

LINDSTRÖM

- MINNESOTA -



COMPREHENSIVE PLAN

- 2017 -

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Chapter 1. Introduction

Incorporated in 1894, the City of Lindström was named after Daniel Lindström, who, like many of the City's original residents, was a Swedish emigrant in search of a new home in America. Based on these emigrant's stories, the fictitious characters Karl Oskar and his wife Kristina were created to represent the many Swedish families that settled in the Lindström area. In present times, a 19th Century home dubbed the "Karl Oskar House," statues of Karl and Kristina, an annual festival called "Karl Oskar Days," and the City's Sister-City (Tingsryd, Sweden), all stand tribute to the City's rich Swedish heritage.

In addition to their Swedish roots, Lindström residents cherish their connections to lakes and natural resources. The Ojibwa people that originally populated the area named it "ki chi saga," which translates to "fair and lovely waters." Between the many lakes stand the cities of Lindström, Chisago City, Center City, Shafer, and Taylors Falls, which link together to form the rich community referred to as Chisago Lakes. The area's abundance of recreational, retail, and historic resources made Chisago Lakes a finalist in the 2017 America's Best Communities competition.

This Comprehensive Plan was created to ensure future investment and development throughout Lindström builds on the City's rich history and natural connections to ensure the community's needs are met now and in the future.

The plan was adopted by the Lindström City Council on_____.

What is a Comprehensive Plan?

A comprehensive plan is a statement of what the community wants to become. The plan is based on a composition of concepts, patterns, and relationships that deal with integrating the social aspects of a community with its physical development. Unlike a zoning ordinance, a comprehensive plan is futuristic in that it guides decisions that have yet to be made. The word "comprehensive" in itself provides meaning to the plan; it deals with the whole community and not just the parts.

The comprehensive plan is a blueprint for the future of Lindström; guiding the use of every parcel of land, both public and private, throughout the City. However, land use is only the foundation of the comprehensive plan. It creates implications for City investments in infrastructure, facilities, and services. Streets provide the capacity for land development and, in conjunction with sidewalks, trails, and bike paths, for movement within Lindström. The

character of streets and the volume of traffic affect adjacent land uses and the ability to move people. Development requires service by municipal sanitary sewer and water systems. Development can only occur within the capacity of the City's sewer and water system.

The plan for Lindström will be used as a guide for making land use decisions, preparing and implementing ordinances, preparing capital improvement programs, and influencing the rate, timing, and location of future growth. All land use decisions faced by the City of Lindström will be determined using the values, policies, and goals in this plan. While the City Council will ultimately determine the destiny of any proposal, the Planning Commission has the authority and responsibility to evaluate all such proposals for their consistency with the intent of the plan and the needs and the desires of the people of Lindström.

While intended to guide change, this plan must also remain flexible to respond to changing needs, conditions, and emerging trends. City

Comprehensive Plan versus Zoning Ordinance

Characteristics of a Comprehensive Plan:

- Broad in scope
- Visionary
- Principles and policy oriented
- Conceptual and idealistic
- Focus is on neighborhood, community and regional scale
- Flexible in its interpretation

Characteristics of the Zoning Ordinance:

- Narrow in scope
- More rigid standards
- It's the law
- Detail oriented, specific
- Focus is on the district and site level

So which one rules? In many instances, State Statutes make direct references linking a zoning ordinance provision to a community's comprehensive plan. Case law over the years has proven that a zoning ordinance in sync with a comprehensive plan is a more defensible ordinance than one that is not in sync or is not based on an approved comprehensive plan.

A review of zoning and subdivision ordinances always follows the updated comprehensive plan, resulting in minor or major modifications, depending on the new directions forged by the comprehensive plan.

officials must understand that they are responsible for the future of their community, and they must consider carefully the merits of adjustments to the plan. This is a critical step in the community development process; proposals need to be evaluated against the values, policies, and goals laid out in this plan. Some proposals will fit well, while others may not. Regardless of their overall quality, any ideas that are good and worthy of further consideration could quite possibly lead to changes to the policies or the plan. These proposals will trigger a new community planning process.

Contents of the Plan

Lindström's Comprehensive Plan includes many components. Woven throughout the plan are policies and goals that promote community building, active and healthy living, and conservation, among others. Key elements that can be found in the plan include:

- Community background and history
- Vision, mission, values, and policies
- Land use designations with focus on growth management, neighborhood design, housing, and economic development
- A street network that emphasizes *Complete Streets* and community identity
- A system for parks and open space
- A system for trails and sidewalks
- Community facilities that connect residents with potable water, sanitary sewer, and public services
- Implementation strategies, action steps, and metrics

Planning Horizon (2018-2040)

The update of the Comprehensive Plan looks to the year 2040. Considering a future over 20 years away forces the community to broadly consider issues and opportunities facing Lindström. Issues are easier to address when tackled proactively before they become a problem. Opportunities can be capitalized on

early and serve as the foundation for positive change.

A comprehensive plan is not only about encouraging the right actions, but also preventing the wrong ones.

City's Previous Plans

Housing Study

Lindström's Housing Study was performed in 2017 and used demographic, economic, and existing housing stock data to establish recommendations for home ownership, rental housing, and housing rehabilitation.

Among the study's many recommendations, the City should expect: demand for up to 6 affordable and 13 higher-priced houses annually; the development of up to 42 town house and 30 apartment-style, market rate rental units; and to support and/or promote home ownership incentives as well as rehabilitation programs for both owner-occupied and rental housing units.

Growth Area Plan

In early 2017, a Growth Area Plan was created to address development interest in areas remaining to be developed within the city limits and development in those areas outside and adjacent to the city limits. The Growth Area Plan established a guide for future land development, potential annexation, and infrastructure investments. The recommendations from the Growth Area Plan have been incorporated into the Comprehensive Plan, particularly in the areas of Growth Management and Neighborhood Design.

Community Engagement

Karl Oskar Days Booth

In 2014 and 2015, a booth at Karl Oskar Days was utilized to collect community input. In 2014,

residents were asked only what they wished Lindström was like. Responses ranged from comments regarding the future of the festival itself, to broader issues involving Lindström's businesses, parks and recreation, safety, and Swedish heritage.

In 2015, participants were asked to rank Lindström's existing conditions using a series of metrics, with the goal of understanding what attributes make the city a great place. Overall, Lindström's friendly community, small-town feel, and series of lakes contributed to its current success, while attracting businesses and protecting natural amenities were highlighted as ways to improve the City's quality of life.

These conversations were key in the development of the Comprehensive Plan's values and policies

FutureWalk

In 2016, FutureWalk conducted 783 interviews of citizens from Chisago City to Taylors Falls, the majority of which were completed in person. The goal of these interviews was to understand the vision residents have for the Chisago Lakes Area 5-10-20 years from now. Of their answers, creating connections to the area's lakes and trails appeared as the strongest desire. People want ways to actively enjoy the beauty of the Chisago Lakes Area. The second most significant need was for places to shop and eat out, which incorporates aspects of job creation, tourism, and economic concerns. Additional comments indicated that residents value the area's schools and small-town atmosphere, and would like to see better care for children and elderly, safer highway and transportation options for all, and faster internet. Comments received are summarized on the following page.

2016 FutureWalk Interviews Strongest Themes

FutureWalk conducted 783 interviews of citizens from Chisago City to Taylors Falls, the majority of which were completed in person. The goal of these interviews was to understand the vision residents have for the Chisago Lakes Area 5-10-20 years from now. The following highlights what was learned and identifies the frequency that it was noted in conversations.

1. Lakes and Rivers - 45%

- Clean rivers and lakes – improve lake quality
- Connect the Chisago Lakes
- More and better beaches
- Rentals of canoes, boats, kayaks, paddleboards to encourage lake and river activities

2. Walking and Hiking Trails - 36%

- More walking and biking trails
- Finish the Swedish Immigrant Trail to connect our communities
- Expand 4 wheeler trails

3. More Restaurants & Retail Shopping - 33%

- Clean and charming downtowns, vibrant business areas
- Tourist day trip from the Twin Cities – attract tourism
- More restaurants – family, upscale, organic, healthy options

4. Schools of Excellence - 22%

- Most desire great schools, state of the art, top tier standards
- Great schools attract families
- New larger, modern facilities
- Safe schools, drug free schools

5. Economic Concerns – More Jobs! – 18%

- More jobs needed in the area
- Less commuting
- More industry to improve our tax base

6. Keep Our Small Town Atmosphere – 17%

- Keep our small unique towns, small town values
- Unite cities, city services, work together
- Better options for elderly housing – both high end and affordable
- Vibrant churches working together
- Great healthcare

7. Facilities/Services – 17%

- Community Center
- Event Center
- Senior Center
- Sports Facility/Rec Center/Field House
- Art Center
- Indoor Walking Track

8. Safer Highway 8 - 11%

9. Parks - 10%

- Improve parks
- More parks

10. Transportation Concerns - 7%

Chapter 2. Community Context

In its broadest sense, comprehensive planning is the process by which communities take stock of where they are and develop a framework to get to where they want to be. The foundation of the City of Lindström's Comprehensive Plan is formed through the analysis of the existing community characteristics and resources provided in this chapter. Subsequent chapters build on the information provided here to address the needs and issues facing the community, create a vision and mission, and develop policies, goals, and an action plan to help the community achieve its vision.

Setting

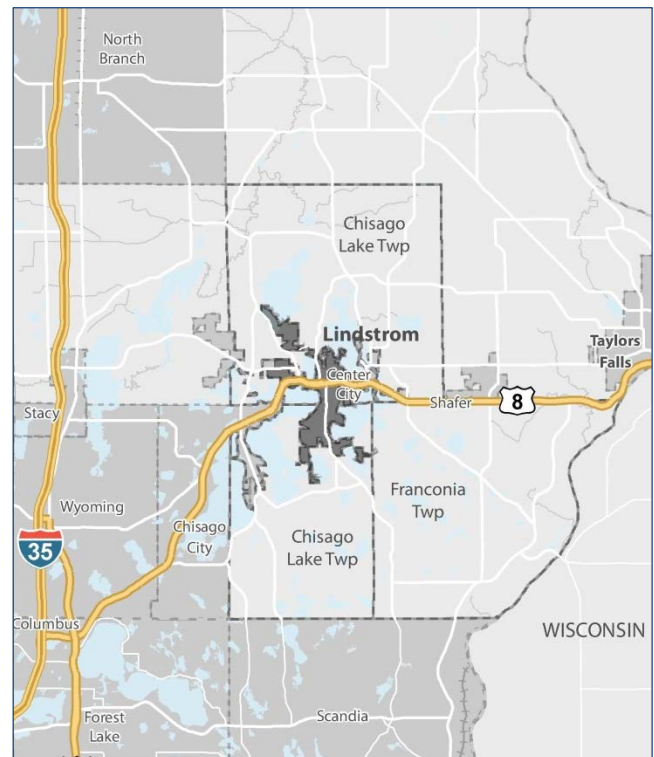
The City of Lindström, Minnesota is located in Chisago County, approximately 40 miles northeast of Minneapolis and St. Paul within the Chisago Lakes region. The area enjoys many interconnected lakes, such as Chisago Lake, North Lindström Lake, South Lindström Lake, North Center Lake, and South Center Lake, with pockets of upland running through the three mile long peninsula.

The City is hemmed in not only by the lakes system but also by neighboring municipalities of Chisago City to our west and Center City to our east. Chisago Lakes Township abuts the City on the north and south, while Franconia Township extends to the south and east beyond South Center Lake.

Taylor's Falls and the St. Croix River are a short 12 mile trip to the northeast. This border with Wisconsin offers many beautiful recreational opportunities. Along with our fourteen lakes, the St. Croix River, and the Sunrise River, Lindström is located near many public lands, including the Carlos Avery Wildlife Area, Interstate State Park, Wild River State Park, the Saint Croix National Scenic Riverway, and other land open to the public.

The Context Map illustrates Lindström's location within Chisago County (see Figure 2-1/ Figure 2-1).

Figure 2-1: Context Map



Historical Overview

The Ojibwe tribe inhabited the Chisago Lakes area when Swedes came as homesteaders in the 1850s, moving inland from Taylors Falls. These early inhabitants gave us the place names we still use today; Chisago comes from the Ojibwe name for the area, Kichi Saga. The village that would become Lindström grew in the 1880s when the St. Paul and Pacific Railroad bought farmland and developed a commercial district and village homes. The railroad made Lindström accessible from the Twin Cities, allowing summer residents and vacationers to enjoy the lakes. Lindström was incorporated in 1894.

Due to its difficult access, Lindström was the last City to develop in the Chisago Lakes area. Lindström is named after a Swedish immigrant farmer, Daniel Lindström who settled in our area in the 1850's. The City enjoyed a great period through the 1800's of farming, lumber, fishing and hunting.

Through the first few decades of the 20th century, Lindström continued to develop as a resort and farming community. A number of civic improvements; paved streets, fire department, streetlights, public parks and schools, post office, library, municipal building, and a sewage treatment plant – were made before 1950.

As happened throughout post-war America, Lindström was changed by widespread automobile ownership and the baby-boom which ushered in road improvements and a demand for housing. The community established zoning regulations as lakeshore development continued to spread. While the previous era of land development was designed for trains, horse-drawn transportation and pedestrians, the development now is oriented to cars and drivers.

In 1967, Interstate 35 was connected to Lindström via US Highway 8, making the commute between the town and the Twin Cities possible. With the decline of family owned

farms, construction of I-35 and connection to the metro phone system, the City changed from a primarily farming community to a bedroom community. While it has become a part of the greater metropolitan area, Lindström also continues to be a vibrant community of its own.

As “America’s Little Sweden” moved through the 1990’s and into the 21st century, it faced the country-wide trend of increasing growth pressures. The population and housing starts rocketed up, bringing more population into the community than in any other time. These new people are still acclimating into the culture of the original settler families that continue to live in the area.

In 2006 the City experienced, along with the rest of the country, the downturn in the economy and the housing bust. The City also experienced reductions of State Aid and a lack of building permit revenues. These circumstances left the City with a large number of developed lots with sewer and water and shrinking revenues.

The City is currently enjoying a slight rebound in the economy with a few new home permits and returning State revenues. These positive circumstances necessitate the Comprehensive Plan be refined to better represent our current situation and potential future.

Even with these positive changes the City continues to struggle with its identity. Lindström’s proximity to the many job opportunities offered by the Twin Cities coupled with its rural recreational setting make it an increasingly popular place to call home. But, this Comprehensive Plan needs to provide Lindström with a strong identity it can embrace for its future.

Population

The City has had steady growth through the 1900s and into the early 2000s. As shown in Table 2-2: Lindström Population 1900-2010, significant growth occurred after the connection of Highway 8 to Interstate 35 in the 1960s and as a result of the housing boom in the early 2000s. The 2014 Census data estimates the City's population at 4,412.

In projecting population growth through 2040 a number of scenarios were considered. The first scenario identifies a best fit trendline that matches the historical population counts. The second scenario estimates future population growth by capturing 9% of the Minnesota State Demographers projections for Chisago County through 2040. The rate of capture was Lindström's average rate from 1960. The third scenario identifies a best fit trendline based on the historical rate of change.

The three scenarios were used as a basis for identifying a projection identified in Table 2-1: Lindström Projections 2020-2040. As shown, this growth rate assumes Lindström will have 5,100 people by 2020, 5,500 people by 2030, and 6,200 people by 2040. While the City's growth will be based on a number of factors outside of the City's control, including the economy and housing market, establishing projections are important in ensuring sufficient land and infrastructure to accommodate anticipated growth and as a benchmark that identifies that the Comprehensive Plan should be refreshed.

Table 2-2: Lindström Population 1900-2010

Year	Population	Percent Change
1900	395	—
1910	522	32.2%
1920	523	0.2%
1930	561	7.3%
1940	637	13.5%
1950	729	14.4%
1960	835	14.5%
1970	1,260	50.9%
1980	1,972	56.5%
1990	2,461	24.8%
2000	3,015	22.5%
2010	4,442	47.3%

Source: US Census

Projection	2000	2010	2020	2030	2040	Total Growth 2010-2040
1. Based on historic population growth	3,105	4,442	4,700	5,400	6,200	1,758
2. Based on proportion of County's projected growth			5,300	5,700	6,000	1,558
3. Based on historic growth rate			5,700	7,000	8,000	3,558
4. 2040 Comprehensive Plan Projection			5,100	5,500	6,200	1,758

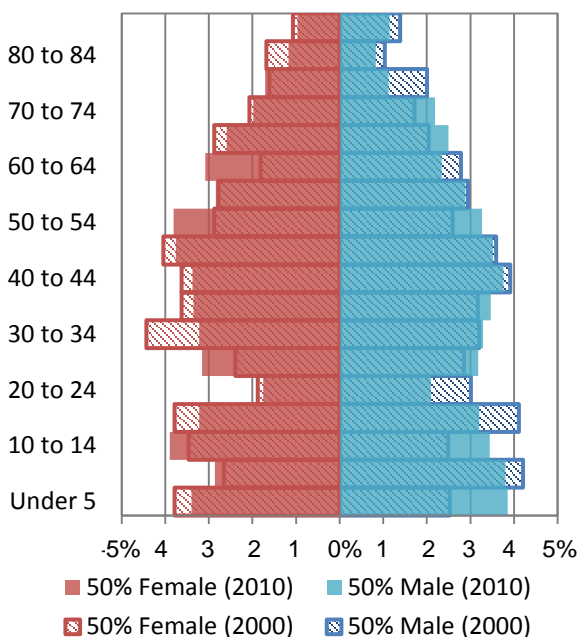
Table 2-1: Lindström Projections 2020-2040

Source: 2000 and 2010 data from US Census

Age

Currently the median age is 45.8. The 2015 statistics show a population of 4,417 with 2,016 or 45.60% being male and 2,401 or 54.40% being female. The following figure shows the current age distribution.

Figure 2-2: Age & Gender Distribution



Source: 2011-2015 ACS

Education

In Lindström, 94% of the population over the age of 25 (3,170 people) have attained at least a high school diploma. 62% of Lindström's population over the age of 25 has had at least some form of college education.

Table 2-3: Education Attainment

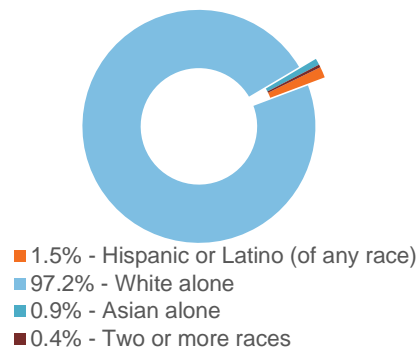
Education Level	Population	Percent
< Grade 9	12	0.4%
Grade 9-12	170	5.4%
High School	1,015	32%
Some College	731	23.1%
Associates Degree	316	10%
Bachelor Degree	678	21.4%
Graduate Degree	248	7.8%

Source: 2011-2015 ACS

Race and Ethnicity

As of 2015, an estimated 97.2% of Lindström's population of 4,417 identified as being White alone. Citizens of the Hispanic or Latino ethnicity account for an estimated 1.5% of the total population. All other races and ethnicities add up to the remaining 1.3% of Lindström's population.

Figure 2-3: Race and Ethnicity



Source: 2011-2015 ACS

Total and Type of Households

Based on information contained in the 2011-2015 American Community Survey there are a total of 1,893 households in Lindström. The average household size is 2.33 persons per household. There are 1,354 family households and 539 nonfamily households.

Table 2-4: Households by Type

Household Type	Estimate	Percent
Family households	1,354	71.5%
Married-couple family	1,078	56.9%
Male householder, no wife present, family	100	5.3%
Female householder, no husband present, family	176	9.3%
Nonfamily households	539	28.5%
Householder living alone	500	26.4%
65 years and over	342	18.1%
Total households	1,893	100%

Source: 2011-2015 ACS

Housing

The 2015 Population and Household Estimates identified 2,097 housing units within the City of Lindström. Over 76 percent of these residences are single-family detached units. A breakdown of housing types found in Lindström is shown in Table 2-5.

