



**Agenda
Minnetonka City Council
Strategic Planning Session
Tuesday, September 1, 2020
3:30 p.m.
WebEx**

1. Roll call: Calvert-Carter-Coakley-Kirk-Schack-Schaeppi-Wiersum
2. Review of mission, vision, guiding principles and strategic goals
3. Adjournment

The purpose of this special meeting is to allow the city council to discuss strategic planning matters informally and in greater detail than permitted at formal council meetings. While all meetings of the council are open to the public, study session discussions are generally limited to the council, staff and consultants.

**City Council Strategic Planning Session Item #2
Meeting of Sept. 1, 2020**

Brief Description: Review of mission, vision, guiding principles and strategic goals

Background

The city council held its third of five strategic planning sessions on Aug. 25, 2020, facilitated by Patrick Ibarra of The Meioranda Group. The agenda included a wrap-up discussion on trends impacting the community, the city's role as a community builder, and a review of the city's guiding principles and vision statement.

The fourth session set for Sept. 1 will include finalizing the guiding principles and vision statement, and discussing the mission statement and potential updates to the strategic goals.

In preparation for this session, Councilmembers Calvert and Coakley will prepare draft guiding principles, and Mayor Wiersum and Councilmember Schack will provide a draft vision statement. All council members are asked to review trends, major initiatives and exploring the future information discussed at previous sessions, looking for common patterns, themes and impacts.

One strategic planning session remains and is scheduled as follows:

Tues., Sept. 15, 3:30 – 6:30 p.m.

Revised Strategic Profile is discussed by governing body and any changes made at this meeting. Deliverable is a Strategic Profile that is ready for adoption at a future Council meeting.

Summary

See the attached, more detailed agenda for the Sept. 1 session, along with group handouts and homework provided by Mr. Ibarra.

Originated by:

Geraldyn Barone, City Manager

**City of Minnetonka
Mayor and City Council
Advance Meeting Agenda
September 1, 2020**

**Facilitated by Patrick Ibarra
The Mejorando Group**

1. Finalize Guiding Principles (3:30 – 3:50)
2. Finalize Vision Statement. (3:50 – 4:20)
3. Our Mission Statement (4:20 – 4:45)
4. Discuss Potential Updates to the Strategic Profile (4:45 – 6:15)

Break 5:00 – 5:15

5. Discuss agenda for September 15th meeting (6:15 – 6:30)



mejorando group



***MAYOR AND CITY COUNCIL
STRATEGIC PLANNING
MEETING***

Facilitated by
PATRICK IBARRA

September 1, 2020

ROLE AS A CREDIBLE COMMUNITY BUILDER

- **Our past role was...**

- Trying to create a cohesive community without a central downtown
- To manage growth and development of undeveloped areas
- Public safety
- Parks and trails
- High quality of life – amenities that make community attractive to those interested in living and working here
- Lots of change and also a sense of stability/preserving character
- Decade or so – aging community, finding housing
- Doing right things for the right reasons
- Regional leader – leadership to regional and national organizations
- Council was the primary the main decision maker – traditional subcommittees or commissions
- Tremendous tenure – came with institutional knowledge; self-guided
- A bit more conservative
- Maintaining community standards – excellent public service, quality community, cultural community standards
- Responsible, accountable fiscal mgt.

● Our current role is...

- Complete redevelopment: tear down and rebuild
- Affordable housing
- Acknowledge changing standards and respond to those changes; crisis mgt; change managers
- Set a vision – be decisive
- Referees people with competing visions for the city
- Problem solvers
- Responsible physical mgt
- Listen, learn, and address city and constituent needs
- Change to meet new community needs
- Get more uncomfortable in your seat
- Challenge and move forth
- Continue to reimagine public safety
- Protect environment and natural resources (continue)
- Manage changes in density
- Acknowledge winds of change, political environment – more broadly; recognize role of local government – provide core services (stick to the knitting) while at the same time social pressures and social changes that are occurring and be an active participant, change the way we do our business
- Inclusive, affordable in housing; inviting.
- Balance the needs of old and new residents
- Balance city staff recommendations with citizen-driven idea/recommendation on same issue

- **Our future role will be...**

- Raise an issue, present it to Council, (i.e. residential rent assistance), not sure where council stands, input from city manager and staff
- Practice to be more integrated into a human centered design; always asking what problem we are solving, for who and what's their opinion about the solution; keep people at center of our work
- Lots of 2-minute offense
- Anticipate better, listen better, be nimble; calls the plays while running it.
- Nimble
- Setting vision on the fly – making informed but nimble decisions
- Embrace technology differently
- Efficiencies to manage budget, achieve infrastructure improvements, meeting protocols
- Period of great disruption
- Anticipating disruption while trying to maintain a level stability
- Impact of competing interests
- Disruption is a catalyst for innovation
- Define diversity differently, including people of color
- Better at stopping doing things

