

**Committee of the Whole
Monday, April 26, 2021
City Council Chambers**

1. Committee of the Whole 5:30 p.m. Monday, April 26, 2021
2. Discuss proposal to develop a Strategic Plan.
 - A. Richard Fursman will participate in a discussion to help everyone better understand the process and benefits of the strategic planning process.
3. Discuss Planner position.
 - A. Craig Britton will be on hand to discuss strategy to transition Planning & Zoning services.

Members Present: Mayor Russ Smith, Councilors Mike Urban, Pam Bluhm, Paul Novotny, John McBroom, and Josh Broadwater.

Members Absent: None.

Others Present: Shane Fox, Craig Britton, Ryan Priebe and Joel Young.

2022 Water Improvement Project:

Craig Britton, City Engineer, provided an overview of the upcoming water improvement project that is scheduled to take place in 2022. The project is expected to cost approximately \$1,030,000 and will include:

- The reconditioning of the south reservoir and the water tank on Old Territorial Road.
- The structural repair of the Old Territorial Road reservoir.
- VFD on Well #2
- Generator for Well #2 and booster pump station
- Chemical Room at Well #2
- Service Door at Well #2
- SCADA System
- Mixer system at south reservoir

MEMORANDUM

TO: CHATFIELD PERSONNEL BUDGET COMMITTEE
FROM: JOEL YOUNG, CITY CLERK
SUBJECT: STRATEGIC PLANNING
DATE: 03/23/21
CC:

Process & Purpose: At the last meeting of the Personnel-Budget Committee, staff was asked to provide more information about the process of strategic planning and who might be involved in the process. To that end, I would suggest that the strategic planning process is an exercise that will transform our visions and plans into more strategic action steps. This process is intended to go beyond the realm of deciding when to replace or install certain capital assets to envision the future development of the community and how the City should operate, including its form of interaction with the public.

In addition to capital planning, the strategic planning process should include discussions relating to the City's communications and interaction with the residents, it would include strategies related to the development of the people who work here and who lead the organization, it would include discussion relating to housing and economic development and it would develop a set of guiding principles that would assist us as we develop the City's policies and goals. In short, the process would cause the participants to develop a long term vision, along with specific strategies, action steps, and points of accountability to guide the work for the next three to five years.

Once implementation begins, it would be expected that future decisions would be guided by this plan, reporting intervals would be identified by which to measure progress, an annual review and report would be completed, and the process would be renewed, always evolving over time.

Participants: The participants will represent different interest groups and different perspectives. The participant list will include the elected leaders of the City, the City's department leaders, the City's professional consultants and a variety of residents, some of whom sit on advisory boards of the City and some of whom may or may not be actively involved in other organizations within the community.

The mayor and city council members have each been elected to represent the community in terms of developing policy, setting goals and the budget & tax levy. These individuals have a better

understanding of the role of a local government than most other people and they carry valuable institutional knowledge.

The City's department leaders also understand the unique role of a local government as it relates to the organization's role in the community and the feasibility of performing certain tasks. They, too, possess valuable institutional knowledge.

The City benefits by the knowledge and experience of a variety of consulting professionals, and this process would benefit by their participation as well. The current consultants include the City Engineer, Planner, EDA Coordinator, Preservation Planner, Financial Consultant, and City Attorney.

The City staffs six different advisory boards and commissions with residents of the community and the City has a strong relationship with the School District and several local non-profit organizations, including the Chatfield Center for the Arts, the Chosen Valley Community Foundation, the Bluff Country Hiking Club, the Chatfield Trails ATV Club, and the Chatfield Alliance. Representatives of these groups, including a few people who are unaffiliated with an organization would also benefit the process. However, it would be helpful to keep the number of participants to thirty or less.

In summary, this initial foray into strategic planning might best be described as the first step in developing a culture that develops and blends long term visioning with short term action, informed by people who are interested in and knowledgeable about the community.

