



**CITY OF NEWPORT
COUNCIL WORKSHOP MEETING
NEWPORT CITY HALL
JULY 18, 2013
IMMEDIATELY FOLLOWING THE PUBLIC HEARING**

MAYOR:	Tim Geraghty	City Administrator:	Deb Hill
COUNCIL:	Tom Ingemann	Supt. of Public Works:	Bruce Hanson
	Bill Sumner	Chief of Police:	Curt Montgomery
	Tracy Rahm	Fire Chief:	Mark Mailand
	Steven Gallagher	Executive Analyst:	Renee Helm

AGENDA

1. ROLL CALL
2. DISCUSSION REGARDING THE STRATEGIC PLAN
3. ADJOURNMENT



MEMO

TO: Mayor and City Council
Deb Hill, City Administrator

FROM: Renee Helm, Executive Analyst

DATE: July 11, 2013

SUBJECT: Strategic Plan

BACKGROUND

The City hosted two public meetings in Spring 2012 to review and discuss the Strategic Plan that was approved in 2011. A workshop was scheduled for the Council in October 2012 to address any items and/or concerns regarding the strategic plan, however the meeting was cancelled and never rescheduled.

In April 2013, the City Council approved a resolution to participate in the Local Performance Measurement and Report Program through the State of Minnesota. One of the steps for this Program is to create a performance measurement system, which is similar to a strategic plan.

Please find attached the following items:

- Newport's Strategic Plan from 2011
- Draft strategic plan created by Councilman Rahm and reviewed by City staff (staff revisions are in red)
- Performance Measures that staff believe are associated with each Guiding Principal
- Strategic plan examples from Mankato and St. Anthony Village

DISCUSSION

The City Council will need to discuss several items at the July 18 workshop. The first is whether or not to simply update the 2011 Strategic Plan with parts of Councilman Rahm's draft. If the Council wants to update the current Strategic Plan, it would be recommended that they give staff direction on what should be updated.

If the Council wants to create a completely new strategic plan, there are a couple items to consider. The first is whether or not it would be best to hire a consulting firm to coordinate and facilitate a half-day or full-day work session to help establish the strategic plan. A consulting firm would be able to offer expertise on what needs to go into a strategic plan, provide a neutral facilitator, and help expedite the process. If the City Council wants to hire a consulting firm, City staff will begin the selection process.

If the City Council does not want to hire a consulting firm, the City Council will need to discuss the following items in the draft strategic plan:

- Guiding Principles
- Strategic Plan Objectives
- Goals for each Guiding Principle
- Initiatives and Action Steps for each Guiding Principle

Once feedback is received on the above items, City staff will implement it into the draft strategic plan and bring it forward for approval at a future City Council meeting.

Per the Local Performance Measurement and Report Program, the City needs to issue a City-wide survey for its residents to complete. Please find attached the City's survey that will be available online August 15 – September 30, 2013. The League of Minnesota will set up the online survey through Survey Monkey. Additionally, hard copies will be available at City Hall and the Library. The attached questions are required per the Program but the City is allowed to add up to five specific questions. Please provide staff with direction if you would like to add questions to the survey.

RECOMMENDATION

It is recommended that the City Council provide direction on the following items:

- Does the City Council want to update the 2011 Strategic Plan with items from Councilman Rahm's draft?
- Does the City Council want to hire a consulting firm to assist in creating a new strategic plan?
- If not, provide direction on the items listed above.
- Whether or not to add questions to the attached survey.



Mission Statement

The City of Newport is committed to serving the people and businesses of Newport by creating an environment which encourages pride in the community, promotes prosperity for businesses, and improves the quality of life for all.



Vision Statement

Newport is a historic city on the Mississippi River where small-town tradition is preserved, strong work ethic and self reliance is valued, and a shared sense of community pride fosters active family neighborhoods, expanding business opportunities, and a healthy lifestyle for all to enjoy!

Local Governance

Newport City Council Members are elected at-large to represent the entire community and are empowered by law to legislate citywide policy. This includes the authority to pass and enforce ordinances, establish public and administrative policies, create advisory boards and commissions, and manage the City's financial operations, including preparing a budget, auditing expenditures, and transacting other City business as required by law. The City Council also serves as the Housing and Redevelopment Authority (HRA) for the City. The City Council appoints a City Administrator who directs City staff on implementation of Council decisions and providing day-to-day City operations, which allows the City Council to focus on Newport's vision and other long-term goals.

- Inform and educate residents and businesses on pertinent information through various communication channels including the City's web site, cable television, quarterly newsletter, and other media outlets.
- Recreate the Newport Vision video to encourage stakeholders to invest in new development and redevelopment.
- Maintain staffing levels that can effectively administer City operations by providing the necessary training and technical support for all City employees.
- Develop a review of possible City Hall options, including Joint Powers Agreements (JPA's) and mixed used concepts for the expansion of the current site, recently purchased site, possible transit site location, and others.
- Work with governmental agencies to develop a buyout program for those living on or adjacent to the levee.
- Continue to apply for community grants involving parks, life-cycle housing, market analysis, TOD financing, etc.
- Work with Washington County towards a solution for Newport's Library.
- Support community events such as Booya, Pioneer Day, Buckthorn Removal Day, Fun Walk, and others.



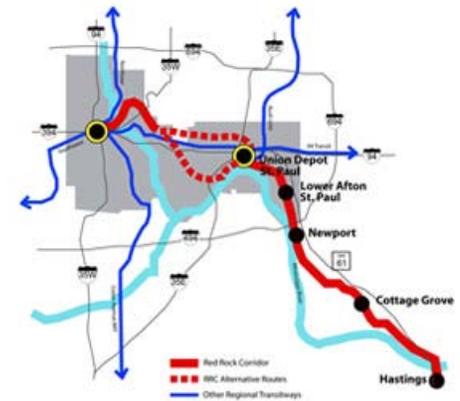
Fiscal Responsibility

- In reaction to the current economy, restructure the budget so it eliminates the reliance on Local Government Aid (LGA) and Market Value Homestead Credit (MVHC) by 2014.
- Find alternative funding sources to assist in reducing the reliance of tax revenue.
- Review the use of our current Tax Increment Financing (TIF) district and explore the use of any future TIF policies.
- Continue moderation of tax levy amount in comparison to peer communities, and moderation of future operating cost increases below our funding ability.

COMMUNITY & ECONOMIC DEVELOPMENT

The Newport Economic Development Authority is dedicated to improving the economic wellbeing of the City by creating opportunities for well-managed residential and commercial growth, encouraging quality community developments, and promoting meaningful employment opportunities for citizens that will enhance the quality of life in Newport.

- Create a business policy that includes incentives for businesses that want to locate in Newport and/or reinvest in their current businesses.
- Promote new construction and redevelopment projects throughout Newport.
- Support the development of a new transit station, along with the Red Rock Corridor Station Planning Project.
- Research the options of Transit Orientated Development Plan for the areas around the proposed transit station.
- Assist in marketing the larger parcels of commercial land for development through economic websites and other media outlets.
- Provide for enhanced Chamber, EDA, and Council business outreach coordination.



Housing Development

- Market Newport's 20 acres in the northeast corner of the City in conjunction with adjoining properties.
- Market the old public works site(s) to encourage single family homes.
- Explore the possible development of residential housing along the bluff.
- Continue to monitor all houses and businesses for code compliance.
- Monitor foreclosed properties to reduce unwanted blight.

PLANNING

Mission Statement - The purpose of the Planning & Zoning Commission is to provide professional support to ensure proper and legal interpretation of the Zoning Ordinance, make recommendations on planning related matters, and to oversee and enforce the Zoning Ordinance, subdivision process, and Comprehensive Plan.

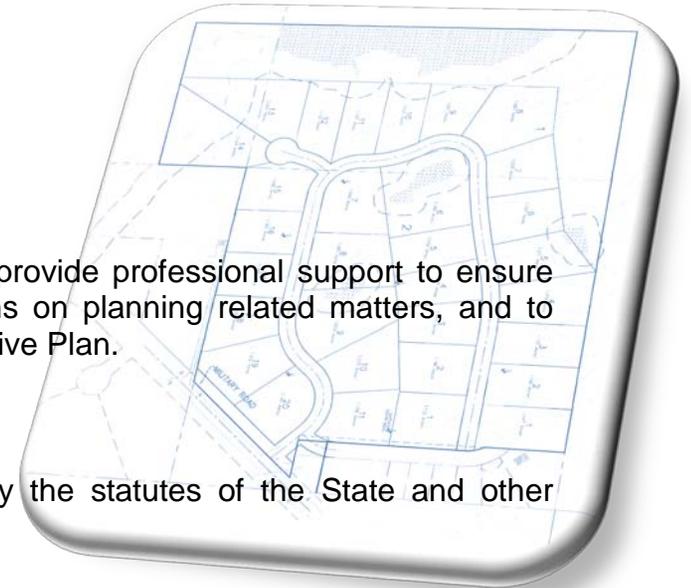
Duties

The purpose and duties of the Planning Commission are those vested in it by the statutes of the State and other ordinances of the City, including, but not limited to:

- Hold public hearings, review applications, and make recommendations as set forth in the City Code.
- Review and make recommendations on proposed amendments to zoning, subdivision, Comprehensive Plan, and district plan provisions of the City Code.
- Enforce the Zoning Ordinance to achieve the goals of the Comprehensive Plan.
- Work cooperatively with all City staff, City Council, and commissions to achieve the goals of the Comprehensive Plan and address issues related to planning and zoning.
- Work cooperatively with Washington County, the Metropolitan Council, and neighboring communities to address issues related to the Comprehensive Plan and its implementation.

2011 Projects

- Establish standards for the MX-3 Transit Oriented Design District.
- Review the Linn Development proposal.
- Review the Bancor 58-acre RE (Residential Estate) Development proposal.



Police Department

Mission Statement: The Newport Police Department is committed to excellence, fairness, and compassion in providing balanced police services in accordance with the law, responsive to the priorities and needs of the community and in harmony with the mission of the City of Newport.