Table 2-5: Existing Housing Types

Housing Units	Total	Percent
Single-family, detached	1,596	76.1%
Single-Family, attached	85	4.1%
Two-family	10	0.5%
Multi-family, 3-4 units	90	4.3%
Multi-family, 5-9 units	0	0%
Multi-family, 10-19 units	89	4.2%
Multi-family, 20 or more units	64	3.1%
Mobile homes	163	7.8%
Total	2,097	100%

Source: 2011-2015 American Community Survey (ACS)

Table 2-6 shows the historical residential construction pattern in Lindström. Approximately 11 percent of Lindström's housing stock was constructed prior to 1939. An additional 13.7 percent of Lindström's housing units were built between 1940 and 1969. Almost 75% of Lindström's growth occurred after 1970. This growth period coincides with the City's connection to Interstate 35 via Highway 8, first

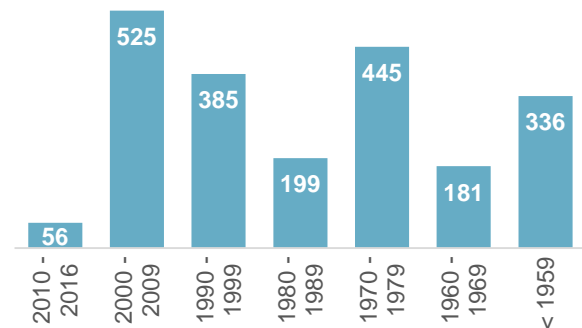
Table 2-6: Housing Unit Construction Dates

Year of Construction	Units	Percent
2010 to 2016	56	3%
2000 to 2009	525	25%
1990 to 1999	385	18%
1980 to 1989	199	9%
1970 to 1979	445	21%
1960 to 1969	181	9%
1959 or earlier	336	16%
Total	2,127	100%

Source: 2011-2015 ACS, City of Lindström

established in 1967. The single highest growth decade for housing unit construction occurred from 2000 to 2010. During that 10 year period the City added over 25% of its housing units. Figure 2-4 illustrates the new housing construction by ten-year increments since 1960.

Figure 2-4: Ten-Year Housing Construction



Source: 2011-2015 ACS

In 2015, approximately 85.7 percent of residential units in Lindström were owner-occupied, with the remaining 14.3 percent renter-occupied. Based on information contained in the 2011-2015 American Community Survey, the median home value in Lindström was \$173,600. This was less than the County median value of \$224,700. Gross rent of renter-occupied units averaged \$708 a month in 2015.

In recent years, Lindström has experienced a downturn in the housing market with only 26 housing units constructed between 2008 and 2013. Housing starts began to rebound in late 2015. Completed but not built out developments include; the Shores of Forest Ridge on the north side of North Lindström Lake, The Ridges on CR20, McCormick Place on South Center, and Morning Sun on Sunrise Lake. Interest in new subdivision and infill development has been increasing.

Table 2-7: 2015 Employment Composition

Industry	Number of Lindström Residents Employed	Percent (Lindström)	Percent (County)
Management, professional, and related occupations	964	45.1%	27.8%
Service occupations	316	14.8%	11.7%
Sales and office occupations	511	23.9%	15.0%
Construction, extraction, and maintenance occupations	109	5.1%	22.9%
Production, transportation, and material moving occupations	237	11.1%	22.5%
Total	2,137	100%	100%

Source: 2011-2015 ACS

Economy

According to the 2011-2015 American Community Survey, approximately 62.7 percent of Lindström's population 16 years and older were employed in 2015. The unemployment rate was identified at 4.0 percent. Lindström's 2015 employment characteristics generally reflected the County's, except that there was a somewhat higher concentration of professional employees in Lindström and lower construction and production occupations than Chisago County. This might be attributed to the high percentage of lake shore properties. Table 2-7 shows Lindström's employment composition for 2015.

Lindström can be characterized as a bedroom community, and clearly commuters are traveling to jobs within the Twin Cities Metropolitan Area. As shown in Table 2-8, the 2011-2015 ACS cites that 51.8 percent of Lindström's residents commuted to work locations outside of Chisago County.

Table 2-8: Place of Work

Place of Work	Percent
Worked in Chisago County	42.6%
Worked outside Chisago County	51.8%
Worked outside Minnesota	5.6%

Source: 2011-2015 ACS

Lindström is not without its own employment base. According to the 2012 Economic Census, there were 89 employers in Lindström that kept a payroll. Most are smaller businesses with fewer than 25 full-time employees. Larger employers in the community include Plastic Product Corp, Chisago Lakes School District #2144, and the City of Lindström.

A broad examination of Lindström's businesses reveals the City continues to capitalize on its long-standing status as a recreational destination and on its cultural heritage. The local Arts, Entertainment and Recreation sector includes photographers, antique malls, an art gallery, outdoor recreation related businesses, and boutique type retail. The Professional, Scientific and Technical Services sector includes a wide range of services such as accounting, legal, real estate, and personal services that follow Lindström's roots as a regional center for surrounding townships and communities. The addition of the St. Croix Regional Medical Center Clinic and the Lindström Family Dental Clinic strengthens Lindström's position as a small, local service center.

The Chisago County Economic Development Authority promotes economic development in the county. Reports from the HRA-EDA state that the County's top concerns for economic development are that employer growth is not

keeping pace with population growth, that a more attractive business climate in Wisconsin is causing industry to move out of the County, and that local wages are not keeping pace with local housing costs. The HRA-EDA continues to work to address these issues.

Lindström's industrial park is located on either side of Akerson Street between Newell and Newlander Avenues. Currently, it is limited in area and cannot be expanded because of the close proximity of residential properties.

Table 2-9: Lindström Employers By Industry

Employment Sector	Lindström Establishments	County Establishments
Retail Trade	16	154
Accommodation and Food Services	11	86
Professional, Scientific and Technical Services	10	72
Health Care and Social Assistance	9	131
Other Services (Except Public Administration) ¹	9	95
Finance & Insurance	8	46
Administrative, Support, Waste Management, Remedial Service	6	67
Transportation & Warehousing	5	57
Real Estate & Rental & Leasing	5	44
Manufacturing	3	80
Arts, Entertainment, Recreation	3	27
Information	2	13
Education Services	2	8
Total	89	928

Source: 2012 Economic Census

Trends

National and regional trends will shape the future of Lindström. With its natural amenities and small town character, Lindström is an attractive place to reside. Increasing interest in small town living will support future household and population growth by both millennials as they seek out places they want to raise families and baby boomers as they seek places they want to retire. Consideration will be needed to increase the diversity in housing types and amenities to serve the evolving housing marketplace. The community will also need to be proactive to ensure a variety of affordable housing is available to serve families at all stages of their lives.

Technological changes will likely bring both challenges and opportunities. The need for fast, reliable telecommunications services will continue to increase to serve businesses, schools, and residential transplant expectations. As connectivity improves, Lindström will be able to further capitalize on its quality of life to attract residents who can work from any location.

Transportation advances are likely to drastically change vehicular travel patterns in the coming decades. Autonomous vehicles which do not require driver attention may increase the number of commuters willing to drive from Lindström to jobs in the Twin Cities. In addition, ride sharing may be able to expand options for those without vehicles and support changes in parking needs for pedestrian oriented areas of the community like downtown.

Transportation

The railroad that provided accessibility to markets for timber and agricultural products in the 1880s, also made the construction of lakeside resorts and homes possible in Lindström. By the 1940s, the rail lines had been replaced by the automobile and the construction of a modern roadway system. The connection of Highway 8 to Interstate-35 in the 1960s made commuting to the Twin Cities an attractive option for many, contributing to Lindström's strong population growth. To retain its maturing population and attract new families, Lindström is interested in improving transportation options and amenities for pedestrians and bicyclists.

In 2008 the City made a major decision to reconstruct Highway 8 using a one-way "split" pair roadway design. This roadway design created a one-way eastbound and a one-way westbound corridor through the downtown. The approach increased the capacity of the roadway allowing for more traffic and potentially more customers. The design also increased safety by expanding the gaps between cars; widened sidewalks to improve the pedestrian experience; closed uncontrolled intersections directing traffic onto the Highway at controlled intersections; and doubled the commercial frontage on Highway 8 in the downtown. The improvement

through the whole corridor increased safety and allowed for growth along this corridor.

Roadway System

Cities' roadway systems are designed as a hierarchy that collects and distributes traffic, allowing movement of people and goods in a safe and efficient manner. The roadway system must accommodate both shorter and longer trips, and balance the demand for local property access with the demand for mobility across greater distances. In creating a system that allows for both access and mobility, a functional roadway classification system aids in determining appropriate roadway widths, speed limits, intersection control, design features, accessibility and maintenance priorities. The classification system is organized into six categories as described in Table 2-10.

Highway 8 is categorized as a major arterial. Traversing Lindström east-west, Highway 8 bisects the north and south ends of the community. Highway 8 is Lindström's busiest road and connects the city to other parts of the Chisago Lakes region, as well as Interstate 35 to the west and Taylors Falls to the east. Within the city limits, traffic lights are provided at Highway 8's intersection with County State Aid Highway (CSAH) 14 (Lincoln Avenue), CSAH

Table 2-10: Roadway System Classification

Classification	Description	Facilities in City
Principal Arterial - Interstate	The highest classification of Arterials and are designed and constructed with mobility and long-distance travel in mind. Capacity for higher traffic volumes and speeds, with limited access.	None, I-35 to the west is the closest
Principal Arterial - Other	These roadways serve major centers of metropolitan areas, provide a high degree of mobility and can also provide mobility through rural areas. Abutting land uses can be served directly.	US Hwy 8
Minor Arterial	Provide service for trips of moderate length and serve geographic areas that are smaller than higher Arterials. Typically designed to provide relatively high overall travel speeds, with minimum interference to through movement.	None
Major Collector	Provide increased land accessibility and usually connect arterials to local streets.	CSAH 14, CR 19, CASH 25
Minor Collector	Provides high accessibility to and from neighborhoods to destination points, designed for higher speeds, no parking, includes shoulders, ditches and a separate trail, houses usually not fronting the street.	316 th St., CSAH 20
Local Streets	Provides travel within neighborhoods, designed for low speeds, curb and gutter, parking, maybe sidewalks.	All local streets

20 (North Lakes Trail), CSAH 25 (Olinda Trail), and Akerson St.

CSAH 14 provides access to the northwest neighborhoods of Lindström and to North Branch, while CSAH 20 provides access to the central portions of Lindström and the northern reaches of Chisago County. CSAH 25 (Olinda Trail) is the main north-south collector connecting Lindström to Washington County and points south. Within the central section of Lindström, the local street network expands north/south and east/west in a grid system into neighborhoods.

The Principal Arterial and Major Collector in the area have seen roadway reconstruction over the last five years. For Highway 8, the aforementioned split-pair design occurred in 2012 & 2013, while CSAH14 reconstruction occurred in 2012, CSAH20 in 2013, and CSAH25 in 2015. The City is currently creating a pavement management plan to address the growing need for rehabilitation and/or reconstruction of Minor Collection and Local Streets. The pavement management plan will aid City Staff as well as current and future Council in a strategic cost effective approach to maintain the City's transportation infrastructure.

Table 2-11: Average Daily Traffic (ADT)

Roadway	2011 ADT ¹
CSAH 20 northbound from TH 8	2,350
CSAH 20 southbound to TH 8	2,800
CSAH 25 southbound from TH 8	4,750
CSAH 25 northbound to TH 8	6,600
CSAH 14 North of TH 8	3,800
TH 8 – CSAH 14 to CSAH 25	16,500
TH 8 – CSAH 25 to Middle School	15,300
TH 8 – Middle School to CSAH 9	14,100
¹ MnDOT ADT Count	

Source: MnDOT, Chisago County

Bicycle and Pedestrian System

Bicycle and Pedestrian systems are key elements to moving people through a community safely. Lindström has focused its attentions on providing access from neighborhoods to the downtown through off road bicycle and pedestrian corridors.

The City completed the Swedish Immigrant Trail from Chisago City in the west to Center City in the east in 2013. This 10 foot wide east/west off road regional trail allows bicycle and pedestrian traffic from our western neighborhoods to downtown and schools. The trail uses the 14 foot wide sidewalks in the commercial business district along Highway 8 and provides an alternate alignment on Newell Ave, one block south of Highway 8. A trailhead in Lindström was constructed in 2017.

North/South bicycle and pedestrian traffic south of Highway 8 is a 10 foot wide walking path along Olinda Trail. This path, repaved in 2011 connects the Lindström downtown to southern neighborhoods and Chisago Lakes High School at 292nd Street.

North/South bicycle and pedestrian traffic north of Highway 8 uses CSAH 14 or CSAH 20. CSAH 14 has an 8 foot wide shoulder all the way to North Branch. CSAH 20 has widened shoulders within the City residential district but narrows up at the bridge over the North Center/North Lindström Lakes Channel. The County is planning to reconstruct the bridge in 2018. The new bridge design will incorporate the widened sidewalk raised above the vehicle lane and separated by concrete curbing.

While the older residential areas lack sidewalks, they are present in most of the newer residential areas. Per the City's ordinance, pedestrian walkway easements are required where deemed essential to provide circulation or access to schools, playgrounds, shopping centers, transportation or other community facilities, as determined by the Planning Commission and Council.

Figure 2-5: Existing Transportation Network

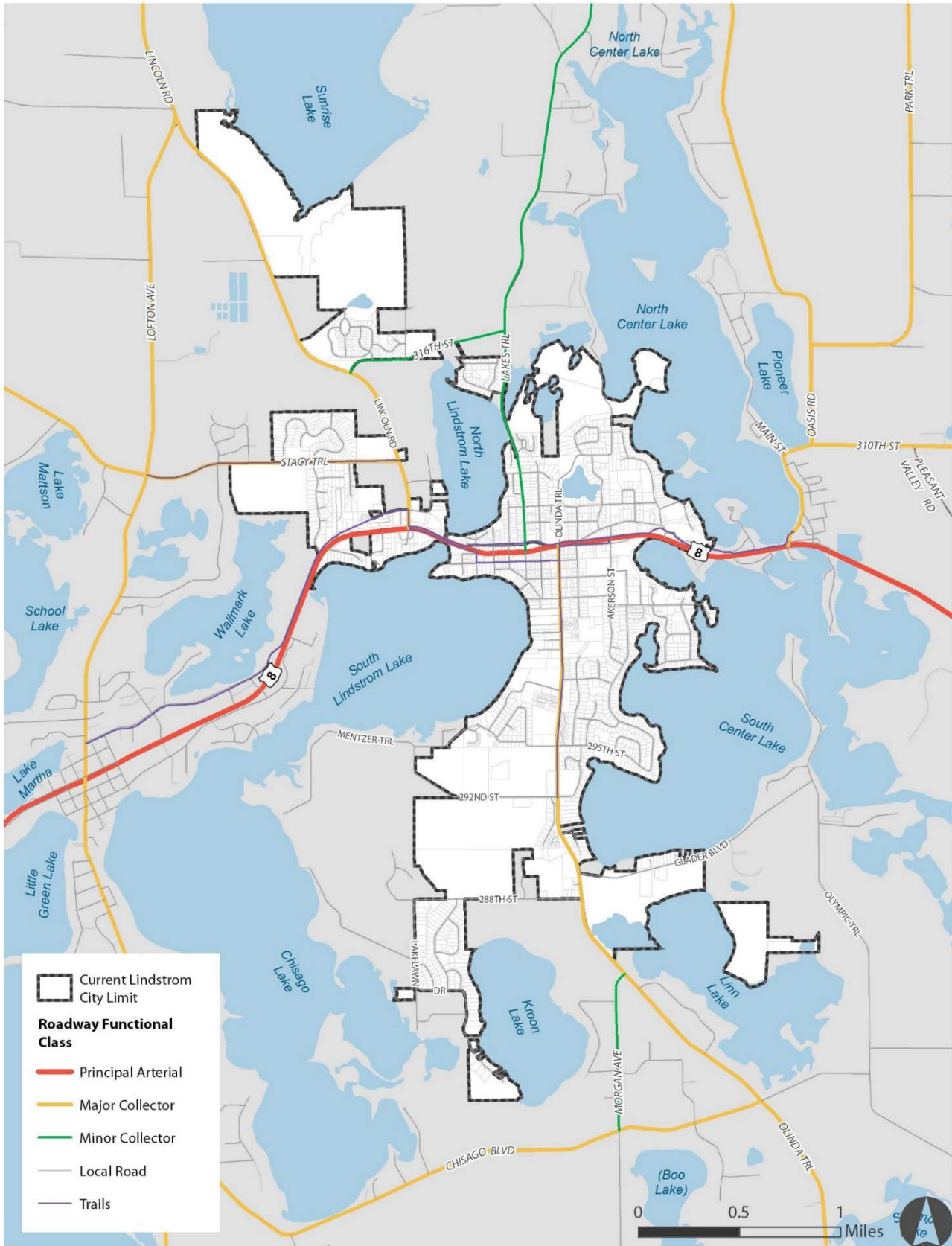
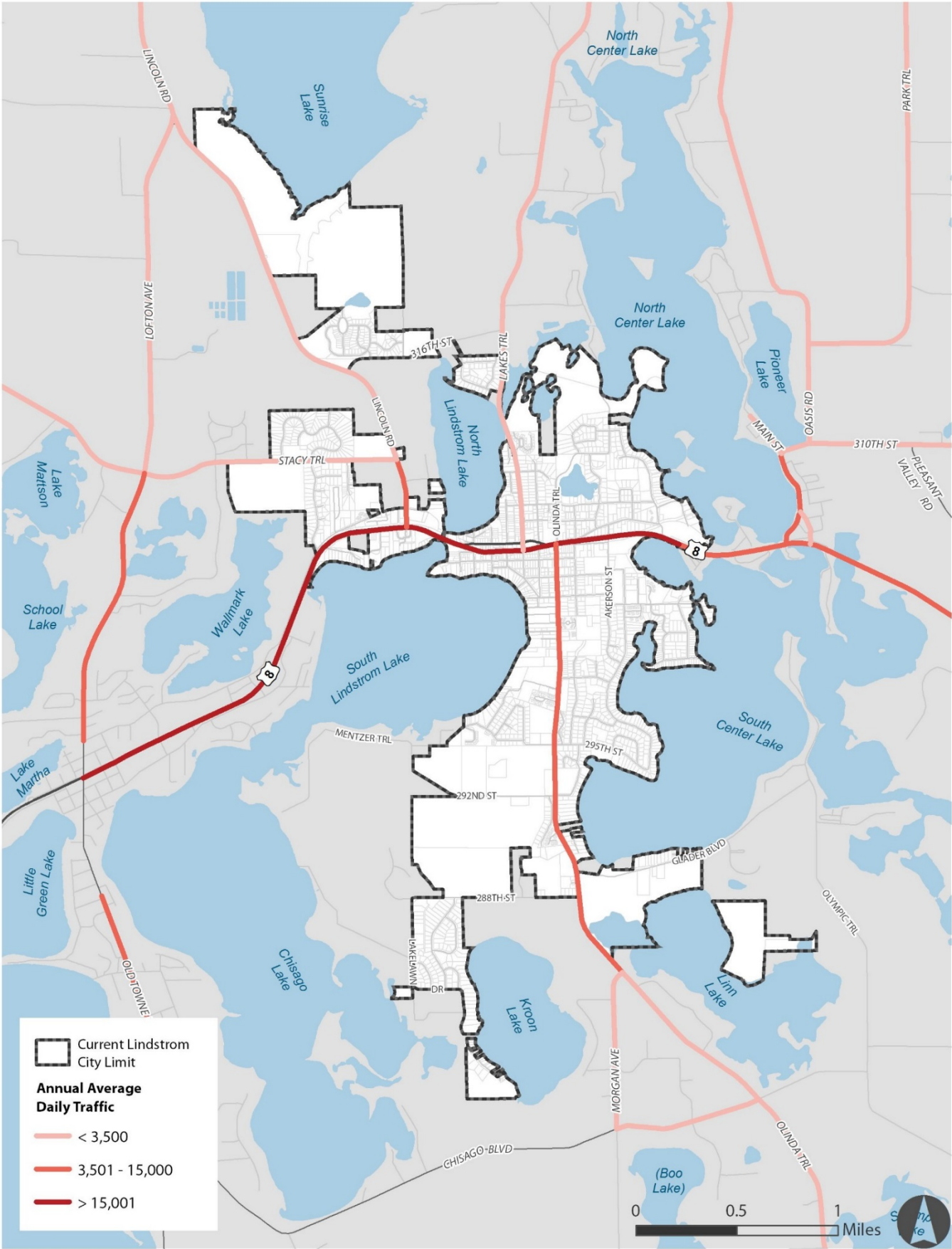


