1	1.5	1.5
Splash Pads	0	0	1	1	1
Dog Parks	0	0	1	1	1
Landscape Beds	25	120	293	320	350
Facility Rental Revenue	\$4,000	\$13,000	\$40,000	\$55,000	\$65,000

Increased Services

Staff has worked to increase its service levels at the request of the community. Some of the more recent service additions include:

Splash Pad – Opened in 2014 and requires staff to clean and inspect the area, restrooms and equipment 7 days a week.

Inclusive Playground – Opened in 2017 and requires dedicated labor 7 days a week to clean and inspect the playground, restrooms and supporting amenities.

Kingston Park – Restrooms were opened to the public on a daily basis (Monday through Thursday for soccer/softball programs) beginning in 2017.

Playgrounds – Playgrounds are perhaps the most litigious service area in the park industry. As such, the Parks and Recreation Department has been working hard to improve education, training, maintenance, documentation and overall care and safety for these play areas. As recreational desires grow, playground equipment continues to become more unique both in terms of play experiences and upkeep of equipment. It is a service area we would like to improve our maintenance practices on, such as leveling woodchip surfacing more regularly, but have a hard time keeping up with all 28 units.

Irrigation – The addition of irrigation to the majority of parks has multiple maintenance related needs. The start up and shut down of the irrigation systems takes one full-time employee 3 weeks each spring and 3 weeks each fall to install parts, test/drain the system and repair any broken equipment. With nearly 600 zones and thousands of heads to care for, it is a daily challenge during growing season. Additionally, irrigated turf requires more mowing, trimming, spraying, aerating and fertilizing on a daily, weekly and monthly basis. Lastly, as many systems age, there is increased maintenance demand to repair/replace faulty pipes, valves and wiring.

Athletic Fields – Perhaps as notable as irrigation/turf, athletic field expectations for quality have increased to the point of requiring a full-time position dedicated to the upkeep of these facilities. Things such as goal-mouth repair, mound maintenance, weeding, backstop repair and equipment repair are just a few example areas that once were more seasonal maintenance tasks but now require more skilled and technical labor. Without this attention to detail, safety is jeopardized and so is the ability to host large recreational events and tournaments that bring visitors to Cottage Grove. Additionally, sport field line painting and tournament/event preparation needs will increase as our community and programs grows.

Rentals – As the park system has grown and improved, facility use requests (buildings, shelters, fields, courts, rinks, etc.) have tripled since 2010. 2021 has seen a great resurgence in facility rentals and as such, we continue to build more of these amenities for public enjoyment. These rentals require cleaning and inspection of the facility before, after and sometimes during events depending on their duration. Rentals most often take place on evenings and weekends thus requiring overtime labor rates. More recently, the addition of the PaddleShare kayak rental program requires weekly equipment cleaning, repair and servicing.

Primary Concerns to Maintaining Service Levels

As our park maintenance team gathered to discuss the current and future needs to maintain our park system, several service area concerns were noted. If additional labor support is not provided, services levels in these areas will have to be modified significantly and will have a negative impact on overall customer and user experiences.

Horticulture

Our public landscaping program has been proudly embraced by the community. However, the growth of these features is outpacing our ability to adequately maintain them. One Horticulturist cannot keep up with the day-to-day maintenance (weeding, mulching, pruning, etc.) while also replanting dead or dying plant material to assure healthy and beautiful gardens. About 25% of our gardens (over 75 gardens) are now underplanted as a result of dead or dying plants. When we have access to horticulture interns, we are able to get more work done in a season. However, three of the past four seasons we have not been able to find internship candidates and thus place in regular seasonal employees who attempt to learn plant identification and care needs through on-the-job training. Because of this position's educational requirements and passion for the work, it is recommended that future position growth have some background in landscaping care. Without this support, it will be important to minimize growth of landscaping in future development areas while also looking to eliminate and/or reduce in size up to 25% of current landscape beds to allow for future growth.

Forestry

The municipal park system has hundreds of acres of forest with tens of thousands of trees to care for. We do not have a forester or arborist on staff to manage our public forests and receive limited support from the Public Works Forester simply because that position is already stretched thin managing boulevard and residential tree needs. Our park staff operates more on an as-needed basis for tree care in the public park system. As forests overgrow, invasive species spread, disease is identified or tree-care is clearly needed, we document the concern in our work order management system and prioritize the work to be done. Safety concerns are handled quickly while preventative maintenance or trees downed safely in the woods may take months or more to respond too. Also, there is very little studying, planning or scheduling of maintenance needs for our public forests. This natural resource management planning could help to improve the overall health of our forests and reduce long-term maintenance costs. A Certified Arborist or position with background in plant/tree care would be recommended for a future position to bring a more proactive approach to managing this function. One

position cannot be solely responsible for all the physical work, but having an employee that is dedicated to the urban forests is important. This position would have the educational background to identify challenges and opportunities while also developing a strategy utilizing both in-house and contracted services to protect and enhance these community assets. Some benefits to proactive forest management include reduced costs from storms and disease. By proactively maintaining healthy forests, these areas are less susceptible to mass tree loss, safety concerns and forest degradation that left unchecked, become costly to mitigate.

If a labor position cannot be funded, it would be recommended that the City consider allocating at least \$50,000 in financial resources to contract arborist services from a licensed contractor. If that is not an option, the other alternative would be to reduce service responses to all public forest and move to a five to seven year rotating schedule of public forest cleanup (instead of the current seasonal response). This would assure each public forest is inspected and cleared of dangerous materials at least every five to seven years. However, the community will have to get accustomed to significantly delayed responses for downed timber and closed trails as overgrowth of the forests will make it more challenging to access sites efficiently.

Ball Diamonds

Ball diamonds include baseball and softball fields. At surface level, they appear easy to maintain. However, they need constant attention to remain playable, safe and to prevent degradation of the facility. Routine grading is necessary to assure water drains off playing fields and that there is ample dirt material for a safe playing surface. Grass and weeds constantly grow into the playing surfaces and must be removed and cut back on a regular schedule to assure the playing field remains at the proper dimensions. Pitching mounds have a very specific shape to assure the proper angling of the pitching delivery; mounds need daily, weekly and monthly inspection and repair to assure clay/dirt material is in proper place. Home plate and base areas consistently lose dirt/clay material during use and must be replaced daily to assure safe playing conditions. Other areas such as fencing, dugouts, benches, bleachers, bullpens and turf all need attention as well. Currently staff has been unable to maintain a regular schedule for seasonal ball diamond care. We would estimate that about 30 (over 60%) of ball diamonds are deficient in some way from the level of service we would desire. These deficiencies can be any of the maintenance/repair tasks aforementioned and would require approximately 250 additional hours per year to bring back to service level expectations.

Should additional labor support not be available, the facilities will simply continue to degrade in terms of safety, playability and aesthetics. Services cannot really be reduced without losing efficiency and increasing costs at a later date. Fields that are not regularly maintained degrade quickly due to heavy usage and wear. It takes significantly longer and is more expensive to restore a field to playable conditions than to foster a routine maintenance schedule.

Turf Mowing and Care

We have realized about 50% growth in our maintained turf areas since 2000, and we expect to add another 20% by 2025. All said, that would be growth of 100% from the year 2000 to 2025. We rely heavily upon seasonal labor for mowing but are just as reliant on quality equipment that can make our crews as efficient as possible. We continue to seek new technology to improve performance but we seem to be limiting out on those opportunities at this time. Also, travel time from park to park as the community grows increases inefficiencies because mowers are spending more time on the road and less time mowing parks.

Our park staff takes tremendous pride in our turf quality. This living organism is in constant need of care. Beyond mowing, we have regular fertilizing, spraying, aeration and irrigation needs that must be applied consistently to maintain this asset. Presently, staff is concerned with the ability to maintain the turf management schedule. Additional growth will only continue to falter our best practices goals. As

an example, we are only aerating about 1/3 of what we would desire. We are doing much more spot-spraying of turf areas because we simply do not have the time to dedicate to a full-scale herbicide treatment community-wide. Irrigation repairs can extend days or weeks and turf quality declines quickly. Irrigation zones have doubled since 2010 and grew by 800% when comparing to the year 2000. The expectations for quality turf in public parks has changed. No longer can we let turf rely on mother nature for its water and nutrient needs. As we expect neighborhoods to care for their lawns, they too expect their park spaces to be cared for as well or better.

Customer Service Needs

With the growth of the park system comes growth in usage. We are excited that the parks we work so hard to build and maintain are enjoyed by the public. But service needs continue to expand as we add new recreational features. Facility rentals continue to grow and much of those needs are on evenings and weekends. Future staffing should take into account the best opportunity to serve the customers while they are utilizing the facilities. In particular, servicing athletic tournaments along with community events have proven to be popular in the community while bringing revenue to the City (facility use permits). Further, these tournaments and events are shown to bring thousands of visitors to the community each year which has a positive impact on the local economy. It has always been important to our local leaders and our team of staff to show visitors the pride we have in maintaining our parks for these event venues and providing the highest level of customer service to welcome our residents and guests.

Services can be reduced in this area but would have a direct correlation with a diminished user experience. The City would most likely see an overall reduction of events and rentals. Over time, that usage decline typically leads to decline in appreciation and dedication from the community to invest and care for its park system. This is a trajectory not advised by staff. We have lots of great usage, appreciation, volunteerism and support for the parks because of the quality experiences we currently provide to our residents and visitors.

Overtime Pressure

Staff is regularly having to come in on weekends to cover tournaments, events, rentals and restrooms servicing. It is beginning to create stress on the staff. Although they appreciate the overtime pay, the time off for individual and family needs is just as important and becoming less available to them for a quality work-life balance. There are weekends where we dispatch multiple staff (sometimes 3 or 4) to cover the work needs. We attempt to preschedule these overtime requirements to help employees plan their personal time off better, but we are also committed to the customers/residents and do what it takes to assure positive experiences in our parks and community. Reduction of these services would diminish overall park experiences by having to reduce maintenance and cleanup for public restrooms (Woodridge, Highlands, Kingston), sports tournaments and special events. Although we could reassign staff schedules to cover evenings and weekends, doing so is also challenging because regular maintenance is best performed during weekday morning/afternoon hours when staff can efficiently maintain the parks with the least amount of conflict with park usage.

Snowplowing Needs

In discussion with the Public Work Director, there is additional need for employees in snow removal services. Any new positions would contribute to snow removal by absorbing route expansions as the community grows. This new position may also allow for quicker winter servicing of our park parking lots, trails and ice rinks. Currently, these features are lower priority and serviced after streets are completed. We are experiencing increased service calls to open our park and recreation opportunities to the public after snow events. Streets will continue to be the priority for public safety, but as labor is available, these other areas of the City may be serviced quicker.

Equipment Needs

With any added position, the City needs to consider what role the employee will fill and what tools they need to maximize their performance. Pickups, hand tools, mowers and ballfield equipment are a few items that would need consideration. In order to maximize the performance of the team with the inclusion of new employees, the following equipment and today's projected purchase cost would be recommended.

Pickup Truck (1)	\$50,000
Small Bucket Truck (1)	\$150,000
Smithco (or like) w/Ballfield Drag (1)	\$22,000
11-foot or 16-foot Mower (1)	\$70,000 or \$120,000

Benchmarking

Benchmarking between communities can be both valuable and difficult. Each City and department operates differently and required services are always unique to their specific community needs. But in comparing to National Recreation and Park Association Benchmarking data, we believe Cottage Grove continues to provide great recreational opportunities to the public at a great value.

National Recreation and Parks Association (NRPA) Data Benchmarking:

NRPA Residents per Park: 2,300

Current Cottage Grove Residents per Park: 1,000

NRPA Acres of Parkland per 1,000 Residents: 9.9

Cottage Grove Acres of Parkland per 1,000 Residents: 23.38

NRPA Residents per playground: 3,600

Cottage Grove Residents per playground: 1,330

NRPA Full-Time Employee Equivalent per 10,000 residents: 8.2

Cottage Grove Full-Time Employee Equivalent per 10,000 residents: 4.6

NRPA Operating Expenditures per Capita: \$88.30/year

Cottage Grove Operating Expenditures per Capita: \$51.60

Using this same data draw, we can also compare Cottage Grove to some of our fellow south suburban communities but once again caution the unique service needs of each community.

Residents per Park:

Cottage Grove	1,000
Apple Valley	1,100
Burnsville	850
Eagan	1,150
Lakeville	1,050
Rosemount	850
Woodbury	1,300
Farmington	985
Hastings	650

Acres of Parkland per 1,000 Residents:

Cottage Grove	23.4
Apple Valley	12.5
Burnsville	17.2
Eagan	20.9
Lakeville	17.4
Rosemount	21.1
Woodbury	45.5
Farmington	22.1
Hastings	29.0

Residents per Playground:

Cottage Grove	1,330
Apple Valley	1,040
Burnsville	1,340
Eagan	1,430
Lakeville	1,510
Rosemount	1,170
Woodbury	1,570
Farmington	1,180
Hastings	1,080

Full-Time Equivalents ~ Population:

Cottage Grove	12.0 ~ 36,600
Apple Valley	23.0 ~ 56,400
Burnsville	24.0 ~ 64,300
Eagan	24.0 ~ 68,900
Lakeville	19.0 ~ 69,500
Rosemount	9.0 ~ 25,700
Woodbury	29.5 ~ 69,900
Farmington	5.5 ~ 22,900
Hastings	9.0 ~ 22,800

Alternative Service Options

Full-time employees are not the only resources available to satisfy community service needs. Park maintenance attempts to achieve the most efficient and cost-effective methods to achieve its end goals. Examples include seasonal/part-time employees, independent contracting and technology enhancements.

Our park maintenance team is very proud of its history of utilizing part-time and/or seasonal employees. These employees typically work 3 to 6 months and can vary from 10 to 40 hours per week. Like all employees, they need operating, service and safety training and equipment to be effective. The most efficient use of these employees is for routine maintenance tasks that require less mechanical, specialized skill-sets and/or supervision. Currently, most part-time/seasonal roles fit into one of the categories below:

1. Mowing/Trimming
2. Ballfield Dragging/Chalking/Game Prep
3. Landscaping
4. Waste Hauling
5. Building/Shelter Caretaking

These are vital tasks to the overall operation. However, these are also roles in which supervisors can train employees in a short period of time and get employees into a regular maintenance schedule with minimal supervision.

Part-time/seasonal employees have limiting factors to be considered. Although the tasks can be routine, supervision is always necessary. Each one of the functions aforementioned have a direct supervisor that is a full-time employee. Depending on the size and skill set of the part-time/seasonal crews, that level of supervision can pull the full-time employee away from their hands-on work considerably. With the growth of the community and parks system, there is a need for more field supervision to assure maintenance service levels are achieved and consistent each day, week, month and season across the entire 36 square miles of Cottage Grove.

Further, the majority of these employees are students. Their school schedules leave the months of April, May, September, October and November with staff shortages where full-time staff must pull together to cover basic service needs such as mowing, athletic fields and general caretaking. Fulfilling those basic service needs during fringe months is becoming more difficult to achieve as the park system grows. Because of this, many of the seasonal maintenance projects we were once able to perform regularly, are now postponed to fulfill basic services. Tasks like ballfield repairs, turf care, leaf cleanup, tree care, fencing repairs and building preventative maintenance are all areas that seem to be falling behind more regularly with each season.

Part-time/seasonal employees are an essential part of our team and are essential to our service goals. We will always look to this type of employment first as a cost-effective approach to maintaining our parks. However, with the addition more full-time staffing support we also know that we can split crews, cover more ground and have proper supervisory levels to utilize these employees to their highest level of efficiency. The size of the crew is less important than the efficiency, effectiveness and coordination of the crew.

Staff also considers independent contracting to cover service areas that may consume valuable City labor hours. The most recent example includes the turf care services contracted to Valdes Lawn Care for public facilities. This has been a positive experience because these independent sites require significant mobilization to get both staff and equipment in place to perform maintenance requirements. Additionally, these sites are on very regular maintenance schedules. To contract services for parks is less efficient because most parks are mowed in sequence and require little travel time from site to site while having much larger turf areas. They do not need as much of the inefficient and focused care as small turf areas around parking lots and buildings with the need for a lot of trimming and blowing of clippings as well. Additionally, park mowing schedules change from park to park and from season to season. Athletic complexes can be mowed up to three times per week depending on season, temperature, turf quality, rain/irrigation, fertilizing and usage patterns. When turf is growing at its peak, mowing must be strategic to assure we can cut once and not bag clippings or mow multiple passes to eliminate clumping that effects playability of the surface. For special events and tournaments, we are diligent in mowing just prior to events to assure the best playing surface and best visual impressions are in place. The same thing can be said for spraying, fertilizing, aerating and other turf and landscape care. We have seen these challenges with the School District's contract labor services and do not believe it is in the best interest of our community parks. We feel it is important to retain control of these maintenance practices so that reliance on these contract schedules do not negatively affect one of our greatest park assets; turf.

Changing service level expectations is another option that could be considered. Although our staff team does not recommend this, it is possible to mow less, remove trash less, downgrade athletic facility maintenance, irrigate/fertilize/spray less, reduce care of forest/habitat areas and reduce our commitment to building out special projects. We believe we are efficient in our performance. The community appreciates our high level of service in the parks and downgrading would have negative impacts to the overall park system. We have great equipment and procedures to get the work done at a high level of service and would recommend we continue. Because our park system is heavily-used and appreciated, it tends to reduce acts of vandalism and other crime because residents are quick to point out concerns and help to police our parks. The more our parks are used, the safer they are, the more respected they are and the more users are willing to pay for these services for a more livable community.

Future Position Recommendation

Based on the analysis provided in this report, the Parks maintenance team makes the following recommendations for future staffing to best serve the community:

2023 – Add one full-time Public Service Worker to immediately aid in turf and ballfield maintenance while improving customer service needs. Secondary focus would be to aid with horticulture and special projects. Winter focus of the position would be to aid in snowplowing, tree care and maintaining the additional hockey rink at Glacial Valley Park. This position may be considered for a varied schedule to help alleviate overtime pressure and better serve the public on evenings and/or weekends.

2024 – Add one full-time Public Service Worker with education/experience in plant and tree care while also able to provide regular park customer service needs. Secondary focus will be to aid with special projects (carpentry, concrete, construction, landscaping, irrigation install, athletic field renovations, building repair, park furniture assembly/install/repair, playground repair, etc.) and routine maintenance. Winter role would be heavily focused on public forest management including field work, plan development, maintaining tree/forest care schedules, building relationships with arborist contractors and City Forester while also managing citizen work orders. This position would work very closely with the existing Horticulturist on staff. Additionally, the position should help with park trail and parking lot plowing as well as aiding in ice rink maintenance during winter months.

Conclusion

The Parks and Recreation department is very proud of its work and appreciates the opportunity to share its' cumulative vision for managing and maintaining our park assets for the next ten years. The recommendations of this report are directly related to the growth of the community so it is intended to be a malleable process that encourages conversation as land use and demographics of Cottage Grove change. Regardless of how the community changes, it will always remain our department's mission to create and promote policies, programs and places that make Cottage Grove a more active, healthy and happy community.



City Council Action Request

3E

Meeting Date	2/9/2022																			
Department	Parks and Recreation																			
Agenda Category	Agenda Item																			
Title	Parks and Recreation Financial Future Discussions																			
Staff																				
Recommendation																				
Budget Implication	N/A																			
Attachments	<table><tr><td>2a Local Option Sales Tax Memo.tif</td><td>685.98KB</td></tr><tr><td>2b Local Option Sales Tax Memo - Strategic Planning Meeting.tif</td><td>2.35MB</td></tr><tr><td>2c Glacial Valley Park MP w Pickleball.tif</td><td>6.81MB</td></tr><tr><td>2d Glacial Valley Park Structure - Concept Diagrams - 2021-12-14.tif</td><td>7.86MB</td></tr><tr><td>2e Hamlet Park Plan.tif</td><td>15.56MB</td></tr><tr><td>2f Mississippi Dunes Park.tif</td><td>208.35MB</td></tr><tr><td>2g Oltman Park Master Plan.tif</td><td>26.93MB</td></tr><tr><td>2h Central Greenway Regional Trail Master Plan 2017.tif</td><td>145.05MB</td></tr><tr><td>2i Other City Sales Tax Info.tif</td><td>5.04MB</td></tr></table>		2a Local Option Sales Tax Memo.tif	685.98KB	2b Local Option Sales Tax Memo - Strategic Planning Meeting.tif	2.35MB	2c Glacial Valley Park MP w Pickleball.tif	6.81MB	2d Glacial Valley Park Structure - Concept Diagrams - 2021-12-14.tif	7.86MB	2e Hamlet Park Plan.tif	15.56MB	2f Mississippi Dunes Park.tif	208.35MB	2g Oltman Park Master Plan.tif	26.93MB	2h Central Greenway Regional Trail Master Plan 2017.tif	145.05MB	2i Other City Sales Tax Info.tif	5.04MB
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To: Honorable Mayor and City Council

From: Zac Dockter, Parks and Recreation Director

Cc: Jennifer Levitt, City Administrator

Date: February 1, 2022

Subject: Parks and Recreation Financial Future Discussions

Local Option Sales Tax Discussion

At the Strategic Planning session on January 15, Council directed staff to study the potential benefit of offering a local option sales tax to residents to improve Cottage Grove's parks and recreation system. Council advised staff that a 2022 referendum is too soon to achieve and thus any discussion on this topic would be for a 2024 referendum. Enclosed with this memo is the report from the Strategic Planning session that details how local options sales taxes are administered.

In order to continue the conversation, staff will utilize the February 9 workshop to review potential projects that could be considered for the local option sales tax. As a reminder, local option sales tax revenues can only be applied to five or less projects in the community. Staff will walk through some options with the Council to start the conversation and gauge interest in next steps.

Ice Arena Sponsorship Program Discussion

Staff has met with Front Burner Sports and Entertainment to discuss facility sponsorship options for the Cottage Grove Ice Arena. Naming rights and corporate sponsorship packages have long been discussed for the ice arena but no partnership has ever been achieved. After meeting with Front Burner Sports and Entertainment, staff believes this type of partnership should be successful if Council is interested in gaining additional revenue via sponsorship packages. Some examples of successful local sponsorship packages facilitated by Front Burner Sports include:

- | | |
|---|---------------------------|
| 1. HealthEast Sports Center, Woodbury | \$1.75M over 14-year term |
| 2. TCO Sports Center, Vadnais Heights | \$1.95M over 15-year term |
| 3. Furniture and Things Center, Elk River | \$0.95M over 15-year term |

Staff will briefly review details of these sponsorship package options with Council at the workshop on February 9. If Council is interested in discussing the matter further, staff would recommend a future workshop with a Front Burner Sports representative.

Staff Recommendation

Receive information regarding local option sales tax and ice arena sponsorship program options.



To: Mayor and City Council Members
Jennifer Levitt, City Administrator

From: Robin Roland, Finance Director
Zac Dockter, Parks and Recreation Director

Date: January 13, 2022

Subject: Local Option Sales Tax

Introduction

Looking towards long term funding of Park projects, staff investigated alternative funding sources including the local option sales tax.

