



A Walkable Community....



2012 Strategic Plan



City of St. Anthony Village, Minnesota



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Introduction

The City Council and staff of St. Anthony Village conducted a Strategic Planning/Goal Setting Work session on January 12-13, 2012. Participants included the City Council, City Manager, Department Heads, one consulting staff and Brian Heinis, Planning Commissioner and Doug Koehntop, Parks Commissioner. The Agenda was consistent with previous years, but based on new first time attendees, was adjusted accordingly. A copy follows on page 4.

Work Session Goals and Expectations

- Introduce Mark Casey and Shelly Rueckert
- Solidify a strong start for the new city team
- Create a new Pyramid for 2012
- Strengthen camaraderie
- Reflect on the past, present and future
- Participate and engage
- Challenge and stretch your thinking

Participant Guidelines

With new participants it was important to identify the traditional guidelines of the work sessions.

- Equality
- Respect
- Participate
- Add value
- Learn and enjoy
- Work as a team
- All ideas welcome

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 group identified qualities and characteristics that represent this culture.

City Council Qualities

- Consistent policy
- Civil discussions
- Pragmatic
- Forward thinking
- Responsive
- Transparent
- Reasonable
- Strategic
- Integrity
- Trust
- Address issues
- Sense of humor
- Citizen focus
- Experienced

City Staff Qualities

- Positive attitudes
- Respect the public
- Responsive
- Service oriented
- Active in the community
- Accessible
- Personal touch
- Visionary
- Entrepreneurial
- Professional leaders
- Team oriented
- Experienced

2012 Goal Setting Session Agenda

Thursday, January 12, 2012

10:00 a.m. to Noon	Opening and introductions Welcome – Mayor Jerry Faust Expectations and session guidelines Overview of 2011 Strategic Plan Moving forward – an interactive perspective
Noon to 1:00 p.m.	Lunch
1:00 p.m. to 3:00 p.m.	2011 Goals Presentation – Mayor and Jay Hartman Consultants Report -- Todd Hubmer Discussion
3:00 p.m. to 3:15 p.m.	Break
3:15 p.m. to 5:00 p.m.	Confirm the Mission and Vision Statements Overview of the 2011 Pyramid Revisit historical themes and variables <ul style="list-style-type: none">• Strengths, Weaknesses, Opportunities and Challenges Manage the “In-Box” <ul style="list-style-type: none">• Dealing with issues without a home Brainstorm and identify ideas for 2012 and beyond
6:00 p.m. to 7:00 p.m.	Dinner

Friday, January 13, 2012

7:30 a.m. to 8:30 a.m.	Open/breakfast on your own – Creekside
8:30 a.m. to 9:30 a.m.	Setting the stage – recap Thursday
9:30 a.m. to 11:30 a.m.	Build the <i>Pyramid</i> for 2012 <ul style="list-style-type: none">• Prioritizing goals and actions steps• Connect loose ends and debrief the session
11:30 a.m. to 12:30 p.m.	Lunch

Setting the Stage

The group engaged in an interactive discussion, reflecting upon the contributions of each participant, the importance of maintaining the strong culture within the City, the opportunities available given two new key members of the staff, and the priorities and top challenges facing the City now and into the future. This session was distinct because of the additions of two new staff members: Mark Casey, City Manager and Shelly Rueckert, Finance Director. One of the objectives was to identify expectations of these new leaders. The results follow.

Expectations of the City Manager

The group talked about the role of the City Manager and identified expectations of the position and the priorities for Mark as he begins his career with the City. A summary of the individual responses included:

- Latitude and confidence to make changes
- Staff will trust his judgment
- Council to demonstrate trust for Mark
- Be positive, creative; bring new ideas
- Understand how business is done
- Use Council and staff as resources
- Review present staffing, structures and delivery system models
- Learn the city first; assimilate into good parts of culture

Expectations of the Finance Director

The group spent time discussing the expectations of the Finance Director position and the priorities for Shelly as she begins her career with the City. A summary of the individual responses included:

- Review and update the budget process
- Create working relationship with Mark
- Communicate with staff
- Bring new ideas
- Challenge the status quo
- Teach and educate staff
- Be a problem-solver
- Transparency in taxes and money
- Find ways to say yes

Mark and Shelly thanked the group for the great reception and each looks forward to working with the City Council, city staff, Advisory Commissions and citizens.

Distinctiveness of the Village

A question was posed to the participants as follows, “If you were asked by the League of Minnesota Cities to write an article identifying the two to three top qualities that make the City of St. Anthony Village what it is today, what would you write about?” The following list of distinctive qualities emerged from the discussion.

- Intimate
- *Village*
- Charming
- Passionate
- Fiscal stability
- Attractive
- Water reuse
- Environmental focus
- Location in metro area
- Connections to city hall
- Schools
- Clean community
- Well maintained private property
- Openness to change
- Consistency in Council
- Team effort in City Hall
- Integrity of staff
- Level of services provided
- Engage citizens
- Transparency in decision making

Future Priorities

The participants spent a considerable amount of time focusing on the future. Two sets of questions were posed for discussion: 1) What are the immediate priorities and 2) What will the Village look like in 2025. The discussion was wide-ranging and informative. Many ideas were put on the table; a *sampling* of them includes the following:

- Crime prevention
- Walkability
- Flooding
- Silver Lake Village
- Sustainability
- Embrace technology
- Community leadership
- Take strategic risks
- Cultural Historical Center
- Revenue Philosophy (fees vs. taxes)
- Redevelopment opportunities
- Funding capital improvements
- Shoreline zoning changes (parks)
- Collaborations and partnerships
- Openness to new ideas
- Avoid complacency

Addendum 1

One addendum is included at the end of the document. **Addendum 1** is the final version of the 2012 strategic plan pyramid. On Friday morning the participants reviewed the 2011 Pyramid. The 2012 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.

