



Agenda
Minnetonka City Council
Strategic Planning Session
Tuesday, September 15, 2020
3:30 p.m.
WebEx

1. Roll call: Calvert-Carter-Coakley-Kirk-Schack-Schaeppi-Wiersum
2. Finalize vision, mission and guiding principles, and discuss draft strategic priorities
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. 15, 2020

Brief Description: Finalize vision, mission and guiding principles, and discuss draft strategic priorities

Background

The city council held its fourth of five strategic planning sessions on Sept. 1, 2020, facilitated by Patrick Ibarra of The Mejoranda Group. The agenda included review of the draft guiding principles and vision statement, along with discussion of potential updates to the strategic goals.

The fifth session set for Sept. 15 will include finalizing the vision, mission and guiding principles, and discussing the draft strategic priorities and key strategies.

In preparation for this session, Councilmembers Calvert and Coakley prepared a final draft of the guiding principles, and Councilmembers Kirk and Schaeppi prepared a draft mission statement. Staff has prepared updated strategic priorities and key strategies based on recent council discussions.

This is the last session facilitated by Mr. Ibarra. Next steps include:

- Oct. 12 city council meeting – consideration of the final version of the updated strategic profile
- Nov. 30 city council study session – presentation of specific action steps for each of the strategic priorities

Summary

See the attached, more detailed agenda for the Sept. 15 session, along with group handouts provided by Mr. Ibarra.

Originated by:
Geraldyn Barone, City Manager

**City of Minnetonka
Mayor and City Council
Advance Meeting Agenda
September 15, 2020**

**Facilitated by Patrick Ibarra
The Mejorando Group**

1. Finalize Guiding Principles (3:30 – 3:45)
2. Finalize Vision Statement. (3:45 – 3:55)
3. Finalize Mission Statement (3:55 – 4:15)
4. Discuss Draft Strategic Profile and make modifications as necessary (4:15 – 6:15)
5. Discuss next steps... (6:15 – 6:30)



mejorando group



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

Facilitated by
PATRICK IBARRA

September 15, 2020

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.

The revised guiding principles as drafted by Councilmembers Calvert and Coakley are as follows:

- We earnestly commit to a beautiful, sustainable and healthy environment as a vital part of a stable, prosperous and thriving community.
- We responsibly deliver excellent public services and provide affordable opportunities to ensure access to all we serve.
- We ethically uphold community trust through proactive, inclusive public engagement, transparent communications, and the careful stewardship of our financial, natural, and capital assets.
- We nimbly lead our city into the future by anticipating community needs, pursuing service innovation and adoption of new technologies, and forging collaborative partnerships with all sectors of society.

VISION STATEMENT

DRAFT REVISION

Minnetonka is an inclusive community committed to excellence where all residents, workers and visitors are welcome in a beautiful sustainable place, supported by quality, dependable city services.

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 revised Mission Statement as drafted by Councilmembers Kirk and Schaeppi is presented for your review:

Provide quality public services, while striving to preserve and enhance the distinctive character that makes Minnetonka a special place for everyone.

Notes on non-included language:

- 1) Value/Fiscal Management
- 2) Collaboration (gov't, non-profit, etc.)
- 1) More included, closer to Vision Statement

IN UPDATING THE STRATEGIC PLAN...



OUR REVISED STRATEGIC PLAN

Strategic Priorities

Key Strategies

Financial Strength and Operational Excellence

Maintain a long-term positive financial position by balancing revenues and expenditures for operations, debt management and capital investments. Provide innovative, responsive, quality city services at a level that reflects community values and is supported by available resources.

- Maintain the city's AAA bond rating.
- Develop an annual budget that meets community needs and is in alignment with the strategic plan and financial policies.
- Provide excellent, meaningful programs and amenities to serve and enhance our community.

Safe and Healthy Community

Develop programs, policies and procedures that enhance the community's well-being and partner with the community to provide engagement opportunities and build trust. Sustain focus on prevention programs, education, hazard mitigation and rapid emergency response.

- Identify and adapt to public safety service models that support evolving changes in service delivery expectations.
- Reduce identified offenses affecting the quality of life.
- Review current police and fire policy and training protocols and implement appropriate changes.
- Provide a full range of recreational programs and services and responsibly maintain recreational facilities.

Sustainability and Natural Environment

Support long-term and short-term initiatives that lead to the protection, enhancement and sustainability of our unique and natural environment.

- Carefully balance growth and development with preservation efforts that protect the highly valued water and woodland resources of our community.
- Develop and implement realistic long-term plans to mitigate threats to water quality, urban forests and the unique natural character of Minnetonka.
- Take an active role in promoting energy and water conservation, sustainable operations and infrastructure, recycling and environmental stewardship.

Livable and Well-Planned Development

Balance community-wide interests and respect Minnetonka's unique neighborhoods while continuing community reinvestment.

- Implement programs and policies to increase affordable housing options.
- Support business retention and expansion and attract new businesses.
- Manage and promote the Opus area as a unique mix of uses and increased development reinvestment.

Infrastructure and Asset Management

Provide safe, efficient, sustainable, cost-effective and well-maintained infrastructure and transportation systems. Build, maintain and manage capital assets to preserve long-term investment and ensure reliable services.

- Provide and preserve a quality local street and trail system.
- Successfully plan for the Southwest Light Rail Corridor and bus transportation services.
- Ensure parks, trails and green spaces are well maintained and are accessible.
- Develop an annual capital improvement plan that supports the sustainable maintenance and replacement of assets.

Community Inclusiveness

Create a community that is engaged, tolerant and compassionate about everyone. Embrace and respect diversity, and create a community that uses different perspectives and experiences to build an inclusive and equitable city for all.

- Develop and implement inclusive recruiting, application, hiring and retention practices to attract excellent, qualified and diverse candidates from all backgrounds.
- Foster an inclusive boards and commissions recruitment and appointment process to increase diversity.
- Actively engage the community by working collaboratively to broaden policy outcomes and respond to community's needs, views and expectations.
- Remove identifiable barriers to create equal opportunity for accessing programs and services.