Discussion

According to Minnesota House Research in October 2019, over 43 cities currently impose local sales taxes for various purposes. Many of these involve parks, trails, and other improvements to city facilities. A listing of cities, their local sales tax percentages and uses of the revenues is attached.

If Cottage Grove were to desire to pursue the local option sales tax, the process is as follows:

Under Minnesota Statutes section 297A.99, the city must

1. **Adopt a resolution.** The city council must first adopt a resolution proposing the tax. The resolution must include the proposed tax rate, documentation of the “regional significance” of each project to be funded, the amount to be raised with the tax and the estimated length of time the tax will be needed.
2. **Submit resolution to state tax committees.** The city is required to submit the adopted resolution and documentation on regional significance to the chairs and ranking minority members of the House and Senate Tax committees by January 31 of the year that it is seeking the special law.
3. **Get legislative authorization.** The city must secure the passage of a special law authorizing the enactment of the local sales tax. The city would typically work with its local legislators to introduce special legislation.
4. **Adopt a resolution.** After approval, the city must adopt a resolution accepting the new law. The city must also file the resolution and a local approval certificate (https://www.sos.state.mn.us/media/1998/certificate_of_approval_of_special_law.pdf?inline=true) with the office of the Secretary of State before the next legislative biennium begins.
5. **Hold a referendum.** The city must conduct a referendum during a general election within two years of receiving legislative authority for the local sales tax. The referendum must include separate questions for each project, and only the ballot questions approved by voters may be funded by the sales tax.
6. **Pass an ordinance.** The city council must pass an ordinance imposing the tax. It must also notify the commissioner of Revenue at least 90 days before the first day of the calendar quarter that the tax will be imposed.

We should note that in 2019 when the above process was adopted the Legislature placed emphasis on the “regional significance” of any project(s) funded by the proposed local sales tax.

As is clear from the list of cities who have imposed local sales taxes, funding is primarily for capital costs and projects need to be specifically identified.

In Cottage Grove, long term funding for new parks and ongoing park improvements is proving challenging using just Park Dedication Fees and cell phone tower leasing revenues. Under a local option sales tax scenario, proposed parks such as Glacial Valley and the Mississippi Landing park along the Mississippi River could be packaged together as a “project” with “regional significance”.

A potential timeline for imposition of a local sales tax in Cottage Grove could be:

- Adoption of a resolution proposing the tax and submission of same to the House and Senate Tax Committees by January 31, 2022
- Introduction of special legislation by local legislators during session 2022
- Approval by legislature
- Adopt resolution accepting new law – Summer 2022
- Hold referendum Fall 2022 (or within two years of legislative approval)
- Pass an ordinance imposing the tax after a successful referendum

If imposed, the local sales tax applies to the same tax base with the same exemptions as the state sales tax and the state handles the collection administration and enforcement of the program. The net local tax revenue is paid to the city on a quarterly basis. Funding could be used for bond payments or operating expenses.

In December 2020, Jason Aarsvold of Ehlers & Associates, estimated that a local option sales tax in Cottage Grove might produce annual revenue of between \$578,259 and \$1,156,517 (at 0.25% and 0.50% respectively) based on projected annual taxable retail sales of \$231,300,000 in 2021. Notably, expected retail and commercial/industrial growth such as the Northpoint development would have a positive impact on these projections.

Minnesota Legislature requires a detailed description of up to five capital projects. A capital project includes:

1. A single building or structure, including associated infrastructure needed to safely access or use the building or structure.
2. Improvements within a single park or named recreation area
3. A contiguous trail

Staff has compiled a list of planned projects within the CIP below that would meet the stated criteria. This list is only meant to guide discussion and is certainly not limiting to any other project ideas or consideration from Council.

1. Glacial Valley Park Development - \$6M – Includes larger building and field lights (Attachment B and C)
2. Hamlet Park Completion - \$6.5M – Includes last two ballfields, field lighting, final parking lot, concrete skate park and splash pad. (Attachment D)
3. Mississippi Dunes Park - \$7M – Includes all features of master plan (Attachment E)

4. Oltman Middle School Athletic Complex - \$2M includes all features in master plan as well as field lighting. (Attachment F)
5. Central Greenway Regional Trail – Work with Washington County to expedite master planned recreational trail connection between Cottage Grove Ravine Regional Park and Lake Elmo. This trail could also be extended to Point Douglas Regional Trail/Hastings if master planning is in place at that time (no current master plan for this portion). Costs not known at this time given the potential partnerships. (Attachment G)

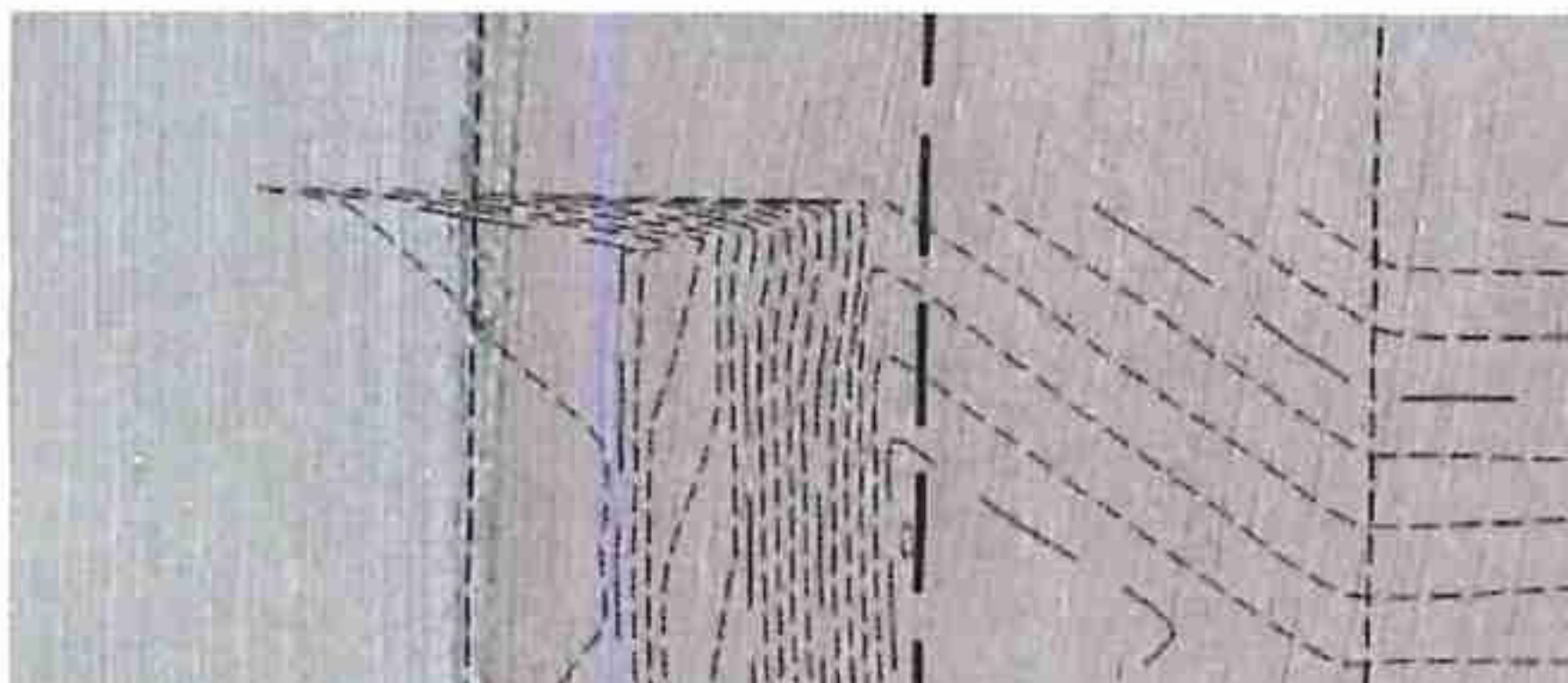
Additionally, there are many projects that staff, Council, Commissioners, user groups or citizens have requested over the years that have merit but have not been funded due to their large capital costs. Some examples include:

1. Full-synthetic soccer/football turf field with lights and grandstand at Kingston Park (or other) to extend playing seasons and draw major events - \$2M
2. Baseball grandstand at one of the large Hamlet Park fields to draw major events and start a townball baseball program - \$1M
3. Large Arboretum/Garden to draw visitors to the community - \$2M
4. Oakwood Park (or other location) large amphitheater - \$1M
5. Outdoor Park Ice Rink with full boards, concrete surface and shelter to extend skating season and offer alternative use in off-season such as trade shows, farmers markets, roller hockey, etc. - \$3M
6. Sports Training Facility – partnership with CGAA to offer indoor and year-round training opportunities. Space could be leased out a program provider. - \$2M
7. Nature Center for nature-based educational, program and events - \$10M

Staff is ready to discuss this information as part of the Reimagining Recreational Amenities agenda item.

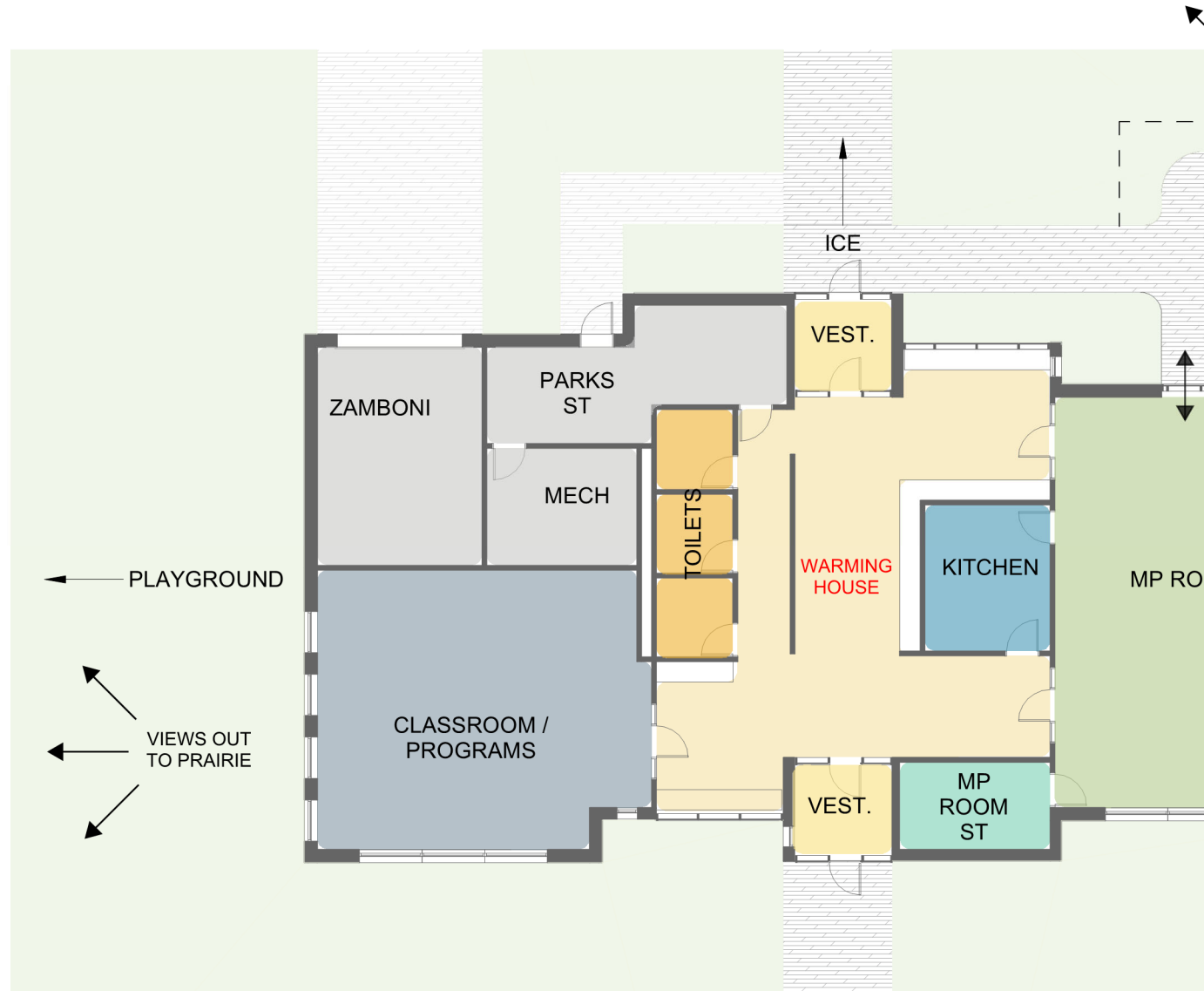
Attachments

Glacial Valley Park Master Plan
Glacial Valley Park Concept Diagram
Hamlet Park Plan
Mississippi Dunes Park Master Plan
Oltman Park Master Plan
Central Greenway Regional Trail Master Plan
Other city Sales Tax Info



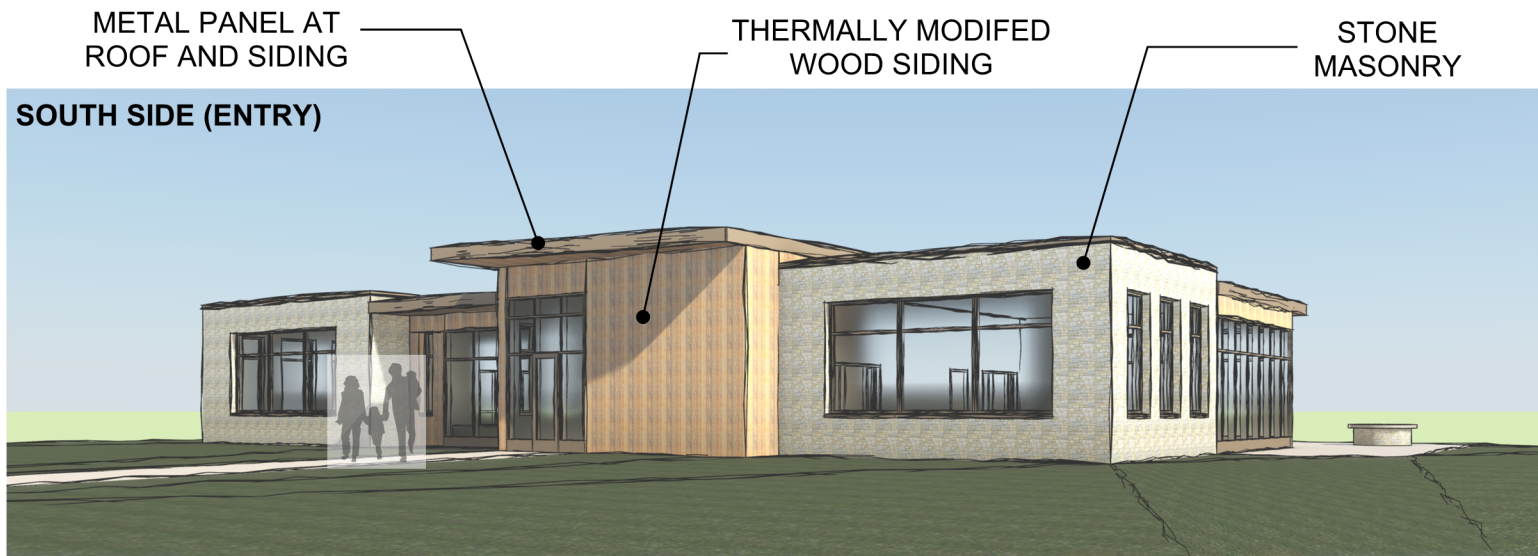


PLAN CONCEPTS





MATERIAL CONCEPTS





| SITE CONTEXT



| SITE INVENTORY

PROJECT STATEMENT

- Capitalize on a unique opportunity to provide additional **access to the Mississippi River** and Water Trails Network.
- Reserve **valuable river front** area as part of the redevelopment of the site to single family and medium-density housing.
- Provide programming and design to ensure enough space is reserved for useful, **high-quality recreation space and river access** where housing and open space benefit each other.
- Coordinate and collaborate with **adjacent land owners** including the SNA and DNR.

OPPORTUNITIES + CONSIDERATIONS



OVERALL SITE PLAN

KEY HIGHLIGHTS



Residential Development

- 72 Acres *Single Family Housing* - 232 Lots
- 18 Acres *Medium Density Housing*



Residential Development Property Expansion

- 14.2 Acres



Medium Density Housing



SNA Expansion

- 12.3 Acres



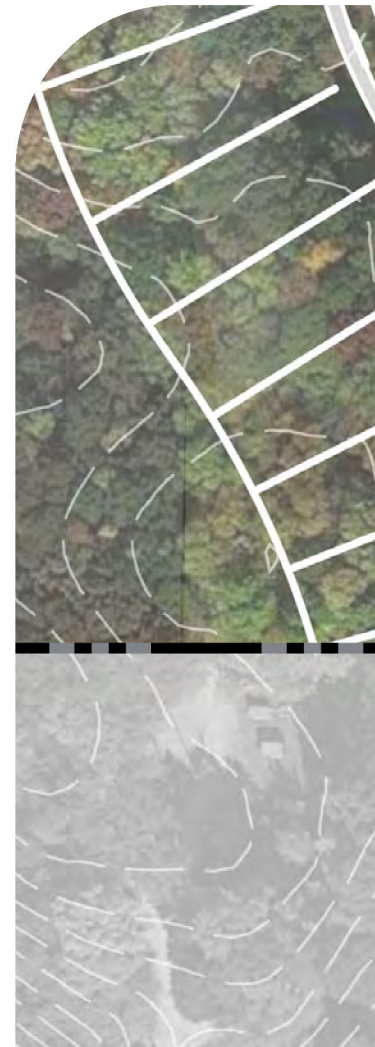
Riverfront Park

- 33.2 Acres

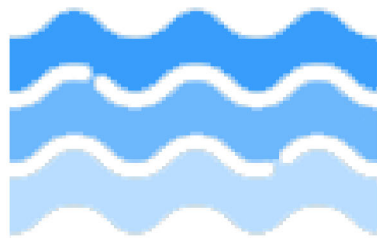
ENLARGEMENT PLAN

KEY HIGHLIGHTS

- 1 Wayfinding / Public Art
- 2 Four Season Building (4,000 SF)
- 3 Nature-Based Playground (6,000 SF)
- 4 Open Lawn Area
- 5 Terrace / Patio
- 6 Parking Lot (40 Stalls)
- 7 Future Parking Expansion



RIVERFRONT PARK SECTION ELEVATION



River Access



Shoreline
Restoration



Riverfront
Recreation

RIVERFRONT PARK AMENITIES





PARKING LOT
(96 STALLS)

PARKING LOT
LIGHT (TYP.)

OAKRIDGE DR

120 FT x 10 FT
BACKSTOP NET (TYP.)

GENEVA AVE S

120 YD x 60 YD
LACROSSE FIELD (TYP.)

FUTURE FIELD
LIGHTING (TYP.)

GOODVIEW AVE S

ENTRY MONUMENT

CENTRAL GREENWAY

Regional Trail Master Plan

South Segment: Interstate 94 to Cottage Grove Ravine Regional Park



September 6, 2017
Draft

Washington
County

Central Greenway Regional Trail

South Segment: Interstate 94 to Cottage Grove Ravine Regional Park
Master Plan

Washington County, MN

Draft, September 6, 2017

Prepared for:



Prepared by:



Acknowledgments

The Central Greenway Regional Trail Master Plan has been a team effort led by a dedicated group consisting of Washington County staff, along with local city and agency staff.

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Executive Summary

The Central Greenway Regional Trail will enhance the region's multi-modal transportation and recreation system by providing a safe and accessible trail connection between three of the region's premier regional park facilities, Big Marine Park Reserve, Lake Elmo Park Reserve and Cottage Grove Ravine Regional Park. The Central Greenway Regional Trail will provide direct connections for people living in the suburban communities of Lake Elmo, Cottage Grove and Woodbury to vital employment, retail, and recreational sites in the east metropolitan area – providing safety, economic development, mobility, and environmental benefits.

Trail Location

This trail master plan will cover segments of existing and proposed trail between I-94 and Cottage Grove Ravine Regional Park. The 4.0 mile trail segment between I-94 and County Road 18/Bailey Road is developed. This plan includes designating these segments as a regional trail. This plan also proposes developing 5.65 miles of trail that will connect County Road 18/Bailey to Cottage Grove Ravine Regional Park. A majority of the trail distance exist on both the east and west side of County Road 19/Keats Avenue.

Natural Resource Description

The Central Greenway Regional Trail corridor is located in a suburban edge area with connections to local and regional trails and parks in both the City of Woodbury and the City of Cottage Grove. The trail corridor is mostly flat. The Central

Greenway Regional Trail provides access high quality nature resources in the Cottage Grove Regional Park. The park's terrain includes hardwood and dry oak forest, oak savanna, and prairie.

The Minnesota Land Cover Classification System (MLCCS) identifies the majority of the Central Greenway Regional Trail route as two main land covers. North of Bailey Road the land cover is predominantly impervious. South of Bailey Road the land cover is predominantly agricultural land, except southwest of 70th Street S., which the MLCCS identifies as impervious. There are several locations adjacent to the corridor that the MLCCS identifies as forest and short grasses, including Eagle Valley Golf Course and Prestwick Golf Club.

Development Concept

A fully developed Central Greenway Regional Trail will act as a central arterial route. This is an important link in Washington County's trail network and will connect to many of region's amenities. When fully developed, the Central Greenway Regional Trail will provide residents of Washington County with direct access to a regional trail that connects three premier regional park facilities: Big Marine Park Reserve, Lake Elmo Park Reserve and Cottage Grove Ravine Regional Park. In addition, the regional trail will provide a separated, off-road facility for recreation and transportation purposes that will connect with adjacent local trails and other recreation amenities, such as Eagle Valley Golf Course and a future city park along the west side of Keats Avenue in Cottage Grove.

Central Greenway Regional Trail Segments				
Segment	From	To	Along	Length
A	I-94	Valley Creek Road	County Road 19/Keats Avenue	2.0 Miles
B	Valley Creek Road	Bailey Road	County Road 19/Keats Avenue	2.0 Miles
C	Bailey Road	Crossroads Church	County Road 19/Keats Avenue	1.85 Miles
D1	Crossroads Church	Military Road	County Road 19/Keats Avenue	1.0 Mile
D2	Crossroads Church	Military Road	Off-Road Alignment West of Crossroads Church	1.6 Miles
E	Military Road	85th Street	County Road 19/Keats Avenue	1.6 Miles
F	85th Street	Park Entrance	County Road 19/Keats Avenue	1.2 Miles

Figure I: Central Greenway Regional Trail Proposed Alignment

Trail Segments

The section of the Central Greenway Regional Trail covered in this master plan has been divided into six segments (Figure 15) that are composed of developed and undeveloped trail. The trail segments generally follow the County Road 19/Keats Avenue alignment but there are two exceptions. The first is in Lake View Knolls Park where the trail follows existing park trails south until Valley Creek Road. The second location is west of Crossroads Church, where an alternate alignment has been identified that would extend the trail off-road for a distance of 1.6 miles, connecting at Military Road with the proposed trail corridor as it extends south along the west side of County Road 19/Keats Avenue. Washington County will determine which alignment is best suited for trail development at a future date.