To: Joel Young
From: Kay Coe
Subj: Strategic Planning Purpose
Date: Tuesday, March 9, 2021

Purpose of Memo: Per Councilor Novotny's request, following is a summary of the thoughts I shared (as well as some additional thoughts) with the personnel budget committee regarding how it feels like the strategic planning process could help us be more intentional about how we expend resources in order to have more synergy between departments and community stakeholders to identify and achieve the priorities for the community.

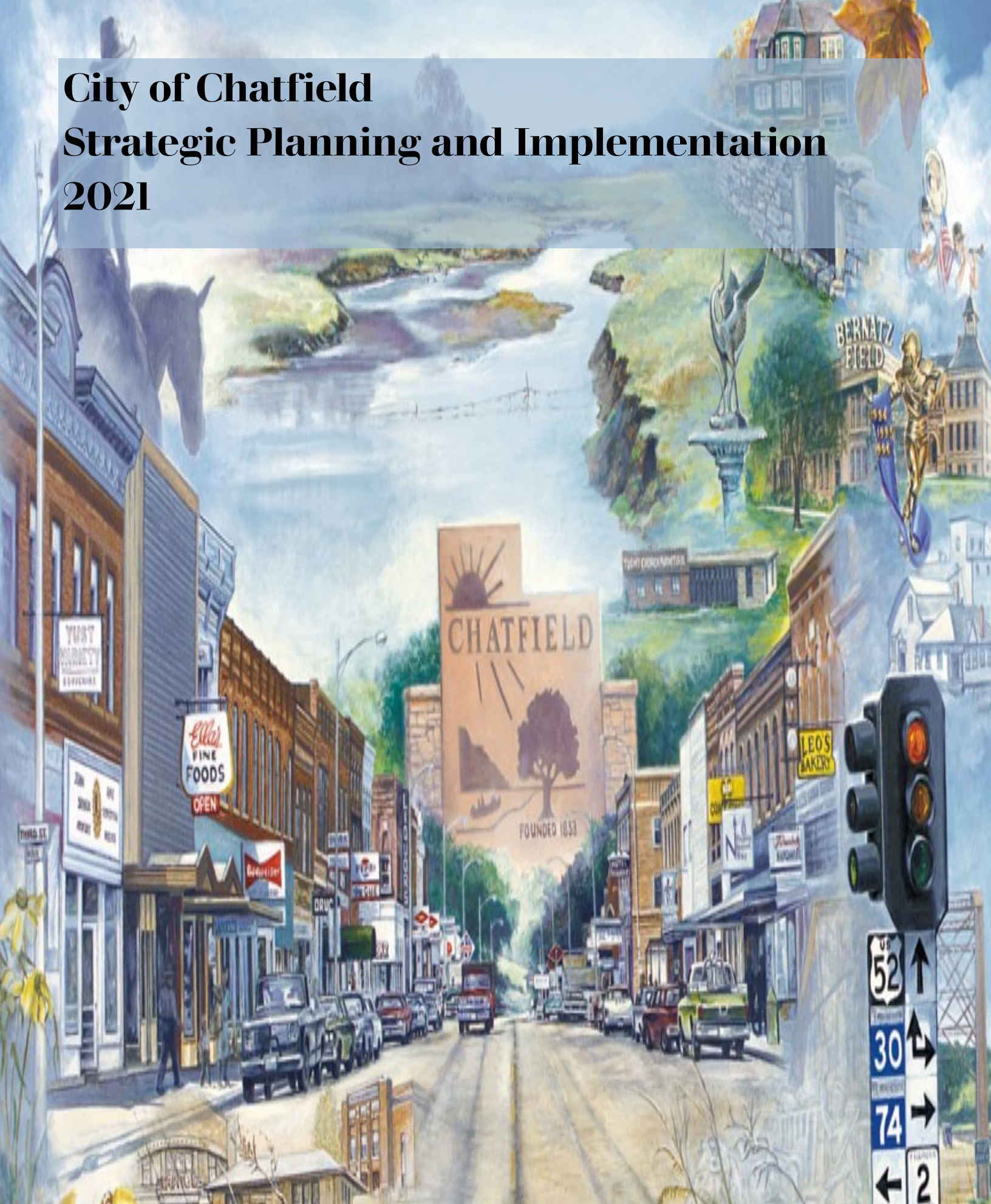
The City has been intentional in its efforts with Capital Planning. The Capital Improvement Planning process has helped our community be fiscally intentional and achieve goals declared each year in the budgeting process. The 2021 budget planning process identified the following.

