

2018 City Council Retreat

January 4, 2018

Como Visitors Center

Summary

The City Council's retreat focused on identifying policy issues the Council, as a whole, want to focus on during 2018. The retreat also provided an opportunity for each councilmember to share their other priorities and initiatives they plan to address throughout the year.

The five priorities all councilmembers want to focus on are (*in no priority order*):

- Affordable Housing
- Homelessness
- Business and Economic Development
- Workforce Development
- Youth

The councilmembers had time to talk through each issue and begin to develop work plans. Reports from these discussions follow. Also following are a compilation of all the priorities/initiatives shared and a proposed work plan for the first and second quarter of the year.

Affordable Housing

Goals:

1. Build More Affordable Housing Units
2. Prevent Displacement of People in Existing Affordable Neighborhoods/Gentrification
3. Maintain Naturally Existing Affordable Housing (NOAH)
4. Maintain & Expand Equitable Access to Housing Opportunities

Strategies:

1. Ensure policy statements in Housing Chapter of the Comprehensive Plan reflect Council priorities
 - a. Timing: review comp plan draft prior to public comment period in late January/early February & comp plan review and adoption June-August.
 - b. Outcome(s):
 - i. plan released in January to community either incorporates Council preferences or the preferences are clear through discussion, media, etc.

- ii. plan adopted in summer incorporates Council priorities
 - c. Partner(s): PED Planning
 - d. Next Steps: Comprehensive Plan Review Presentation at a Council Meeting (timing: before public engagement/distribution) followed by individual councilmember briefings -- **Schedule: TBD**

- 2. Ensure Land Use Chapter of the Comprehensive Plan and resulting zoning changes allow easier conversion of single family homes into duplexes, duplexes to triplexes, etc.
 - a. Timing: review comp plan draft prior to public comment period in late January/early February & comp plan review and adoption June-August.
 - b. Outcome(s):
 - i. plan released to community in January either incorporates Council preferences or the preferences are clear through discussion, media, etc.
 - ii. plan adopted in summer incorporates Council priorities
 - iii. Zoning changes could be initiated prior to plan review and adoption
 - c. Partner(s): PED Planning
 - d. Next Steps: Comprehensive Plan Review Presentation at a Council Meeting (timing: before public engagement/distribution) followed by individual councilmember briefings -- **Schedule: TBD**

- 3. Engage actively in review and implementation in strategic plan brought forward by Fair Housing Action Committee
 - a. Timing: Review Fair Housing Strategic in late March/early April. Initiate actions based on input.
 - b. Outcome(s): Initiate implementation of activities ready for Council action at this time
 - c. Partner(s): Fair Housing Action Team, (philanthropic partners?)
 - d. Next Step: Fair Housing Presentation at a Council Org Meeting on April 11th

- 4. Review rental housing crisis, statistics, impact on workforce, transit, schools, family life
 - a. Timing: Following review Fair Housing Strategic in late March/early April. Initiate actions based on input.
 - b. Outcomes: improved policies and programs to stabilize and expand safe, decent and affordable rental housing opportunities in Saint Paul
 - i. Initiate programming efforts (Including community and philanthropic partners), such as use of Tenant Remedy Actions, to facilitate rental housing repair and reduce displacement due to poor housing conditions
 - ii. Pursue membership All-In Cities Anti-Displacement Policy Network
 - iii. Initiate regular (quarterly/monthly) reports to Council showing # housing units, # affordable units, home sales, rental rates. These

- should also be tracked over time in the reports to demonstrate trends
- iv. Increase in shared responsibility for rental housing provision in the throughout the city, state and region
 - c. Partner(s): PED Planning, Fair Housing Action Team, local nonprofits with tenant focus, philanthropic partners
 - d. Next Steps:
 - i. Reviewed as part of the Fair Housing Presentation at a Council Org Meeting on April 11th
 - ii. Staff initiate conversation with Patty Lillidahl, PED, regarding the statistical report from Outcomes iii above.
5. Partner with other cities, the region, state, nonprofit and philanthropic sectors in the creation and maintenance of affordable housing units in Saint Paul and throughout the region
- a. Timing: Following review Fair Housing Strategic in late March/early April. Initiate actions based on input. (note, this item, #5, relates to both owner-occupied and rental housing)
 - b. Outcomes:
 - i. Increase in shared responsibility for rental housing provision in the throughout the city, state and region (this item appears in #4 above, also)
 - ii. Improve incentives for affordable housing provision, such as city access and use of tax credits
 - c. Partner(s): PED Planning, Minnesota Housing Finance Agency, Tim Marx ...
 - d. Budget Implications: .
 - e. Next Step: Councilmembers (?) reach out to adjacent municipalities, Ramsey County and Met Council.