Implementation

It is anticipated that the regional trail will be implemented in stages, with the construction of various stages driven by available funding and local factors, such as timing of adjacent roadway improvements, and public desire to expand the

regional trail system. Until the corridor is fully developed, gaps in the regional trail will exist. However, the ultimate trail geometry will consist of a 10-foot-wide (minimum) paved surface, separate from any adjacent roadway, so that trail users will not share the roadway with motorized vehicles.

Development Costs

Regional trail development includes the cost to prepare the site; reconfigure roadways as required; modify drainage patterns where necessary; pave the trail; and install signage, striping, and landscaping. In total, the estimated development cost for the Central Greenway Regional Trail is \$7,901,000. The cost for development from I-94 to Bailey Road, including rest stops, signage and pedestrian crossing upgrades is estimated to be \$1,299,000, including contingencies. Improvements for the existing segment of trail from Bailey Road to the Cottage Grove Ravine Regional Park entrance is estimated to cost \$6,602,000, including contingencies. The total cost for acquisitions within the proposed corridor is \$470,500.

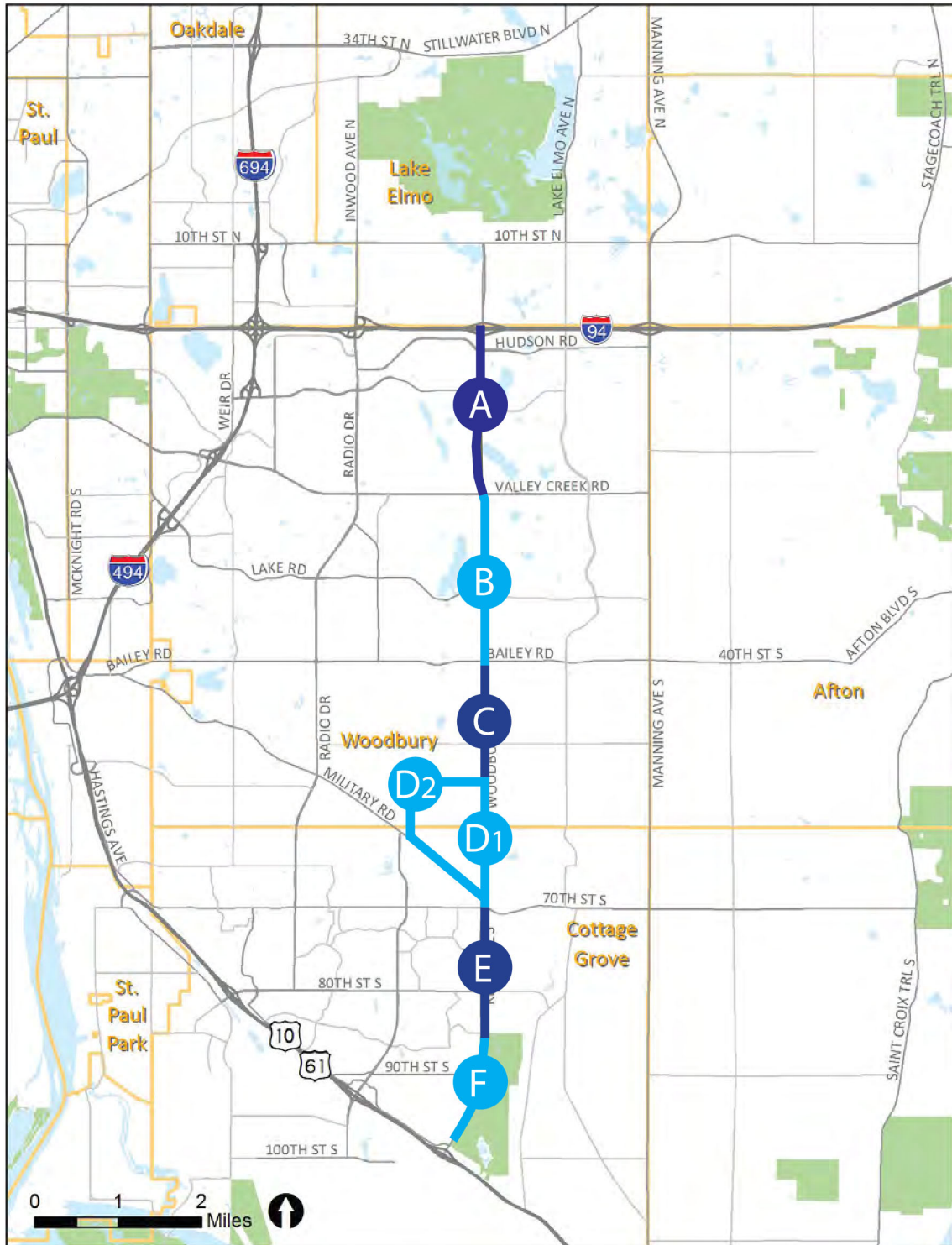


Figure II: Central Greenway Regional Trail Segment Map.



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Introduction

The Central Greenway Regional Trail will enhance the region's multi-modal transportation and recreation system by providing a safe and accessible trail connection between three of the region's premier regional park facilities, Big Marine Park Reserve, Lake Elmo Park Reserve and Cottage Grove Ravine Regional Park. The Central Greenway Regional Trail will provide direct connections for people living in the suburban communities of Lake Elmo, Cottage Grove and Woodbury to vital employment, retail, and recreational sites in the east metropolitan area – providing safety, economic development, mobility, and environmental benefits.

When completed, the trail route will measure approximately 25 miles from Big Marine Park Reserve at the north end of the corridor to Cottage Grove Ravine Regional Park at the south end of the corridor. Opportunities for local trail connections will exist along the proposed trail route, and there will be connections to other local attractions including community parks and golf courses.



The Central Greenway Regional Trail will extend south along County Road 19/ Keats Avenue through the Cities of Woodbury and Cottage Grove.



The Central Greenway Regional Trail will connect with trails in Cottage Grove Ravine Regional Park.

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Section I: Boundaries & Acquisitions

Location and Contextual Relationship

The Central Greenway Regional Trail will extend from Big Marine Park Reserve in May Township south to Cottage Grove Ravine Regional Park in the City of Cottage Grove. The trail will be a Regional Linking Trail, as defined by the Metropolitan Council. Linking trails are intended to provide connections between regional parks or park reserves. The Central Greenway Regional Trail will provide a connection between Big Marine Park Reserve and Cottage Grove Ravine Regional Park, generally along the County Road 19/Keats Avenue corridor. County Road 19/Keats Avenue is also referred to as Woodbury Drive, Keats Avenue North, Chemolite Road South and Innovation Road. For this master plan, the roadway will be referred to as County Road 19/Keats Avenue.

This trail master plan will cover the two segments of existing and proposed trail between I-94 and Cottage Grove Ravine Regional Park. The 4.0 mile trail segment between I-94 and County Road 18/Bailey Road is developed, and for a majority of this distance, trails exist on both the east and west side of County Road 19/Keats Avenue. One purpose of this master plan is to identify which existing trail segments will become part of the Central Greenway Regional Trail, and which segments will remain local trails.

South of County Road 18/Bailey Road, there are only small segments of existing trail, interspersed along both sides of County Road 19/Keats Avenue, and in varying conditions. The purpose of the master plan for this 5.65 mile segment of trail is to identify the best location for the trail to connect

the existing trails north of County Road 18/Bailey Road to Cottage Grove Ravine Regional Park.

The Cities of Woodbury and Cottage Grove have plans for extensive local trail systems. Woodbury's local trail system is more fully developed than Cottage Grove's system, due, in part, to the level of development within the cities, in this part of Washington County. As development in Cottage Grove expands to the south, the local trail system will expand accordingly.

In addition to the local trail systems, South Washington Watershed District owns several parcels of property along the County Road 19/Keats Avenue corridor, which may play an important role in providing locations for local trails to connect between existing and future neighborhoods and connections to the Central Greenway Regional Trail.

Acquisition Status

The Central Greenway Regional Trail consists of developed and undeveloped segments in the corridor between Interstate 94 and Cottage Grove Ravine Regional Park. Existing local trails between Interstate 94 and Bailey Road will be identified as segments of the regional trail. No land acquisitions are needed for this segment of trail.

The Central Greenway Regional Trail south of County Road 18/Bailey Road is mostly undeveloped. As a general guideline, Washington County Parks will attempt to work within the established right-of-way along County Road 19/Keats Avenue. Washington County will coordinate with the local municipalities and other potentially affected agencies,



Figure 1: Central Greenway Regional Trail Location

including MnDOT, as needed. The proposed trail alignments along County Road 19/Keats Avenue south of Bailey Road have been identified with the understanding that future roadway improvements, such as widening the road to four lanes, would require additional right-of-way. If, in the future, the County expands the roadway and additional land is acquired, it is assumed that the proposed roadway plans will include trail in the design. As such, additional right-of-way acquisitions, if needed for incorporating the regional trail adjacent to a future county road widening project, was not studied as part of this master plan.

In the event Washington County does not expand County Road 19/Keats Avenue or trail development precedes roadway improvements, additional right-of-way will be required to develop the proposed trail. The amount of right-of-way required depends on the existing conditions. There are three locations identified in this master plan where additional right-of-way may be required to develop or improve the proposed regional trail. These segments and the right-of-way needed are identified in more detail below and in Figure 3.

Acquisition Area A

Segment C is the proposed trail segment that will extend the regional trail along the west side of County Road 19/Keats Avenue from Bailey Road to Crossroad Church. This plan calls for an underpass located north of Dale Road and south of Bailey Road (see Figure 16). 0.25 acres of additional right-of-way is needed to accommodate the underpass.

Acquisition Area B

Segment D2 is the alternate alignment that would extend the trail west from County Road 19/Keats Avenue north of Crossroads Church south to Military Road on land that

is owned by the City of Woodbury, South Washington Watershed District and is presently in agricultural use. One parcel is owned by a private corporation. This segment is approximately 1.75 miles long and would require a corridor twenty feet wide to accommodate a new trail with clear zones and room for drainage and grading modifications. The total estimated acquisition needed for this segment is 4.25 acres.

Acquisition Area C

There is an existing trail between 80th Street and 85th Street on the east side of County Road 19/Keats Avenue that is eight feet wide. The trail is adequate on a short-term basis, until a permanent trail on the west side of County Road 19/Keats Avenue can be developed. This segment is approximately 0.50 miles long and to develop a trail along the west side of the County Road, an additional ten feet of right-of-way would be needed to accommodate a new trail with clear zones and room for drainage and grading modifications. The total estimated acquisition needed for this segment is 0.60 acres.

Acquisition Area D

Segment F is the proposed trail segment that will extend the regional trail along the west side of County Road 19/Keats Avenue between 85th Street South and the proposed new entrance to Cottage Grove Ravine Regional Park. There are nine parcels along this proposed segment of trail that may be impacted. Land use includes five single-family lots, a church and agricultural fields. This segment is approximately 0.85 miles long and would require an additional twenty feet of right-of-way to accommodate a new trail with clear zones and room for drainage and grading modifications. The total estimated acquisition needed for this segment is 2.0 acres.

Boundaries & Acquisition Costs

The Central Greenway Regional Trail corridor is planned for development within the County Road 19/Keats Avenue right-of-way, with an alternate alignment that may extend west into Woodbury and Cottage Grove. Several segments of the proposed regional trail exist and need little or no improvement. Three segments may need additional right-of-way for development. These segments are described in Section I: Boundaries & Acquisitions. The anticipated cost to acquire the necessary right-of-way for these segments is approximately \$470,500, as shown in Figure 16. Development of trail underpasses may require additional right-of-way, which will depend on the final alignment. Determination of the final alignment of potential underpasses will require coordination with other Washington County agencies, adjacent communities, MnDOT and the South Washington Watershed District.

It is estimated that the underpass located south of 85th Street will require additional right-of-way. The right-of-way needed is included in the 2.0 acres acquisition measurement indicated for the Acquisition Area D in Figure 2.

An additional 0.25 acres of right-of-way is needed for the underpass north of Dale Road. This includes widening the ROW an extra 15 feet, both on the west and east side of County Road 19/Keats Avenue for a short segment indicated on Figure 3. The estimated cost for this acquisition is indicated in Figure 2.

Willing Seller Policy

The regional trail acquisition process is typically a “willing-seller” approach. This means parcel acquisition typically occurs when a property owner is willing and ready to sell, and several acquisition alternatives are often evaluated to best meet the needs of the property owner and the implementing agency. In addition, it is also common for an

implementing agency to closely coordinate with local and regional agencies to partner on other opportunities that may assist in securing the required trail right-of-way. In turn, it is difficult to determine when acquisition will occur and when the trail construction will begin. Acquisition alternatives may include the following:

- » Route the regional trail to use portions of the property with marginal development potential. This could include land adjacent to wetland or flood fringes.
- » Acquire regional trail easements for the trail route through owner/developer negotiations that may include redevelopment incentives.
- » Work with the city and owner/developer to secure park dedication lands for the regional trail in advance of the actual development as applicable.
- » Coordinate with city initiatives that may result in the acquisition of the entire property/parcel, with the intent to resell the property subject to easements for the regional trail.
- » Acquire the development rights to the property. Development areas would then be negotiated with the developer.
- » Accept donations for portions of the property for the regional trail corridor.
- » Acquire a portion of the property through purchase.

Future Acquisition Summary	Acres	Cost*
Acquisition Area A	0.25	\$20,000
Acquisition Area B	4.25	\$164,000
Acquisition Area C	0.6	\$11,500
Acquisition Area D	2.0	\$275,000
Total	7.1 (approx.)	\$470,500
* Based on 2017 tax assessed value of adjacent property.		

Figure 2: Land Acquisition and Acreage Summary

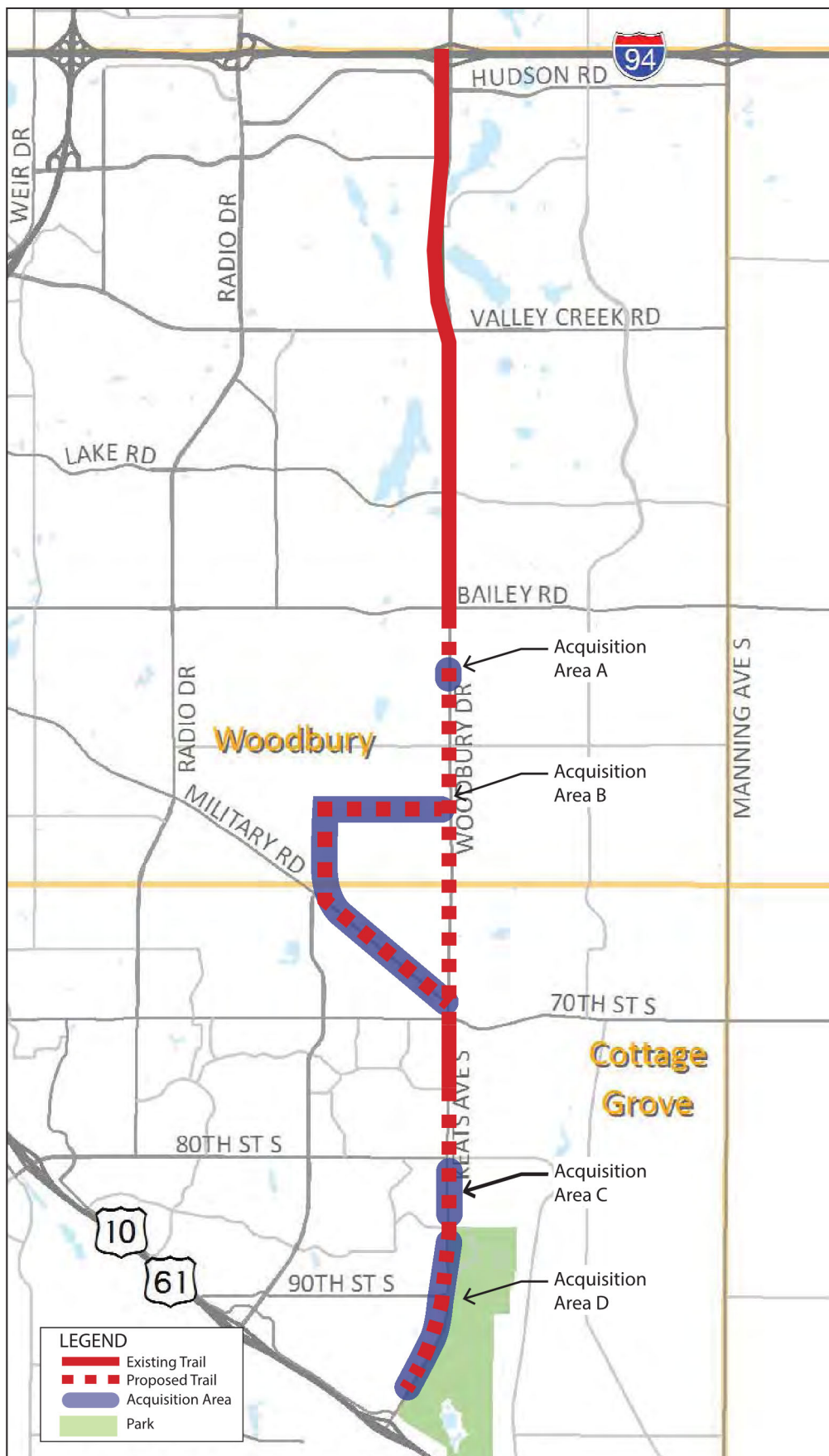


Figure 3: Land Acquisition Map

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Section II: Natural Resources

The Central Greenway Regional Trail corridor is located in a suburban edge area with connections to local and regional trails and parks in both the City of Woodbury and the City of Cottage Grove. The trail corridor is mostly flat.

The Minnesota Land Cover Classification System (MLCCS) identifies the majority of the Central Greenway Regional Trail route as two main land covers. North of Bailey Road the land cover is predominantly impervious. South of Bailey Road the land cover is predominantly agricultural land, except southwest of 70th Street S., which the MLCCS identifies as impervious. There are several locations adjacent to the corridor that the MLCCS identifies as forest and short grasses, including Eagle Valley Golf Course and Prestwick Golf Club.

The Minnesota Department of Natural Resources (DNR) has documented several rare species and high-quality plant communities near the Central Greenway Regional Trail corridor. A one-mile buffer surrounding the project limits was evaluated for the presence of rare plants, animals, native plant communities, and other rare features using Geographical Information Systems (GIS) in conjunction with the MnDNR's Natural Heritage Information System (NHIS) (Copyright 2014 State of Minnesota, Department of Natural Resources). The Natural Heritage data is provided by the Division of Ecological Resources, Minnesota DNR, and was current as of December 2014 (license agreement 625). These data are not based on an exhaustive inventory of the state. The lack of data for any geographic area shall not be construed to mean that no significant features are present.

All documented observances are not directly adjacent to the regional trail and are not anticipated to be impacted by the regional trail. There were seven species identified within three-mile of the Central Greenway Regional Trail. A complete list of species is provided in Appendix B.

No specialized maintenance or construction is proposed for the regional trail corridor to manage any wildlife adapted to urbanized conditions. The Central Greenway Regional Trail provides access high quality natural resources in the Cottage Grove Ravine Regional Park. The park's terrain includes hardwood and dry oak forest, oak savanna, and prairie.

Native Plantings & Pollinator Habitats

Washington County is committed to providing healthy habitat for wildlife. This includes pollinators, such as bees, birds, bats, and other insects, who play a crucial role in flowering plant reproduction and in the production of most fruits and vegetables. Providing habitat for pollinators has a number of benefits:

- » Native flowers and the wildlife they attract will add visual interest to the corridor.
- » Habitat corridors provide the connectivity of habitats that are important for species migration, dispersal, and mixing.
- » Prairie plants help infiltrate water, one acre of established prairie can absorb 9" of rainfall per hour before runoff occurs - capturing stormwater pollutants and increasing groundwater recharge.
- » Cost savings from a reduction in mowing area and frequency.
- » Reduced noise and air pollution.
- » Increases food production for neighborhood gardens and farms.
- » Habitat offers opportunities for people to connect to the land via education, volunteering and community involvement.

In the development of the Central Greenway Regional Trail, the County will consider planting pollinator-friendly vegetation along the trail buffer, outside a 2-foot mowed shoulder. The vegetation will be planted where appropriate, as to match the aesthetic of the adjacent landscape. Specific locations will be determined during the design and development phase. In particular, the portion of the trail south of Bailey Road will be considered because it is surrounded by undeveloped or rural land and most of the trail segments are yet to be built. Diverse seed mixes will be comprised of native grasses and flowers, as recommended by the Minnesota Department of Natural Resources Field Guide to the Eastern Broadleaf Forest Province Native Plant Communities.

Where pollinator-friendly vegetation is planted, Washington County will coordinate the necessary maintenance. This will include annual mowing during the first one to two years of establishment to provide sunlight and to decrease competition for seedlings. Once established, the following maintenance activities will be used; controlled burns, haying and mowing, and noxious weed control on an as-needed basis, based on yearly staff assessments.

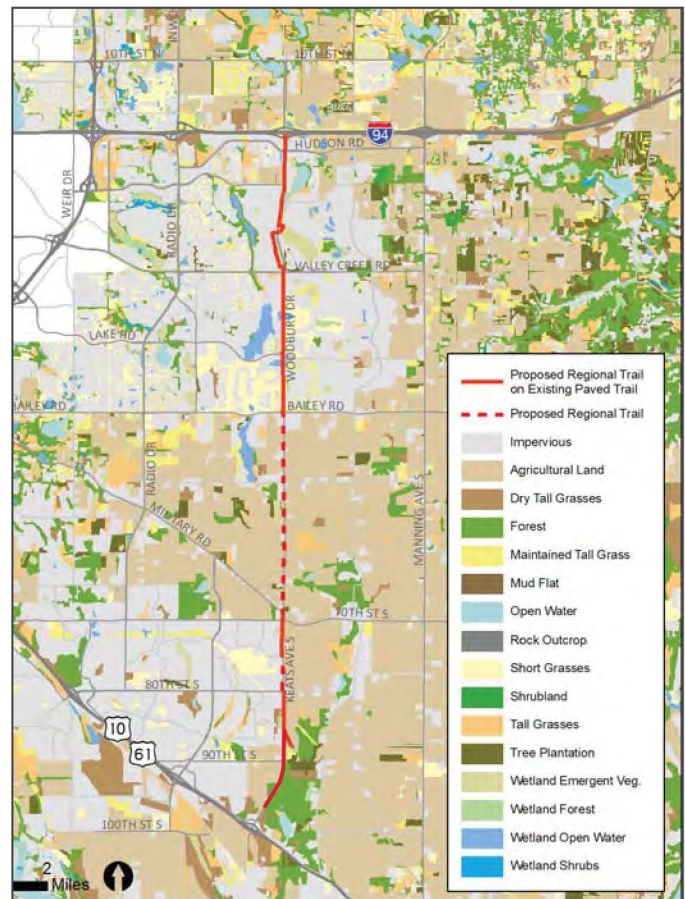


Figure 4: MLCCS Map

Section III: Demand Forecast

Demographic Overview

In general, recreation use trends are affected by demographic trends. By analyzing statewide and regional data, Washington County can begin to assess how the Central Greenway Regional Trail will function within the larger trail network.

