

## Appendix C: Full Implementation Matrix

Land Use					
Goal	Objective	Action	Effort	Tools	Benchmarks
Preserve and Maintain Existing Strengths	Help new and long-time residents find or keep their homes.	Encourage the preservation and enhancement of the City's single-family housing stock using city programs that incentivize upkeep and maintenance of private property.	Medium	City Staff; Funding/Grants	Funding secure and process established providing homeowners with capital to do home maintenance
		Encourage "Aging in Place" by increasing housing choices for seniors living in the community.	Low	City Staff; Zoning Code; Land Development Requirements and Procedures	Increased diversification of built housing types within city limits
		Update the city's zoning code to allow for and encourage the adaptive reuse of neglected buildings in all districts, including residential districts.	Low/Medium	City Staff; Graphic Illustrations and Concepts; Land Development Requires and Procedures	Zoning code amended, and updated, as needed.
	Support natural and planned walkable communities.	Encourage the development of complete neighborhoods where residents have convenient access to healthy food, goods and services, parks, and social offerings by allowing for the development of compatible commercial uses in residential areas.	Low	City Staff; City Officials; Zoning Code; Subdivision Ordinance; Land Development Requirements and Procedures; Small Area Plans	Development of mixed-use (horizontal or vertical) projects within city limits
		Support small local businesses, particularly in the areas of the city where new development is designated in the comprehensive plan.	Low/Medium	City Staff; Grants; Small Area Plans; Corridor Plans	Regular meetings are held and findings are implemented into City practices, policies and codes where determined appropriate
Guide and Encourage New Development	Guide development into areas of targeted growth.	Encourage new and mixed-use development in Growth Areas and Development Districts.	Low	City Staff; Small Area Plans;	A first round of suitable developments sites are identified
		Encourage new industrial development in Growth Areas 2, 3, 4, and 5.	Low	City Staff; Small Area Plans	A first round of suitable developments sites are identified

		Expand and develop new industrial areas by proactively zoning and marketing applicable properties to industrial developers.	Low/Medium	City Staff; Small Area Plans; CIP; Zoning Code	New industrial park area is either under development or going through development review
		Plan for appropriate amenities, high quality design, pedestrian and bicycle facilities, and open space in high growth areas, particularly in the downtown mixed-use district and around neighborhood centers.	Medium	City Staff; Small Area Plans; CIP; ADA Transition Plan; Sidewalk and Pedestrian Plan	Establishment of a CIP and Small Area Plan to plan for and build needed improvements
		Complete area plans for the Downtown and Main Street Development Districts.	High	City Staff; Small Area Plans	Area plans are completed and adopted as city policy by City Council
	Remove barriers to development.	Conduct pre-development work on desired sites to reduce barriers of redevelopment. Activities may include parcel consolidation, market analysis, property and land acquisitions, soil testing and contaminant remediation, finance and marketing incentive packages.	High	City Staff; GIS Analytical Data and Tools; Other Market Demographic and Economic Data and Analytical Tools; Related Infrastructure Plans	Complete studies with suitable levels of detail regarding development potential for a first round of suitable sites
		Increase density allowances in the city's downtown area to encourage higher density, mixed-use development.	Low	City Staff; Zoning Code	Zoning code amended, and updated, as needed.
		Support a diversification of housing types throughout the city, including the development of a tiny home park to support housing affordability.	Low/Medium	City Staff; Zoning Code; Future Land Use Map	Increased diversification of built housing types within city limits
	Amend and administer city plans and codes.	Update city zoning code, subdivision ordinance, and Capital Improvements Plan (CIP) to accommodate and facilitate desired new development and land use.	Medium	City Staff; Zoning Code; Subdivision Ordinance; CIP	Zoning code and subdivision ordinance amended, and updated, as needed. CIP plan reviewed annually.

		Encourage climate resilient designs incorporating complete streets and environmentally-conscious construction.	Low	City Staff; Public Works; Parks and Recreation	Public Works and Park and Recreation adopt guidelines for incorporating climate resilient designs into public spaces and infrastructure
		Follow through on action items outlined in the City's Climate Action Plan.	Medium/High	Climate Action Plan	The city monitors and collects data showing a decrease in carbon footprint
Develop Community Identity	Welcome and engage new and long-time residents and businesses.	Support community events hosted in public parks and other gathering spaces to help foster a sense of community in Albert Lea.	Medium	City and Community Leaders; Parks and Recreation; Community Engagement and Enrichment	Neighborhood- and city-wide events are held in public space across Albert Lea
		Collaborate with stakeholders and community groups to identify other ways to develop a sense of community identity in the City.	Low/Medium	City and Community Leaders; Parks and Recreation; Community Engagement and Enrichment	Regular meetings are held and findings are implemented into City practices, policies and codes where determined appropriate
		Identify sites and develop community gathering spaces within the City's neighborhoods that include park amenities and public art.	Medium	City Staff; Parks and Recreation; Community Engagement and Enrichment; Local Artists	Locations are identified with help of community leaders. Amenities and art are constructed in accordance with findings from regular meetings with stakeholders and neighborhood needs.
		Encourage creative placemaking throughout the City, particularly in the downtown area.	Low/Medium	City Staff; Community Leaders; Parks and Recreation; Community Engagement and Enrichment; Local Artists	Adoption of placemaking practices into City practices, policies and codes where determined appropriate

