



The City of St. Joseph  
**Comprehensive Plan**  
*A Vision to the Future*

Adopted September 17, 2018



# ACKNOWLEDGMENTS

Thank you to the residents, businesses, community organizations and institutions, and elected officials who participated in the creation of this plan.

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This document, developed by the St. Joseph community, is a tool to guide the efforts of St. Joseph citizens, elected officials and staff as they work together in developing the City's future.



# SECTION 1

## Introduction

This section explains the purpose of the Comprehensive Plan, and provides a summary of St. Joseph's history, current condition and demographics.

- 1.1 Purpose
- 1.2 What is a Comprehensive Plan?
- 1.3 Prior Planning Work
- 1.4 Organization of the Plan
- 1.5 Community Profile

# 1.1

## Purpose

The St. Joseph Comprehensive Plan offers a vision and road map for the future of the city, and serves as a tool to guide the efforts of St. Joseph citizens, elected and appointed officials and staff as they work together in developing the City's future. This plan replaces the City of St. Joseph's 2008 Comprehensive Plan.

The process to develop this comprehensive plan began in early 2017 with the creation of an Advisory Committee made up of individuals from community organizations, appointed and elected officials, and city staff. The Advisory Committee held a kickoff meeting in mid-February and a public open house and workshop was held in March. The planning process included extensive research and analysis, public outreach, and intensive work with project team members to finalize the plan.

This plan recognizes and builds upon past and existing planning work and is based on comments, ideas and guidance from the St. Joseph community. Community engagement played a major role throughout the process to ensure that the recommendations in the plan align with the goals and vision of St. Joseph residents, employers and visitors. Public comments and guidance were integrated with demographic trends and data, existing plans and documents, and anticipated future opportunities and trends. The Plan represents the outcome of this process.



# What is a Comprehensive Plan?

A Comprehensive Plan is a community's "blueprint" for its future. It serves as a policy document that a community can use to guide action on its growth and development, including guiding investment and allocation of services.

Cities have the authority to adopt such a Plan according to Minnesota State Statute 462.353, Subd. 1 to promote the public health, safety and general welfare of the community.

This Comprehensive Plan represents St. Joseph's goals for its future growth and development. The Comprehensive Plan is useful in the following ways:

### **The Comprehensive Plan:**

1. Records the future as desired by participating community residents, businesses, organizations and other partners;
2. Highlights priorities as backed by local agreement;
3. Serves as a guide for city elected and appointed officials in development and infrastructure decisions and budgeting capital improvements;
4. Serves as a guide for residents, businesses and property owners in determining potential use of property and establishing reasonable land use expectations;
5. Serves as a guide for developers in property acquisitions while directing their development plans with city goals, regulations and infrastructure plans.



# 1.3

## Prior Planning Work

The 2018 Comprehensive Plan responds to and integrates all of the previous planning work in the city and its surrounding area under its guiding vision, as it builds upon prior plans, including the 2008 Comprehensive Plan.

The work and recommendations of each of the following plans are incorporated into this plan:

- 2008 St. Joseph Comprehensive Plan
- St. Joseph Downtown Revitalization Plan (2006)
- St. Joseph Downtown Revitalization Design Standards (2007)
- St. Joseph Transportation Plan
- St. Joseph Park and Trail System Plan
- East-West Corridor Study
- North Corridor and CSAH 2 Realignment Study
- St. Joseph’s Stormwater Pollution Prevention Plan (ongoing)
- Wellhead Management Plan
- Stormwater Management Plan
- Sustainability Framework Plan (2010)
- Gateway Commons / I-94 & CR 2 Master Plan



# Organization of the Plan

The St. Joseph Comprehensive Plan is organized into sections described as follows:

## Section 1: Introduction

Describes the plan's purpose and definition, and provides background information about the St. Joseph community, prior planning work, vision and values and outlines the methods used to engage the public.

## Section 2: Assets, Vision and Values

Summarizes the community engagement process as well as the community vision and values.

## Section 3: Plan Elements, Goals, and Strategies

- **Land Use:** Identifies current land use patterns, establishes planning districts, a set of land use categories, and a future land use plan and lists a set of specific goals, and strategies.
- **Housing:** Provides an analysis of city demographics affecting housing needs, evaluates existing housing conditions, reviews land use options for growth, and establishes goals and strategies to strengthen existing conditions and plan for future residential development.
- **Mobility and Transportation:** Evaluates current and future transportation needs based on current demand, future trends, and community goals.
- **Economic Development:** Provides an overview of economic trends, summarizes existing development projects, and provides an assessment of commercial and industrial development and establish goals for the future.
- **Parks and Recreation:** Summarizes community goals for expanding St. Joseph parks, open space, and trail systems.

- **Community Facilities:** Reviews the location and capacity of government facilities, public safety locations, schools, health care, and other public facilities for upgrade or replacement. This section also establishes policies and guidelines for fiscally responsible, timely, and environmentally conscious management of the City's resources.
- **Sustainability and Resilience:** Identifies the community's unique environmental resources including bedrock, soils, groundwater, and watersheds, and describes current protection efforts. This section also creates goals and strategies for the preservation of the natural environment for the future.
- **Implementation:** Provides guidance for maintaining accountability, monitoring activities, developing procedures and regulations and community involvement in implementation of the Comprehensive Plan.

## Section 4: Appendix

- Existing Conditions Report
- Public Engagement Report



# Community Profile

## Community History

The first settlers arrived in the St. Joseph area in 1854; St. Joseph Township was organized in 1858. Prominent settlers included the families of Peter Loso, John Linnemann, and Peter Kraemer.

The Benedictine Sisters arrived in 1863 and founded Saint Benedict's Monastery. Shortly after they opened Saint Benedict's Academy for young women. In 1913 the academy became the College of Saint Benedict, a liberal arts college for women (recognized in 2018 as the 8th best Catholic college in the nation). The college's Benedicta Arts Center provides excellent Fine Arts programming for area residents, while the college's Clemens Library provides free library services to St. Joseph residents as well.

Originally, called Clinton, St. Joseph acquired its current name in 1870. Many settlers moved to the area because of the fertile soils for farming (though there were multiple years of severe winters and a grasshopper plague in 1856).

As Minnesota moved toward statehood, St. Joseph continued its development with many homes, businesses and notable structures. Completed in 1871, the Church of Saint Joseph is the first and oldest consecrated church in Minnesota.

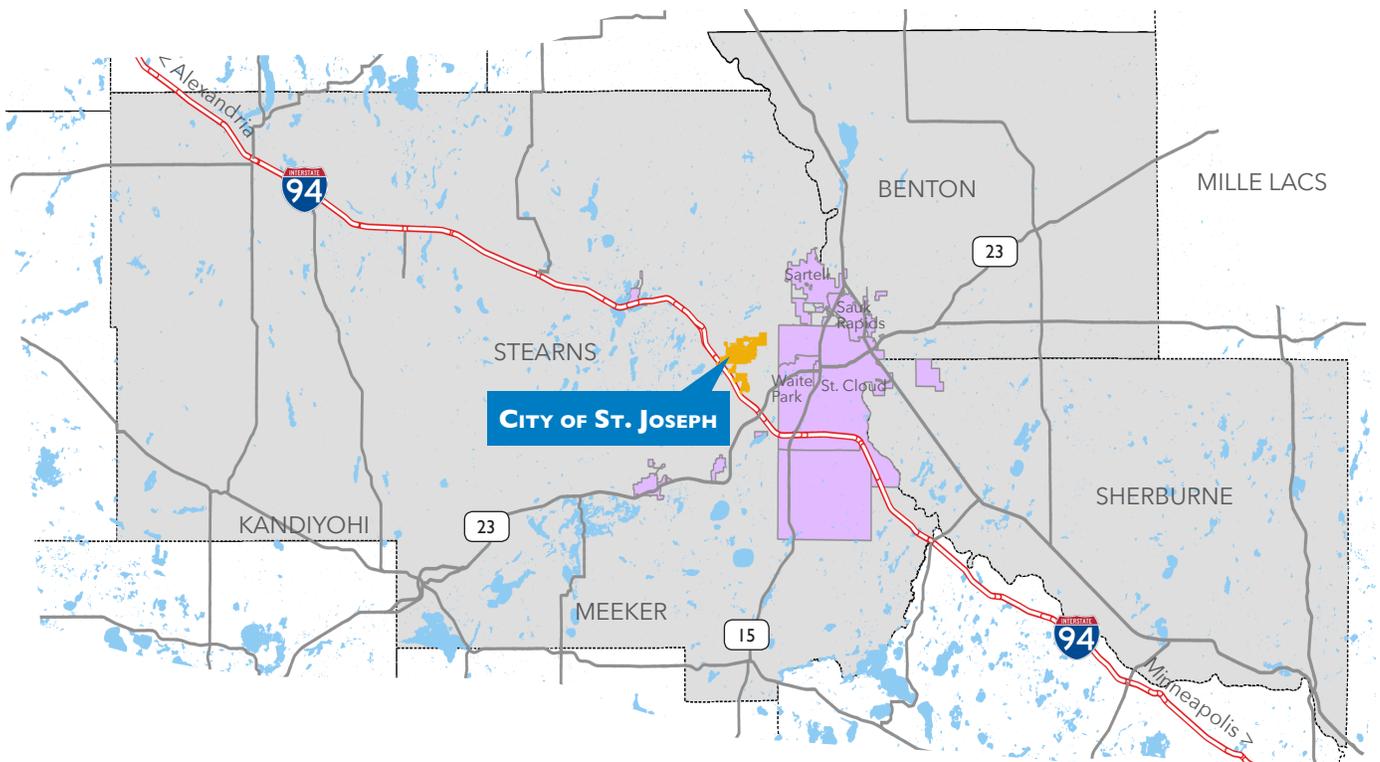
By 1890, the Village of St. Joseph was incorporated. Progress included installation of a public well, construction of a jail, and installation and repair of wooden sidewalks. By 1930, the city had grown to over 1,000 inhabitants and was developing into an educational center for Minnesota. Today, the College of St. Benedict and nearby St. John's University in Collegeville bring a large number of daily visitors into the city.

Increase in college enrollments played a major role in St. Joseph's growth from 1960-1980. In the 1970s, the College of St. Benedict tripled its enrollment and increased its staff and faculty. As St. Joseph continued to grow, in 1997 the City of St. Joseph and St. Joseph Township entered into an orderly annexation agreement and by 2000 the city's total land area had increased to 1.86 square miles.

## What we heard

**"I love the history of our community"**





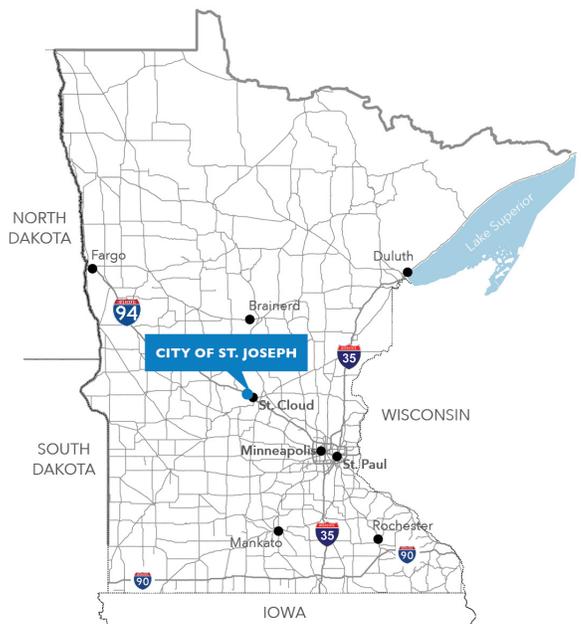
## St. Joseph Today

St. Joseph is located in Stearns County, in Central Minnesota, about 70 miles northwest of Minneapolis and eight miles west of St. Cloud in the St. Cloud Metropolitan Statistical Area (MSA). The Watab and Sauk rivers, both tributaries to the Mississippi, flow through St. Joseph.

St. Cloud MSA cities enjoy an array of medical, educational, natural, and recreational amenities making the area attractive for continued growth. Nearby communities include Waite Park, Sartell, and Sauk Rapids.

Today, St. Joseph covers approximately 4 square miles (2,620 acres) and has a population of 6,772 people. Students from the College of St. Benedict and St. John's University make up an estimated 30% of the city's population (with another 10% made up of faculty, staff, and monastery members). The student community has a large effect on St. Joseph's housing, transportation, and retail environments - especially since the presence of students varies throughout the year. Currently, neither the College of St. Benedict nor St. John's University are forecasting significant enrollment growth in the future.

About 35% of the property in St. Joseph is tax exempt.



## Population

The city experienced significant population growth between 1970 and 1980 (68% increase). In 1980, growth in St. Joseph paralleled that of Stearns County, first slowing and then again increasing in 1990.

The habits of young professionals and families may have positive implications for St. Joseph. People in the age range of 20-24 years old (St. Joseph’s largest age group) are more likely to move to cities than any other age group, and once there, are likely to stay. By their mid-20s, most Minnesotans establish their own households and start families, and by age 50 no longer have children living at home. Minnesota residents can usually retire at the age of 66 with full social security benefits. With a large population of young adults and seniors, St. Joseph could see housing demand rise in the coming years.

### Future population

Population projections help to anticipate and plan for future infrastructure needs and community investment opportunities.

Minnesota State Demographic Center projections for Stearns County indicate that by 2040 its population will increase by 4% to an estimated 160,131 residents. St. Joseph’s projected 2040 population is 9,449 persons.

| Year  | St. Joseph | Stearns County | St. Joseph as % of County Population |
|-------|------------|----------------|--------------------------------------|
| 1970  | 1,786      | 95,400         | 1.9%                                 |
| 1980  | 2,994      | 108,161        | 2.8%                                 |
| 1990  | 3,294      | 118,791        | 2.8%                                 |
| 2000  | 4,681      | 133,166        | 3.5%                                 |
| 2010  | 6,534      | 150,642        | 4.3%                                 |
| 2016  | 6,864      | 154,708        | 4.4%                                 |
| 2040* | 9,449      | 160,131        | 5.9%                                 |

Source: US Census Bureau, MN State Demographic Center.

## Why look at population?

A population profile - including collecting and analyzing historical, current and future demographics - is essential in a Comprehensive Plan. This information is key in planning for the future of St. Joseph, including land use, housing and public facilities.

## Population Growth in St. Joseph

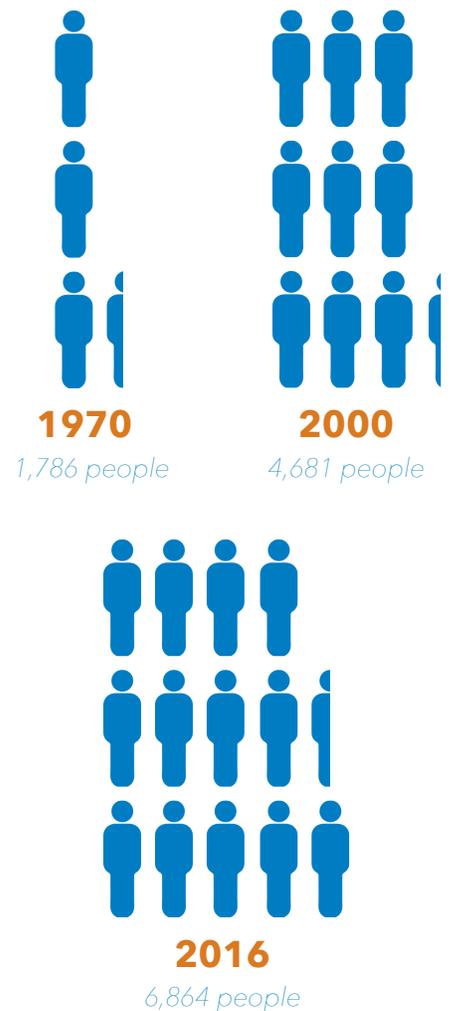


Figure 1.1. Population growth from 1970 to 2016. Data: U.S. Census.

### Age distribution

The median age in St. Joseph is 21.7, compared to 34 in Stearns County which can be attributed to the presence of college students.

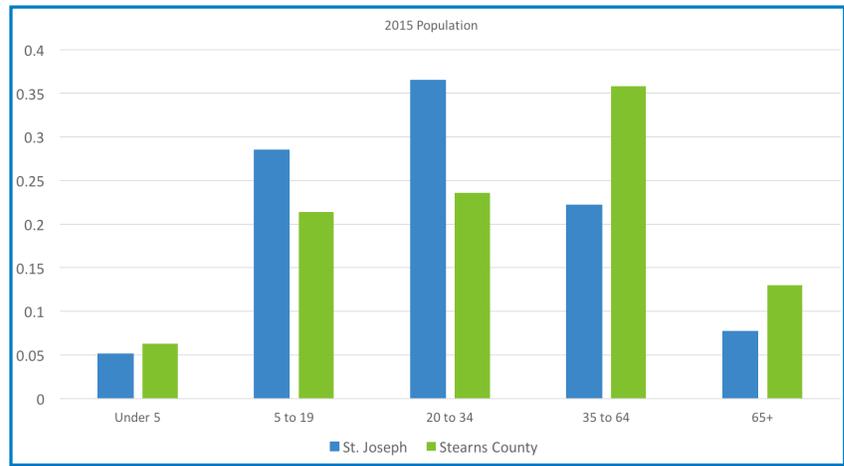


Figure 1.2. Age distribution comparing St. Joseph and Stearns County in 2015. Source: US Census Bureau, MN State Demographic Center

The age group 20-24 years old (St. Joseph’s largest age group) is generally a city’s most mobile age group (more likely to move to other cities in search of housing or career opportunities). St. Joseph’s second-largest age group (25-29 year-olds) is also highly mobile. Many of these young adults are college students enrolled in and residing at the College of St. Benedict, and would need housing and career options to stay in St. Joseph after graduation.

About 33% of St. Joseph residents are in “prime working years” of ages 25-65 (significantly less than Stearns County, with about 50% in that same age group).

## Race and Ethnicity

St. Joseph has experienced an influx of immigrants in recent decades, changing the racial and ethnic makeup of the city. Although the population of foreign-born individuals is a relatively small percentage of the population of St. Joseph (5.9%), the city has a slightly higher percentage than Stearns County (5.3%) while still being a couple percentage points below Minnesota (7.7%). Some potential implications for the city's future include planning for the need for programming and jobs for non-native English speakers as well as housing that supports multi-generational families.

### Did you know?

In 2017, more than 20% of the College of Saint Benedict and Saint John's University student population are US students of color or international students.

| Ethnicity                   | St. Joseph Population | St. Joseph Percent | Stearns County Percent | MN Percent |
|-----------------------------|-----------------------|--------------------|------------------------|------------|
| White                       | 6,340                 | 93.29%             | 89.42%                 | 81.70%     |
| Black or African American   | 90                    | 1.32%              | 3.73%                  | 5.40%      |
| American Indian             | 23                    | 0.34%              | 0.30%                  | 1.00%      |
| Asian                       | 122                   | 1.80%              | 1.89%                  | 4.40%      |
| Hawaiian / Pacific Islander | 0                     | 0.00%              | 0.01%                  | 0.00%      |
| Hispanic or Latino          | 75                    | 1.10%              | 3.04%                  | 5.00%      |
| Other                       | 42                    | 0.62%              | 0.05%                  | 0.10%      |
| Multi-racial                | 104                   | 1.53%              | 1.56%                  | 2.30%      |

Source: US Census Bureau, MN State Demographic Center

## Income

The high proportion of students in the city's population (about one third of all residents) tends to skew income and poverty statistics. Nevertheless, year-to-year comparisons are useful for understanding local trends.

According to Census estimates, median household income in 2015 was \$51,265, which was lower than Stearns County (\$56,336) and Minnesota overall (\$61,492). The city's median household income decreased from 2010, when it was \$57,548 - this could be attributed to a change in college student population or annexation.

The city's computed poverty rate is higher than surrounding areas; this may be due to the presence of over 2,000 college students who typically report little or no income, or to increasing immigrant or low income populations.

| City        | Poverty Rate |
|-------------|--------------|
| Sartell     | 3.7%         |
| Waite Park  | 20.9%        |
| Sauk Rapids | 21.5%        |
| St. Cloud   | 23.0%        |
| St. Joseph  | 29.8%        |

Source: US Census Bureau, MN State Demographic Center

| <b>Median Household Income, 2000-2015</b> |             |             |                  |                  |                  |
|---|-------------|-------------|------------------|------------------|------------------|
|   | <b>2000</b> | <b>2010</b> | <b>2000-2010</b> | <b>2015</b>      | <b>2010-2015</b> |
|   |             |             | <b>% Change</b>  | <b>Estimates</b> | <b>% Change</b>  |
| St. Joseph                                | \$38,939    | \$57,548    | 48%              | \$51,265         | -11%             |
| St. Joseph Township                       | \$45,396    | \$46,111    | 2%               | \$66,250         | 44%              |
| Waite Park                                | \$33,803    | \$39,489    | 17%              | \$39,695         | 0.50%            |
| Sartell                                   | \$52,531    | \$66,473    | 27%              | \$73,872         | 11%              |
| Sauk Rapids                               | \$45,857    | \$53,972    | 18%              | \$48,410         | -10%             |
| St. Cloud                                 | \$37,346    | \$41,536    | 11%              | \$45,437         | 9%               |
| Stearns County                            | \$42,426    | \$53,889    | 27%              | \$56,336         | 5%               |

Source: US Census Bureau, MN State Demographic Center.

| <b>Income</b>          | <b>St. Joseph</b> | <b>Stearns County</b> |
|------------------------|-------------------|-----------------------|
| Less than \$10,000     | 6.90%             | 6.20%                 |
| \$10,000 to \$14,999   | 4.30%             | 4.30%                 |
| \$15,000 to \$24,999   | 11.10%            | 9.90%                 |
| \$25,000 to \$34,999   | 11.70%            | 9.50%                 |
| \$35,000 to \$49,999   | 13.60%            | 14.10%                |
| \$50,000 to \$74,999   | 15.80%            | 20.80%                |
| \$75,000 to \$99,999   | 18.90%            | 14.90%                |
| \$100,000 to \$149,999 | 12.10%            | 13.50%                |
| \$150,000 to \$199,999 | 4.90%             | 3.70%                 |
| \$200,000 or more      | 0.60%             | 3.10%                 |

Source: US Census Bureau, MN State Demographic Center

## Education

Educational attainment is a useful measure of a city’s economic development potential, as the percentage of residents with a bachelor’s degree or higher can indicate opportunities for certain businesses to develop. St. Joseph’s population has a high level of educational attainment in comparison to Stearns County, with 35% of the city’s 25 and older population age holding a bachelor’s degree or higher, vs. 26% for the county overall.

In 2018, the College of Saint Benedict, a liberal arts college for women located in St. Joseph, was named the 8th best Catholic college in the nation by the USA Today College Partner Network.

St. Joseph is part of School District 742, which also includes Waite Park, St. Cloud, and surrounding areas. Educational facilities within the school district include eight elementary schools, three middle schools, two high schools, and two alternative schools. Of those schools, one public elementary school and one private elementary school are located in St. Joseph.

## Households

A household refers to a person or a group of people who occupy a housing unit. The number of households in St. Joseph grew 48% in the period from 1990 to 2000, 65% from 2000 to 2010, and an estimated 2% from 2010 to 2015 (with the earlier dramatic growth reflecting significant increases in enrollment at the colleges).

St. Joseph has a larger percentage of households with children than Stearns County, St. Joseph Township and the surrounding cities of Waite Park and St. Cloud. In terms of absolute numbers, however, there are more households with children in Sartell and Sauk Rapids than in St. Joseph.

Residents of St. Joseph reside in either households or group quarters. Group quarters include both institutional and non-institutional living quarters like nursing homes, dormitories, or group homes. Since St. Joseph has a large college population, this percentage is high. In 2015, 1,891 persons (27.5% of the population) lived in group quarters.