- Create a safer environment for the citizens and businesses of Newport by:
 - Providing officers with annual medical training.
 - Continuing to support Safe and Sober programs.
 - Encouraging officer and business dialogue.
 - Participating as a member in County Emergency Response Team (ERT).
 - Maintaining continued attention towards traffic enforcement.
 - Sustaining a proactive approach towards juvenile issues.
 - Providing routine code compliance monitoring and enforcement.
- Create a safer working environment for members of the Newport Police Department by:
 - Providing officers with the current and necessary safety equipment.
 - Investing in modern crime-fighting technology.
 - Enrolling officers in annual education classes and training seminars.
 - Continue to participate in Mutual Aid assistance with other local organizations.





FIRE DEPARTMENT

The Newport Fire Department dedicates its efforts to provide for the safety and welfare of the public through preservation and protection of life, property, and the environment. This Department strives to meet the task through sustained training and education, fire prevention programs, fire suppression, and emergency preparedness.

- Provide immediate response to the general public to protect life and property from other man-made or natural disasters.
- Maintain the City's Emergency Preparedness Program, including Civil Defense System, Natural Disaster Plan and Weather Watches.
- Maintain training and education as per (National Fire Protection Association (NFPA) standards.
- Stay current with necessary technology for communicating and routine maintenance.
- Maintain fire station facilities and equipment.
- Continue to provide proper funding for the Fire Relief Fund.
- Continue to participate in Mutual Aid assistance with other local organizations.

ENGINEERING & PUBLIC WORKS

The Newport Public Works Department is responsible for the operation and maintenance of all water systems, sanitary sewer systems, storm water systems, City-owned equipment, and City roadways, including snow removal and sanding, pavement repairs, striping, signs, and traffic signals.

ENGINEERING

- Complete the design and begin construction of the North Ravine Project.
- Monitor the 4th Ave. Ravine Project and finalize the project in 2011.

PUBLIC WORKS

- Research the creation of a cooperative Pavement Management program with the City of Cottage Grove, including seal coating, street sweeping, and street striping.
- Ensure Ms4 compliance as permitted by the Metropolitan Pollution Control Agency (MPCA).
- Research, develop, and implement a Water Meter Replacement Program.
- Research, develop, and implement an Inflow and Infiltration Project.
- Research, develop, and implement a Lift Station Rehabilitation Program.

Did you know that the Newport Public Works Department operates and maintains:

- 25 miles of streets
- 19.5 miles of sewer line
- 15 miles of water line
- 7 sanitary lift stations
- 2 wells and a booster station
- 11 storm water ponds
- 180 acres of City parks
- 9 miles of trails
- 4 pedestrian bridge landings
- 17 pieces of PW vehicles & equipment
- 6 City Facilities
- 7 fire engines
- 5 police squads
- 2 warming houses

Parks & Recreation



Mission Statement: Develop, preserve, and enhance parks, natural settings and outdoor spaces for recreation, education, and enjoyment of area citizens. Newport Park Board will collaborate with City Staff and Council, local businesses, volunteers, and other partners to achieve this mission.

Newport offers its residents the following park amenities:

- 6 City parks totaling 180 acres
- 9 miles of trails
- 3 river overlook parks
- 6 pavilions
- horseshoe pits
- 3 tennis courts
- BBQ grills at many locations
- Volleyball
- Basketball
- 4 ice rinks
- Along with many other amenities

- Maintain an extensive Volunteer Program for a variety of activities and locations.
- Continue to promote the eradication of buckthorn throughout Newport.
- Conduct a joint meeting with the Heritage Preservation Committee to establish goals and alternative funding sources for Pioneer Park.
- Develop a plan for the Frances & Henry James Park (pocket park by East Fire Station).
- Continue to support and implement park improvements for Lions, Loveland, and Pioneer parks as outlined in the Master Plan.
- Implement names for the Pedestrian Bridge Pocket Parks.
- Begin to create a Mississippi Park Master Plan including the “Island”, Levee Park, and other river properties that may prove beneficial to Newport.
- Develop an interpretive plan for the Newport Bailey Family School Forest (Mike Philips) Learning Center.
- Develop Park Board’s participation in the annual History/Parks Fun Walk.
- Provide recreation and reading activities for children.
- Review the Bancor 58-acre RE Development proposal.
- Complete the Statewide Health Improvement Plan (SHIP) Grant Trails Map.

HERITAGE PRESERVATION

Mission Statement: The purpose of the Newport Heritage Preservation Commission is to provide guidance and recommendations for the preservation, protection and use of Historical and Archeological resources of significant properties within the City of Newport. The Newport 2011 Heritage Preservation Committee Goals include the following:

- Hold bi-monthly regular meetings of the HPC, with special meetings as needed.
- Sponsor public education activities in association with Preservation Month (May).
- Sponsor public education activities in association with the Civil War sesquicentennial.
- Nominate properties for Newport Heritage Landmark designation.
- Provide City officials and the public with information, education, and training in historic preservation.



- Complete management plans for City-owned historic buildings (CLG grant project.)
- Digitize historic municipal records, 1880's – 1940's (Newport village council, library board, etc.)
- Implement the heritage resources Disaster Management Plan.

The following properties have been officially designated Newport Heritage Landmarks by the City Council:

- Armstrong-Yelland House ("Dilaram Cottage"). 280 2nd Avenue
- Chicago, Milwaukee & St. Paul Railroad Switching Tower ("Train Tower"). Behind City Hall
- Kaposia Mission Building ("Kavanaugh Log Cabin"). Newport United Methodist Church
- Marko, F. A., Riverfront. 121 10th Street
- Newport Baptist Church/Public Library. 405 7th Avenue
- Red Rock Cemetery. End of Cemetery Road
- Red Rock/Eyah Shah. Newport United Methodist Church

City of Newport

<Tile page needs city logo, local graphics of city and date>

A Strategic Planning Framework for Newport

This section of the strategic plan should be more of an introduction and include a background of Newport.

Our nation has experienced dramatic and profound global changes over the past decades whose repercussions will be felt by families, businesses, and government agencies for well into the foreseeable 21st century. It is forecasted that over the next decade, our nation will face economic challenges as difficult as anything we have faced since the Great Depression and post World War II era.

Newport has weathered these periods before and we will do so again. However, this does not lessen the immediate impact of these global trends on the residents and businesses of our community. As current and future Council's confront the economic challenges we face, we believe the best course of action is to be proactive, not reactive, in understanding these changes and embrace future opportunities with a shared focus on community values and priorities that will improve the reputation and economic wellbeing of our city and its residents.

This Council has undertaken a realistic assessment of the underlying global trends that may affect our regional community in the coming years and have attempted to implement a more effective strategic planning framework that will meet Newport's current needs, use our limited resources wisely, and better align our city's initiatives to trends that will ensure a more prosperous future for Newport's residents.

No strategic plan or analysis can accurately predict the future with 100% certainty, but we believe the following global and national economic trends will continue to have significant impact on our regional economy and community for the foreseeable future:

Major trends affecting the United States which to which we will try to mitigate and minimize the impact on Newport:

- Growth of national public debt
- Stagnant and falling real US incomes
- Aging US public infrastructure
- Economic rise of Asia
- Global war on terrorism
- International financial instability

Major trends to which we will to align with and actively embrace:

- Aging of Western societies
- Energy security & conservation
- Environmental consciousness
- New social & communications media
- Growth in healthcare related markets
- Increased health & wellness initiatives

The success of implementing this strategic plan rests with this and future city Councils. We hope that they will be committed to communicating it to our residents, abide by its principles and guiding vision, and periodically review and update it as global trends or community needs change for its continued relevance and achievement.

Mission

The City of Newport is committed to serving its residents and businesses by creating an environment which encourages pride in the community, promotes personal responsibility, liberty, economic freedom, business prosperity, and improves the quality of life for all.

Vision

Newport is a historic city on the Mississippi River where small-town tradition is preserved, strong work ethic and self-reliance is valued, and a shared sense of community purpose fosters active family neighborhoods, expanding business opportunities, and a healthy lifestyle for all to enjoy!

Strategic Plan Objectives and Guiding Principles

The Strategic Plan Objectives of the City of Newport are to: deliver core city services; plan, maintain and improve city infrastructure; be fiscally responsible; pursue “1st impression” improvement programs; drive internal operational excellence in city services; improve city communications and transparency; promote regional public transportation opportunities; preserve our heritage, public parks, and natural areas; develop a targeted city marketing and economic development campaign; and improve emergency management preparedness. These Objectives will be met through the six Guiding Principles listed below.

Public Safety

Newport will maintain and promote a high level of Police, Fire, and Emergency Management Services to ensure peace and public safety for the community.

~~Newport will provide police, fire and emergency management protection, and emergency communications capabilities to ensure peace and public safety for its residents.~~

Planning & Economic Development

Newport will be proactive in developing a well-balanced, healthy community that will provide a variety of life-cycle housing, businesses, and diversified employment opportunities.

Recreation & Natural Amenities

Newport will develop, preserve, and enhance its public parks, trails, and natural amenities for recreation, education, and enjoyment of area residents.

Fiduciary Fiscal Responsibility

Newport will be responsible with all city resources by providing transparent management, reporting and long-range financial planning that ensures all core City services and infrastructure needs are funded.

Community Identity

Newport will maintain and preserve its historical characteristics and small town charm while working towards creating a new vitality to promote economic opportunities for our future.

Operational Excellence

Newport will pursue operational excellence activities to provide high quality, innovative city services in a cost effective manner to ensure the core community needs are met.

Strategic Plan Objectives

The long-term strategic objectives of the City of Newport are to provide for the public safety, maintain and improve our public infrastructure, preserve our parks and other historic or natural areas, promote long-term and sustainable economic development, improve our community identity and delivery city services in a responsible, cost-effective and fiscally prudent manner.