	Enhance development through inclusive, healthy, and safe design principles.	Conduct neighborhood-level planning to further identify community character and planning priorities to create more complete, sustainable, and resilient neighborhoods.	High	City Staff; Community Engagement and Enrichment; Small Area Plans	Policies, guidelines, or plans completed and adopted.
		Require all subdivisions and other new development to adhere to long-range plans to ensure new development and redevelopment incorporates all the best practices of creating a sense of place and smart growth principles.	Medium	City Staff; Long-Range Plans; Future Land Use Maps; Zoning Code;	The Zoning Code and Subdivision Ordinance is are revised, and kept current, to reflect desired and appropriate changes. Plans and Future Land Use Map are also kept current. City staff ensures adherence.
		Review and update development review procedures and policies to ensure incorporation of descriptions, and associated deliverables, showcasing how proposed open space functions will be fulfilled and how the design achieves each function. City staff will work with the developer to ensure these functions are met.	Medium	City Staff; City Officials; Zoning Code; Subdivision Ordinance; Land Development Requirements and Procedures; Small Area Plans	The Zoning Code, Land Development Procedures, Subdivision Ordinance and other applicable City Code policies and procedures are updated to reflect desired changes. Requirements are evaluated regularly to determine effectiveness.
		Enforce codes to maintain the quality, character, viability, value and livability of all areas of the City and to create, foster and maintain a rich sense of place.	Low	City Staff	The Zoning Code, Land Development Procedures, and other applicable City Code policies and procedures are updated to reflect desired changes. Requirements are evaluated regularly to determine effectiveness.

Housing					
Goal	Objective	Action	Effort	Tools	Objective Benchmark
Expand Housing Choice and Affordability	Support new residential development	Identify and prepare locations for multi-family development	High	City Staff, Future Land Use Map, Building Code, Related Land Use Policies, Development Partners	Land Use Map is current. Potential areas for multi-family development are indicated on a map. Relationships with multi-family developers are established.
		Update existing housing regulations to allow for a greater diversity of housing typologies	Medium	City Staff, Future Land Use Map, Building Code, Zoning Code, Related Land Use Policies	Zoning Code, Zoning Map, and Land Use Map are updated to allow and encourage various types of housing.
	Balance economic interests of Albert Lea and residents	Utilize a Capital Improvement Plan to accommodate desired facilities	High	City Staff, CIP, Market Analysis	A Capital Improvement Plan is developed and implemented.
		Identify and package economic incentives that could be leveraged to encourage housing at accessible price points viable	Medium	City Staff, CIP, Housing Study, Future Land Use Map	Development policies are updated. Policies should include required affordable housing percentages based on the AMI.
Preserve and Enhance Existing Housing Stock	Restore aging housing stock	Incentivize maintenance of housing	Low	City Staff, Zoning Code, Housing Policies	Development policies are updated. Policies should include maintenance incentives for facades, lawn care, and structural improvements.
		Enforce existing standards for housing and yard maintenance	Medium	City Staff, Zoning Code	Time and resources are dedicated toward Code Enforcement.
	Preserve housing affordability	Develop and advertise programs to maintain the affordability of existing housing	High	City Staff, Housing Policies, Development Partners	Affordable Housing policies are advertised with Albert Lea branding.
Create vibrant and well-connected neighborhoods	Provide adequate access to amenities	Identify key destinations such as employment nodes, schools, parks and green space, and commercial services	Low	City Staff, Future Land Use Map, GIS Analytical Tools	Employment nodes, schools, parks and green space, and commercial services are identified on a map.
		Construct parks and open spaces in each new	High	City Staff, Zoning Code, Subdivision Ordinance	Park dedication is included with new development proposals.

		residential development			
		Use universal design principles in new housing developments	Medium	City Staff, Design Guidelines Manual	Residential design standards are developed and enforced.
	Encourage a sense of community	Identify neighborhood seams and barriers	Low	City Staff, GIS Analytical Tools	Seams and barriers are identified on a map.
		Create events within each neighborhood	High	City Staff, Neighborhood Volunteers, Calendar	Neighborhood events are placed on the Albert Lea city calendar.
		Establish neighborhood groups for residents to connect with one another	Medium	City Staff, Neighborhood Volunteers	Neighborhood jurisdictions are identified. Neighborhood leaders or boards are established.