Of the 1,845 households in St. Joseph, the 2010 US Census indicates that 64.2% are family households and 35.8% non-family households. In 2010, the average number of persons per household in St. Joseph was larger than both Stearns County and Minnesota overall.

| Geographical Area | Bachelor’s Degree or Higher |
|-------------------|-----------------------------|
| St. Joseph        | 35.00%                      |
| Stearns County    | 25.90%                      |
| Minnesota         | 33.70%                      |

Source: US Census Bureau, MN State Demographic Center

| Year | Total Households |
|------|------------------|
| 2000 | 1120             |
| 2010 | 1845             |

Source: US Census Bureau, MN State Demographic Center.

| Geographical Area | Persons per Household |
|-------------------|-----------------------|
| St. Joseph        | 2.61                  |
| Stearns County    | 2.53                  |
| Minnesota         | 2.48                  |

Source: US Census Bureau, MN State Demographic Center



## Employment

Employment is closely related to population growth for most communities. Jobs that are located within a community or at a reasonable driving distance are important contributors to its growth in population and economic activity.

The US Census Bureau provides data on employment in St. Joseph. According to the 2015 American Community Survey (ACS), nearly half (44.7%) of all St. Joseph employees work in education, health or social services, with retail trade a distant second at 9.9% of all jobs, and manufacturing third at 9.3%.

In Minnesota overall, about one quarter of workers were employed in education, health or social services and 11.3% in retail trade.

The College of St. Benedict, the city's leading employer, does not anticipate any significant enrollment growth and for that reason does not expect any growth in employment. Any rapid job growth in the community would most likely be a result of growth in other employment sectors or more residents commuting to work in St. Joseph from St. Cloud or the Twin Cities Metro Area.

| Number of Employees for Selected St. Joseph Employers |                                     |           |
|---|-------------------------------------|-----------|
| Company   | Product or Service                  | Employees |
| College of St. Benedict / St. John's University       | Private College                     | 780       |
| Coborns   | Supermarket                         | 125       |
| ISD 742, Kennedy Community School                     | Elementary and Secondary School     | 100       |
| Central Minnesota Credit Union                        | Credit Union                        | 63        |
| McDonald's  | Fast Food Restaurant                | 54        |
| Scherer Trucking                                      | Truck Transportation                | 39        |
| Borgert Products                                      | Concrete Paver Manufacturer         | 35        |
| City of St. Joseph                                    | Government Service                  | 35        |
| Precise   | Plumbing and Heating Contractor     | 28        |
| Sentry Bank   | Financial Institution               | 28        |
| CentraCare Clinic                                     | Medical                             | 20        |
| Fabral  | Steel Roofing and Siding Management | 20        |

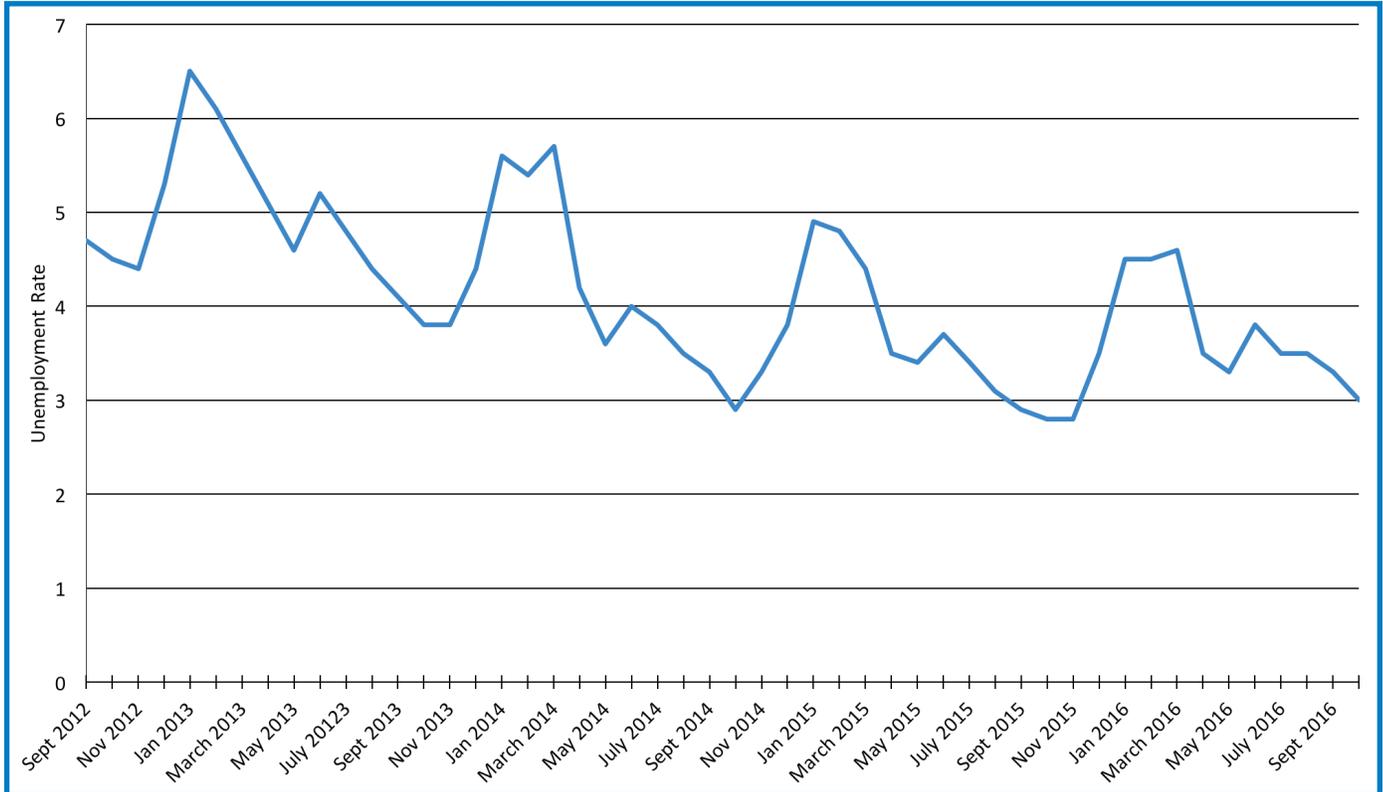
Source: City of St. Joseph

## Unemployment

Although the US Bureau of Labor Statistics does not keep unemployment data specifically for the St. Joseph, the most recent 2015 ACS data from the US Census Bureau shows the city's unemployment rate to be 3%.

The unemployment rate in Stearns County fluctuates seasonally, and it can be expected that St. Joseph's rate follows a similar pattern:

### Unemployment Rate in Stearns County from 2012-2016.



Source: US Census Bureau, MN State Demographic Center

## Commuting

Recent data shows that approximately 90% of working St. Joseph residents are employed outside the city with about 37% commuting to St. Cloud.

As shown below, 2,552 residents commute outside of the city for work, 233 live and work in St. Joseph, and 1,905 nonresidents commute into St. Joseph to work.

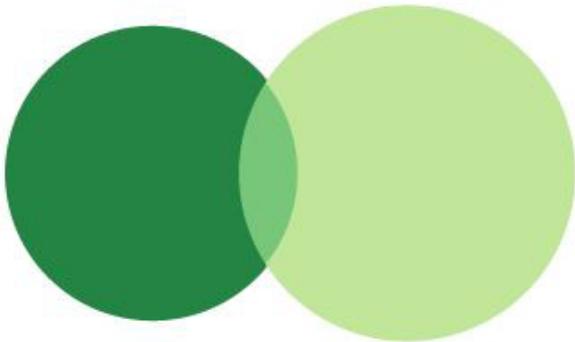
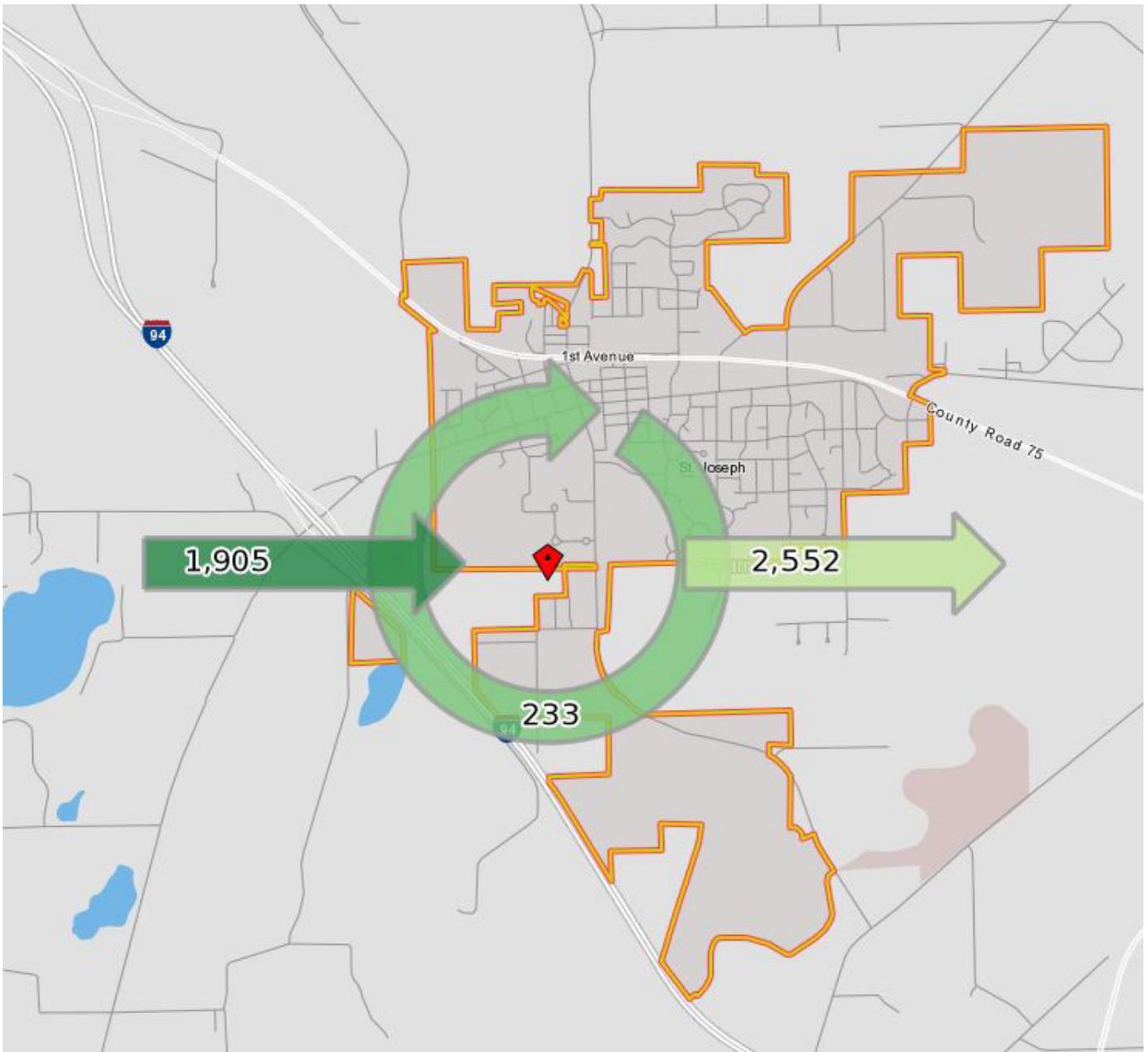
For residents, approximately 60% travel less than 10 miles to work while nearly 13% travel over 50 miles to work.

Sixty-nine percent of nonresidents commuting into St. Joseph for work travel less than 10 miles with about 18% traveling over 50 miles.

| WORK DESTINATION      |       |       |
|-----------------------|-------|-------|
| Place of Employment   | Count | Share |
| St. Cloud             | 1,305 | 37.2% |
| St. Joseph            | 233   | 8.4%  |
| Waite Park            | 210   | 7.5%  |
| Sartell               | 128   | 4.6%  |
| Sauk Rapids           | 72    | 2.6%  |
| Minneapolis           | 56    | 2.0%  |
| Cold Spring           | 53    | 1.9%  |
| Avon                  | 33    | 1.2%  |
| Albany                | 30    | 1.1%  |
| St. Augusta           | 30    | 1.1%  |
| All Other Locations   | 905   | 32.5% |
|                       |       |       |
| Distance Traveled     | Count | Share |
| Fewer than 10 miles   | 1,287 | 60.2% |
| 10 to 24 miles        | 388   | 18.1% |
| 25 to 50 miles        | 188   | 8.8%  |
| Greater than 50 miles | 275   | 12.9% |

| HOME DESTINATION      |       |       |
|-----------------------|-------|-------|
| Place of Residence    | Count | Share |
| St. Cloud             | 443   | 20.7% |
| St. Joseph            | 233   | 10.9% |
| Sartell               | 131   | 6.1%  |
| Sauk Rapids           | 82    | 3.8%  |
| Waite Park            | 65    | 3.0%  |
| Avon                  | 35    | 1.6%  |
| Rockville             | 35    | 1.6%  |
| Cold Spring           | 33    | 1.5%  |
| St. Augusta           | 27    | 1.3%  |
| Albany                | 24    | 1.1%  |
| All Other Locations   | 1,030 | 48.2% |
|                       |       |       |
| Distance Traveled     | Count | Share |
| Fewer than 10 miles   | 1,913 | 68.7% |
| 10 to 24 miles        | 212   | 7.6%  |
| 25 to 50 miles        | 161   | 5.8%  |
| Greater than 50 miles | 499   | 17.9% |

Work Destination: Where workers are employed who live in St. Joseph  
 Home Destination: Where workers live who are employed in St. Joseph  
 Source: US Census Bureau Longitudinal Employer-Household Dynamics (LEHD)



Source: US Census Bureau Longitudinal Employer-Household Dynamics (LEHD)

- 1,905 - Employed in Selection Area, Live Outside
- 2,552 - Live in Selection Area, Employed Outside
- 233 - Employed and Live in Selection Area



TRY  
AN  
ALMOND  
JOY  
MOCHA!



# SECTION 2

## Assets, Vision and Values

This section summarizes the methods used to engage St. Joseph residents, provides a brief description of the community's assets, and describes the process used to develop the plan's vision and values.

- 2.1 Community Participation in the Planning Process
- 2.2 Community Assets
- 2.3 Vision and Values

# 2.1

## Community Participation in the Planning Process

Development of the Comprehensive Plan included extensive participation and engagement with St. Joseph residents, businesses and community organizations. Numerous in-person and online activities sought and received ideas from the city's population.

### Did you know?

One of the most consistent goals received from residents regarding the future of St. Joseph was to maintain the city's "small-town" atmosphere.

Overall, approximately 700 people interacted with the process to develop this plan - including about 300 people who participated at in-person activities and meetings, as well as about 300 people who participated through the plan's online survey and about 500 visitors who downloaded information about the plan. Results from public engagement were integrated with the results from the project team's research and analysis to identify community values, relevant trends and issues, and develop goals and strategies.

A Project Advisory Committee made up of residents and businesses met several times through the plan's development and helped bring additional perspectives into the plan's development.

The project's website ([www.EnvisionStJoseph.com](http://www.EnvisionStJoseph.com)) was used to communicate project details, engagement opportunities, and updates to the public. Residents and businesses were made



aware of the plan development process and project website through various means including links from the city’s website, mention in the city’s newsletter, direct email, Newsleader newspaper, WJON radio, CSB/SJU website, Kennedy Community School, and church bulletins.

### Engagement Activities

In-person events and an online survey were the tools used to engage the public about the city’s current challenges, assets, and potential investments and improvements. All of the comments the City received were compiled and summarized, and were incorporated into the Comprehensive Plan document. A list of comments received can be found in Appendix C.

### Open House

An Open House and Workshop was held on March 8, 2017 at the St. Joseph Government Center with approximately 40 people attending to share what they love about St. Joseph, what they wish could be improved, and where the city could invest or improve in the future. The public’s comments were reviewed by the Advisory Committee and Planning Commission and incorporated into this Comprehensive Plan document.

### Pop-Ups

Pop-Up events brought the project’s engagement activities to places where people were already meeting, and brought participation from people who might not normally attend open houses. The project team engaged about 300 people at five Pop-Up events:

- College of St. Benedict (about 150 students)
- Joint Planning Board Meeting (about 10 participants)
- 2017 Community Showcase (about 100 participants)
- St. Joseph Chamber of Commerce (about 10 participants)
- St. Joseph Farmer’s Market (about 20 participants)

### Online Community Survey

A community survey was developed to gather citizens’ and businesses’ current impressions and ideas for St. Joseph, and to learn their priorities for improvement. Question topics included housing, transportation, economic factors, and recreation. The survey was live for nearly three months from March through the end of May 2017. About 300 responses were received, which were collected, analyzed and incorporated into the plan’s recommendations.



## 2.2

# Community Assets

### What Residents Value About St. Joseph

Maintaining the city's identity even as it grows is an important goal for residents, businesses and leaders. Residents value numerous qualities about their city, and want to preserve these assets, using the plan as a tool to protect them, grow them, and leverage them for the benefit of the city's future.

### A Brief Listing of Community Assets

#### *The Downtown Core*

St. Joseph's built environment includes rich historic elements in the downtown and college campus. A walkable, distinctive core with well-preserved buildings adds to the city's character.

#### *Vibrant Arts Community*

The arts and culture are valued in the city. Numerous venues host different forms of art: dance, music, theatre and others. Festivals and events create an enjoyable and stimulating environment for residents and visitors.

#### *Welcoming Public Spaces*

St. Joseph's public spaces, including sidewalks, trails, parks, festivals and community buildings are open and welcoming. The historic downtown is an attractive place to be, with pedestrian-friendly amenities including mixed-use buildings, sidewalks, benches, wayfinding signage, art stores, restaurants, coffee shops, and landscaping.

#### *Education and Knowledge*

St. Joseph's educational institutions are well-loved and recognized - from the College of St. Benedict to successful local elementary schools like Kennedy Community School, All Saints Academy and Lillian Leonard Primary.

St. Joseph residents and leaders appreciate and support their school system as it provides great facilities and a quality education. The college campus enhances the local school system and enriches community life. The College of St. Benedict's beautiful buildings and cultural events are open to the community and its students, faculty, and staff contribute to the community's vitality and wellbeing.



## Vision and Values

Based on public input received, a vision statement and set of six core values were developed by the Planning Commission and Advisory Committee. The vision statement is aspirational and encompasses what the St. Joseph Community desires to be in the future. The core values are the guiding principles that define the priorities of St. Joseph and supports the vision.

### Vision Statement

*St. Joseph is a flourishing city where all residents have access to a wide variety of housing options and employment opportunities, and where they can enjoy walkable neighborhoods, a vibrant downtown full of cultural and entertainment activities, and numerous recreational spaces and natural areas.*



## What we heard

**"It's vibrant,  
businesses aren't  
closing, but are  
thriving instead!"**

## Community Values - Guiding Principles

Engagement activities yielded a rich variety of information regarding resident ideas and preferences for the future of the St. Joseph. The guiding principles summarize resident guidance obtained through the plan's extensive engagement activities and include the following six core values:

### *Vibrant*

A diverse community that values a mix of employment, industry and retail infrastructure to foster social and economic vitality.

### *Lively*

An active and attractive community that is welcoming, healthy and safe.

### *Diversified*

A well-connected community that includes a variety of businesses, land uses and activities, and welcomes people of all ages, income levels, and ethnicities.

### *Welcoming*

An inviting community that embraces and enhances its historic "small town feel."

### *Proactive*

A resourceful community that anticipates the needs of its residents, employees and visitors and responds in a productive and responsible way.

### *Sustainable*

A sustainable and resilient community that builds on its existing natural and cultural assets.



## What the Values Mean

### *Vibrant*

St. Joseph residents recognize the importance of small businesses in the life of their city and value a strong sense of community. The city will maintain its “small town” character by encouraging small business development and by supporting development patterns that promote walkability and a mix of uses. The city will build on existing connections between the college, monastery and other cultural institutions to create new jobs and revenue for the community.



### *Lively*

Health and wellness of the St. Joseph community is a key consideration as the city makes decisions and plans investments. The City will continue to enhance its physical and social environments while expanding community resources to support active and healthy lifestyles. A healthy, safe, and sustainable community offers streets that allow pedestrians, bicycle riders and motorists to interact safely with each other; provides sidewalks, trails, and bike lanes for active transportation; and builds infrastructure systems for maintaining and increasing access to clean water and energy.



### *Diversified*

St. Joseph is located just outside of the St. Cloud metropolitan area and within convenient distance to Minneapolis/St. Paul; its location offers connections to employment and residential centers, while defining itself as a destination for visitors. The City's range of housing and employment options make it a desirable community for individuals and families of all ages, ethnic backgrounds, income levels, and neighborhood preferences.





### **Welcoming**

The St. Joseph community prides itself on its friendly and welcoming environment. Residents, committees, organizations, and business owners work to maintain and enhance the City's sense of character, promoting community development and events, supporting local festivals, and inviting tourism. As the population of St. Joseph grows, community involvement and collaboration remains a priority.



### **Proactive**

St. Joseph values community and engagement in community life. Residents are involved in local civic organizations and committees. Residents and City Staff help recognize and support areas of opportunity in the community. Residents contribute to the city's success by supporting local businesses, improving the beauty of their neighborhood and caring for themselves and those around them.



### **Sustainable**

Located along the Sauk River and Watab River, St. Joseph offers many opportunities to experience the outdoors and enjoy the city's cultural history. St. Joseph preserves and expands these assets, dedicating appropriate resources to the ongoing upkeep and maintenance of its natural and cultural resources.



# SECTION 3

## Plan Elements, Goals and Strategies

- 3.1 Framework for Recommendations
- 3.2 Land Use
- 3.3 Housing
- 3.4 Mobility and Transportation
- 3.5 Economic Development
- 3.6 Community Facilities and Utilities
- 3.7 Parks and Recreation
- 3.8 Sustainability and Resiliency
- 3.9 Community Engagement, Participation and Communication
- 3.10 Implementation

# 3.1

## Framework for Recommendations

### What do a plan's Goals and Strategies mean?

Goals are the short and long term aims that a Comprehensive Plan sets out for a city to achieve. Each goal is a broad statement that encompasses a desired outcome in general terms.

Strategies are the projects, programs, or policies that are needed to achieve each goal.

Each goal in this plan includes a list of potential strategies that should be considered in working to achieve each goal.

The purpose for each goal and strategy? To help achieve the vision and dreams of the St. Joseph community.

A Comprehensive Plan establishes a community's goals and presents a roadmap for achieving them. To capitalize on that community's existing assets, mobilize its residents, and meet those goals, the recommendations made in a Comprehensive Plan must:

- Recognize that even within that single community there will be different conditions, contexts and opportunities for specific locations within it,
- Leverage that community's existing assets as part of the plan's foundation for future success,
- Listen to, consider and respond to that community's residents' and leaders' visions and aspirations for the future, and
- Move toward implementation in sustainable, incremental ways that offer stable improvement and a toehold for next steps.

This chapter of the St. Joseph Comprehensive Plan presents a brief framework for understanding the plan's policy recommendations and the foundations for success that are already existing in the city.

### Thinking about context

St. Joseph is a small town community located in scenic Central Minnesota, rich with amenities and history. It is home to the College and Monastery of St. Benedict, to a historic and thriving downtown, and a variety of small and large-locally owned businesses. The city is also the trailhead of the 62-mile Lake Wobegon Trail. It has a high-quality public school system and a history of active public involvement.