Homelessness

Goals:

1. Prevent and decrease homelessness
2. Promote harm reduction strategies for people who are currently homeless (add-on item, based on Poverty Task Force Report to Council)

Strategies:

1. Demonstrate impact of homelessness on community as-a-whole: growing costs and human toll to deepen community understanding and motivation to engage the problem

- a. Timing: 4-6 weeks from direction to develop discussion to actual discussion (2-3 pre-meetings, involving 1st councilmembers and then partners and then development of materials, etc.)
 - b. Outcomes:
 - i. media awareness/PI campaign and (policy) prioritization resulting in improved community dialogue and actions
 - ii. outline specific policy concerns (what's working, what isn't) to be addressed at follow-up discussion
 - Budget Implications: Staff time and associated costs (DSI, Fire|EMS, Parks, Police)
 - iii. make connection between homelessness and lack of affordable housing
 - c. Partner(s): Homeless service providers
 - d. Next Steps: Two policy sessions on Homelessness on March 14th and May 9th
2. Quantify impact of homelessness on hospitals, EMS, Law Enforcement Center, Police, Parks, County services – voucher system, buses, schools, etc.
 - a. Timing: same timing/conversation as #1 above
 - b. Outcome: same timing/conversation as #1 above
 - c. Partner(s): Homeless service providers
 - d. Next Step: Staff compiles community impact report.
 3. Analysis of the structural problems the city can impact (Nuts and Bolts)
 - a. Timing: 4 weeks following previous homelessness conversation.
 - b. Next Step: Follow-up from the first policy session on Homelessness.
 4. Sudden Displacement: Same as #3 above
 5. Emergency Shelter Units/Vouchers and Hotels: Same as #3 above

Business and Economic Development

Goals

1. More planning to move beyond commercial node development, to include larger geographic areas, such as immediately impacted neighborhoods and commercial corridors as a whole.
2. Tell the City's story to help make St. Paul more competitive and marketable
3. Increase job growth in the City of Saint Paul
4. Attract and retain small business

Strategies:

1. Streamline regulations, especially for new businesses

- i. Timing: Ongoing, not time-specific.
 - ii. Outcome(s): Analysis of Open for Business Program
 - iii. Partner(s): PED, DSI, Business Review Council, Chamber of Commerce (Planning Commission?)
 - iv. Next Step: Ward 2 to work with staff to develop a plan with the Administration as part of the Open for Business Program.
2. Streamline financial assistance for new business development
- i. Timing: include with item #1 above.
 - ii. Partner(s): PED, Business Review Council, Chamber of Commerce (Planning Commission?), Port Authority and Innovation Group
 - iii. Budget: Jobs Innovation Fund (\$500K); STAR (\$2.9M)
 - iv. Next Step: Part of Business & Economic Development policy discussion on March 28th.
3. Promote development of an Economic Development Plan | Strategic Plan or similar document to guide priorities for staffing and funding
- i. Timing: Ongoing, not time-specific.
 - ii. Outcome(s): Report on current plan and outcomes to-date
 - a. Council leadership meet with Administration in proposing an interagency workgroup to coordinate outreach efforts to the business community
 - b. Membership of the committee would include representatives from Greater MSP, Port Authority, City Council, PED Chamber of Commerce, and Business Review Council
 - c. Include in HRA's work plan on building from CVZ program to commercial corridors initiative
 - iii. Policy direction: Update strategies based on new information
 - iv. Other consideration: Review use of conduit bonds and develop policies to ensure the use of the bonds is consistent with the city's overall policy goals
 - v. Partner(s): PED, Chamber of Commerce, Port Authority (Planning Commission?) and CAO\OFS
 - vi. Next Steps: Update the Economic Development Strategic Plan for 2019-22 (?) and legal analysis for conduit bonds from CAO (needed prior to March 28th Business & Economic Development Policy Session)
4. Implement Full Stack Report and action items from Innovations Job Cabinet (example: Minnetronix)
- i. Partner(s): PED, Chamber of Commerce, and Innovations Job Cabinet
 - ii. Budget Implications: 2018 Budget Year (\$300K)
 - iii. Next Step: Part of March 28th Business & Economic Development Policy Session discussion.