- maintaining a steady, predictable, local tax rate
- reducing the debt per capita level
- maintaining positive reserves in the enterprise funds
- developing budgets based on specified needs and goals
- developing work plans based on specific outcomes
- helping to assure the public of their personal safety, convenience and maintenance of property values with necessary public safety and public works programming
- developing and maintaining technology, communication, and administrative services that allow all interested parties to be well informed, while protecting the City's critical data and operating systems.

It seems like the strategic planning process would put the equivalent organizational design/ human resource planning process in place to enhance intentional communication and role clarification as the intentional financial planning process that we have in place for budgeting and capital planning. Strategic planning seems like the complimentary plan that would give life to the capital improvement plan and comprehensive plan by routinely creating shared community goals and objectives and clarifying roles. I believe that implementing a strategic planning process would lead to improved communication within the city structure as well as between community stakeholder groups.

Aligning goals and clarifying roles ultimately results in synergy within the community by allowing people and groups to work within their areas of strength which would help the community achieve more together and ultimately increasing citizens satisfaction with the services provided by permeating the community culture with positive energy through achieving shared / valued accomplishments.

City of Chatfield Strategic Planning and Implementation 2021





HueLife Values

INTEGRITY



Be worthy of trust.
Take responsibility.
Keep principles and
values present.

COURAGE



Be open.
Take smart risks.
Be a change agent.

RELATIONSHIPS



Build strong ties.
Develop and main-
tain caring support
systems.

HUMILITY



Be a servant leader.
Always be learning

Thank you for the opportunity

Dear Joel

On behalf of our team at HueLife, I want to thank you for the opportunity to submit a proposal for conducting a Strategic Planning Retreat with the leadership team in Chatfield.

Working with teams to develop strategic plans and high-performance is at the heart of what we do.

We are truly looking forward to the opportunity to work with you!

Richard Fursman Ed.D.
Co-Founder/Senior Consultant

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Proposal Overview

Strategic Planning and Execution

SUMMARY

The City of Chatfield would like to define its future and vision, set expectations, and construct workplans through a strategic planning process. This will be the City's inaugural strategic planning event for the community that will set expectations for operating and decision-making.

Scope and Outcomes A retreat will be conducted for the purposes of:

1. Setting a 3-5-year vision for the community
2. Constructing work plans to implement the Vision and Strategic Direction of the Council for the staff

Process Points and Components

PART 1: Hold 2-Day retreat with Elected and Key Staff

- Day 1 Objectives
 - Create shared Vision
 - Identify underlying contradictions/obstacles/barriers to achieving the vision
 - Identify Strategic Directions
- Day 2 Objectives
 - Identify 2-year success indicators
 - Identify 1 year actions
 - Develop S.M.A.R.T. goals (Specific, Measurable, Achievable, Realistic, Timely)
 - Prepare report for Adoption

PART 4: HueLife write report

Fees:

- Prep, set-up, facilitation, report: \$6,500
- Mileage and Lodging: Reimbursed
- Materials: Copies and supplies: \$50

HueLife Team Bios

Team assigned to the Braham Leadership Training

Dr. Richard Fursman and Irina Fursman a.b.d.



Irina Fursman is an engagement consultant, trainer and facilitator, as well as HueLife's co-founder and President. She is a Certified ToP® Facilitator and Mentor Trainer specializing in organization and team development, adult learning, change management, conflict resolution and strategic planning. She trains individuals and groups in the art and science of human engagement and facilitation.