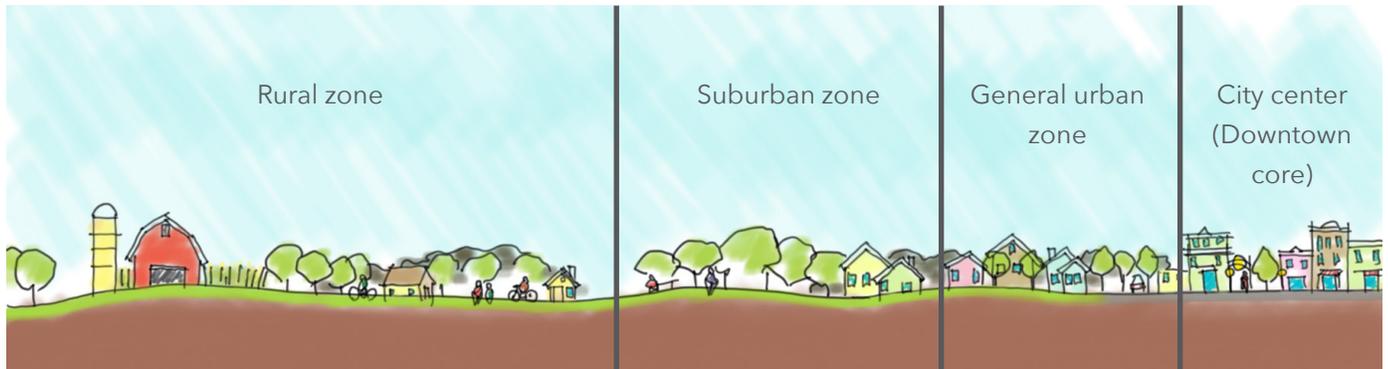
It is important, when thinking about the city and making recommendations for its future, to recognize that it includes different zones or districts within it, and that each of these zones or districts offer different contexts for recommendations and may require different approaches for achieving overall success.

### What we heard

**"Preserving the city's history but allowing sensitive growth of commerce is important"**

## The St. Joseph transect

A transect is a tool for thinking about the different planning-related contexts that exist in a community, by looking at it from its outer edges to its densest core:



Usually, in most cities large or small, each of the transect zones presents a similar *intensity of land use* - which is visible as buildings of mostly similar forms and compatible function.

Because their settings and contexts are different, and the activities and roles that each zone plays in the overall function and experience of the city is different, a recommendation that may be helpful and appropriate in the downtown core may not be as helpful in suburban residential areas of the same city - and the inverse is true as well: a recommendation that may be helpful when thinking about new residential development in the city's suburban zone may not lead to outcomes that are consistent with overall plan goals if applied in the downtown.

Even resident preferences, received in conversations related to St. Joseph's future growth and development are closely tied to zones people know and experience today - including the city's historic downtown, the city's rural heritage and connections to nature, and its residential districts (please see sidebar on this page).

### City districts

An idea that's related to the transect, but looks at the city from a bird's eye perspective (rather than through a cross-section, or head-on) is the identification of districts within the city.

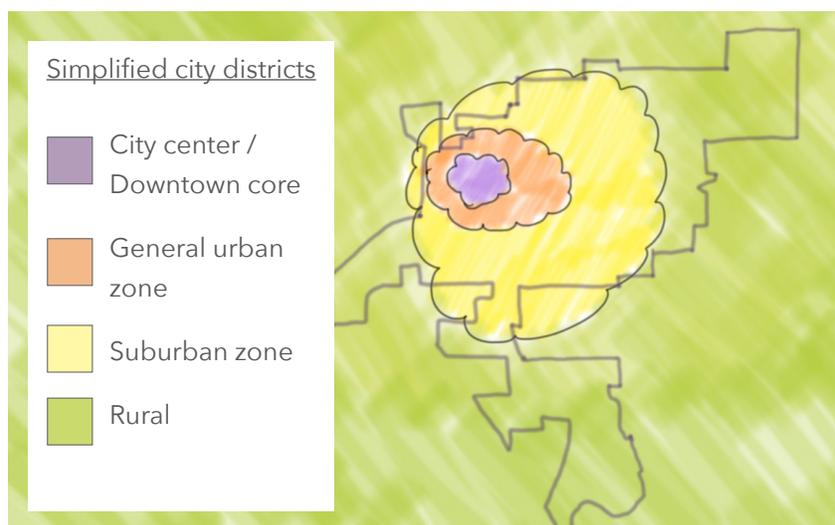
Just like with the transect, the districts themselves don't have to be exactly defined, but rather reflect some common characteristics that can help organize recommendations and thinking toward future action.

### What do residents want for their city's future?

Throughout public engagement for development of the plan, St. Joseph residents expressed a strong desire to maintain the city's "small-town" atmosphere.

Maintaining the city's identity even as it grows is an important goal for residents, businesses and leaders (a goal developed through public input, and consideration of current and future trends):

*Decisions regarding St. Joseph's future land development will respond to the city's history and natural and built surroundings, and enhance social capital.*



A framework of simplified districts can be helpful when thinking about next locations for development, or types of development that may be sought in specific areas of the city. This framework can also help orient more specific changes in the city's future land use and zoning regulations.

### Leveraging assets

All communities have assets in place that provide a foundation for improvement and can help them achieve their vision.

Recognizing those assets, however, can sometimes be difficult due to the fact that, since they currently exist (and are thus part of a community's everyday background) they can be easily taken for granted and not noticed.

St. Joseph has many assets in place - many of which people do recognize, but also many others which may be less noticeable because they include familiar elements in combination with other city characteristics, or with larger trends and conditions.

For example, St. Joseph's "small town feel," walkable downtown and educational institutions are familiar elements to current residents and perceptive visitors. What may be less apparent is that this specific combination is one of the hottest recipes for bringing new compact and walkable development to smaller cities throughout the country - and for revitalizing local economies.

As baby boomers age and look for places where they can remain active, enjoy close-knit communities, access cultural opportunities and lifelong learning, and be within a community where they are surrounded by people of all ages, smaller

college towns have become the ideal setting for development. The compact, mixed use apartments that are being sought by seniors in these cities bring new vitality to downtown districts, solidify a city's tax base, and reinforce the walkable, pedestrian-oriented qualities that make the downtown and nearby residential neighborhoods attractive for a wide variety of households.

What are some of St. Joseph's community assets? Here's a brief list, as received during community engagement for the plan:

## A brief listing of community assets



### *The downtown core*

St. Joseph built environment includes rich historic elements in the downtown and college campus. A walkable, distinctive core with well-preserved buildings adds to the city's character.



### *Vibrant arts community*

The arts and culture are valued in the city. Numerous venues host different forms of art: dance, music, theatre and others. Festivals and events create an enjoyable and stimulating environment for residents and visitors.



### *Welcoming public spaces*

St. Joseph's sidewalks, trails, parks, festivals and community buildings are open and welcoming public spaces. The historic downtown is an attractive place to be, with pedestrian-friendly amenities including mixed-use buildings, sidewalks, benches, wayfinding signage, art stores, restaurants, coffee shops, and landscaping.



### *Education and knowledge*

St. Joseph is recognized for its educational institutions: a nationally-recognized private college, several private elementary schools, and a successful school district. St. Joseph residents and leaders appreciate and support their school system as it provides great facilities and a quality education. The college campus enhances the local school system and enriches community life. St. Benedict's beautiful buildings and cultural events are open to the community and its students, faculty, and staff contribute to the community's vitality and wellbeing.



## 3.2

# Land Use

Land use refers to the activities that take place on the specific land parcels of a community. Changing over time, land uses reflect larger economic, social and structural factors. Land uses respond to market forces and directions set forth in a city's land use planning policies, including its comprehensive plan, zoning regulations, and other policy documents.

This section provides guidance for the city's future land use and development decisions so they match community vision and values, and includes a future land use map, showing uses that are anticipated to change over time. The transition of these properties from their current use to the depicted use is expected to occur over time, in response to market demands, as property owners voluntarily sell, develop, or change the use of their land. Other recommendations will be implemented through planning, zoning and subdivision ordinances, public improvements, and public and private partnerships.

### Overview

St. Joseph's growth is likely to continue into the future. A variety of factors provide a foundation for that growth, including its proximity to St. Cloud and the Twin Cities, and attractive opportunities for families and businesses. The location and type of new development that is permitted to occur will determine the city's further potential for economic growth, enhancement of its community character, and its appeal as a place to live, work, and play.

Land uses in St. Joseph include residential, commercial, business, mixed use, light industrial, educational, open space and public uses. Growth in the 1990's and 2000's can be described as primarily low density residential. Mixed use development is allowed within the city's central business district and community oriented mixed use areas.

Mill Stream Shops and Lofts is an example of a new successful mixed use redevelopment project with businesses at street level and residential units on the upper level. Additionally, 24 North (formally known as Bayou Blues) is another mixed use redevelopment project that has been approved with both business and residential units.



St. Joseph allows planned unit developments (PUD), which offer flexibility in zoning standards, such as allowing a mixture of housing types under a single development. Successful examples of residential PUD's with a mixture of housing include Graceview Estates which includes single and multi-family residences, and Country Manor Senior Living Campus which includes planned single-family, multi-family, and commercial uses.

Throughout the engagement process for the 2018 Comprehensive Plan, residents and business owners emphasized the importance of protecting the "small town" feel of St. Joseph. Land use decisions will influence the city's economic tax base, and its built and natural environment. Annexation of neighboring land may also impact St. Joseph's character and economic health. Redevelopment within the city's existing built environments may help preserve the city's current character.

The City of St. Joseph is projected to grow but there is a strong desire to be sustainable, maintain the quality of life currently enjoyed by residents, and preserve the "small town" feel. The City has made a conscious decision to focus redevelopment in or near the City's core in established commercial and residential areas. Priority areas for redevelopment are the Central Business District and areas adjacent to CSAH 75.

## Key Findings

A review of existing conditions was performed as part of the initial stages of the Comprehensive Plan Update. Information was compiled from various sources including the U.S. Census, GIS data, and existing policies and guidance from the 2008 Comprehensive Plan. Site visits and field review of the landscape was part of this analysis. Interviews were also conducted with key stakeholders to gain feedback on the existing environment.

### Housing stock

Existing housing in the city is relatively stable, with more than half built within the last 25 years. Nevertheless, availability of new single-family housing may help attract new residents to the city (drawn to employment in the general area) and help support existing businesses.

Housing demand for senior housing will continue to grow in the coming decades as the population ages. The College of St. Benedict provides student housing, which meets the current demand. Mixed-use developments can increase available housing stock while also boosting the St. Joseph economy.

## A Key Point about Future Land Uses

Discussion about future land uses in this plan is based on the plan's guiding principles, and uses an intensity-based approach to managing land development in St. Joseph.

Please note that the discussion and maps provided in some cases depict new land uses for privately owned properties. The transition of these properties from their current use to the depicted use is expected to occur over time, in response to market demands, as property owners voluntarily sell, develop, or change the use of their land.





### *Changes in land use over time*

European settlers were attracted to St. Joseph because of its fertile soils. The College of St. Benedict was founded in 1913, providing a strong civic, cultural and economic foundation. The town quickly grew to 1,000 residents. The downtown and college still form the centerpiece of the community, with residential development occurring outward in all directions.

While St. Joseph was first settled as an agricultural community, it has gone through several changes in its economy and role within the region. The completion of Interstate 94 in 1977 increased St. Joseph's interconnectivity with the state's economy and contributed to its growth. The city has shown signs of suburbanization since the 1980's as it experienced expansion from the college's growth.



### *Urban character*

Many of the buildings in the city's core are well preserved examples of late 19th and early 20th century architecture. The presence of students at the College of St. Benedict has provided an opportunity for small niche business owners to locate downtown and cater to the needs of a younger demographic with businesses like pubs, coffee shops, and specialty stores. Today, the downtown area offer an engaging, pedestrian-oriented urban image. Automobile-oriented businesses are located along CSAH 75.

New senior housing that capitalizes on the city's existing assets (walkable downtown, thriving cultural scene, convenient connection to nearby cities, and easy access to medical care) are evidence of a potential evolution in the city's growth potential. Importantly, the city's urban character (walkability and image) are strong contributors to this potential.

Several franchise projects located along CSAH 75 are also evidence of economic growth. However, many residents noted that the character of large franchise retail that is located along CSAH 75 does not reflect the "small town" character of the city.

St. Joseph's agricultural activities have decreased since the 1980s due to rapid residential growth and direct highway connections to area employment - providing new residents and tax base but also increasing the potential for the city becoming a bedroom community for the St. Cloud and Twin Cities metro areas.

### How much land could the city need?

Between 2017 and 2040, the city is expected to grow by approximately 2,580 people (an increase of almost 40% from today) for a total population of approximately 9,450 people. The land needed to accommodate this growth could be provided in the form of infill, redevelopment, land use densification, and/or expansion.

Population projections are based on 2015 American Community Survey population data, minus the community's student population (2,000 students). Household projections assume 2.5 people per household. Projections for consumption of land also depend on a number of variables. Projected residential acres are shown in a range, based on low, medium, and high residential density assumption, with additional consideration for roads and utilities.

Regulatory policy that provides incentive for infill and redevelopment may be updated over time and change the amount of land that will be consumed. Any vacancies in current housing would also need to be filled before significant expansion or growth.

These projections are not intended to project overall community growth in land area per se, but to explore the potential need for additional residential development, redevelopment, or infill to accommodate future households, and the impact of potential development policies on guiding densities and land consumption.



| Year   | Linear | *Projected household | **Projected residential acres (Low density) | **Projected residential acres (Medium density) | **Projected residential acres (High density) | Additional 30% (from Low den) for roads, etc |
|--|--------|----------------------|---|--|--|--|
| 2015   | 6,865  | 1,946                | 973   | 354  | 195  | 1,265  |
| 2020   | 7,213  | 2,085                | 1,043                                       | 379  | 209  | 1,355  |
| 2030   | 8,331  | 2,532                | 1,266                                       | 460  | 253  | 1,646  |
| 2040   | 9,449  | 2,980                | 1,490                                       | 542  | 298  | 1,937  |
| *Projected HH=population-2000 students and 2.5 people per HH                                       |        |                      |   |  |  |  |
| **Average lot size (acres) = 0.5 for low density, 0.18 for medium density and 0.1 for high density |        |                      |   |  |  |  |

Source: US Census Bureau, MN State Demographic Center



### **Residents' preferences regarding growth**

Throughout the process of development for this plan, community engagement opportunities offered residents, property owners and the general public an opportunity to provide insights on how the city should accommodate future growth. A survey collected responses regarding housing and future development. About 40% of respondents thought that there was a need for additional housing, with the most needed types being single-family detached housing (50%) and multi-family housing (about 20%).

### **The role of commercial and industrial development**

For St. Joseph to remain an economically successful city it is important that it steward and provide appropriate spaces for its own commercial and industrial development - which will provide a solid base for employment growth and tax revenues, and for maintaining its identity while avoiding becoming a "bedroom community" for St. Cloud or the Twin Cities.

### **Future Land Uses**

The Land Use Plan identifies desired uses throughout St. Joseph and its planning districts. The Land Use Plan classifications are a general guide while the zoning regulations govern development practice. The future land use designations work jointly with zoning designations to further the City's land use goals:



**Low Density Residential:** Includes single family detached housing units typical of a traditional single-family neighborhood in St. Joseph. While a mix of renter-occupied housing should be accommodated, single-family neighborhoods are primarily comprised of owner-occupied housing. Appropriate densities for development range from one to four units per acre. Corresponding zoning districts include Agriculture, R-1 and PUD.

**Medium Density Residential:** Accommodates a variety of housing types, including single-family, attached housing units, two-family, and townhomes. Appropriate densities for development range between two and six units per acre. Corresponding zoning districts include R-2, R-4, R-5, and PUD.



**High Density Residential:** Includes multi-story apartments, condominiums, and townhomes. Provides a variety of housing options to persons of all ages. Typically located near higher density commercial uses, schools, and along highway corridors. Apartments along a collector or higher functioning roadway should be provided with adequate buffering. Corresponding zoning districts include R-3, R-4 and R-5, and PUD.

**Central Business:** Includes the downtown area, the original core area of St. Joseph. Current regulations allow for existing uses and the conversion of single family dwellings to low impact non-residential uses such as office and service commercial uses. This area also allows for infill and redevelopment into a mix of land uses including residential, commercial, and civic.

The area is to remain compact, walkable, vibrant, and pedestrian-friendly, and could include retail, service, office, housing, park, hospitality, and entertainment. The area allows for vertical mixed use buildings. Architecture and site design of the central business areas should be enhanced with building materials and include a variety of textures, colors and accents. Developments must be consistent with the 2007 Downtown Design Guidelines. The corresponding zoning districts include B-1 and PUD.



**Community Oriented Mixed Use:** Intended for commercial activities at locations where they are easily accessible to residential areas and adjacent neighborhoods. May include a mix of land uses including residential, commercial and civic and shall be walkable and pedestrian friendly. Architecture and site design of commercial and mixed use areas should be enhanced with building materials and include a variety of textures, colors and accents to enhance the visual appearance of the corridor. The corresponding zoning districts include B-3, R-5, and PUD.

**Corridor Commercial:** Includes a range of retail, entertainment, office, and service commercial developments. Corridor Commercial areas are typically along collectors or higher functioning roadways, including CSAH 75 and County Road 133. Although they are generally auto-oriented, sites should be made pedestrian-friendly site through the addition of sidewalks and parking lot landscaping. Architecture and site design of commercial areas should be enhanced with building materials and include a variety of textures, colors and accents to enhance the visual appearance of the corridor. The corresponding zoning districts include B-2 and PUD.



**Light Industrial:** Includes a variety of uses ranging from light manufacturing, assembly, distribution, warehouse and limited commercial service uses. Industrial uses should be well buffered and screened to minimize noise, light, and other environmental nuisances to adjacent commercial and residential areas. The corresponding zoning districts include I-1.



**Educational:** Intended for public and private educational and ecclesiastical institutions, including facilities that are part of the educational institution. Uses include monasteries, colleges, places of worship, and primary, secondary and vocational schools. The corresponding zoning districts include EE and PUD.

**Open Space:** Areas used for active and passive recreation and natural areas. These include neighborhood and regional parks and open spaces areas within St. Joseph.

**Public:** Intended for state, federal, and local government uses and quasi-public institutions. Uses include city hall, police station, fire station, public work facilities, post offices, public schools, community centers, and libraries. Walking, biking and transit access is particularly important. The corresponding zoning districts include Public and PUD.

**Planned Unit Development:** St. Joseph may allow neighborhoods with a variety of housing types and densities within a single development through a Planned Unit Development. If a mixed residential development is proposed, separation of housing types through setbacks and landscaping must be attained. Uses such as public, schools, places of worship, and parks are appropriate within residential and commercial areas.

### Orderly Annexation

The City of St. Joseph has an orderly annexation agreement (OAA) with St. Joseph Township. This allows St. Joseph to move forward with growth plans and encourages managed growth and development of rural lands located in proximity to the urbanized area of St. Joseph.

The City of St. Joseph and St. Wendel Township previously held annexations discussions in the early 2000's; however, it was the consensus of the township that annexation was not appropriate. The City of St. Joseph has agreed to provide a centralized urban service to St. Wendel Township when a petition is submitted and approved.

### Priority Redevelopment Areas

The City has identified areas along the CSAH 75 corridor and in the downtown area that are appropriate for redevelopment. Those areas include properties that are within the Central Business District and the Highway Business District, and include commercial and residential buildings that are in substandard condition. The purpose of these redevelopment areas is to achieve the highest and best use for these properties as well as establish appropriate land use in relation to their location. Maps of the redevelopment areas are included here, and also in the Economic Development chapter of this plan.



*Downtown Redevelopment Area*



*North of CSAH 75 Redevelopment Area*



*CSAH 75 and Old Highway 52 Redevelopment Area*



*Minnesota Street and Chapel Lane Redevelopment Area*



*CSAH 75 and 8th Avenue NE Redevelopment Area*

## **A Key Point about the Future Land Use Map**

The Future Land Use Map is based on the plan's guiding principles, and uses an intensity-based approach to managing land development in St. Joseph. The Future Land Use Map, along with the plan's text are intended to guide land use, zoning, and physical development of the City consistent with the City's vision.

The map in some cases depicts new land uses for privately owned properties. The transition of these properties from their current use to the depicted use is expected to occur over time, in response to market demands, as property owners voluntarily sell, develop, or change the use of their land.

## **Future Land Use Map**

The land use map shows future land use considerations. The areas outlined in white dotted lines represent areas that are proposed to change from current land use designations.

# Annotated / Explanatory Land Use Plan

**Open Space**  
These areas are intended for outdoor recreation and natural areas. Examples include neighborhood and regional parks.



**Central Business District**  
This includes the downtown area and the original core. Zone allows for mixed use buildings, office and service commercial uses.



**Community Oriented Mixed Use**  
This zone is intended for commerce that is easily accessible to residential areas. Area should be walkable and pedestrian friendly.



**Educational**  
Intended for public and private educational and ecclesiastical institutions. Examples include College of St. Benedict and Kennedy Community School.



**Light Industrial**  
Includes light manufacturing, assembly distribution, warehouse and limited commercial service uses.



**Corridor Commercial**  
This area runs along CSAH 75 and County Road 133. It includes retail, entertainment, offices, and service commercial developments.



**High Density Residential**  
Includes multi-story apartments, condominiums, and townhomes. Typically located near higher density commercial uses, schools, and highway corridors.



**Medium Density Residential**  
This zone includes single and two family housing units, and townhomes. Appropriate for development of two to six units per acre.



**Low Density Residential**  
This zone includes single family detached housing units. Accommodates for development of one to four units per acre.

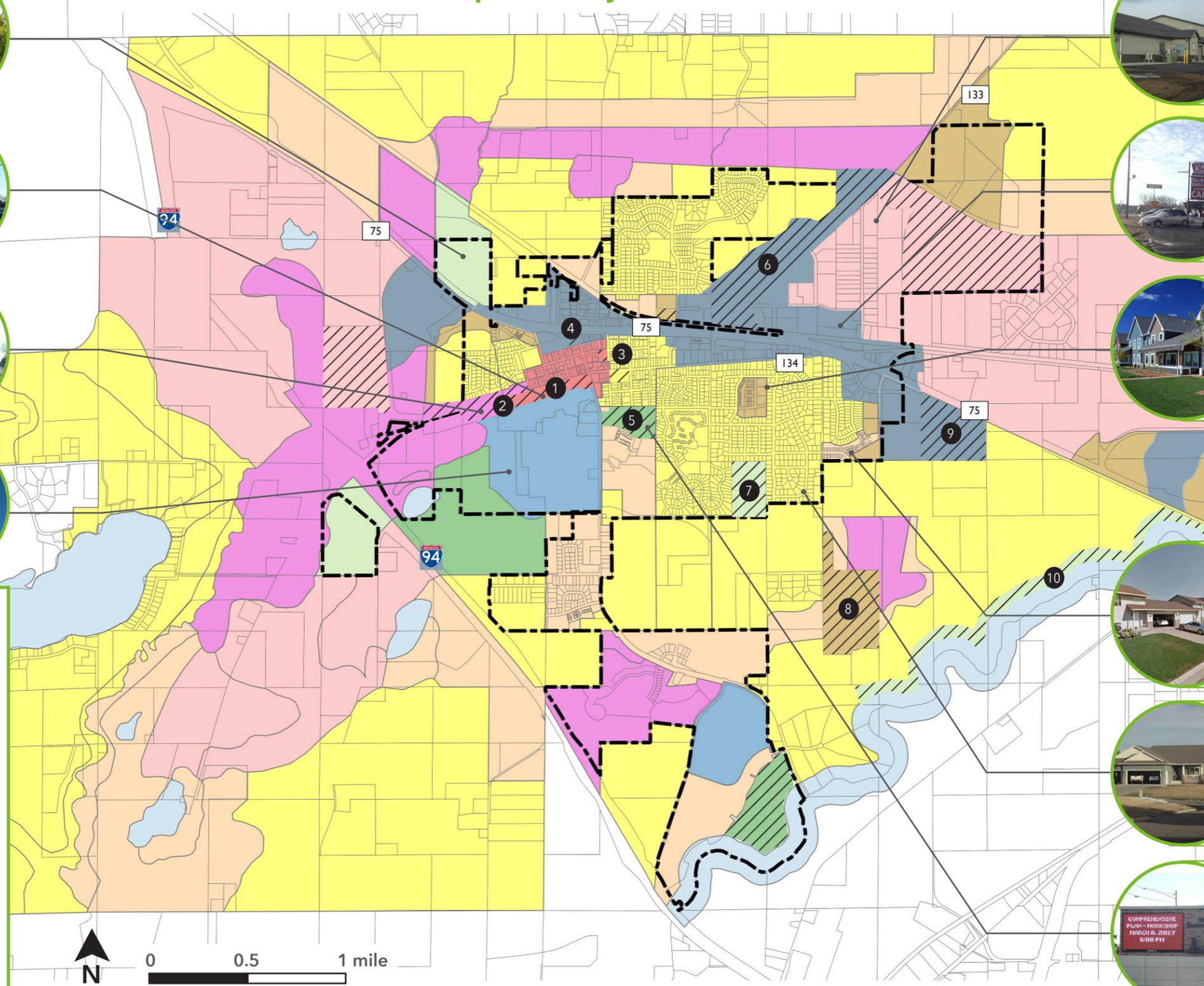


**Public**  
This zone is intended for state, federal, and local government uses and public institutions. Examples include city hall, and government centers.