Statewide and Regional Trends

The 2014-2018 State Comprehensive Outdoor Recreation Plan (SCORP), published by the Minnesota DNR, gives outdoor recreation decision-makers and managers a focused set of priorities and suggested actions to guide them as they make decisions about outdoor recreation. The SCORP outlines outdoor recreation trends, challenges, and issues, including protecting existing natural resources, sustaining existing facilities, promoting healthy lifestyles, connecting people with nature, and an increasing demand for a diverse range of recreation opportunities based upon population changes.

The Metropolitan Council's 2040 Regional Parks Policy Plan notes that, according to SCORP, several studies show that involvement in nature-based outdoor recreation among young adults and their children had decreased since the 1990s. SCORP also notes that location plays an important role because many users of the regional trail system live within three miles of the park or trail that they utilize. Regional trails play an important role because they provide healthful forms

of exercise for people of all age groups that can be carried out by families, groups, or individuals.

According to SCORP, Minnesota's growth rate has increased since 2000, but at a slower rate than in the 1990s. Although population growth in the state has slowed, the geographic pattern of growth remained largely the same with the high growth areas centered on the Twin Cities metropolitan area. This new growth will fuel demands for near-home recreation opportunities in these areas. The Metropolitan Council's Thrive 2040 MSP forecasted growth rate for the Central Greenway Trail's primary service area is anticipated to increase by close to 30,000 people (Figure 9). Outside factors such as gas prices, trail infrastructure improvements, and increased local sidewalk and trail network connectivity, may also promote increased use as trail users look for more recreation opportunities closer to home and use of the regional trail system as part of their transportation network. Within fully developed areas where population levels are expected to remain relatively stable, trail visitation levels and type of use will also reflect shifting demographics of those areas.

Methodology

To analyze demographics specific to the Central Greenway Regional Trail, Washington County used a quantitative measuring methodology that identifies a primary service area that is three miles on all sides of the proposed trail corridor

(Figure 5). This methodology provides detail specific to the primary service area for the proposed trail corridor, which is defined as users within three miles of the trail corridor. The demographic data on the following pages is based on the primary service area.

Aging Population

While the trend of young adults and their children shows a reduction in their involvement in nature-based recreation, SCORP notes that older adults have maintained a more stable involvement in outdoor recreation. Older adult recreation habits are well established and demand for their preferred activities will continue to be strong. However, as this group ages, physical limitations will require some park and trail visitors to change their recreational activities from higher

intensity activities such as running, in-line skating, and biking to lower-impact recreational activities such as walking, nature observation, and educational opportunities. Figure 7 shows that approximately 25 percent of the residents in the primary service area are currently between the ages of 40 and 55. Many of these activities are accommodated by the regional trail system. The Central Greenway Regional Trail provides a

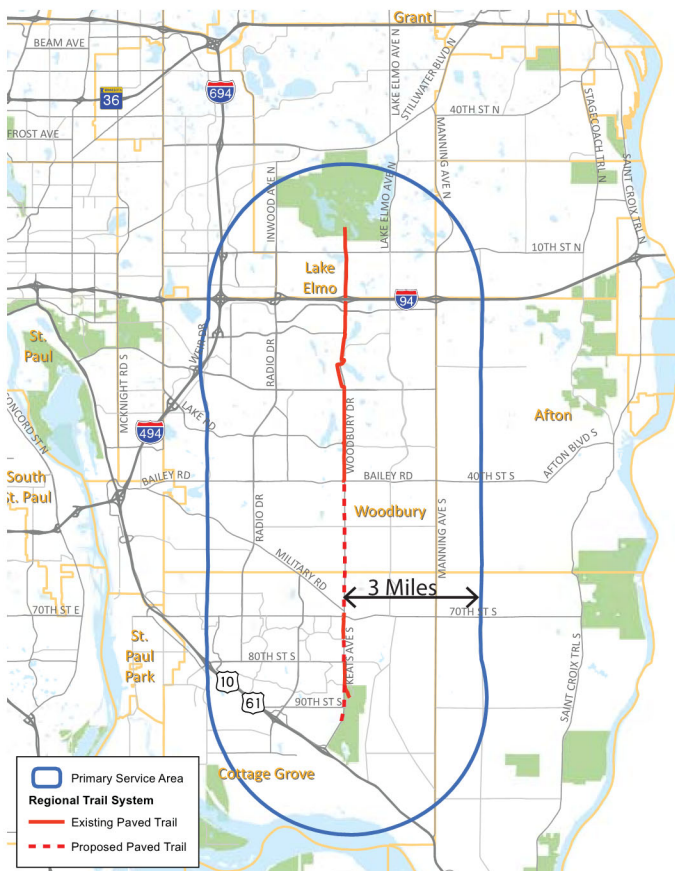


Figure 5: Trail Primary Service Area Map

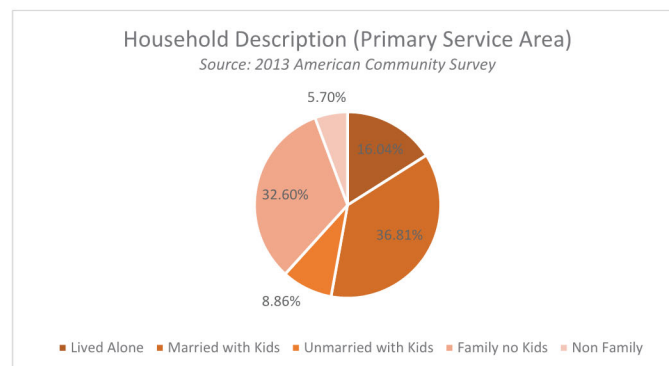


Figure 6: Household Description

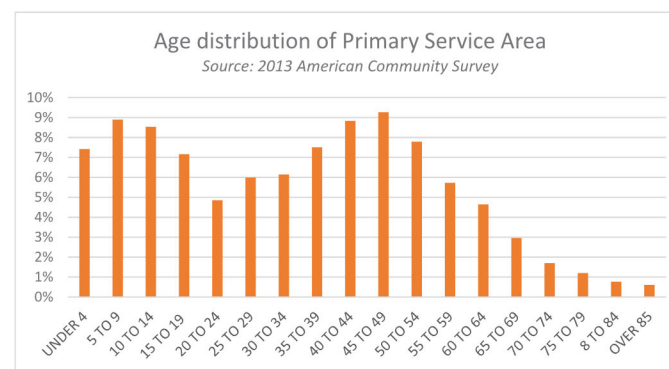


Figure 7: Age Distribution

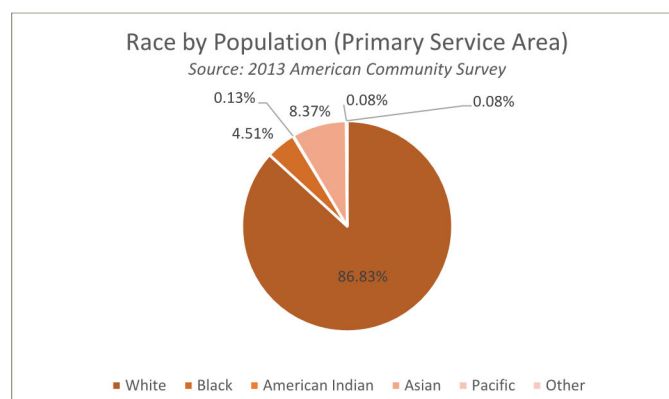


Figure 8: Race

recreational opportunity for older residents. A continuous, wide, and separated trail with limited elevation changes will serve this population well.

Minority Populations

Metropolitan Council demographers anticipate that by 2040, 40 percent of the region's population will be people of color, compared with 24 percent in 2010. Within the region, there are three prevalent immigrant groups: Hmong/Southeast Asians, Hispanic/Latino, and Somali/West Africans. Within the primary service area, 13 percent of the population are non-white (Figure 8). Washington County will look to provide trail amenities to accommodate trail users of all backgrounds. One strategy that will be explored is providing multi-lingual signage.

Other Trends Affecting Recreation

A 2013 study by the Minnesota Department of Health found that statewide 26 percent of adults were obese and 36 percent were overweight. Obesity is a key predictor for many future health problems, including diabetes. Lack of adequate exercise – partially resulting from inadequate outdoor recreation facilities or opportunities – is often cited as a contributor to obesity. Many young people are not getting enough exercise and face future health risks as a result. The economic health of the state relies on continued use and enjoyment of our outdoor recreation resources. Availability

of a wide range of outdoor recreation opportunities is one of the factors most often cited as contributing to the state's perceived high quality of life. Participation in outdoor recreation may correspond to a greater interest in and support for measures to protect land, facilities, and resources necessary to ensure those same activities are available for future generations.

Population growth in the region and the primary service area will lead to an increase in the demand for recreational opportunities within Washington County. New trails, such as the Central Greenway Regional Trail, will be needed to accommodate the increase in demand.

Active Living By Design – A Complementary Vision

The “active living by design” movement gaining momentum across the country complements the vision for the regional trail. As stated by one of the initiators of the movement, active living by design “is a way of life that integrates physical activity into daily routines.” Key principles of this movement as it pertains to this plan include:

» Physical activity is a behavior that can favorably improve health and quality of life.

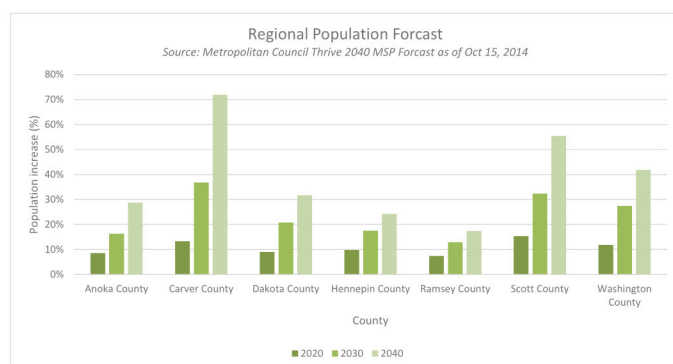


Figure 9: Regional Population Forecast

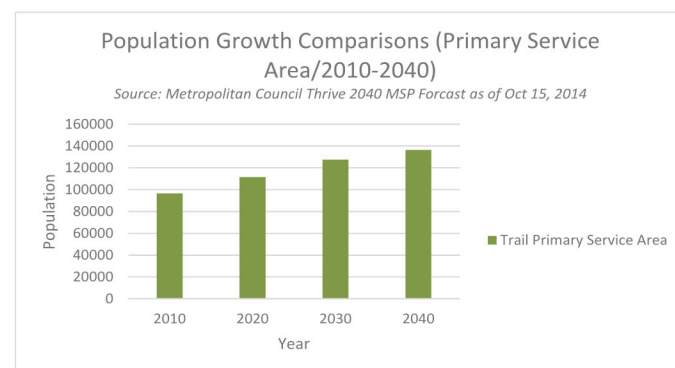


Figure 10: Population Growth Comparisons

- » Everyone, regardless of age, gender, language, ethnicity, economic status or ability, should have safe, convenient and affordable choices for physical activity.
- » Parks and trails, should be safe, accessible and part of a transportation network that connects destinations of interest, such as other parks, housing, schools, work sites, transit, community services and businesses.
- » Municipalities and other governing bodies should plan for ongoing interdisciplinary collaboration, promotion of facilities, behavioral supports, policies that support the vision of active living, and routine maintenance that ensures continued safety, quality and attractiveness of the physical infrastructure and the natural environment.

The following provides an overview of pertinent findings from research that supports the active living movement and development of this regional trail.

Physical Activity/Preventing Obesity

Physical inactivity causes numerous physical and mental health problems, is responsible for an estimated 200,000 deaths per year in the United States, and contributes to the obesity epidemic. The design of communities and the presence or absence of parks, trails, and other quality public recreational facilities affects people's ability to reach the recommended 30 minutes each day of moderately intense physical activity. A growing number of studies show that people in activity-friendly environments are more likely to be physically active in their leisure time.

For example, research findings clearly indicate that better access to facilities, pleasant surroundings, safe places, walkable neighborhoods, and activity-friendly environments all encourage higher levels of active recreation. Proximity, connectivity, and design quality of trails can be added to this list to encourage more active lifestyles.

This is especially the case with children, where better access to healthy choices is vital to reducing the rate of obesity. Since the 1970s the percentage of obese children 6 to 11 years old has tripled. Obesity has doubled among preschool children and adolescents. Turning these statistics around means increasing children's physical activity and improving what they eat.

Connectivity and Accessibility

Being able to reach or access a variety of destinations (e.g., parks, retail areas, tourist site, workplaces, health services, grocery stores) via trails is critical to many dimensions of a healthy community and healthy personal lifestyle. Ensuring that trails meet ADA standards is important to accommodate the broadest cross-section of user groups.

Mental Health

A number of studies have demonstrated how being outdoors and in direct contact with nature leads to improved mental health and psychological development. Recent data show that mental health disorders will account for some of the world's largest health problems in upcoming decades. People do not have to actively use nature to benefit from it; rather, visual exposure is enough. The outdoor experience offered along the Central Greenway Regional Trail will, at some level, contribute positively to the collective well-being of the communities along the trail corridor.

Statewide Health Improvement Program (SHIP)

Washington County, through the SHIP program, has developed the Living Healthy in Washington County initiative in order to implement policies and practices that create active communities by increasing opportunities for non-motorized transportation and access to community resources and recreation facilities.

Section IV: Development Concept

When fully developed, the Central Greenway Regional Trail will provide residents of Washington County with direct access to a regional trail that connects three premier regional park facilities: Big Marine Park Reserve, Lake Elmo Park Reserve and Cottage Grove Ravine Regional Park. In addition, the regional trail will provide a separated, off-road facility for recreation and transportation purposes that will connect with adjacent local trails and other recreation amenities, such as Eagle Valley Golf Course and a future city park along the west side of County Road 19/Keats Avenue in Cottage Grove.

Regional Bicycle Transportation Network

Washington County trails and the local trail network are further supported and enhanced by the Regional Bicycle Transportation Network (RBTN), which is identified as part of the 2040 Transportation Policy Plan (TPP). The RBTN helps define the region's on-street bikeways and off-street trail connections, and how they work together to serve regional transportation trips by bicycle. The RBTN is also used to identify corridors and alignments for future trail development and infrastructure investments. These corridors and alignments provide transportation connectivity to outlying regional destinations within and beyond the urban/suburban areas and serve to connect priority regional bicycle transportation corridors/alignments. County Road 19/Keats Avenue from I-94 to the Cottage Grove Ravine Regional Park entrance is recognized as a Tier 2 Corridor and assigned the second tier priority for regional transportation funding. Thus, the proposed alignment for the Central Greenway Regional Trail should be considered for inclusion as a Tier 2 alignment in the TPP update (2018), making it fully eligible for the Metropolitan Council's Regional Solicitation for federal transportation funds.

Development Plan

Permitted Regional Trail Uses

The regional trail will be open to the general public. Its intended uses include walking, jogging, in-line skating, bicycling, and

other uses mandated by state law including, but not limited to, non-motor electric personal assisted devices. Motorized vehicle and equestrian uses will be prohibited, except for motorized vehicles used by the Washington County and partner cities for maintenance or law enforcement activities or otherwise permitted for ADA access.

Regional Trail Design Guidelines

The trail design for the Central Greenway Regional Trail is a 10-foot-wide paved surface separated from vehicular traffic. There may be instances that require the trail to be temporarily reduced in width for short segments until funding is available to improve sections that do not meet typical regional trail design guidelines (Figure 14). A bituminous trail surface is preferred because it is cost-effective, less prone to erosion than aggregate surfaces, provides for a more desirable trail user experience.

A number of factors will be taken into consideration as final designs for unconstructed segments are implemented, such as:

- » Right-of-way width
- » Topography and drainage impacts
- » Existing vegetation
- » Curb cuts and driveway crossings
- » Overhead and subsurface utilities
- » Intersection crossings
- » Proximity to adjacent buildings, homes, farms, businesses and churches

In circumstances with limited right-of-way, trails will still be located off-road, but with less boulevard between the trail edge and back of curb. In these locations, the trail will be separated from the road by a minimum paved two-foot-wide clear zone. This paved clear zone between the back of curb and trail edge provides a buffer between the trail users and

motorists and will be striped to delineate the edge of the trail. Curb ramps will be used at all roadways. Regional trails should have a maximum of five percent grade and a cross slope of two percent for drainage. A regional trail may be wider than 10 feet if forecasted user volumes warrant an increased width and space is available for the trail. In addition, where right-of-way allows, final trail design will attempt to maximize the boulevard width to account for sign placement and snow storage.

Regional trail segments will be designed in accordance with all applicable federal, state, and local codes. In addition, the following sources will be referred and adhered to when preparing the design and construction plans as appropriate:

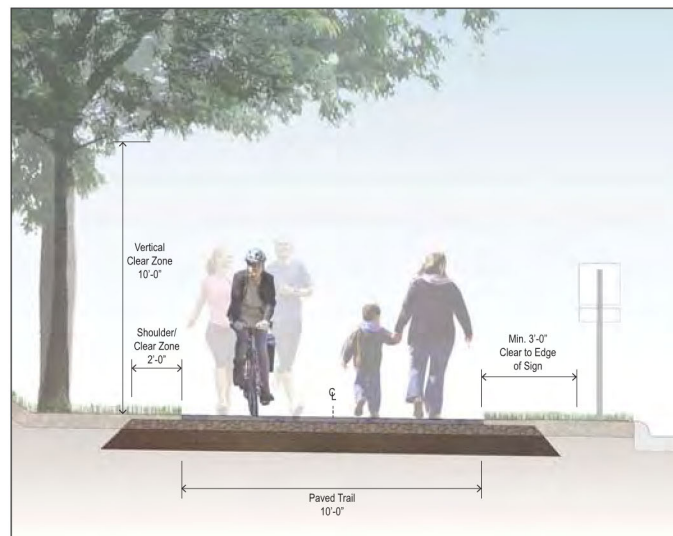


Figure 11: Typical Trail Cross-Section

- » Guide for the Development of Bicycle Facilities, prepared by the American Association of State Highway and Transportation Officials (AASHTO), 2012
- » MnDOT Bikeway Facility Design Manual, Minnesota Department of Transportation (MnDOT), March 2007
- » State Aid Rule 8820.9995 Minimum Bicycle Path Standards, State Aid for Local Transportation
- » Trail Planning, Design, and Development Guidelines, Minnesota Department of Natural Resources (MnDNR)
- » Manual on Uniform Traffic Control Devices (MUTCD), MnDOT, 2014
- » Public Right-of-way Access Guidelines (PROWAG)
- » Best Practices for Traffic Control at Regional Trail Crossings, A collaborative effort of Twin Cities road and trail managing agencies, July 2011
- » Selecting Roadway Design Treatments to Accommodate Bicycles, Federal Highway Administration, January 1994
- » Bicycle and Pedestrian Wayfinding, Metropolitan Council, October 2011

Primary Trail Design Elements

Trail Crossings

The suburban setting for the Central Greenway Regional Trail requires that it coexist with higher volume roadways. There are numerous locations where the regional trail crosses such roadways, including:

- Hudson Road
- Commerce Drive
- Valley Creek Road
- Lake Road
- Bailey Road
- 70th Street S.

The types of trail crossing treatments appropriate for each crossing location will be designed in accordance with industry best practices, in order to minimize conflicts between trail users and roadway traffic.

In all cases, existing roadway configuration, infrastructure elements, vegetation, and other potential visual obstructions will be evaluated so sight lines can be maintained. Special provisions, such as mirrors, may be added to improve trail visibility from driveways if deemed appropriate. As vehicular traffic fluctuates, there may be a need for additional traffic signals or modifications to existing signalized intersections. These type of design considerations and trail enhancements will be addressed during the trail design development phase.

Trail Underpasses

In some situations where the regional trail crosses higher volume roadways it may be appropriate to install a grade-

separated trail underpass. The benefit of a trail underpass is that it provides safe access to the other side of a high-volume roadway without interaction with vehicular traffic. Several factors need to be considered when planning the location for underpasses. Groundwater levels, existing grades and sufficient right-of-way are all important considerations to assess when locating underpasses. These types of design considerations and trail enhancements will be addressed during the trail design development phase.

Supporting Trail Elements

Trail wayfinding signage, traffic signage and devices, rest stops, and drainage are important elements of regional trails. Their proper design and placement add both aesthetic and functional value to the trail.

Trail Amenities

Wayfinding Signage: Regional trail wayfinding signage provides trail users with orientation and location information for amenities and services. Wayfinding signage may provide:

- » An overview map of the regional trail network in Washington County, and the specific regional trail.
- » Directions and distances to major destinations and points of interest along the regional trail.
- » Directions for long-term detours or interim routes when there are gaps within the regional trail.
- » Location information for nearby amenities such as local parks and local trails. The Cities of Woodbury and Cottage Grove's parks and trail plans are included in the appendix.
- » Location information for nearby services, such as drinking water, public restrooms, and public parking.

» Visual identification of the regional trail network through physical kiosk/signage structures.

The suburban nature of the Central Greenway Regional Trail requires wayfinding signage at strategic delineated points (Figure 12 & Figure 13). These typically include major roadway intersections with other trails, trailheads, parks or other adjacent public facilities. The exact location and content of wayfinding signage will be determined in conjunction with local community input and is often dictated by available public right-of-way.

Washington County Parks uses kiosks in their parks as wayfinding signage to identify trail routes and system amenities. Developing directional signage for the Central Greenway Regional Trail that includes visual indication of direction and location of points of interest along the trail will benefit trail users along the trail route. The design of the directional sign can include arrow blades and/or text to identify features. Descriptions of each are as follows:

Kiosks: A free-standing structure that provides trail users with a map of the park or trail system, the park or trail rules, and general information about the park or trail.

Directional Signage: A post structure depicting the direction, the name, and the distance to major destinations and points of interest on the trail.

Rest Stops: Rest stops are located at key locations and provide places for trail users to stop and rest along the trail and an area for amenities such as benches, and bicycle racks. These simple but important amenities can serve to reinforce the identity of the regional trail route. Locations for rest stops will be evaluated and incorporated into Central

Directional Sign	Kiosk
I-94 Bridge	City Walk Drive
Markgrafs Lake	Powers Lake Park
Powers Lake Park (2)	Future Cottage Grove City Park
Lakeview Knolls Park	Cottage Grove Middle School
Valley Creek Road Intersection	Cottage Grove Ravine Regional Park
Lake Road Intersection	
Bailey Road Intersection	Rest Stop
Dale Road Intersection	Bailey Road
Watershed District Property (Alignment D2)	Cottage Grove Middle School
Military Road (2) (Alignment D2)	
80 th Street South Intersection	
Cottage Grove Ravine Regional Park Entrance	

Figure 12: Wayfinding Signage Locations

Greenway Regional Trail as appropriate during design and implementation. The cost per rest stop is approximately \$6,000 each (2016 dollars).