Figure 2-6: 2015 Traffic Volume



Park, Trail, Facilities and Events

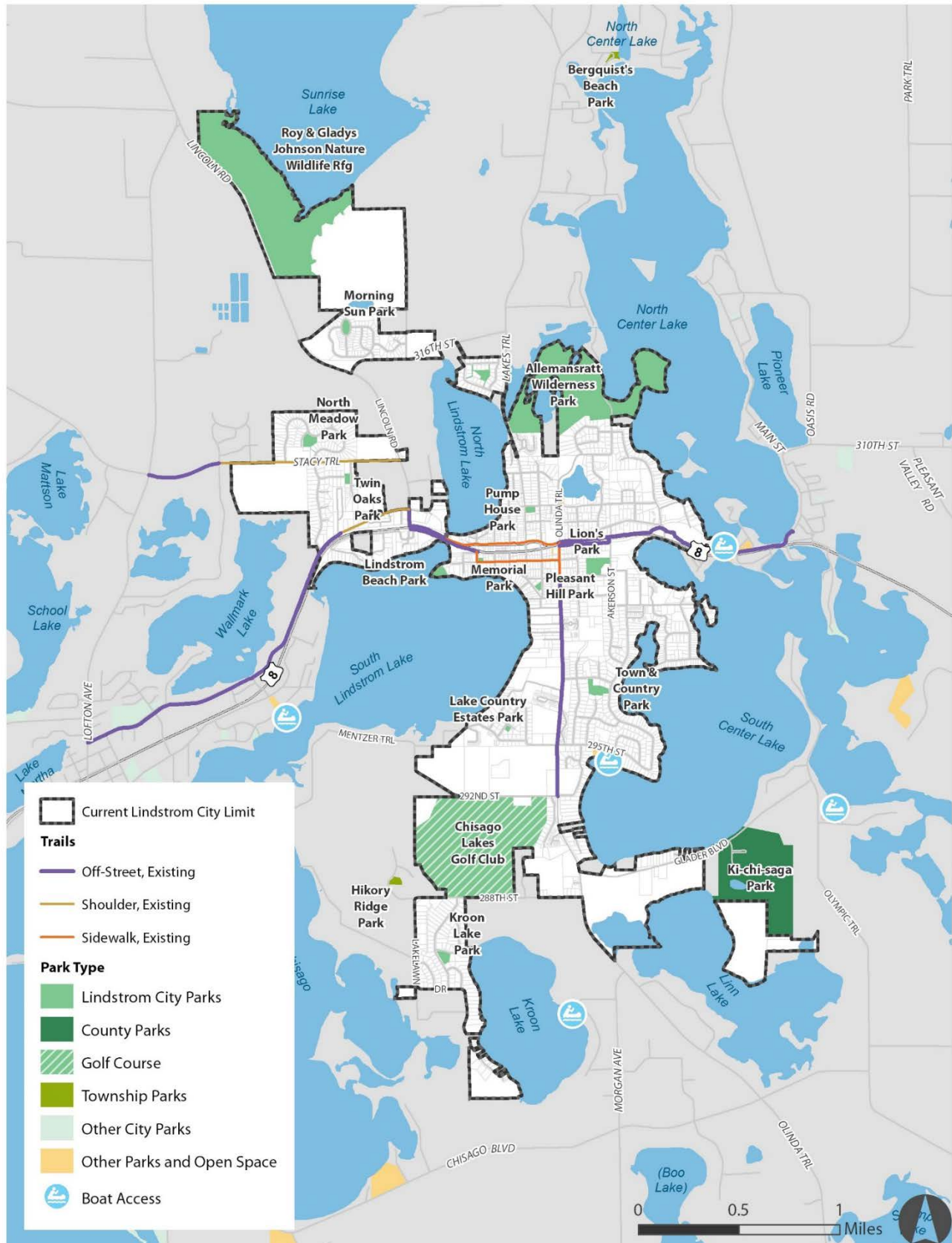
The Park Commission oversees the system on behalf of the City Council. The Park Commission vision is to create a healthy community and promote economic development. Their mission is to provide attractive parks and trail systems, preserve

open space and nature areas, offer quality facilities and sponsor events that support community, encourage economic development and celebrate our Swedish Heritage. The system is divided into community parks, neighborhood parks, wilderness parks, trails, events, and County, State and school grounds.

Table 2-12: Existing Parks and Recreation Facilities

Park	Park Acres	Trails	Playground	Basketball Courts	Baseball Fields	Softball Fields	Soccer Fields	Volleyball Courts	Racquet Courts	Beach	Boat Access	Fishing	Shelter	Picnic/Grills	Ice Rink	Restrooms	Misc. Amenities	Electricity
Community Parks																		
Beach Park	3	X	X					X		X	X	X	X	X		X		
Lions Park	5.5		X										X	X		X	X	X
Neighborhood Parks																		
Kroon Lake Park	2.3		X	H	1									X		X		
Memorial Park	0.5	X	X													X	X	
Morning Sun Park	1.4		X	H										X				
North Meadow Park	2.2		X	H	1									X		X		
Pleasant Hill Park	0.6		X															
Pump House Park	1.3		X	H	1									X		X		
Town & Country Park	4.5	X	X	H									X	X			X	
Lake County Estates Park	0.3		X											X			X	
Twin Oaks Park	1		X											X				
Wilderness Parks and Nature Areas																		
Allemansrätt Park	125	X											X				X	
Roy & Gladys Johnson Nature and Wildlife Refuge	121																	
Mentzer Trail Walking Path	2																	
School Grounds																		
Chisago Lakes HS	77				X	X	X								X		X	
Lindström MS	9				X	X	X		X									
County Parks																		
Ki-Chi-Saga Park	98	X	X			4	8								X			

Figure 2-7: Existing Parks and Recreation System



Parks

- 2 Community Parks
- 9 Neighborhood Parks
- 3 Wilderness Parks and Natural Areas
- 1 County Park

Trails

- Olinda Trail, 1 mile; benches
- Swedish Immigrant Trail, 2.5 miles; benches
- Chisago Lakes Water Trail, 13 miles

Events

- Karl Oscar Days, city booth
- Harmony in the Park and It's about Community Events
- Lindström Tree Lighting Festival
- Spring Home and Garden Show, city booth

Minnesota Department of Natural Resources Public Access

The MN DNR operates a Public Boat Access off 295th Street and on Highway 8 just east of Chisago Lakes Middle School.

Community Facilities and Related Services

This section provides an inventory and assessment of Lindström's current community facilities and related services.

Water, Sanitary Sewer, and Storm Water Systems

The City provides potable water, sewer, and storm water systems within the city limits. Sanitary sewer in Lindström is moved through a series of sewer mains using 20 pumping stations to a multi-jurisdictional wastewater treatment plant located northwest of Lindström in Chisago Lakes Township. The collection system and plant are managed by a joint powers board of participating communities.

The City has been proactive in protecting area natural resources by expanding its sewer system to serve areas where individual sewage

treatment systems are failing. Priority has been given to lots around lakes, including Glader Boulevard, Lakelawn Drive, and Minnesota Avenue.

Lindström has a municipal water system that serves the City. The water system has 2 wells and a 500,000 gallon water tower that provide water service to approximately 2,000 customers. The city also identified a location for a future well.

The City's stormwater facilities are particularly focused on minimizing runoff quantities and rates to area lakes. The City completed one of the first Minimal Impact Design Standards (MIDS) Ordinances in the State of Minnesota. The City also has an ongoing partnership with the Chisago Soil and Water Conservation District that involves improvement projects that implement the recommendations of the District's Stormwater Retrofit Assessment. This has included rainwater gardens, shoreline restoration, vegetated swales, gully stabilization, and bioretention. In recognition of its efforts, the City received the 2014 Community Conservationist Award from the Minnesota Association of Soil and Water Conservation Districts.

City Facilities

The City has numerous facilities throughout the community to serve the public, including City Hall, Public Works, and the Chamber of Commerce. The City operates two liquor stores, an on-sale and an off-sale, whose profits support capital expenditures and general operating expenses. City facilities are currently facing aging and space issues.

The City also maintains the Fairview Cemetery located on seven acres on the east end of the community.

The City partners with other area communities to support the Chisago Lakes Area Library. Part of the East Central Regional Library System, the Chisago Lakes Area Library is one of 14

branches in the six-county system. The library is located between Lindström and Chisago City on Highway 8. The library has a meeting room available for the community and offers a variety of events including storytime, book readings, music, and art.

Police

The City of Lindström provides 24 hour, 365 day a year Police Services through a joint department with the Chisago City. The current facility for the Lakes Areas Police Department (LAPD) is shared with the Lindström City Hall.

Fire

The City of Lindström provides a volunteer department of 25 fire fighters and serves areas in Franconia and Chisago Lakes Townships.

City Finances

The City is very fiscally conservative with a low general fund debt at 1.9% of the general fund. The City has a financial plan, vehicle and equipment replacement schedules, and maintenance plans. Reserves are at 45% and the tax rate is a modest 56% (preliminary 2018) with minor tax increases over the last 7 years. The greatest impact to our taxes has been the statewide change in the Homestead and Market Value Credit program (MVHC). The initial MVHC plan imposed a .75% sales tax that was distributed back to cities to reduce the entire levy. This program was changed to benefit only those homes under \$417,000 and the plan is now funded through commercial, industrial and multi-family housing taxes. This change has negatively affected the business community.

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Chapter 3. Vision, Mission, Values and Policies

Vision is critical to determining what the City wants to be. In this case the vision is determined by our incorporation as a City, a municipality. But, the question is “What type of City?” Mission narrows this vision and defines what kind of “City”. Values are what we use to help make the decisions on how to become what we want to be. Policies provide the general idea of how to achieve the Mission. Goals detail the specific actions necessary for the City to accomplish its vision. The Action Plan puts specific actions and timelines to the goals. Measures tell us when we have accomplished our Mission.

The following vision, mission, values, and policies for Lindström were developed based on meetings with the Parks, Planning and Economic Development subcommittees and were reviewed by the public and finally approved by the City Council.

Vision

A Municipality.

We can't be anything else. We are not a business, school or church. We are a City, but, “What kind of City?”

Mission

To be a Great Place.

Our desire is to be a Great Place; a Great Place to live, shop, work, recreate, visit.

Values

Our values must define us and enter into every decision we make.

- Fiscally conservative
- People over things
- Partnerships over go it alone
- Whatever we do, we do excellently
- Public input and participation are valuable
- Plan, think ahead
- Protect our environment, conserve our natural resources

Policies

Rather than identifying policies based on the typical Comprehensive Plan organization, Lindström chose to set policies based on what we wished our residents and visitors would say about the community they live in, work in, visit, or travel through. The typical topics such as land use, transportation, housing, economic development, etc. will be addressed as part of the master plan and the goals and actions that accompany the following policies.

Policy 1

Lindström is safe, where people feel secure



Policy 3

Lindström is livable where residents feel at home



Policy 2

Lindström is financially healthy where tax payers receive good value



Policy 4

Lindström is well managed where assets and infrastructure are excellent



Policy 5

Lindström is environmentally sensitive where the City and the community are encouraged to conserve



Policy 7

Lindström's downtown is robust and dynamic where businesses and people want to be



Policy 6

Lindström listens and communicates where tax payers feel connected and informed



Policy 8

Lindström is adaptable yet resilient where there is appropriate change balanced with an appreciation for tradition



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Chapter 4. Master Plan

Founded more than 100 years ago, Lindström is a community with a well-established land use and development pattern. While recreating the historical pattern is not possible, nor always desirable given modern preferences and current technologies, it is important to preserve parts of Lindström's past and ensure future patterns create the qualities that made Lindström a great place to live and work. This chapter establishes the desired land use and development patterns over the next 20 years, or through 2040, and is intended to guide the evolution of the community in a manner which achieves the community's vision, mission, values, and policies. The framework described in this chapter includes future land use, transportation, infrastructure systems, parks and recreation, and community facilities.

2040 Future Land Use

Lindström's future land use designations are intended to guide investment and development towards desired uses, development form, and character. The 2040 Land Use Plan serves to reinforce desirable land use patterns, identify where changes to existing land use are needed, and guide the form and location for future growth.

Projections and Land Use Demand

One purpose of the Comprehensive Plan is to allocate sufficient land to accommodate future growth. The amount of land needed is directly related to the quantity of growth that is expected to occur. In order to assess land demand needs, growth trends were examined over the history of the community. Described further in Chapter 2, the comprehensive planning process evaluated growth projections based on the City's historical population growth; growth based on a proportion of the Chisago County's projected growth; and growth based on the City's historic growth rate. The planning process determined that a reasonable growth rate for the community would result in Lindström growing by about 1,750 people through 2040, reaching a total population of about 6,200.

The need for additional housing is largely driven by population growth. Assuming that Lindström maintains approximately 2.5 people per household, the community would need an

additional 600 to 800 housing units by 2040. It is estimated that the Lindström Comprehensive Plan will need to identify land outside of its current City limits to meet the community's demand for housing needs through 2040. While redevelopment of deteriorated or obsolete properties can supply some of the required land, most of the growth is anticipated to occur in new development.

In identifying land for growth, it is important to recognize that more land will need to be identified for growth than will ultimately be used. This is because not all land is truly available for development. Factors that affect land availability include:

- Some sites are constrained by wetlands, steep slopes, or utilities that make development challenging so the net acres available for development may be less than the gross acres of the parcel.
- Site design is often driven by factors such as road access, visibility, site amenities, etc. These may reduce the efficiency of land development.
- Feasibility is a significant driver. Conversion of agricultural land to urban uses may be hampered due to land costs. In addition, infrastructure costs may influence land demand.
- The state of the economy heavily influences growth rates and overall land demand. The ability to expand housing and businesses is influenced by current lending practices, the availability of financing, and healthy sources of income.

Priority Areas

In addition to accommodating growth, the future land use planning also took into consideration environmental and infrastructure issues facing the community. Figure 4-1 shows areas adjacent to the community that have become a priority to address as growth and development occurs.

The area identified as *Efficient Use of Efficient Infrastructure* is a priority area for future growth as sewer and water have already been extended past those properties. Thus, the City would like to see future growth occur in these areas before extending utilities farther to the north.

The *Water Quality Priority* areas have been identified due to failing individual or community septic systems. Lindström continues to prioritize the health of the environment and is willing to explore connection of these properties to the municipal sewer system as long as it can be done efficiently. Given the location of these areas relative to the City's current boundary, such extensions would likely involve providing sewer services to adjacent properties as well.

The *Transportation Priority Area* has been identified because the City is currently providing the local road to serve this area although the neighborhood is out of the City's boundary.

Land Use Categories

All land within the City limits and the desired growth area through 2040 is placed into one of the 10 land use categories as shown in Figure 4-2. The land use categories are focused on describing the predominant use and form of the land use rather than the property's ownership.

Large Lot Residential is intended to offer a rural setting with larger lots that do not have the full complement of public services. Newly created lots in this area are anticipated to be no smaller than 5 acres in size unless cluster development or ghost platting techniques are used. This land use is not intended as a long-

term and enduring land use within the City limits.

Single-Family Residential is the residential use category that occupies the greatest amount of Lindström's land area. While generally intended for single-family detached housing, it is hoped that new developments would incorporate pockets of attached housing types like duplexes, twinhomes, townhomes, and rowhouses to provide a diversity of housing options within neighborhoods. Densities in this land use category are expected to range from 1 to 6 units an acre.

Multi-Family Residential is intended to reserve land for developments with predominantly townhomes, rowhouses, condominiums, apartments, and manufactured home parks. Generally housing densities in these areas will range from 6 to 20 units per acre. This land use category also provides locations for senior facilities like apartments, assisted living, and memory care units.

Mixed-Use areas are intended to provide flexibility to allow for two or more complementary uses on the same property or within the same building. A mixed-use pattern generally includes a combination of multi-family residential, commercial services, and public spaces. It is intended that non-residential uses and higher densities are focused on the major transportation corridors with lower densities near adjacent residential neighborhoods. Residential densities are anticipated to be 6 to 30 units per acre. Land uses would include townhomes, rowhouses, condominiums, and apartments. Mixed-use areas are also appropriate for housing developments serving seniors, including nursing homes.

Commercial land uses provide retail goods, services, offices, restaurants, and entertainment. They are generally located along major roadway corridors and are more automobile-oriented in nature.

Figure 4-1: Land Use Priority Areas

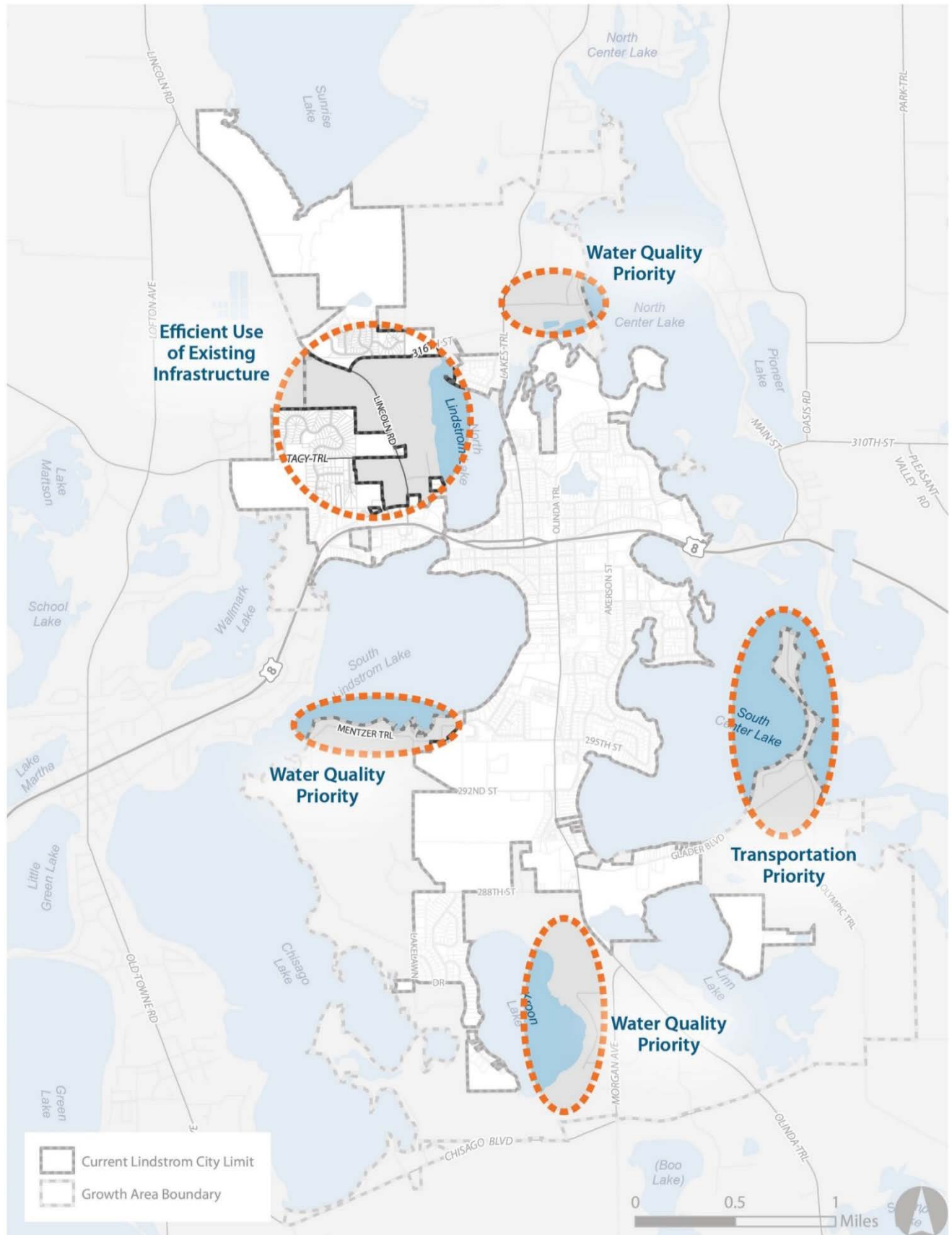


Figure 4-2: Future Land Use

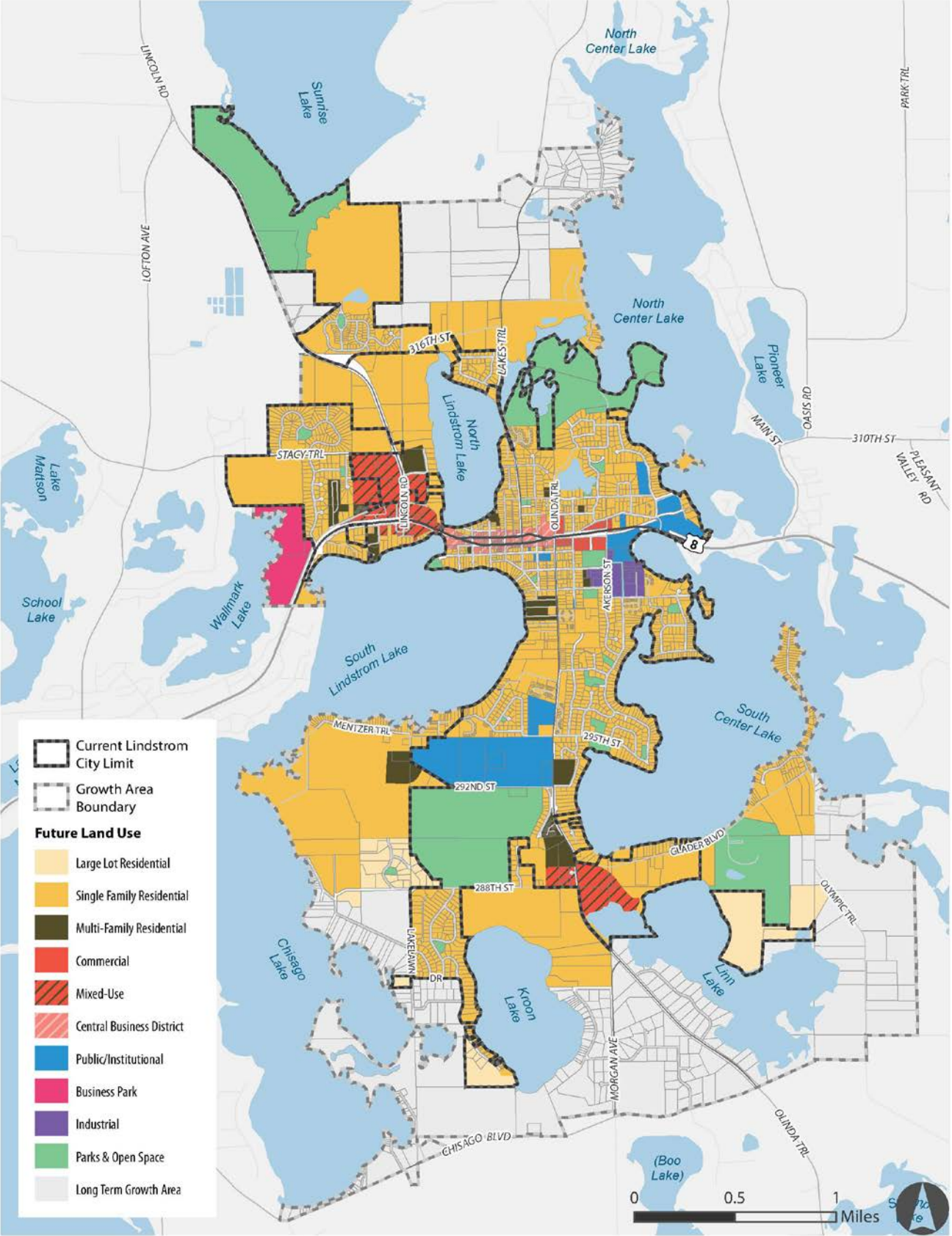


Table 4-1: Future Land Use - Inside Lindström

Land Use	Gross Acres	Percent
Large Lot Residential	84	4.0%
Single-Family Residential	1,188	56.9%
Multi-Family Residential	59	2.8%
Commercial	13	0.6%
Mixed-Use	79	3.8%
Central Business District	24	1.1%
Public/Institutional	158	7.6%
Industrial	24	1.1%
Parks & Open Space	458	21.9%
Total	2,087	100.0%