Public Facilities					
Goal	Objective	Action	Effort	Tools	Benchmarks
Expand existing utility system infrastructure to meet the demands generated by continued development.	Expand utility systems into future growth areas	Implement the expansion of the stormwater collection, treatment, and outfall system as areas outside the limits of the existing stormwater collection system are developed, with a focus on regional stormwater ponds, where possible.	Low	City Staff; Stormwater Plan	Creation of a Stormwater Model
		The stormwater collection, treatment, and outfall system within the future growth areas will be based on the type, location, configuration, and sequence of the future development. The sizes and location of the final storm sewer and stormwater treatment facilities should be based on detailed engineering studies as more information regarding future development becomes available.	Medium	City Staff; Stormwater Plan	Implementation of a Stormwater Plan within identified growth areas
		Implement the expansion of the trunk sanitary sewer system as areas outside the limits of the sanitary sewer collection system are developed. Final trunk sanitary sewer sizes, locations, and depths should be based on detailed engineering studies as more information regarding future development becomes available.	Low	City Staff; Sewer Plan	Creation of a Sanitary Sewer Model
		Construct new lift stations as areas outside the limits of the existing lift station service areas are developed. Final lift station sizes, locations, and depths should be based on detailed engineering studies as more information regarding future development becomes available.	Medium	City Staff; Sewer Plan	Implementation of a Sewer Plan within identified growth areas



		Implement the expansion of the trunk watermain system as areas outside the limits of the existing water distribution system are developed.	Low	City Staff; Water Plan	Update and Maintain Water Model
		The trunk watermain system within the future growth areas will be based on the type, location, configuration and sequence of the future development. Final trunk watermain sizes and locations should be based on detailed engineering studies as more information regarding future development becomes available.	Medium	City Staff; Water Plan	Adoption of a Water Plan
	Expand the water supply, water treatment, and water storage systems as required to accommodate future development demands.	Once the 2 MGD SU, an additional 1.1 MGD or 920 gpm of source and treatment capacity and 1 MG of storage will be needed.	Medium	City Staff; Water Plan	Completion of utility studies through adoption of utility plans
		Continue to follow the Wellhead Protection Plan (WPP) and Drinking Water Supply Management Area (DWSMA) when considering land use changes. Update the WPP and DWSMA when a new well is drilled and connected to the distribution system.	Low	City Staff	Incorporation of WPP and DWSMA review into land use change process
Monitor, evaluate and improve the condition of each utility system's infrastructure.	Proactively manage infrastructure.	Develop and maintain a city-wide storm drainage model and sanitary sewer system model to analyze proposed revisions and expansion of the systems.	Medium	City Staff	Create a model for testing changes to the sanitary sewer and stormwater systems
		Maintain the city-wide water system model to analyze proposed revisions.	Low	City Staff	Incorporation of water system model into development review process

		Continue to prepare a 5-year Capital Improvement Plan annually.	Low	City Staff	Prepare and implement CIPs every 5 years
		Require feasibility studies and cost analyses for all major improvements and proposed expansions to the system.	Medium	City Staff; CIP	Conduct studies of utility systems prior to expansions that place a burden on said system
		Complete 12" watermain looping around the City. Locations to upsize to 12" watermain are as follows: Front Street – TH 69 to 4th Avenue and Frank Avenue to Madison Avenue; Marshall Street – East of Morningside Drive to St Peter Avenue and Main Street to Bridge Avenue; Main Street – St Peter Avenue to Marshall Street; Garfield Avenue – Eberhardt Street to Main Street and Richway Drive to Allan Drive; Hammer Road – Bridge Avenue to Hansen; Bridge Avenue – Hammer Road to Plaza Street; Richway Drive – Lake Shore Drive to Wilby Road; and Plaza Street – 740th Avenue to the east 1400 feet.	Medium	City Staff; CIP	Complete the 12" watermain loop
		Complete watermain looping to improve fire flows at locations as follows: Sunset Street/Meadow Lane intersection to Westwood Drive/Ashley Court intersection; Hills Lane – Highland Avenue to Harmony Avenue; and 18 ½ Street/Forest Avenue intersection to Crossroads Boulevard.	Medium	City Staff; CIP	Complete the 12" watermain loop
		Replace the bottlenecks in the sanitary sewer which are constraints for future development. These lines are as follows: 10" sanitary sewer along Stevens Street between Wayside Road and Prospect Avenue and 15" sanitary sewer on East Main	Medium	City Staff; CIP	Fix bottlenecks in sanitary sewer system

		Street extending from TH 65 to I-35.			
		Readopt a stormwater utility fee to generate monies for operation, repair, maintenance, replacement, and construction of existing and future storm water infrastructure. A storm water utility fee was adopted in 2005 but was subsequently canceled in 2006.	Medium	City Staff; City Council	Adopt a stormwater utility fee
	Monitor the condition of existing system infrastructure and replace as required.	Monitor changes in drinking water quality standards and identify possible changes to the treatment processes currently utilized by the City's three water treatment facilities.	Low	City Staff; Water Plan; Public Works	Regularly monitor water system and apply information to an adopted Water Plan
		Monitor the condition of the existing wells and related equipment and continue with regular inspections, maintenance, and miscellaneous equipment replacement as required.	Low	City Staff; Water Plan; Public Works	Regularly monitor water system and apply information to an adopted Water Plan for inclusion in an annual CIP or maintenance plan
		Update the WWTP existing infrastructure as laid out in the February 2022 Wastewater Facility Plan to meet state phosphorus discharge requirements	Medium	City Staff; Public Works	Update the WWTP to meet state requirements
		Monitor changes in wastewater quality standards and identify possible changes to the treatment processes currently utilized by the City's wastewater treatment facility.	Low	City Staff; Sewer Plan; Public Works	Regularly monitor sewer system and apply information to an adopted Wastewater Plan
		Monitor the condition of the City's main lift station near Academy Park, continue with regular inspections, maintenance, and miscellaneous equipment replacement as required.	Low	City Staff; Sewer Plan; Public Works	Regularly monitor sewer system and apply information to an adopted Water Plan for inclusion in an annual CIP or