Traffic Signage and Devices

In addition to wayfinding signage, the regional trail will incorporate traffic control signs and devices, such as trail stop signs and trail crossing signage. These signs and devices will reflect the physical characteristics and usability of individual trail segments and the system as a whole. Therefore, as trail segments are developed (or reconstructed), trail signs and devices may require modification. The cost to add traffic control signs and devices, to a regional trail is approximately \$1.50 per linear foot.

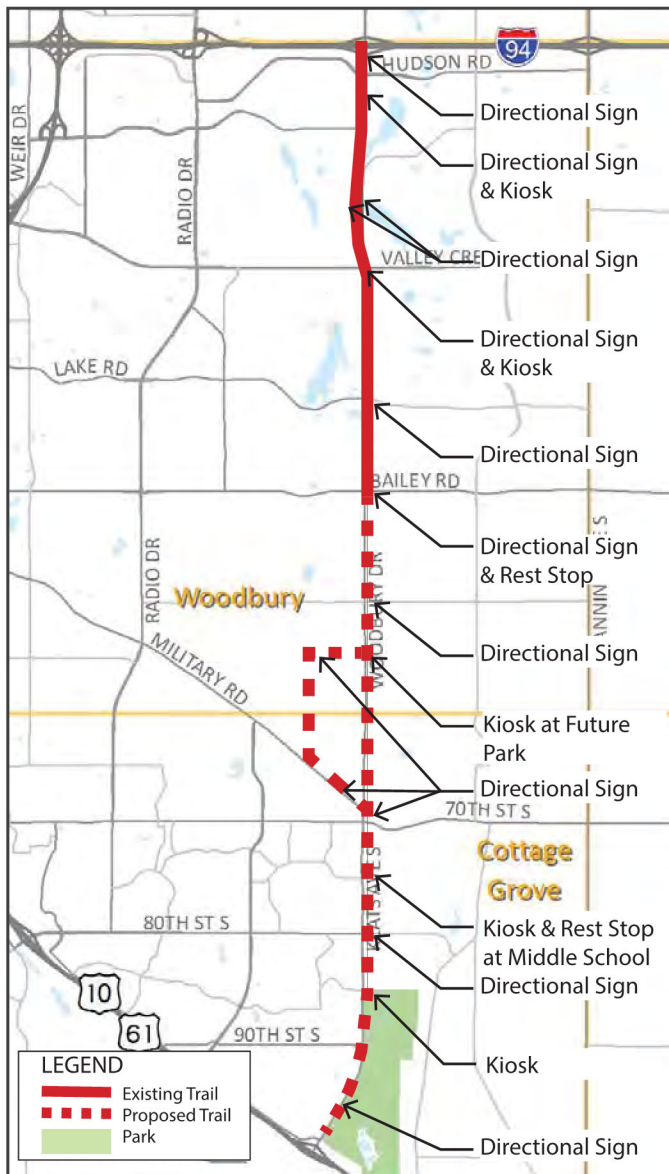


Figure 13: Wayfinding Signage Location Map



Example of kiosk concept and signage for Washington County trails. (Artwork provided by Washington County)



Hardwood Creek kiosk and rest stop. (Photo provided by Washington County)

Drainage

In many locations, the drainage of the regional trail is similar to that of a typical sidewalk. Stormwater sheet flows over the trail pavement and onto the adjacent roadway, where it is collected and conveyed by the roadway stormwater drainage system. In areas where the regional trail is on an independent route, such as through parks or other green spaces, alternative stormwater best management practices, such as rain gardens and infiltration swales, may be explored during the design



phase of the regional trail. Stormwater must shed rapidly from the surface of the trail to prevent hazardous situations for the users, such as water pooling on the trail surface.

Sub-Standard Trail Segments

Three existing trail segments do not meet regional trail design standards, which are identified in Figure 14. The proposed trail widening in Lakeview Knolls Park and between 70th Street and Indian Boulevard will fit within existing public right-of-way and no additional acquisition is needed to widen these segments of trail. The trail segment from 80th Street to 85th Street is proposed as a temporary trail alignment, until a

permanent trail can be developed on the west side of County Road 19/Keats Avenue, which is identified as Acquisition Area C in Section I: Boundaries & Acquisitions of this report. It is the intent of Washington County to bring existing segments of trail into compliance when reconstruction is needed, or other opportunities present themselves.

From	To	Length
Lakeview Knolls Park	Valley Creek Road	.60 Miles
70th Street	Indian Blvd.	.50 Miles
80th Street*	85th Street	.50 Miles
*Temporary alignment		

Figure 14: Existing Eight-Foot Wide Trail Segments

Route Assessment

The section of the Central Greenway Regional Trail covered in this master plan has been divided into six segments (Figure 15) that are composed of developed and undeveloped trail. To preserve and protect the longevity of the trail and rights and responsibilities associated with owning, operating, and maintaining a regional trail, public trail easements are recommended for the entire corridor, regardless of the compliance of existing segments with the design standards of the governing agency. Securing easements to bring non-compliant trail segments into compliance is important, but it is less important than securing easements for trail sections that currently do not exist.

The trail segments are described on the following page.

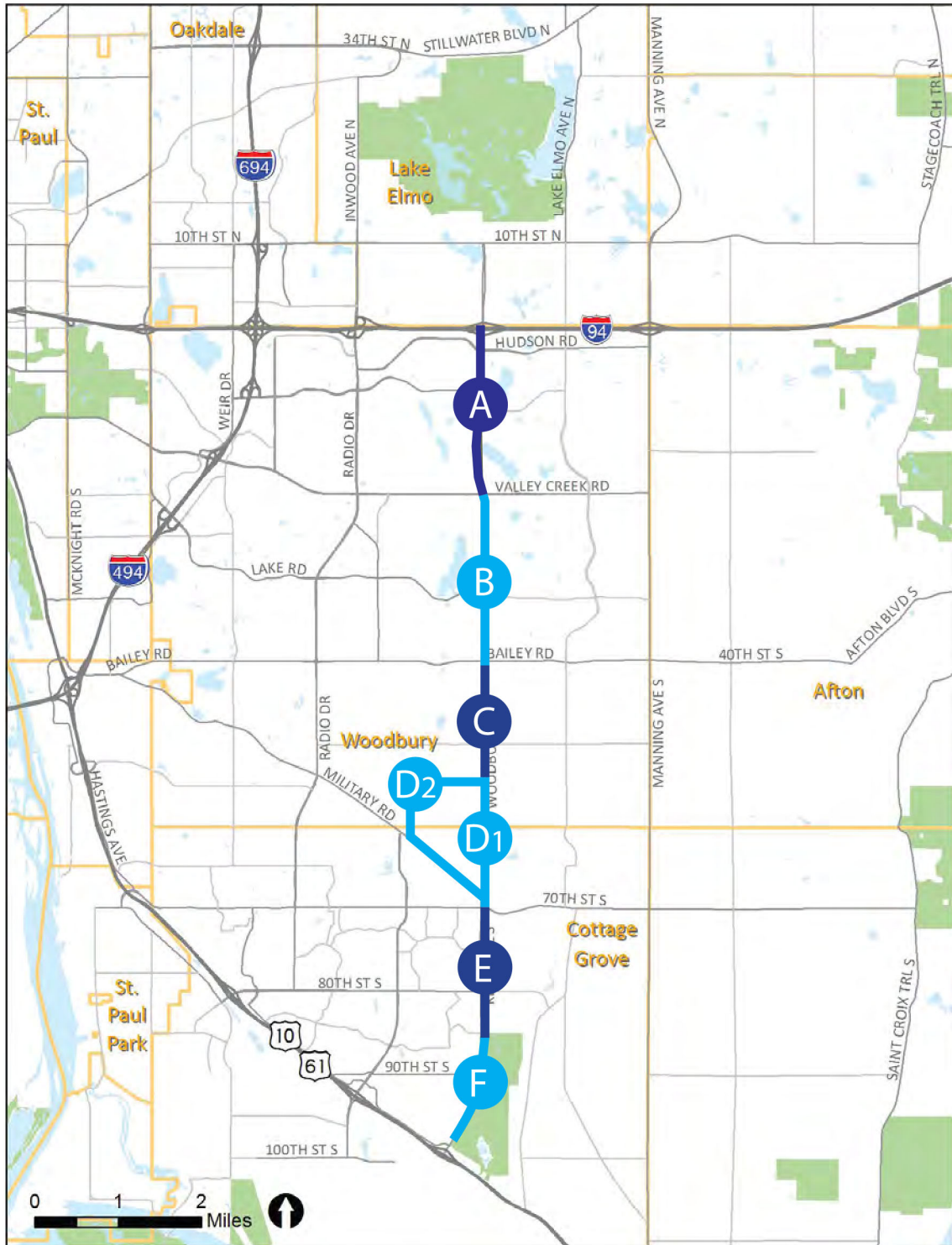


Figure 15: Central Greenway Regional Trail Segment Map

Central Greenway Regional Trail Segments				
Segment	From	To	Along	Length
A	I-94	Valley Creek Road	County Road 19/Keats Avenue	2.0 Miles
B	Valley Creek Road	Bailey Road	County Road 19/Keats Avenue	2.0 Miles
C	Bailey Road	Crossroads Church	County Road 19/Keats Avenue	1.85 Miles
D1	Crossroads Church	Military Road	County Road 19/Keats Avenue	1.0 Mile
D2	Crossroads Church	Military Road	Off-Road Alignment West of Crossroads Church	1.6 Miles
E	Military Road	85th Street	County Road 19/Keats Avenue	1.6 Miles
F	85th Street	Park Entrance	County Road 19/Keats Avenue	1.2 Miles

Segment A- I-94 to Valley Creek Road

Segment A measures approximately two miles long and extends from I-94 to Valley Creek Road. South of I-94, the Central Greenway Regional Trail will utilize the existing trail along the east side of County Road 19/Keats Avenue, through signalized intersections at Hidden Road, Markgrafs Lake Drive, Tamarack Road, and along the shore of Markgrafs Lake. South of Markgrafs Lake, the regional trail will continue along the existing trail, extending south through a signalized intersection at Wynstone Drive before entering Powers Lake Park. In Powers Lake Park the trail will pass under County Road 19/Keats Avenue through an existing trail underpass, where the trail will cross through Lakeview Knolls Park, still continuing along the existing trail corridor. The trail width through the park and extending to Valley Creek Road is 8-feet wide. The trail will be widened to ten feet at a future date in conjunction with park or roadway improvements. From this point south, the trail will continue on the west side of County Road 19/Keats Avenue. Trail underpass improvements will also be considered at this time.

South of Lakeview Knolls Park, the trail crosses Regatta Drive at a mid-block crossing that is striped, and includes Americans with Disabilities (ADA) compliant pedestrian ramps with raised truncated domes and trail stop signs. Continuing south, the trail extends along an independent alignment, crossing Regatta Alcove, which includes ADA compliant pedestrian ramp on the north side, but requires a new pedestrian ramp on the south side to meet current ADA standards. South of Regatta Alcove, the trail continues south across Catalina Drive and a second crossing of Regatta Drive, both requiring upgraded pedestrian ramps to be ADA



compliant. A short distance further south, the trail crosses Valley Creek Road, which also requires upgraded pedestrian ramps.

Segment B- Valley Creek Road to Bailey Road

South of Valley Creek Road, the trail extends south along the west side of County Road 19/Keats Avenue, passing Valley Crossing Community School and across Park Crossing, a signalized four-way intersection that includes striped crosswalks, but needs upgraded pedestrian ramps. The trail extends south along the existing trail to Hidden Lake Drive.

From Hidden Lake Drive south to Lake Road, the trail will continue to follow the existing trail along the west side of County Road 19/Keats Avenue. Upgraded pedestrian ramps have been incorporated at crossings of Edgewater Drive, the roundabout at Lake Road, Antrim Road and the Bailey Road roundabout.

Segment C- Bailey Road to Crossroads Church

Segment C measures approximately 1.85 miles long and extends from Bailey Road to Crossroads Church. There is no existing trail along the west side of County Road 19/Keats Avenue between Bailey Road and just north of Crossroads Church. A new, ten-foot-wide trail will be constructed in the

County Road right-of-way. A new pedestrian crossing will be required at Dale Road, which is a stop condition only for Dale Road, but is a through-street for County Road 19/Keats Avenue.

A new pedestrian underpass is planned to pass under County Road 19/Keats Avenue approximately 0.30 miles north of Dale Road to provide a mid-block crossing and a future connection to development on the east side of County Road 19/Keats Avenue. It is anticipated that this trail underpass will not be constructed until significant development has occurred on the east side of County Road 19/Keats Avenue.

There are 15 driveway crossings and three field access roads along the west side of County Road 19/Keats Avenue between Bailey Road and Crossroads Church that will require trail stop signs or yield signs for trail users.

Segment D

There are two alternatives for Segment D between Crossroads Church and Military Road that include an alignment along the west side of County Road 19/Keats Avenue and off-road to the west of Crossroads Church. Washington County Parks will determine which alignment is best suited for trail development at a future date. There



Segment D Alternatives				
Segment	From	To	Along	Length
D1	Crossroads Church	Military Road	County Road 19/Keats Avenue	1.0 Mile
D2	Crossroads Church	Military Road	Off-Road Alignment West of Crossroads Church	1.60 Miles

are several unknown circumstances in this area including patterns of residential development, future local park locations and land protection for water quality that may provide suitable locations and connections for the regional trail. Both trail alternatives are described below.

Segment D Alternatives

Washington County will determine which alignment is best suited for implementation at a future date. This decision will be based on a number of factors, including available resources, stakeholder input, timing of corresponding projects, and the development in the region.

Segment D1

Segment D1 extends along the west side of County Road 19/Keats Avenue between Crossroads Church and Military Road. There are three driveway crossings and two field access drives that will require stop or yield signage for trail users. Military Road is a three-way stop intersection, but will require pedestrian ramps and a crosswalk across Military Road.

Segment D1 would provide the trail user a more direct connection through this corridor. This alternative follows a county-operated road, so implementation and maintenance may be easier to coordinate. This route would best serve trail

users looking to get from one destination to another in a quick and direct fashion.

Segment D2

Segment D2 extends west from County Road 19/Keats Avenue and south to Military Road in an off-road alignment through several undeveloped parcels that are currently in agricultural production. Properties include one parcel owned by the City of Woodbury, one parcel owned by a private entity and two parcels owned by the South Washington Watershed District. Once the alignment reaches Military Road, it extends southeast along the north edge of Military Road to County Road 19/Keats Avenue. In this section, the proposed alignment crosses three private parcels.

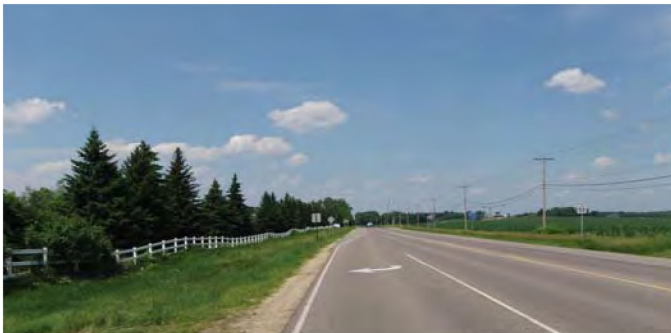
Segment D2 intends to offer a more scenic experience, since it would direct trail users off of County Road 19/Keats Avenue and through an area of open space owned by the South Washington Watershed District. This alternative would add .6 more miles and \$1,094,800 to the route than Segment D1. If Segment D2 was to be implemented, the trail shall be strategically placed to mitigate adverse impacts to the surrounding natural resources, in collaboration with project partners.



Segment E

South of Military Road, there is a roundabout at 70th Street South and intersections at Jorgensen Lane South, Jordan Avenue South and Indian Boulevard South. An existing eight-foot-wide trail exists between 70th Street South and Indian Boulevard South that will need to be widened to ten feet, at a later date, to meet regional trail standards. The pedestrian ramps at these intersections do meet current ADA standards.

South of Indian Boulevard South, the trail will pass by Cottage Grove Middle School, where a rest stop could be developed that would provide a kiosk for trail users. The trail will cross intersections at 77th Street South, 80th Street South and 82nd Street South.



Safe Routes to School funding will be utilized to develop a segment of trail along County Road 19/Keats Avenue.

The City of Cottage Grove has acquired Safe Routes to School funding to develop the trail segment between Indian Boulevard South and 80th Street South for development in 2017. This trail segment will be constructed to meet regional trail standards.

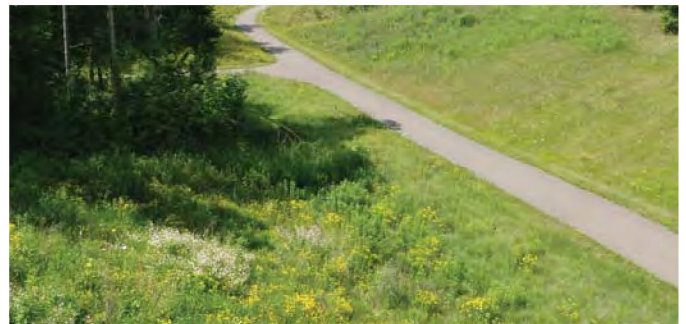
When the trail reaches 80th Street South, it will extend south along the west side of County Road 19/Keats Avenue to 85th Street South. This segment of trail is currently undeveloped. A temporary alignment will cross County Road 19/Keats Avenue at the existing marked pedestrian crossing to join the existing eight-foot trail that extends along the east side of County Road 19/Keats Avenue until it enters Cottage Grove Ravine Regional Park.



Existing 8-foot trail segments will be reconstructed at a later date to regional trail width standards of 10-feet.



Trail access into Cottage Grove Ravine Regional Park at 85th Street S.



Trails in Cottage Grove Ravine Regional Park that will connect with the Central Greenway Regional Trail.

Segment F

Segment F will extend south along the west side of County Road 19/Keats Avenue between 85th Street South and the proposed new entrance to Cottage Grove Ravine Regional Park. The new park entrance will be located approximately 1/3 mile north of Highway 61. The trail will cross 90th Street South at-grade and will require pedestrian ramps on both sides of the intersection. The trail will cross three driveways between 85th Street South and 90th Street South. Two new pedestrian underpasses will be developed to provide grade-separated crossings under County Road 19/Keats Avenue to access Cottage Grove Ravine Regional Park. One will be south of 85th Street South. The other will be located south of 90th Street South, at the park's future entrance.

Implementation

It is anticipated that the regional trail will be implemented in stages, with the construction of various stages driven by available funding and local factors, such as timing of adjacent roadway improvements, and public desire to expand the regional trail system. Until the corridor is fully developed, gaps in the regional trail will exist. However, the ultimate trail geometry will consist of a 10-foot-wide (minimum) paved surface, separate from any adjacent roadway, so that trail users will not share the roadway with motorized vehicles.

The development and implementation of unconstructed trail segments and upgrading of certain trail segments to regional trail standards will require additional activities beyond the master plan phase. These activities typically include the preparation of final construction documents, additional property and natural resource analysis, final cost

estimates, city staff review, trail-way cooperative agreements, and public approval meetings (such as City Council and Park Commission and County Board meetings).