Table 4-2: Future Land Use - Outside Lindström, within 2040 Growth Area

Land Use	Gross Acres	Percent
Large Lot Residential	71	6.2%
Single-Family Residential	863	75.3%
Multi-Family Residential	23	2.0%
Commercial	-	0.0%
Mixed-Use	34	3.0%
Central Business District	-	0.0%
Public/Institutional	-	0.0%
Industrial	-	0.0%
Business Park	51	4.5%
Parks & Open Space	104	9.1%
Total	1,146	100.0%

Central Business District is focused on continuing the mix of uses historically found in the Downtown Lindström core. Land uses include retail, services, entertainment, civic, institutional, offices and housing. Uses may be mixed within a lot or a single building. When mixed within a building, retail, service and civic uses should be focused on the ground floor, while housing and offices should be focused on the upper floors. Residential densities in the

Central Business District are intended to range from 6 to 30 units per acre.

Business Park land uses include lower intensity uses like offices, showrooms, research and development, professional offices, and light industrial which do not involve outdoor storage or significant semi-truck traffic. Retail sales and service, warehousing, and manufacturing only occur on a limited scale.

Industrial land uses include manufacturing, assembly, processing, warehousing, laboratory, distribution, and related office. Outdoor storage is allowed.

Public Institutional identifies where public and institutional uses are currently located. This category includes municipal or county facilities, religious institutions, schools, and other non-profit organizations.

Park and Open Space includes active and passive recreation areas such as parks and natural areas.

The 2040 Future Land Use Map identifies areas within and outside of the current City boundaries. Areas identified were selected because of the potential efficiencies in extending municipal services to those locations. The City intends to explore annexation of these properties so as to ensure development through 2040 does not prevent efficient extension of urban services.

The 2040 Land Use Plan Map also shows an area for future growth beyond 2040. These areas were explored as part of the Comprehensive Planning process, but were determined to not be needed before 2040 based on current projections. The City is showing these areas as there is a desire to work with Chisago Lakes Township and Chisago County to ensure future growth in these areas is done so as to not impede efficient growth of Lindström in the future. To allow for the future

Conservation Design/ Cluster Development

The City of Lindstrom seeks to use conservation design/cluster development in new developments, particularly those in future growth areas where urban services may not yet be available. Traditionally, these rural estate developments have large lots that consume significant tracts of farmland. In addition, wildlife habitat and natural areas are lost because they become too small as they are chopped up between individual lots and are not protected from individual landowner development. Given the spacing between the lots, future utility infrastructure, such as sewer services, requires significant investment.

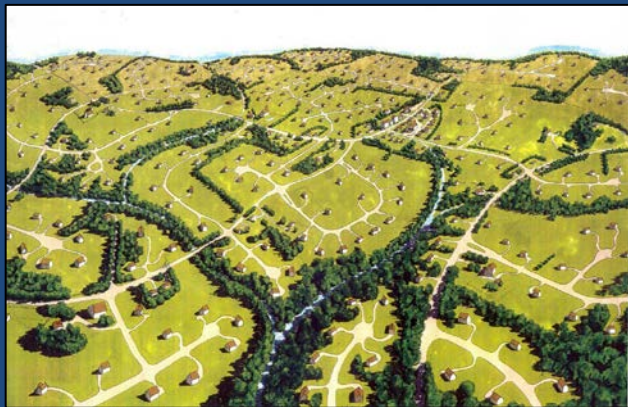
In an effort to better protect natural areas and increase efficiencies, the development community has begun to use conservation subdivision techniques. Conservation subdivision, also called cluster development, seeks to cluster development areas to retain and protect open spaces such as farmland and natural areas.

The process of creating a conservation subdivision begins with identifying the natural features on the site, including waterways, forest, prairie, and topography. It may also include farmland. These areas are then linked with green strips to create a connected open space system. With the areas to protect identified, the process of locating streets, utilities, and home sites can begin.

The use of conservation design should be strongly encouraged in those areas that are outside the City boundary in the future growth area. Conservation design could also be used in to create unique subdivisions, to create the greenway system, or to protect natural features.



Undeveloped Farmland



Typical Subdivision



Conservation Subdivision/
Cluster Development

extension of municipal services to this area, it is important that ghost platting and conservation design techniques be used to allow future subdivision when urban land use patterns are desired.

Development Character

Lindström takes pride in its quality of life and its neighborhoods are a key contributor. The community is committed to expanding and maintaining a diverse range of housing to meet the needs of a wide range of residents of various ages and socioeconomic situations. Residential neighborhoods, whether older or newer, should support a mix of housing types from single family to multi-family to ensure a balance of housing options throughout the community. To support development of the city's neighborhoods, it is important to focus on ensuring future design maintains the character residents' desire. In many communities, older neighborhoods show how through quality design, density can be dispersed throughout with duplexes, fourplexes, and small apartments located alongside single-family homes. This diversity is something Lindström should strive for in creating strong, vibrant neighborhoods.

A neighborhood's design will more likely influence its perception of attractiveness and livability rather than its individual uses. It is therefore important that new neighborhoods, as well as infill and redevelopment in established neighborhoods, have the design characteristics that address the community's design values. The Comprehensive Plan identifies a series of design recommendations in the areas of land use, transportation, open space, and stormwater management. These recommendations were initially identified in a Growth Area Plan completed for both North and South Lindström that served as a foundation for the identification of land use in the Comprehensive Plan.

Guiding Principles for Community Growth

- Guide community growth in an orderly and sequential way to maximize infrastructure investments but respect agricultural activity beyond the growth area.
- Think of community growth as building new neighborhoods rather than new subdivisions.
- Preserve and protect significant natural landscape features including wetlands, lakes, ponds, and woodlands.
- Plan for a connected roadway network that links neighborhoods and provides safe and convenient access to and from area destinations.
- Plan for a mix of land uses to support community needs, including places to live, work, shop, and recreate.
- Plan for a variety of housing choices to address current and future housing needs.
- Provide a connected park and open space system and trail network (including a regional water trail).
- Provide a range of parks and open spaces, including tot lots, neighborhood parks, and natural areas.
- Create walkable neighborhoods through the use of smaller block patterns, sidewalks and trail networks.

Land Use Recommendations

- Provide a variety of housing types, including mixed income and affordable housing, within neighborhoods. Life cycle housing choices allow residents to stay in Lindström as their needs change).
- Create walkable neighborhoods
 - Encourage the development of smaller block patterns and continuous sidewalks
 - Promote compact development
 - Buildings and their primary pedestrian entries should face the street
 - Limit driveway curb cuts wherever possible
- Explore cluster developments to preserve sensitive environmental areas
- Create walkable mixed-use and commercial nodes adjacent to neighborhoods at major transportation nodes that complement but do not compete with downtown.
 - Include multi-family housing to provide households within walking distance of businesses.
 - Mix may be on the same site or within the same building.
 - Support higher densities near major roads and transition to lower densities near neighborhoods
 - Design these areas to be walkable environments
- Seek out creative reuse opportunities for farmsteads and historic farm structures by identifying farmsteads and historic farm structures which possess a potential to be utilized for a variety of purposes in the future. These structures speak to the history of the landscape and are icons in the rural agrarian setting.
- As the population of Lindström grows, there will be a need for additional public facilities (schools, parks, etc.). Where appropriate, facilities should be located so they are walkable to neighborhoods.



Cluster Development



Mixed-Use Commercial Node



Reuse of Historic Farmstead for Development

Multi-Family Residential Design

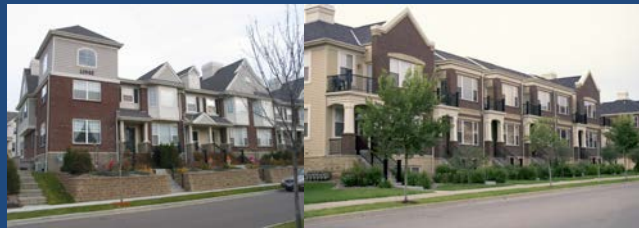
Multi-family residences offer opportunities for affordable rental and home ownership, as well as options for stages of life when building and site maintenance are not desired. Its design, however can be a challenge. Poor design leads to a disconnect between residents and the broader community, as well as a negative perception of multi-family housing. In contrast, appropriate context sensitive design can reduce the perceived density, provide open space, increase safety, and strengthen connections between residents and their neighbors.

Siting Principles:

- Place on an arterial, parkway, collector street
- Locate adjacent to a park, off-street trail, or natural corridor
- Consider locations that transition non-residential uses such as churches, schools, retail, employment or mixed use

Design Principles

- Encourage a mixture of types and styles in order to provide a variety of choices and minimize how dense the building seems. This might include single-family attached homes with individual entrances, duplexes, triplexes, fourplexes, or smaller scale apartment buildings.
- Arrange the density on the site giving consideration to the surroundings, such as using attached housing with individual entrances as a transition to single-family neighborhoods.
- Design buildings such that the height is stepped up as it moves away from the local residential street and adjacent, lower density residences.
- Buildings should be residential in character with articulation, individual entrances, gables, porches, patios, etc.
- Building entrances, patios, porches, decks, and windows should be oriented towards the street so as to provide eyes on the street for safety and to strengthen connections with neighbors.
- Place parking areas to the rear with landscape and fencing buffers to minimize impact. A shared driveway or alley should minimize traffic impacts on local streets.
- Enclosed parking should be clustered and designed to minimize long expanses of unbroken wall area.



Multi-family residential should include features such as individual entrances, porches, and gables



Taller Buildings should be stepped back in height with lowest toward the street or adjacent single-family homes



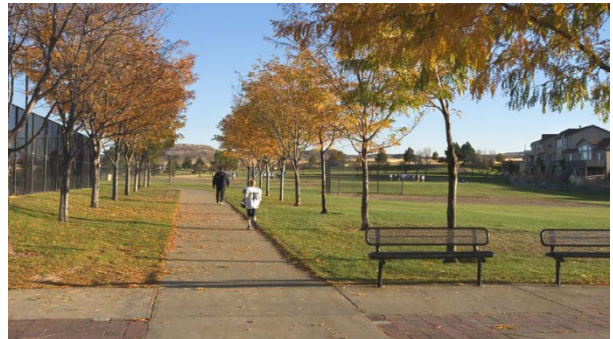
Manor homes are an example of how density can be incorporated into single-family neighborhoods while still retaining the single-family character

Open Space & Stormwater Management Recommendations

The importance of nature in the built environment cannot be overstated. Just look at Central Park in New York City or the Grand Rounds in Minneapolis. While the integration of nature into our communities has not always been highly recognized at the development stage, its absence is keenly felt once residents are living in their neighborhoods. Lindström has an extensive network of lakes, wetlands, woods, and other environmentally sensitive areas that provide a beautiful setting and a foundation for a greenway network. Open space & stormwater management recommendations include:

- Create a network of greenway corridors as the framework for new neighborhoods. The preservation of forested areas, wetlands, and natural drainageways through the use of greenways creates a resource network for recreational enjoyment and environmental sustainability. Greenways serve a host of community functions including wildlife habitat, trail corridors and stormwater treatment.
- Organize new neighborhoods around green space and parks. Small neighborhood or central greens provide neighborhood identity and provide a public focus on open space.
- Orient development toward, not backing up to parks, open space corridors and preserves. This “front porch” approach allows for a neighborhood and community focus to parks and open space further strengthening the recreational amenities within the community.
- Create a system of pedestrian and bicycle-friendly trail corridors. Trails should be developed to include not only the trail itself but also amenities that will enhance the experience of trails such as pedestrian lighting, landscaping, wildlife habitat, benches or picnic tables, scenic overlooks and drinking fountains

- Design greenways to capture, infiltrate, and move stormwater
- Identify locations within greenways to store stormwater runoff in ponds
- Use provisions of Minimum Impact Design Standards (MIDS) ordinance for stormwater design in an effort to keep raindrops where they fall, minimize stormwater runoff and pollution, and preserve natural resources.



Development Organized Around Central Green



Pedestrian & Bicycle Friendly Trail Corridor



Bioswale Along Roadway

Transportation Recommendations

- Create a hierarchy of streets
 - Including arterials, collectors, parkways, and local streets
 - Space collectors to distribute traffic and minimize congestion.
 - Echo the street patterns of original Lindström with smaller blocks and a grid pattern.
 - Consider use of looped or curvilinear streets when continuation of the grid pattern is not desired or feasible.
 - Design network as an interconnected pattern that responds to topography and natural features
 - Minimize the use of cul-de-sacs as they decrease walkability and concentrate traffic on a few streets and intersections. When cul-de-sacs must be used due to topography or other site limitations, use trails to allow non-motorized movement from one cul-de-sac to the next.
 - Minimize neighborhood design that results in local streets being used as the primary entrance into future neighborhoods.
- Support active living through the development of sidewalks or trails on at least one side of every local, through street and both sides of every collector or arterial street.
- Develop a trail network as both a recreational and transportation choice
 - Locate adjacent to natural amenities whenever possible
 - Link neighborhoods with trails even when streets do not connect
 - Consider grade-separated trail crossings to avoid conflicts with vehicular traffic
- Provide streetscape design standards
 - Consider a “complete streets” policy
 - Promote pedestrian and bike-friendly streets
 - Include street trees and sidewalks
 - Pedestrian-scaled lighting



Rather than a series of cul-de-sacs as shown in the picture on the left, use curved streets or loops to disperse traffic and create a pedestrian friendly neighborhood.



Trail Adjacent to Roadway



Link neighborhoods and create an amenity by placing trails along natural amenities and corridors

Transportation

Transportation networks must provide safe and efficient access to residential neighborhoods, commercial districts, employment areas, institutions, and civic areas. A network of transportation corridors that are designed to handle varying traffic demands is an important part of the Comprehensive Plan.

Future Roadway System

Transportation networks are designed using a hierarchy of streets that collect and distribute traffic efficiently and safely. As described on page 12 of Chapter 2, streets are placed into functional classification categories based on their primary role. The design of roads (including their number of lanes, lane width, intersection design, traffic control, landscaping treatment, and driveway access) are driven by what role the street serves in the overall system.

The City currently has a functional classification system that includes principal arterial – other, major collector, minor collector, and local streets. As growth occurs, it is anticipated that existing roads will be elevated in functional classification as their role in the system changes and new roads will be categorized based on their intended function in the system. Figure 4-3 shows the proposed future functional classification additions and changes. As part of the Growth Area Planning for North and South Lindström, a series of roadways sections were developed to provide a framework for future street improvements.

Complete Streets

Complete Streets is a design approach to make streets safe and efficient for all modes of transportation, including cars, trucks, pedestrians, and bicyclists. Historical engineering practices have emphasized the importance of the automobile, often at the expense of other uses. *Complete Streets* seek to maintain the functionality for cars and trucks, but provide a safer, more enjoyable experience for pedestrians and bicyclists.