Major Long Term Objectives:

- 1.— Deliver core city services of Police, Fire protection and Public Works
- 2.— Plan, maintain and improve city public infrastructure, roads and parks
- 3.— Be fiducially responsible and responsive to meet the public's needs
- 4.— Pursue “1st impression” improvement and city beatification programs
- 5.— Drive internal operational excellence in city service delivery
- 6.— Improve city communications and transparency to residents
- 7.— Promote regional public transportation opportunities
- 8.— Preserve our heritage, public parks and natural areas
- 9.— Develop a targeted city marketing and economic development campaign
- 10.— Improve city emergency management preparedness

Public Safety

Guiding Principle: Newport will provide police, fire and emergency management protection, and emergency communications capabilities to ensure peace and public safety for its residents. Newport will maintain and promote a high level of Police, Fire, and Emergency Management Services to ensure peace and public safety for the community.

Overall Goals: The City of Newport will provide 24 x 7 x 365 police, fire, and emergency management services that give residents peace of mind. The police and fire departments will continually work towards offering a “small town safe” feeling through continual patrolling, training, and communication with residents and businesses of Newport.

Specific Initiatives & Action Steps

1. Newport will maintain police protection, fire and emergency management services throughout the city by providing ~~the~~ adequate staffing, training, and resources to our Police and Fire Departments.
2. Newport will maintain Newport's-it's Emergency Management Plan and ~~periodically conduct internal drills as necessary to demonstrate emergency preparedness.~~continue to train its employees on the Plan.
3. Newport will educate and promote the use of emergency communication procedures such as Code Red and other systems to notify and inform ~~Newport residents~~the community of critical emergency situations.
4. Newport will develop an action plan to promote safe parks throughout our community.
5. Newport will continue to train and enter into joint power agreements and information sharing with other law enforcement agencies in order to protect Newport residents against the ever changing modes criminal behavior.
6. Newport will implement programs to reduce speeding and improve public safety on major city streets or concern areas.
- ~~7. Newport will continue to adequately fund the Newport Fire Relief Association to ensure we are able to retain volunteers.~~
- ~~7.~~ Newport will continue to seek grant funding to assist in paying for future training and capital expenditures for public safety.
8. Newport will continue to incorporate new police training and technologies into daily protocol in order to meet the changing demand of criminal activity and rationally balanced against the need to protect the freedom, liberty and privacy of its residents.

~~Fiduciary~~ Fiscal Responsibility

Guiding Principle: Newport will be responsible with all city resources by providing transparent management, reporting and long-range financial planning that ensures all core City services and infrastructure needs are funded.

Overall Goals: The City of Newport has committed itself to being fiscally responsible by employing long-range financial modeling for all City funds, providing all budget and monthly financial information to the public on the City’s web site in a transparent manner, and ensuring that all the City’s core services and infrastructure are adequately funded.

Specific Initiatives & Action Steps

1. Newport will adequately fund all City funds to ensure core city services and future needs are met.
- ~~1. Newport will demonstrate responsible, long term use of city resources and revenues that ensures core city services and future infrastructure needs are funded.~~
2. Newport will continue to conduct financial audits and produce necessary financial statements in accordance with Minnesota law.
3. City council will periodically review internal operations and financial controls for continued effectiveness and continuous improvement
4. Newport will promote fiscal responsibility and operational posting relevant monthly financial and operational performance and city budget information to residents online in common and accessible formats. Council will periodically hold public meetings to discuss city budget information with residents.
5. Newport will maintain high quality investment grade ratings for all debt issuance to ensure the lowest possible borrowing costs for the city.
6. Newport will periodically score and evaluate all city service providers for cost, quality and service in relationship to the value of services provided and if need will conduct an open and competitive bidding process as contracts expire. -
- ~~7. As contracts expire, Newport will conduct open and competitive bidding process for all major city service providers to ensure the continued cost and quality of vendor supplied products and services.~~
- ~~8.~~7. Newport will prepare and maintain 10-year rolling financial model of all enterprise fund budgets for Water Utilities, Sewer Utilities, Storm Water Utilities, and Streetlight Utilities.
- ~~9.~~8. Newport will prepare a rolling 5-year Pavement Management Program, Parks Improvement Program, Equipment Replacement Program, and Facility Maintenance Program for implementation.

Planning & ~~Economic~~ Development

Guiding Principle: Newport will be proactive in developing a well-balanced, healthy community that will provide a variety of life-cycle housing, businesses, and diversified employment opportunities.

Overall Goals: Newport is dedicated to providing the foundation for a well-planned, business-ready community, and to improve the economic wellbeing of the City by creating opportunities for well-managed residential and commercial growth and promoting meaningful employment opportunities for citizens that will strengthen Newport's tax base and enhance the resident's quality of life.

Specific Initiatives & Action Steps

1. Newport will fund and maintain all core city planning and public works functions as required ~~it~~ by city ordinances.
2. ~~Newport will be proactive in supporting blight removal with policies such as the blight ordinance, façade improvement program, loan revitalization, and sign improvement program along with others that will improve the "1st Impression" of our community to increase desirability, property values value and expand the tax base of the city. Newport will continue to enforce the City Code in regards to nuisance violations.~~
3. Newport will continue to be involved in the development of transit or other economic development opportunities concerning the city.
4. Newport will continue to support the development of lifecycle housing that would best accommodate Newport's needs.
5. Newport will develop a targeted branding campaign on how to best market Newport for future opportunities. As part of the campaign, Newport will update and revise its marketing materials to provide a compelling vision for future resident and business development opportunities.
6. Newport will work to secure grants or provide economic development funds to clean-up and redevelop any areas identified by the city to promote a higher and better use. .
7. ~~Newport will promote the installation of city infrastructure and communication technologies for new developments and construction projects so residents can telecommute more easily.~~
8. ~~Newport will adequately fund the City's Economic Development Authority fund to ensure positive development and redevelopment that will meet the City's short and long term goals.~~
- 9.7. Newport will look for opportunities to invest in areas of public infrastructure that may provide additional future growth and revenue opportunities to the city without significantly raising taxes for fees.

Community Identity

Guiding Principle: Newport will maintain and preserve its historical characteristics and small town charm while working towards creating a new vitality to promote economic opportunities for our future.

Overall Goals: ~~As Newport prepares for the future, our city will be seeking a new identity that will assist in its redevelopment efforts of obtaining a diversified tax base and a mix of housing styles. The city will continue to be sensitive to its current values as it looks to providing a fresh look to Newport's more visible locations. Newport will foster a pride of community that capitalizes on the small town charm and history.~~

Specific Initiatives & Action Steps

1. Newport will continue to be proactive in working with residents in improving the city's image and removing unwanted nuisance violations. The City will continue the implementation of a "Clean-up Green-up campaign" encouraging all residents to keep their properties well maintained and to work with residents on removing these unwanted violations.
- ~~2. Newport will maintain the Newport Library and Community Center by providing appropriate funding for computers, resources, and community activities.~~
- ~~3.2. Newport will pursue activities designed to encourage open communication between the City and its constituents. policies of open communications by using activities such as "Coffee Breaks with the Council" and social media in an effort to keep residents and businesses informed.~~
- ~~4.3. Our city will actively promote community events such as Newport Fire Brigade Booya and Pioneer Day to bring recognition to our community as well as brining the community together.~~
- ~~5.4. Newport will provide public space to support the establishment of community gardens and related ~~resident~~ activities.~~
- ~~5. Newport will continue to promote sustainability throughout the community through programs such as GreenStep Cities. It will also evaluate sustainable initiatives that it can take to reduce its carbon footprint.~~
- ~~6. The city will promote environmental sustainability and awareness by pursuing Green Step Cities and other programs for implementing conservation or sustainability initiatives that are economically efficient.~~
- ~~7. Newport will evaluate any internal initiatives to reduce its reliance on fossil energy and reduce its carbon footprint by implementing cost-effective energy efficiency improvements and additional sustainable measures.~~
- ~~8. City will continue to seek to reduce electrical energy consumption throughout the City in an effort to reduce utility costs. Newport will work with Xcel Energy in piloting an effort to retrofit some of the City's streetlights with LED lighting in an effort to reduce streetlight utility costs.~~

Recreation & Natural Amenities

Guiding Principle: Newport will develop, preserve, and enhance its public parks, trails, and natural amenities for recreation, education, and enjoyment of area residents.

Overall Goals: To ensure continued enjoyment of the Newport Parks and Trails system for future generations, Newport will protect, maintain, and improve the quality of its system. To address the aging and growing population, the City will also offer activities, programs, and facilities that promote family fun, relaxation, improved health and wellness for residents of all ages throughout the City.

Specific Initiatives & Action Steps

1. Newport will work to acquire frontage along the Mississippi River for future parks, trails, and other ~~commercial~~ uses.
2. Newport will partner with other governmental agencies such as the DNR, National Parks Service, Mississippi River Recreational Area organization, etc in order to receive grant funding or other assistance to improve and expand the Newport Park and Trail System.
3. Newport will continually update the Parks and Trails Capital Improvement Program budget to ensure that the necessary park and trail improvements are made on an annual basis.
4. Newport will promote healthy living by offering a variety of recreational activities and amenities throughout Newport's parks and trail system for residents of all ages.
5. Newport will maintain and sponsor appropriate youth recreational and environmental learning opportunities in our public parks.
6. Newport will protect and promote the city's heritage and public places through conservation policy and communication in various media.
- ~~7. Newport will create a plan to expand the greenery through additional gardens or flower pots along the Hwy. 61 business corridor so that Newport stands out as being "greener" than most cities.~~
- 8.7. Newport will continue to be proactive in working with the community in reducing the number of deer to a manageable level that will sustain a healthy herd and allow the forests to rejuvenate with native plant species.

Operational Excellence

Guiding Principle: Newport will pursue operational excellence activities to provide high quality, innovative city services in a cost effective manner to ensure the core community needs are met.

Overall Goals: The City of Newport has committed itself to pursuing operational excellence in providing affordable, timely, and efficient City services to its residents and businesses while meeting or exceeding the community's expectations at justifiable costs.