## Legend

- City Limit
- Central Business District
- Community Oriented Mixed Use
- Corridor Commercial
- Light Industrial
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Educational
- Open Space
- Public
- Water
- Area where land use is changing



## Land Use Updates

Locations where a change in land use is suggested are described below. In some cases new land uses are suggested for privately owned properties. The transition of these properties from their current use to the suggested use is expected to occur over time, in response to market demands, as property owners voluntarily sell, develop, or change the use of their land. Some locations lie outside of the City of St. Joseph and could be incorporated as land becomes annexable.

### 1. Central Business District

This zone can provide space and focus for current and future development and growth of the City's downtown. Mixed use, high density housing, and infill development oriented to a walkable, pedestrian scale are key components for successful development here.

### 2. Community Oriented Mixed Use

Located directly next to the downtown area, this area could provide additional commercial and housing options for residents and visitors. This change allows additional businesses and residents to relocate near the City's core.

### 3. Central Business District

This zone can provide space and focus for current and future development and growth of the City's downtown. Mixed use, high density housing, and infill development oriented to a walkable, pedestrian scale are key components for successful development here.

### 4. Corridor Commercial

Located along CSAH 75, shifting land use in this site to commercial corridor provides additional space for businesses catering to visitors traveling on that corridor.

### 5. Public

Population growth will increase demand for public facilities and services. Land use changes in this area reflect the location of the new Government Center and additional community-oriented uses.

### 6. Corridor Commercial

Highway 133 connects motor vehicle traffic to Highway 75 and the downtown area. Land use in this area is suggested to change to corridor commercial to capitalize on the area's potential to support a higher level of commercial activity.

### 7. Open Space

Located within the heart of a residential area, the suggested change of land use to open space will help offer recreational options to nearby neighbors and other community residents.

### 9. Corridor Commercial

This zone is suggested as commercial corridor to expand land used for commercial activity. The space will allow additional businesses to provide employment and services for area residents and visitors traveling along CSAH 75.

### 8. High Density Residential

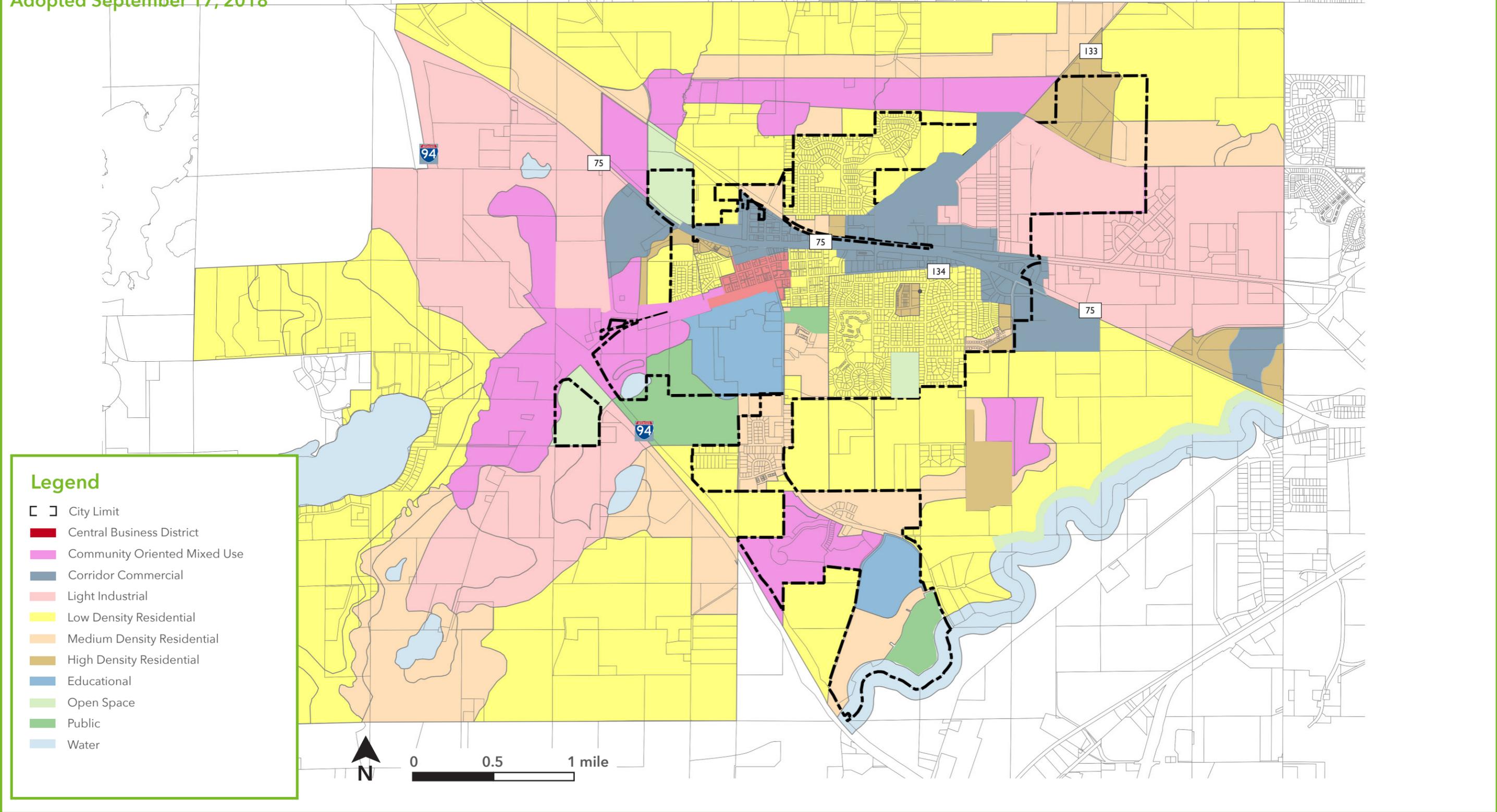
As St. Joseph's population grows, there will be higher demand for different housing options. Offering higher-density residential land uses in southeastern part of the city will make possible the development of town-homes, condominiums, and apartments accommodating young families, young professionals and students. An increase in residential population will help support nearby mixed-use developments.

### 10. Open Space

This open space area provides access to the Sauk River while also buffering it from pollutants and runoff from surrounding residential areas, and protecting land and aquatic habitats.

# City of St. Joseph Land Use Plan

Adopted September 17, 2018



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## What could it look like?



Townhouses help increase the range of housing options available to local residents.



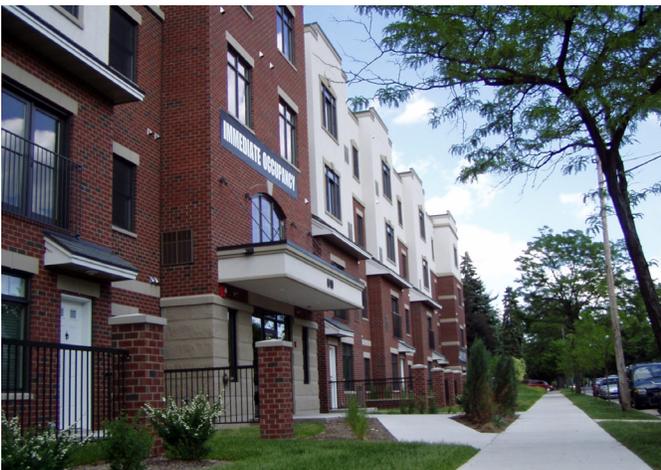
Pedestrian-oriented streetscapes draw residents and visitors and are good for business.



New development and rehabilitation of older buildings can occur even within the same block.



Mixed-use buildings offer housing and commerce to residents and visitors.



Apartments can offer high density housing while reflecting a community's character.



Art, trees and places to sit and linger help create more vibrant community places.



## Land Use Goals

The Comprehensive Plan's goals for Land Use in St. Joseph were developed through public input, and consideration of current and future trends.



### Goal 1: Preserve and enhance St. Joseph's identity and small town character

## Strategies

1.1 Develop a new set of urban design guidelines that address current conditions and community preferences, respond to St. Joseph's traditional form and character, and offer guidance for each of the city's transect zones (see Chapter 3.1) to yield development that reflects the local character of St. Joseph.

1.2 Work to retain attractive, historic buildings within the downtown community.

1.3 Create regulations that blend new developments into the existing character of the streetscape.

1.4 Ensure community gateways are welcoming and attractive. Work to improve attractiveness of primary gateways and corridors, especially Minnesota Street and CSAH 75. Gateway elements could include landscaping, lighting, signage, street furniture, public art and innovative streetscape improvements.

1.5 Create regulations that support pedestrian-oriented development and spaces to create a well-designed community that is welcoming, healthy and safe. The focus of these efforts should be directed in the downtown and urban areas.

1.6 Monitor resident and business opinions on land use balance and prepare ordinances and policies that reflect this balance.

1.7 Promote redevelopment and infill in downtown and urban development where feasible to leverage infrastructure investment and strengthen community vitality and cohesion.

1.8 Encourage art and wayfinding within the community. Partner with local artists to showcase art.



## Goal 2: Support the economic vitality of St. Joseph's downtown

### Strategies

2.1 Retain and attract an appropriate mix of retail/service businesses and housing in the Downtown.

2.2 Encourage innovative housing opportunities in the Downtown.

2.3 Evaluate and adopt design guidelines to assure a high quality and variety in building design, an active connected streetscape, and walkable downtown.

2.4 Continue to enhance and maintain downtown. Consider implementation of a downtown improvement district.

2.5 Ensure all new pedestrian, bicycle and vehicular networks are connected to the downtown.

2.6 Create and maintain relationships with downtown businesses to understand ways to maximize growth.





## Goal 3: Promote sustainable development

### Strategies

3.1 Support redevelopment and infill development throughout the city but especially in the downtown area and along the CSAH 75 corridor. Provide incentives to encourage redevelopment and infill development.

3.2 Support orderly growth. Provide for an orderly and efficient transition from rural to urban land uses. Plan for growth areas that reflect city priorities for development staging and contiguous, planned extension of public infrastructure.

3.3 Encourage innovative land use patterns such as clustering of development in suburban and rural areas that contain sensitive or significant natural or cultural resources or where it would benefit the community.

3.4 Protect and enhance natural resources, such as rivers, lakes, wetlands, woodlands and wildlife habitat as growth occurs in suburban and rural areas

3.5 Evaluate and adopt standards on solar and wind energy.

### What we heard

**“Become more reliant on renewable energy”**



## Goal 4: Create neighborhoods that are well designed to attract new residents

### Strategies

4.1 Create a community that is connected, walkable, and safely accessible through sidewalks, trails and streets. Develop connections between neighborhoods, parks, schools, businesses and community facilities. These efforts should be focused on downtown, urban, and suburban areas.

4.2 Expand the Lake Wobegon Trail to connect to existing sidewalk infrastructure and neighborhoods.

4.3 Streamline the review process for projects that provide environmental and aesthetic development benefits.

4.4 Create regulations that yield commercial and office structures that reflect St. Joseph’s character (and minimize franchise/ corporate structures) in urban and downtown areas.



## Goal 5: Promote efficient land development and management of growth

### Strategies

5.1 Work with state, regional and local entities to manage growth and enhance the region - including Stearns County, St. Cloud Area Planning Organization, St. Joseph Township, local area cities, educational institutions, and others.

5.2 Support land use and zoning decisions, policies, ordinances and improvements that are based on Smart Growth Principles. Smart growth principles promote compact, efficient and sustainable development, including accessible, multimodal transportation system connecting housing, jobs, shopping and services, schools, and recreation facilities while protecting the natural environment. Core principles of Smart Growth include:

- Mix land uses
- Take advantage of compact building design
- Create a range of housing opportunities and choices
- Create walkable neighborhoods



- Foster distinctive, attractive communities with a strong sense of place
- Preserve open space, farmland, natural beauty, and critical environmental areas
- Strengthen and direct development towards existing communities
- Provide a variety of transportation choices
- Make development decisions predictable, fair and cost-

effective

- Encourage citizen and stakeholder collaboration in development decisions

5.3 Collaborate with St. Joseph Township to help ensure land use decisions in areas likely to become urban in the future don't hinder future provision of services - e.g. development of subdivisions with decentralized water/sewer facilities in the orderly annexation area.

5.4 Continue to plan for necessary infrastructure improvements through a capital improvement plan.

5.5 Collaborate with Stearns County and St. Joseph Township to minimize conflicts between agriculture and non-farm uses through local ordinances.

5.6 Consider completing a natural resources inventory (NRI) to identify the location, quantity and quality of natural resources within the City and annexation area. Such information can be used to prioritize areas for protection and preservation as urban development occurs. Upon completion of an NRI, consider the creation of an environmentally sensitive areas ordinance.



# Housing

## Overview

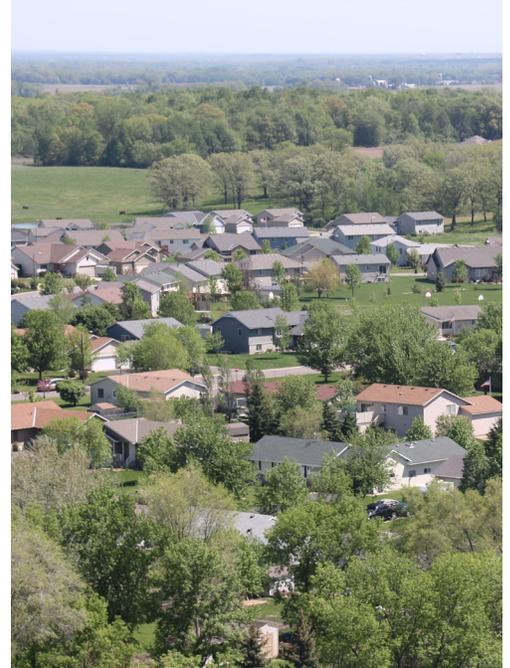
It is hard to imagine a statement of deeper commitment to a place than choosing to live there. What we call “housing,” the response to a universally recognized basic human need for shelter and protection from the elements, is in fact one of the foundations of community. It is in most societies the center of family life, of the nurturing of the young and the caring for the old; a place for rest and recuperation from the labors of the day, where cultural and social knowledge is passed between generations.

Words like “home” and “hearth” begin to express the special meanings that societies have associated with housing and the role it plays within them.

While people visit St. Joseph for shopping, business, or entertainment, their decision to stay and live in the community depends on the available housing stock and how it matches with their needs.

## Key Findings

Between 2000 to 2010 the number of housing units in St. Joseph increased by 33% from 1,147 to 1,912. St. Joseph’s housing stock is mostly single family homes that are owner-occupied. The median housing value in St. Joseph is lower than in Stearns County but the median rent is comparable. About 6% of all housing is made up of studio/ one bedroom units, and more than 75 percent of units have three or more bedrooms. The majority of housing in St. Joseph is relatively new with over 50% built in 1990 or later.



| Housing Units       | 2000   | 2010   | % Change  |
|---------------------|--------|--------|-----------|
|                     |        |        | 2000-2010 |
| St. Joseph          | 1,147  | 1,912  | 33%       |
| St. Joseph Township | 876    | 740    | -16%      |
| Waite Park          | 3,065  | 3,424  | 12%       |
| Sartell             | 3,531  | 6,123  | 73%       |
| Sauk Rapids         | 4,017  | 5,219  | 30%       |
| St. Cloud           | 23,249 | 27,338 | 18%       |
| Stearns County      | 50,291 | 61,974 | 23%       |

Source: US Census Bureau, MN State Demographic Center.

## Housing Snapshot

St. Joseph has an appropriate ratio of non-student rental (30.7%) to owner-occupied (69.3%) as determined by the benchmark levels assigned in the Metropolitan Livable Communities Act for rural growth centers. St. Joseph also has a lower gross median rent than the neighboring communities of Waite Park and Sartell. St. Cloud and Sauk Rapids have a slightly lower median gross rent than St. Joseph. The median housing value of St. Joseph is \$160,900 which is higher than that of St. Cloud (\$141,300) but lower than the county average (\$166,400).

The city offers a range of housing types, from studio apartments and single-family detached housing to houses with five or more bedrooms. About a third of the housing stock are dwellings with three bedrooms (35.6%) and very few dwellings are studio (2.3%) or 1-bedroom (3.4%). Apartments with five or more bedrooms provide flexible housing options both to students and to large, multi-generational and/or immigrant families.

About two-thirds of the housing units were built after 1980 and are less likely to need immediate rehabilitation and/or redevelopment.

To attract new residents to support growth in the city's population and economy, housing will need to be available for differing income levels and offer multi-family and single family units.

Currently, the majority of St. Joseph residents are between the ages of 20-34. This is mostly due to the presence of a college, but is also reflective of the presence of housing options for first-time home-buyers and young families. There is a high percentage of youth from newborn to 19-year-olds (about 33%).

The College of St. Benedict and St. John's University recently announced that they will require students to live in on-campus housing, unless granted permission from the school to live at home or in local housing. This housing requirement alters the demand of detached-single family homes in the City and may impact the volume of apartments designated for student rental.

| Housing Units by Type & Year Built | Percent |
|------------------------------------|---------|
| Studio                             | 2.30%   |
| 1 Bedroom                          | 3.40%   |
| 2 Bedrooms                         | 18.20%  |
| 3 Bedrooms                         | 35.60%  |
| 4 Bedrooms                         | 23.30%  |
| 5 or more Bedrooms                 | 17.10%  |
|                                    |         |
| Built 2000 or later                | 37.40%  |
| Built 1990-1999                    | 19.60%  |
| Built 1989-1980                    | 7.60%   |
| Built 1979-1970                    | 13.70%  |
| Built 1969-1960                    | 11%     |
| Built 1959 or earlier              | 10.80%  |

Source: US Census Bureau, MN State Demographic Center.

| Housing Characteristics in the St. Joseph Area |                |                 |                   |                       |                       |
|--|----------------|-----------------|-------------------|-----------------------|-----------------------|
|  | Owner Occupied | Renter Occupied | Median Gross Rent | Median Housing Values | Persons Per Household |
| St. Joseph                                     | 69.30%         | 30.70%          | \$727             | \$160,900             | 2.62                  |
| St. Joseph Township                            | 88.20%         | 11.80%          | \$733             | \$221,400             | 2.64                  |
| Waite Park                                     | 42.10%         | 57.90%          | \$800             | \$131,400             | 2.17                  |
| Sartell  | 69.20%         | 30.80%          | \$969             | \$179,600             | 2.61                  |
| Sauk Rapids                                    | 63.40%         | 36.60%          | \$643             | \$147,900             | 2.48                  |
| St. Cloud                                      | 52%            | 48%             | \$721             | \$141,300             | 2.37                  |
| Stearns County                                 | 70%            | 30%             | \$742             | \$166,400             | 2.53                  |

Source: US Census Bureau, MN State Demographic Center.

## Housing Goals

The Comprehensive Plan’s goals for housing in St. Joseph were developed through public input, and consideration of current and future trends.



**Goal 1: Create a diversity of housing options within the city**

### Strategies

1.1 Establish standards for new housing developments that create a diversity of housing types appropriate for St. Joseph.

1.2 Revise zoning and subdivision ordinances to encourage a wider range of housing types, including mixed-use, accessory dwelling units, modular homes and manufactured home parks.

1.3 Develop urban design guidelines for how mixed-use housing in downtown and urban areas addresses public spaces and incorporates retail and service businesses.

1.4 As necessary, conduct a city-wide housing survey to identify housing types, values, and vacancy rates to help determine future housing development.

1.5 Establish standards for compact residential development and infill in the downtown and urban areas.





### What we heard

**“We need affordable housing for everyone”**



**Goal 2: Preserve the character of existing neighborhoods that give St. Joseph a sense of place**

### Strategies

2.1 Establish standards for replacement of homes so that new developments match the character of the existing neighborhood, and establish regulations for the demolition or moving of housing units.

2.2 Encourage rehabilitation of deteriorating homes and the reuse of existing buildings to preserve neighborhood values and standards.

2.3 Establish a board or committee to review infill housing development opportunities and determine if they are compatible with the design of neighborhoods.

2.4 Encourage preservation of historically-significant buildings in the downtown and urban areas, neighborhoods, and cultural events.



**Goal 3: Assist in the planning and construction of affordable housing options**

### Strategies

3.1 Encourage public and private partnerships to apply for local, state, and federal funding to cover the gap between affordable housing revenue and costs. Potential partners are Stearns County HRA, land trust organizations, non-profit organizations and others who can help plan, finance and develop affordable housing.

3.2 Encourage renter and owner-occupied developments that offer a mix of housing costs.

3.3 Ensure that housing developments are accessible to community resources such as jobs, retail districts, and walking, biking and transit networks.

3.4 Work with local institutions and professionals to provide educational resources and publications for first-time home buyers.

3.5 Encourage the maintenance and construction of pre-fabricated / manufactured homes to provide additional

affordable housing options in urban, suburban and rural areas.

3.6 Allow for accessory dwelling units as residential housing, especially near the downtown and urban areas.



**Goal 4: Encourage existing and new housing developments to be well-maintained, environmentally friendly, and energy efficient**

### Strategies

4.1 Adopt standards to ensure that new housing developments are constructed to be energy efficient and environmentally friendly.

4.2 Establish regulations that provide pedestrian and bicycle connections through neighborhoods and connection to local businesses.

4.3 Review the City's ordinance for homeowners to rehabilitate and maintain structures that are not conforming to environmental standards.

4.4 Enforce ordinances that provide minimums in housing maintenance.

4.5 Provide informational resources to residents on ways to reduce energy and water usage.



# 3.4

## Mobility and Transportation

### Overview

We travel to take care of our daily needs. We go to work, get the groceries, get our children to school or daycare - and though we sometimes choose our mode of travel out of habit, we often weigh several factors before deciding on our options. How convenient is it? How expensive will it be to travel there? Will I be safe if I choose this mode or go this route? Can I see something interesting on the way if I travel in this way? Will I maybe see a friend?

In this chapter we look at transportation through the lens of “mobility,” which the dictionary defines as “the ability to move freely and easily.” We have grown, in our society, to think of transportation as something that must almost always center around vehicles. Mobility is much simpler. How do we make it more convenient to get from point A from point B in St Joseph? How do we make it easier for adults to get to work, for children to get to the park, for families to get their groceries in a way that responds to the goals and vision that shape this plan?

This is important because how people get around their communities has an impact on health, business vitality, community safety, and even civic engagement. Walking, rolling, biking, taking transit, and driving a car are all useful methods of getting around, and a community’s infrastructure should encourage safe mobility for all users regardless of their mode of travel.

### Existing Conditions

#### *Walkability and pedestrian networks*

Walking is a foundation for individuals’ health, well-being and sense of connection. Walking is free and accessible for people through the widest range of ages, income levels and physical abilities. It is the most basic form of transportation - at some point during every trip, everyone is a pedestrian.

In some places it is not always easy to walk. Low-quality infrastructure and connections across roadways can hinder this simple and free form of transportation. Fortunately, St. Joseph has a solid network of pedestrian infrastructure, including sidewalks, crosswalks, and other features. These pieces of



infrastructure can be improved and added upon to create a safer, healthier, more mobile and livable community.

A large number of residents stated that they prefer to make trips by walking or biking. Currently there are limited opportunities for active transportation, especially through residential areas. This discourages walking or biking trips.

- Local street design can encourage active transportation by including sidewalks, bikeways and landscaping.
- Storefronts should be positioned to support a pedestrian-scale environment.
- The sidewalk network should be connected to local destinations and recreational and commercial uses.
- Active transportation should connect the south and north side of the City. Safe mobility across CSAH 75 should be provided for pedestrians.