Complete Streets come in many types from rural roadways sections to Downtown Main Streets. A rural road may only need a wider shoulder and some paint to make walking and bicycling safe, while an urban street may need wider sidewalks, separated bike lanes, and curb cuts for wheelchair access. The context and demands placed on the road will shape the appearance and design of a complete street, but they must function for all users. (See www.smartgrowthamerica.org/complete-streets for more information)

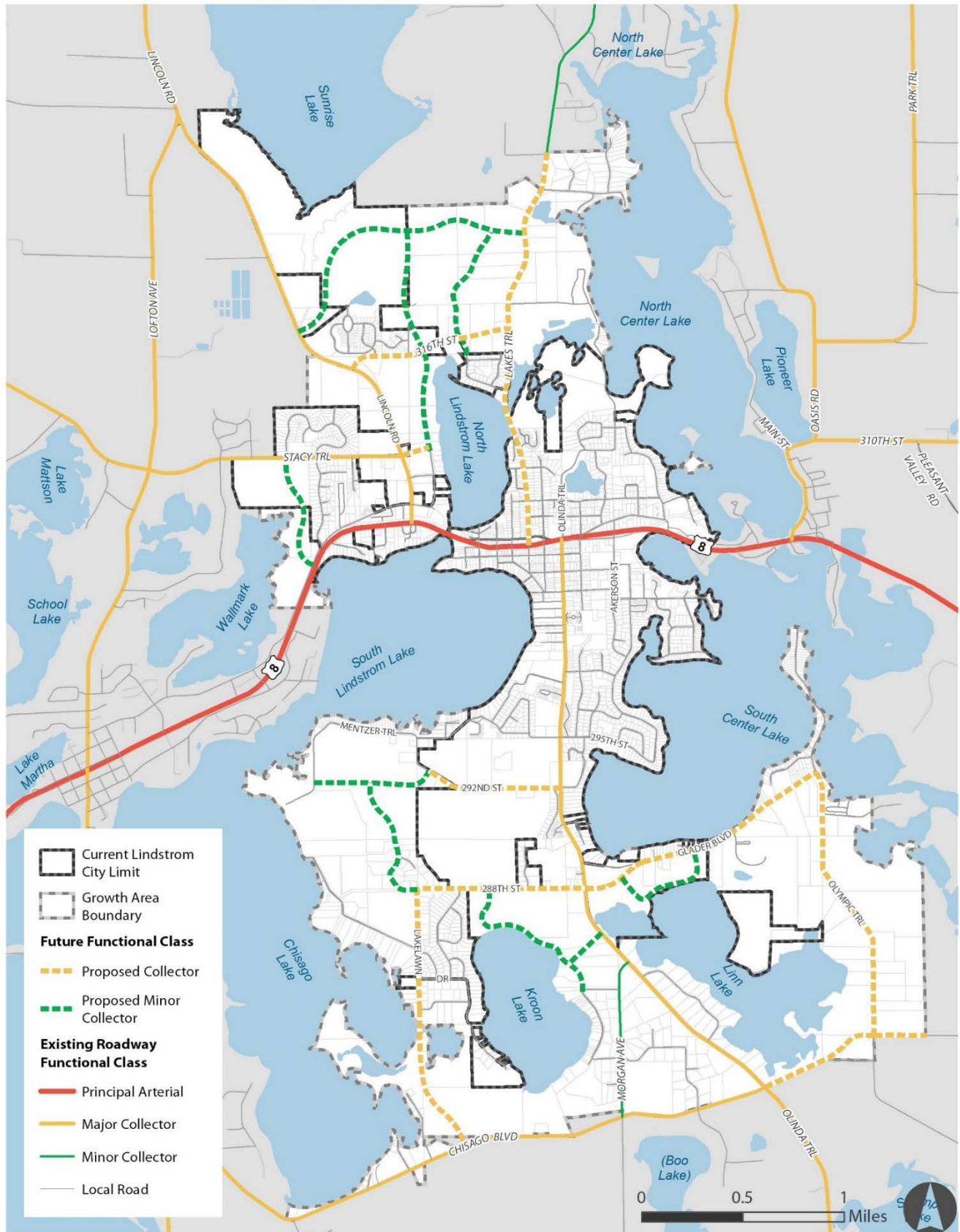


Downtown example



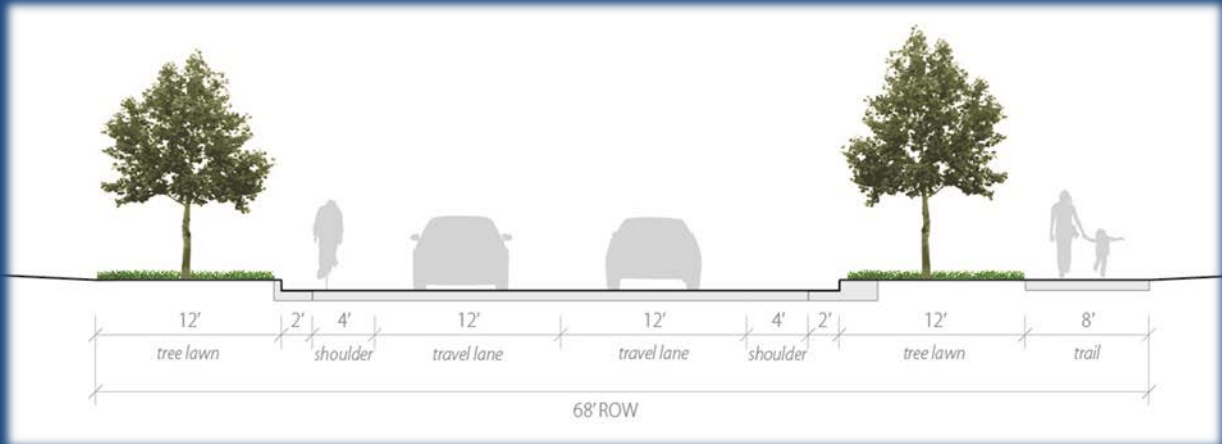
Rural example

Figure 4-3: 2040 Future Roadway Classification



Roadway Sections

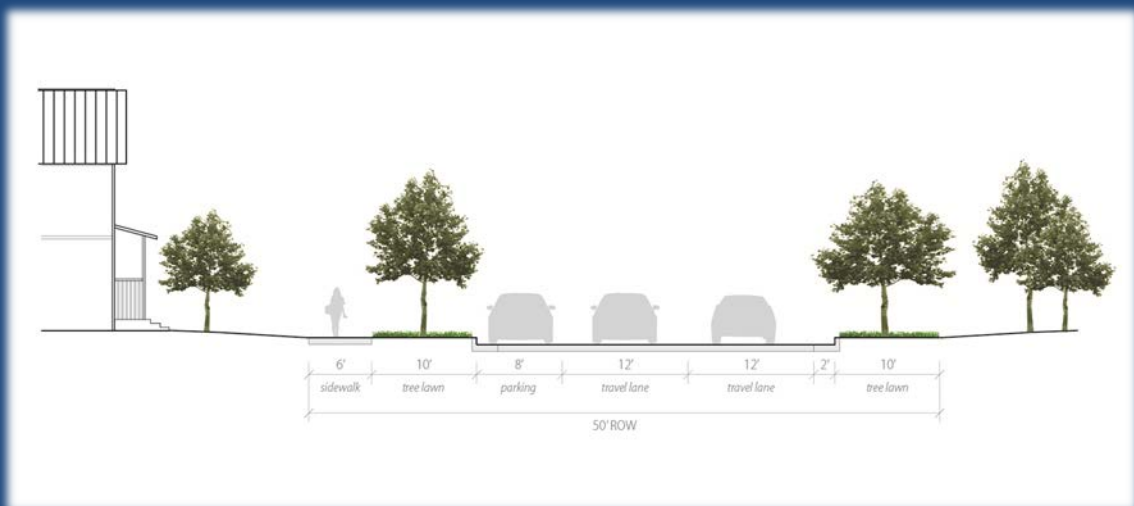
Collector with Curb and Bike Lane



Parkway

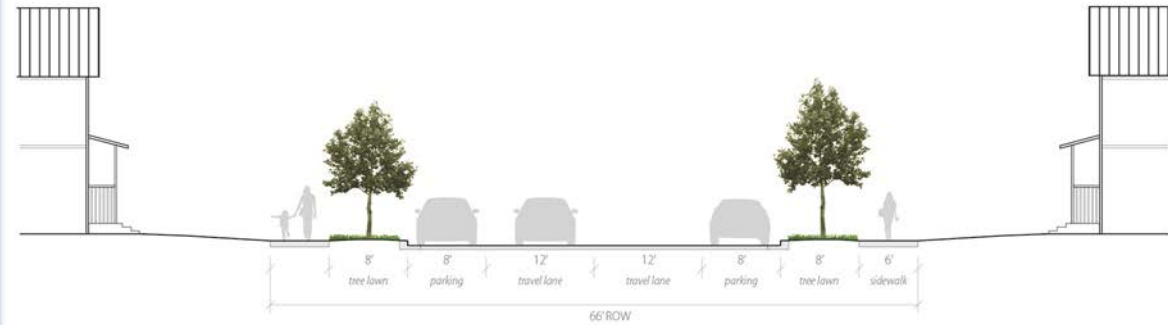


Single Loaded Parkway

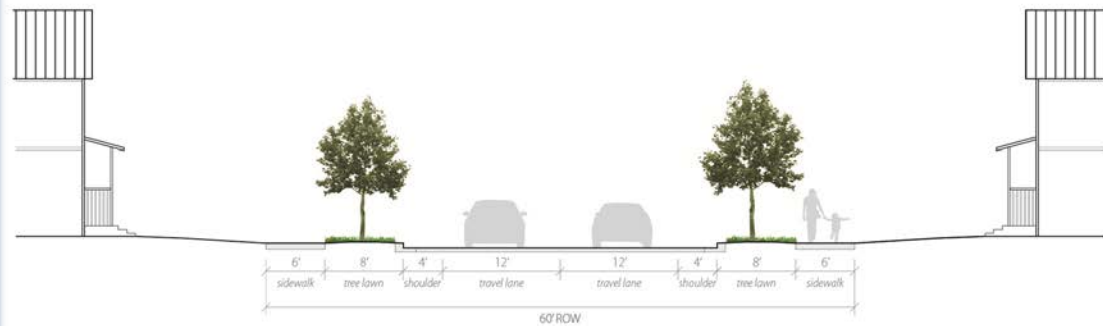


Roadway Sections

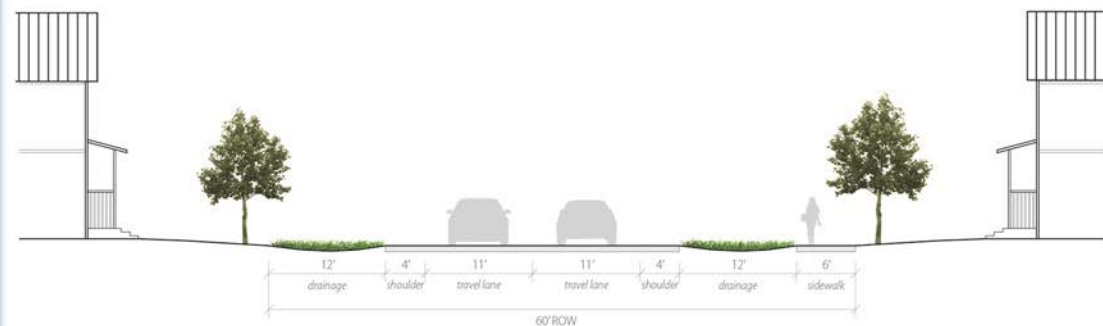
Local Residential with Curb and On-Street Parking



Local Residential without On-Street Parking



Rural Local Residential



Parks, Trails, and Open Space

With lakes and natural resources identified as one of the most important aspects of the City for residents, parks are a significant contributor to the quality of life in Lindström. They encourage active and healthy living, community and family connections, and a greater appreciation of the natural environment. Parks can define the identity of a neighborhood or community and increase property values. Environmental features and open space shape the perceptions of visitors and allow residents to experience nature.

Parks

The City has approximately 20 acres of City-owned Community and Neighborhood parks, as well as 243 acres of natural areas, open spaces, and Wilderness Park. The school district provides an additional 80+ acres of athletic fields and open space that is available for community use. In addition, the County provides 78 acres of ball fields and wilderness immediately adjacent to the community. Total parks and open space in the City of Lindström provided by the City, County, and School District is approximately 395 acres.

Rather than a specific number of acres of parkland per person, current recommendations are that all residents should be a short walk or bike ride (approximately ½ mile) without crossing a major barrier from neighborhood park features like a playground, open field, or small, informal gathering areas. The analysis of neighborhood park distribution shown in Figure 4-4 found that most residents are within a reasonable distance from these types of features. Some of the areas shown as outside of a neighborhood park service area are served by facilities provided by the Chisago Lakes Schools or Chisago County.

As shown in Figure 4-5, the City should continue to add neighborhood parks as growth and development occurs. Parks should be sited approximately 1 mile apart to provide

connectivity while reducing service area overlap. Trails, and where possible, linear natural corridors, should connect parks to create a park and recreation system that can be an amenity for attracting and retaining residents.

A review of the City's system finds that most neighborhood parks are relatively small, only an acre or two in size. Moving forward, it is recommended that future development should aim to encompass parks that are larger, in the range of 3 to 5 acres in size. Development of these parks should take into consideration the location of park facilities throughout the existing system in an effort to distribute active park facilities throughout the community.

The City currently has two community parks, Beach Park and Lions Park. As shown in Figure 4-4, these parks serve the majority of residents within a short drive. As the community expands to the north and south, the City should explore the addition of a community park in each area to provide for community gathering.

On the south side of Lindström, the 98-acre Ki-Chi-Saga County Park has athletic facilities, community gathering space, and a historic structure. The center piece of the park is the Karl Oskar House, an important component of the Swedish history of the Lindström community. The 19th century Swedish Immigrant House was recently restored by the Chisago County Historical Society, and represents the home of the fictional figure Karl Oskar.

In addition to this landmark, Ki-Chi-Saga County Park provides two reservable picnic shelters, eight soccer fields, four softball fields, and carry-in lake access. The park is also the location of programming and events throughout the year. While the park is a valuable asset to City residents, the park's broad service area and use by regional associations supports it being a County facility. The City will continue to collaborate with the County on access, public services, and public safety. Annexation of the park into the City will be sought as the primary

Figure 4-4: Neighborhood Park Service Area

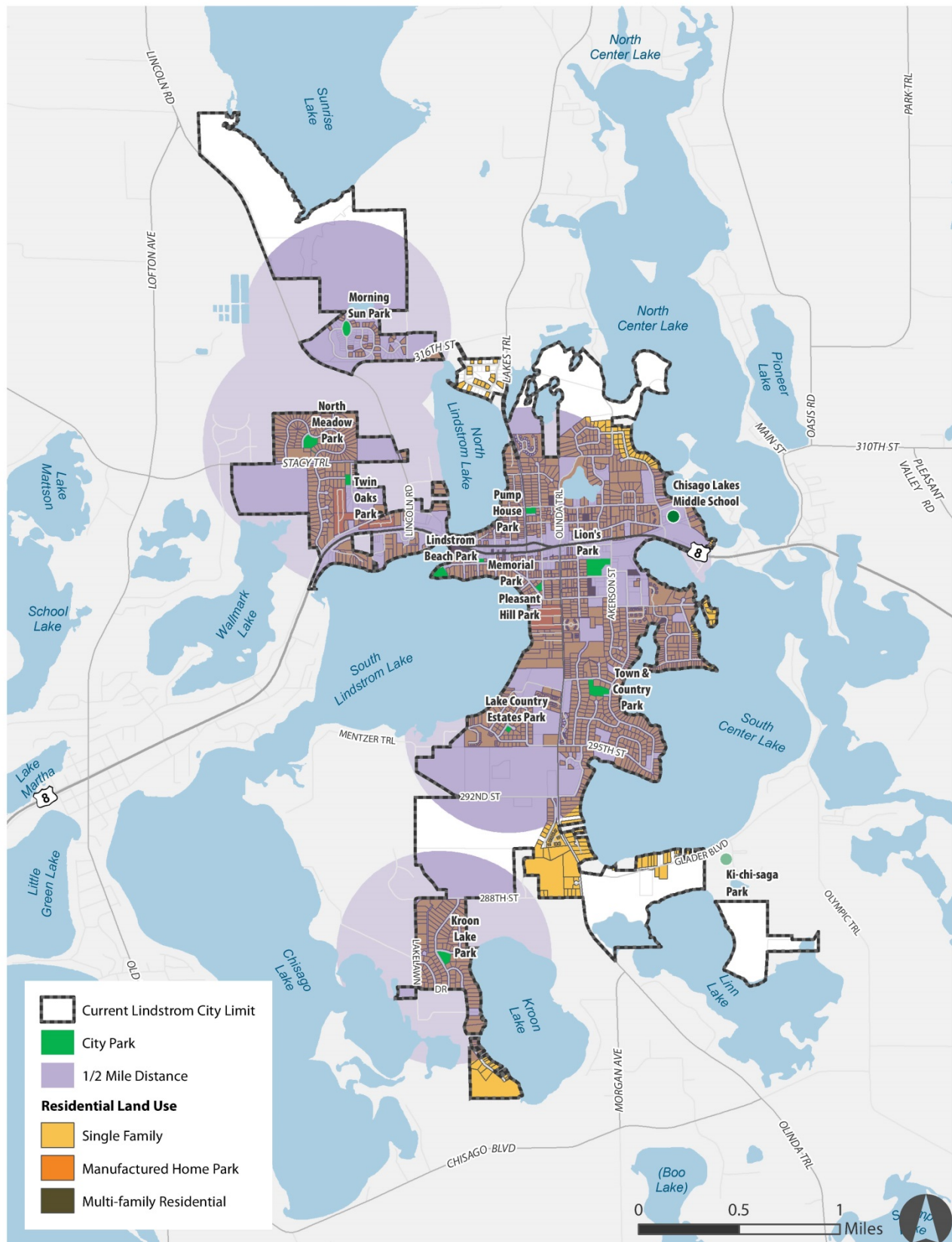
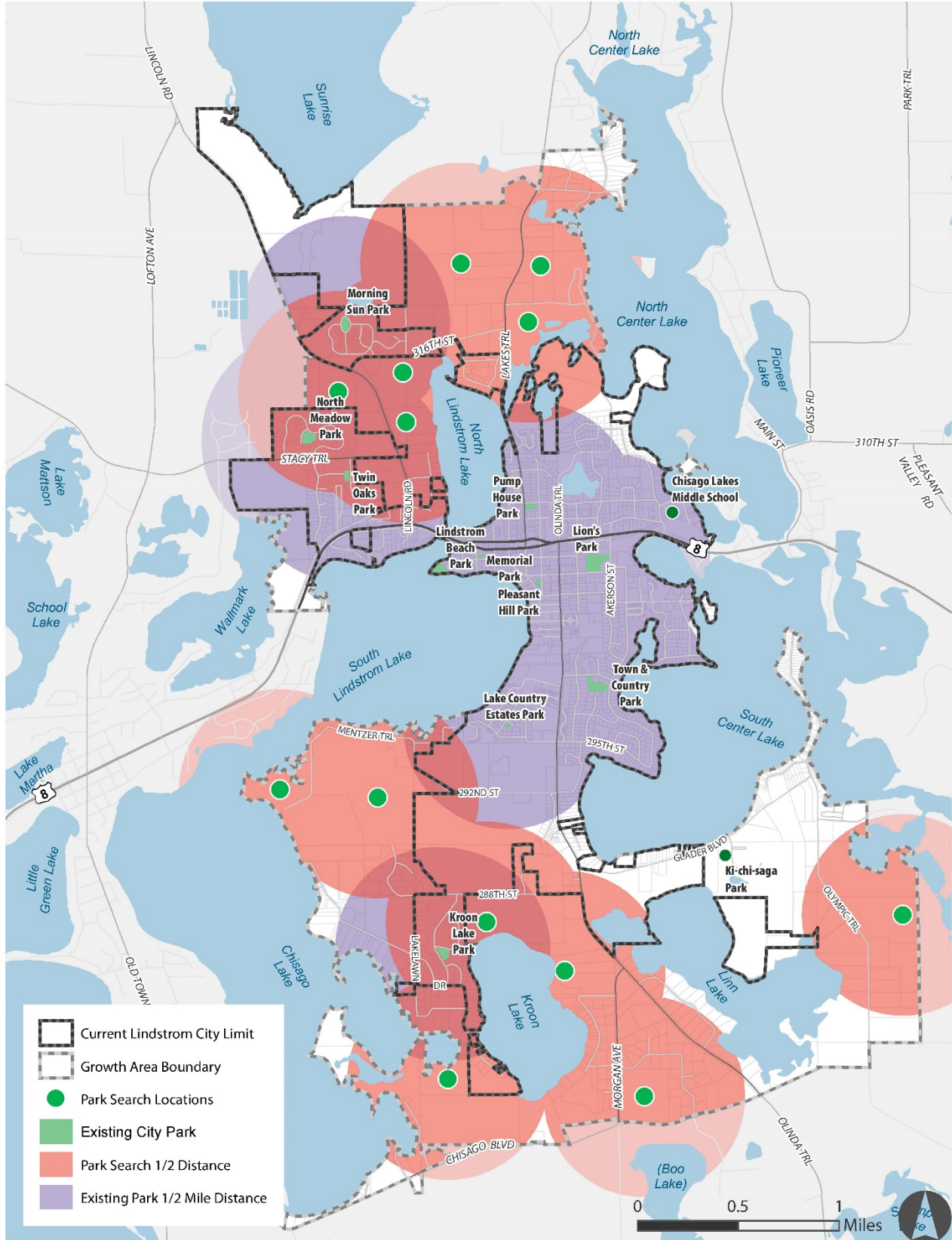


Figure 4-5: Future Neighborhood Park Service Area



park entrance is being provided by a City roadway.

Trails & Sidewalks

Two major trails currently exist in Lindström: Olinda Trail (1 mile) and Swedish Immigrant Trail (2.5 miles). The City hopes to expand this network moving forward by extending Olinda Trail to the City's southern border and north along CSAH 20 to the north border and extending the Swedish Immigrant Trail to the Library. As Olinda Trail is along a County Road, the City will collaborate with Chisago County as roadway improvements are expected in 2020.

In addition to the expansion of existing trails, the City has identified several streets as having particularly unsafe conditions for the amount of pedestrians and bicyclists that currently use them. These include Glader Boulevard, 288th Street, and 316th Street as the roads are narrow with bad sight lines and no trail/sidewalk. The City has identified 288th St. as a particularly unsafe route for pedestrian and bike traffic and successfully secured federal grant monies to construct a paved trail extending from CSAH 25 east to the Lakeside Woodlands development. Construction for the new trail is scheduled to begin in 2018 and is anticipated to be connected to a future extension of the CSAH 25 trail.

As part of future neighborhood development, the City also intends to expand its trail and sidewalk network to ensure connectivity to its parks. The proposed greenway system described in the Development Character section would be a good location for such connections to be established.

With the expressed importance of creating connections and access to the area's lakes, the Chisago Lakes Water Trail is an important amenity for both recreation and tourism. This trail spans 13 miles and 10 individual lakes between Center City, Chisago City, Chisago Lakes Township, and Lindström. The route

(Figure 4-7) utilizes small channels and/or short portages to connect the lakes, and acts as a year-round resource by supporting canoeing, kayaking, and paddle boarding during the summer and snow shoeing, snowmobiling, and cross country skiing during the winter. The trail system was a finalist in the America's Best Communities competition, and should be capitalized on as a destination for recreation enthusiasts both near and far.