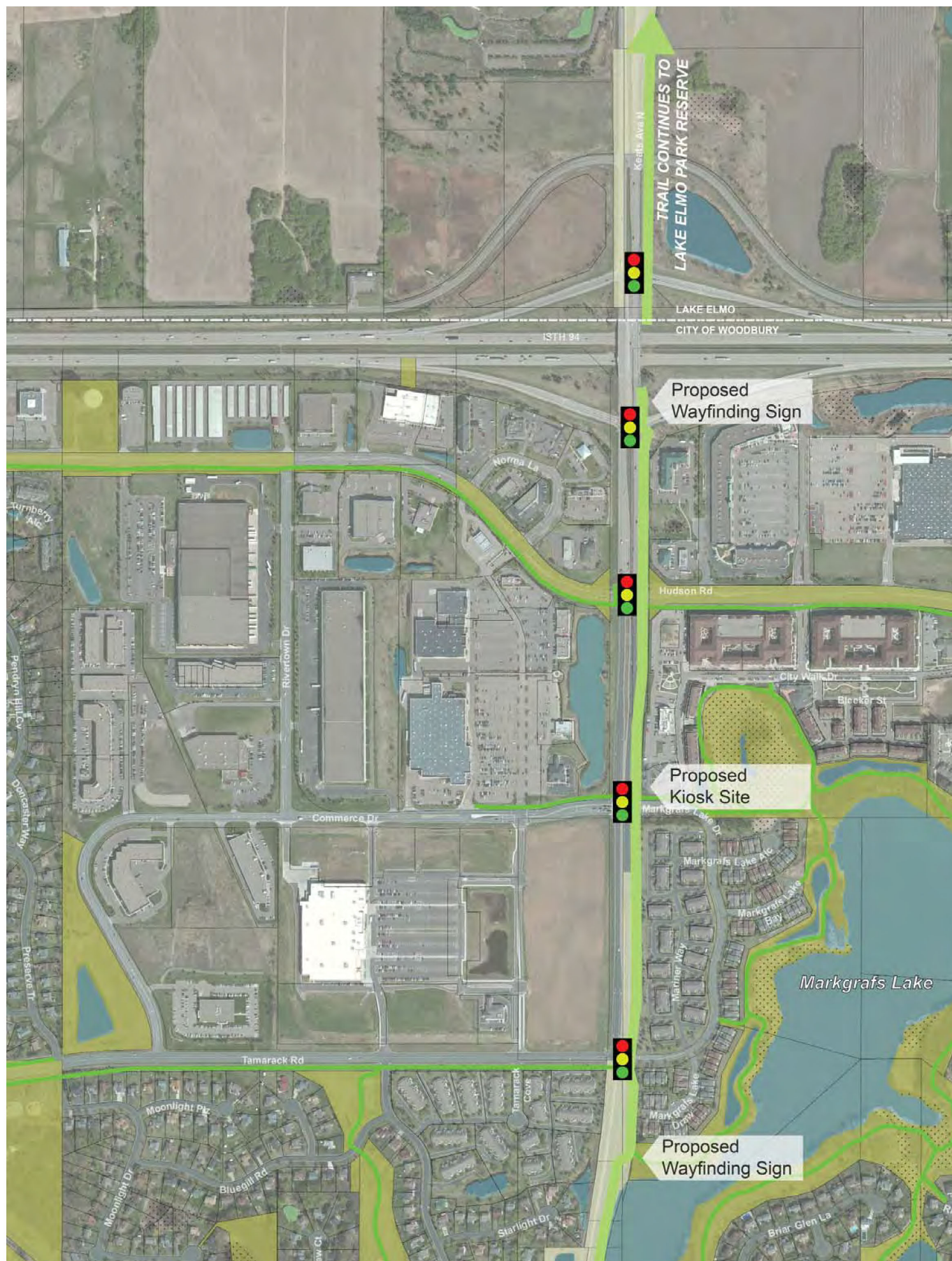
Estimated Costs & Funding

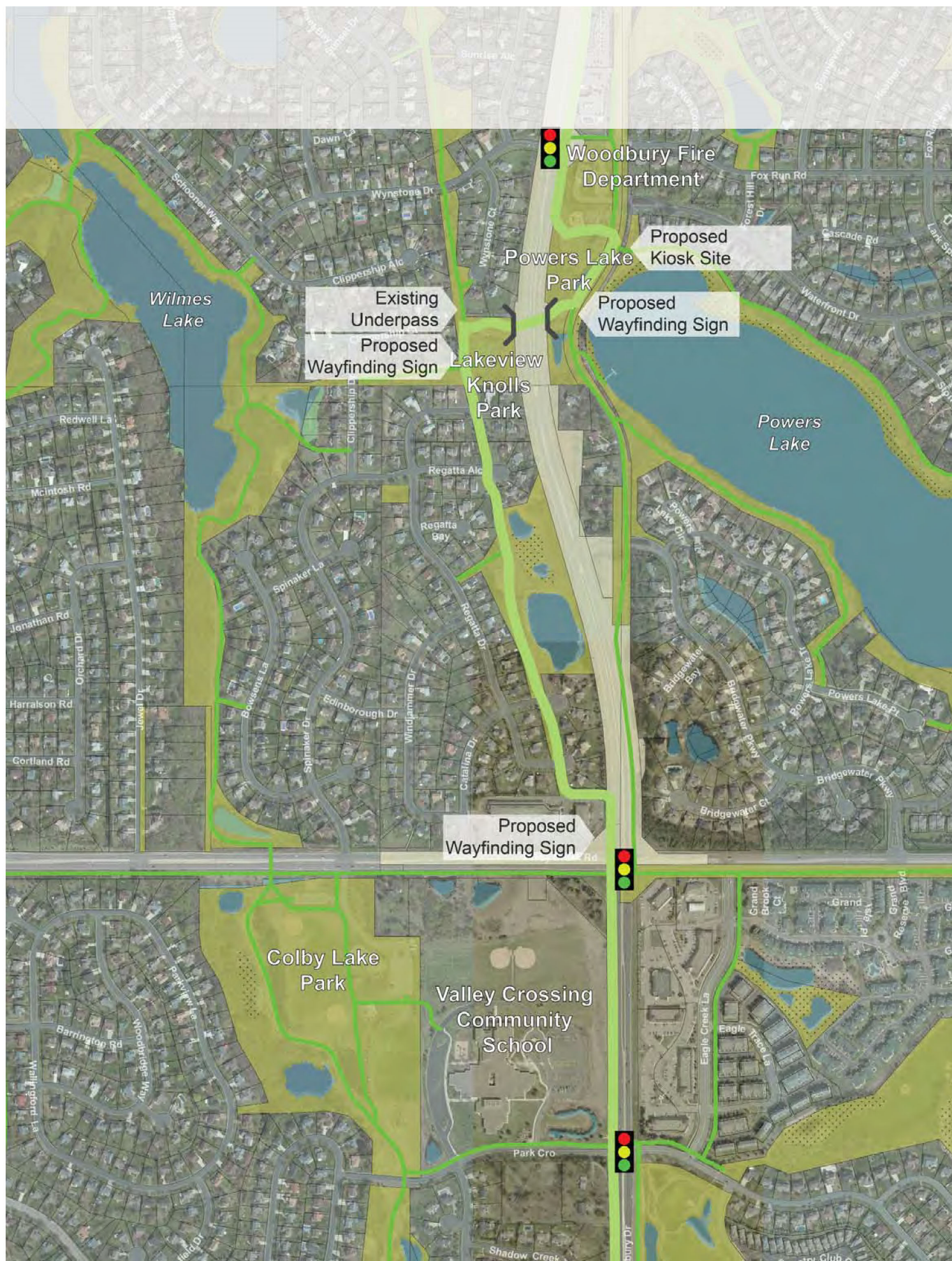
Regional trail implementation has both initial costs (acquisition and development) and on-going costs (operations and maintenance). Trail development will occur as opportunities to coordinate with other agencies/projects occur, funding becomes available, and at the discretion of the Washington County Board of Commissioners, Woodbury City Council and Cottage Grove City Council. Individual development projects may move ahead of schedule to coincide with development adjacent to the trail corridor that can result in cost savings.

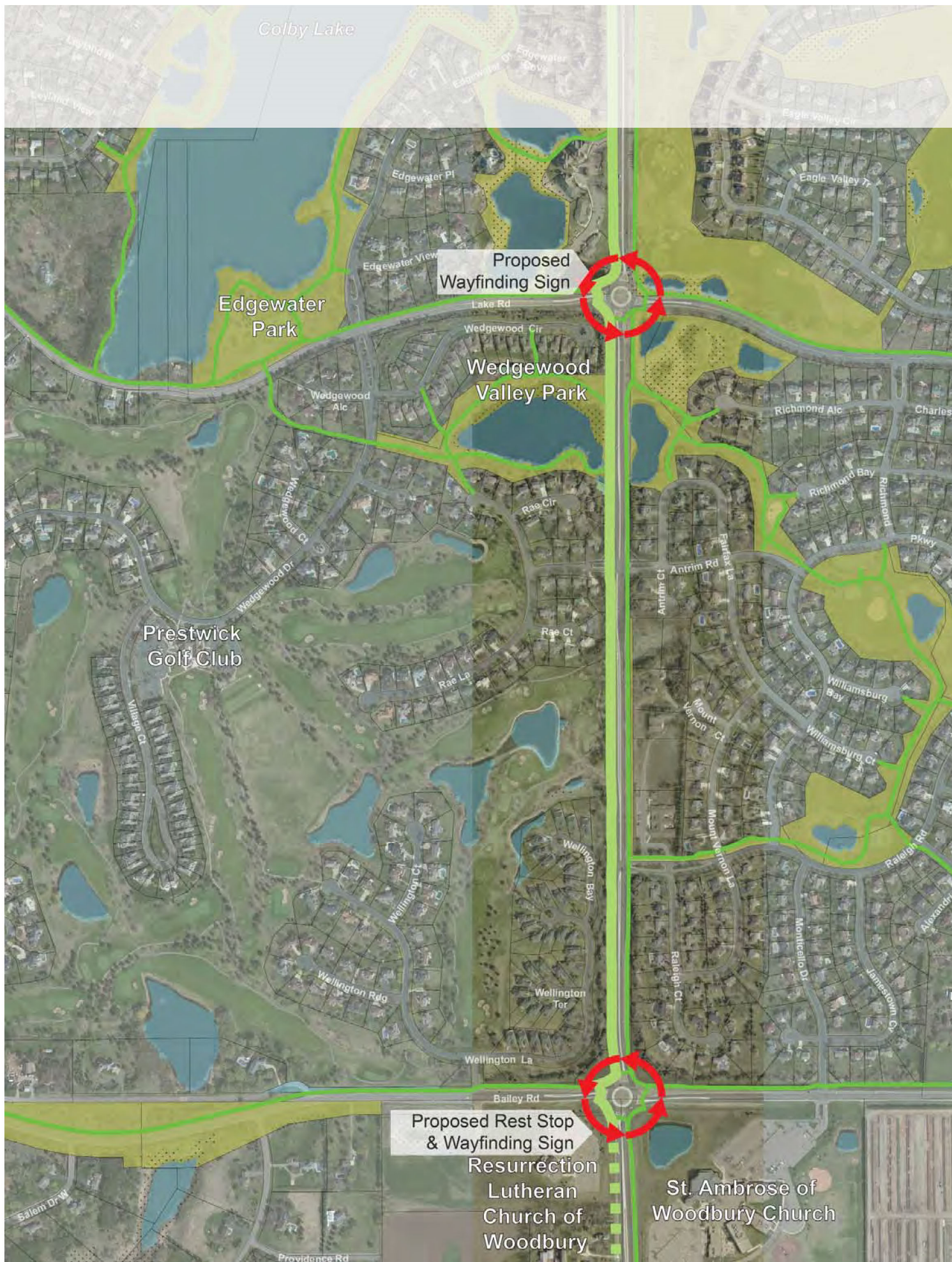
Development Costs

Regional trail development includes the cost to prepare the site; reconfigure roadways as required; modify drainage patterns where necessary; pave the trail; and install signage, striping, and landscaping. In total, the estimated development cost for the Central Greenway Regional Trail is \$7,901,000. The cost for development from I-94 to Bailey Road, including rest stops, signage and pedestrian crossing upgrades is estimated to be \$1,299,000, including contingencies. Improvements for the existing segment of trail from Bailey Road to the Cottage Grove Ravine Regional Park entrance is estimated to cost \$6,602,000, including contingencies. The total cost for acquisitions within the proposed corridor is \$470,500. See Appendix A. Detailed Cost Estimate for further information.

Figure 16: Trail Corridor Maps







Proposed
Wayfinding Sign

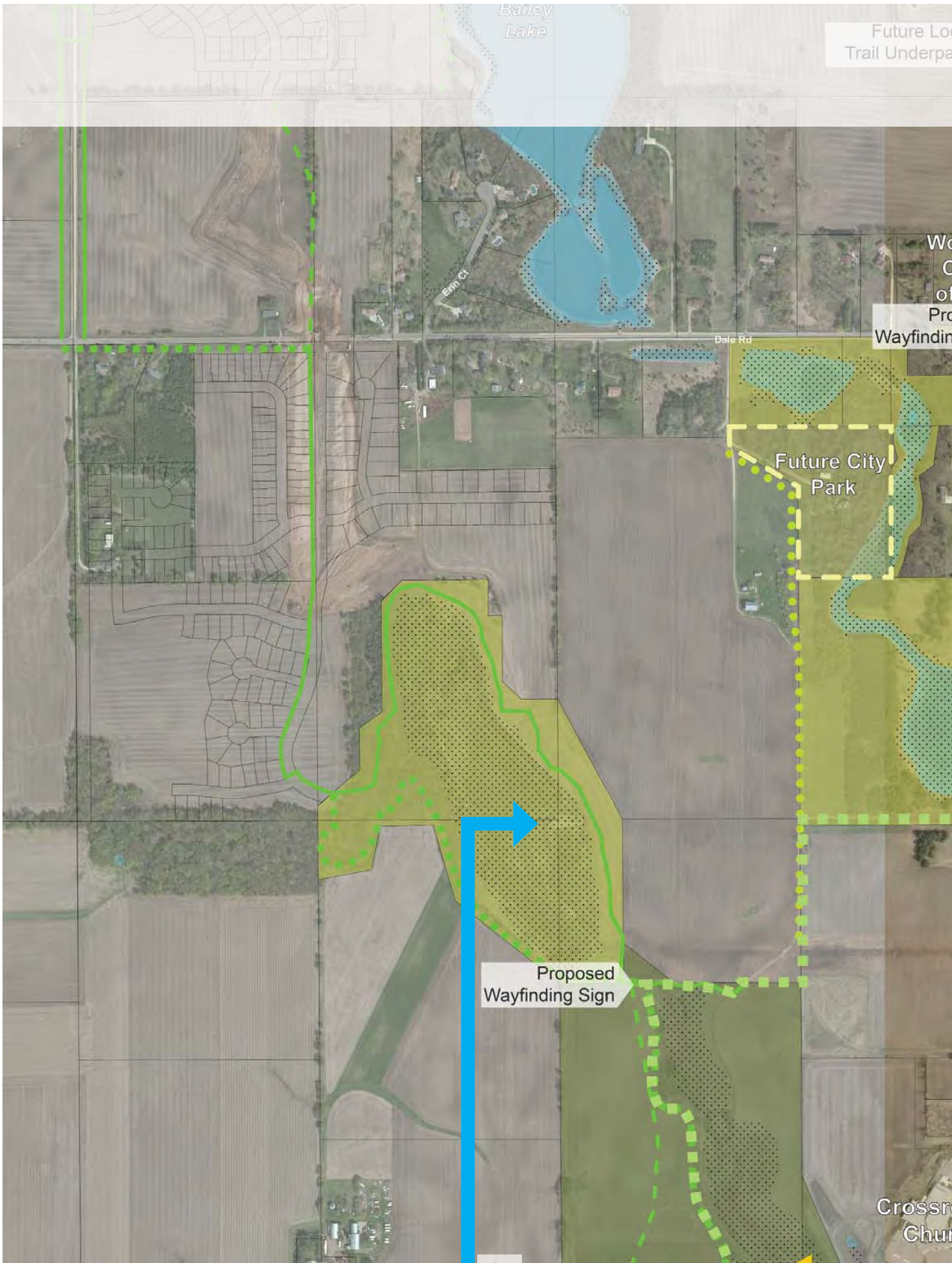
Wedgewood
Valley Park

Prestwick
Golf Club

Proposed Rest Stop
& Wayfinding Sign

Resurrection
Lutheran
Church of
Woodbury

St. Ambrose of
Woodbury Church



Future Local
Trail Underpass

Wayfinding
of
Pro

Future City
Park

Proposed
Wayfinding Sign

Crossroads
Church



Proposed
Kiosk Location

Proposed
Wayfinding Sign

Segment D2

Proposed
Wayfinding Sign

Rose of
Sharon
Lutheran
Church

Light the
Way Church

Cottage Grove
Elementary School

Proposed Kiosk
& Rest Stop
Cottage Grove
Middle School



Arbor
Meadows
Park

Future Regional
Trail Underpass

Christ the
Lutheran
Church

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Section V: Conflicts and Coordination with Adjacent Public Services

The Central Greenway Regional Trail is proposed to be developed within public right-of-way along County Road 19/Keats Avenue. Additional right-of-way may be needed to develop some segments of the trail, and for the development of trail underpasses. Final determination of right-of-way needs will be identified when the underpasses are proposed, which may coincide with road widening projects or adjacent property development. The total estimated cost of additional right-of-way is \$470,500.

There are buried utilities, including gas and sanitary sewer along portions of the County Road 19/Keats Avenue right-of-way, and high-voltage overhead power lines cross the proposed trail corridor in two locations. Coordination with utilities will be required during design development to ensure that the trail is constructed without imposing on utility easements or otherwise impacting the utility corridors.

The City of Cottage Grove and the South Washington Watershed District own property on the west side of County Road 19/Keats Avenue north of Military Road that may be beneficial for future trail development. The City of Cottage Grove is planning to develop a park on a parcel west of County Road 19/Keats Avenue. Coordination with the City of Cottage Grove and South Washington Watershed District when the trail is developed may provide opportunities for local connections and developing alternative trail alignments.



Trail rest stop example, which is located on Ravine Parkway South.



Existing conditions along the west side of County Road 19/Keats Avenue.

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Section VI: Operations & Maintenance

Washington County manages and operates its park and trail system with internal staff including 19 permanent employees. In addition, approximately 100 seasonal employees are hired each year as life guards, maintenance workers and gate attendants. The Parks Division has an annual operations and maintenance budget of approximately \$3,025,700 to operate and maintain the County's park and trail system.

The Central Greenway Regional Trail will be overseen by professional public safety, operations and maintenance staff operating out of the South Maintenance Unit based at St. Croix Bluffs Regional Park.

This trail will add new mileage to the Washington County's regional trail system and operations and maintenance costs will increase because of the expansion of the system. Additional staff time and equipment will be needed to maintain the new trail segments. No new equipment will be needed as the County will utilize existing trucks and mowers to maintain the trail. It is anticipated that the annual cost to maintain the trail upon full build out will be \$16,000, including additional staff and time and resources. An additional \$2,000 annually will be needed for the first five years to establish the

prairie and pollinator plantings along the trail, as proposed in the natural resources section of the master plan.

Proposed Maintenance Activities

Maintenance operations will include seasonal condition assessments and periodic inspections, followed by necessary maintenance actions. Inspections will address possible safety issues, vandalism, and non-routine maintenance concerns. Washington County will also respond to maintenance issues identified by the public, on a timely basis, as funding permits. Extraordinary maintenance may be required to respond to storm damage, vandalism and other unplanned circumstances.

The Central Greenway Regional Trail will receive scheduled seal coating and reconstruction in accordance with Washington County standards, and as funding permits.

Washington County will provide routine maintenance as identified below.

- » Sign inventory and replacement, spring cleanup, trail sweeping, trash pickup, erosion repair, fence repair, bituminous patching, and striping replacement, as needed.
- » Mowing adjacent to the trails will be coordinated by Washington County.
- » Washington County will coordinate snow removal maintenance for the trail south of Bailey Road if appropriate.



Mowing turf trail shoulders.

Public Safety

Washington County Sheriff's Department, along with the Woodbury and Cottage Grove Police officers will provide public safety services on Central Greenway Regional Trail.

Sources of Revenue

Washington County budgets annually for operating the park and trail system. The budget includes maintenance of recreation facilities and management of natural resources within the parks. Revenue for these expenditures originates from three primary sources:

- Vehicle passes and campground reservations at County parks
- County levy
- Operations and maintenance grants consisting of State general funds and lottery in-lieu sales tax funds that are disbursed through the Metropolitan Council

Washington County does not charge for trail use.

Ordinances

Washington County has adopted Ordinance No. 174 which establishes rules and regulations for park and trail use and management under its jurisdiction. The ordinance incorporates Minnesota statutes that address regulations for:

- » Public Use
- » General Conduct

» General Parkland Operation

- » Protection of Property, Structures and Natural Resources
- » Recreational Activities
- » Motorized Vehicles, Traffic and Parking

A copy of the ordinance is available for review through Washington County.

Rules and regulations are posted, as needed, throughout Washington County park properties and facilities. Posted information includes park hours, permitted and prohibited activities, fees, map of the parks and trails, and who to contact in case of an emergency.



Regular trail maintenance including pavement repair will be scheduled by Washington County to keep the trail functional and operational.

Section VII: Public Engagement and Participation

Overview

Washington County strives to provide an inclusive public engagement process for its trail planning efforts. To reach a diverse cross-section of the community and to engage people of diverse races, ethnicities, classes, ages, abilities and national origin, Washington County staff developed a plan to provide information to the public in multiple ways with an emphasis on trying to make it easy and accessible for all interested citizens to participate in the planning process. The public engagement process included several meetings with a technical advisory committee, updates to the Washington County Parks Commission on the plan development progress, conducting public open houses and pop-up meetings to provide public updates and presenting information at local city council meetings to keep the communities updated about the master plan process. The general public, including park and trail users and Washington County residents are important stakeholders in the master planning process and their input is highly valued. Comments received have been addressed in revisions to the master plan.

Regional Trail Planning

Planning for the Central Greenway Regional Trail is in response to expressed demand for recreational and non-motorized transportation options in suburban edge communities. The Central Greenway Regional Trail is identified as a Regional Trail Search Corridor in the Metropolitan Council 2040 Regional

Parks Policy Plan. As such, the Central Greenway Regional Trail needs an approved master plan to become eligible for Metropolitan Council regional parks system funding for development.

Central Greenway Regional Trail Technical Advisory Committee

A Central Greenway Regional Trail Technical Advisory Committee was established to guide the trail master plan and coordinated planning efforts within the local communities and greater region. Members of the Task Force included representatives from the following stakeholders: City of Woodbury, City of Cottage Grove, Washington County and the South Washington Watershed District.

The responsibilities of the Task Force included:

- » Coordinating with respective governing bodies, such as City Councils, Planning Commissions, Park Commissions and other staff/departments within the respective city/agency.
- » Assisting in implementing public participation opportunities.
- » Providing information and support necessary to identify feasible trail routes and review/complete the trail master plan that meets city and applicable agency goals.
- » Assisting Washington County in local municipality/agency approval processes.

The full Task Force met six times:

- » May 12, 2015
- » June 30, 2015
- » July 15, 2015
- » September 1, 2015
- » September 30, 2015
- » January 12, 2016

Throughout the master planning process, Washington County staff met with Task Force members to identify opportunities and address and resolve their issues and concerns. These meetings often involved other individuals, groups, and organizations as detailed route information was exchanged.

Washington County Park Commission

The Washington County Park Commission reviewed planning updates and the final draft master plan four times throughout the planning process, including:

- » September 17, 2015
- » November 19, 2015
- » December 17, 2015
- » January 21, 2016

Municipal Presentations & Input

Washington County staff presented updates on the master plan process to local city councils, city government

committees and watershed district meetings several times throughout the master plan process to keep local authorities updated and to solicit additional input about the master plan. Meetings were held on the following dates:

- | | |
|----------------------|---|
| » September 14, 2015 | City of Cottage Grove Parks and Recreation Commission |
| » September 29, 2015 | City of Woodbury Park, Planning and Economic Development staff presentation |
| » February 17, 2016 | Cottage Grove City Council presentation |
| » February 24, 2016 | Woodbury City Council presentation |

Washington County received letters of support from Woodbury and Cottage Grove. These are included in the appendix.

Public Communications/ Social Media

Online and social media tools were identified as alternative ways to get information and updates to the public. The Washington County website was the primary on-line portal for meeting information and for posting draft plans for public review. All open houses and pop-up meetings were listed on the County's website. The County utilized its Facebook and Twitter accounts to promote the pop-up events. In addition, fliers were printed and posted at County facilities to promote the pop-up events.

A MySidewalk social media site was developed for the master plan, but the site was not made public because this phase of the master plan process coincided with a county-wide update of on-line and social media materials, which impacted opportunities to utilize this on-line tool in a timely fashion for appropriate public engagement.

Public Open Houses & Pop-up Meetings

Washington County, with the support and assistance of select Technical Advisory Committee members presented the Central Greenway Regional Trail planning efforts and held six public engagement events where the public had an opportunity to review the status of planning efforts and provide comments. In an effort to reach out to a variety of Washington County residents, Washington County held meetings at public buildings accessible to the public. In addition, one open house was held at a public housing facility to provide easier access to the information. Public presentations were held on the following dates:

- » July 28, 2015 Open House at the Washington County South Service Center
- » September 22, 2015 Open House at the Washington County South Service Center
- » November 18, 2015 Open House at the Washington County South Service Center
- » December 12, 2015 Open House at The Woodlands Apartment Complex

Washington County initiated two additional public pop-up events to seek more public input about the master plan update. The 2040 Regional Parks Policy Plan requires that the public engagement process seek to mitigate existing racial, ethnic, cultural, or linguistic barriers and include people of diverse races, ethnicities, classes, ages, abilities and national origin. In order to reach out to populations that may not feel comfortable attending open houses or public meetings, the County set up two pop-up events designed to “meet people where they are already located.” Staff set up tables at strategic locations and times that are frequented by Washington County residents of all backgrounds. Pop-up style tabling allowed for more in-depth, one-on-one conversations. The County received positive feedback on conducting this type of engagement, as several members of the public mentioned they would not typically attend an open house, but were happy they were given the opportunity to provide feedback in this setting. The pop-up meetings were held on the following dates:

- » April 24, 2017 Central Park Atrium in Woodbury
- » April 26, 2017 Park Grove Library in Cottage Grove

Open House #1 Approach & Findings

The first public open house was held on July 28, 2015 at the Washington County South Service Center. The Service Center is located adjacent to the trail corridor in an easily accessible public building with ample parking. Attendance at the open house included 21 members of the public and

representatives from Washington County, the City of Cottage Grove, the City of Woodbury and the South Washington Watershed District. The proposed trail alignment maps were presented at the meeting. Feedback from the first open house was positive with interest in developing a linking regional trail along County Road 19/Keats Avenue with connections to Cottage Grove Ravine Regional Park. Specific comments from the open house are listed in Figure 17.