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.



The word “sustainable” was added to the Mission Statement.



No changes were made to the VISION

Strategic Initiatives

The Strategic Initiatives were discussed in detail and no updates and clarifications were made for the 2012 Pyramid.

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

The Goals were discussed in detail and the “communicate effectively” goal was updated for the 2012 Pyramid. The new language is included below.

Build and Cultivate Environmental Responsibility	Maintain and Enhance Infrastructure	Foster and Encourage Civic Engagement	Create & Maintain Healthy Neighborhoods	Transparent and Effective Communication	Maintain a Safe & Secure Community	Increase & Maintain Fiscal Strength
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Revisiting the Strengths, Weaknesses, Opportunities and Challenges

To maximize the value of the group's experience, the participants reviewed the 2011 strengths, weaknesses, opportunities and challenges. Individual items from the 2011 list were discussed, eliminated, and edited; new items were also added. An updated list for 2012 follows.

2012 Strengths

Fiscal

- City mutual aid contracts (police, fire)
- Right-sized community
- Strong planning
- Liquor operations
- City's bond rating
- Acquiring grant dollars
- Fund balance

Public Safety

- Strong public safety reputation
- Code enforcement
- Safe and secure community
- Use of technology
- Summer Survivor School

Location

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

2012 Strengths (cont)

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
- Educated public

Infrastructure

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

2012 Weaknesses

Walkability

- Trails hard to access
- Not enough sidewalks

Water Quality

- Water quality of Silver Lake
- Water quality and flooding of Mirror Lake

Technology and Communication

- Cell phone service
- Internet coverage (no fiber)

Fiscal Soundness

- Size drives up per capita costs
- Tax rate is high and perception of taxes are high

Infrastructure and Redevelopment

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

2012 Opportunities

Fiscal

- Employee Health Insurance
- Future of Health Care
- 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 (\$)
- Finance Director ideas

Redevelopment

- Redevelopment of Mobile Home Park
- St. Anthony shopping center redevelopment
- 39th Avenue redevelopment
- Industrial Park on east side
- 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

2012 Opportunities (cont)

Environment

- Single garbage hauler
- Environmental best practices
- Green – Step Three

Communication

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

2012 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 revenue competition (wine in grocery stores)
- State fiscal uncertainty
- Costs of increased population and businesses to services
- Costs of road construction
- Code enforcement
- Application of utility or user fees
- Pass through of costs from Hennepin County to the City

Economy

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

Aging Community

- Aging population

2012 Challenges (cont)

Connecting the Public

- Tax capacity declines with falling property values
- Public impression of falling property values
- Community complacency
- Lack of volunteers

Environment

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

The Mayor and Public Works Director made a presentation on the 2011 Goals. The presentation included an update and discussion on the many activities of the City from the past year. The closing quote from the presentation is a meaningful message from Henry Ford and worth noting in this report.

"Coming together is a beginning, staying together is progress, and working together is success."

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	Generational Diversity	Sound, Safe, Progressive Community
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Goals

Build & Cultivate Environmental Responsibility	Maintain & Enhance Infrastructure	Foster & Encourage Civic Engagement	Create & Maintain Healthy Neighborhoods	Transparent & Effective Communication	Maintain a Safe & Secure Community	Increase & Maintain Fiscal Strength
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Action Steps

Continue single hauler discussion	Explore joint fiber partnership	Enhance web page	Sustainable house remodel project	Encourage use of home health services	Integrate new police technology	Develop a financing plan for facilities and large capital equipment
Implement phosphorus reduction grant	Complete 2012 street, utility and sidewalk project	Farmer’s market in Village Shopping Center	Create a renewal strategy	Enhance use of social media (twitter etc.)	Plan and implement technology for all city equipment	Continue grant tracking
Re-energize interest in Silver & Mirror Lakes clean-up	Feasibility study of underground utilities	Explore “McKnight Human Services Award” program	Create a vision for housing rehabilitation and reinvestment programs	Explore options to provide “SAV” signs on secondary City accesses	Continue National Incident Management System training for Council/staff	Study use of fees versus property taxes for revenue strategy
Review effectiveness of tiered water rates on conservation	Explore accessible pedestrian signal (APS) funding	Promote volunteer opportunities	Develop a business retention and expansion program	Conduct workshop on sidewalks & snowplowing	Update Hennepin County’s mass dispensing plan	Support transition of new Finance Director
Plan & encourage green transportation ideas (bicycles)	City facilities open house for residents	Consider Adopt a Family	Explore business outreach	Phase III Silver Lake Village	Crime prevention awareness	Evaluate charging fees on exempt property
”Build a Rain Barrel” and “Rainwater Gardens” Workshop	2012 flood response	Explore Cultural-Historical Center	Phase III Silver Lake Village	Turf maintenance workshop	Plan for summer survival school program	Review fee for service charges
Become a Step 3 “Green Step City”	Create funding plan for sealcoat program			Advocate on behalf of citizens and city services with agencies and utilities		Determine percent of tax exempt market valuation
Explore green roof on water storage tank	Mirror Lake flooding					Cooperative ventures with other governments and entities
Discuss wood fires	Review the sod replacement and restoration process					Plan 2013 levy and street improvement program
Explore paperless office concept						Review compensation, staffing and organizational structure