As the community expands, consideration should be given for additional lake access points and for public rights-of-way that can provide pedestrian access to the lakes for those who do not live directly adjacent to one. These right-of-ways will range from paved trails to mowed paths depending on the surrounding neighborhood and the path's intended users.



Water Trail

Figure 4-6: Trail and Sidewalk Network

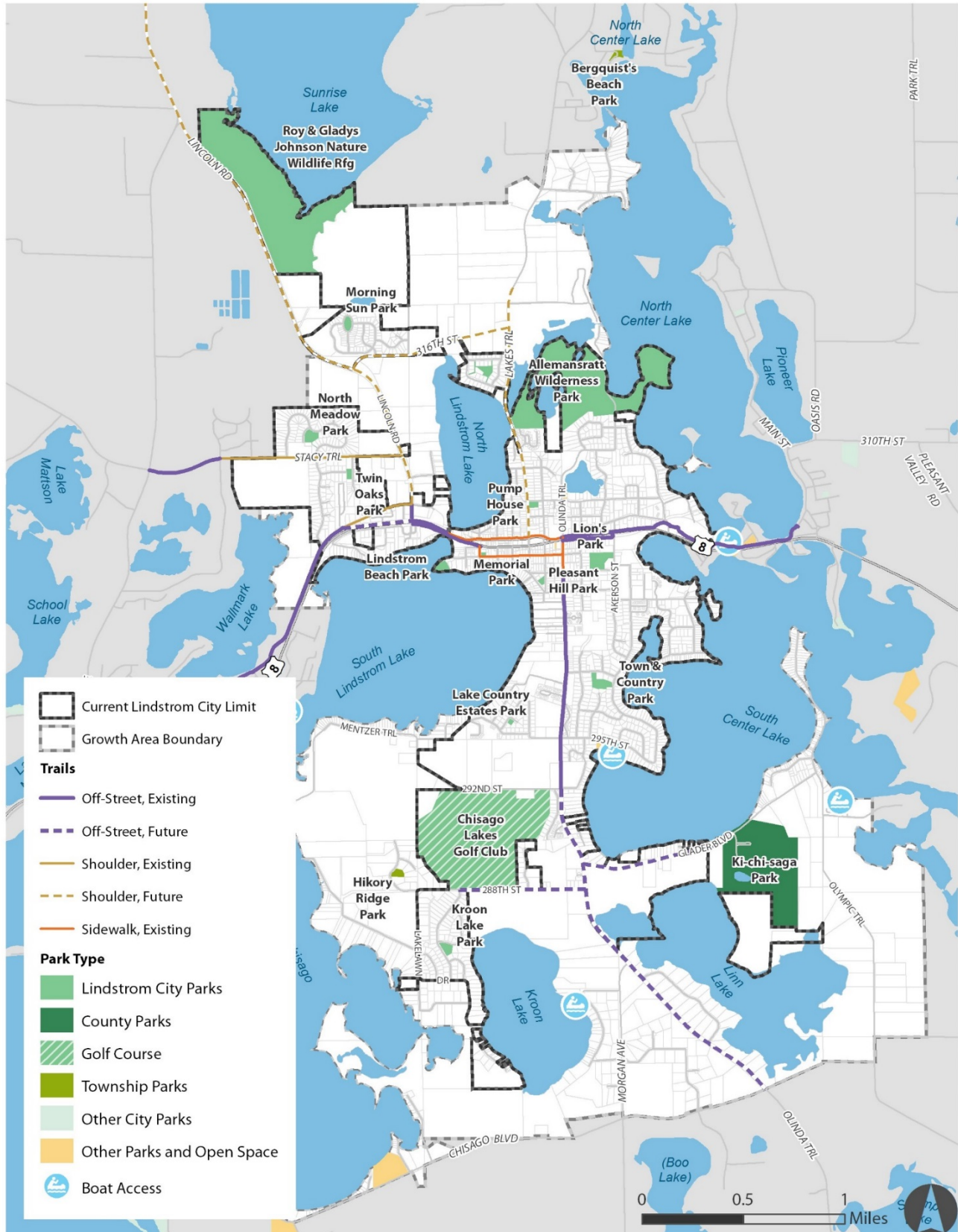
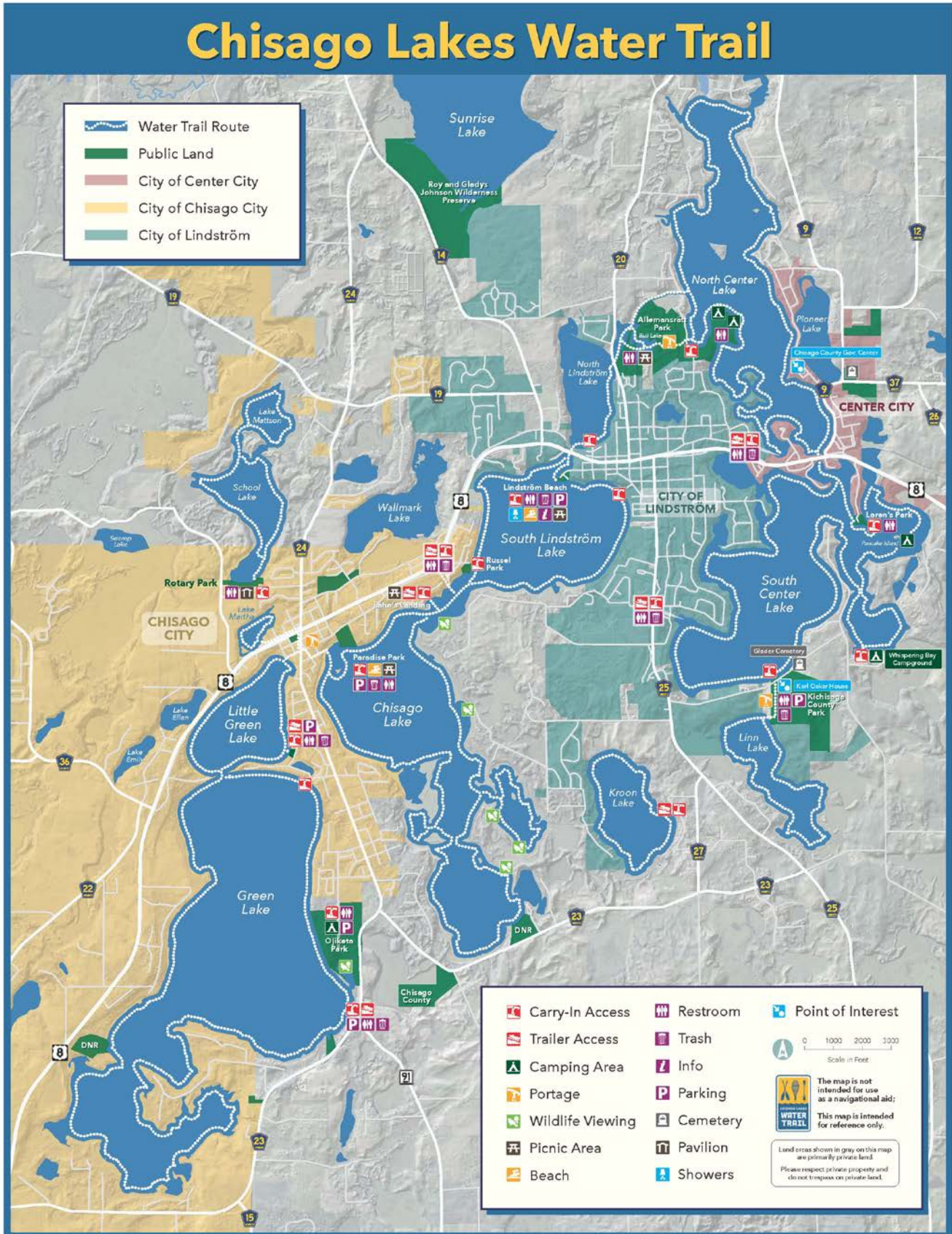


Figure 4-7: Chisago Lakes Water Trail



Community Facilities

Infrastructure is a key element provided by cities to improve the safety, health, functioning, and quality of life for residents and businesses. These systems work best as interconnected networks, and because of this, the City (and, in some cases, other public agencies or private companies) provides many of these services at a community-wide scale.

Moving forward, infrastructure will need to be expanded to accommodate new growth areas, while ensuring that existing infrastructure systems are maintained. Future investments in infrastructure must consider the impacts to the community's long term health and financial stability.

The City is currently developing an Asset Management System utilizing a GIS interface. The process includes collecting critical infrastructure data points like manholes, hydrants, gate valves and curb stops for all utilities throughout the City. The inventory will be used to analyze the service capacity and expansion potential of existing facilities. It is anticipated that the inventory process will be completed in late 2017/early 2018 and analysis will be conducted in 2018. Amendments to the Comprehensive Plan to capture recommendations from the analysis are anticipated in 2018.

Potable Water

Water is a necessity in many ways. A well-functioning, safe water system is crucial to the City's ability to support residents and businesses. In addition, ensuring adequate water for fire protection is a public safety need.

As shown in Figure 4-8, the water system in Lindström consists of two active wells, one water tower, and miles of distribution pipes. The City provides water service to approximately 2,000 customers. While growth within the current City boundary is able to be met with existing facilities, service area analysis from the Asset Management System project is needed to

identify expansions needed to accommodate growth.

Sanitary Sewer

The sanitary sewer system is one of the most important infrastructure components for the health of the community. By safely moving and treating waste, the sanitary sewer system keeps residents from being exposed to a long list of diseases.

Currently, sanitary sewage is collected in a series of sewer mains and 20 pumping stations that are discharged to a multi-jurisdictional wastewater treatment plant located northwest of Lindström in Chisago Lakes Township (see Figure 4-9). Similar to potable water, the City anticipates using the Asset Management System inventory to analyze the existing and future service areas.

Generally, the sanitary sewer system can be expanded to serve new development within the City's boundary. System needs to accommodate future growth will be analyzed once the Asset Management System has been developed.

One area where additional development is limited is in South Lindström. The existing sewer in Lakeside Woodlands, a low pressure system, is unable to expand for additional homes. This system has limited Lindström's ability to serve south of Glader Blvd.

Figure 4-8: Water System

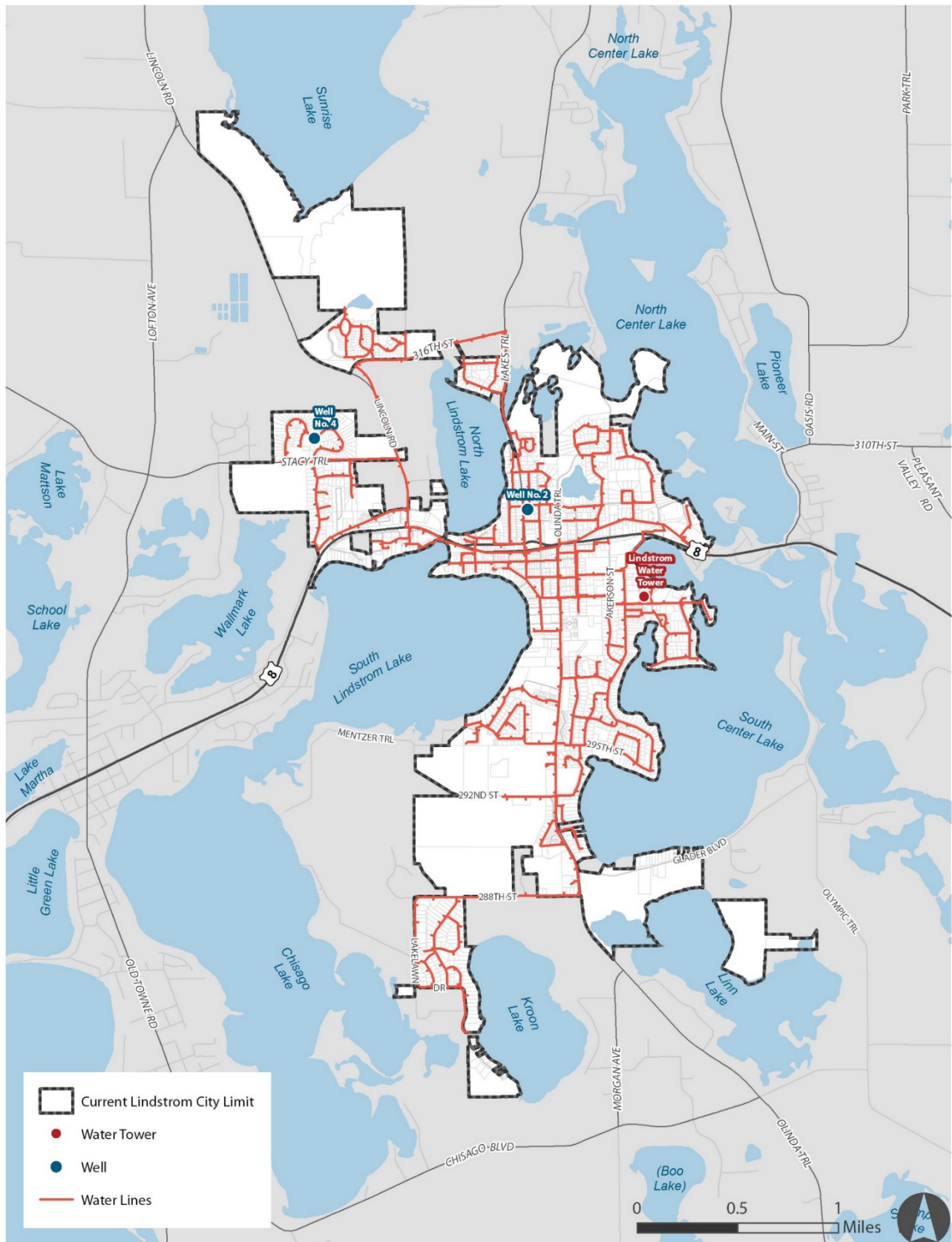
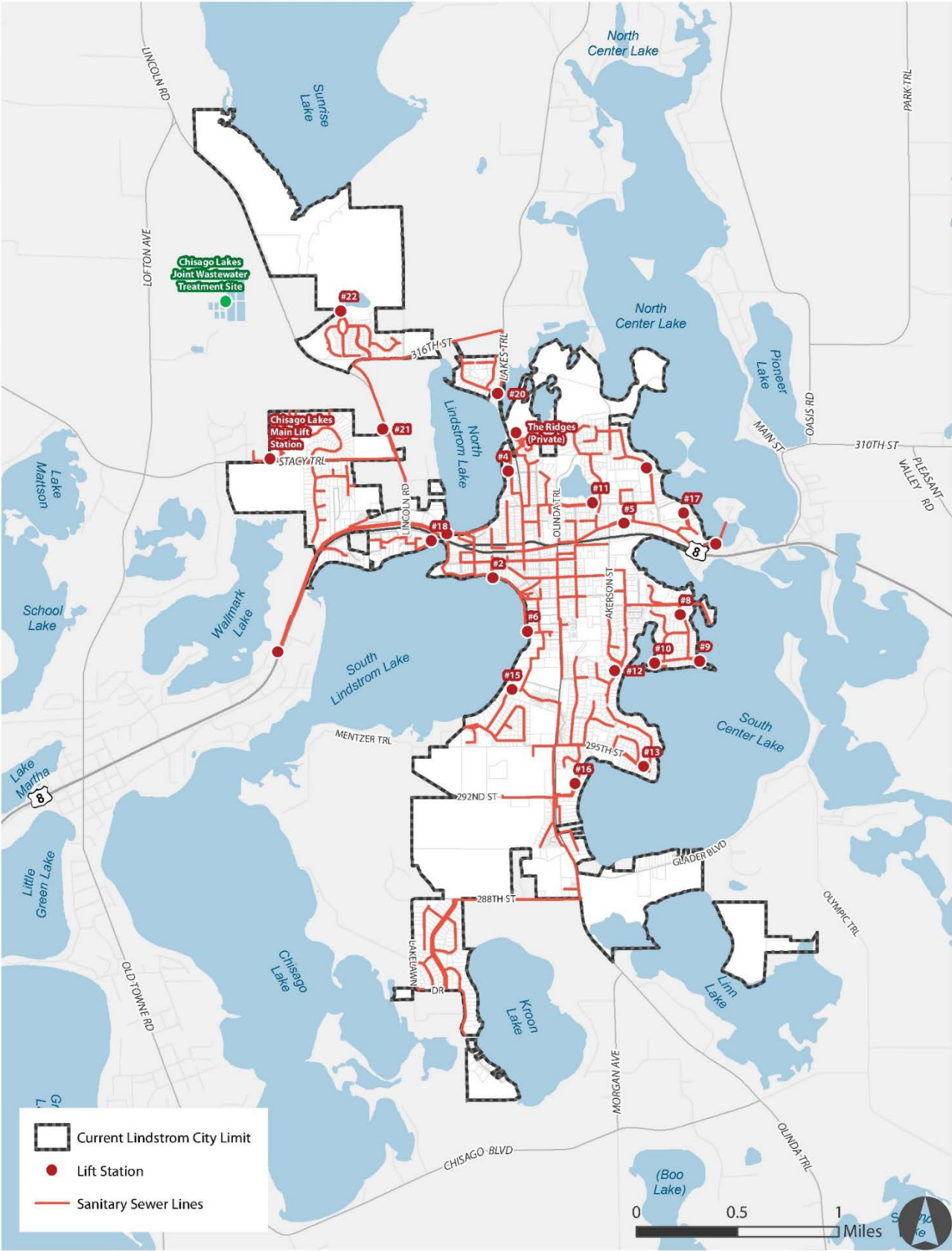


Figure 4-9: Sanitary Sewer System



Stormwater Management

As noted in Chapter 2, the City of Lindström continues to be a recognized environmental leader for its stormwater management. The City developed one of the first Minimum Impact Design Standards (MIDS) in the state and is implementing it in its development review process. As shown in Figure 4-10, the City has storm sewer lines located throughout the City. The storm sewer system is being inventoried as part of the Asset Management process. Once the inventory is completed and analysis can occur, a Surface Water Management Plan will be developed to guide system maintenance and expansion.

Public Facilities

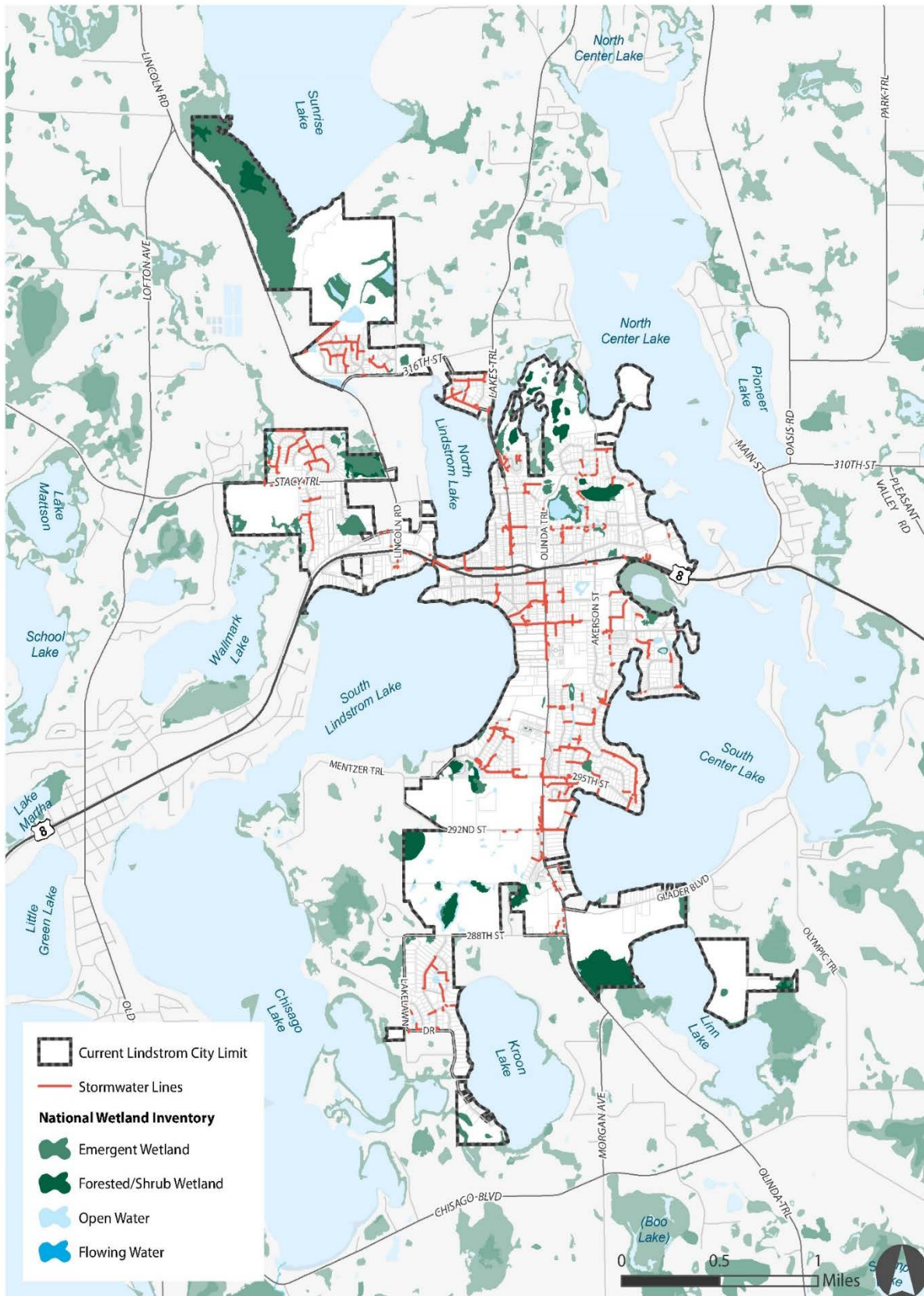
In addition to ensuring sufficient infrastructure for potable water, sanitary sewer, and storm water, the Comprehensive Plan considers the needs of public services like administration, police, and fire. Currently, the Lakes Area Police Department, a joint department with Chisago City, shares facility space with Lindström City Hall. The facility is out of space and poses security issues. The City also has a volunteer fire department that serves the City, Franconia Township, and Chisago Lakes Township. A 2013 joint fire services study identified the fire hall as undersized and out of compliance with modern standards. The study also identified a growing concern in small fire departments for fielding adequate responders to emergency situations. Addressing these needs will be an action item for this Comprehensive Plan.