Specific Initiatives & Action Steps

1. Administration and all city departments will establish key operational performance measures, quality metrics and resident satisfaction indicators as necessary and consistent with their internal functions and core service delivery objectives.
2. Council and Administration will seek to benchmark key city operational measurements for comparison to governmental best practices for continuous improvement.
3. Newport will participate in the Minnesota Performance Measurement Program to ensure service efficiencies throughout the City.
4. Newport will seek to reduce infrastructure and operating costs while providing quality levels service by entering into joint power agreements with other municipalities for cost sharing of services.
5. Newport will pursue utilization of online city services such as ~~permits~~, utility payment options, City forms, etc., in order to effectively meet the changing behaviors of the community.
- ~~6. City council and administration will actively seek resident comments concerning the adequacy and quality of all information and services provided to the public continuous improvement.~~
- ~~7. Newport will implement resident surveys to periodically seek resident's input and respond to issues. Newport will conduct annual surveys to seek input on City services.~~
- ~~8. Newport will pursue internal operational and effectiveness policies that make it the "model" of small town governance.~~

Achieving the Vision for a Better Newport

This could be incorporated into the Introduction

~~Your Council~~The City believes that the best strategic plans try to envision a better future and develop a specific action plans and initiatives to best achieve it.

Newport's Strategic Plan outlines the City's overall strategic objectives with specific action steps to be taken during the next five years. The strategic objectives were derived from alignment with Newport's mission, vision, and guiding principles as well as an assessment of major underlying economic trends that are affecting our nation in the foreseeable future.

We envision the use of a separate spreadsheet to show the alignment of future strategic objectives to current initiatives to allow for the communication and tracking of progress to our residents. This spreadsheet would act as the "working" document undergoing frequent review and revision to track strategic plan accomplishments, while this "policy guide" document would remain relatively static until major revisions are made due to changes in underlying trends or strategic objectives.

Several strategic initiatives can be achieved relatively quickly with minimal public resources spent. Others will not only require additional time, they will need funding allocated in future budgets. In those cases, staff and the City Council

will work together to review the projects, anticipated costs, identify funding sources and determine timelines for their accomplishment.

We recommend this Strategic Plan be reviewed by the council and our residents at a minimum of annually (within the first few months of the calendar year) to seek public input and to be updated as necessary. Recognizing that this plan was reviewed by the public, the City Council and staff, hopefully they should be more committed to ensuring that it is carried out as intended.

Our community has worked hard over the years to determine a shared and workable vision Newport's future. We hope that in the coming years, future Council's and residents to will work even smarter to see this plan become a reality.

Newport City Council

Term 2012-2014

Performance Measures

1. Operational Excellence

- a. Total tons of waste recycled per year (Have date for 2002-2012)
- b. BTU's per square footage at City-owned buildings (Have data for 2011-2013)
- c. Number of gallons of water pumped per capita per day
- d. Rating of the overall quality of city services (#1) (Survey)
- e. Number of library visits per 1,000 citizens (#5)
- f. Average City Street pavement condition rating (#20)
- g. Rating of the road conditions (#21) (Survey)
- h. Percentage of all jurisdiction lane miles rehabilitated in the year (#23)
- i. Average hours to complete the road system during a snow event (#24)
- j. Rating of the quality of snowplowing on city streets (#25) (Survey)
- k. Rating of the dependability and quality of the city water supply (#26) (Survey)
- l. Rating of the dependability and quality of the city sanitary sewer service (#28) (Survey)
- m. Number of sewer blockages on city system per 100 connections (#29)

2. Public Safety

- a. Part 1 and 2 Crime Rates (#9) (Have data from 2002-2011)
- b. Part 1 and 2 Crime Clearance Rates (#10) (Have data from 2002-2011)
- c. Rating of safety (#11) (Survey)
- d. Average police response time (#12)
- e. Insurance industry rating of fire services (#13)
- f. Rating of the quality of fire protection services (#14) (Survey)
- g. Average fire response time (#15)
- h. Fire calls per 1,000 citizens (#16)
- i. Number of fires with loss resulting in investigation (#17)
- j. EMS calls per 1,000 citizens (#18)
- k. Average EMS response time (#19)

3. Fiscal Responsibility

- a. Number of financial statements posted on the website per year
- b. Percent change in the taxable property market value (#2) (Have data from 2002-2013)
- c. Bond Rating (#6)
- d. Expenditures for road rehabilitation per paved lane mile rehabilitated (#22)
- e. Operating cost per 1,000,000 gallons of water pumped/produced (#27)

4. Community Identity

- a. Citizens' rating of the quality of life in Newport (Survey)
- b. Citizens' rating of sense of community (Survey)

5. Planning and Development

- a. Number of new businesses per year
- b. Number of vacant businesses per year
- c. Variety of housing options (Have data comparing 2000 and 2010)
- d. Rating of the overall appearance of the City (#3) (Survey)
- e. Nuisance code enforcement cases per 1,000 citizens (#4)

6. Recreational and Natural Amenities

- a. Miles of trails maintained by the City per 1,000 households (17.8 miles)
- b. Number of acres in the park system per 1,000 households (153.68 acres)
- c. Rating of the quality of city recreational programs and facilities (#7) (Survey)

*Adopted Performance Measures through Resolution No. 2013-16

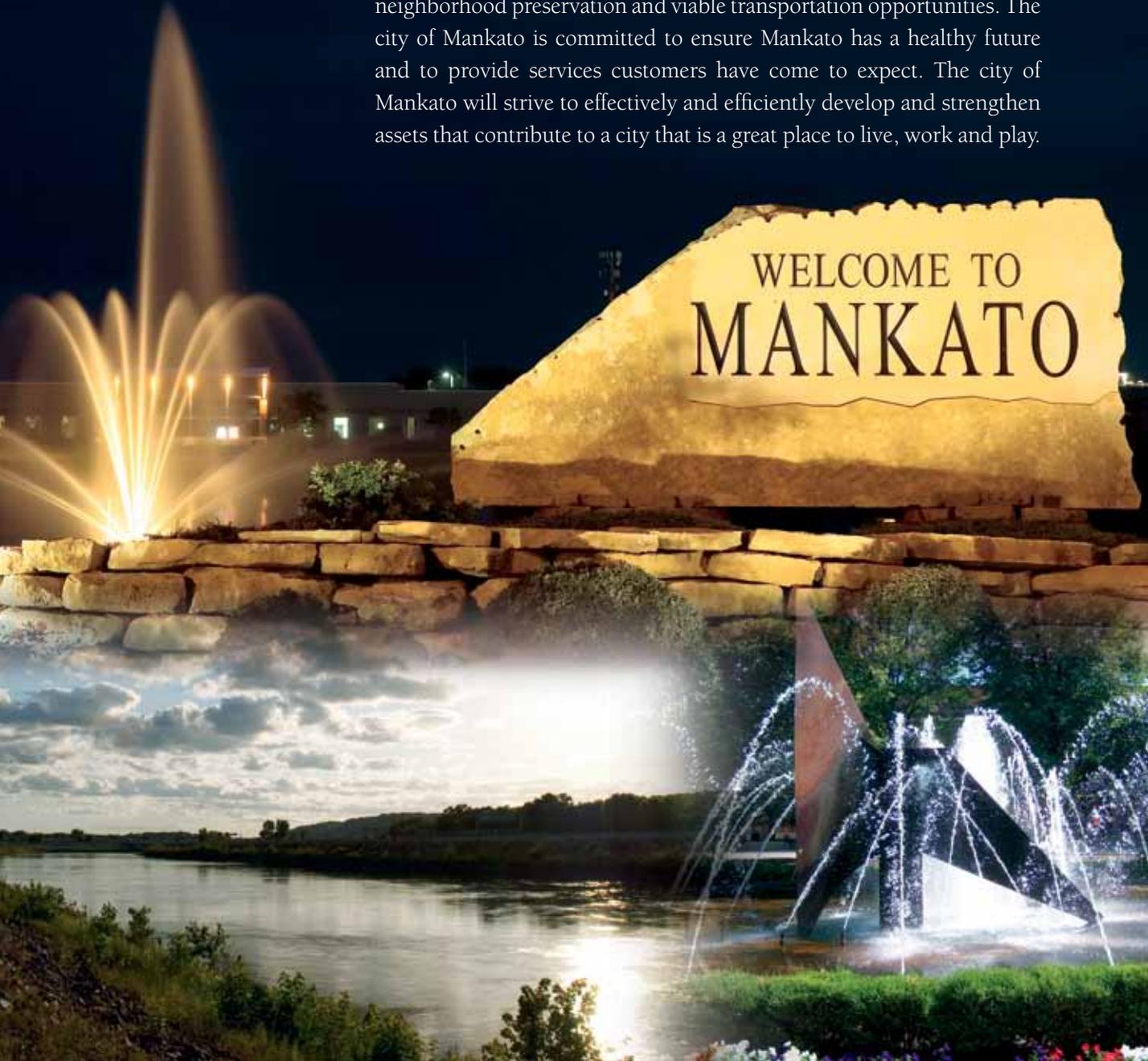


Leading the way...

311 or 507-387-8600
www.ci.mankato.mn.us

City of Mankato Strategic Plan

Mankato's strategic plan is a road map that helps guide the city through the next few years. The city's strategic plan details where the city is going and how it plans to get there, while determining measurable results. Mankato will lead the way in building a solid organization and community through financial health, excellent customer service, community involvement, regional partnerships, sustainability, livability, neighborhood preservation and viable transportation opportunities. The city of Mankato is committed to ensure Mankato has a healthy future and to provide services customers have come to expect. The city of Mankato will strive to effectively and efficiently develop and strengthen assets that contribute to a city that is a great place to live, work and play.