					maintenance plan
	Follow goals in Shell Rock River & Winnebago River Comprehensive Watershed Plan	Collect data on locations and duration of flooding in the city.	Low	City Staff; Public Works	Create a GIS database for flooding in the city
		Replace street sweeper units.	Low	City Staff; Public Works	Replace street sweeper units
		Restore/stabilize eroding and failing streambanks on Fountain Lake Outlet to Main St Bridge and streambanks around the Canadian Pacific Railroad bridge.	Low	City Staff; Public Works	Stabilize streambanks
		Install retention ponds, rain gardens, and water quality ponds.	Low	City Staff	Install water quality features in areas of flooding and poor water quality
		Conduct outreach and education in smaller urban areas to promote awareness of stormwater management actions.	Medium	City Staff	Create an education program on stormwater management using signage or outreach volunteers
Maintain and operate public facilities at the highest possible level of service.	Continue to assess the condition and needs of facilities.	Use the 2015 Facilities Master Plan as a guideline for future facility investments.	Medium/High	City Staff; Facilities Master Plan; CIP	Implement the Facilities Master Plan
		Conduct an updated facility assessment within the next 10 years.	Medium	City Staff; Public Works	Conduct an updated facility assessment by 2030
		Adopt a plan for staffing and facility needs for the next 10 years.	Low	City Staff; City Administration; Public Works	Adopt a plan for staffing and facility needs by 2030
		Develop an implementation plan for updating existing facilities and constructing new ones.	Medium	City Staff; Facilities Master Plan; CIP	Complete a year-by-year plan for implementing the Facilities

					Management Plan
	Improve the efficiency and climate resilience of existing and new facilities.	Follow through on proposed action items in the City's Climate Action Plan.	High	City Staff; City Officials; Climate Action Plan; CIP	Implement the Climate Action Plan
		Seek out opportunities to invest in climate resilience through city assets.	Medium	City Staff; Climate Action Plan; CIP	Achieve a lower impact to the environment through investing in sustainable alternatives for city assets
Construct and maintain a safe environment for children and district staff.	Ensure routes to schools are safe for pedestrians, cyclists, and motorists.	Seek out information on and assess the need for a Safe Routes to School plan.	Low	City Staff; CIP; MnDOT; Grant; Albert Lea Schools	Assess the need for an SRTS plan
		Utilize the City's ADA Transition Plan to help prioritize critical upgrade and reconstruction projects near schools.	Medium	City Staff; CIP; Public Works; Parks and Recreation	Implement the ADA Transition Plan and prioritize improvements near schools
		Seek to build a complete and connected trail and path system from neighborhoods to all schools in Albert Lea.	Medium/High	City Staff; Parks and Recreation; CIP; Public Works	Constructs trails from all neighborhoods to Albert Lea schools
Foster an environment for lifelong learning, growth, and cooperation.	Partner on educational and workforce development opportunities.	Help establish a partnership between the city, ALEDA, school district, and Riverland Community College.	Medium	City Staff; ALEDA; Albert Lea Schools; Riverland Community College	Establish a partnership for workforce development between the city, local schools, and ALEDA
		Use the partnership to seek and attract a coding academy (see the Economic Development chapter).	High	City Staff; ALEDA; Albert Lea Schools; Riverland Community College	Successfully attract and establish a coding academy in Northbridge Mall
		Provide regular and transparent opportunities for the school district, district staff, students, and families to engage with public meetings and city	Low	City Staff; Albert Lea Schools	Adopt a policy for notifying Albert Lea schools and School Board about events and

		processes to build civic engagement.			decisions impacting them
		Commit to a system of notification between various governmental, public, and semi-public organizations when development, projects, and other events happen.	Low	City Staff	Adopt a policy for notifying impacted organizations

Transportation						
Goal	Objective	Action	Effort	Tools	Objective Benchmark	
Maintain and leverage the existing transportation infrastructure for potential development	Plan future development around existing streets and access points	Identify existing connective street nodes within Albert Lea	Low	City Staff, Land Use Map, GIS Analytical Tools	Transportation connection points are identified on a map.	
		Identify high- and low-intensity land uses	Low	City Staff, Land Use Map, Land Use Regulations, GIS Analytical Tools	Land uses are classified by intensity. The scale of intensity is portrayed on a map.	
	Evaluate the quality of roads within Albert Lea	Observe road quality for local and arterial streets	Low	City Staff, GIS Analytical Tools	Road quality determined by good, fair, or poor. Road quality is stored and updated in a <i>Road Network</i> database.	
		Determine the capacity and longevity of the road	Medium	City Staff, Road Analysis, <i>Road Network</i> Database	The <i>Road Network</i> database includes carrying capacity, year estimates for road reconstruction, and a maintenance schedule.	
		Identify roads which will need investment	Low	City Staff, <i>Road Network</i> database	The <i>Road Network</i> database is updated regularly to identify road needs.	
	Identify potential connection points within the existing transportation system	Distinguish new road connection points	Medium	City Staff, GIS Analytical Tools	Developments are reviewed for road connectivity and ease of various transportation options.	
		Create quick and easy access to the surrounding areas of Albert Lea	High	Zoning Code, Subdivision Ordinance	Developments provide adequate access from origin to destination.	
	Enhance the multimodal and connective transportation system	Encourage connective routes for all transportation options	Expand bike and pedestrian trails that route from residential uses to destinations such as schools, parks, or commercial corridors	High	City Staff, Zoning Code, Subdivision Ordinance, Future Land Use Map	Frequent destinations are accessible for cyclists, pedestrians, and vehicle passengers. Parking for destinations is equipped with multimodal parking spaces.
			Incorporate connective and active transportation options	Medium	City Staff, Local Businesses, Future Land Use Map	Existing and new transportation infrastructure incorporates bike and pedestrian trails.
		Indicate bike lanes and pedestrian areas with signage and streetscaping	Medium	City Staff, Future Land Use Map	Road paint differentiates vehicle and bike lanes. Signs are posted along bike routes. Signs are included at all pedestrian crossings.	
	Encourage high intensity uses	Create new developments	High	City Staff, Developing	New developments are reviewed with road carrying	