Workforce Development

Goal 1 - Develop a city workforce reflective of the city's demographics.

Strategies

1. Identify policy and procedural barriers to diversifying the city's workforce
2. Job Description Review (Administration is working on)
3. HR performance Audit
4. Employee assessment (turnover, training costs, demographics, types of positions by department, etc.) and succession planning
 - i. Timing: Throughout 2018
 - ii. Outcome(s):
 - Revise job descriptions and requirements to eliminate any unnecessary barriers to employment.
 - Identify the policies and procedures within the city's control that need to be revised.
 - Merge unique jobs titles with existing titles that have career progression.
 - Develop a workforce plan based on the Audit/Employee assessment: *The city will have a strong understanding of the organizational competencies, demographics, and employment trends, including retention and future demands related to succession.*
 - Develop hiring goals based on the audit and employee assessment that focus on workforce diversity and retention.
 - Employee Resource Network will support the growth of a diverse workforce.
 - iii. Partner(s): Administration, Human Resources, Department Heads
 - iv. Budget Implications: Audit/Assessment Study costs
 - v. Next Step: HR Director and Equity Officer to brief Councilmembers at the April 25th Policy Session on the 2018 Recruitment Goals & Strategies Plan

Goal 2 - Develop a Saint Paul "brand" to encourage potential employers to expand/relocate to our city.

Strategies

1. Partner with Greater MSP, Visit Saint Paul, PED, HR, and the Port to develop a marketable "brand" employers recognize.
 - i. Timing: Throughout 2018
 - ii. Outcome(s):
 1. Study what other innovative cities are doing?
 2. Organize listening sessions to gather from business and higher education/vocational schools on how to promote the city.
 3. Create a recognizable logo/tagline

4. Develop a marketing implementation plan with clear communication goals, strategies, and measurable goals to evaluate the effectiveness.
 5. Utilize the city council web page to promote Saint Paul as a premier location for employers
- iii. Partner(s): Greater MSP, Visit Saint Paul, Saint Paul Port Authority, PED, Human Resources, Department Heads
 - iv. Budget Implications: Marketing and promotion costs
 - v. Next Step: Engage the Administration in making this Goal a priority.

Goal 3 - Develop a strong workforce pipeline and increase youth employment opportunities.

Strategies

1. Identify gaps in current youth employment programs and develop goals.
2. Improve education to jobs connection.
3. Analysis of Right Track Youth Program
 - i. Timing: Throughout 2018
 - ii. Outcome(s):
 1. Develop joint outcomes with the WIB for youth
 2. Evaluate transit in relationship to youth employment
 3. Organize a College and City Partnerships/Summit
 4. Review Right Track Youth Program goals based on findings from the program analysis.
 - iii. Partner(s): Parks and Rec, Libraries, Colleges, SPPS, WIB, Ramsey County
 - iv. Budget Implications:
 - v. Next Step: Staff report to quantify and analyze the gap in youth employment.

Goal 4 - Develop joint goals with measurable outcomes with the city's partners to effectively connect Saint Paul resident job seekers and employers.

Strategies

1. Identify what jobs and industries are growing in Saint Paul
2. Develop joint Workforce Investment Board goals
3. Develop joint Greater MSP goals
4. Review service site locations
5. Collaborate with Full Stack Saint Paul to coordinate city goals and share information
 - i. Timing: Throughout 2018
 - ii. Outcome(s):
 1. Presentation from DEED on growing employment sectors and WIB goal criteria

2. Identify focus areas by industry or career that position Saint Paul's employment grow
 3. Document goals with the WIB/Greater MSP and create a work plan that specifies monitoring and reporting process
 4. Develop a map of service sites and review accessibility
 5. Meet with the new WIB Director and Ramsey County to foster our workforce partnership
- iii. Partner(s): PED, DEED, Greater MSP, Ramsey County, WIB
 - iv. Next Steps: Focus on the City's relationship with St. Paul/Ramsey County WIB and Workforce Development Board; Workforce Development Policy Session on April 25th.