### ***Bikeability and bicycle networks***

Like walking, bicycling offers mobility and connectivity at a relatively low cost for residents young and old alike. Communities that provide safe, comfortable and convenient facilities for walking and biking allow residents to more easily access school, transit, employment, services, recreation, and everyday needs using healthy and sustainable options.

St. Joseph hosts a trailhead for the Lake Wobegon Trail, and has initiated development of additional bike-related infrastructure, including development of a bike trail along CSAH 75 connecting St. Cloud to the heart of the downtown.

Some recommendations for improving bicycling in the city include:

- Improving wayfinding and signs to let users know how to connect to destinations in the city and to nearby trails
- Developing a network of biking routes through the city
- Improving the quality of bicycle routes by developing connecting trails, separated bicycle lanes, and by providing visible and legible bicycle infrastructure
- Including bicycle facilities in future development
- Introducing traffic-calming measures where necessary to increase safety and perception of safety by bicycle riders
- Providing safe crossings for pedestrians and bicyclists across CSAH 75.

### **What we heard**

**“A walkable, bikeable community from both a recreation perspective as well as a transportation perspective”**





### **Public Transportation**

Jefferson Lines College Connection and Tri-Cap Transit Connection provide transit services in the St. Joseph Area. In the city, Tri-Cap Transit provides dial-a-ride service around St. Joseph and to St. Cloud. Jefferson Lines College Connection provides weekend shuttles to Maple Grove, Mall of America and University of Minnesota. The College of Saint Benedict and Saint John’s University provide a shuttle that runs between the two every 30 minutes.

### **Motor vehicle travel and networks**

**Roadway classifications.** Roads in St. Joseph fall into the following categories: Principal Arterials, Minor Arterials, Community (Major) Collector, Neighborhood (Minor) Collector, and Local/Neighborhood Roads.

**Interstate 94 and County State Aid Highway 75.** Interstate 94 access provides key regional connections for commerce in and around St. Joseph as well as opportunities to attract new commercial activity. County State Aid Highway 75 (“CSAH 75”) is an important transportation corridor for the city. The most recent Minnesota Department of Transportation traffic counts show a peak adjusted average daily traffic of 22,700 trips per day.

**East-West Corridor.** The first phase of a new east-west collector in the southern portion of St. Joseph known as Field Street has been completed. The new east/west collector street was identified as a need through previous transportation planning due to a lack of east/west connectivity within the city. Ultimately, Field Street will connect further east to 20th Avenue SE to CSAH 75. This street is expected to improve traffic movement and safety, as well as open up opportunities for new residential and commercial development.

**North Corridor and CSAH 2 Realignment.** A traffic study was conducted on St. Joseph County State Aid Highway (CSAH) 2 to realign CSAH 2 to the west of the city center, connecting it to CSAH 75 at CSAH 3. Construction of the realignment was completed in 2012, which also included construction of a 10-foot wide bituminous trail on the east side of CR 2 and CR 3 connecting to the Lake Wobegon Trail. A second phase of the project (North Corridor) includes a future east/west street connecting to CR 133 improving traffic movement and opening up opportunities for new development. At this time, the second phase of the project is not funded.

**Traffic Volumes.** 2015 average annual daily traffic counts for typical St. Joseph streets range between 400 and 6,300 motor-vehicles per day. The exception is CSAH 75, which at 22,700 motor-vehicles per day, carries more than triple the traffic volume of any other local road.

## Current documents: Transportation Plan

The city's most recent Transportation Plan was developed in 2006, and was amended in 2012. The document is attached to this 2018 Comprehensive Plan as Appendix A.4.

The purpose of the Transportation Plan is to guide the City and future landowners when preparing for growth and development. It provides the framework for decisions regarding existing and planned new roadway to ensure that development improves safety, increase access, mobility, and performance of the roadway system.

The Transportation Plan incorporates local policies, standards, and guidelines so that it is coordinated with county, regional, and state efforts, and can be a helpful tool to enhance the economic and residential vitality of the City.

## Priority strategies

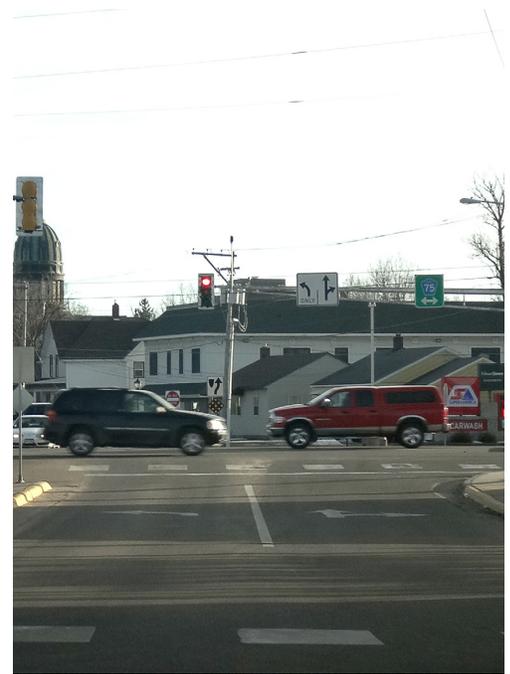
Transportation facilities and infrastructure should include the safety and mobility needs of pedestrians and bicyclists.

Throughout engagement for the Comprehensive Plan, St. Joseph residents expressed the need for a safe system that connects pedestrians and bicyclists throughout different parts of the city. Currently, many neighborhoods lack proper infrastructure, such as bike lanes and sidewalks, that provide safe and comfortable mobility.

Additionally, inadequate infrastructure restricts access for people with disabilities. As the St. Joseph population becomes older, this issue will become more prevalent.

CSAH 75 bisects the city and creates a significant barrier to the mobility of pedestrians and bicyclists. Pedestrian and bicycle facilities should be provided to facilitate movement across this highway.

Incorporating sidewalks into current and future land development will encourage pedestrian-friendly neighborhoods. The Lake Wobegon Trail is a great community asset that allows for east-west travel in the city. The city should consider implementing a



## What we heard

**“Improve pedestrian access over Highway 75”**

similar trail that allows for north-south travel and connects to the downtown area.

Any current or future expansion of land use should plan to incorporate efficient transportation systems. City leaders should use the Transportation Plan to ensure that transportation facilities develop in harmony with the increases in land use.

Communities like St. Joseph face a distinct challenge when managing land use adjacent to high traffic corridors. The challenge lies in the interdependent and variable relationship between land use patterns and transportation systems. Land use planning helps predict transportation needs, but transportation facilities can sometimes determine the form of the development that occurs, or even whether that development occurs at all. A key consideration for managing this conundrum is clarifying the role that city policy and guidance plays in steering the form and location of development - that is, that it does not occur in a vacuum, and that the role of leadership and management is to steer development toward the vision and values that city residents, businesses and staff have articulated for their future.

## Transportation Goals

The Comprehensive Plan's goals for mobility and transportation in St. Joseph were developed through public input, consideration of current and future trends:



### Goal 1: Improve Transportation Framework

#### Strategies

- 1.1 Explore the extension of St. Cloud Metro Bus service to St. Joseph.
- 1.2 Collaborate with Stearns County and the St. Cloud Area Planning Organization on roadway and pedestrian connection improvements in downtown, urban, and suburban areas.
- 1.3 Identify and review key metrics for potential transportation system deficiencies, such as crash data and accessibility.
- 1.4 Implement traffic calming measures where appropriate to reduce motor-vehicle speed in residential areas.
- 1.5 Require the dedication of right-of-way consistent with the adopted right-of-way standards to ensure safe and high performing roadways.

1.6 Limit direct access to major thoroughfares in order to maintain safe and efficient roadway operations.



## Goal 2: Plan, develop and maintain a safe and accessible multi-modal transportation system

### Strategies

2.1 Develop a pedestrian and bicycle plan that summarizes existing walk / bike issues and offers strategic guidance and solutions for improving user safety, comfort, convenience and connectivity and growing use of walking and biking for everyday travel in the city.

2.2 New development and redevelopment proposals shall require connectivity of streets and pedestrian facilities in all urban and suburban areas.

2.3 Require sidewalks (or off-street trails or on-street bikeways where planned and appropriate) on all new subdivisions and new streets and if feasible on road reconstruction projects.

2.4 Connect and maintain an interconnected pedestrian and bicycle system that links residential, institutional, educational, commercial, employment, and recreational destinations.

2.5 Identify pedestrian and bicycle transportation gaps. Build sidewalk or trail segments where there is a missing connection in the trail/sidewalk transportation system.

2.6 Use a Complete Streets methodology in the design of all streets (to decide where implementation is desirable and to prioritize and implement improvements where feasible). Consider adopting a Complete Streets ordinance.

2.7 Improve the safety of pedestrian and bicyclist crossings of CSAH 75. Review the CSAH 75 Pedestrian Crossing Study and identify if any further areas of study are needed. Where feasible and as determined, implement the recommendations as identified within the study.



## Goal 3: Implement the Comprehensive Transportation Plan

### Strategies

3.1 Periodically review the Transportation Plan and update it as needed.

3.2 Implement the Transportation Plan and ensure development projects are consistent with its guidance.

## 3.5

# Economic Development

### Overview

Cities are places of activity and commerce. Healthy commercial areas draw in people who bring their energy and economic resources and who, through their purchases and investments, contribute towards the improvement of these places. The purpose of this section is guide future economic development and redevelopment in St. Joseph.

Local businesses provide needed goods and services for residents, unique goods and experiences for visitors, and generate investments that remain in the communities where they are located. Local businesses also provide employment opportunities for residents, and help increase the sense of connection in a community.

St. Joseph is a relatively small town of approximately 7,000 people. The City has many great assets: its “small town” character and historic downtown, vital arts and cultural events, and “mom and pop” shops. A nationally-recognized liberal arts college, the College of St. Benedict, adds to the intellectual capital of the city and its residents. Coupled with the city’s proximity to both the Twin Cities and St. Cloud, St. Joseph’s prospects for continued vitality are bright.

### Key Findings

Economic development is not just about businesses and industries, but about maintaining a vibrant livable community that will attract workforce and businesses. It usually includes the adoption of new technology, transition between types of industries, and improvement of living standards. It can also guide how to create and retain desirable jobs providing a good standard of living to a city’s residents.

Education is the largest industry in St. Joseph with the College of Saint Benedict, Kennedy Community School, and All Saints Academy being among the largest employers.

Education employment is dependent on enrollment. Currently, the college does not anticipate any growth in enrollment, which means that education employment is not likely to grow. Any rapid future population growth in St. Joseph would mean either



that non-education job growth in the community has accelerated or more residents are commuting to St. Cloud. Employment in a community is tied closely with household growth. There must be jobs available within St. Joseph or within a reasonable driving distance in order for St. Joseph to grow. St. Joseph and the region are performing moderately well and should continue to attract additional development.

## Other considerations

### *Local Downtown Businesses*

Both large commercial businesses and smaller-scale “Mom and Pop” shops are important to the residents of St. Joseph.

### *New Commercial and Industrial Uses*

Attracting new commercial as well as industrial businesses will help diversify the city’s tax base and increase employment. A significant percentage of property within St. Joseph is tax exempt posing challenges for the City.

### *Proximity to the Greater St. Cloud Region*

St. Joseph’s close proximity to the greater St. Cloud area makes it easy for residents to travel across city borders to purchase goods and services. Participants in the plan’s community engagement activities saw this as a potential threat and as an opportunity to the health of local businesses:

- If St. Joseph residents can access other businesses in St. Cloud, they may choose to spend their money there and not support local businesses
- If St. Cloud area residents are attracted to visiting St. Joseph (because it offers them an engaging and vital Main Street experience that they can’t have elsewhere) they will likely spend their money in St. Joseph and will help improve economic activity in the community.





## **Current Efforts**

The City is actively pursuing economic development and working toward diversifying its tax base. The following services to businesses considering locating, expanding or redeveloping within St. Joseph are provided:

### ***Business Retention and Expansion Program***

The St. Joseph Economic Development Authority (EDA) works to keep existing businesses and to attract new businesses to the city. Keeping an existing business in a community is usually easier and more economically efficient than attracting a new business. The EDA and city staff visit with existing businesses as part of their Business Retention and Expansion (BR & E) Program as a way to hear and address any needs the business has.

### ***Public Financial Assistance***

The EDA also offers financial resources to assist existing and new businesses, including the Business Façade Architectural Grant and Demolition Grant Programs, Tax Increment Financing (TIF), Tax Abatement, and a Revolving Loan Fund.

### ***Grant Preparation***

The City directly or partners with an organization to prepare grant application to various state and federal programs as specific projects are identified and potential grant resources are available. Examples include Minnesota Investment Fund, Small Cities Grant Program, and Business Development Public Infrastructure Grant Program.

### ***Community Promotion***

The City promotes economic development through the city website, a community profile flyer and participation in the Chamber of Commerce and Greater St. Cloud Development Corporation. Additionally, in 2016 the City approved a lodging ordinance for collection of a lodging tax which will be used for future marketing of St. Joseph.

### ***Site and Building Selection***

The City provides assistance with locating existing building space or property for development or redevelopment.

### ***Demographic and Community Research***

The City compiles up to date demographic information and undertakes planning studies. This information is shared with site selectors (professionals who help business find new locations) and business leads.

### ***Small Business Resources***

The City connects businesses with the various local and state resources, including the Small Business Development Center, Small Business Administration, Minnesota Department of Employment and Economic Development, and Minnesota Business Finance Corporation.

### ***Priority Redevelopment Areas***

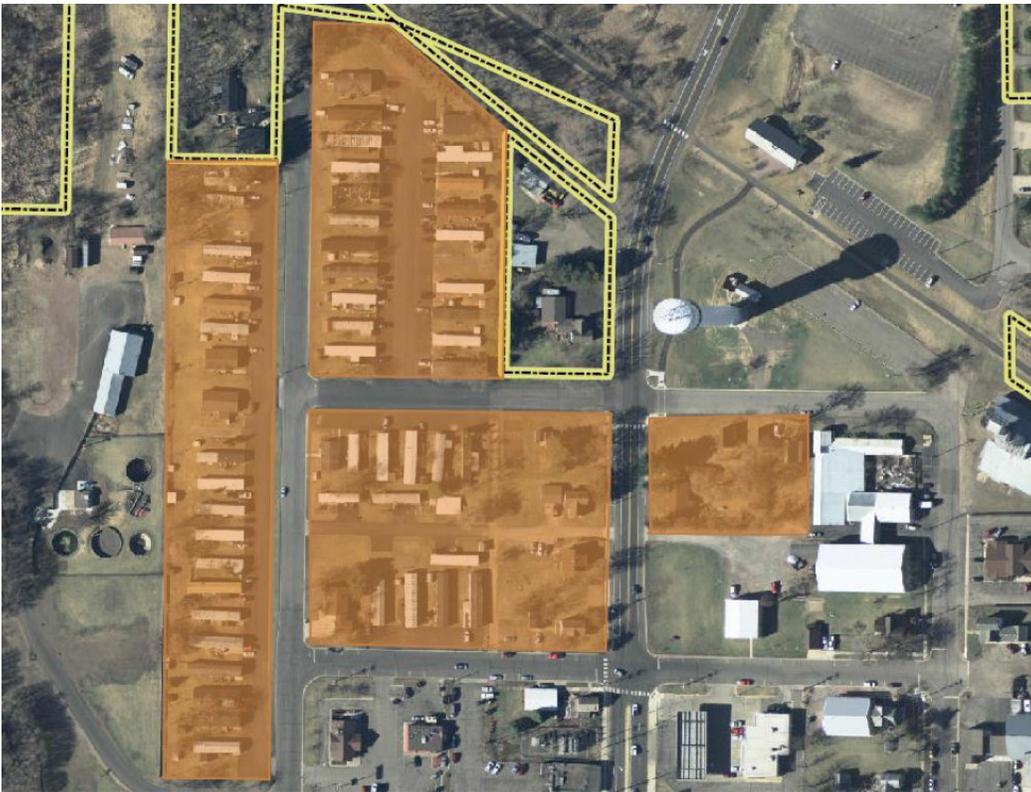
The City has identified areas along the CSAH 75 corridor and in the downtown area that are appropriate for redevelopment. Those areas include properties that are within the Central Business District and the Highway Business District, and include commercial and residential buildings that are in substandard condition. The purpose of these redevelopment areas is to achieve the highest and best use for these properties as well as establish appropriate land use in relation to their location.

Maps of the redevelopment areas are provided on the following pages.





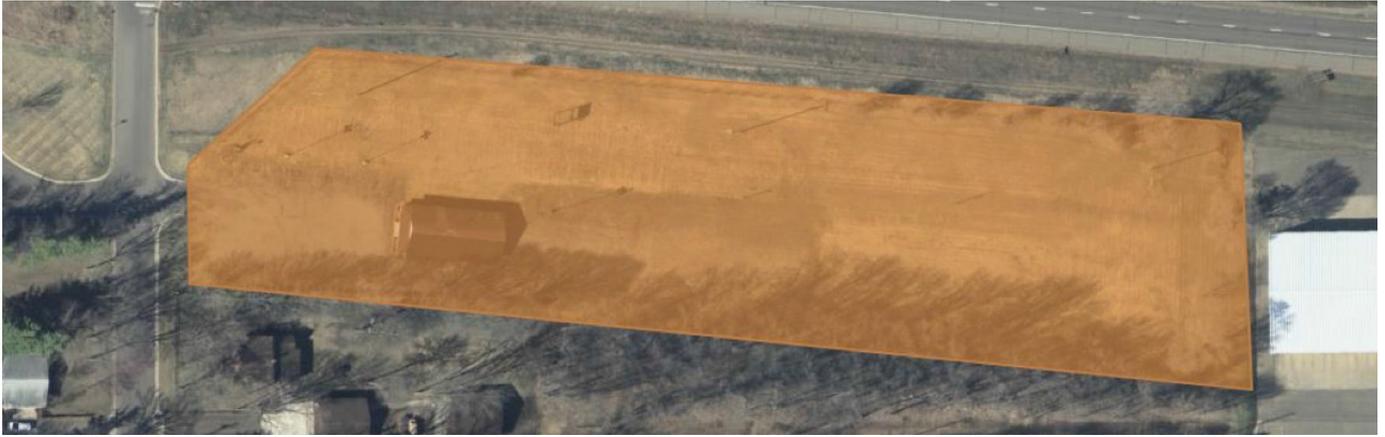
Downtown Redevelopment Map



North of CSAH 75 Redevelopment Map



Minnesota Street and Chapel Lane Redevelopment Map



CSAH 75 and 8th Avenue NE Redevelopment Map



CSAH 75 and Old Highway 52 Redevelopment Map

## Economic Development Goals

The Comprehensive Plan's goals for Economic Development in St. Joseph were developed through public input, consideration of current and future trends:



### Goal 1: Retain, attract and grow business

#### Strategies

##### 1.1 Develop a "shop local" campaign

A strong local economy will attract new companies and businesses, and support the ongoing vitality of the city.

##### 1.2 Support and enhance existing businesses

Seek opportunities to learn about and solve barriers to retention of businesses like a Business Mentorship Program or Business Retention Program.

##### 1.3 Develop and distribute key informational resources, such as guidelines and best practices, to support decision-making and viability of existing businesses.

##### 1.4 Directory of locally-owned businesses

St. Joseph residents expressed strong support for unique, local shops and for keeping the small town character in the downtown and urban areas. Develop a directory of existing St. Joseph businesses to allow residents and other businesses to easily find what they need from their local shops. For an example, please see [www.ppna.org/shop-powderhorn](http://www.ppna.org/shop-powderhorn)

##### 1.5 Support focused redevelopment in downtown

Development in the downtown area should be consistent with the area's existing character, emphasize a pedestrian-oriented scale for development, and link to existing pedestrian and bicycle networks.

Downtown redevelopment should include retail, professional services, arts and entertainment, and housing. Mixed-use developments are recommended for incorporating multiple uses and creating a people-centered environment.

##### 1.6 Support the redevelopment of CSAH 75 area

The development of CSAH 75 will increase commerce and tourism, as well as efficient transportation across the City. Redevelopment of this area will also prioritize safe mobility for pedestrians and bicyclists to connect the southern and northern regions of the City.



### 1.7 Attract larger businesses

Create strategic plans to attract large businesses that require a large employee base. New businesses should reflect the values, vision, needs of the St. Joseph community. If possible, businesses should consider brownfield sites to revitalize existing urban and suburban areas.

### 1.8 Develop a pipeline of trained interns and potential new staff into existing and new businesses

Partner with local educational institutions to connect students and recent graduates with local employers, and support the staffing needs of new and growing businesses.

### 1.9 Support the development of business incubators for local start-ups

Business incubator spaces provide small spaces that are affordable to start-up businesses. Work with local developers and property owners to develop a business incubator in the walkable Downtown area of St. Joseph (attractive to software or tech start-ups), as well as in the industrial areas of the city (attractive to manufacturing start-ups).



## Goal 2: Focus on competitiveness

### Strategies

#### 2.1 Establish and maintain public and private partnerships

Public entities should collaborate with private entities, when possible.

#### 2.2 Provide business incentives

Consider comprehensive incentives to support healthy growth of existing businesses and encourage them to remain in the city, and to attract new businesses.

#### 2.3 Review land use and zoning standards

Zoning standards should reflect current needs of community while creating new opportunities for residential and commercial growth.

#### 2.4 Attract technology innovation

Partner with technology companies to provide additional resources for existing businesses, and attract new businesses and professionals.

#### 2.5 Seek grant opportunities

Public community-based projects should be partly funded by outside grants.

### What we heard

**“We have great pride in our small town atmosphere”**



## Goal 3: Provide a high quality life

### Strategies

#### 3.1 Preserve community character

Downtown businesses should reflect the “small-town” character to create a sense of place for residents and visitors. New structures in the downtown area should fit in with the existing architecture.

#### 3.2 Encourage strong community pride

Public events and art, vibrant open spaces, City marketing efforts, conservation of natural resources, and preservation of “small-town” character should focus on developing strong community pride.

#### 3.3 Invest in a high-quality education

Support creation of opportunities within public and private entities to provide youth with professional experiences to gain tools and resources. Continue to partner with the School District to provide these tools.



## Goal 4: Retain and attract residents

### Strategies

#### 4.1 Explore extending the reach of public transportation

Public transportation should offer mobility to all major parts of the city and be accessible to all residents and visitors.

#### 4.2 Accommodate a variety of housing types

Accommodate housing for all ages, including a variety of housing types, including single-family, multi-family and mixed-use developments.

#### 4.3 Recruit technology businesses

Seek opportunities to recruit technology businesses to create new employment and attract outside professionals.



## Goal 5: Strengthen the downtown as a center for historical and cultural history

### Strategies

5.1 Support new and existing businesses in the downtown and urban areas that provide dining, retail, arts and entertainment.

5.2 Create new educational, cultural, and recreational activities and spaces downtown.

5.3 Maintain and enhance existing public spaces while creating new public spaces for social interaction in the urban and suburban areas.

5.4 Work with the St. Joseph Historical Society to create a list for designating buildings on local, state, or national registers in the downtown and urban areas.

5.5 Provide economic incentives to encourage restoration of historically significant buildings downtown.



## Goal 6: Continue to host and sponsor local arts and cultural activities

### Strategies

6.1 Incorporate public art into the design of public spaces and infrastructure.

6.2 Explore regulations to implement a “percent for arts” requirements in community projects.

6.3 Create a community-wide project to create a logo for use in public activities.

6.4 Create opportunities, in collaboration with the College of St. Benedict, All Saints Academy, Kennedy School and other schools, for the public to contribute to public art and landscaping within the City.

6.5 Solicit input from local developers when building or renovating public buildings.

# 3.6

## Community Facilities and Utilities

### Overview

#### *Community facilities*

Community facilities, like government offices, public schools, community centers, or other locations that are open to the public at little or no cost, are public assets. Community facilities and services are important because they provide sense of place for residents, businesses, and visitors.

In St. Joseph, community facilities are typically located downtown or near downtown, or integrated into residential areas. These facilities support pedestrian-friendly neighborhoods.

As the community continues to grow, some of these facilities, like Kennedy Community School, have moved to the edge of the city. Locating buildings to the edge of the town requires that residents travel more to use the services. Community gathering locations serve the community best when they are integrated into residential areas.