EXPLORING THE FUTURE

1. What are the potential impacts from COVID-19 and other recent events on our role as community builders?

- So many impacts; make some courageous decisions – often doing the right thing isn't always popular, creates backlash
- Had to get into social service decision making, providing rental aid, business aid, laid bare the inequities simmering below the surface, erupted somewhat locally, start addressing those issues before they make the news
- Create additional needs without providing resources
- Advocates to focus on their interests, while Council juggling ordinary work; special interest groups; pulled in lots of directions.
- Hearing from businesses and residents, wanting city to lead on diversity issues, come up with a plan issue around diversity and inclusion
- Role has shifted as a result of polarization of local issues; some non-partisan work perceived as partisan – have to figure out how to rise above that.
- Expectation to have a clear plan in place; lessons learned; stressed importance of good fiscal/financial position and importance of revenues.
- Trust in higher levels of government is lower than trust in local government; turned to for leadership and services and the degree to provide them; opportunity to lead and get messaging out.
- Continued investment in technology, using tech to deliver city services (i.e. rec programming, delivering content, different expectations – zoom meetings).

- How disruptive of office and retail space use will be; working remotely; impact from a number of empty office buildings.

2. What types of services will residents require in the future that are not already provided? What might be required to fund and staff these services?

- Translation services. Opportunities for residents to join commission or boards. All documents are in English, including newsletter
- IT services – being connected, uneven in city – internet capability
- Transportation – public
- Mass transit – southwest light rail is coming
- Housing stock
- Language accessibility
- Different recreation opportunities
- Way to help support naturally reoccurring affordable housing – program
- May have to change our business model a bit, have to be nimble, tendency is to put in traditional format; may need to decide a different entity
- Pressures that public safety is feeling; on paid on call fire staff – change fire service to meet needs
- Making sure we're building relationships with businesses, minority business in particular to do business with city

3. Which city processes and practices might need to change to serve a larger and more diverse population?

- Reinvigorate how boards and commissions are appointed; asking each councilmember to offer names, bring newness, enrich conversation, and more deeply a broader set of people
- How applications for employees and appointments are solicited, do more outreach
- Look at rating process for final decision to boards and commissions
- Have to think about our meetings differently – maybe more time to process information
- Community engagement – annual survey, and other kinds of surveys to scratch the surface for honest feedback about topics that need to be a focus; more vigilant about policies regarding public safety – improving trust with community
- Look through a race equity lens
- How we do things through some different lenses
- Community survey – helpful, valuable information; do market research and survey to target certain segments of population to better understand what the needs and level of dissatisfaction; build a more diverse representation of what Minnetonka is.
- Survey – ask more open-ended questions; cast a wider net
- Best use study session time – advertise open to new ideas
- Race equity – plan activities for arts and entertainment – more diversity
- Put your money where your mouth is.
- Combination of surveys and conversations

OUR GUIDING PRINCIPLES

The inherent principles/values of the community and the city organization will provide the foundation on which the strategic plan is constructed. They are the basis for all decisions and actions.

The City of Minnetonka:

- We will focus on excellent **customer service** by striving to do the right thing, at the right time, for the right reason to meet the needs of our customers.
- We will set the standard for **innovative leadership** by forging collaborative partnerships, adopting new technologies and promoting effective service delivery.
- We will foster **open and inclusive communication** to encourage community involvement, and to maintain the trust and respect of those we serve.
- We will live our **shared values** of authentic communication, contagious enthusiasm, shared success, outcome focused teamwork, adaptable learning and innovation, and healthy human relationships.

Comments from August 25th meeting:

- Change values to reflect more inclusivity, meaningful engagement, empowerment
- More explicit articulate – be intentional
- Create belonging
- Sustainability
- Executional
- Strive for excellence
- Open and inclusive
- Respect should be added in how we treat each other, expect respect
- Diversity and inclusiveness
- Should be explicit, nothing implied
- Meeting the needs of every single resident = expressly say that
- Customers is a bit old sounding term
- Community members, community involvement
- Doing to, how about doing for
- Engagement from the community

- Enlist active participation
- How about pillars – four pillars
- Transparency – communication
- Inviting, diverse, lived experience
- Lofty, aspirational – share spirit in which we hope to conduct work

VISION STATEMENT

*Minnetonka will be the **community of choice** where people live, work, play and conduct business in a **naturally beautiful environment**. Our dedicated employees will deliver **dependable, quality services** with a **positive, helpful attitude**.*

Comments from August 25th meeting:

- Should be aspirational
- Words need to elevate our pursuit
- Include words like welcoming, sustainability, transparency
- Might be time to be **bold**
- Ours is a tasteful community...
- Create a sense of belonging for everyone
- People can find a place in Minnetonka

MISSION STATEMENT

The mission statement identifies the role of the City of Minnetonka in pursuing the community's vision. The City currently has a Mission Statement, which reads

Provide the **core public services** residents and businesses rely upon in their daily lives, while striving to preserve and enhance the distinctive character that makes Minnetonka a **special place to live**.

The intent here is to verify the accuracy of the existing mission statement and make changes where needed. Questions which should be answered that will help modify the existing mission statement are:

- What are the needs and wants of Minnetonka's citizens?
- How does the City of Minnetonka go about in fulfilling the wants and needs?