Asset Management System

The City will be implementing an Asset Management System using a cloud-based GIS interface to include the following:

- Pavement Management:
 - Cataloging of annual survey and rating of all City streets.
 - Determine a maintenance plan and capital improvement plan for streets based on surface rating and other factors (classification, use, age etc.).
 - Track spending and effectiveness of rehabilitation practices.
- Utility Management:
 - Collect critical infrastructure data points including manholes, hydrants, gate valves & curb stops.
 - Data points will be cataloged to store critical information such as utility size, age, composition; utility routing, and intervals for inspections, maintenance and repair.
- Utility Planning:
 - The data collected and compiled in a single location will allow staff to determine the service capacity of the existing facilities and expansion potential of existing facilities.
 - Coupled with the future land use planning, this information will assist in the planning effort to maximize the use of existing facilities.
- System may be expanded in the future to address sidewalks, signage, and cemetery plots.

Figure 4-10: Stormwater System



Chapter 5. Implementation

To ensure the Lindström Comprehensive Plan effectively guides physical change in the community over the next 20 years, action steps were developed that identify how to implement ideas outlined in this plan.

The Plan as a Guide to Decision Making

The plan will be used on a daily basis by the City in the day to day operations of local government. City Staff will reference plan policies and goals to support elected and appointed officials in carrying out their responsibilities in making key decisions relative to public investments, growth, and redevelopment. Requests for land use applications and development projects will be evaluated based on consistency with the plan. After year one, the plan should be most noted by its torn edges, protruding sticky notes and coffee stains, evidence of extensive use of the plan.

Elected and appointed officials will use the plan to justify hard decisions related to land use development, zoning requests, annexation, growth, redevelopment, economic development, and public infrastructure investment.

Lindström's Economic Development Authority, in collaboration with developers, brokers, realtors and investors, will use the plan to help formulate strategies for new development projects or investing in existing development and to help with risk assessment.

Boards, commissions, civic groups, or other community groups will use the plan to help in establishing annual work programs and priorities, working off the plans "to do list."

The Plan as a Marketing Tool

The ideas represented in Lindström's comprehensive plan emphasize a number of strategies that require coordinated efforts by the community to attract, grow, and further develop ideas. As an adopted policy plan the Comprehensive Plan can help solidify the support, commitment, and collaboration needed to mobilize the community. The plan should be referenced, celebrated and promoted to the Lindström community and the region seeking to invest or re-invest in the city. In essence, the plan becomes the document that is provided to prospective businesses, residents or investors or potential grantors/philanthropists.

The Plan as a "To-Do List"

We all have our "to do lists" at home stuck on the fridge or bulletin board. In fact some have many to do lists. The Comprehensive Plan is the City of Lindström's to do list and should be a resource for city departments, boards, and commissions as they establish annual goals and work programs. Successful implementation of the comprehensive plan results in checking off some of the projects on the list. As items get checked off the list, it is an indicator that the plan should be revisited and refreshed.

Policies, Goals, & Action Steps

The policies outlined in [Chapter 3](#) are broad statements that describe the desired characteristics of the community 20 years from now. To support these statements, a series of goals and actions were established. **Goals** describe the general course of action or way in which programs and activities are conducted to achieve each of the established policies. Goals speak to underlying values, context, or principles, and are often place-specific. There is also a range of specific **actions** that support the implementation of a given goal. These actions are the physical initiatives, programs, and practices that address the “who, what, when, where, and how” of reaching the City’s goals and policies.

Policy 1. The City provides police, fire, regulatory, and transportation services that allow Lindström residents, businesses, and visitors to be and feel safe and secure.

Goal 1.1. To maintain a competent, personable Building Inspector.

- Action 1.1.1 Contract with or hire a Building Inspector who is approachable, knowledgeable, and effective at enforcing the City’s Building Codes.*
- Action 1.1.2 Support a proactive approach of code enforcement by the Building Inspector.*
- Action 1.1.3 Provide a working environment and process where the Building Inspector has opportunities to collaborate with other city departments, staff, or consultants on complex building or development issues.*

Goal 1.2. To be proactive about code enforcement with a respectful and sensitive approach

- Action 1.2.1 Implement or maintain a proactive Code Enforcement system to*

inspect the City monthly and enforce the code with discretion and respect.

- Action 1.2.2 Ensure staff enforces the code impartially and judiciously.*

- Action 1.2.3 Implement a record keeping process or database to ensure appropriate follow through on code enforcement violations or issues.*

Goal 1.3. To provide Police Services charged to develop community relations, enforce the law, and prevent and solve crimes

- Action 1.3.1 Monitor the appropriate level of police service for Lindström and the appropriate means to deliver the service.*

- Action 1.3.2 Direct Police to provide youth programs; DARE, ATV training, gun safety, bike rodeo, snowmobile safety, Night to unite.*

- Action 1.3.3 Revisit incentives to encourage officers to live and serve in the service district.*

- Action 1.3.4 Provide 8-10 hours of relevant training per month for Police Officers.*

- Action 1.3.5 Increase community presence through uniformed and auxiliary officers walking and biking through downtown and neighborhoods regularly.*

- Action 1.3.6 Fully fund Police equipment maintenance and replacement schedules.*

- Action 1.3.7 Ensure officers are trained and equipped as first responders.*

- Action 1.3.8 Maintain full services as part of Lindström Police Department*

- Action 1.3.9 Create a Community Notification System.*

- Action 1.3.10 Provide adequate Police facilities.*

- Action 1.3.11 Provide a mechanism or process to include Police staff on development project reviews to contribute to design guidance with an eye towards crime prevention.*

Goal 1.4. To provide a fully staffed volunteer Fire Service that is prepared to respond to emergency situations staffed by personnel who are trained well

Action 1.4.1 Add youth programs for Fire Department to develop future fire fighters.

Action 1.4.2 Continue Fire Open House to educate residents about our services.

Action 1.4.3 Sponsor Fire outreach; commercial fire inspections, private fire inspections, smoke detector inspections, change your smoke detector/smoke detector battery day. Serve our residents with ideas intended to educate on how to keep safe.

Action 1.4.4 Require new recruit training, as well as training monthly for Fire Fighters to meet state minimum requirements.

Action 1.4.5 Maintain a full force of 25 firefighters on average and a full complement of daytime responders.

Action 1.4.6 Fully fund Fire Department equipment maintenance and replacement schedules.

Action 1.4.7 Ensure Fire Hall meets the needs of a modern Fire Department.

Action 1.4.8 Provide a mechanism or process to include Fire Department staff on development project reviews to contribute to design guidance with an eye towards fire prevention or services.

Goal 1.5. To get to know each other

Action 1.5.1 Identify neighborhoods, sponsor neighborhood meetings, and attend neighborhood meetings already organized with staff from Police, Fire, Building Inspection, and City Administration for the purpose of listening to neighborhood concerns and answering questions.

Action 1.5.2 Designate neighborhood contacts, collect email addresses, and do

email blasts to communicate better with each neighborhood.

Action 1.5.3 Encourage residents to attend the Citizen's Academy sponsored by the County Sheriff.

Action 1.5.4 Create a police and fire brochure telling about our department.

Action 1.5.5 Support events that build community and celebrate heritage (Karl Oskar Days, etc.)

Goal 1.6. To provide infrastructure that is safe

Action 1.6.1 Adopt a policy to install sidewalks on all City collectors; 288th, 292nd, 295th, 299th, North Olinda, 3rd, Glader Blvd, and 316th.

Action 1.6.2 Inspect sidewalks annually and repair those with 3/4" variances, rewrite code for City to repair sidewalks not residents.

Action 1.6.3 Monitor traffic patterns and use traffic calming techniques, signals, and crosswalks that are appropriate to the function and volumes of respective streets and neighborhood or Downtown character.

Action 1.6.4 Maintain our public infrastructure in excellent condition.

Action 1.6.5 Monitor our water quality and flush regularly.

Action 1.6.6 Establish snowplowing policy/standards for salt and sanding roadways with special circumstances.

Goal 1.7. Keep politics positive

Action 1.7.1 Encourage elected and appointed officials to attend LMC trainings.

Action 1.7.2 Hold a City Council annual goals and end of year review.

Action 1.7.3 Sponsor a City Council annual work session with all advisory boards.

Action 1.7.4 Pass a code of conduct policy.

Action 1.7.5 Hire and manage staff that are approachable, friendly, and professional.

Policy 2. Lindström is financially healthy where tax payers receive good value

Goal 2.1. Operate using a Financial Management Plan

Action 2.1.1 Keep the financial management plan up to date.

Goal 2.2. Follow equipment and replacement schedules

Action 2.2.1 Keep the equipment and replacement schedules up to date.

Action 2.2.2 When buying or replacing equipment or services, evaluate if the existing equipment or services are necessary, are being delivered at the appropriate level and by the appropriate means.

Goal 2.3. Establish Financial Policies that represent our values

Action 2.3.1 Establish a debt level policy.

Action 2.3.2 Follow the fund balance policy.

Action 2.3.3 Update Rate Analysis every three years.

Goal 2.4. Provide appropriate checks and balances

Action 2.4.1 Conduct independent financial audits on a regular basis.

Goal 2.5. To follow the quote and bid policy to purchase equipment and services

Action 2.5.1 Follow the quote/bid delivery procedure, review criteria and reward process.

Goal 2.6. To seek outside resources to subsidize equipment or services that provide benefit outside of our boundaries

Action 2.6.1 Identify alternate funding sources when considering a project.

Action 2.6.2 Consider consolidation, partnerships and joint powers with local municipalities when purchasing equipment or delivering services.

Goal 2.7. To clearly communicate to tax payers what services the City is providing/investing in

Action 2.7.1 Provide an annual state of the city.

Goal 2.8. To advocate for state policies and regulations that support City needs

Action 2.8.1 Support legislation that increases LGA or provides funding for transportation for cities under 5,000 population

Policy 3. Lindström is livable where residents feel at home

Goal 3.1. Develop a diverse and high quality housing stock that meets the needs of residents at all stages of life and various income levels

- Action 3.1.1 *Adopt a housing code/rental licensing program.*
- Action 3.1.2 *Explore opportunities to support development of senior housing options.*
- Action 3.1.3 *Adopt a property maintenance code.*
- Action 3.1.4 *Explore grant/funding programs to support residential rehabilitation and upkeep.*
- Action 3.1.5 *Conduct a detailed analysis of housing conditions and valuations using County Assessor's data.*
- Action 3.1.6 *Conduct a windshield survey on a regular basis to evaluate housing stock conditions.*
- Action 3.1.7 *Revise zoning and subdivision regulations as needed to support modern housing practices and encourage a mix of housing types and prices in new subdivision developments (possible changes include revisions to minimum lot sizes, parking requirements, minimum floor areas, street design, stormwater management techniques, accessory dwelling units, live/work units, and provisions for home occupations).*
- Action 3.1.8 *Promote the use of conservation design techniques in new residential neighborhoods to create greenways and preserve natural landscapes.*

Goal 3.2. Provide a safe, connected, and efficient community street network to accommodate existing and projected traffic needs

- Action 3.2.1 *Investigate and evaluate appropriate "traffic calming" techniques for streets within or adjacent to residential neighborhoods that are*

impacted by traffic congestion, excessive traffic volumes for a residential neighborhoods, excessive traffic speeds, or cut-through traffic

Goal 3.3. Support local community events – reinforce neighborhoods

- Action 3.3.1 *Hold neighborhood get-togethers and community oriented events (Karl Oskar Days, Harmony in the Park, etc.)*

Goal 3.4. Create a system of parks and trails to provide access to recreation and natural resources amenities

- Action 3.4.1 *Maintain existing parks in excellent condition.*
- Action 3.4.2 *Strive for park distribution so that no resident is more than ½ mile from a park or trail and without having to cross a major barrier such as a collector or arterial street, rail corridor or water body.*
- Action 3.4.3 *Ensure that park facilities grow at a rate commiserate to the rate of population growth of the City.*
- Action 3.4.4 *Connect parks with trails.*
- Action 3.4.5 *Expand Olinda Trail to city borders north and south.*
- Action 3.4.6 *Extend Swedish Immigrant Trail to Library on the south side of Highway 8.*
- Action 3.4.7 *Purchase Concordia University Parcel to connect Allemansratt Park.*
- Action 3.4.8 *Plan for park improvements and update the subdivision ordinance to maintain an up-to-date park dedication policy and procedure.*
- Action 3.4.9 *Create an access to the Park on Sunrise Lake and a carry-in access to the Lake within the park*
- Action 3.4.10 *Diversify types of parks by incorporating 4 to 5 acres neighborhood parks instead of primarily pocket parks*

Goal 3.5. Resident satisfaction

- Action 3.5.1 Perform resident satisfaction survey every three years.*
- Action 3.5.2 Seek feedback through City publications and website.*
- Action 3.5.3 Monitor park usage to make sure that park facilities and maintenance schedules are aligned with demand.*
- Action 3.5.4 Take advantage of community events (Karl Oskar Days) to conduct informal mini-surveys*

Goal 3.6. Expand public access to lakes, between lakes and to other recreational opportunities

- Action 3.6.1 Support the Chisago Lakes Water Trail.*
- Action 3.6.2 Identify and protect all lake accesses.*
- Action 3.6.3 Explore opportunities for new shoreland subdivisions to include public access points.*

Goal 3.7. Identify and preserve sites having scientific, historic or archaeological significance such as; Cemeteries, Water Tower Coffee Pot, Statues, etc.

- Action 3.7.1 Protect local and regional assets; Karl Oskar House, Glader Cemetery, Gustaf Anderson House, Historical Society House, John and Maja Lena Anderson House, Karl and Kristina Statue, and Veteran's Memorial.*

Policy 4. Lindström is well managed where assets and infrastructure are excellent

Goal 4.1. Designate growth areas for the City in a reasonable manner, emphasizing efficiency and sustainability

- Action 4.1.1 Implement, and update as needed, growth plans to efficiently serve future growth. Growth plans should include land use, parks, transportation, sidewalks/trails, water, and sewer.*
- Action 4.1.2 Establish Orderly Annexation Agreements to facilitate efficient, orderly growth in areas adjacent to existing municipal boundaries.*
- Action 4.1.3 Preserve areas for trails and future parks.*
- Action 4.1.4 Plan for future commercial/industrial districts.*
- Action 4.1.5 Prepare redevelopment plans for areas that are under-utilized, blighted, or economically obsolete.*
- Action 4.1.6 Limit the extension of city services and infrastructure to designated growth areas (and growth phases) to ensure orderly and efficient expansion.*

Goal 4.2. Implement the Comprehensive Plan so that the City's vision, mission, priorities, goals, actions, and measures are upheld

- Action 4.2.1 Review Comprehensive Plan annually in a joint work session between City Council, Planning Commission – include measures as metric for success/implementation.*
- Action 4.2.2 Develop annual budget and City's Capital Improvement Program/Plan (CIP) based on policies and measures within the Comp Plan.*

Goal 4.3. To hire qualified and service-oriented staff and outline expectations, provide appropriate direction and deliver constructive feedback for our staff to succeed

- Action 4.3.1 Ensure a quality hiring process that includes multiple opportunities for interviewee interaction and evaluation and equal opportunity.*
- Action 4.3.2 Provide annual reviews that build on good elements and encourage development of weak areas.*
- Action 4.3.3 Support continued education efforts and participation in local and regional professional organizations (APA, ULI, SLUC, ASLA, AIA, BLANDIN, etc.)*
- Goal 4.4. Create a Capital Improvement Plan (CIP) for the City**
- Action 4.4.1 Create a comprehensive database of all infrastructure (roads, utilities, building, parks, stormwater ponds, and raingardens etc) to create a schedule of maintenance and replacement.*
- Goal 4.5. Complete Streets/Street Infrastructure**
- Action 4.5.1 Adopt a Complete Streets Policy.*
- Action 4.5.2 Establish a pilot project to demonstrate application of complete street policy (could include traffic calming strategies as well).*
- Action 4.5.3 Identify priorities for connections to complete a road network, bicycle network, and pedestrian network that connects residential neighborhoods, commercial corridors, recreational areas, and natural amenities.*
- Goal 4.6. Reliable High Speed Internet and Mobile Data Coverage**
- Action 4.6.1 Work with providers to connect all areas of the City to high speed internet to adequately serve both residents and businesses.*
- Action 4.6.2 Explore funding options to expand high speed internet infrastructure.*

Policy 5. Lindström is environmentally sensitive where the City and the community are encouraged to conserve

- Goal 5.1. To improve water quality and keep our lakes off the endangered waters list**
- Action 5.1.1 Prioritize the installation of sanitary sewer services around city lakes.*
- Action 5.1.2 Evaluate opportunities for improved stormwater control from roads and public infrastructure, especially in the design of public parking lots.*
- Action 5.1.3 Encourage future development around the lakes to implement conservation design and low impact development principles.*
- Action 5.1.4 Follow storm water and erosion control mandates in the MIDS ordinance.*
- Action 5.1.5 Implement strategies to reduce impervious surface coverage on City property.*
- Goal 5.2. To preserve remaining natural resources**
- Action 5.2.1 Complete a natural resources inventory to determine remaining good farmland, woodlands, bluffs, steep slopes, natural drainage ways, significant trees, buildings, etc., prioritize preservation, and align with proper land use preservation strategy.*
- Action 5.2.2 Promote and encourage/educate wetland preservation and restoration programs.*
- Action 5.2.3 Buffer all locations where there are sensitive land and water interfaces.*
- Action 5.2.4 Identify and follow best practices to prevent the spreading of invasive species, diseases, and pests that impact the long-term health of the city's lakes and other natural resources.*
- Action 5.2.5 Collaborate with the DNR and other communities to establish and provide educational materials to*

prevent the spreading of invasive species.

Action 5.2.6 Explore and implement as appropriate best practices for preserving the City's tree canopy.

Goal 5.3. To conserve our natural resources

Action 5.3.1 Adopt policies and practices for public property that promote sustainability – the City should act as a model for the rest of the community (not just lip service).

Action 5.3.2 Reduce the City's use of electric, gas, and water.

Action 5.3.3 Reduce residents' use of electric, gas, and water.

Action 5.3.4 Encourage recycling through working with our local haulers.

Action 5.3.5 Craft ordinances that allow for smaller scale wind generation and solar systems in residential, industrial, or commercial neighborhoods or develop a solar farm/wind farm for Lindström.

Policy 6. Lindström listens and communicates where tax payers feel connected and informed

Goal 6.1. Residents, business owners, and visitors feel listened to

Action 6.1.1 Establish a City Communications Plan that identifies what residents and visitors want to know; addresses city-wide communication through newsletter, website, social media, etc.; explores broader release of Friday updates; and ensures regular updates from specific departments, like police, fire, parks, and public works.

Action 6.1.2 Develop and market a system (web-based, phone, staff, etc.) for feedback.

Action 6.1.3 Provide quick response to inquiries and serve as an area information resource.