Open House #2 Approach & Findings

A second open house was held on September 22, 2015 at the Washington County South Service Center. Attendance at the open house included ten members of the public and representatives from Washington County, the City of Cottage Grove, the City of Woodbury and the South Washington Watershed District. In addition to the analysis graphics presented at the first open house, revisions to the trail alignment maps were shown. While attendance was light at this open house, those in attendance provided input on the proposed revisions to the trail alignments. Positive feedback was given about the proposed regional trail. A complete list of comments from the public meetings is included in Figure 17.

Open House #3 Approach & Findings

The third open house, held on November 18, 2015 at the Washington County South Service Center was meant to provide the public with another opportunity to learn about and comment on the proposed trail master plan. Attendance at the open house included three members of the public and representatives from Washington County, the City of Cottage Grove, the City of Woodbury and the South Washington Watershed District. A complete list of comments from the public meetings is included in Figure 17.

Open House #4 Approach & Findings

The public engagement opportunity that was added to the public process was an open house at the Woodlands Apartments in Cottage Grove, located just a couple miles from the trail corridor. County staff felt it was important to reach out to nearby residents who may not have easy access to the South Service Center or other public meeting venues. The draft trail corridor was presented at the open house on December 12, 2015. Attendance was light at this open house with three members of the public providing input. Staff was surprised at the low attendance and discussed additional ways to solicit input from existing and future trail users. A complete list of comments from the public meetings is included in Figure 17.

All open house materials were also posted on the Washington County website for public review and comment.



The open house meetings included presentations and numerous information boards and maps describing the current trail plan. Attendees were given the opportunity to write comments on comment cards to add their ideas.

Pop-Up Event #1 Approach & Findings

In an effort to obtain more input from the public about the Central Greenway Regional Trail Master Plan, Washington County held two pop-up meetings. The first pop-up event was held at Central Park Atrium in Woodbury on April 24, 2017. This pop-up event was strategically located here because this is a popular mid-day destination for many community members that would be potential trail users. The facility connects to Washington County R.H. Stafford Library, Woodbury YMCA, Lookout Ridge Indoor Playground, and Stonecrest Senior Living. Several County service buildings, multifamily developments, and schools are also located within walking distance. The Central Park Atrium is located adjacent to the trail corridor. Several comments were made about the trail amenities that are planned for this corridor. These comments were used in locating signage/kiosks/rest stops. Twenty visitors asked questions about the master plan and provided input.

Pop-up Event #2 Approach & Findings

The second pop-up event was held at the Park Grove Library in Cottage Grove on April 26, 2017. Four people stopped by the pop-up event to provide comments and ask questions about the trail master plan.

This pop-up meeting was scheduled during the morning, providing an alternative to evening meeting times. The library is located approximately three miles west of the park in an area with several apartment complexes and nearby two schools. The library's story time program was scheduled for the same



Washington County held two pop-up meetings in April 2017 to seek additional public input about the master plan update.

time frame and this created the opportunity for families and youth trail users to provide input. Input from this event included new residents to Washington County, one of which who does not have access to a vehicle and relies on a bicycle as his only method of transportation. These new perspectives were helpful in planning the regional trail connections to the local network.

Community Engagement Results

The various meetings and public outreach events that were conducted as part of the Central Greenway Regional Trail Master Plan process provided the project team with beneficial input about what the public wants for this regional trail. The comments received in the community engagement process supported the County's sentiment to expand the regional trail

system and develop the trail in a safe and thoughtful way. Several themes and ideas came out during the public process. These included:

- » A trail by nature is a linear feature that not only passes through its surroundings, but becomes part of the community fabric.
- » Make local trail connections a priority.
- » Provide connectivity with established points and destinations.
- » Provide safe route with least amount of driveway crossings, utility poles, etc.
- » Minimize adjacent property impacts.
- » Provide consistency with existing agency planning and policies.
- » Provide preferred trail route that is politically palatable.

Summary of Public Engagement Comments

The following table summarizes the comments that were received at the open houses and pop-up meetings throughout the master planning process. Several of the comments were repeated at multiple events but are listed only once for clarity.

Public Comment/Question	Response
Open House Meetings	
Avid road biker who likes the proposed regional trail alignment	Regional Trail will be developed for all trail user types
Can a Nice Ride bike rental facility be added?	Nice Ride Minnesota is an independent non-profit not affiliated with Washington County Parks
Plow paved trails in winter.	Winter maintenance will be covered in the master plan
Why does the County need a regional trail along a County Road?	This trail type is a regional connector, designed to link regional parks and facilities, and this is the most direct route.
Preserve the underpass south of 85th as a way to cross CR 19 safely	This crossing has been added to the master plan
Wayfinding signage is needed	Signage will be addressed in the master plan
Pop-Up Meeting #1	
There are a lot of bicyclists in the area that would benefit from the trail.	The plan addresses this comment.
It will be good to have a trail connection to Cottage Grove Ravine Regional Park.	The plan addresses this comment.
The underpass into Cottage Grove Ravine Regional Park is a really good idea.	The plan addresses this comment.
Traffic along CR 19 travels too fast [for bikers].	The independent trail will address this concern.
A comment was made that the alternate route does not fit with the purpose of a linking regional trail.	An alternate alignment is included so future study at implementation is allowed to determine the best route.
Include intermediate stops with water fountains and benches placed along the trail.	Rest stops are noted on the plan.
Develop space at intersections for pop-up events or food trucks.	Better addressed during design development.
Kiosk signage depicting local destinations near trail, distance and estimated minutes of travel to next kiosk, information on local history.	Important information that will be addressed during design development.
Look for ways to avoid bike and pedestrian spacing conflicts.	Trail will be minimum ten feet wide.
A north-south arterial trail through the entire County is needed.	The plan addresses this comment.
Preference for separated trails over sidewalks.	The plan addresses this comment.
Pop-Up Meeting #2	
Biking in Washington County can feel dangerous due to lack of bike infrastructure and high speed roadways.	The master plan includes separate trail alignment.
Users who do not own cars find it difficult to move around the county safely.	The regional trail system benefits all users in the region and city.
Trail connections to shopping centers and major areas of employment will improve bikeability in the county.	The plan addresses this comment.
Concerns over pedestrian bike conflict of sidewalks.	The plan addresses this comment.
Concerns over steep climbs along trail.	The trail typically follows County Road 19/Keats Avenue and will mirror grades on the adjacent roadway.
Amenities suggested that would improve the Central Greenway Trail include: drinking fountains, signage to local trails, signage indicating time to major destinations, shelters to provide cover during rain and snow events, and restrooms.	The plan addresses this comment with rest stops planned and connections to local and regional parks and facilities.
Winter plowing of trails would be great.	The plan addresses this comment.
Include signage for connecting to local trail network.	The plan addresses this comment.

Figure 17: Summary of public comments and responses

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Section VIII: Public Awareness

Washington County uses public relations, marketing, and media relations tools, such as a website, event planning, press releases, and promotional materials to promote their parks and trails. Washington County also collaborates with a wide array of community, business, and government organizations to promote their facilities, programs, and services and to educate the public about the available resources.

Washington County Parks engages the public through several on-line and social media tools. The County website has a page dedicated to parks and trails that provides information on the parks and trails across the county, lists information about programs and events, explains how individuals can support the park system by donating or volunteering, and provides information and a link for reservations and permits. Washington County actively posts information on Twitter and Facebook to share news and information about the park system.

Opportunities for expanding social media and on-line resources for public awareness will likely expand in the future as new media tools and new platforms become available. Younger park users frequently access public service information on-line and will continue to seek additional ways to engage with the County about the park system through social media.

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Section IX: Accessibility

Washington County is committed to providing access and recreational opportunities to all people, including persons with disabilities, minorities, and other special-population groups. Washington County meets this commitment through appropriate facility design and programming considerations and by actively addressing potential barriers to participation.

All regional trail facilities described in the master plan will be developed in accordance with Americans with Disabilities Act (ADA) standards and guidelines. More specifically, the Central Greenway Regional Trail will adhere to the Minnesota Bikeway Facility Design Manual (MnDOT 2007); Trail Planning, Design and Development Guidelines (MnDNR 2007); Designing Sidewalks and Trails for Access, Part I and II: Best Practices Design Guide (FHWA); ADA Accessibility Guidelines for Outdoor Developed Areas (United States Access Board); and ADA Accessibility Guidelines for Buildings and Facilities (U.S. Access Board) unless more current guidelines and standards exist at the time of development.

All unconstructed segments and those associated with regional trail reconstruction, associated trailheads and trail amenities, such as rest stops, parking, rest rooms and water access, will be designed to accommodate individuals with disabilities. In addition, the paved trail will safely accommodate two-way directional non-motor vehicle traffic and incorporate periodic rest stops to provide users an opportunity to rest, overlook the natural environment, and comfortably interact with other trail users.

Compliance with ADA standards is an important goal of trail design. Routing the trail within existing street right-of-way makes it a challenge to fully comply with ADA standards in certain areas. Washington County and local municipalities have made every attempt to identify a trail route that minimizes these occurrences. Parking is available at existing local parks, shopping centers, and regional parks on and along the trail. Regional and community parks function as trailheads for the proposed trail in addition to other identified key orientation points along the trail.

Crossing major roadways is necessary because the trail passes through fully developed urban areas. Washington County will investigate opportunities to coordinate grade-separated pedestrian crossings with appropriate agencies, modify, or add traffic signal timing, crosswalks and signage to ensure the trail meets all relevant design guidelines. The trail has also been planned to provide access to important local community destinations such as parks, commercial areas, community facilities, and transit facilities. The regional trail passes through a variety of neighborhoods with varying demographics, providing access to people with a wide range of social and cultural backgrounds.

On a broader scale, the Central Greenway Regional Trail provides direct access to the metropolitan regional trail system for an area currently under served by regional trails. Communities adjacent to the trail will not only have access to the Central Greenway Regional Trail, but also gain direct access to three existing regional parks/park reserves. Local trail connections are anticipated at regular intervals along the trail to further increase access to neighboring communities.

Affordability

Trails are free to use in Washington County, providing a recreational opportunity to residents of all income levels. The Central Greenway Regional Trail will also provide access to the Cottage Grove Ravine Regional Park without purchase of a parking pass. Park access fees are not charged for patrons who walk or bicycle into parks. Trail users who access Washington County parks will have access to free programming for park users including campfire talks, fitness hikes, bird walks and other programs coordinated with free Tuesdays.

The Washington County Parks Division and Community Services is working to provide free park permits to individuals who receive financial assistance from the County.

References

- » Metropolitan Council, "Annual Use Estimate of Metropolitan Regional Parks System for 2014," Metropolitan Council, July 2015.
- » Metropolitan Council, "2040 Regional Parks Policy Plan," Metropolitan Council, St. Paul, MN. February 2015.
- » Minnesota Department of Natural Resources, "Minnesota's State Comprehensive Outdoor Recreation Plan 2014-2018". Minnesota Department of Natural Resources, St. Paul, MN 2014.
- » Health and obesity data retrieved from Minnesota Department of Health website: https://apps.health.state.mn.us/mndata/obesity_basic#byage.

Appendix A: Detailed Cost Estimate

Estimated Project Construction Cost	Estimated Quantity	Unit of Measurement	Estimated Unit Cost	Estimated Total Cost	Notes
North Segment (I-94 to Bailey Road)					
Existing 8' Trail Removal	3,200	Lin Ft	\$16.00	\$51,200	
Trail Construction	3,200	Lin Ft	\$90.00	\$288,000	
Pedestrian Ramps	9	Each	\$2,000.00	\$18,000	
Wayfinding Directional Signage	7	Each	\$4,000.00	\$28,000	
Wayfinding Kiosk	2	Each	\$20,000.00	\$40,000	
Rest Stops	1	Each	\$6,000.00	\$6,000	
Traffic Control Signs and Devices (includes MUTCD signage)	21,120	Lin Ft	\$1.00	\$21,120	
North Segment Total				\$452,000	
South Segment (Bailey Road to Ravine Park Entrance)					
Existing 8' Trail Removal	5,230	Lin Ft	\$16.00	\$83,680	3
Trail Construction	27,700	Lin Ft	\$90.00	\$2,493,000	5
Wayfinding Directional Signage	4	Each	\$4,000.00	\$16,000	10
Wayfinding Kiosk	3	Each	\$20,000.00	\$60,000	
Rest Stops	1	Each	\$6,000.00	\$6,000	
Traffic Control Signs and Devices (includes MUTCD signage)	30,000	Lin Ft	\$1.50	\$45,000	
Pairie and Pollinator Habitat Planting	14	Acres	\$6,000.00	\$81,000	8
South Segment Total				\$2,785,000	
Trail Underpasses					
Underpass north of Valley Creek Road (Improvements)	1	Lump Sum	\$450,000.00	\$450,000	9
Underpass at 85th Street South (New Structure)	1	Lump Sum	\$900,000.00	\$900,000	9
Underpass at future Cottage Grove Ravine Regional Park entrance (south of 90th Street South) (New Structure)	1	Lump Sum	\$900,000.00	\$900,000	9
Underpasses Total				\$2,250,000	
Subtotal Construction Cost Estimate				\$5,487,000	
20% Construction Contingency				\$1,097,000	
Subtotal Construction Cost Estimate with Construction Contingency				\$6,584,000	
20% Design and Engineering Contingency				\$1,317,000	
Total Estimated Construction Cost				\$7,901,000	

Future Property Acquisitions (2017 tax assessed values)	Acres	Cost
Acquisition Area A	0.25	\$20,000.00
Acquisition Area B	4.25	\$164,000.00
Acquisition Area C	0.6	\$11,500.00
Acquisition Area D	2	\$275,000.00
Total Anticipated Acquisition Cost in 2017 Dollars	7.1	\$470,500.00

D2 Segment					
Trail Construction	8,500	Lin Ft	\$90.00	\$765,000	
Traffic Control Signs and Devices (includes MUTCD signage)	8,500	Lin Ft	\$1.00	\$8,500	
Wayfinding Directional Signage	2	Each	\$4,000.00	\$8,000	
D2 Segment Total				\$782,000	
20% Construction Contingency for D2 Segment				\$156,400	
20% Design and Engineering Contingency for D2 Segment				\$156,400	
Total Estimated Cost for D2 Segment				\$1,094,800	

Estimated Annual Operations & Maintenance Costs	Estimated Cost	Notes
Equipment Costs	\$7,100	11
Staff Wages	\$8,900	12
Total Estimated Annual Operations & Maintenance Costs	\$16,000	

Estimate Notes

1. Construction cost estimate includes a 20% design and administration fee and an additional 20% construction contingency factor for unforeseen costs.
2. Estimates are based on current 2017 construction costs.
3. Existing trail removal assumes 8' wide bituminous trail or concrete walk. Actual dimensions may vary.
4. Estimate does not include any utility relocation costs except as noted for trail underpass.
5. Existing trail construction assumes 10' wide bituminous trail, turf establishment, and signage. Estimate does not include any retaining walls or streetscaping such as boulevard trees and decorative lighting.

6. Estimate includes items such as removing and reinstalling curb and gutter, driveway aprons and storm sewer catch basins.
7. Segments of existing trail do not conform to regional trail design standards. In light of recent construction of certain segments, the trail will stay in its current condition. When road reconstruction occurs in the future, the trail will be reconstructed to meet regional trail design standards.
8. Native prairie planting for pollinator species assumes planting area is 20 feet wide, length of segments C-F. Cost includes seed purchase, planting, mowing, burn and weed control by hired contractor. Assuming internal County staff undertakes work, cost estimated at \$1,256 per acre.
9. Trail underpass price includes contingency costs for utility relocation, traffic control, construction and contractor safety.
10. Directional signs will increase from 4 to 6 if Segment D2 is implemented.
11. Equipment costs based on anticipated service needs; including, plowing, sanding, mowing, sweeping, and grooming.
12. Based on estimated 184 staff hours needed to annually to perform maintenance tasks.

Appendix B: Rare Species List

This appendix includes a complete list of rare species found within one mile of the Central Greenway Regional Trail.

A one-mile buffer surrounding the project limits was evaluated for the presence of rare plants, animals, native plant communities, and other rare features using Geographical Information Systems (GIS) in conjunction with the MnDNR's Natural Heritage Information System (NHIS)¹. The Natural Heritage data is provided by the MnDNR's Division of Ecological Resources and Water Resources, and was current as of December 2014 (License Agreement 625). These data are not based on an exhaustive inventory of the state. The lack of data for any geographic area shall not be construed to mean that no significant features are present.

Species:

- » Bald Eagle
- » Loggerhead Shrike
- » Western Fox Snake
- » Blanding's Turtle
- » Peregrine Falcon
- » Pugnose Shiner
- » Least Darter

¹ Copyright 2014 State of Minnesota, Department of Natural Resources.

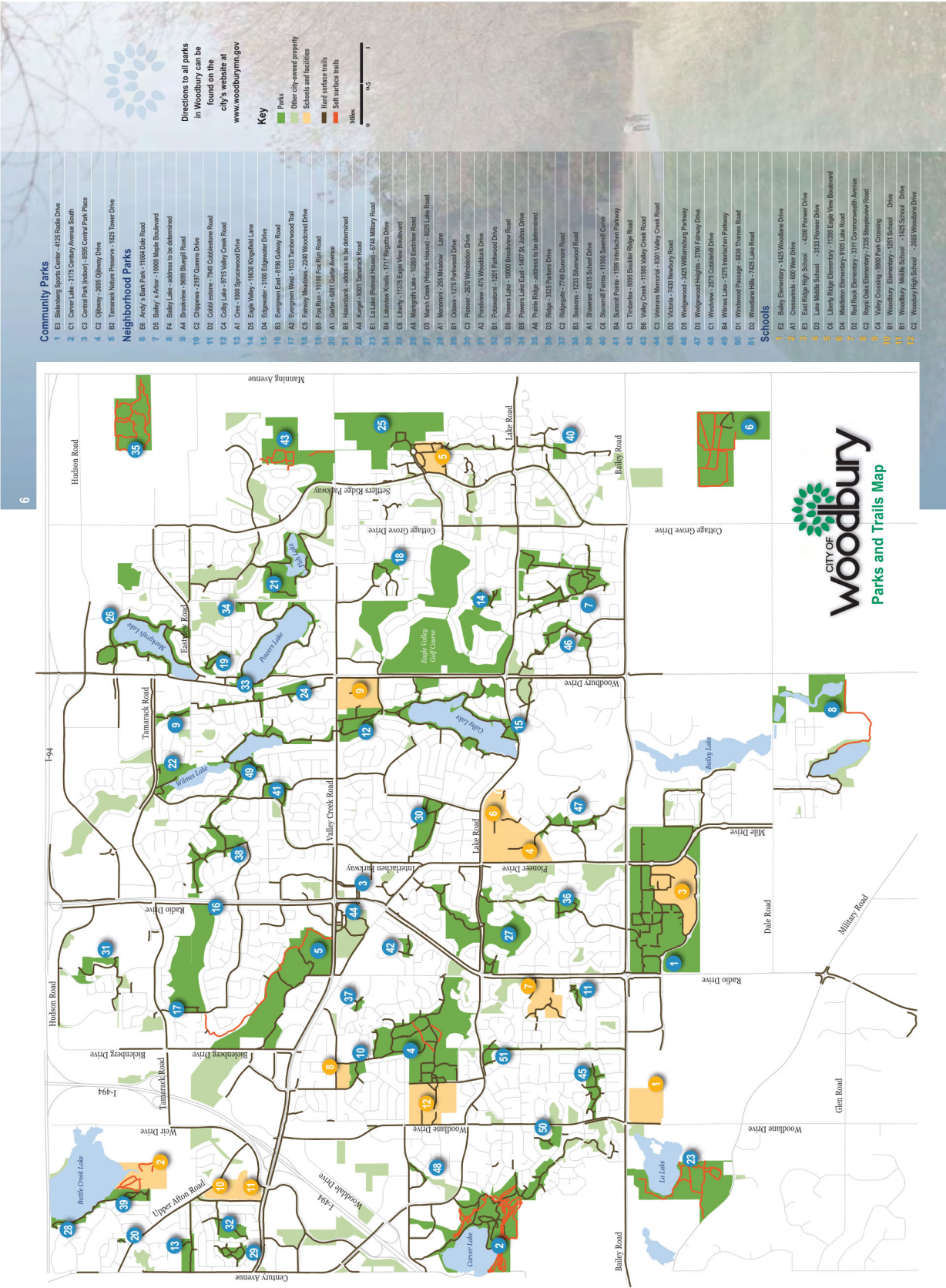
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Appendix C: Local Trail Maps

City of Cottage Grove Park and Trail Map



City of Woodbury Park and Trail Map



Appendix D: Resolutions of Support



August 25, 2017

Metropolitan Council
390 North Robert Street
St. Paul, MN 55101

Support for the Central Greenway Regional Trail Master Plan submitted to the Metropolitan Council

Dear Metropolitan Council Parks and Open Space Commission:

The City of Cottage Grove is pleased to provide this letter of support for Washington County's Central Greenway Regional Trail master plan proposal to the Metropolitan Council. The planned development of this trail in the City of Cottage Grove is an important part of the regional trail system. The master plan conforms to the City's 2030 Comprehensive Plan and will be identified in the upcoming 2040 Comprehensive Plan.

The Central Greenway Regional Trail will benefit surrounding communities and further the development of a trail network within Cottage Grove. The trail will run along County Road 19/Keats Avenue allowing trail users safe off-road access to Cottage Grove Ravine Regional Park. Ultimately, this trail will provide a needed link in the regional trail system that will connect Cottage Grove Ravine Regional Park, Lake Elmo Park Reserve, and Big Marine Park Reserve.

Thank you for your consideration of this important project. If you have any questions, comments, or concerns, please do not hesitate to contact me at 651-458-2808.