	in close proximity to high intensity traffic roads	near roads with adequate carrying capacity		Partners, Future Land Use Map, <i>Road Network</i> database	capacity in mind. New developments do not adversely impact traffic.
		Create new developments near highly connective nodes	High	City Staff, Developing Partners, Future Land Use Map, <i>Road Network</i> database	New developments are encouraged at highly connective nodes. The developments enhanced the road network.
	Incorporate multimodal design into existing and new transportation systems	Provide opportunities for various transportation options	Medium	City Staff, Future Land Use Map, Related Infrastructure Plans	Roads favor all modes of transportation equally.
		Create routes around and through Albert Lea	High	City Staff, County Staff, Future Land Use Map, Related Infrastructure Plans	Vehicle, bike, and pedestrian routes provide routes from origins, typically residential, to destinations, typically commercial or industrial.
		Create efficient and direct routes from high-capacity origins to high-capacity destinations	High	City Staff, Future Land Use Map, <i>Road Network</i> database	Traffic from high capacity origins to high capacity destinations is uncongested.
		Seek to establish or support a transit system, from home to medical and other necessary amenities, for underserved and vulnerable populations	High	City Staff, County Staff, MnDOT, Infrastructure Plans, CIP	Creation of a transit organization or system with regular or on-call transportation service to and from important destinations in the city and region
Provide a wholistic aesthetic transportation system for residents and visitors	Incorporate Albert Lea branding into wayfinding signs and street design	Identify branding elements to incorporate in the transportation system	Medium	City Staff	A logo, slogan, and color palette are used in the transportation system.
		Create a user-friendly wayfinding sign system	Medium	City Staff, Design Software	Signage directs toward key destinations in Albert Lea. Signage is easily viewable.
		Identify key locations for wayfinding signs	Low	City Staff, Future Land Use Map, <i>Road Network</i> database	Key Albert Lea destinations, such as the lake, the library, and the schools, are identified.
	Integrate landscaping and lighting to enhance roadway design	Incorporate various understory and canopy trees	High	City Staff, Landscaping Materials, Design Software	A landscaping plan is developed. Streetscapes are planted with various trees and vegetation.



		Place lighting in large open spaces	High	City Staff, Landscaping Materials, Design Software	A landscaping and lighting plan is developed. Streetscapes and parking lots are well lit with downward facing lights.
		Identify complimentary landscaping elements to building facades	Low	City Staff, Landscaping and Soil Analysis	Partnership with the Soil and Water Conservation District is established. Plant recommendations of the District are incorporated into Albert Lea's streetscape.
	Create a balance of signage, structural elements, and environmental features	Revisit sign ordinance to promote businesses with signage	Medium	City Staff, Zoning Code	Sign ordinance is up to date to encourage business and destination signs.
		Use signage to promote key destinations in Albert Lea	Medium	City Staff, Zoning Code, Future Land Use Map, Branding	Key Albert Lea destinations are incorporated into the wayfinding signage system.
Support climate resilient infrastructure	Reduce car usage for local trips in Albert Lea	Identify locations for biking and walking commutes	Medium	City Staff, Future Land Use Map, GIS Analytical Tools	Bike parking is identified on a map. Travel routes from origin to destination less than 15 minutes are identified on a map.
		Create a Bike and Pedestrian Masterplan	High	City Staff, Future Land Use Map, GIS Analytical Tools	Bike and Pedestrian Masterplan is adopted.
		Coordinate with EDA to identify possible vehicle alternatives for employees	Medium	City Staff, EDA, Future Land Use Map	Ongoing relationship with EDA. Rates of cyclists and pedestrians for work commutes increased.
	Encourage EV usage for residents	Determine current and future demand for EV charging stations	Medium	City Staff, Future Land Use Map, <i>Road Network Database</i>	Analysis of current EV use is concluded. Research of future demand is established.
		Identify areas for electric charging in public parking facilities	Medium	City Staff, Future Land Use Map, <i>Road Network Database</i>	Potential EV charging station locations are identified on a map.