Stephanie Ahles is the VP of Training and Development. She has 20 plus years of leadership experience in local government as well as experience and expertise working with for profit and nonprofit organizations. She is a Certified ToP® Facilitator and Mentor Trainer, specializing in leadership and organizational development, change and project management, and strategic planning.



Dr. Richard Fursman is a co-founder of HueLife, he has worked with over 200 public sector and non-profit organizations recruiting and placing senior staff, developing strategic plans, and helping organizations take steps to become more effective and great places to work. As a former City Manager, he advises, mentors, develops and coaches leaders across the United States and abroad, helps executive teams create a shared purpose, strategic plans, and implementation. He teaches leadership at St. Thomas U.



Megan Jacobson is the Insights Discovery Coordinator/Practitioner for HueLife. She has recently completed the ToP Mastery program and is working towards facilitation certification. She is experienced in facilitating teams towards shared awareness and shared agreement. Megan has a passion for working on projects related to youth empowerment, employee well-being and community engagement. Her caring and empathetic style helps bridge differences and heal teams in conflict.



Karie Terhark is a Certified ToP Facilitator and Qualified Trainer who previously worked as the Director for Allies for Substance Abuse Prevention Coalition (A.S.A.P.). While at A.S.A.P., she facilitated a countywide coalition of volunteers to assess, plan, and implement environmental strategies to change the culture around underage drug and alcohol abuse.



Jeremy Kautza is a certified ToP® Facilitator and Mentor Trainer with over 20 years of facilitation experience. He brings in depth expertise in strategic planning, conflict resolution, organizational change management, and interest-based negotiation. He also continues to serve the University of Wisconsin-Madison, facilitating the employee groups as they work to build their capacity for organizational change and improvement within complex systems.



Angie Asa-Lovstad is a Certified ToP® Facilitator and Mentor Trainer. Prior to joining HueLife, she served as the director of a local non-profit drug prevention coalition for 19 years. In this role, she facilitated the efforts of local drug prevention coalitions across all of Iowa. Today, Angie continues to support and coach coalition leaders in their efforts to engage stakeholders and develop strategic plans that meet the desired outcomes of the grants they have received.



Sampling of Strategic Planning and Organization Development Clients

- Polk County, MINNESOTA: Employee and Board Development
- Stearns County, MINNESOTA: Strategic Planning
- Carver County, MINNESOTA: Economic Development Strategy
- City of West Des Moines, IOWA: Strategic Planning
- Hennepin County, MINNESOTA: Medical Center, HR Department Formation
- Ramsey County, MINNESOTA: Health Department, Action Planning
- Ramsey County, MINNESOTA: County Board Leadership Development
- City of Bloomington, MINNESOTA: Strategic Planning: Board Development
- City of Eureka, CALIFORNIA: Strategic Planning
- City of St. Cloud, MINNESOTA: Strategic Planning
- City of Electra, TEXAS: Strategic Planning
- City of Canton, SOUTH DAKOTA: Strategic Planning
- City of Norfolk, NEBRASKA: Strategic Planning
- Hennepin County, MINNESOTA: Supervisory Training and Development
- Barron County, WISCONSIN: Countywide Visioning Process
- City of Shakopee, MINNESOTA: Strategic Planning and Governance
- City of Chaska, MINNESOTA: City Strategic Planning
- City of Eveleth, MINNESOTA, Economic Development Authority: Strategic Planning
- City of Falcon Heights, MINNESOTA: Strategic Planning
- City of Edina, MINNESOTA: Environmental Commission Strategic Planning
- City of Victoria, MINNESOTA: Strategic Planning
- City of Wyoming, MINNESOTA: Strategic Planning
- City of Worthington, MINNESOTA: Community Strategic Planning
- City of Montrose, MINNESOTA: Strategic Planning
- City of Robbinsdale, MINNESOTA: Strategic Planning, Board Development
- City of Oelwein, IOWA: Strategic Planning
- City of Cloquet, MINNESOTA: Strategic Planning and Governance
- City of Prairie City, IOWA: Strategic Planning and Governance
- City of St. Cloud, MINNESOTA: Economic Development Authority Strategic Planning,
- City of Champlin, MINNESOTA: Strategic Planning

City of Victoria Strategic Plan

2019-2020



Strategic Planning Overview

The City of Victoria engaged Richard Fursman of HueLife to conduct its strategic planning process. The process was inclusive and participatory with department heads (“city staff”) and all members of the City Council participating. The strategic planning session stretched over two days on April 25 and April 27, 2019. At a high level, participants discussed the current issues and future trends, as well as aspirations, organizational goals, priorities and objectives in an effort to establish clear, strategic direction for the community for the next two years.