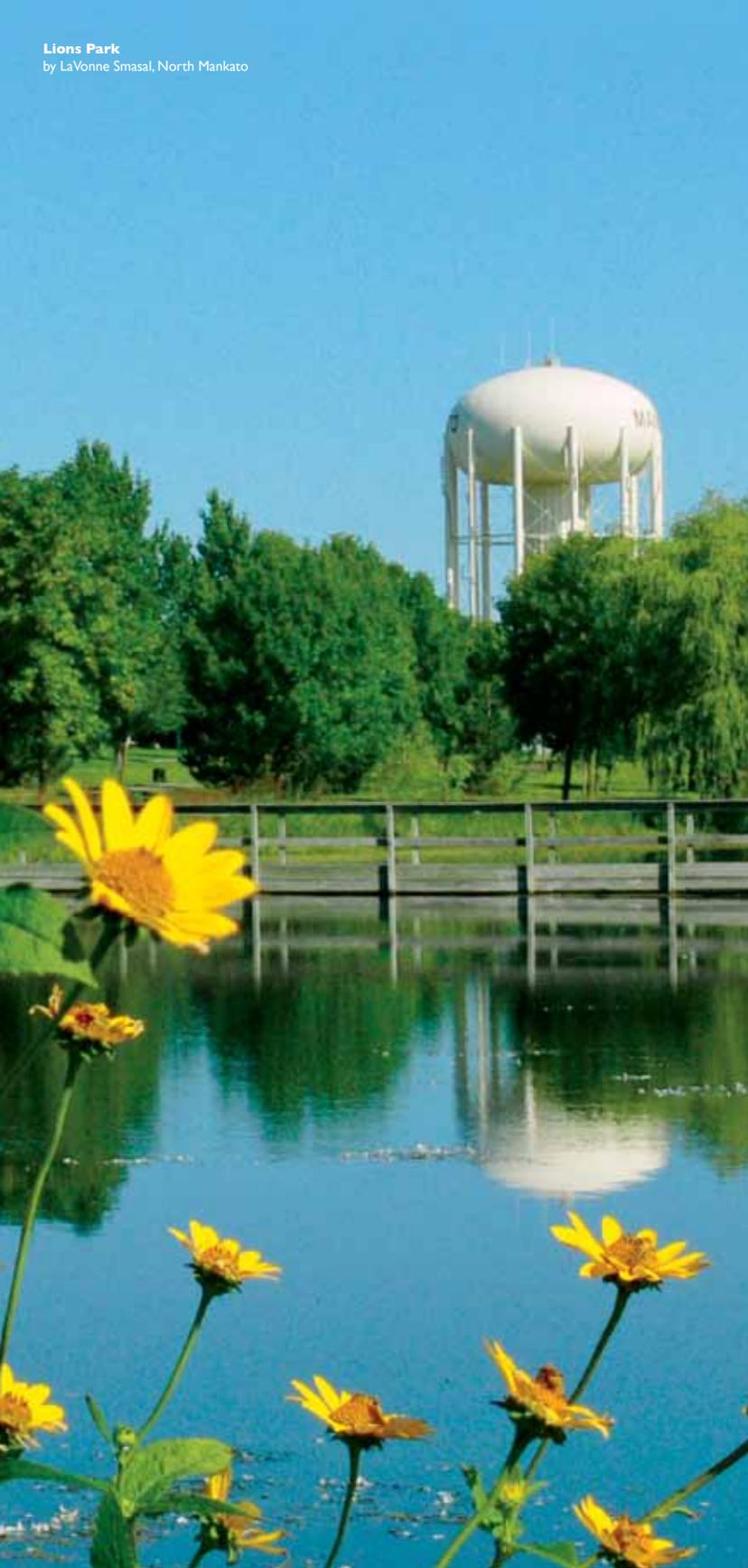


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- 5 Promote a healthy, safe and livable community
- 6 Build an environmentally responsible/sustainable infrastructure

Organizational development

- 7 Promote regional collaboration
- 8 Emphasize a customer-centered culture

Mankato's Vision and Values

The city of Mankato is a regionally focused municipal organization responsible for delivering essential public services to its citizens and visitors.

Vision

Leading the way as a prosperous diverse regional community.

Values

RESPONSIVE

Prompt to respond and serve.

EFFICIENT

Highest performance at greatest economy.

GREATER GOOD

Serve for the good of the community and region.

INNOVATIVE

Embracing new ideas and methods to improve service delivery.

OPEN

Spirit of accessibility in policy making and operation.

NEIGHBORLY

Concern and compassion for others.

Financial Development

The city of Mankato organization will improve its financial future through enhanced capital planning. Planning goals include: create a stable financial foundation, diversify and strengthen greater Mankato's regional economy and develop a community investment plan that aligns capital needs and financial resources for today and into the future.

Create a viable, stable financial foundation

Our goal and pledge to citizens

The city of Mankato will create a healthy, stable and flexible financial foundation by developing a five-year financial plan. To do this, focus will be on tax-supported and utility funds and the city's capital service level needs.

Our challenges and opportunities

Since a strong, stable financial foundation is important for success, a positive financial future will be ensured for the city. Areas in which work is needed to achieve success include tax rates, market values, outside costs (gas, oil and health care), limited resources, policies and time. In addition, clear financial information will be provided so the public has a better understanding of city finances.

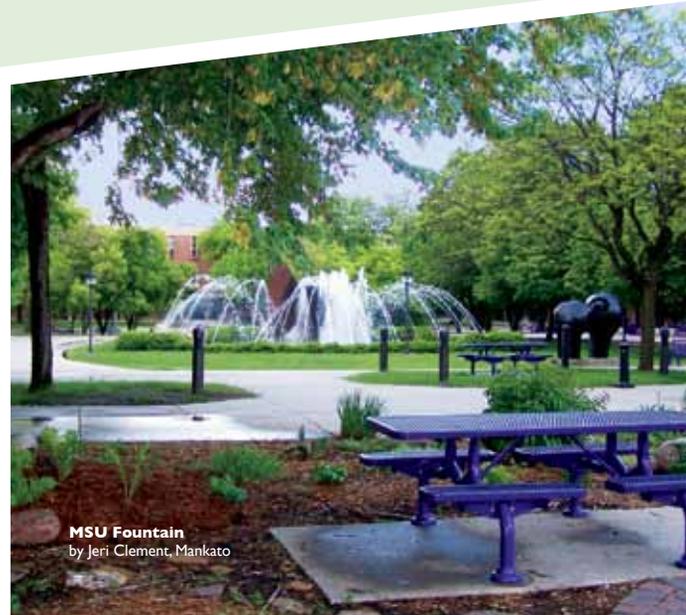
Our benchmarks

Did the city of Mankato make progress?

Review—The city of Mankato's budget will be based on service levels. When developing the budget each year, performance measurements, service needs, customer feedback and financial allocations will be reviewed.

Balance—examine ways to balance and align revenue streams, such as user fees. The balance should be aimed to provide stable and consistent city services. It can also help enhance customer service.

Prioritize—develop a capital improvement plan and debt issuance policy that prioritizes what infrastructure projects (existing and expansion) to focus on and budget for. By planning and prioritizing, the city of Mankato can ensure funds meet community needs and are also reserved for the city's future financial stability.



MSU Fountain
by Jeri Clement, Mankato

Financial Development

Diversify the economy and vitality of greater Mankato

Our goal and pledge to citizens

The city of Mankato will develop strategies and initiatives to diversify and strengthen greater Mankato's regional economy by promoting a regionally vibrant and diverse economy (service providers, retail, manufacturing and agriculture, to name a few).

Our challenges and opportunities

Everyone needs to be on the same team. Teamwork is essential because leadership and trust between partners serves the best interest of the community and region.

Our benchmarks

Did the city of Mankato make progress?

Meet—work with Region 9 and Greater Mankato Growth to sponsor an event to identify opportunities to keep businesses in the region, help businesses expand and develop and to find ways to share economic development resources.

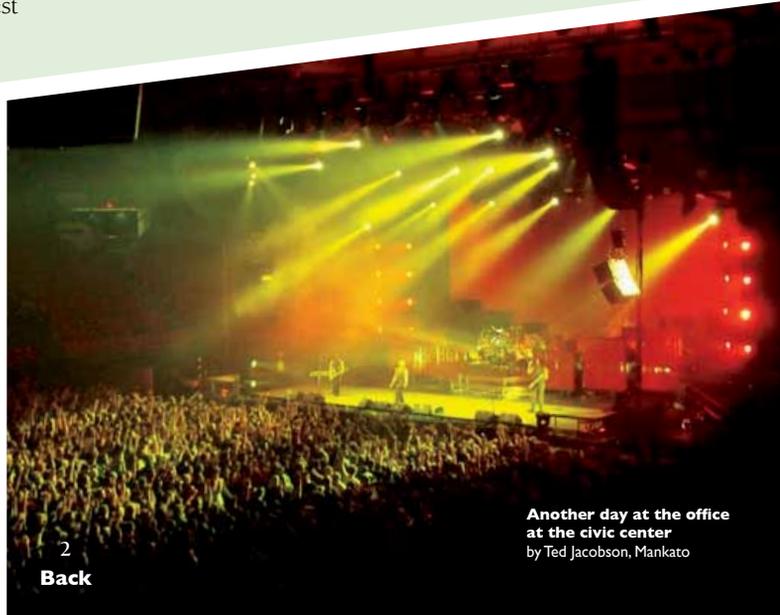
Advocate—encourage shared and centralized economic development services for small and emerging businesses in the region; and support legislation that removes barriers so development and employment can grow.

Track—monitor regional employment and build initiatives that promote a diverse economy.

Grow—work to expand the civic center because it is a Mankato destination that enhances tourism and events in the area while contributing to our community's economic vitality by drawing visitors from all over the region to Mankato.



City Center
by Jason Bennett, Mankato



Another day at the office
at the civic center
by Ted Jacobson, Mankato

Financial Development

Improve capital planning

Our goal and pledge to citizens

[Back](#)

The city of Mankato will promote more community involvement when planning capital improvements. Feedback will be incorporated into a five-year budget projection by developing a community investment plan that aligns capital needs and financial resources with existing and future infrastructure needs.