Sincerely,



Zac Dockter
Parks and Recreation Director

CITY OF COTTAGE GROVE • 12800 Ravine Parkway • Cottage Grove, Minnesota 55016
www.cottage-grove.org • 651-458-2800 • Fax 651-458-2897 • Equal Opportunity Employer



8301 Valley Creek Road • Woodbury, Minnesota 55125-3330 • www.ci.woodbury.mn.us
651/714-3500 • TDD 651/714-3568 • FAX 651/714-3501

August 30, 2017

Metropolitan Council
390 Robert Street North
St. Paul, Minnesota 55101

**Re: Support for the Central Greenway Regional Trail Master Plan
Submitted to the Metropolitan Council**

Dear Metropolitan Council Parks and Open Space Commission:

The City of Woodbury is pleased to provide this letter of support for Washington County's Central Greenway Regional Trail master plan proposal to the Metropolitan Council. The planned development of this trail in the City of Woodbury is an important part of the local and regional trail system. The master plan conforms to the City's 2030 Comprehensive Plan and will be identified in the upcoming 2040 Comprehensive Plan.

The Central Greenway Regional Trail will benefit surrounding communities and further the development of a trail network within Woodbury. The trail will run along County Road 19/Keats Avenue allowing trail users safe off-road access to Cottage Grove Ravine Regional Park. Ultimately, this trail will provide a needed link in the regional trail system that will connect Cottage Grove Ravine Regional Park, Lake Elmo Park Reserve, and Big Marine Park Reserve.

Thank you for your consideration of this important project. If you have any questions, comments, or concerns, please do not hesitate to contact me at (651) 714-3576.

Sincerely,

Mary Giuliani Stephens
Mayor

MA/bjr

Table 2
Currently Imposed Local Sales Taxes

Taxing Jurisdiction & Year Authorized	Rate	Approval Required	Use of Revenues/Other Comments
Duluth – 1973	1.0% until September 30, 2019 1.5% as of October 1, 2019	City council approval Approved by voters at a 2017 general election	The tax may be used for any city purpose, as determined by the city council. No expiration date. In 2019, the city was granted authority to increase the tax by an additional 0.5%, based on voter approval at the city's 2017 general election, to fund improvements as outlined in its 2017 Street Improvement Plan. The additional tax expires at the earlier of 25 years after imposition or when revenues are sufficient to fund the improvements.
Rochester – 1983	0.5% until December 31, 2015 0.75% as of January 1, 2016	All but 1989 and 2013 extensions required voter approval at a general or special election	This tax has been renewed or extended six times, in 1989, 1992, 1998, 2005, 2011, and 2013. Initially enacted at 1.0% to raise \$16 million for a civic center and \$16 million for flood control; the rate was lowered to 0.5% in 1992. The 1998 extension allows the city to raise another \$76 million for various higher education, transportation, and sewer capital projects. The tax extension in the 2005 special legislative session allowed another \$40 million to be raised for a joint road project with Olmsted County. In 2011, the tax was extended again to fund an additional \$139.5 million in projects if approved by the voters at the 2012 general election. However, \$5 million of the new \$139.5 million must be shared with small cities surrounding Rochester for economic development purposes in those communities. In 2013, the city was granted authority to extend the tax to 2049 and/or increase the existing rate by one-quarter of 1.0% without a referendum to generate additional revenue to pay the city's required match to get state aid to fund the Destination Medical Center (DMC) project. The city chose to increase the rate beginning January 1, 2016.
Minneapolis – 1986	0.5%	Approval of the city's board of estimate and taxation, and after imposition of the local restaurant and lodging taxes	Fund construction and maintenance of the convention center. In 1992, the city was authorized to use excess proceeds for neighborhood early learning centers but the city has not done so. The tax expires when all bonds are paid off. In 2009, the use of the revenue was modified to allow the city to use revenues collected in excess of the convention center bond payments for other city purposes. For CY 2009 and 2010, the excess revenues could be used for any purpose. Beginning in CY 2011, the excess revenues could only be used to fund capital projects to further economic development. In 2012, the tax was extended to 2046 without a referendum to help fund the city's share of a new football stadium. Beginning in 2021, when the current convention center bonds are paid off, the state will annually retain a portion of the city's sales tax revenues to reimburse it for the city's share of the stadium costs.

Table 2
Currently Imposed Local Sales Taxes

Taxing Jurisdiction & Year Authorized	Rate	Approval Required	Use of Revenues/Other Comments
			Excess revenue not needed to pay off the convention center bonds or the football stadium may be used to support a basketball arena as well as fund other economic development capital projects in the city.
Mankato – 1991	0.5%	Reverse referendum for initial approval invoked by petition of 10% of voters in the 1992 general election; the 2017 change was approved at the 2016 general election	To fund capital and operations of the Riverfront project, including a sports arena. In 1996 this was expanded to allow \$4.5 million for an airport project. The tax was extended again in the 2005 special legislative session to allow up to \$1.5 million annually to fund operating costs of the Riverfront facility based on approval by the voters at a general or special election. The tax was to expire no later than 2018. In 2008 the allowed uses of the tax were modified to exclude operating costs and include capital costs of an attached performing arts theatre and a women's hockey exposition center used by Minnesota State University, Mankato. The expiration date was moved to December 31, 2022. A reverse referendum for these changes could have been invoked by a petition of 10% of the voters at the 2008 general election, but was not. In 2009, the requirement that the performing arts center and hockey center be attached to the Riverfront facility was removed. In 2017, the city was allowed to extend the tax to pay for up to an additional \$47 million in various recreational, transit, water, and other capital projects of regional significance. The tax will now expire at the earlier of (1) when revenues are sufficient to pay for the projects and associated bond costs, or (2) December 31, 2038.
St. Paul – 1993	0.5%	A city resolution passed before July 1, 1993, stating the intent to impose the tax	40% must be used to fund capital costs of the civic center, which includes the hockey arena; the remainder may be used for other neighborhood projects. The allowed uses of the remaining 60% of the revenues have been modified over time, most recently in 2009. In 2013 the law was amended to allow any excess of the 40% amount not needed for the civic center and hockey arena to go into an economic development fund rather than neighborhood projects. This allows excess revenues to be used to fund a minor league ballpark. The tax was set to expire December 31, 2030, but the 2013 law extended it to December 31, 2042.
Hermantown – 1996	0.5% Changed to 1.0% on April 1, 2013	Required voter approval at a general or special election for original; increase approved at 2012 general election; the 2017 extension was	The projects included water and sewer projects and a police/fire station. The tax expires at the later of ten years or when sufficient funds have been raised for the three projects. A 2008 provision added water system improvements to the list of approved projects. In 2011 the city was given authority to increase the tax by an additional 0.5% if approved at the 2012 general election because the original authority had been to impose up to a 1.0% tax and the revenues from the 0.5% tax

Table 2
Currently Imposed Local Sales Taxes

Taxing Jurisdiction & Year Authorized	Rate	Approval Required	Use of Revenues/Other Comments
		approved at the 2016 general election	were insufficient to fund the authorized projects. In 2017, the city was allowed to use tax revenues to fund a city wellness center, and the expiration date was changed to the earlier of (1) when revenues are sufficient to fund the authorized projects, or (2) December 31, 2036.
Two Harbors – 1998	0.5% Changed to 1.0% on October 1, 2019	Required voter approval at the 1998 general election	The projects included sewer separation, wastewater treatment, and harbor development projects. The tax expires when sufficient funds have been raised for the three projects. In 2019, the city was allowed to impose an additional 0.5% tax to fund another \$30 million of water and sewer infrastructure projects provided they are enumerated in a separate resolution (see page 3). This additional tax expires at the earlier of 25 years or when funds are sufficient to pay for the allowed projects.
Proctor – 1999	0.5% Changed to 1.0% on October 1, 2017	Required voter approval at a special election held November 2, 1999	Funded community center and transportation projects. Tax expires when sufficient funds to pay for up to \$3.6 million in bonds for the center have been raised. A 2008 provision allowed up to another \$7.2 million in capital projects in the areas of public utilities, sidewalks, bikeways and trails, and parks and recreation. In 2010 legislation was introduced to replace the two separate bond authorities of \$3.6 million and \$7.2 million with one authority for \$20 million, but the final provision signed into law replaced it with a combined authority of \$10 million. In 2017, the tax rate was allowed to increase to 1.0% but the amount allowed to be raised before the tax expires remains unchanged.
New Ulm – 1999	0.5%	Required voter approval at the 1999 general election; the 2017 change was approved at the 2016 general election	Funded a civic and community center project. Tax expires when sufficient funds to pay for up to \$9 million in bonds for the center have been raised. In 2017, the city was allowed to use the tax to pay for an additional \$14.8 million in bonds to fund a number of recreational facilities with the expiration of the tax delayed until revenues are sufficient to pay off these new bonds.
Central Minnesota Cities – 2002 (includes St. Cloud, Sauk Rapids, Sartell, St. Augusta, St. Joseph, and Waite Park)	0.5%	Required voter approval at a general election in each city	Funded improvements of the St. Cloud airport and other capital projects in each city. The authorizing referenda in St. Joseph and Waite Park originally failed so the tax was not imposed in those cities, but in 2005, Waite Park was allowed to impose the tax based on a successful 2004 referendum. In 2005, the group of cities was allowed to replace this tax with an identical tax to fund a new regional library in St. Cloud and other capital projects in each city. Imposition required voter approval at a general election, which passed in all cities, including St. Joseph. The tax was to expire in 2018, however, during the 2013 legislative session, each city was granted authority to extend the tax until 2038, provided it was approved at a local

Table 2
Currently Imposed Local Sales Taxes

Taxing Jurisdiction & Year Authorized	Rate	Approval Required	Use of Revenues/Other Comments
			referendum by November 7, 2017. The referendum authorizing the extension must list the additional projects to be funded.
Albert Lea – 2005	0.5%	Required voter approval at the 2006 general election, or a special election on November 8, 2005	Fund a lake improvement project. Expires at the earlier of ten years or when \$15 million is raised. In 2014, the ten-year expiration date was extended to 15 years after the date imposed, because the annual revenues generated have been less than expected. In 2017, the 15-year termination date was extended to the earlier of 30 years or when \$30 million is raised.
Bemidji – 2005	0.5%	Based on voter approval at the 2002 general election	Fund park and trail improvements. Expires when revenues are raised to pay \$9.826 million in bonds.
Austin – 2006	0.5%	Voter approval at a general or special election before January 1, 2007	Fund flood mitigation projects. Expires at the earlier of 20 years or when revenues are sufficient to pay \$14 million in bonds. Any excess revenue is deposited in the city general fund.
Baxter – 2006	0.5%	Based on voter approval at the 2004 general election	Fund joint water and wastewater facilities for the cities of Baxter and Brainerd and a fire substation for Baxter. Expires at the earlier of 12 years or when revenues are sufficient to pay \$15 million in bonds. Any excess revenue is deposited in the city capital project fund. The tax was set to expire in early 2015, however in 2014 the law was modified to allow the city to extend the tax to December 31, 2037, to fund payment of up to an additional \$40 million in bonds if approved by voters at the 2014 general election. \$8 million of the additional spending must be used on improvements to the Brainerd Lakes Area Airport with the remainder available for sanitary and storm sewer projects and transportation safety improvements.
Brainerd – 2006	0.5%	Based on voter approval at the 2004 general election	Fund joint water and wastewater facilities for the cities of Baxter and Brainerd and trail improvements. Expires at the earlier of 12 years or when revenues are sufficient to pay \$15 million in bonds. Any excess revenue is deposited in the city capital project fund. In 2014 the law was modified to allow the city to extend the tax for an additional 18 years and spend another \$15 million for water and wastewater infrastructure and trails if approved by voters at the 2014 general election. The extension was set to coincide with the extension authorized in the neighboring city of Baxter.
Hennepin County – 2006	0.15%	No voter approval required	Fund up to \$260 million in costs for a baseball stadium plus up to \$4 million annually (adjusted for inflation) to fund youth, youth sports, and county libraries. Expires

Table 2
Currently Imposed Local Sales Taxes

Taxing Jurisdiction & Year Authorized	Rate	Approval Required	Use of Revenues/Other Comments
			when the stadium bonds are paid off or when reserves from the tax are sufficient to pay the bonds. In 2011 the law was modified to include a definition of "sufficient reserves."
Clearwater – 2008	0.5%	Based on voter approval at the 2006 general election	Fund the acquisition, construction, and improvement of a pedestrian bridge and land and buildings for a community recreation center. In 2011 the allowed uses were expanded to include park and recreation projects contained in the city's adopted 2006 improvement plan. In 2013 the projects included in the 2006 improvement plan were explicitly listed in the law since the city had never formally adopted the 2006 plan. Expires at the later of 20 years after imposition or when revenues are sufficient to fund \$12 million in bonds. Any excess revenue is deposited in the city general fund.
Cook County – 2008	1.0%	Voter approval at a general or special election before December 31, 2009	Fund the construction and improvements to a county community center and recreation area, including a skateboard park, hockey rink, ball fields, tennis courts, and associated improvements and the Grand Marais public library. Expires at the later of 20 years after imposition or when revenues are sufficient to fund \$14 million in bonds. Any excess revenue is deposited in the county general fund. In 2009 the authority to use revenues for a skateboard park, hockey rink, ball fields, and tennis courts was eliminated, and the use was expanded to include construction and improvement of a high-speed communication infrastructure network and a district energy plant for public facilities in Grand Marais. The bonding authority was increased from \$14 million to \$20 million.
North Mankato – 2008	0.5%	Based on voter approval at the 2006 general election; the 2017 change was approved at the 2016 general election	Fund up to \$6 million in capital costs for the local share of the Trunk Highway 14/County State-Aid Highway 41 interchange project, the Taylor library, regional parks and trails, riverfront development, and lake improvement projects. Expires when revenues are sufficient to fund the \$6 million in bonds plus associated bond costs. Any excess revenue is deposited in the city capital project fund. In 2017, the city was allowed to fund up to an additional \$9 million in bonds to fund regional athletic facilities with the tax terminating at the earlier of (1) when revenues are sufficient to fund the authorized projects, or (2) December 31, 2038.
Hutchinson – 2011	0.5%	Based on voter approval at the 2010 general election	Fund the costs of constructing the city's water treatment facility and renovating the city's wastewater treatment facility. Expires at the earlier of 18 years or when revenues are sufficient to pay for the projects and associated bond costs. Any excess revenue is deposited in the city general fund.

Table 2
Currently Imposed Local Sales Taxes

Taxing Jurisdiction & Year Authorized	Rate	Approval Required	Use of Revenues/Other Comments
Lanesboro – 2011	0.5%	Based on voter approval at the 2010 general election	Fund up to \$800,000 in improvements to the local dam, city streets and utilities, and municipal buildings. Expires when revenues are sufficient to fund the projects plus associated bond costs. Any excess revenue is deposited in the city general fund.
Cloquet – 2011	0.5%	Voter approval at a general election	Fund up to \$16.5 million in park and specified infrastructure improvements. The tax expires at the earlier of 30 years after imposition, or when revenues are sufficient to fund the authorized projects and associated bond costs.
Marshall – 2011	0.5%	Voter approval at a general election within two years	Fund up to \$17.29 million in costs of an emergency response and industry training center and regional amateur sports center. The tax expires at the earlier of 15 years after imposition, or when revenues are sufficient to fund the authorized projects and associated bond costs.
Medford – 2011	0.5%	Voter approval at the 2012 general election	To repay up to \$4.2 million in loans from the Minnesota Public Facilities Authority to improve the city's water and wastewater treatment facilities. The tax expires at the earlier of 20 years after imposition, or when revenues are sufficient to repay the loans.
Olmsted County – 2013	0.25%	Approval by the county board	To fund the county's match required to fund public transit for the Destination Medical Center (DMC) project. A wheelage tax of \$10 per vehicle was also imposed. The taxes expire December 31, 2049, or earlier if sufficient revenues are collected to meet the county match. The county may use excess funds collected in any year, beyond what is needed to meet the DMC match, for other county transportation and transit projects.
East Grand Forks – 2017	1.0%	Approved at a special election held March 7, 2016	Fund up to \$2.82 million in bonds to finance improvement to the city swimming pool. Expires at the earlier of 25 years after imposition or when the revenues are sufficient to pay the bonds.
Fairmont – 2017	0.5%	Approved at the 2016 general election	Fund up to \$15 million in various recreational projects including a community center and trails. Expires at the earlier of 25 years after imposition or when the revenues are sufficient to pay for the projects and associated bond costs.
Fergus Falls – 2017	0.5%	Approved at the 2016 general election	Fund up to \$9.8 million in bonds to expand and improve the public library. Expires at the earlier of 12 years after imposition or when the revenues are sufficient to pay the bonds.
Moose Lake – 2017	0.5%	Approved at the 2012 general election	Fund up to \$3 million in bonds for parks, street, and municipal arena improvements. Expires at the earlier of 20 years after imposition or when the revenues are sufficient to pay the bonds.

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Currently Imposed Local Sales Taxes

Taxing Jurisdiction & Year Authorized	Rate	Approval Required	Use of Revenues/Other Comments
New London – 2017	0.5%	Approved at the 2016 general election	Fund up to \$872,000 of capital projects including construction of a library, community room, and ambulance bay, and improvements to a senior citizen center. Expires at the earlier of 20 years after imposition or when the revenues are equal to \$872,000 plus the associated bond costs.
Spicer – 2017	0.5%	Approved at the 2016 general election	Fund \$800,000 in bonds to finance improvements for public safety, parks and trails, and community facilities. Expires at the earlier of ten years after imposition or when the revenues are equal to \$800,000 plus the associated bond costs.
Walker – 2017	1.5%	Approved at the 2012 general election	Fund up to \$20 million in bonds for street, gutter, and sidewalk projects. Expires at the earlier of 20 years after imposition or when the revenues are equal to the project costs plus the associated bond costs.
Clay County – 2017	0.5%	Approved at the 2016 general election	Fund up to \$52 million in bonds for a new correctional facility, law enforcement center, and associated parking. Expires at the earlier of 20 years after imposition or when the revenues are equal to \$52 million plus the associated bond costs.
Garrison, Kathio, West Mille Lacs Lake Sanitary District – 2017	1.0%	Approved at the 2016 general election	Repay up to \$10 million in bonds and other debt related to the sewer service agreement between the district and ML Wastewater Inc., including sewer extension costs. Expires at the earlier of 20 years after imposition or when the revenues are equal to \$10 million plus the associated bond costs.
Avon – 2019	0.5%	Approved at the 2018 general election	Fund up to \$1.5 million in transportation improvement projects. The city was required to enumerate the specific projects in a separate resolution (see page 3). The tax terminates at the earlier of December 31, 2045, or when revenues are equal to \$1.5 million plus associated bond costs.
Blue Earth (city) – 2019	0.5%	Approved at the 2018 general election	Fund up to \$5 million in various sewer, street, and recreational improvement projects. The city was required to enumerate the specific projects in a separate resolution (see page 3). The tax terminates at the earlier of 25 years after imposition or when revenues are equal to \$5 million plus associated bond costs.
Cambridge – 2019	0.5%	Approved at the 2018 general election	Fund up to \$8 million for a library and \$14 million for street improvement projects. The city was required to enumerate the specific projects in a separate resolution (see page 3). The tax terminates at the earlier of December 31, 2043, or when revenues are equal to \$5 million plus associated bond costs.
Detroit Lakes – 2019	0.5%	Approved at the 2018 general election	Fund up to \$6.7 million for a new police facility. The tax terminates at the earlier of ten years after imposition or when revenues are equal to \$6.7 million plus associated bond costs.

Table 2
Currently Imposed Local Sales Taxes

Taxing Jurisdiction & Year Authorized	Rate	Approval Required	Use of Revenues/Other Comments
Elk River – 2019	0.5%	Approved at the 2018 general election	Fund \$35 million for a number of enumerated park and recreational facilities, dredging Lake Orono, and building trail connections. The tax terminates at the earlier of 25 years after imposition or when revenues are equal to \$35 million plus associated bond costs.
Excelsior – 2019	0.5%	Approved at the 2014 general election	Fund \$7 million of improvements to the city commons included in the 2017 Commons Master Plan. The tax terminates at the earlier of 25 years after imposition or when revenues are equal to \$7 million plus associated bond costs.
International Falls – 2019	0.5%	Approved at the 2018 general election	Fund up to \$30 million of transportation and other infrastructure projects. The city was required to enumerate the specific projects in a separate resolution (see page 3). The tax terminates at the earlier of 30 years after imposition or when revenues are equal to \$30 million plus associated bond costs.
Rogers – 2019	0.5%	Approved at the 2018 general election	Fund \$16.5 million of specified projects including trail and pedestrian projects; aquatic facilities, and various improvements at the South Community Park. The city is also imposing a \$20 motor vehicle excise tax for the same purpose. The taxes terminate at the earlier of 20 years after imposition or when revenues are equal to \$16.5 million plus associated bond costs.
Willmar – 2019	0.5%	Approved at the 2018 general election	Fund \$30 million of specified recreation and stormwater infrastructure projects. The city is also imposing a \$20 motor vehicle excise tax for the same purpose. The taxes terminate at the earlier of 13 years after imposition or when revenues are equal to \$30 million plus associated bond costs.

Table 3
Local Sales Taxes That Were Imposed But Have Expired

Taxing Jurisdiction & Year Authorized	Rate	Approval Required	Use of Revenues/Other Comments
Cook County – 1993	1.0%	Required voter approval at a general or special election	Originally set to expire when \$4 million was raised for the Cook County hospital. Extended in 1997 to allow an additional \$2.2 million to be raised for the North Shore care center. Expired April 1, 2008.

Table 3
Local Sales Taxes That Were Imposed But Have Expired

Taxing Jurisdiction & Year Authorized	Rate	Approval Required	Use of Revenues/Other Comments
Willmar – 1997	0.5%	Required voter approval at the 1996 general election	Funded library improvements. Expired December 31, 2001, after \$4.5 million was raised.
Winona – 1998	0.5%	Required voter approval at the 1998 general election	Dredged Lake Winona. Expired December 31, 2001, after raising \$4.0 million.
Willmar – 2005	0.5%	Based on voter approval at the 2004 general election	Funded an airport, park and trails, and civic center improvement projects. Expired at the later of seven years or when revenues raised were sufficient to pay \$8 million in bonds. Any excess revenue is deposited in the city general fund. Expired December 31, 2012.
Worthington – 2005	0.5%	Voter approval by a general election held before December 31, 2009	Funded a community center and renovations to the Memorial Auditorium. Originally expired at the earlier of ten years or when revenues raised were sufficient to pay \$6 million in bonds. In 2014 the city was granted authority to extend the tax through 2039 if revenues were used to pay for the city's share of the local match needed to get state aid to fund the Lewis and Clark water project. In 2017, the city was allowed to extend the tax to fund an additional \$1.3 million in bonds, subject to a reverse referendum, to construct public athletic facilities. The tax expired September 30, 2018.
Owatonna – 2006	0.5%	Required voter approval at the 2006 general election	Funded transportation projects, regional parks and trails, a fire hall, and library improvements. Expired at the earlier of ten years or when revenues were sufficient to pay \$12.7 million in bonds. Expired June 30, 2011.
Fergus Falls – 2011	0.5%	Based on voter approval at the 2010 general election	Funded up to \$6 million in costs related to a community ice arena facility. Expired when revenues raises are sufficient to finance the facility and pay associated bond costs. Any excess revenue is deposited in the city general fund. Expired December 31, 2016.