The basic question to address in the mission statement will be, "What is the business of the City of Minnetonka and who do we serve?" An accurate description of the organization's purpose will drive the strategic plan. It will embody in a few words or sentences what the City of Minnetonka is. Why does it exist at all? What is its function? Who does it serve (customers or stakeholders)? The mission statement shall be crafted so it's clear, credible, and understandable, flexible but focused, and brief.

EXAMPLES OF A MISSION STATEMENT

- “Building our Future by Optimizing Opportunities thru Operational Excellence.” (Rio Rancho, NM)
- The mission of Springville City (Oregon) is to promote a safe and healthy environment for its citizens by providing services, facilities, and opportunities in a fiscally responsible manner.
- The mission of the City of Concord (North Carolina) is to partner with our community to deliver services, preserve, protect, and enhance the quality of life and plan for the future.
- City of Mobile, Alabama - We respect the dignity and worth of our citizens and value the diversity of culture, heritage, and history within our community. We pledge to strive to improve the quality of life and opportunity for economic prosperity of all our residents by working to attract more visitors and industries and assuring all our citizens a clean, safe, economically viable and progressive city that is responsive to changing needs.
- The Town of Queen Creek (AZ) is to provide a framework for a high quality of life, promote a strong sense of community and provide responsive public services in a caring, ethical, innovative, and accountable manner.
- The City of Commerce (CO) is dedicated to providing the finest in municipal services as sensitively, courteously, and effectively as possible to ensure the well-being of the residential and industrial communities and to respond to the needs of the people.
- The Village of Bartlett (IL) is committed to preserving the high quality of life enjoyed by our residents, providing fiscally sound, responsive municipal services, and delivering those services in a profession manner with a high degree of integrity.
- The City of Denton (TX): Dedicated to Quality Service. The City of Denton will foster an environment that will deliver extraordinarily quality services and products through stakeholder, peer group, and citizen collaboration; leadership and innovation; and sustainable and efficient use of resources.
- “To provide high quality public services in partnership with our community to enhance our quality of life.” (Bismarck, ND)

IN UPDATING THE STRATEGIC PLAN...



OUR STRATEGIC PLAN

“A reasonable plan executed in a high-quality fashion will always produce an outcome that is superior to a high-quality plan executed in a casual manner.”

Goal

Action Steps

Goal

Action Steps

Goal

Action Steps

City of Minnetonka
Major Initiatives
August 18, 2020

- Pandemic impacts
 - Financial
 - Facility operations and programming
 - Healthy workforce
 - Elections access
 - Housing and business security
- Ranked choice voting
 - Ballot question education and election administration – 2020
 - RCV education and election administration - 2021
- Sustainability and climate change
 - Establishment of sustainability commission
 - Energy action plan, climate action plan
 - Environmental/natural resources protections
 - Major infrastructure projects
- Diversity, equity and inclusion efforts
 - Community engagement
 - Employment practices
 - City policies
 - City services, programs and events
- Community engagement
 - Public communications
 - City projects
 - Development
 - Expanded opportunities for public participation
- Public safety
 - Policing reforms
 - Fire staffing
 - Move to new facility
- Redevelopment
 - Opus and Ridgedale areas
 - Affordable housing
- Transportation
 - Green line extension – 2023
 - Major reconstruction projects – 2022, 2023
 - Trail system buildout
- Parks and recreation
 - Mountain bike trail
 - Facility pressures
 - Ridgedale park
 - Opus placemaking

- Financial
 - Loss of traditional revenue sources
 - Aging infrastructure
 - Technology enhancements
 - New initiatives
- Staffing
 - HR support
 - Core services and new initiatives – thin staff, nimble, flexible
 - Potential for burnout/stress of being a public servant

APPROACH TO STRATEGIC PLANNING

Old Mindset	Modern Mindset
<ul style="list-style-type: none"> • Adoption of the plan is the strategy. • Change is dangerous. • An event. • Wish list – the longer the better. • Community is static. • Tell residents. • Is a linear process with one particular scenario for the future. • Arithmetic - sequential • Reductions to Public Safety – Fire and Police – are off-limits. • Assumption that existing advantages will persist. • Deficit-closing strategy. • Conversations that reinforce existing perspectives. • Relatively few and homogenous people involved in strategy process. • Precise but slow. • Prediction oriented. • Seeking confirmation. • Extending a trajectory. 	<ul style="list-style-type: none"> • Execution is the strategy. • Stability is dangerous. • A process. • Prioritized list – less is more. • Community is dynamic • Involve residents. • Non-linear process with several possible future scenarios. • Calculus – lots of moving parts • Nothing is sacred, including Public Safety. • Assumption that existing advantages will come under pressure. • Capitalize on strengths. • Conversations that candidly question the status quo. • Broader constituencies involved in strategy process, with divergent input. • Fast and roughly right • Discovery driven • Seeking disconfirmation • Promoting continual shifts.