Our challenges and opportunities

Since being prepared is key to the city of Mankato's future, capital planning is used to organize the city's finances to make sure project funding is available. As part of the capital planning process, items to consider include time, depreciation of funding sources, competing interests, limited bonding capabilities, real versus perceived needs, public perception and the balance between infrastructure and livability.

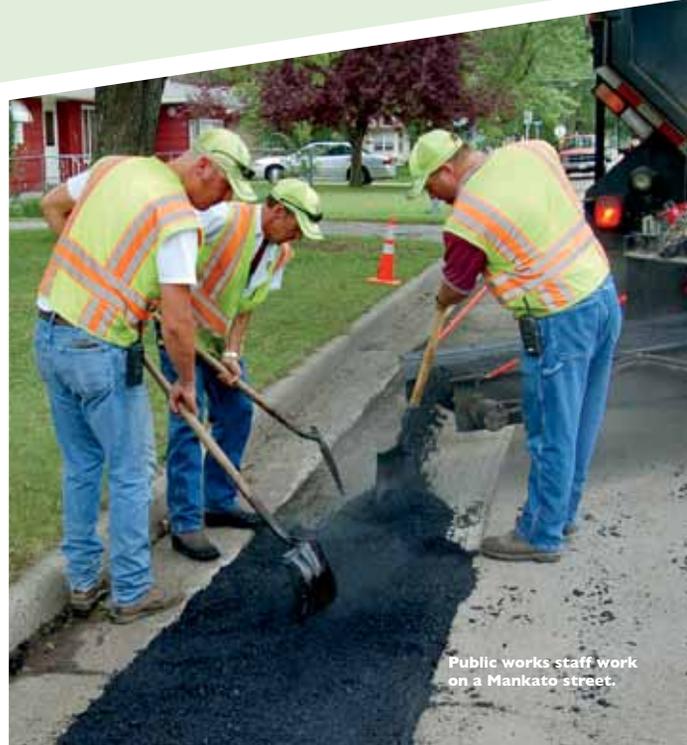
Our benchmarks

Did the city of Mankato make progress?

Plan—The city of Mankato plans our work and works our plan. A community investment plan identifies and prioritizes projects. The capital planning process includes depreciation, operational and maintenance costs.

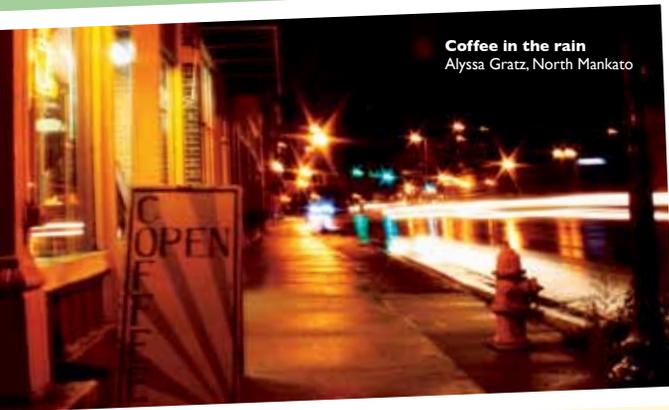
Research—look into funding sources for capital projects and evaluate the city's capital needs to make sure they are met.

Engage—ensure citizens are engaged throughout the planning process because citizen input is important and helpful when making decisions.



Public works staff work on a Mankato street.

Community Development



Coffee in the rain
Alyssa Gratz, North Mankato

The city of Mankato will improve community development goals and ensure public investment is distributed between neighborhood and commercial/industrial area needs. The city of Mankato will promote a healthy, safe and livable community and develop infrastructure that is environmentally responsible and financially sustainable.

Balance investment and reinvestment

Our goal and pledge to citizens

The city of Mankato will create a plan and promote balanced public investment and reinvestment opportunities in needed areas, including the Hilltop Market Center, City Center and industrial areas.

Our challenges and opportunities

There is a perception that public investment is not balanced throughout the city, making it important to measure area needs and track progress. The city of Mankato plans to develop opportunities to target new areas and to communicate successes and economic impacts of past projects with citizens so there is awareness about positive return on investment.

Our benchmarks

Did the city of Mankato make progress?

Study—evaluate the Hilltop Market Center and its neighborhoods to find public support and reinvestment opportunities; identify neighborhood and employment opportunities and needs; determine current city investments; and identify and make infrastructure and/or operational adjustments to support and build partnerships with private businesses and investments, such as City Center transportation and Hilltop Market Center access improvements.

Support—livability and infrastructure investments will support market retention and attraction in the City Center (i.e., pedestrian connectivity study and Civic Center expansion) and Hilltop Market Center; public and private partnerships will be developed and last into the future.

Promote—raise awareness about developing existing neighborhood and business areas to reach their full potential. This development helps achieve the best possible use of existing public infrastructure and private business investments in an area. An excellent example is the Sibley Parkway Redevelopment project, which turned a former concrete plant and the area around it into a location ideal for public (parks, trails, streets and lighting), private (affordable housing) and retail investment.

Diversify—target incentives toward diversifying an employment base that provides livable wages.



A family takes a walk in Rasmussen Woods.

Community Development

Promote a healthy, safe and liveable community

Our benchmarks

Did the city of Mankato make progress?

Study—review neighborhood livability topics using existing information to determine what community changes are needed; assess service calls and develop a benchmark to compare information; and evaluate how emergency and non-emergency communication tools can be used to expand how the city communicates with audiences.

Outreach—work with groups to enhance the community; establish relationships with groups representing diverse citizens; provide training for rental property owners; and create opportunities for all community members to be involved in neighborhood organizations.

Partner—create opportunities with the City Center Partnership to discuss safety, cleanliness, maintenance and overall environment in the City Center; partner with liquor license holders and other stakeholders; create a problem-solving pilot with neighborhood associations; and work with staff and students at local colleges and universities to increase collaboration, communication and involvement.



By working together, city staff and residents can enhance their neighborhoods.

Our goal and pledge to citizens

The city of Mankato will promote partnerships between neighborhoods, organizations, businesses and citizens to address quality of life. A team of city staff, neighborhood associations, residents and property/rental owners will be created to focus on quality of life issues.

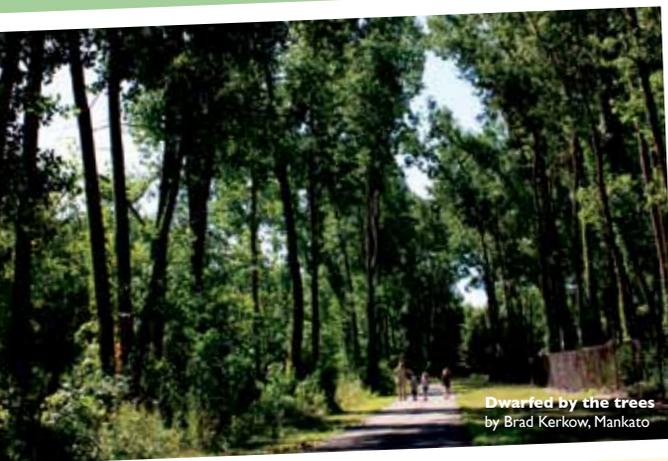
Our challenges and opportunities

Overall, the city of Mankato is a safe and livable community. Since not everyone is affected by typical quality of life issues, raising awareness about these topics is important. Technology tools have created new ways to communicate information and resources with citizens, who have preferred methods of getting that information.

The new pond
by Sandy Chatleain,
Mankato



Community Development



Dwarfed by the trees
by Brad Kerkow, Mankato

Build an environmentally responsible/sustainable infrastructure

Our benchmarks

Did the city of Mankato make progress?

Engage—A task force will be developed to discuss and identify the city's sustainable priorities.

Study—review and evaluate environmental impacts of equipment, facilities, infrastructure, parks and green spaces to determine how the city of Mankato can best protect the environment; and study the impact of shifting bus service from serving customers based on location to serving customers based on actual transit needs.

Plan—develop a mowing plan to define the best and most effective options for mowing in city parks and green spaces; create a streets program that provides connection to a variety of transportation options; and continue to move the current sidewalk and trail connectivity plan forward.

Diversity—continued commitment to plant trees. Urban forests help make neighborhoods more livable because trees cool, fight pollution and global warming, conserve energy, help clean rivers and streams, benefit wildlife and increase property values. Diversification can minimize tree losses to help ensure a healthy city forest for years to come.

Our goal and pledge to citizens

The city of Mankato will preserve valuable resources (environment, time, funding, materials and energy) by defining the city's sustainability standards and considering environmental impacts that affect city efforts (planning, designing, construction and maintenance) and looking for opportunities to enhance the city's transportation system.

Our challenges and opportunities

The city of Mankato needs to determine what projects can be reasonably managed and supported (sustainable) into the future while also positively impacting the environment. Once projects are determined and prioritized, benchmarks will be developed to show progress in this area.

Wonderment at the
Intergovernmental Center
by Chris Batson, Lake Crystal

INTERGOVERNMENTAL CENTER

Organizational Development

The city of Mankato will improve organizational development by promoting regional collaboration; continuing to concentrate on a customer-focused culture; and providing viable and efficient city services to customers.

Promote regional collaboration

Our goal and pledge to citizens

The city of Mankato will collaborate with partners to create a unified region to preserve and strengthen Mankato's vitality by enhancing the city's regional presence to foster a prosperous greater Mankato region.

Our challenges and opportunities

It's important to continue to build positive partnerships for regional opportunities because relationships and trust between local governments and agencies and public and private sectors will serve in the best interest of our communities and region.

Our benchmarks

Did the city of Mankato make progress?

Collaborate—identify new partnership opportunities and strengthen existing partnerships; expand joint ventures; build relationships and engagement through volunteer opportunities and regional events; increase interactions with regional nonprofits, service groups and grassroots organizations; and revitalize intergovernmental relationships and create successes by identifying mutual outcomes and working together toward a goal.