Parks, Recreation, and Natural Resources					
Goal	Objective	Action	Effort	Tools	Benchmarks
Unite a Network of Parks, Open Spaces, and Natural Features	Develop a more thorough network of accessible green spaces across the city	Adopt a communal identity through a wayfinding and gateway signage system for parkland and community gateways	Low/Medium	City Staff	Implementation of a wayfinding and gateway signage system
		Construct and preserve a diverse and healthy tree canopy on public lands	Medium	City Staff; Public Works; Parks and Recreation	Increase in tree canopy across public land
		Maintain an inclusive approach towards development through community outreach, partnerships, and open communication	Low	City Staff; Community Engagement and Enrichment	Hold regular meetings with stakeholders and community leaders
		Adopt a Trail and Sidewalk Master Plan, for a connected, safe, and user-friendly way to traverse the community	Medium	City Staff; Parks and Recreation; Public Works	Adopt a Trail and Sidewalk Master Plan
		Continue developing actional development projects, like the Southwest Greenward and Eco Village concepts	Medium/High	City Staff; Public Works; Parks and Recreation	Completion of the concepts in Albert Lea city limits
		Provide amenities tailored to the needs and wants of the community they serve	Low	City Staff; Parks and Recreation; Community Engagement and Enrichment	Hold regular meetings with stakeholders and community leaders
		Encourage community participation through data collection (online and in person)	Low	City Staff; Parks and Recreation; Community Engagement and Enrichment	Conduct regular community engagement efforts
		Structure outreach to provide opportunities for all voices	Low	City Staff; Parks and Recreation; Community Engagement and Enrichment	Conduct regular community engagement efforts in underrepresented communities
		Invest in improvements equitably addressing the needs of all users	Low/Medium	City Staff; Parks and Recreation	Utilize feedback from regular community engagement meetings

	Improve health of the community by providing spaces and activities to suit a variety of needs	Provide more opportunities for complete and walkable streets	Medium	City Staff; Public Works; Parks and Recreation	Adopt best practices and policies for street design
		Increase the awareness and access to physical activity through various efforts like outdoor fitness circuits/bodyweight workout signage	Low	City Staff; Parks and Recreation	Establish and sign a circuit for encouraging physical activity
		Nurture active kids through programs and facilities	Low/Medium	City Staff; Parks and Recreation	Improve or expand youth programs or activities
		Build an inclusive approach to active living through outreach, awareness, partnerships, and infrastructure improvements	Low/Medium	City Staff; Parks and Recreation; Community Engagement and Enrichment	Hold regular meetings with community leaders and city staff to improve active living options
	Connect existing and future parks and green spaces with trails and sidewalks.	Include sidewalks and trails as a part of street reconstructions projects.	Low	City Staff; Public Works	Adopt best practices and policies for street reconstruction projects
		Require sidewalks and trails for new development.	Low	City Staff	Adopt and administer a policy for new development to include sidewalk
Identify & Protect Natural Resources	Maintain existing forests and parks at healthy, sustainable levels	Enact habitat management to preserve and improve existing natural areas and enhance opportunities for growth	Medium	City Staff; Parks and Recreation	Improve and manage natural areas
		Invest in personnel, associated equipment, and management standards to maintain high levels of resource maintenance	Medium	City Staff; Parks and Recreation	Have staff with the knowledge and equipment to carefully maintain natural areas
		Evaluate parks, open space and natural resource improvements within the context of resilient design and	Low	City Staff; Parks and Recreation	Include resilient design principles in future

		employ resilient design principles during design and construction			improvements to parks
		Note existing open spaces and natural features which form greenways as a community amenity, strive to connect lone areas into the greater green space network	Medium	City Staff; Parks and Recreation	Identify future public green space and natural amenities, creating a complete and connected parks system
		Expand the integration of “green” systems within the urban space (i.e. pocket parks, landscaped streets, boulevards, and plazas)	Low/Medium	City Staff; Parks and Recreation; Public Works	Create areas of green and open space in urban or suburban areas
		Use organic/eco-friendly maintenance supplies and materials	Low	City Staff; Parks and Recreation	Use organic/eco-friendly maintenance supplies and materials
	Prioritize open space through consistent efforts to expand the park system with new dedications and planning techniques that weigh positive benefits of open space with the changes in density	Maintain a dialogue with developers and designers extolling positive benefits associated with open spaces	Low	City Staff; Parks and Recreation; Community Engagement and Enrichment	Hold a regular meeting between developers and builders with city staff and officials about open spaces
		Hold newly developed spaces equally accountable for green initiatives as existing open spaces	Low	City Staff; Subdivision Ordinance; Zoning Code	Develop and enforce green space requirements imposed on development
	Encourage the public to foster environmental stewardship	Promote local initiatives for native landscaping, pollinator-friendly landscaping, and climate resilient practices	Low	City Staff; Parks and Recreation; Community Engagement and Enrichment	Establish a program encouraging climate resilient and native-friendly practices