Youth Development

Goal 1 - Develop implementation plan for 3K (overlaps with youth workforce)

Strategies

1. Contract with MetrixIQ to 3K Programming financial modeling
2. Develop a 3K implementation plan
3. Build a pipeline of financing tools to support 3K implementation
 - i. Timing: Throughout 2018
 - ii. Outcome(s):
 1. Produce a program budget and financing options
 2. Identify funding gap
 3. Document implementation plan
 4. Research and recommend financing tool
 - iii. Partner(s): SPPS, Head Start, Ramsey County, MetrixIQ, Parks and Recreation, Libraries and St. Paul Children's Collaborative
 - iv. Budget Implications: MetrixIQ financial study is included in the budget, implementation and financing TBD
 - v. Next Step – Council works with the Administration to make this Goal a priority.

Goals 2 - Evaluate consistency in quality, accessible, relevant youth services and equitable outcomes through Parks and Recreation and Libraries.

Strategies

1. Initiate a program equity study for all youth programs (P&R, SPPL)
2. Develop standard procedures and communications to create consistency across Saint Paul facilities and youth programming
3. Administer a needs assessment to ensure multigenerational, culture, population needs are being met across the city
4. Evaluate registration process and identify areas that need to be improved
5. Analyze the free class pilot to develop long term strategies for programming
6. Study revenue generating and operationally sustainable facilities to identify best practices and gaps
7. Co-Planning with SPPS on access to SPPS facilities; Mobile Rec, Highwood Hills, Baker
 - i. Timing: Throughout 2018
 - ii. Outcome(s):
 1. Map service areas over ACP50 map
 2. Report and analysis on the free rec programming pilot
 3. Review equity study recommendation and develop action plan
 4. Offer programs based on community needs, decreasing the number of programs canceled
 5. Create a variety of free or affordable program offerings for all ages, including drop in hours
 6. Improved registration process, data tracking and analysis
 7. Recommendations on revenue and expense management to make all rec centers self-sustaining
 - iii. Partner(s): SPPS, Parks and Recreation, Libraries
 - iv. Budget Implications: \$\$\$
 - v. Next Step: Parks Department to discuss at the February 28th Policy Session.

Proposed Work Plan for 2018

- February 14 at 10 a.m.** **COPP**
- Presentations by current major COPP recipients
 - Discuss adding an additional recipient
 - Discuss future of COPP
- February 14 at 2 p.m. (HRA)** **Comprehensive Plan**
- Briefing on Land Use and Housing Chapters
- February 14 at 3:30 p.m. (CC)** **Comprehensive Plan**
- Briefing on All Plan Chapters (except Land Use & Housing)
- February 21 at 10 a.m.** **Catch-all Org Committee meeting**
- Discussion of Chamber and space planning
- February 28 at 10 a.m.** **Parks & Recreation Department**
- Review Innovations report on Parks & Recreation recreational services
 - Update on free recreational programming
- March 14 at 10 a.m. (HRA& CC)** **Homelessness, Part 1**
- March 21 at 10 a.m.** **Catch-all Org Committee meeting**
- March 28 at 10 a.m.** **Business and Economic Development**
- April 11 at 10 a.m.** **Catch-all Org Committee meeting**
- April 18 at 10 a.m. (HRA & CC)** **Fair Housing Report Presentation**
- April 25 at 10 a.m.** **Workforce Development (WIB Update and City Recruitment and Retention Update)**
- April 25 (HRA & CC) at 2 p.m.** **Affordable Housing**
- May 9 at 10 a.m. (HRA & CC)** **Homelessness, Part 2**
- May 16 at 10 a.m.** **Catch-all Org Committee meeting**
- June 20 at 10 a.m.** **Catch-all Org Committee meeting**
- July 18 at 10 a.m.** **Catch-all Org Committee meeting**

Other Proposed Efforts to Address Issues Raised at Retreat

- A. At the **police chief's annual update presentation** to Council in May/June, topics for discussion include:
 - a. police/community relations,
 - b. definition of police accountability, and
 - c. addressing shots fired, police reform.
- B. Create an internal work group of aides and Council research staff to improve **Council communication strategies**
- C. Council's chief budget analyst to talk to Finance about:
 - a. checking in at **mid-year with department on their goals/outcomes/budget implications**
- D. Ramsey County presents Strategic Plan for Council to begin productive and broad-based discussion with the County - TBD