Engage—work with the Minnesota Valley Council of Governments, Greater Mankato Growth and Region 9 Development Commission to sponsor a regional forum about cooperation, partnership and economic development; and focus on nonprofits and small grassroots special interest organizations, legislative issues, public safety, public facilities and infrastructure, economic development and general support services.

Discuss—Twice a year, a specific topic will be selected for discussion at collaboration meetings between local governments; and enhance intergovernmental partnership opportunities for departments.

Communicate—develop a regional communication plan to share messages; highlight benefits of the Verizon Wireless Center in the region; and advocate for shared economic development services.

Grow—discover new partnerships in service and administrative areas; eliminate customer service duplication; create a master list of regional service groups, nonprofits and grassroots organizations; expand services through current partnerships (human resources, public information and customer service, utility services and the Minnesota Valley Council of Governments); and create a greater regional presence of the Verizon Wireless Center to host and sponsor more regional events.



July night game at Franklin Rogers
by Bruce J. Poburka



Organizational Development

Emphasize a customer-centered culture

Our goal and pledge to citizens

The city of Mankato will continue to emphasize an efficient workplace environment focused on excellent customer service using a simple philosophy: avoid government transfer and achieve first call resolve; provide leadership training; and seek customer feedback and evaluation.

Our challenges and opportunities

The city of Mankato organization and community offers a variety of services to residents and visitors. Each city of Mankato employee is key to providing excellent customer service. Information networks will continue to be established so city employees answer service questions consistently and accurately. Providing employees with informational resources helps employees manage time and work tasks while giving customers the outstanding service they have come to expect.



Our benchmarks

Did the city of Mankato make progress?

Serve—streamline city organization customer service through 311 Mankato with a goal of first call resolution.

Develop—city staff will be given opportunities to build strong organizational leadership and develop excellent customer service skills.

Evaluate—develop an ongoing survey process to get customer feedback about city services and to learn what can be done better to ensure livability for existing and future citizens and businesses is maintained.

Transform—continue to streamline and evolve service delivery methods and outcomes focusing on customer service, innovation, and sustainability (i.e., single-sort recycling, street maintenance, park maintenance/investment and police/fire service).

Succeed—review and evaluate city services and partnerships to better gauge city success and customer satisfaction.

Connect—create technology tools to streamline and enhance communication and service delivery to customers with a 24-hour city service vision and philosophy.





A Walkable Community....



2013 Strategic Plan



City of St. Anthony Village, Minnesota



City Council Presentation
David Unmacht
Springsted Incorporated
April 9, 2013



2013 Strategic Plan

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Introduction

The City Council and staff of St. Anthony Village conducted a Strategic Planning/Goal Setting Work session on January 10th and 11th, 2013. Participants included the City Council, City Manager, Department Heads, several members of the consulting team, Brian Heinis, Planning Commissioner and Doug Koehntop, Parks Commissioner. A copy of the Agenda is on page 3.

Work Session Goals and Expectations

- Solidify a strong start for the new year
- Build the 2013 Pyramid
- Reflect on the results of the past year
- Update, inform and educate each other
- Emphasize the long term future
- Challenge and stretch your thinking

2013 Session Theme

The session theme for 2013 is a familiar quote from famous football coach Vince Lombardi. This quote reflects upon the essential importance of each individual toward collective success.

“Individual commitment to a group effort – that is what makes a team, a company work, a society work, a civilization work.”

The City of St. Anthony is widely respected as a cohesive group that works well together as a team, shares mutual respect, and understands roles and responsibilities. The City Council and staff share in a large amount of pride in working together for the best interests of the citizens of the community. The work sessions are recognized for positive, healthy and productive discussions. Each individual opinion is respected and all ideas are welcome.

The participants were asked to reflect upon the past year and identify thoughts that reflect upon their themes for the year ahead.

Reflections on 2012

- Change in leadership
- Reorganization
- Transitional year
- Challenging issues
- Change and progression
- Made advances in technology
- Public impressions

What's ahead in 2013?

- Implementation of ideas
- Focus on long term vision
- Move the city forward in a positive manner
- Growth
- Hopeful
- Retirements and leadership changes
- Proactive planning
- Maintain quality of parks
- Positive steps – moving forward
- Health care reform act
- Sustainability

2013 Goal Setting Session Agenda

Thursday, January 10, 2013

10:00 a.m. to 11:30 a.m.

Opening and introductions
Welcome – Mayor Jerry Faust
Expectations and session guidelines
Overview of 2012 Strategic Plan
2012 Goals Presentation

11:30 a.m. to Noon

Moving Forward – Facilitator

Noon to 1:00 p.m.

Lunch

1:00 p.m. to 3:45 p.m.

St. Anthony's Long Term Vision/Priorities

3:45 p.m. to 4:00 p.m.

Break

4:00 p.m. to 5:30 p.m.

Consultant's Reports

- Engineer – Hubmer
- Financial – Kvilvang
- Human Resources – S. Johnson
- Planning – K. Johnson
- Legal – Lindgren & Gilligan

6:30 p.m.

Dinner

Friday, January 11, 2013

Mayor, City Council, and Department Heads only

7:30 a.m. to 8:30 a.m.

Open/breakfast on your own

8:30 a.m. to 9:00 a.m.

Setting the stage – recap Thursday

9:00 a.m. to 11:30 a.m.

Building the *Pyramid* for 2013

- Prioritizing goals and actions steps

11:00 a.m. to 11:30 p.m.

Connect loose ends and debrief the session

11:30 a.m.

Lunch

St. Anthony Village in 2025

Priorities for the 2013 work session were different than in previous years. In addition to identifying the short term goals and objectives and building the Pyramid, city leaders wanted to a longer term focus; they wanted the group to think ahead and dream about the vision for the City in the years to come. In order to encourage productive discussion and stimulate ideas, both the City staff and City Council were involved in pre-planning and advanced *homework* assignments. City staff met on November 13, 2012 and engaged in a roundtable discussion on these three points:

- Identify qualities and characteristics you think will define the City in 2025.
- The year is 2025, what does St. Anthony look like?
- What specific goals and action steps can be taken in the near future (1-3 years) that will help to define the future of the City and realize the vision identified in question two?

The staff collected their ideas and organized them by the existing strategic initiatives. A sampling of the visionary ideas generated by the staff and shared with the City Council includes:

Environmental Stewardship

- Create mixed zoning uses for walkable community
- Build transit hubs

Quality Infrastructure

- Continue reconstruction and maintenance program

Technological Proficiency

- Explore expansion of fiber optics
- Provide 24-7 customer service through e-transactions

Quality Housing, C/I Businesses

- Upgrade and reinvest in the housing stock
- Redevelopment of commercial areas

Demographic Diversity

- Offer programming and activities for all age groups
- Integrate all community groups into common vision

Sound, Safe, Progressive Community

- Collaborations with other local governments
- Maintain distinct qualities of the City
- Begin comprehensive planning process

Short Term Priorities

The participants engaged in a robust discussion about the short term priorities of the City. A large number of items were identified. Some of these items will be reflected in the 2013 Pyramid and others will be an ongoing priority. A *sampling* of the topics and priorities includes:

- Tour of the City
- Maintenance plans for city buildings
- Citizen’s survey and academy
- Media plan and strategy
- Redevelopment strategies
- Validate organizational study
- Social media policy
- Broader shared services study
- Update environmental code
- Employee training and wellness
- New election equipment
- Lowry Grove redevelopment
- City storage (Police Department)
- Re-evaluate the value of CAFR
- Technology strategic plan
- Flood mitigation
- Traffic studies and devices
- Funding plan for large items
- Ramsey County CAD-Mobile

Long Term Vision

The participants spent a considerable amount of time focusing on the long term future. Each individual was asked to reflect upon how the City will look in 2025. The discussion was wide-ranging and informative. Many ideas were put on the table; a *sampling* of them includes the following:

- Single garbage hauler
- Technology “Village” Industrial park
- Street reconstruction completed
- New municipal facilities
- Active collaborations
- Retain the Plan “B” form of government
- Higher density land uses
- E-transactions and customer service
- Utilities will be underground
- Organic recycling
- Expanded trails and sidewalks
- Better lake water quality
- Paper-less office
- Transportation and transit
- Different housing stock
- Community intense agriculture
- City employee profile

Addendums

Addendum 1 is the final version of the 2013 strategic plan pyramid. On Friday morning the participants reviewed the 2012 Pyramid. The 2013 Pyramid reflects the immediate goals and objectives of the City of St. Anthony Village. This document serves as a road-map for the City Council and staff.

Addendum 2 is a copy of the city staff Pre-planning work session outline and discussion questions. The staff met on November 13, 2012 to begin the discussion on the long term vision of the City.

City of St. Anthony Village

Mission and Vision

The Mission and Vision statements were reviewed for the upcoming year. The City Council and staff reaffirmed the intent of both the mission and vision and made one change to the wording of the Mission Statement.



MISSION

To be a progressive and livable community, a “walkable” Village which is sustainable, safe and secure.

No changes were made to the mission statement.

VISION

“Saint Anthony is a vibrant community that values our unique environment, our fiscal soundness and a tradition of being a desirable city in which to live, work, learn and play.”

No changes were made to the vision statement.

Strategic Initiatives

The Strategic Initiatives were discussed in detail and the word “Generational” was removed for the word “Demographic.” This more accurately represents the intent of the strategy and is underlined below.

Environmental Stewardship	Quality Infrastructure	Technological Proficiency	Quality Housing & Commercial & Industrial Businesses	<u>Demographic Diversity</u>	Sound, Safe Progressive Community
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Goals

The Goals were discussed in detail and the word “maintain” a safe & secure community was changed to “ensure.” The change is underlined below.

Build and Cultivate Environmental Responsibility	Maintain and Enhance Infrastructure	Foster and Encourage Civic Engagement	Create & Maintain Healthy Neighborhoods	Transparent and Effective Communication	<u>Ensure a Safe & Secure Community</u>	Increase & Maintain Fiscal Strength

Revisit the Strengths, Weaknesses, Opportunities and Challenges

To maximize the value of the group's experience, the participants reviewed the 2012 strengths, weaknesses, opportunities and challenges. Individual items from the 2012 list were discussed, eliminated, and edited; new items were also added. An updated list for 2013 follows.