#### *Utilities and infrastructure*

Community-owned utilities and infrastructure, like the city's water and sewer systems, are a key requirement for a functioning city. A strategic plan to manage sewer and water resources ensures St. Joseph meets its current and future needs without compromising its natural environment. Achieving a sustainable development pattern will require sanitary sewer, storm sewer and public water supply to be well-managed.

St. Joseph completed a Comprehensive Sanitary Sewer System Plan in 2009, and a Stormwater Management Plan in 2004. These documents address the technical aspects of each system and will continue to be updated on a regular basis to accommodate future development and growth. This chapter of the Comprehensive Plan provides an inventory of the existing infrastructure and identifies needed infrastructure improvements to accommodate projected growth for 2040.

The City of St. Joseph has adopted a Wellhead Protection Plan. The purpose of the Wellhead Protection Plan is to ensure the current and future safety of the city's drinking water supply.



### **Approach for Community Facilities and Utilities**

A plan for the expansion of community facilities and utilities should take into account the needs of a growing population. This chapter establishes key goals and strategies to create timely and sustainable extensions of existing water and sewer systems. In the event that there is a conflict between the Comprehensive Plan and technical infrastructure plans, the more specific document will guide.



### **Key Findings**

This section explains the current state of community facilities in St. Joseph, and looks at potential challenges these facilities face in the coming decades.

### **City Government**

The City of St. Joseph is comprised of Administration, Finance, Community Development, Building, Public Works, Police, and Fire services.

In 2017, all of the city departments with the exception of the Fire Department relocated to the newly constructed St. Joseph Government Center, which also includes a multi-purpose room that offers space for training with the potential for use by community organizations. The facility will meet the needs of all of the departments for many years to come. The need for additional police officers will continually need to be evaluated as the population increases.



The Fire Department serves St. Joseph, St. Joseph Township and the southern portion of St. Wendel and operates out of one fire station that was built in 1997. The Department is a member of the Central Minnesota Mutual Aid Association and has an Insurance Service Office (ISO) rating of five.



### **Education**

St. Joseph is located within St. Cloud Area School District 742. Kennedy Community School located in St. Joseph is home to more than 750 students in Grades Pre-K-8. All Saints Academy, a Catholic School for Pre-K through Grade 6 is also located in St. Joseph.

St. Joseph high school students are served by several public and private schools in St. Cloud and in the surrounding communities. St. Cloud Area School District performs well when compared to others in the state, but does not perform as well as neighboring school districts. Residents who participated in engagement noted that the lack of a high school in the community, puts St. Joseph at a disadvantage in attracting new families and residents.

The College of St. Benedict is located in the Central Business District while Saint John’s University is located two miles west in Colleagueville. Together, they offer many services and amenities to area residents - for example, offering access to Clemens Library because a public library is not currently provided in the city.

### **Community Center**

The City of St. Joseph purchased land and the building known as Colt’s Academy in 2015 where the St. Joseph Government Center is today and where a future community center is planned. St. Joseph residents have wanted a community center for some time now. A steering committee has been guiding the project and the St. Joseph City Council approved funding for up to \$6 million. The estimated cost of the project is over \$12 million; private donations will cover about half of the project costs. Up to 40,000 square feet could be added to the former Colt’s Academy School. Planned amenities include gym space, a walking track, climbing wall, a kid’s zone, and community rooms.

### **Public Water Supply and Distribution System**

The existing water supply and distribution system was placed into service in the 1920s as an extension of the system serving St. Benedict’s Monastery. This system has historically met St. Joseph’s water demands. Repairs and updates are performed as required to maintain the system.

### **Water Supply**

St. Joseph’s drinking water comes from six local wells and is processed at the City’s two water treatment plants, which will meet future demand until 2040. There is currently one water

tower that has a storage capacity of 500,000 gallons. The city plans to build a second 750,000 gallon water tower in the near future to meet growing water storage demands.

The City is reviewing the relocation of water crossings at CSAH 75 to First Street for ease of access. The water lines currently cross at College Avenue which is a busy intersection. This could be included in a future street improvement project.

### **Wastewater Treatment**

St. Joseph, along with the Cities of St. Cloud, St. Augusta, Sartell, Sauk Rapids and Waite Park are serviced by the St. Cloud Wastewater Treatment Facility (WWTF). St. Joseph, along with the surrounding cities will continue to monitor maintenance and expansion needs.

### **Summary of Proposed Facilities**

The city has implemented a Capital Improvement Plan (CIP). Major capital expenses relating to the drinking water system included in the CIP are:

- A second water tower is planned for 2021 to accommodate anticipated future demand.

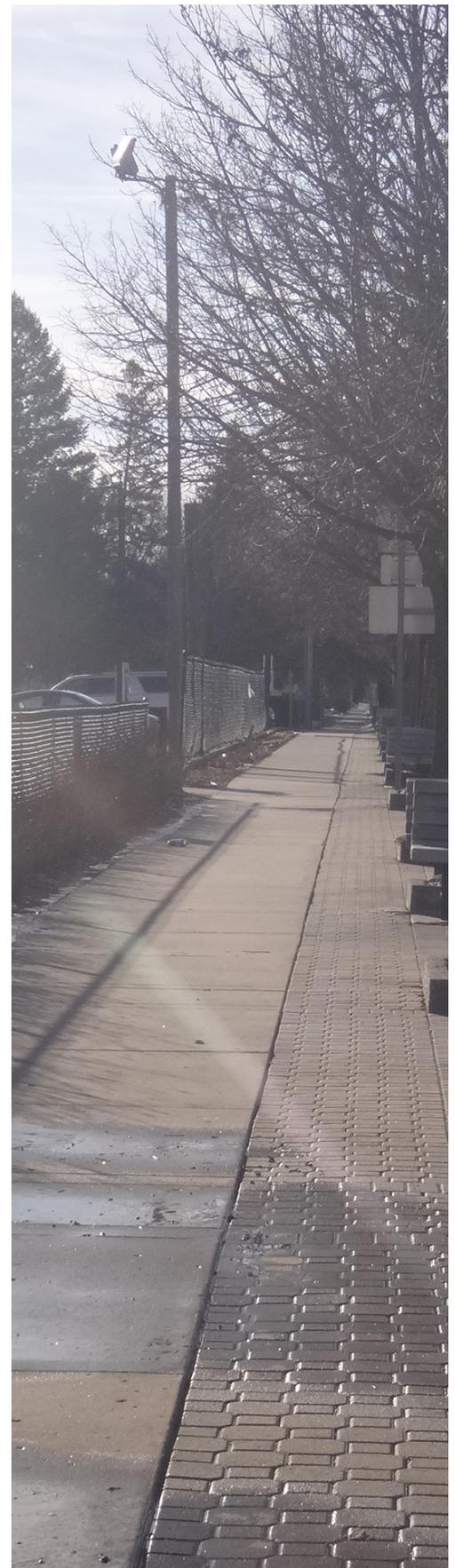
## **Municipal Storm Sewer System**

### **Existing Storm Sewer System**

The City of St. Joseph and its residents are committed to preserving natural resources. Policies contained within the Comprehensive Plan and the existence of a surface water management plan and stormwater utilities are evidence of this commitment.

Surface water management review occurs in conjunction with review of plat or site plans. This review is required to meet National Pollutant Discharge Elimination System (NPDES) standards enforced by the Minnesota Pollution Control Agency.

St. Joseph's stormwater facilities include a combination of storm sewer trunk lines, pipes, channels, manholes, overland drainage ways, catch basins and ponds. Storm water pipes are replaced as needed and in coordination with other street and utility projects. The City and contractors maintain the stormwater ponds and associated inlets and outlets.





### **Future Storm Sewer System**

The City has implemented a Capital Improvement Plan (CIP). Major capital expenses relating to the storm sewer system are included in the CIP.

## **Community Facilities and Utilities Goals**

The Comprehensive Plan's goals for community facilities and buildings, and sewer and water resources in St. Joseph were developed through public input, and consideration of current and future trends:



**Goal 1: Provide facilities that support the community's values and needs**

### **Strategies**

1.1 The City's Capital Improvement Plan should include funding for renovation of community facility buildings and construction of new buildings in the urban areas.

1.2 The City should support the continued presence and expansion of school facilities within downtown and urban areas.

1.3 Construct community facilities within the downtown area, when appropriate.

1.4 The City should update the City website with information regarding community facility redesigns and uses.

1.5 The City will continue to work with the public and private schools within the community to adequately plan for community growth, schools facilities, community education, and shared facility issues.



**Goal 2: For construction of new community facilities, ensure that the facility has a positive impact on nearby neighborhoods**

### **Strategies**

2.1 Renovation and new construction of community facilities should match the character of the existing neighborhood.

2.2 Construction and renovation of community facilities should be environmentally responsible and energy efficient.



**Goal 3: Provide potable water, sanitary waste collection, and surface water management to existing and future development in a cost-efficient and environmentally-responsible manner**

### **Strategies**

3.1 Provide a consistently high level of service to existing and future areas.

3.2 Create and maintain an infrastructure replacement program as detailed in the Capital Improvement Plan.

3.3 For expansion of public services, new developments should be located in areas adjacent to existing development within the city limits, primarily downtown and in urban and suburban areas.

3.4 Prioritize infill and redevelopment of existing urbanized areas to maximize use of the existing water and sewer infrastructure systems.

3.5 Provide a full range of public services to subdivisions at the time of development. This includes storm sewer, sanitary sewer, and public water.

3.6 Continue to implement and update, where necessary, the city's Wellhead Protection program.

3.7 Carefully review and limit development in areas that require private sewer and water systems, or high levels of public water and sewer services.

3.8 Undertake a sewer capacity study for the Wastewater Treatment Plant sometime in 2020.

3.9 Periodically review agreements with sewer systems partners for any needed updating.

3.10 Monitor and maintain all utility systems to ensure safe, functioning, and high quality facilities and services.

3.11 Update street, water, storm sewer and sanitary sewer plans as needed.

3.12 Update the water distribution study and water model.





## Goal 4: Manage water resources to ensure their continued availability to existing and future communities

### Strategies

4.1 Require stormwater management and erosion plans as described in the 2004 Stormwater Management Plan for projects that may have an impact on local surface water.

4.2 Work with counties, townships, citizens, upstream landowners, and watershed organizations to reduce pollution upstream to match limits used within the city.

4.3 In new developments, infill and redevelopment projects, and expansion projects, encourage creative stormwater management strategies to reduce surface runoff and implement low impact development techniques.

4.4 Continually evaluate utility fees, such as stormwater, trunk, pond, and access fees.

4.5 Review stormwater standards and update as necessary in compliance with MPCA.



## Goal 5: Heighten community awareness of sustainable water use through education

### Strategies

5.1 Provide educational programs for residents and businesses that highlight the use of water conservation practices (e.g. water-saving faucets, outdoor water-use restrictions, and xeriscaping).

5.2 Develop a community outreach program for all ages that meets requirements from the National Pollution Discharge Elimination System.

# Parks and Recreation

## Overview

Recreational opportunities are abundant within the city. St. Joseph's nine parks offer a full range of amenities including rental pavilions, disc golf, baseball, bicycle trails, and pond hockey.

Public and private schools supplement the recreational spaces within the city, and allow the public to use their recreational facilities. Included in these institutions are the College of St. Benedict's and St. John's University and the Kennedy Community School.

This chapter of the Comprehensive Plan is based on the goals, findings, and objectives of the St. Joseph Master Park and Trail Plan as well as feedback obtained through public engagement.

## Key Findings

St. Joseph has a diverse array of public recreational facilities with its nine city parks and trail system. The City's Public Works Department maintains the city parks, which offer both active and passive amenities, such as sports fields, courts, a disk golf course, rental pavilions, a sledding hill, and trails. All of these assets taken together offer a rich palette of recreation options for residents and visitors throughout all four seasons.

### *St. Joseph Master Park Plan*

This plan was adopted in 2008 and outlines 10 goals for the future of the city's parks. These goals are oriented towards the continued preservation and promotion of St. Joseph's natural features for the enjoyment of residents and visitors alike.



## What we heard

**"We love our parks !"**

### **Stearns County Parks, Open Space, and Recreation Plan**

This plan, adopted in 2008, is intended to be used in supporting the creation and maintenance of Stearns County trail system for a variety of uses. The plan identifies current assets, including parks, city services in the area, access points, and infrastructure.

St. Joseph is integral to the plan because it is the head of the Lake Wobegon Trail, and it administers trails and parks within its boundaries. The trails plan includes St. Joseph in its recommendations regarding Lake Wobegon Trail and the coordination of trail maintenance services among city, county, state, and federal government.

### **Parks and Recreation Goals**

The Comprehensive Plan's goals for parks, trails, and recreation in St. Joseph were developed through public input and consideration of current and future trends:



**Goal 1: Implement a comprehensive and effective park system plan**

#### **Strategies**

1.1 Periodically review and update the 2008 St. Joseph Master Park Plan to ensure adequate parks, facilities, open spaces, and trails are provided for the community.

1.2 Use the 2008 St. Joseph Master Park Plan to guide implementation of any proposed projects.



**Goal 2: Provide parks and recreation areas to residents for recreational use, protection of the existing natural assets**

#### **Strategies**

2.1 Enhance quality of life for current and future generations by providing adequate parkland and natural areas in urban and suburban areas to fulfill future needs.

2.2 Use the existing and future park and natural areas to shape future land use and development decisions.



**Goal 3: Create and maintain an interconnected trail and sidewalk system for recreation and transportation that ties parks and open space together**

### **Strategies**

3.1 Develop a pedestrian and bicycle plan that summarizes existing walk / bike issues and offers strategic guidance and solutions for improving user safety, comfort, convenience and connectivity and growing use of walking and biking for everyday travel in the city.

3.2 Provide a trail and sidewalk system that emphasizes a connection with the natural environment while also providing connection to urban and suburban areas in the city.

3.3 Tie the various parks into the interconnected trail system effectively and link the trail system to those of adjacent townships and any regional park and trail systems.

3.4 Protect trails from future vehicular traffic and development.



**Goal 4: Provide for the conservation and preservation of natural resources in the City**

### **Strategies**

4.1 Preserve natural resources as valuable open space and an important aspect of the city.

4.2 Ensure that natural environments and ecological systems are protected and well-managed within the city.



**Goal 5: Establish a plan to communicate and inform residents about issues pertaining to the parks system in St. Joseph. Provide residents with activities and programs throughout the City**

### **Strategies**

5.1 Promote active interaction between the City and its residents to ensure recreational programming and appropriate facility development.

5.2 Promote ongoing volunteer opportunities through athletic, youth and civic organizations to assist in maintenance and programming in city parks.

## Sustainability and Resiliency

### Overview

“Sustainability” refers to the ability of environments, systems and processes to last or endure over time. A sustainable activity does not consume more than it replenishes, and can therefore continue over time at a more or less constant pace.

“Resiliency” refers to the capacity of an existing system to recover quickly from abrupt changes or difficulties. A resilient system can accommodate changing conditions without significant degradation of its ability to fulfill its tasks.

For this plan, sustainability considerations begin in relation to St. Joseph’s natural environment and its implications for how land use decisions are made and how the city approaches preservation and sustainability.

### Key Findings

St. Joseph’s character is reflective of its environmental and natural assets. This chapter of the plan identifies those features and establishes goals and strategies for the protection, strength, and connection of these resources.

The City has completed two complementary documents, the 2008 Master Park Plan and the 2004 Stormwater Management Plan, that also provide direction for the future of natural resources within St. Joseph.

### *Environmentally Significant Areas*

The general topography, soil structure, and existing water structures create a defining natural environment for the community. Any area that is important for the long-term biological diversity of the city should be evaluated to determine how to best protect, strengthen, and connect it to the community.

### *Topography*

The terrain of St. Joseph is relatively flat with hills interspersed throughout the city. The city fluctuates from about 1050 feet to 1150 feet above sea level with the lowest points along the Watab River and the wetlands located to the east of the city limits. There are areas with soil slopes greater than 15% located just outside of the city limits. Generally, because of the flat environment, the city is conducive to an array of development opportunities.



## **Soils**

Because St. Joseph was historically an agriculturally dependent area, soil has been an important resource in its development. The availability of suitable soils has provided a foundation for a successful and sustained agriculture industry.

## **Water Resources**

### **Groundwater**

The United States Department of Natural Resources (DNR) has classified St. Joseph's water under Area Four, which means there is a 'good' availability of groundwater. Groundwater resources within St. Joseph and parts of Stearns County have been listed as 'highly susceptible' to contaminants according to the Minnesota Pollution Control Agency. The DNR does not support the continued pumping of water from Area Four as it may deplete the area's lakes, wetlands, streams and other aquatic amenities.

### **Watersheds**

St. Joseph lies between two watersheds: the Sauk River Watershed and the Mississippi River Watershed. The Sauk River watershed is located to the south and southeast of St. Joseph and drains into the Sauk River. The Mississippi River Watershed is located to the north and northwest of the city and drains into the Watab River. More details on the drainage into these watersheds are provided in the 2004 Stormwater Management Plan. This information is useful in determining how to protect and improve surface water quality for the future of St. Joseph.

### **Rivers, Lakes, and Streams**

There are two bodies of water located within St. Joseph: the Watab River and the Sauk River.

Kraemer Lake is located within St. Joseph Township to the west of the city limits and Rassier Lake is located to the north of the city within St. Wendel Township. A public water wetland (Lake Sarah) is located to the south of CSAH 2 near Interstate 94.

Lands along and near the Watab and Sauk Rivers are within the 100- and 500-year floodplain and are subject to floodplain regulations.

## **Additional Environmental Issues**

### **Hazardous Waste**

The City has a number of programs to encourage the reduction of waste materials like curbside pickup of trash and recycling. The City also maintains a compost area for residents to deposit lawn and garden waste. There is a location for handling hazardous waste materials in Waite Park.

### **Air Pollution**

St. Joseph values the air quality in and around the city. Stearns County air quality has been monitored since 2001 with the St. Cloud station receiving a passing grade. Currently, the City does not have regulations banning the burning of wood in household fireplaces or outdoor boilers. The county has adopted the Minnesota Pollution Control Agency's regulations and standards to measure air quality.

### **Noise and Light Pollution**

Residents of St. Joseph have expressed an interest in maintaining a "small town" feeling. Loud noises and excessively bright lights detract from this desired character. Updated lighting can also be energy and cost efficient. Noise ordinances can ensure that noise is not distracting to nearby residences.

### **Surface Water Management Plan**

St. Joseph features many types of natural resources including several wetlands, several forest massings, and the south fork of the Watab River. The city and its residents are committed to preserving these natural resources as evidenced by the city's recent review of stormwater drainage and education of the public on issues around surface water quality.

The City of St. Joseph developed a Stormwater Management Plan in 2004. The purpose of the



Stormwater Management Plan is to guide the development and expansion of the City's drainage system in a cost-effective manner that also preserves natural resources. The goals of the Stormwater Management Plan are to:

- Control flooding and minimize related public capital and maintenance expenditure necessary to control excessive volumes and rates of runoff,
- Achieve water quality goals in St. Joseph waters and wetlands consistent with intended use and classification,
- Minimize soil erosion control through enforcement and education,
- Maintain the amount of wetland acreage and increase the wetland values within St. Joseph,
- Increase public participation and knowledge in management of the city's water resources,
- Preserve the function of water resource facilities through routine inspection and regular maintenance activities,
- Manage water recreation opportunities and improve fish and wildlife habitat,
- Prevent contamination of the aquifers and promote groundwater recharge, and
- Ensure compliance with ordinances, standards, criteria, and policies with other governmental units that have regulatory authority within the city boundaries.

## Sustainability and Resiliency Goals

The Comprehensive Plan's goals for sustainability in St. Joseph were developed through public input, and consideration of current and future trends.



### Goal 1: Develop a community-wide sustainability plan

#### Strategies

- 1.1 Promote energy and resource conservation through community programming.
- 1.2 Provide incentives for energy efficient design, construction and operation.
- 1.3 Incorporate conservation of natural resources in the design and construction of new developments in the downtown and urban areas.
- 1.4 New developments will conserve water resources and manage stormwater runoff, especially in urban hard cover areas.



### Goal 2: Protect and improve areas that contribute to the biodiversity of St. Joseph

#### Strategies

- 2.1 Maintain standards for developments on steep slopes to control for erosion and minimize the removal of natural vegetation in rural areas.
- 2.2 Preserve rural natural open spaces as defined in the 2008 Park Master Plan to provide migration opportunities for wildlife and provide recreation opportunities for the community.
- 2.3 Prioritize the planting of native vegetation along rivers, wetlands and within public open spaces in rural areas.
- 2.4 Educate residents on the benefits of using

native species in residential landscaping.



### Goal 3: Protect and Improve water quality

#### Strategies

- 3.1 As the City reviews developments for stormwater management, ensure that filtration and detention structures are located away from shallow bedrock to decrease likelihood of groundwater contamination.
- 3.2 Protect the quality of groundwater to minimize the contamination of the drinking water supply.
- 3.3 The City will consult with agencies and organizations to protect and improve the quality of surface water including the Watab River and Sauk River.
- 3.4 Maintain and enforce the wetland buffer and setback ordinance



### Goal 4: Conserve energy use in public and private sector development

#### Strategies

- 4.1 Encourage the use of technology and techniques that promote innovative methods to conserve energy.
- 4.2 Strive to approve developments that meet LEED standards.
- 4.3 Development standards should allow for accommodating solar technologies.



## Goal 5: Encourage the reduction of solid waste

### Strategies

5.1 Create programs to reduce total amount of solid waste created in the City and encourage the use of recyclable, reusable, and biodegradable materials.

5.2 The City will work with the contracted waste management haulers to provide pricing that encourages waste reduction.

5.3 The City will work with agencies and financial institutions to provide incentives for construction projects that reuse building materials.



## Goal 6: Minimize the negative effect of hazardous materials on the environment

### Strategies

6.1 The City will review its use of hazardous materials and work to find safer substitutes.

6.2 Educate St. Joseph residents and business owners on the safe disposal of hazardous materials.

6.3 Reduce the use of synthetic chemicals and fertilizers on City-owned properties.



## Goal 7: Work towards improving air quality within the City

### Strategies

7.1 The City will evaluate current ordinances affecting air quality and suggest improvements for outdated policies.

7.2 Implement a program of education and regulation regarding the use of wood-burning fireplaces, stoves, and outdoor boilers to protect residents from air pollutants and particulate matter.

7.3 Educate business owners and residents on alternatives to gas-powered lawn mowers.



## Goal 8: Minimize noise pollution in the community

### Strategies

8.1 The City will review existing noise ordinances and see if updates are necessary.

8.2 Enforce noise ordinances throughout the city.



## Goal 9: Increase the density of the city's urban forest

### Strategies

9.1 The City will create a management policy that protects or replaces significant trees on development projects and Right of Way or easements.



## Goal 10: Research local conditions and current issues related to climate change

### Strategies

10.1 Develop ordinances to reduce urban heat islands in urban areas.

10.2 Promote the reduction of greenhouse gas emissions in residential, commercial, and industrial uses and encourage conservation efforts.



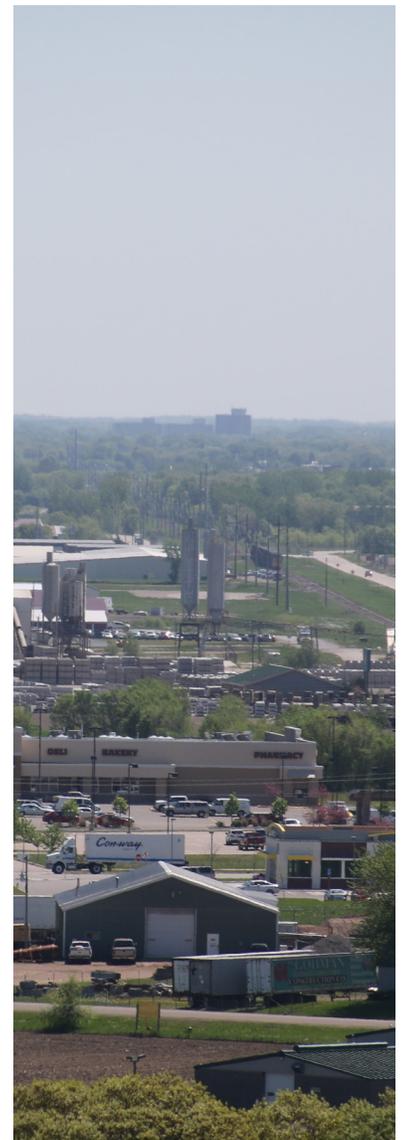
## Goal 11: Preserve St. Joseph's rural heritage

### Strategies

11.1 Support urban and downtown farm-to-table programming like the community farmer's market to promote the health of the local agricultural economy.