		Foster establishment and involvement in community gardens.	Medium	City Staff; Parks and Recreation; Community Engagement and Enrichment	Grow and support the community garden program
		Partner with other agencies to create and deploy community education plans	Medium	City Staff; Community Engagement and Enrichment	Support agencies educating people on environmental stewardship
		Foster youth leadership and an “everyone plays” approach to recreation programs and activities	Low/Medium	City Staff; Parks and Recreation	Identify and mentor youth into leadership roles by encouraging everyone can play
Foster Community Engagement	Encourage leadership across generations	Promote ambassadors from underrepresented communities	Medium	City Staff; Parks and Recreation; Community Engagement and Enrichment	Identify and engage community leaders in various communities within Albert Lea
		Establish ongoing lines of communication between community leaders and city officials	Medium	City Staff; Community Engagement and Enrichment	Hold regular meetings between city officials and community leaders
	Create and expand partnerships	Identify and empower community leaders across age and ability levels through mentorship programs	Medium	City Staff; Community Engagement and Enrichment	Identify and engage community leaders in various communities within Albert Lea
		Assist with youth-led grant initiatives	Medium	City Staff; Parks and Recreation; Community Engagement and Enrichment	Identify and support youth-led initiatives through grant writing and mentorship
		Expand Parks and Recreation’s role as a facilitator for agencies, groups and individuals, thereby creating constituencies and advocacy groups	Medium	City Staff; Parks and Recreation; Community Engagement and Enrichment	Adapt Parks and Recreation for facilitating groups with various interests, while offering grant writing and other supporting processes

		Work with area partners for development of joint facilities (such as the YMCA)	Medium	City Staff; Parks and Recreation	Construct facilities with other organizations for public and private use
	Hold inclusivity at the forefront	When considering public spaces, maintain an inclusive approach to the community's abilities, wants, and needs	Low	City Staff; Parks and Recreation; Community Engagement and Enrichment	Use information gained in community engagement to inform future improvements
		Engage with members of all age groups to gather comprehensive perspectives and desires for open spaces	Medium	City Staff; Parks and Recreation; Community Engagement and Enrichment	Hold continued public engagement with different communities
		Provide multiple avenues of engagement including town halls, surveys, pop-up charettes, and virtual offerings to allow a majority of voices to be heard	Medium	City Staff; Community Engagement and Enrichment	Provide continued, multiple avenues of engagement
	Promote healthy activity	Provide attractive opportunities for outdoor play, aimed at inter-generational and omni-skill level, thereby providing safe spaces for youth after school	Medium	City Staff; Parks and Recreation	Expand the variety and amount of outdoor play options
		Utilize existing and proposed recreational programs to foster a healthy, inviting environment within open spaces	Medium	City Staff; Parks and Recreation	Expand the number of engaged people through recreational programs
		Integrate active living strategies into new development and redevelopment	Low/Medium	City Staff	Require active living opportunities with developments
		Evaluate park visibility and lighting and make improvements while expanding police presence	Medium	City Staff; Parks and Recreation; Community Engagement and Enrichment; Police	Improve the safety perception of park space

Promote Community Reinvestment	Build community identity	Promote sense of place through unique element offerings	High	City Staff; Parks and Recreation	Construct unique art or amenities in each park
		Create a signature element in each park by integrating art into public spaces	High	City Staff; Parks and Recreation	Have unique art, contextual to the neighborhood or park, in each public space
	Maintain long term projects	Leverage existing parks, recreation, and activity spaces as jumping off points for revitalization	Medium	City Staff; Parks and Recreation	Improve parks based on equitable and targeted impacts
		Continue to invest in neighborhood and community parks through inclusive additions and aesthetic improvements	Low/Medium	City Staff; Parks and Recreation	Improve parks based on equitable and targeted impacts
		Note existing facilities and seek to maintain their attractiveness to residents, organizations, and visitors	Low	City Staff; Parks and Recreation	Ensure adequate maintenance is completed, as needed, for city facilities
		Improve athletic field quality	Low/Medium	City Staff; Parks and Recreation	Improve the quality of athletic fields through aesthetic and functional upgrades
	Emphasize the benefit	Provide documented benefits associated with parks, open space and recreation; including higher property values, overall visitation, and increased development interest	Medium	City Staff; Parks and Recreation	Publish or adopt a document on tangible and intangible the benefits of parks
		Continue community outreach efforts utilizing multiple avenues of communication	Low	City Staff; Parks and Recreation; Community Engagement and Enrichment	Engage the community using a variety of online and in-person avenue
		Emphasize synergistic growth associated with recreation in economic development, sense of community, safety, promotion of health, natural resource protection, and social cohesion	Medium	City Staff; Parks and Recreation; Community Engagement and Enrichment	Incorporate sustainable growth policies into new development and infill
		Continue to engage the community through events and celebrations	Low	City Staff; Community Engagement	Have city representation for community

				and Enrichment	engagement at major events
	Establish sustainable revenue streams	Expand grassroots parks and recreation advocacy	Medium	City Staff; Parks and Recreation; Community Engagement and Enrichment	Help establish a grassroots advocacy
		Investigate opportunities for philanthropic or foundation- based funding	Low	City Staff; Parks and Recreation	Find and secure additional funding through
		Adopt a cost-recovery policy that balances services with costs	Medium	City Staff; Parks and Recreation	Adopt a cost- recover policy
Bring Climate Resiliency to the Table	Address climate resiliency in public and private investments	Implement the tools and goals in the Climate Action Plan	High	City Staff	Implement the Climate Action Plan
		Integrate climate resiliency policies into various parts of local government	Medium	City Staff	Implement the Climate Action Plan in city policies
		Support efforts in educating the public on the connected nature of carbon footprints and greenhouses gases to important natural features, public health, and an adaptable economy	Low	City Staff; Community Engagement and Enrichment	Provide support to programs that educate the public