Strategic Planning Objectives

The primary objective of the strategic planning session was to establish clear, consensus-based direction for the city for the next two years and then actively pursue implementation of strategies to achieve that direction. It was important to establish clear goals given the many priorities facing the city and community.

City council and staff looked at current conditions and future trends in the community and discussed strategic priorities and objectives that have been compiled into a simple, focused and accountable plan that is easy to read and easy to understand and is oriented on producing variable results for the residents and businesses of our community.

The strategic plan is a tool for city leaders to identify priorities, program and services and assimilate them into common elements (strategies and goals) by organizing them into one document that serves a resource and guide for the future.

Major Themes

Transforming ideas and concepts into goals and actions was accomplished by identifying major themes (subject matters) and then developing each theme into clear strategies. During the April strategic planning session, three major themes were expressed:

Life Style

- ...attract local jobs
- ...explore opportunities for lifecycle housing

Quality of Life

- ...market the city as a year-round recreation destination
- ...expand the city’s unique and vibrant downtown

Safe and Connected

- ...ensure a well-planned, financially sound community with high quality services
- ...ensure a safe, connected, and pedestrian-friendly community

These ideas provided a foundation for developing measurable strategies, goals, and action steps for the city and community.

Strategic Objectives

Strategic objectives are statements that identify and describe specific actions or activities to accomplish during a specific timeframe which aim to achieve a measurable outcome that considers the objective to be accomplished.

Four strategic objectives were identified: expand and enhance the local economy, adopt guiding principles, build infrastructure, and diversify housing. For each of the four strategic objectives, City Council and staff also identified desired outcomes or expectations. Individual objectives have been assigned to individuals responsible for or interested in the related discipline. Those individuals will determine the action steps necessary to achieve objectives as well as the necessary implementation timeline.

Accountability

Success of the strategic plan depends on simple strategies, clear objectives and corresponding action plans that provide direction as to how the intended outcomes will be measured and accomplished.

The city manager will regularly monitor progress in accomplishment of the strategic objectives with city staff. The city manager will present to city council and the public a report on progress toward achieving the desired outcomes or expectations annually. This report will include any updates, observations or recommendations for council's consideration. The report will be made available to the public on the city's website.



Implementation/Action

In order to achieve the desired strategic objective, substantial actions will need to occur over the two-year strategic plan period to move the city toward its vision.

STRATEGIC OBJECTIVE #1

Expand and enhance our local economy

While the city has owned a vacant 13.5-acre parcel west of downtown for ten years, the current city council (coming into the strategic planning session) has not yet had an opportunity to revisit the vision for the property and provide clear direction to staff for developing the property and connecting the 13.5-acre property to downtown. One of the challenges with the property is connecting the site to downtown physically and aesthetically. In discussing the current state of the local economy, city council and staff recognize there are also opportunities to continue to develop downtown on the east side as well as through the underdeveloped properties that currently exist in the downtown area. Marketing of the city (its amenities and attractions) has been lacking in financial capital dedicated to this effort. City council and staff also recognize that a lack of infrastructure in the city's growth area south and west have also been a barrier to attracting new businesses and diversifying the city's tax base.

To improve the current state and move the city toward achieving the its strategic objective to expand and enhance our local economy, city leaders will:

1. Develop the city-owned 13.5-acre parcel west of downtown.
2. Update the downtown master plan.
3. Increase economic activity.
4. Increase jobs and diversity of tax base.