11.2 Ensure that all new development is compatible with the natural and built environment.

11.3 Preserve the scenic quality of the rural landscape by defining the edge of the community and maintaining the rural character of roadways on the edges of the community.



# 3.9

## Community Engagement, Participation and Communication

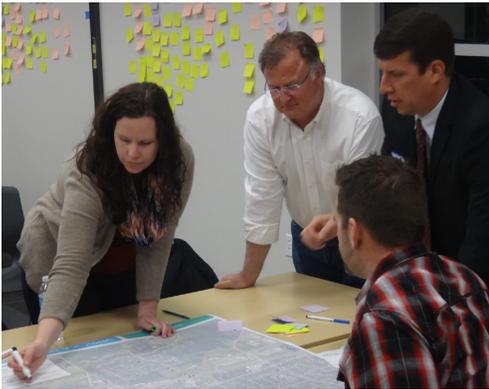
### Overview

St. Joseph is a welcoming community, and understands that more community voices participating in conversations and decisions will lead to better results for all.

The City of St. Joseph values community input and is committed to engaging residents to increase communication and allow for the exchange of ideas and opinions.

Participation by all community members benefits the entire community, supporting efforts in providing quality programs, facilities and services.

The focus of the goals and strategies is to further engage the public, be proactive, responsive, transparent and enhance quality of life. The City of St. Joseph will work collaboratively with community partners, such as public and private schools, organizations, and businesses to provide support to enhance engagement and communication and to develop more inclusive outreach processes to seek participation by a broader range of residents.



## Goals for Community Engagement, Participation and Communication



**Goal 1: Create a proactive, responsive and accessible government**

### Strategies

1.1 Invest in technology to improve communication, and to provide efficient and responsive services and high quality customer service. Examples include the ability to submit applications and permit requests online, adding an online property search tool/interactive map to the city website, providing a “shop local” web resource, or developing an events calendar.

1.2 Maintain the City’s Emergency Operations Plan.

1.3 Ensure city documents and online information is available and current for the public. Examples could include promoting signing up for email updates, marketing of available properties and buildings online, and maintaining FAQs and informational handouts for permit and building information.

1.4 Proactively build and maintain trust between city government/police and the community. Examples could include SALT (Seniors And Law Enforcement Together), and hosting a youth bike rodeo or bike to school day event.

1.5 Include more information on city happenings (community events, city council activities, etc.) as part of regular communications with residents. Publicize through various platforms. Consider creating and maintaining an online event calendar and/or partner with others, such as the St. Joseph Chamber of Commerce.



**Goal 2: Create opportunities for equitable civic participation**

### Strategies

2.1 Actively strengthen engagement through neighborhoods, neighborhood associations, and city advisory committees and boards to facilitate meaningful public input on city policies, programs and procedures.

2.2 Communicate and partner with the local business community, local schools, faith based organizations, and various student and community organizations to increase public outreach and participation in the community.

2.3 Consider the use of social media to share information and encourage civic participation.

2.4 Support and encourage the continuation and expansion of events that bring community together.

2.5 Communicate and seek public input through various forms (social media, paper, web, video, pop up event, open house).



**Goal 3: Encourage youth involvement**

### Strategies

3.1 Collaborate with local schools and organizations on opportunities to involve youth, including volunteering and mentorship opportunities.

3.2 Provide city internship opportunities that result in meaningful participation in city government.

3.3 Seek youth participation on steering/advisory committees and city boards.

## 3.10

# Implementation Tasks and Timeline

## Overview

The St. Joseph Comprehensive Plan Update engaged hundreds of residents, businesses, and visitors in an extensive conversation about the future of the community. Once the Plan is complete and finalized, the community will pivot its efforts towards implementation.

This chapter of the Comprehensive Plan provides direction for accountability, monitoring, regulation and procedure development, and community involvement.

This chapter recommends guidance to implement the St. Joseph Comprehensive Plan. Five goals and fifteen strategies will support implementation. The chapter is divided into the following sections:

- How to use this plan
  - » Summary of the basic steps that should be used to affect decision making in St. Joseph.
- Actions
  - » Outline of goals and actions that will direct the implementation of the Plan.
- Implementation Matrix
  - » Chart that organizes the Comprehensive Plan into strategies.



## How to use this Plan

The Comprehensive Plan is meant to be used on a daily basis as decisions are made regarding land use, development/redevelopment, land intensification, capital improvements, and other situations affecting the community. The following is a brief summary about how the Plan should be used.

1. Budgets and Work Programs
  - » City departments and administrators should be familiar with the Plan when preparing work programs and budgets. Several of the strategies can be implemented in this way.
2. Development Approvals
  - » Development approval of proposals, such as rezoning and subdivision plats, are a central means of implementing the Comprehensive Plan
3. Capital Improvement Plan (CIP)
  - » The Capital Improvement Plan should align with the goals of the Comprehensive Plan land use policies and infrastructure recommendations.
4. Economic Incentives
  - » Economic Incentives with other Plans should be reviewed to ensure that they are consistent with the land use recommendations.
5. Private Development Decisions
  - » Property owners should have an understanding of the Comprehensive Plan when submitting proposals to the City. Government decision-makers will be using this document to guide their deliberations.
6. Future Interpretation
  - » In the event that a major item of the Plan is not clear, the Planning Commission will provide a written interpretation of the item. The Commission can call upon outside experts for their advice.



## Implementation Tasks and Timeline Goals

Outlined are five major goals to support the implementation of the Comprehensive Plan.



**Goal 1: Engage a diverse population of residents, business owners, and visitors as part of the implementation process**

### Strategies

1.1 Establish a “Plan Implementation Committee” made up of local residents, businesses, employees, advocates and young people and seniors to advise the city on implementation priorities and phasing.

1.2 Establish an ongoing communication program to provide the public information about the Plan. The public should be familiar with ongoing opportunities to implement the Plan and understand their role in the process. The City’s website can be a primary source of information.

1.3 Ensure that copies of the final Comprehensive Plan are available online and at public libraries. The purpose is to make the plan available to all residents and employees. Having these documents easily accessible will ensure that developers and property owners can familiarize themselves with the plan elements and recommendations, and tailor their proposals to better fit the community’s desires.



**Goal 2: Consistently monitor and evaluate the implementation process**

### Strategies

2.1 Prepare annual reports that summarize the actions completed. City officials should be the ones to prepare the report and highlight key strategies completed over the course of the year. Reports can also identify areas of delay that need to be addressed. Any potential changes or additions to the Plan can also be identified in this report.

2.2 Provide a summary of the annual report to the general public. Information regarding the status of plan elements will be summarized and available for the public on the City’s website.

2.3: Create press releases and social media blasts that highlight

and acknowledge significant accomplishments relative to the Plan and its strategies.



### Goal 3: Provide resources that will help implement the Plan

#### Strategies

3.1 Update the Capital Improvement Plan to ensure that it matches the recommendations outlined in the Comprehensive Plan.

3.2 Prepare departmental budgets and programs with the understanding of the goals and strategies of the Comprehensive Plan.

3.3 Secure funds for the strategies listed as high-priority. Funding can come from, but does not have to be limited to, the City, external governmental sources, taxes, or private sector investment. This strategy should take place alongside annual budget cycles and should maximize non-municipal resources.



### Goal 4: Require future decisions in the community regarding development, capital improvements, and budgeting to coincide with the Comprehensive Plan

#### Strategies

4.1 Require approvals of zoning requests to follow the policies in the Comprehensive Plan.

4.2 Require staff reports to mention the Plan in all aspects pertaining to policy, programs, and budgets.

4.3 Establish a line of communication between the Planning Commission and the City Council regarding the Comprehensive Plan. Communication must be clear and frequent. Ensuring that interpretation of the plan is consistent will be critical to the Plan's implementation.



### Goal 5: Update the Plan if needed

#### Strategies

5.1 The Planning Commission will design the process to update the Comprehensive Plan. They will work with City staff to gather and allocate the necessary resources.

5.2: Prepare an updated Comprehensive Plan. The Planning Commission will involve the public to update the Plan when necessary. The public engagement process should be similar to that of this plan and the update process should be completed in less than 18 months.

# Implementation Matrix

The following pages in this section list the goals and strategies from the Comprehensive Plan. A person or organization is assigned to each strategy to ensure its implementation. Priority for each strategy is also identified.



## Implementation Matrix: Land Use



| Strategy Number   | Strategy  | Ownership  | Priority |
|---|---|--|----------|
| <b>Goal 1: Preserve and enhance St. Joseph's identity and small town character.</b> |   |  |          |
| Land Use 1.1  | Develop a new set of urban design guidelines providing guidance for form and character in each of the city's transect zones and that reflect the city's character.  | Community Development, Planning Commission, & City Council                 | High     |
| Land Use 1.2  | Work to retain attractive, historic buildings within the downtown community.  | EDA & Historical Society   | High     |
| Land Use 1.3  | Create regulations that blend new developments into the existing character of the streetscape.  | Community Development, Planning Commission, & City Council                 | High     |
| Land Use 1.4  | Ensure community gateways are welcoming and attractive. Work to improve attractiveness of primary gateways and corridors, especially CSAH 75 and Minnesota Street. Gateway elements could include landscaping, lighting, signage, street furniture, public art and innovative streetscape improvements. | Community Development, EDA, Planning Commission, Park Board & City Council | High     |
| Land Use 1.5  | Create regulations that support pedestrian-oriented development and spaces to create a well-designed community that is welcoming, healthy and safe. The focus of these efforts should be directed in the downtown and urban areas.  | Community Development, Planning Commission, Park Board & City Council      | High     |
| Land Use 1.6  | Monitor resident and business opinions on land use balance and prepare ordinances and policies that reflect this balance.   | Economic Development Authority   | Medium   |
| Land Use 1.7  | Promote redevelopment and infill in downtown and urban development where feasible to leverage infrastructure investment and strengthen community vitality and cohesion.   | EDA & Planning Commission  | High     |
| Land Use 1.8  | Encourage art and wayfinding within the community. Partner with local artists to showcase art.  | EDA, City Council  | Medium   |
| <b>Goal 2: Support the economic vitality of St. Joseph's downtown.</b>              |   |  |          |
| Land Use 2.1  | Retain and attract an appropriate mix of retail/service businesses and housing in the Downtown.   | Economic Development Authority   | High     |
| Land Use 2.2  | Encourage innovative housing opportunities in the Downtown.   | Community Development, Economic Development Authority                      | Medium   |

## Implementation Matrix: Land Use

| Strategy Number  | Strategy   | Ownership   | Priority |
|--|--|---|----------|
| Land Use 2.3   | Evaluate and adopt design guidelines to assure a high quality and variety in building design, an active connected streetscape, and walkable downtown.  | Community Development, Planning Commission, Economic Development Authority & City Council | High     |
| Land Use 2.4   | Continue to enhance and maintain downtown. Consider implementation of a downtown improvement district.   | Economic Development Authority  | High     |
| Land Use 2.5   | Ensure all new pedestrian, bicycle and vehicular networks are connected to the downtown.   | City Council, Park Board  | High     |
| Land Use 2.6   | Create and maintain relationships with downtown businesses to understand ways to maximize growth.  | Economic Development Authority  | Low      |
| <b>Goal 3: Promote sustainable development.</b>                                      |  |   |          |
| Land Use 3.1   | Support redevelopment and infill development throughout the city but especially in the downtown area and along the CSAH 75 corridor. Provide incentives to encourage redevelopment and infill development.   | Economic Development Authority  | High     |
| Land Use 3.2   | Support orderly growth. Provide for an orderly and efficient transition from rural to urban land uses. Plan for growth areas that reflect city priorities for development staging and contiguous, planned extension of public infrastructure.  | Community Development   | Medium   |
| Land Use 3.3   | Encourage innovative land use patterns such as clustering of development in suburban and rural areas that contain sensitive or significant natural or cultural resources or where it would benefit the community.  | Community Development   | Medium   |
| Land Use 3.4   | Protect and enhance natural resources, such as rivers, lakes, wetlands, woodlands and wildlife habitat as growth occurs in suburban and rural areas.   | Community Development, Planning Commission, City Council                                  | High     |
| Land Use 3.5   | Evaluate and adopt standards on solar and wind energy.   | Community Development, Planning Commission & City Council                                 | Medium   |
| <b>Goal 4: Create neighborhoods that are well designed to attract new residents.</b> |  |   |          |
| Land Use 4.1   | Create a community that is connected, walkable, and safely accessible through sidewalks, trails and streets. Develop connections between neighborhoods, parks, schools, businesses and community facilities. These efforts should be focused on downtown, urban, and suburban areas. | Community Development Planning Commission, Park Board & City Council                      | High     |
| Land Use 4.2   | Expand the Lake Wobegon Trail to connect to existing sidewalk infrastructure and neighborhoods.  | Park Board, City Council  | Medium   |

## Implementation Matrix: Land Use

| Strategy Number   | Strategy  | Ownership   | Priority |
|---|---|---|----------|
| Land Use 4.3  | Streamline the review process for projects that provide environmental and aesthetic development benefits.   | Community Development Planning Commission & City Council                                  | Medium   |
| Land Use 4.4  | Create regulations that yield commercial and office structures that reflect St. Joseph's character (and minimize franchise/corporate structures) in urban and downtown areas.   | Community Development, Planning Commission, Economic Development Authority & City Council | Medium   |
| <b>Goal 5: Promote efficient land development and management of growth.</b> |   |   |          |
| Land Use 5.1  | Work with state, regional and local entities to manage growth and enhance the region  | Community Development   | High     |
| Land Use 5.2  | Support land use and zoning decisions, policies, ordinances and improvements that are based on the Smart Growth Principles. Smart Growth principles promote efficient and sustainable development, including accessible, multimodal transportation system connecting housing, jobs, shopping and services, schools, and recreation facilities while protecting the natural environment. | Community Development, Planning Commission & City Council                                 | High     |
| Land Use 5.3  | Collaborate with St. Joseph Township to help ensure that land use decisions in areas likely to become urban in the future don't hinder future provision of services.  | Administration  | High     |
| Land Use 5.4  | Continue to plan for necessary infrastructure improvements through a Capital Improvement Plan.  | Administration  | High     |
| Land Use 5.5  | Collaborate with Stearns County and St. Joseph Township to minimize conflicts between agriculture and non-farm uses through local ordinances.   | Administration, Community Development, Planning Commission                                | Medium   |
| Land Use 5.6  | Consider completing a natural resources inventory (NRI) to identify the location, quantity and quality of natural resources within the City and annexation area. Such information can be used to prioritize areas for protection and preservation as urban development occurs. Upon completion of an NRI, consider the creation of an environmentally sensitive areas ordinance.        | Community Development & City Council  | Medium   |



## Implementation Matrix: Housing



| Strategy Number  | Strategy  | Ownership   | Priority |
|--|---|---|----------|
| <b>Goal 1: Create a diversity of housing options within the city.</b>                                  |   |   |          |
| Housing 1.1  | Establish standards for new housing developments that create a diversity of housing styles appropriate for St. Joseph.  | Community Development, Planning Commission & City Council | Medium   |
| Housing 1.2  | Revise zoning and subdivision ordinances to encourage a wider range of housing types, including mixed-use, accessory dwelling units, modular homes and manufactured home parks.   | Community Development, Planning Commission & City Council | Medium   |
| Housing 1.3  | Develop urban design guidelines for how mixed-use housing in downtown and urban areas incorporates public spaces and retail and service businesses.   | Community Development, Planning Commission & City Council | High     |
| Housing 1.4  | As necessary, conduct a city-wide housing survey to identify housing types, values, and vacancy rates to help determine future housing development.   | Community Development                                     | Medium   |
| Housing 1.5  | Establish standards for compact residential development and infill in the downtown and urban areas.   | Community Development, Planning Commission & City Council | Medium   |
| <b>Goal 2: Preserve the character of existing neighborhoods that give St. Joseph a sense of place.</b> |   |   |          |
| Housing 2.1  | Establish standards for replacement of homes so that new developments match the character of the existing neighborhood, and establish regulations for the demolition or moving of housing units.  | Community Development                                     | Medium   |
| Housing 2.2  | Encourage rehabilitation of deteriorating homes and the reuse of existing buildings to preserve neighborhood values and standards.  | Community Development                                     | High     |
| Housing 2.3  | Establish a board or committee to review infill housing development opportunities and determine if they are compatible with the design of neighborhoods.  | City Council  | Medium   |
| Housing 2.4  | Encourage preservation of historically-significant buildings in the downtown and urban areas, neighborhoods, and cultural events.   | Community Development & EDA                               | Medium   |
| <b>Goal 3: Assist in the planning and construction of affordable housing options.</b>                  |   |   |          |
| Housing 3.1  | Encourage public and private partnerships to apply for local, state, and federal funding to cover the gap between affordable housing revenue and costs. Potential partners are Stearns County HRA, land trust organizations, non-profit organizations and others who can help plan, finance and develop affordable housing. | Economic Development Authority                            | High     |
| Housing 3.2  | Encourage renter and owner-occupied developments that offer a mix of housing costs.   | Community Development                                     | High     |
| Housing 3.3  | Ensure that housing developments are accessible to community resources such as jobs, retail districts, and walking, biking and transit networks.  | Community Development                                     | High     |
| Housing 3.4  | Work with local institutions and professionals to provide educational resources and publications for first-time home buyers.  | Community Development                                     | Medium   |

### Implementation Matrix: Housing

| Strategy Number   | Strategy   | Ownership   | Priority |
|---|--|---|----------|
| Housing 3.5   | Encourage the maintenance and construction of pre-fabricated / manufactured homes to provide additional affordable housing options in urban, suburban and rural areas. | Community Development   | Medium   |
| Housing 3.6   | Allow for accessory dwelling units as residential housing, especially near the downtown and urban areas.   | Planning Commission, City Council                                       | Medium   |
| <b>Goal 4: Encourage existing and new housing developments to be well-maintained, environmentally friendly, and energy efficient.</b> |  |   |          |
| Housing 4.1   | Adopt standards to ensure that new housing developments are constructed to be energy efficient and environmentally friendly.   | City Council  | Medium   |
| Housing 4.2   | Establish regulations that provide pedestrian and bicycle connections through neighborhoods and connection to local businesses.  | Community Development, Planning Commission, Park Board and City Council | High     |
| Housing 4.3   | Review the City's ordinance for homeowners to rehabilitate and maintain structures that are not conforming to environmental standards.                                 | Community Development & Building Department                             | Medium   |
| Housing 4.4   | Enforce ordinances that provide minimums in housing maintenance.   | Community Development & Building Department                             | High     |
| Housing 4.5   | Provide informational resources to residents on ways to reduce energy and water usage.   | Community Development & Public Works                                    | Medium   |



## Implementation Matrix: Transportation



| Strategy Number  | Strategy  | Ownership  | Priority |
|--|---|--|----------|
| <b>Goal 1: Improve the transportation framework.</b>   |   |  |          |
| Transportation 1.1   | Explore the extension of St. Cloud Metro Bus service to St. Joseph.   | City Council                                       | High     |
| Transportation 1.2   | Collaborate with Stearns County and the St. Cloud Area Planning Organization on roadway and pedestrian connection improvements in downtown, urban, and suburban areas.  | Community Development & Engineer Department        | High     |
| Transportation 1.3   | Identify and review potential transportation safety deficiencies, such as crash data, traffic volumes and accessibility.  | Engineer Department                                | High     |
| Transportation 1.4   | Implement traffic calming measures where appropriate to reduce speed.   | Engineering & City Council                         | High     |
| Transportation 1.5   | Require the dedication of right-of-way consistent with the adopted right-of-way standards to ensure safe and high performing roadways.  | Engineering, Community Development                 | Medium   |
| Transportation 1.6   | Limit direct access to major thoroughfares in order to maintain safe and efficient roadway operations.  | Engineering  | Low      |
| <b>Goal 2: Plan, develop and maintain a safe and accessible multi-modal transportation system.</b> |   |  |          |
| Transportation 2.1   | Develop a pedestrian and bicycle plan for the city.   | Planning, Park Board & Engineering Departments     | High     |
| Transportation 2.2   | New development and redevelopment proposals shall require connectivity of streets and pedestrian facilities in all urban and suburban areas.  | Planning Department                                | High     |
| Transportation 2.3   | Require sidewalks (or off-street trails or on-street bikeways where planned and appropriate) on all new subdivisions and new streets and if feasible on road reconstruction projects.   | Community Development, Park Board and City Council | High     |
| Transportation 2.4   | Connect and maintain an interconnected pedestrian and bicycle system that links residential, institutional, educational, commercial, employment, and recreational destinations.   | Community Development, Park Board & Engineering    | Medium   |
| Transportation 2.5   | Identify pedestrian and bicycle transportation gaps. Build sidewalk or trail segments where there is a missing connection in the trail/sidewalk transportation system.  | Planning, Park Board & Engineering Department      | High     |
| Transportation 2.6   | Use a Complete Streets methodology in the design of all streets (to decide where implementation is desirable and to prioritize and implement improvements where feasible). Consider adopting a Complete Streets ordinance.  | Engineering & City Council                         | Medium   |
| Transportation 2.7   | Improve the safety of pedestrian and bicyclist crossing of CSAH 75. Review the CSAH 75 Pedestrian Crossing Study and identify if any further areas of study are needed. Where feasible and as determined, implement the recommendations as identified within the study. | Engineering & City Council                         | High     |

### Implementation Matrix: Transportation

| Strategy Number   | Strategy   | Ownership                           | Priority |
|---|--|-------------------------------------|----------|
| <b>Goal 3: Implement the Comprehensive Transportation Plan.</b> |  |                                     |          |
| Transportation 3.1  | Periodically review the Transportation Plan and update as needed.  | Engineering & City Council          | High     |
| Transportation 3.2  | Implement the Transportation Plan and ensure development projects are consistent with the Transportation Plan. | Community Development & Engineering | High     |



## Implementation Matrix: Economic Development



| Strategy Number                                     | Strategy  | Ownership                                    | Priority |
|---|---|--|----------|
| <b>Goal 1: Retain, attract and grow businesses.</b> |   |  |          |
| Economic 1.1  | Develop a “shop local” campaign. A strong local economy will attract new companies and businesses, and support the ongoing vitality of the city.  | Economic Development Authority               | High     |
| Economic 1.2  | Support and enhance existing businesses. Seek opportunities to learn about and solve barriers to retention of businesses like a Business Mentorship Program or Business Retention Program.  | Economic Development Authority               | Medium   |
| Economic 1.3  | Develop and distribute key informational resources, such as guidelines and best practices, to support decision-making of existing businesses.   | Economic Development Authority               | Medium   |
| Economic 1.4  | Directory of locally-owned businesses, searchable by good or service provided - please see <a href="http://www.ppna.org/shop-powderhorn">www.ppna.org/shop-powderhorn</a> for an example.   | Economic Development Authority               | High     |
| Economic 1.5  | Support redevelopment in downtown. Development in the downtown area should be consistent with the area’s existing character, link to existing pedestrian and bicycle networks, and emphasize a pedestrian-oriented development.   | Community Development                        | High     |
| Economic 1.6  | Support the redevelopment of CSAH 75 area. The development of CSAH 75 will increase commerce and tourism, as well as efficient transportation across the City.  | Economic Development Authority               | High     |
| Economic 1.7  | Attract larger businesses. Create strategic plans to attract large businesses that require a large employee base. New businesses should reflect the values, visions, needs of the St. Joseph community. If possible, businesses should consider brownfield sites to revitalize existing areas.  | Economic Development Authority               | High     |
| Economic 1.8  | Develop a pipeline of trained interns and potential new staff into existing and new businesses. Partner with local educational institutions to connect students and recent graduates with local employers, and support the staffing needs of new and growing businesses.  | Economic Development Authority               | High     |
| Economic 1.9  | Support the development of business incubators for local start-ups. Business incubator spaces provide small spaces that are affordable to start-up businesses. Work with local developers and property owners to develop a business incubator in the walkable Downtown area of St. Joseph (attractive to software or tech start-ups), as well as in the industrial areas of the city (attractive to manufacturing start-ups). | Economic Development Authority               | High     |
| <b>Goal 2: Focus on competitiveness.</b>            |   |  |          |
| Economic 2.1  | Establish and maintain public and private partnerships. Public entities should collaborate with private entities, when possible.  | Economic Development Authority               | Low      |
| Economic 2.2  | Provide business incentives. Comprehensive incentives should be present to create healthy growth for existing businesses and encourage new businesses.  | Economic Development Authority, City Council | Medium   |
| Economic 2.3  | Review land use and zoning standards. Zoning standards should reflect current needs of community while creating new opportunities for residential and commercial growth.  | Community Development                        | High     |
| Economic 2.4  | Utilize Technology. Advanced and updated technology should improve residents’ quality of life, provide additional resources for existing businesses, and attract new businesses and professionals.  | Administration                               | Medium   |