Economic Development					
Goal	Objective	Action	Effort	Tools	Objective Benchmark
Create strong economic development system	Leverage stakeholder organizations	Update the existing skills inventory and existing business needs database	Medium	City Staff, EDA, Business Database	Database is updated on a regular basis.
		Build a local and centralized database of labor demand + supply	Medium	City Staff, EDA, Business Database	Database of labor demand + supply is completed and updated regularly.
		Identify tools to support small and local businesses	Medium	City Staff, EDA	Relationships with small and local businesses are established. Supportive tools for businesses are readily available.
	Attract and retain successful businesses	Focus efforts on attracting emerging stars or opportunity sectors per ALEDA 2020 Target Industry Screening	High	City Staff, EDA, Branding	Emerging stars and opportunity sectors are identified. Emerging stars and opportunity sectors are established in the city of Albert Lea
		Create a shared branding and messaging campaign to seek out target businesses regionally, nationally and internationally	High	City Staff, Research, Branding Tools such as Logos and Color Palettes	Target businesses are identified. Branding and messaging campaign includes tactics to draw businesses.
Help connect schools and higher education with employers to strengthen the talent pipeline	Establish a continuous pipeline from educational institutes to local employers	Request local businesses to provide job shadowing, apprenticeships, or job-related interactions	Low	City Staff, EDA, Local Businesses, Schools	Relationships with local businesses are established. Local businesses offer shadowing of various industries and skill levels.
		Seek regional industry partnerships	Medium	City Staff, Research	Regional industry partners are identified. Partnerships are established and mutually beneficial.
	Seek regional industry partnerships	Establish an Innovation campus at the north end of Albert Lea near the Mall and Schools	High	City Staff, Future Land Use Map, Schools	An Innovation campus is planned, prepared, and established.
	Update zoning and other regulations to encourage innovative activities.	Create a Zoning overlay or Area Plan for the Innovation Campus that facilitates land entitlements for compatible uses	High	City Staff, Future Land Use Map, Zoning Code	An Area Plan or Zoning Overlay for the Innovation campus is incorporated into the Zoning Code.
Enhance and promote quality of life amenities to help attract talent, retain	Expand and diversify the City's tax base	Allow more home businesses and set zoning criteria to minimize negative	Low	City Staff, Zoning Code	Home business or home occupation standards are updated. Standards include permitted indoor and outdoor use of a home, traffic

residents, and increase levels of community engagement		impacts to nearby properties			requirements, and permitted hours of operation.
	Capitalize on natural resources and become a destination for Eco-tourism	Extend trails to nearby systems to create an inter-regional loop	High	City Staff, GIS Analytical Tools, Future Land Use Map	Trails offer an accessible alternative to vehicular travel. Trails run through and around all of Albert Lea.
	Provide financial and other incentives to create business opportunities	Create a land trust whereby local property owners may donate land and receive tax right off	Medium	City Staff, Zoning Code, Updated Land Use Policies	Land Use policies are updated to include land trust guidelines.
		Seek community partners to fund or offer creative adaptation of unused spaces/buildings to create flexible spaces	Medium	City Staff, Zoning Code, Community Partners, Mixed Use Zoning	Community partners are established. Unused spaces are identified. A match is found for each unused space.
		Develop events related to flexible spaces and programs that promote community support of local emerging businesses	Medium	City Staff, Flexible Spaces, EDA, Local Businesses, Calendar	Flexible space events are included on Albert Lea's city calendar of events. Local businesses have expressed desires for various events for promotion.
		Find banking, grass roots and financial partners that can offer low interest construction loans and grant incentives for updating the re-use of buildings	Medium	City Staff, EDA, Building Code, Design Guideline Standards	Research of banking, grass roots, and financial partners has been conducted. Relationships with the partners are strengthened. Construction loans and grant incentives have been requested.
Prioritize activities to ensure the city and county are prepared for business growth opportunities	Use digital technology to promote the city and expand business opportunities	Seek broadband companies and request that they provide coverage or service in Albert Lea underserved areas	Medium	City Staff, Research, Partnerships with Broadband Companies	Broadband companies have been identified. Relationships with broadband companies are developed. Albert Lea has sought coverage from the broadband companies.
		Create apps to promote city's trails, events and businesses	High	City Staff, App Development Software, Branding	An all inclusive app has been developed to promote Albert Lea. The app is advertised with city branding.
	Recognize climate change and recent local	Craft training programs to allow manufacturing workforce to	High	City Staff, EDA, Partnerships with Local	Education tools are identified. Benefits of environmentally clean and high-tech industries are clearly defined.



	data showing emerging demand for environment, sustainable services and products	transition to environmentally clean and high-tech industries		Businesses and Schools	
	Expand technology to assist business and industry	Seek opportunities for high tech manufacturing	Low	City Staff, Research	Research has been conducted on high tech manufacturing businesses seeking expansion. Communication with identified businesses is established.