At the end of the 2-year strategic plan period, this strategic plan envisions the following results:

- Development of the 13.5-acre city-owned property will be underway with streets built and at least one building complete.
- The downtown master plan will have been reviewed and updated and implementation of the updated vision will have started.
- The small area plan will have been completed and implementation of the plan will have started.
- Determine whether to hire, partner or contract on marketing and community engagement

Table 1: Expand and Enhance our Local Economy Two-Year Actions

Develop the city-owned 13.5-acres west of downtown	Update downtown master plan	Increase economic activity	Increase jobs and diversity of tax base
<ul style="list-style-type: none"> Enter into development agreement for the 13.5 acres 	<ul style="list-style-type: none"> Review and update the downtown master plan Develop downtown design guidelines Engage owners of underdeveloped properties Implement parking study recommendations 	<ul style="list-style-type: none"> Complete installation of parking signs downtown Create calendar of events and engage the public Work with neighboring attractions to draw visitors to Victoria businesses and restaurants and create joint events Determine whether to hire, partner or contract for marketing and community engagement Identify marketing strategy and resources Explore partnerships to attract visitors to Victoria 	<ul style="list-style-type: none"> Prepare and adopt a small area plan for the south and west growth area Explore partnerships for south growth area Understand barriers to development, identify solution to resolve and attract Businesses Complete utilities to flex area (CR10/11)

STRATEGIC OBJECTIVE #2

Adopt guiding principles

The city council and staff recognize there is currently not an effective tool in place for understanding long-term decision-making and that decision-making is disconnected from strategic planning. There is no documented plan for public engagement and policies need to be updated and/or enhanced. City leaders also identified as being more of a reactionary body with a desire to be more strategic and proactive.

To improve the current state and move toward achieving the city's strategic objective to adopt guiding principles, city leaders will:

1. Develop a long-term financial management plan/strategy.
2. Increase public engagement.
3. Develop and apply new workflow to evaluate success of strategic vision/plan.
4. Develop and document shared vision for "Big Victoria" (the city's growth area south and west of the current boundaries).

At the end of the 2-year strategic plan period, this strategic plan envisions the following results:

- All city policies will have been reviewed and updated.
- City staff and elected officials will provide a consistent reaction/answer from anyone.
- Clear protocols for meetings will have been adopted.
- The public will have greater opportunities to be engaged and remain informed.
- City leaders will have increased public trust.

Table 2: Adopt Guiding Principles Two-Year Actions

Develop a long-term financial plan/strategy	Increase public engagement	Develop new workflow to evaluate success of strategic vision/plan	Develop vision for "Big Victoria"
<ul style="list-style-type: none">• Determine desired debt and tax levels• Develop a 5-10-year financial plan• Update the CIP thru consensus of goals• Establish a business subsidy policy• Evaluate funds and ensure intent matches uses	<ul style="list-style-type: none">• Create opportunities for public engagement• Enhance public outreach through variety of communication mediums• Create a plan for citizen engagement	<ul style="list-style-type: none">• Reformat staff reports and templates• Tie all decisions, projects, actions back to vision• Develop policies related to reporting• Workshops will take a "deep dive" on topics to set direction/policy• Evaluate policies and correct deficiencies	<ul style="list-style-type: none">• Develop "Big Victoria" vision• Create infrastructure map• Develop policies to execute shared vision• Staff implement vision and monitor and report on progress

STRATEGIC OBJECTIVE #3

Build infrastructure

In some cases where plans for projects, initiatives or priorities have existed, funding has sometimes fallen short causing a delay in or refinement of the project, initiative or priority. For example, a funding plan has not yet been identified for the completion of Wassermann Park, and while trail gap connections is a priority for the city, adequate funding does not currently exist for the city to achieve its trail gap priorities. With Victoria a growing community, city facilities at Public Works and City Hall are either at or nearing capacity and investment in technology must continue and/or be enhanced in order to meet the expectations of the public and deliver services in the most efficient and effective manner possible.