Action 6.1.4 Keep the look / interface of the City's website updated and aesthetically current.

Goal 6.2. To communicate relevant information in a timely manner

Action 6.2.1 Constantly improve our online presence.

Goal 6.3. To encourage and develop new opportunities to get involved

Action 6.3.1 Develop a volunteer program for parks.

Policy 7. Lindström's downtown is robust and dynamic where businesses and people want to be

Goal 7.1. Preserving the downtown character as a place for people to visit and gather

Action 7.1.1 Partner with Chamber of Commerce and local businesses to provide events.

Action 7.1.2 Complete a Downtown Plan that addresses the following:

- investigate opportunities to strengthen connections to the lakes, including through public space on the lakes
- add outdoor places for seating and gathering within the downtown
- optimize public parking on-street and off-street
- identify strategic locations for bicycle parking
- explore options for a centralized farmer's market
- explore street fair/open street events on streets close to downtown
- explore opportunities to convert surface parking in the downtown to more active uses
- establish a clearer connection between the commercial area on Highway 8 at County Road 14/Lincoln Road and downtown.

Goal 7.2. Encourage the diversification and resiliency of downtown businesses

Action 7.2.1 Perform a market study to assist with the development of profile to communicate the potential market area, especially based on the number of people that travel through the city.

Action 7.2.2 Explore grant/funding programs for rehabilitation/redevelopment of buildings downtown.

Action 7.2.3 Review zoning ordinances to remove barriers to mixed use and other downtown businesses (ex: breweries).

Action 7.2.4 Encourage the development of hotel/bed & breakfasts in downtown through zoning and other avenues.

Action 7.2.5 Conduct a "Downtown Summit" every three years to support the development of an identity and marketing program for downtown Lindström.

Action 7.2.6 Explore pop-up projects and opportunities, such as temporary retail installations, food trucks, temporary parks/outdoor spaces, business incubators, etc.

Goal 7.3. Plan for complementary commercial districts elsewhere in the City to promote the vitality of the downtown

Action 7.3.1 Conduct a land use/zoning study to identify potential commercial districts and evaluate appropriate zoning regulations to support their development.

Action 7.3.2 Explore zoning regulations to limit the amount (%) of office space on first floor/store fronts in downtown.

Action 7.3.3 Have the City act as an intermediary between off-highway commercial users along Highway 8 and MnDOT to enable signage for directions/advertising for these users

Goal 7.4. Increase visibility of Lindström as a destination for visitors

Action 7.4.1 Work with Chamber of Commerce to advertise the area.

Policy 8. Lindström is adaptable yet resilient where there is appropriate change balanced with an appreciation for tradition

Goal 8.1. Understand what is "Small Town Feel"?

Action 8.1.1 Hold annual photo contest to tell community's story.

Action 8.1.2 Explore partnership with Historical Society, Lindström Photo Club and/or high school photography class for an ongoing social media campaign to encourage sharing of local stories and photos and the creation of an annual display of local photos at City Hall

Action 8.1.3 Identify and use criteria developed to capture "Small Town Feel" when evaluating appropriateness of plans and studies.

Action 8.1.4 Establish volunteer Downtown Ambassadors group

Goal 8.2. Anticipate and plan for the future

Action 8.2.1 Evaluate whether subdivisions proposed will foster neighborhood identity and interactions.

Goal 8.3. Preserve and celebrate our Swedish Heritage

Action 8.3.1 Protect local assets, including Karl Oskar House, Glader Cemetery, Gustaf Anderson House, Historical Society House, John and Maja Lena Anderson House, Karl and Kristina Statue, and Veteran's Memorial.

Goal 8.4. Connect with Sweden

Action 8.4.1 Continue Sister City program and explore options to become further connected

Priorities

In order to effectively implement the actions suggested in this plan, it is important to identify the order in which funding and staffing should be sought after and allocated. All of the actions were assigned a priority level, which include **immediate actions**, which should be implemented within the next year, **short term actions**, which will take 1-5 years to implement, **long term actions**, which will occur 5 or more years after the plan is approved, and **ongoing actions**, or those that the City has already been doing and should continue to implement. The following four tables include all of the actions included in each priority level sorted by department area.

Table 5-1: Immediate Actions (0-1 year)

Immediate Action (0-1 year)	
Administration	
1.7.3	Sponsor a City Council annual work session with all advisory boards.
1.7.4	Pass a code of conduct policy.
2.3.1	Establish a debt level policy.
2.7.1	Provide an annual state of the city.
6.1.1	Establish a City Communications Plan that identifies what residents and visitors want to know; addresses city-wide communication through newsletter, website, social media, etc.; explores broader release of Friday updates; and ensures regular updates from specific departments, like police, fire, parks, and public works.
8.1.1	Hold annual photo contest to tell community's story.
Parks	
3.4.7	Purchase Concordia University Parcel to connect Allemansratt Park.
3.4.8	Plan for park improvements and update the subdivision ordinance to maintain an up-to-date park dedication policy and procedure.
3.6.2	Identify and protect all lake accesses.
Planning	
3.1.8	Promote the use of conservation design techniques in new residential neighborhoods to create greenways and preserve natural landscapes.
4.1.2	Establish Orderly Annexation Agreements to facilitate efficient, orderly growth in areas adjacent to existing municipal boundaries.
7.2.6	Explore pop-up projects and opportunities, such as temporary retail installations, food trucks, temporary parks/outdoor spaces, business incubators, etc.
7.3.1	Conduct a land use/zoning study to identify potential commercial districts and evaluate appropriate zoning regulations to support their development.
7.3.3	Have the City act as an intermediary between off-highway commercial users along Highway 8 and MnDOT to enable signage for directions/advertising for these users
Public Safety	
1.3.5	Increase community presence through uniformed and auxiliary officers walking and biking through downtown and neighborhoods regularly.
1.4.7	Ensure Fire Hall meets the needs of a modern Fire Department.
1.5.4	Create a police and fire brochure telling about our department.
Public Works	
1.6.1	Adopt a policy to install sidewalks on all City collectors; 288th, 292nd, 295th, 299th, North Olinda, 3rd, Glader Blvd, and 316th.
1.6.2	Inspect sidewalks annually and repair those with 3/4" variances, rewrite code for City to repair sidewalks not residents.
1.6.6	Establish snowplowing policy/standards for salt and sanding roadways with special circumstances.
3.2.1	Investigate and evaluate appropriate "traffic calming" techniques for streets within or adjacent to residential neighborhoods that are impacted by traffic congestion, excessive traffic volumes for a residential neighborhoods, excessive traffic speeds, or cut-through traffic
4.1.6	Limit the extension of city services and infrastructure to designated growth areas (and growth phases) to ensure orderly and efficient expansion.
4.4.1	Create a comprehensive database of all infrastructure (roads, utilities, building, parks, stormwater ponds, and raingardens etc) to create a schedule of maintenance and replacement.

Table 5-2: Short Term Actions (1-5 years)

Short Term Action (1-5 years)	
Administration	
1.2.1	Implement or maintain a proactive Code Enforcement system to inspect the City monthly and enforce the code with discretion and respect.
1.2.3	Implement a record keeping process or database to ensure appropriate follow through on code enforcement violations or issues.
1.5.1	Identify neighborhoods, sponsor neighborhood meetings, and attend neighborhood meetings already organized with staff from Police, Fire, Building Inspection, and City Administration for the purpose of listening to neighborhood concerns and answering questions.
1.5.2	Designate neighborhood contacts, collect email addresses, and do email blasts to communicate better with each neighborhood.
3.5.1	Perform resident satisfaction survey every three years.
5.3.1	Adopt policies and practices for public property that promote sustainability – the City should act as a model for the rest of the community (not just lip service).
5.3.4	Encourage recycling through working with our local haulers.
6.1.2	Develop and market a system (web-based, phone, staff, etc.) for feedback.
7.2.1	Perform a market study to assist with the development of profile to communicate the potential market area, especially based on the number of people that travel through the city.
8.1.2	Explore partnership with Historical Society, Lindström Photo Club and/or high school photography class for an ongoing social media campaign to encourage sharing of local stories and photos and the creation of an annual display of local photos at City Hall
8.1.4	Establish volunteer Downtown Ambassadors group
Parks	
3.4.5	Expand Olinda Trail to city borders north and south.
3.4.6	Extend Swedish Immigrant Trail to Library on the south side of Highway 8.
3.5.3	Monitor park usage to make sure that park facilities and maintenance schedules are aligned with demand.
6.3.1	Develop a volunteer program for parks.
Planning	
1.3.11	Provide a mechanism or process to include Police staff on development project reviews to contribute to design guidance with an eye towards crime prevention.
3.1.7	Revise zoning and subdivision regulations as needed to support modern housing practices and encourage a mix of housing types and prices in new subdivision developments (possible changes include revisions to minimum lot sizes, parking requirements, minimum floor areas, street design, stormwater management techniques, accessory dwelling units, live/work units, and provisions for home occupations).
4.1.5	Prepare redevelopment plans for areas that are under-utilized, blighted, or economically obsolete.
5.3.5	Craft ordinances that allow for smaller scale wind generation and solar systems in residential, industrial, or commercial neighborhoods or develop a solar farm/wind farm for Lindström.
7.2.3	Review zoning ordinances to remove barriers to mixed use and other downtown businesses (ex: breweries).
7.3.2	Explore zoning regulations to limit the amount (%) of office space on first floor/store fronts in downtown.
Public Safety	
1.3.3	Revisit incentives to encourage officers to live and serve in the service district.
1.3.9	Create a Community Notification System.
1.4.1	Add youth programs for Fire Department to develop future fire fighters.
1.4.3	Sponsor Fire outreach; commercial fire inspections, private fire inspections, smoke detector inspections, change your smoke detector/smoke detector battery day. Serve our residents with ideas intended to educate on how to keep safe.
1.4.8	Provide a mechanism or process to include Fire Department staff on development project reviews to contribute to design guidance with an eye towards fire prevention or services.

Short Term Action (1-5 years)

Public Works

- | | |
|-------|---|
| 4.5.1 | Adopt a Complete Streets Policy. |
| 4.5.2 | Establish a pilot project to demonstrate application of complete street policy (could include traffic calming strategies as well). |
| 4.5.3 | Identify priorities for connections to complete a road network, bicycle network, and pedestrian network that connects residential neighborhoods, commercial corridors, recreational areas, and natural amenities. |
| 5.1.5 | Implement strategies to reduce impervious surface coverage on City property. |

Table 5-3: Long Term Actions (5+ years)

Long Term Action (5+ years)	
Parks	
3.4.9	Create an access to the Park on Sunrise Lake and a carry-in access to the Lake within the park
Administration/Planning	
3.1.1	Adopt a housing code/rental licensing program.
3.1.3	Adopt a property maintenance code.
5.2.1	Complete a natural resources inventory to determine remaining good farmland, woodlands, bluffs, steep slopes, natural drainage ways, significant trees, buildings, etc., prioritize preservation, and align with proper land use preservation strategy.
7.1.2	<p>Complete a Downtown Plan that address the following:</p> <ul style="list-style-type: none"> - investigate opportunities to strengthen connections to the lakes, including through public space on the lakes - add outdoor places for seating and gathering within the downtown - optimize public parking on-street and off-street - identify strategic locations for bicycle parking - explore options for a centralized farmer's market - explore street fair/open street events on streets close to downtown - explore opportunities to convert surface parking in the downtown to more active uses - establish a clearer connection between the commercial area on Highway 8 at County Road 14/Lincoln Road and downtown.
7.2.5	Conduct a "Downtown Summit" every three years to support the development of an identity and marketing program for downtown Lindström.
8.1.3	Identify and use criteria developed to capture "Small Town Feel" when evaluating appropriateness of plans and studies.

Table 5-4: Ongoing Actions

Ongoing Action	
Administration	
1.1.1	Contract with or hire a Building Inspector who is approachable, knowledgeable, and effective at enforcing the City's Building Codes.
1.1.2	Support a proactive approach of code enforcement by the Building Inspector.
1.1.3	Provide a working environment and process where the Building Inspector has opportunities to collaborate with other city departments, staff, or consultants on complex building or development issues.
1.2.2	Ensure staff enforces the code impartially and judiciously.
1.5.5	Support events that build community and celebrate heritage (Karl Oskar Days, etc.)
1.7.1	Encourage elected and appointed officials to attend LMC trainings.
1.7.2	Hold a City Council annual goals and end of year review.
1.7.5	Hire and manage staff that are approachable, friendly, and professional.
2.1.1	Keep the financial management plan up to date.
2.2.1	Keep the equipment and replacement schedules up to date.
2.2.2	When buying or replacing equipment or services, evaluate if the existing equipment or services are necessary, are being delivered at the appropriate level and by the appropriate means.
2.3.2	Follow the fund balance policy.
2.3.3	Update Rate Analysis every three years.
2.4.1	Conduct independent financial audits on a regular basis.
2.5.1	Follow the quote/bid delivery procedure, review criteria and reward process.
2.6.1	Identify alternate funding sources when considering a project.
2.6.2	Consider consolidation, partnerships and joint powers with local municipalities when purchasing equipment or delivering services.
2.8.1	Support legislation that increases LGA or provides funding for transportation for cities under 5,000 population
3.3.1	Hold neighborhood get-togethers and community oriented events (Karl Oskar Days, Harmony in the Park, etc.)
3.5.2	Seek feedback through City publications and website.
3.5.4	Take advantage of community events (Karl Oskar Days) to conduct informal mini-surveys
3.7.1	Protect local and regional assets; Karl Oskar House, Glader Cemetery, Gustaf Anderson House, Historical Society House, John and Maja Lena Anderson House, Karl and Kristina Statue, and Veteran's Memorial.
4.3.1	Ensure a quality hiring process that includes multiple opportunities for interviewee interaction and evaluation and equal opportunity.
4.3.2	Provide annual reviews that build on good elements and encourage development of weak areas.
4.3.3	Support continued education efforts and participation in local and regional professional organizations (APA, ULI, SLUC, ASLA, AIA, BLANDIN, etc.)
4.6.1	Work with providers to connect all areas of the City to high speed internet to adequately serve both residents and businesses.
4.6.2	Explore funding options to expand high speed internet infrastructure.
6.1.3	Provide quick response to inquiries and serve as an area information resource.

Ongoing Action

6.1.4 Keep the look / interface of the City's website updated and aesthetically current.

6.2.1 Constantly improve our online presence.

7.1.1 Partner with Chamber of Commerce and local businesses to provide events.

7.2.2 Explore grant/funding programs for rehabilitation/redevelopment of buildings downtown.

7.4.1 Work with Chamber of Commerce to advertise the area.

8.3.1 Protect local assets, including Karl Oskar House, Glader Cemetery, Gustaf Anderson House, Historical Society House, John and Maja Lena Anderson House, Karl and Kristina Statue, and Veteran's Memorial.

8.4.1 Continue Sister City program and explore options to become further connected

Parks

3.4.1 Maintain existing parks in excellent condition.

3.4.2 Strive for park distribution so that no resident is more than ½ mile from a park or trail and without having to cross a major barrier such as a collector or arterial street, rail corridor or water body.

3.4.3 Ensure that park facilities grow at a rate commiserate to the rate of population growth of the City.

3.4.4 Connect parks with trails.

3.4.10 Diversify types of parks by incorporating 4 to 5 acres neighborhood parks instead of primarily pocket parks

3.6.1 Support the Chisago Lakes Water Trail.

3.6.3 Explore opportunities for new shoreland subdivisions to include public access points.

Planning

3.1.2 Explore opportunities to support development of senior housing options.

3.1.4 Explore grant/funding programs to support residential rehabilitation and upkeep.

3.1.5 Conduct a detailed analysis of housing conditions and valuations using County Assessor's data.

3.1.6 Conduct a windshield survey on a regular basis to evaluate housing stock conditions.

4.1.1 Implement, and update as needed, growth plans to efficiently serve future growth. Growth plans should include land use, parks, transportation, sidewalks/trails, water, and sewer.

4.1.3 Preserve areas for trails and future parks.

4.1.4 Plan for future commercial/industrial districts.

4.2.1 Review Comprehensive Plan annually in a joint work session between City Council, Planning Commission – include measures as metric for success/implementation.

4.2.2 Develop annual budget and City's Capital Improvement Program/Plan (CIP) based on policies and measures within the Comp Plan.

7.2.4 Encourage the development of hotel/bed & breakfasts in downtown through zoning and other avenues.

8.2.1 Evaluate whether subdivisions proposed will foster neighborhood identity and interactions.

Public Safety

1.3.1 Monitor the appropriate level of police service for Lindström and the appropriate means to deliver the service.

1.3.2 Direct Police to provide youth programs; DARE, ATV training, gun safety, bike rodeo, snowmobile safety, Night to unite.

1.3.4 Provide 8-10 hours of relevant training per month for Police Officers.

1.3.6 Fully fund Police equipment maintenance and replacement schedules.

Ongoing Action

- 1.3.7 Ensure officers are trained and equipped as first responders.
- 1.3.8 Maintain Investigation services as part of Lindström Police Department
- 1.3.10 Provide adequate Police facilities.
- 1.4.2 Continue Fire Open House to educate residents about our services.
- 1.4.4 Require new recruit training, as well as training monthly for Fire Fighters to meet state minimum requirements.
- 1.4.5 Maintain a full force of 25 firefighters on average and a full complement of daytime responders.
- 1.4.6 Fully fund Fire Department equipment maintenance and replacement schedules.
- 1.5.3 Encourage residents to attend the Citizen's Academy sponsored by the County Sheriff.
- 5.1.3 Encourage future development around the lakes to implement conservation design and low impact development principles.

Public Works

- 1.6.3 Monitor traffic patterns and use traffic calming techniques, signals, and crosswalks that are appropriate to the function and volumes of respective streets and neighborhood or Downtown character.
- 1.6.4 Maintain our public infrastructure in excellent condition.
- 1.6.5 Monitor our water quality and flush regularly.
- 5.1.1 Prioritize the installation of sanitary sewer services around city lakes.
- 5.1.2 Evaluate opportunities for improved stormwater control from roads and public infrastructure, especially in the design of public parking lots.
- 5.1.4 Follow storm water and erosion control mandates in the MIDS ordinance.
- 5.2.2 Promote and encourage/educate wetland preservation and restoration programs.
- 5.2.3 Buffer all locations where there are sensitive land and water interfaces.
- 5.2.4 Identify and follow best practices to prevent the spreading of invasive species, diseases, and pests that impact the long-term health of the city's lakes and other natural resources.
- 5.2.5 Collaborate with the DNR and other communities to establish and provide educational materials to prevent the spreading of invasive species.
- 5.2.6 Explore and implement as appropriate best practices for preserving the City's tree canopy.
- 5.3.2 Reduce the City's use of electric, gas, and water.
- 5.3.3 Reduce residents' use of electric, gas, and water.

Metrics

Several of the actions included in this plan are measurable, and metrics have been established surrounding these measures to understand the effects actions have had and to ensure actions are maintained once they are implemented. A spreadsheet was developed with each measure's information source, responsibility, target, and baseline level if available. This spreadsheet will be updated by City Staff on an annual basis so it can be used as part of the annual City Council review and goal setting workshop (Ongoing Action 1.7.2). While an initial set of metrics has been proposed, it is anticipated that the list will be modified during the annual review process as Staff and the City Council have an opportunity to evaluate the value of each measure; the level of effort needed to collect the information; and/or the availability of better measures or data. Below is a sample of the metrics proposed for policies 1 through 7. Note that no metrics have been identified for policy 8.

Policy 1: Lindström is safe where people feel secure

- Average response time to emergency calls
- Closure/clearance rate for crimes
- Number of pedestrian and vehicle accidents

Policy 2: Lindström is financially healthy where residents receive good value

- City of Lindström Credit Rating
- Year-to-date net operating surplus/deficit
- City taxes and debt per capita

Policy 3: Lindström is livable where residents feel at home

- Percent of residents within a half mile of a park
- Number of paved trail miles and public trail connections between lakes
- Percent of respondents in Community and Resident Surveys with positive responses

Policy 4: Lindström is well managed where assets and infrastructure are excellent

- Number of sewer backups and water main breaks per year
- Percent of sewer capacity from inflow and infiltration
- Cost per mile of street maintenance

Policy 5: Lindström is environmentally sensitive where the city and its residents are encouraged to conserve

- Water usage
- Percent of public impervious surfaces due to roadways
- Number of public alternative energy sources; solar, wind, geothermal
- Lake water quality

Policy 6: Lindström listens and communicates where residents feel connected and informed

- Number of website hits

Policy 7: Lindström's downtown is robust and dynamic where businesses and people want to be

- Percent of vacancies in downtown commercial buildings
- Number of community events