## Implementation Matrix: Economic Development

| Strategy Number   | Strategy  | Ownership  | Priority |
|---|---|--|----------|
| Economic 2.5  | Seek grant opportunities. Public community-based projects should be partly funded by outside grants.  | Administration, Community Development                                | Low      |
| <b>Goal 3: Provide a high quality of life.</b>  |   |  |          |
| Economic 3.1  | Preserve community character. Businesses should reflect the “small-town” character to create a sense of place for residents and visitors. New businesses in downtown area should fit in with the existing architecture.   | Community Development  | High     |
| Economic 3.2  | Encourage strong community pride in urban and suburban areas. Public events and art, vibrant open spaces, City marketing efforts, conservation of natural resources, and preservation of “small-town” character should focus on developing strong community pride.      | Economic Development Authority, Planning Commission, & City Council  | High     |
| Economic 3.3  | Invest in a high-quality education. Opportunities within public and private entities should be created to provide youth more professional experiences to gain tools and resources. The City should continue to partner with the School District to provide these tools. | Administration   | Medium   |
| <b>Goal 4: Retain and attract residents.</b>  |   |  |          |
| Economic 4.1  | Explore the extension of public transportation. Public transportation should create mobility to all major parts of the City and be accessible to all residents and visitors.  | Administration & City Council  | High     |
| Economic 4.2  | Accommodate a variety of housing types. Accommodate housing for all ages, including a variety of housing types, including single-family, multi-family and mixed-use developments.   | Community Development, Planning Commission & City Council            | High     |
| Economic 4.3  | Recruit technology businesses. Seek opportunities to recruit technology businesses to create new employment and attract outside professionals.  | Economic Development Authority                                       | High     |
| <b>Goal 5: Strengthen the downtown as a center for historical and cultural history.</b> |   |  |          |
| Economic 5.1  | Support new and existing businesses in the downtown and urban areas that provide dining, retail, arts and entertainment.  | Economic Development Authority                                       | High     |
| Economic 5.2  | Create new educational, cultural, and recreational activities and spaces downtown.  | Economic Development Authority                                       | Low      |
| Economic 5.3  | Maintain and enhance existing public spaces while creating new public spaces for social interaction in the urban and suburban areas.  | Community Development  | Medium   |
| Economic 5.4  | Work with the St. Joseph Historical Society to create a list for designating buildings on local, state, or national registers in the downtown and urban areas.  | Planning Commission  | Medium   |
| Economic 5.5  | Provide economic incentives and design flexibility to encourage restoration of historically significant buildings downtown.   | Community Development, Economic Development Authority & City Council | Low      |

## Implementation Matrix: Economic Development

| Strategy Number   | Strategy  | Ownership             | Priority |
|---|---|-----------------------|----------|
| <b>Goal 6: Continue to host and sponsor local arts and cultural activities.</b> |   |                       |          |
| Economic 6.1  | Incorporate public art into the design of public spaces and infrastructure.   | City Council          | Low      |
| Economic 6.2  | Explore regulations to implement a “percent for arts” requirements in community projects.   | City Council          | Low      |
| Economic 6.3  | Create a community wide project to create a seal used in a range of public activities.  | Planning Commission   | Medium   |
| Economic 6.4  | Create opportunities, in collaboration with the College of St. Benedict, All Saints Academy, and Kennedy School students, for the public to contribute to public art and landscaping within the City. | Park Board            | High     |
| Economic 6.5  | Solicit input from local developers when building or renovating public buildings.   | Community Development | High     |



## Implementation Matrix: Community Facilities and Utilities



| Strategy Number  | Strategy  | Ownership                                | Priority |
|--|---|--|----------|
| <b>Goal 1: Provide facilities that support the community's values and needs.</b>   |   |  |          |
| Utilities 1.1  | The City's Capital Improvement Plan should include funding for renovation of community facility buildings and construction of new buildings in the urban areas.                                       | City Council                             | Medium   |
| Utilities 1.2  | The City should support the continued presence and expansion of school facilities within downtown and urban areas.  | City Council                             | Medium   |
| Utilities 1.3  | Construct community facilities within the downtown area, when appropriate.  | Planning Commission                      | Low      |
| Utilities 1.4  | The City should update the City website with information regarding community facility redesigns and uses.   | Administration                           | Medium   |
| Utilities 1.5  | The City will continue to work with the public and private schools within the community to adequately plan for community growth, schools facilities, community education, and shared facility issues. | Planning Department                      | High     |
| <b>Goal 2: For construction of new community facilities, ensure that the facility has a positive impact on nearby neighborhoods.</b>   |   |  |          |
| Utilities 2.1  | Renovation and new construction of community facilities should match the character of the existing neighborhood.  | Planning Department                      | High     |
| Utilities 2.2  | Construction and renovation of community facilities should be environmentally responsible and energy efficient.   | Building Inspections                     | High     |
| <b>Goal 3: Provide potable water, sanitary waste collection, and surface water management to existing and future development in a cost-efficient and environmentally-responsible manner.</b> |   |  |          |
| Utilities 3.1  | Provide a consistently high level of service to existing and future areas.  | Public Works                             | Medium   |
| Utilities 3.2  | Create and maintain an infrastructure replacement program as detailed in the Capital Improvement Plan.  | Engineering, Public Works & City Council | Medium   |
| Utilities 3.3  | For expansion of public services, new developments should be located in areas adjacent to existing development within the city limits, primarily downtown and in urban and suburban areas.            | Community Development                    | Medium   |
| Utilities 3.4  | Prioritize infill and redevelopment of existing urbanized areas to maximize use of the existing water and sewer infrastructure systems.   | Community Development                    | Medium   |
| Utilities 3.5  | Provide a full range of public services to subdivisions at the time of development. This includes storm sewer, sanitary sewer, and public water.  | Engineering                              | High     |
| Utilities 3.6  | Continue to implement and update, where necessary, the city's Wellhead Protection program.  | Engineering & Public Works               | High     |
| Utilities 3.7  | Carefully review and limit development in areas that require private sewer and water systems, or high levels of public water and sewer services.  | Community Development & Engineering      | Medium   |
| Utilities 3.8  | Undertake a sewer capacity study for the Wastewater Treatment Plant sometime in 2020.   | Engineering, Public Works & City Council | Low      |
| Utilities 3.9  | Periodically review agreements with sewer systems partners for any needed updating.   | Engineering, Public Works                | Medium   |
| Utilities 3.10   | Monitor and maintain all utility systems to ensure safe, functioning, and high quality facilities and services.   | Engineering, Public Works                | Medium   |

## Implementation Matrix: Community Facilities and Utilities

| Strategy Number  | Strategy  | Ownership   | Priority |
|--|---|---|----------|
| Utilities 3.11   | Update street, water, storm sewer and sanitary sewer plans as needed.   | Engineering & Public Works  | Medium   |
| Utilities 3.12   | Update the water distribution study and water model.  | Engineering & City Council  | Medium   |
| <b>Goal 4: Manage water resources to ensure their continued availability to existing and future communities.</b> |   |   |          |
| Utilities 4.1  | Require stormwater management and erosion plans as described in the 2004 Stormwater Management Plan for projects that may have an impact on local surface water.  | Engineering, Public Works, Community Development                  | Medium   |
| Utilities 4.2  | Work with counties, townships, citizens, upstream landowners, and watershed organizations to reduce pollution upstream to match limits used within the city.  | Public Works  | High     |
| Utilities 4.3  | In new developments, infill and redevelopment projects, and expansion projects, encourage creative stormwater management strategies to reduce surface runoff and implement low impact development techniques. | Engineering, Public Works, Community Development                  | High     |
| Utilities 4.4  | Continually evaluate utility fees, such as stormwater, trunk, pond, and access fees.  | Administration, Public Works, Community Development, City Council | Medium   |
| Utilities 4.5  | Review stormwater standards and update as necessary in compliance with MPCA.  |   |          |
| <b>Goal 5: Heighten community awareness of sustainable water use through education.</b>                          |   |   |          |
| Utilities 5.1  | Provide educational programs for residents and businesses that highlight the use of water conservation practices (e.g. water-saving faucets, outdoor water-use restrictions, and xeriscaping).                | Public Works  | Medium   |
| Utilities 5.2  | Develop a community outreach program for all ages that meets requirements from the National Pollution Discharge Elimination System.   | Public Works  | Medium   |



## Implementation Matrix: Parks and Recreation



| Strategy Number  | Strategy   | Ownership   | Priority |
|--|--|---|----------|
| <b>Goal 1: Implement a comprehensive and effective park system plan.</b>   |  |   |          |
| Parks 1.1  | Periodically review and update the 2008 St. Joseph Master Park Plan to ensure adequate parks, facilities, open spaces, and trails are provided for the community.        | Public Works & Park Board                                     | Medium   |
| Parks 1.2  | Use the 2008 St. Joseph Master Park Plan to guide implementation of any proposed projects.   | Public Works & Park Board                                     | High     |
| <b>Goal 2: Provide parks and recreation areas to residents for recreational use and protection of the existing natural assets.</b>   |  |   |          |
| Parks 2.1  | Enhance the quality of life for current and future generations by providing adequate parkland and natural areas in urban and suburban areas to fulfill future needs.     | Community Development & Parks Board                           | Medium   |
| Parks 2.2  | Use the existing and future park and natural areas to shape future development.  | Planning Commission & Park Board                              | Medium   |
| <b>Goal 3: Create and maintain an interconnected trail and sidewalk system for recreation and transportation that ties parks and open space together.</b>  |  |   |          |
| Parks 3.1  | Develop a pedestrian and bicycle plan for the city.  | Community Development, Park Board, Engineering & City Council | High     |
| Parks 3.2  | Provide a trail and sidewalk system that emphasizes a connection with the natural environment while also providing connection to urban and suburban areas in the city.   | Community Development, Park Board, Engineering & City Council | Medium   |
| Parks 3.3  | Tie the various parks into the interconnected trail system effectively and link the trail system to those of adjacent townships and any regional park and trail systems. | Community Development, Engineering & Park Board               | Low      |
| Parks 3.4  | Protect trails from future vehicular traffic and development.  | Community Development   | Medium   |
| <b>Goal 4: Provide for the conservation and preservation of natural resources in the City.</b>   |  |   |          |
| Parks 4.1  | Preserve natural resources as valuable open space and an important aspect of the city.   | Community Development & Park Board                            | High     |
| Parks 4.2  | Ensure that natural environments and ecological systems are protected and well-managed within the city.  | Community Development & Parks Department                      | High     |
| <b>Goal 5: Establish a plan to communicate and inform residents about issues pertaining to the parks system in St. Joseph. Provide residents with activities and programs throughout the City.</b> |  |   |          |
| Parks 5.1  | Promote active interaction between the City and its residents to ensure recreational programming and appropriate facility development.                                   | Administration, Park Board & Public Works                     | Medium   |
| Parks 5.2  | Promote ongoing volunteer opportunities through athletic, youth and civic organizations to assist in maintenance and programming in city parks.                          | Administration, Park Board & Public Works                     | Medium   |



## Implementation Matrix: Sustainability and Resiliency



| Strategy Number   | Strategy  | Ownership  | Priority |
|---|---|--|----------|
| <b>Goal 1: Develop a community-wide sustainability plan.</b>                                |   |  |          |
| Sustainability 1.1  | Promote energy and resource conservation through community programming  | Community Development & Public Works               | Medium   |
| Sustainability 1.2  | Provide incentives for energy efficient design, construction and operation.   | Planning Commission & City Council                 | Medium   |
| Sustainability 1.3  | Incorporate conservation of natural resources in the design and construction of new developments in the downtown and urban areas.   | Community Development                              | Medium   |
| Sustainability 1.4  | New developments will conserve water resources and manage stormwater runoff, especially in urban hard cover areas.  | Community Development                              | High     |
| <b>Goal 2: Protect and improve areas that contribute to the biodiversity of St. Joseph.</b> |   |  |          |
| Sustainability 2.1  | Maintain standards for developments on steep slopes to control for erosion and minimize the removal of natural vegetation in rural areas.   | Community Development, Public Works & City Council | Medium   |
| Sustainability 2.2  | Preserve rural natural open spaces as defined in the 2008 Park Master Plan to provide migration opportunities for wildlife and provide recreation opportunities for the community.                            | Park Board   | High     |
| Sustainability 2.3  | Prioritize the planting of native vegetation along rivers, wetlands and within public open spaces in rural areas.   | Park Board   | High     |
| Sustainability 2.4  | Educate residents on the benefits of using native species in residential landscaping.   | Community Development & Public Works               | Low      |
| <b>Goal 3: Protect and improve water quality.</b>   |   |  |          |
| Sustainability 3.1  | As the City reviews developments for stormwater management, care will be taken to ensure that these filtration practices are located away from shallow bedrock that could increase groundwater contamination. | Public Works & Engineering                         | High     |
| Sustainability 3.2  | Protect the quality of groundwater to minimize the contamination of the drinking water supply.  | Engineering & Public Works                         | High     |
| Sustainability 3.3  | The City will consult with agencies and organizations to protect and improve the quality of surface water including the Watab River and Sauk River.   | Public Works                                       | Medium   |
| Sustainability 3.4  | Maintain and enforce the wetland buffer and setback ordinance.  | Community Development                              | Medium   |
| <b>Goal 4: Conserve energy use in public and private sector development.</b>                |   |  |          |
| Sustainability 4.1  | Encourage the use of technology and techniques that promote innovative methods to conserve energy.  | Community Development & City Council               | High     |
| Sustainability 4.2  | Strive to approve developments that meet LEED standards.  | Planning Commission & City Council                 | Medium   |

## Implementation Matrix: Sustainability and Resiliency

| Strategy Number  | Strategy   | Ownership   | Priority |
|--|--|---|----------|
| Sustainability 4.3   | Development standards should allow for accommodating solar technologies.   | Community Development, Planning Commission & City Council | Low      |
| <b>Goal 5: Encourage the reduction of solid waste.</b>                                 |  |   |          |
| Sustainability 5.1   | Create programs to reduce the solid waste created in the City and encourage the use of recyclable, reusable, and biodegradable materials.  | Public Works  | Medium   |
| Sustainability 5.2   | The City will work with the contracted waste management haulers to provide volume pricing that encourages waste reduction.   | Administration  | Low      |
| Sustainability 5.3   | The City will work with agencies and financial institutions to provide incentives for construction projects that reuse building materials.   | Administration, EDA, & City Council                       | Low      |
| <b>Goal 6: Minimize the negative effect of hazardous materials on the environment.</b> |  |   |          |
| Sustainability 6.1   | The City will review its use of hazardous materials and work to find safer substitutes.  | Administration & Public Works                             | Medium   |
| Sustainability 6.2   | Educate St. Joseph residents and business owners on the safe disposal of hazardous materials.  | Public Works, Administration & Community Development      | Medium   |
| Sustainability 6.3   | Reduce the use of synthetic chemicals on City-owned properties.  | Public Works  | Medium   |
| <b>Goal 7: Work towards improving air quality within the City.</b>                     |  |   |          |
| Sustainability 7.1   | The City will evaluate the current ordinances that affect air quality and suggest improvements for outdated policies.  | Administration, Planning Commission & City Council        | High     |
| Sustainability 7.2   | Implement a program of education and regulation regarding the use of wood-burning fireplaces, stoves, and outdoor boilers to protect residents from air pollutants and particulate matter. | Administration & City Council                             | Medium   |
| Sustainability 7.3   | Educate business owners and residents on alternatives to gas-powered lawn mowers.  | Public Works & Community Development                      | Low      |
| <b>Goal 8: Minimize noise pollution in the community.</b>                              |  |   |          |
| Sustainability 8.1   | The City will review existing noise ordinances and see if updates are necessary.   | Administration, Police & City Council                     | Medium   |
| Sustainability 8.2   | Enforce noise ordinances throughout the city.  | Police  | Medium   |

## Implementation Matrix: Sustainability and Resiliency

| Strategy Number   | Strategy  | Ownership   | Priority |
|---|---|---|----------|
| <b>Goal 9: Increase the density of the City's urban forest.</b>                 |   |   |          |
| Sustainability 9.1  | The City will create a management policy that protects or replaces significant trees on development projects and Right of Way or easements.                             | Community Development, Public Works & City Council        | Low      |
| <b>Goal 10: The City will research current issues caused by climate change.</b> |   |   |          |
| Sustainability 10.1   | Develop ordinances to reduce urban heat islands in urban areas.   | Community Development, Planning Commission & City Council | Medium   |
| Sustainability 10.2   | Promote the reduction of greenhouse gas emissions in residential, commercial, and industrial uses and encourage conservation efforts.                                   | Community Development                                     | High     |
| <b>Goal 11: Preserve St. Joseph's Rural Heritage.</b>                           |   |   |          |
| Sustainability 11.1   | Support urban and downtown farm-to-table programming like the community farmer's market to promote the health of the local agricultural economy.                        | City Council  | Medium   |
| Sustainability 11.2   | Ensure that all new development is compatible with the natural and man-made environment.  | Community Development                                     | High     |
| Sustainability 11.3   | Preserve the scenic quality of the rural landscape by defining the edge of the community and maintaining the rural character of roadways on the edges of the community. | Community Development & City Council                      | Medium   |



## Implementation Matrix: Community Engagement, Participation and Communication



| Strategy Number  | Strategy   | Ownership   | Priority |
|--|--|---|----------|
| <b>Goal 1: Create a proactive, responsive and accessible government.</b> |  |   |          |
| Engagement 1.1   | Use technology to improve communication and provide efficient and responsive services - e.g. applications and permit requests online, online property search tool/interactive map, shop local resource, events calendar. | Administration                                    | High     |
| Engagement 1.2   | Maintain the City's Emergency Operations Plan  | Administration, Police Chief                      | High     |
| Engagement 1.3   | Ensure city documents and online information is available and current for the public, provide email updates.   | Administration                                    | High     |
| Engagement 1.4   | Proactively build and maintain trust between city government/police and the community.   | Police  | High     |
| Engagement 1.5   | Develop and maintain events calendar, and include more information on city happenings (community events, city council activities, etc.) as part of regular communications with residents.                                | Administration                                    | Medium   |
| <b>Goal 2: Create opportunities for equitable civic participation.</b>   |  |   |          |
| Engagement 2.1   | Strengthen engagement through neighborhoods, neighborhood associations, and city advisory committees and boards.   | Community Development                             | Medium   |
| Engagement 2.2   | Partner with the local business community, local schools, faith based organizations, and student and community organizations to increase public outreach.  | Administration, Police, and Community Development | Medium   |
| Engagement 2.3   | Use social media to share information and encourage civic participation.   | Administration                                    | Medium   |
| Engagement 2.4   | Support continuation and expansion of events that bring community together.  | Administration                                    | Medium   |
| Engagement 2.5   | Communicate and seek public input through multiple platforms (in-person, online, others).  | Administration                                    | High     |
| <b>Goal 3: Encourage youth involvement</b>                               |  |   |          |
| Engagement 3.1   | Collaborate with local schools and organizations.  | Administration                                    | Medium   |
| Engagement 3.2   | Develop and provide internship opportunities.  | Administration                                    | Medium   |
| Engagement 3.3   | Seek youth participation on steering/advisory committees and city boards.  | Administration                                    | Medium   |



## Implementation Matrix: Implementation



| Strategy Number   | Strategy   | Ownership   | Priority |
|---|--|---|----------|
| <b>Goal 1: Engage a diverse population of residents, business owners, and visitors as part of the implementation process.</b> |  |   |          |
| Implementation 1.1  | Establish a "Plan Implementation Committee" made up of local residents, businesses, employees, advocates and young people and seniors to advise the city on implementation priorities and phasing.   | Planning Commission & City Council                      | Medium   |
| Implementation 1.2  | Establish an ongoing communication program to provide the public with information about the Plan. The public should be familiar with ongoing opportunities to participate and understand their role in the process. The City's website can be a primary source of information.   | Community Development                                   | High     |
| Implementation 1.3  | Ensure that copies of the final Comprehensive Plan are available online and at public libraries. The purpose is to make the plan available to all residents and employees. Having these documents easily accessible will ensure that developers and property owners can familiarize themselves with the plan elements and recommendations.         | Community Development                                   | High     |
| <b>Goal 2: Consistently monitor and evaluate the implementation process.</b>  |  |   |          |
| Implementation 2.1  | Prepare annual reports that summarize the actions completed. City officials should be the ones to prepare the report and highlight key strategies completed over the course of the year. Reports can also identify areas of delay that need to be addressed. Any potential changes or additions to the Plan can also be identified in this report. | Community Development                                   | Medium   |
| Implementation 2.2  | Provide a summary of the annual report to the general public. Information regarding the status of plan elements will be summarized and available for the public on the City's website.   | Administration  | Medium   |
| Implementation 2.3  | Create press releases and social media blasts that promote significant accomplishments relative to the Plan and its strategies.  | Community Development                                   | High     |
| <b>Goal 3: Provide resources that will help implement the Plan.</b>   |  |   |          |
| Implementation 3.1  | Update the Capital Improvement Plan to ensure that it matches the recommendations outlined in the Comprehensive Plan.  | City Council  | High     |
| Implementation 3.2  | Prepare department budgets and programs with the understanding of the goals and strategies of the Comprehensive Plan.  | All City Boards and Departments-adopted by City Council | High     |
| Implementation 3.3  | Secure funds for the strategies listed as high-priority. Funding can come from, but does not have to be limited to, the City, external governmental sources, taxes, or private sector investment. This strategy should take place alongside annual budget cycles and should maximize non-municipal resources.                                      | Economic Development Authority, City Council            | High     |

| Implementation Matrix: Implementation  |  |   |          |
|--|--|---|----------|
| Strategy Number  | Strategy   | Ownership   | Priority |
| <b>Goal 4: Require future decisions in the community regarding development, capital improvements, and budgeting to coincide with the Comprehensive Plan.</b> |  |   |          |
| Implementation 4.1   | Require approvals of zoning requests to follow the policies in the Comprehensive Plan.   | Planning Commission & City Council  | Low      |
| Implementation 4.2   | Require staff reports to mention the Plan in all aspects pertaining to policy, programs, and budgets.  | Planning Commission & City Council  | Low      |
| Implementation 4.3   | Establish a line of communication between the Planning Commission and the City Council regarding the Comprehensive Plan. Communication must be clear and frequent. Ensuring that interpretation of the plan is consistent will be critical to the Plan's implementation. | Administration, Community Development, Planning Commission & City Council | High     |
| <b>Goal 5: Update the Plan if needed.</b>  |  |   |          |
| Implementation 5.1   | The Planning Commission will design the process to update the Comprehensive Plan. They will work with City staff to gather and allocate the necessary resources.   | Planning Commission   | Low      |
| Implementation 5.2   | Prepare an updated Comprehensive Plan. The Planning Commission will involve the public to update the Plan when necessary. The public engagement process should be similar to that of this plan and the update process should be completed in less than 18 months.        | Planning Commission   | Low      |