To improve the current state and move toward achieving the city's strategic objective to build infrastructure, city leaders will:

1. Establish partnerships with school districts.
2. Develop 5-year park/trail plan.
3. Complete Wassermann Park and identify a funding plan.
4. Complete 1-2 trail connections.
5. Develop a city facility plan.

At the end of the 2-year strategic plan period, this strategic plan envisions the following results:

- Wassermann Park will be completed.
- At least one trail connection will be completed.
- 1-2 controlled intersections will have been built (in partnership with the County).
- A master facilities plan will have been developed identifying near-, mid-, and long-term needs.
- Marsh Lake Road improvement project will be completed.
- Land for new school(s) options will have been identified.

Table 3: Build Infrastructure Two-Year Actions

Establish partnerships with school districts	Develop 5-Year Park/Trail Plan	Develop city facility plan
<ul style="list-style-type: none">• Work with ISD 112 for future school site(s) in Victoria and plan for it	<ul style="list-style-type: none">• Complete Wassermann Park• Complete Marsh Lake Road improvement project• Complete 1-2 trail connections with one being Bavaria trail• Complete 2+ controlled intersection crossings	<ul style="list-style-type: none">• Complete space needs assessment for City Hall, Fire and Public Works• Develop plan to address cold storage needs and build it• Develop staffing plan to address growth of city in order to meet service demands/levels• Explore yard waste options for residents and develop plan

STRATEGIC OBJECTIVE #4

Diversify housing

There is currently a limited range of housing options in the community including senior, affordable and workforce housing. With the city on pace of reaching approximately 150+ new residential permits annually, city leaders want to ensure there is a diverse housing product available to attract and maintain residents at all stages of life.

To improve the current state and move toward achieving the city's strategic objective to diversify housing, city leaders will:

1. Develop a plan to welcome and support lifecycle housing.

At the end of the 2-year strategic plan period this strategic plan envisions the following results:

- 1-2 senior housing projects will be complete.
- Residential development will continue around the Marsh Lake Road area.
- Utilities will have been built south of Marsh Lake.

Table 4: Diversify Housing Two-Year Actions

<i>Develop plan to welcome and support lifecycle housing</i>
<ul style="list-style-type: none">• Determine/evaluate the need for senior housing• Build 1-2 senior housing developments• Develop a plan to welcome and support lifecycle housing• Explore residential development opportunities around Marsh Lake Road

Two-Year Work Plan (2019-2020)

For each of the four strategic objectives, city leaders identified imperatives. These imperatives serve as the work plan (i.e. a “to do” list) for the City through the end of 2020 to address the Council focused guidance.

STRATEGY 1

Expand and enhance our local economy

Action	Assigned Staff	Timeline
Develop city-owned 13.5-acre parcel west of downtown		
Enter into development agreement with a developer(s) to develop the 13.5 acres	Pat Smith	In Progress
Update downtown master plan		
Review and update the downtown master plan	Pat Smith	April 2020
Develop downtown design guidelines	Pat Smith	Sept. 2019
Engage property owners with underdeveloped properties in downtown area to understand their dreams, goals, visions for developing their properties	Pat Smith	June 2019
Implement parking study recommendations	Pat Smith	Dec. 2020
Increase economic activity		
Complete installation of parking signs in downtown area	Pat Smith	In Progress
Create calendar of events and engage public (e.g. social media, ads)	Gwen Campbell	Ongoing
Develop marketing materials to promote further investment in Victoria	TBD	March 2020
Work collaboratively with neighboring attractions to draw visitors to Victoria and create joint events	TBD	Ongoing
Determine whether to hire, partner, or contract for marketing and community engagement	Dana Hardie	Sept. 2020
Identify marketing strategy and resources	Dana Hardie	Dec. 2020
Explore partnerships to attract visitors to Victoria	TBD	Ongoing
Increase jobs and diversity of tax base		
Prepare and adopt small area plan for the commercial/industrial district near County Roads 10 and 11	Pat Smith	Nov. 2019
Explore partnerships for south growth area development	Pat Smith	Ongoing
Understand barriers to development, identify solution(s) to resolve and attract businesses	Pat Smith	Dec. 2019
Complete utilities to flex area (CR10/11)	Cara Geheren Pat Smith	Dec. 2020