2013 Strengths

Fiscal

- City mutual aid contracts
- Right-sized community
- Strong planning
- Liquor operations and reserves
- City's bond rating
- Acquiring grant dollars
- Shared services with other communities

Public Safety

- Strong public safety reputation
- Code enforcement
- Safe and secure community
- Use of technology
- Summer Survival School
- Emergency operations planning

Location

- Location in metro area
- Newer commercial district
- Sound housing and business environment
- Ability to attract new businesses

2013 Strengths (con't.)

City Services

- Successful track record
- Access to council and staff
- Strong and active commissions and task forces
- Strong intergovernmental relations
- Reputation and community trust
- Visionary elected and appointed officials
- Political will to do the right thing
- Strong city staff
- User friendly, prompt and efficient services
- Sustainability

Citizens/Communication

- City newsletter
- Village *feel*
- Community cooperation
- Civic organizations
- Strong sense of community ownership
- Community celebrations
- Informed citizens
- Civic minded public
- Informed public

Infrastructure

- Library
- Park system
- Vibrant schools
- Walkable and welcoming
- Well maintained community
- Sidewalks
- Long range planning
- Strong infrastructure planning
- Water reuse
- Green Steps

2013 Weaknesses

Walkability

- Trails hard to access
- Not enough sidewalks

Water Quality

- Water quality of Silver Lake
- Water quality and flooding of Mirror Lake
- Access to water (water usage)

Technology and Communication

- Cell phone service
- Internet coverage (no fiber)
- Lack of social media

Fiscal Soundness

- Size of community drives up per capita costs

Infrastructure and Redevelopment

- Aging business center
- Tax exempt property as a percent of overall tax base
- Manufactured home park
- Aging Community Center
- Aging housing stock
- Fully developed with little room for growth in tax base
- Appearance and reliability of overhead utilities

2013 Opportunities

Fiscal

- Review contracts
- Track future of Health Care Reform
- Clean water amendment dollars
- MWMO Environmental resources
- MWMO Joint Ventures
- Low interest rates for city borrowing
- JPA for public safety services
- TCAAP (Arden Hills)
- Grant possibilities (\$)
- Expand capacities of financial services

Redevelopment

- Redevelopment of South end
- 39th Avenue redevelopment
- Industrial Park
- Former Bowling Alley site

Joint Ventures

- Joint ventures with other cities
- Sell services to other cities
- Cable Commission access
- Ramsey County I-Net
- Opportunities with new State leadership

Human Resources

- Larger pool of workforce to draw from
- Increase employee hire-retain opportunity
- Engage and tap knowledge of local seniors
- Increase volunteering
- Evaluate city services, staffing and structures

2013 Opportunities (con't.)

Environment

- Single garbage hauler
- Environmental best practices
- Green – Step Four
- Explore alternative energy sources (solar)
- Update City Code

Communication

- Look for creative ways to improve citizen communication
- Update the website
- Enhance use of social media

City Organization

- Personnel policies
- Safety manual

2013 Challenges

Fiscal Volatility

- Comcast contract renewal
- Energy costs
- Fuel costs
- Rising health care costs
- Lower return on investments
- Transportation funding shortfalls
- Legislative session
- Unfunded mandates
- Liquor competition
- State fiscal uncertainty
- Costs of increased population and businesses to services
- Costs of road construction
- Application of utility or user fees
- Pass through of costs from Hennepin County to the City

2013 Challenges (con't.)

Economy

- Foreclosures on homes
- Retail closings
- Silver Lake Village Phase III

Changing Demographics

- Aging population

Connecting the Public

- Social media
- Community complacency
- Citizen's Academy

Environment

- Resistance to single hauler
- Water conservation
- Natural disasters
- Wood fires
- Flooding
- Ash borer

MISSION

To be a progressive and livable community, a "walkable" Village which is sustainable, safe and secure.

VISION

"Saint Anthony is a vibrant community that values our unique environment, our fiscal soundness and a tradition of being a desirable city in which to live, work, learn and play."

Strategic Initiatives

Environmental Stewardship	Quality Infrastructure	Technological Proficiency	Quality Housing & Commercial/Industrial Businesses	Demographic Diversity	Sound, Safe Progressive Community
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Goals

Build and Cultivate Environmental Responsibility	Maintain and Enhance Infrastructure	Foster & Encourage Civic Engagement	Create & Maintain Healthy Neighborhoods	Communicate Transparently & Effectively	Ensure a Safe & Secure Community	Increase & Maintain Fiscal Strength
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Action Steps

Continue single-hauler discussion Implement phosphorus reduction grant Explore Silver Lake & Mirror Lake clean-up Review effect of tiered water rates on conservation Hold a rain barrel and rainwater gardens workshop Become a "Green Step 4 City" Explore green roof on water storage tank Monitor wood fires impact Explore less paper office concept Explore alternate energy ideas	Explore joint fiber partnership Complete 2013 street, utility and sidewalk project Perform feasibility study of underground utilities Explore accessible pedestrian signal (APS) funding Hold city facilities open house for residents Pursue Mirror Lake area flooding options Explore LED Lighting Explore "Storm Proofing" (electrical outages)	Enhance web page Maintain farmer's market in SA Village Shopping Center Explore Cultural-Historical Center Hold former elected officials open house Create "Virtual" City Hall – 24 hour access from website Explore alternative polling place (Ramsey Co) Conduct a citizen's academy Conduct a citizen's survey	Explore Sustainable house remodel project Implement housing rehabilitation and reinvestment programs Phase III Silver Lake Village Develop business outreach ideas Conduct Council Tour of City Ensure city code reflects sustainability initiatives Explore a Redevelopment Study Explore Dog Park Create Technology "Village" in Business Park Create Resources for start-up business (entrepreneurial)	Develop social media policy and enhance usage Install new "SAV" signs on secondary City accesses Create Communication Plan – Branding and use of logo Create new resident Welcome Packet Create Community Profile (replace CAFR) Review/update all forms and place on web Explore use of credit cards – utility billing	Develop Technology Plan Plan and implement new technology for all city equipment Update Hennepin County mass dispensing plan Continue National Incident Management Systems training for Council/staff Expand summer survival school Continue crime prevention strategies Identify traffic studies on major roadways and intersections Enhance pedestrian & bike-friendly routes including sidewalks	Develop financial plan for facilities and capital assets Continue grant tracking Explore cooperative ventures with other governments and entities Plan 2014 levy and street improvement program Review compensation, staffing and organizational structure Prepare a financial plan exploring alternative revenues Perform human resource risk assessment Analyze/validate contracts
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**City of St. Anthony Village
Pre-Planning Work
October 23, 2012**

Introduction

On Thursday, January 10 and Friday, January 11 our annual City of St. Anthony Strategic Planning retreat is scheduled. In order to be as productive as possible, city staff and the City Council will be doing some pre-planning work. The Mayor and City Council will go through a similar exercise on December 3.

Your input is valuable and important for us to be successful in creating the short & long term vision for the future. The information gathered during the pre-planning work will be incorporated into a document that will be used at the upcoming strategic planning session.

Your homework assignment is to answer the three questions identified on page two. First we ask that you consider descriptive qualities that you think will define and represent the City in 2025. Your list does not have to be exhaustive; we are looking for items that – in your mind – will define our City. These can be statements, words, or phrases.

Second we ask that you identify what St. Anthony will look like in 2025. This question is meant to be challenging and thought-provoking. We want you to describe what you think the City should look like in 13 years to the year 2025. These should be phrases or several paragraphs.

Finally, we want you to identify specific goals or action steps that can be taken in the near future that will help to secure that the qualities and characteristics as well as your vision for the City in 2025 is realized. To the extent possible these should be measurable or capable of funding and implementing.

(over)

Question One: Identify qualities and characteristics you think will define the City in 2025.

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Question Two: The year is 2025, what does St. Anthony look like?

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Question Three: What specific goals or action steps can be taken in the near future (1-3 years) that will help to define the future of the City and realize the vision identified in question two?

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1. In which city do you live?
2. Indicate the number of years you have lived in this city: _____years
3. Please enter your email address. This will not be shared with the city. It is used to ensure only one response per person. If you do not have email simply type “no email.”
4. How would you rate the overall **appearance** of Newport?
 - a. Excellent
 - b. Good
 - c. Fair
 - d. Poor
 - e. Don't know
5. How would you describe your overall **feeling of safety** in Newport?
 - a. Very safe
 - b. Somewhat safe
 - c. Somewhat unsafe
 - d. Very unsafe
 - e. Don't know
6. How would you rate the overall **quality of fire protection services** in Newport?
 - a. Excellent
 - b. Good
 - c. Fair
 - d. Poor
 - e. Don't know
7. How would you rate the overall **condition of Newport streets**?
 - a. Excellent
 - b. Good
 - c. Fair
 - d. Poor
 - e. Don't know
8. How would you rate the overall **quality of snowplowing on Newport streets**?
 - a. Excellent
 - b. Good
 - c. Fair
 - d. Poor
 - e. Don't know
9. How would you rate the **dependability and overall quality of Newport sanitary sewer service**?
 - a. Excellent
 - b. Good
 - c. Fair
 - d. Poor
 - e. Don't know
10. How would you rate the **dependability and overall quality of Newport water supply**?
 - a. Excellent
 - b. Good
 - c. Fair
 - d. Poor
 - e. Don't know
11. How would you rate the overall **quality of Newport recreational programs and facilities** (e.g. parks, trails, park facilities, etc.)
 - a. Excellent
 - b. Good
 - c. Fair
 - d. Poor
 - e. Don't know
12. How would you rate the overall **quality of services** provided by Newport?
 - a. Excellent
 - b. Good
 - c. Fair
 - d. Poor
 - e. Don't know