STRATEGY 2

Adopt guiding principles

Action	Assigned Staff	Timeline
Develop long-term financial plan/strategy		
Develop long-term financial plan/strategy	Trisha Pollock	Dec. 2019
Determine desired debt and tax levels	Trisha Pollock	Ongoing
Update CIP through consensus of goals	Dept. Heads	Ongoing
Establish a business subsidy policy	Pat Smith	Dec. 2019
Evaluate funds and ensure intent matches uses	Trisha Pollock	Ongoing
Increase public engagement		
Create opportunities for public engagement	Gwen Campbell	Ongoing
Enhance public outreach through variety of communication mediums	Gwen Campbell	Ongoing
Create a plan for citizen engagement	TBD	Dec. 2020
Develop and apply new workflow to evaluate success of strategic plan/vision		
Reformat staff reports and templates	Cindy Patnode	Sept. 2019
Tie all decisions, actions, projects back to vision (via reporting)	All	Sept. 2019
Develop policies related to reporting	Dana Hardie	Dec. 2019
Utilize workshops to take “Deep Dive” on individual topics to set direction and establish policy	All	Ongoing
Evaluate policies and correct deficiencies	Dept. Heads	Dec. 2019
Establish and document a shared vision for “Big Victoria” (future growth area of city south and west of current city boundaries)		
Develop “Big Victoria” Vision	Pat Smith	July 2020
Create infrastructure map identifying infrastructure needs and related locations in growth area	Cara Geheren	Dec. 2020
Develop policies to execute shared vision	Pat Smith	Sept. 2020
Staff implement vision and monitor and report on progress	Pat Smith	Dec. 2020

STRATEGY 3

Build infrastructure

Action	Assigned Staff	Timeline
Establish partnerships with school districts		
Work with ISD 112 for future school site(s) in Victoria and plan for it	Pat Smith	Nov. 2019
Develop 5-year park/trail plan		
Identify grant opportunities and apply for grants	Ann Mahnke	Ongoing
Determine alignment and cost for trails	Ann Mahnke	In Progress
Begin construction of Wassermann Park	Ann Mahnke	March 2020
Complete 1-2 trail connections	Ann Mahnke	April 2020
Complete Wassermann Park	Ann Mahnke	Dec. 2020
Complete Marsh Lake Road improvement project	Cara Geheren	Dec. 2020
Complete 2+ controlled intersection crossings	Cara Geheren	Dec. 2020
Develop city facility plan		
Explore yard waste options for residents and develop plan	Ann Mahnke	Sept. 2019
Complete space needs assessment for Public Works, Fire and City Hall	Dana Hardie	April 2020
Develop a plan to address cold storage needs	Ann Mahnke	April 2020
Develop a staffing plan to address growth of city to meet service demands/levels	Dana Hardie	June 2020

STRATEGY 4

Diversify housing

Action	Assigned Staff	Timeline
Develop plan to welcome and support lifecycle housing		
Determine/evaluate the need for senior housing	Pat Smith	Complete
Build 1-2 senior housing developments	Pat Smith	Dec. 2020
Develop a plan to welcome and support lifecycle housing	Pat Smith	May 2020
Explore residential development opportunities around Marsh Lake Road	Pat Smith	Ongoing

Conclusion

As the City of Victoria continues to move forward and develop, it will be important for city leaders to maintain focus, prioritize, effectively communicate, and most importantly – work together to responsibly grow without losing the quality and character that make Victoria unique and desirable for residents. Constructive feedback and contributions are welcome and encouraged. Residents can always reach their council members by attending a city council workshop or meeting or reaching out directly via phone or email. Contact information for city council members and staff can be found on the city’s website at www.ci.victoria.mn.us or by calling city hall at 952-443-4210.