



2024 Goal Setting & Strategic Planning

Saint Anthony Community Center
3301 Silver Lake Road, St. Anthony, MN
January 17, 18 & 19, 2024



2024 Goal Setting Agenda

CITY INVITEES:

Mayor & Council; City Manager, Department Heads, Assistants, Assistant to the City Manager, Human Resources & Communications Coordinators; Planning Commission (Chair Socha) & Parks & Environmental Commission (Chair); Consultants – Engineer (Messner), Financial (Kvilang), Planning (Grittman), Legal (Lindgren), IT (Rochelle)

GUEST INVITEES:

LMC – Luke Fischer, Executive Director & Nick Pomije, Business Analyst; Metro Cities – Jennifer Dorn, Office Manager; Guest Administrator – Tim Sandvik, City Manager, City of Robbinsdale; Facilitator – Peterson

Wednesday, January 17, 2024

9:00am	Welcome, Overview of Agenda, Housekeeping, etc. 2023 Goals & Accomplishments On the Radar of the Council <i>Break</i>
10:00am	SAV Department Heads & Consultant Staff <i>Break</i>
11:00am	Overview & Update <ul style="list-style-type: none">• Comprehensive Plan Implementation & Climate Plan Implementation• Planning Commission Work Plan & Parks & Environmental Commission Work Plan Long Term Vision/Priorities – Pyramid Ideas
Noon	Break for Lunch

AFTERNOON ONLY INVITEES: Mayor & Council, City Manager, Assistant to the City Manager

1 pm	Grounding Council Practice: Council Discussion of expectations for: <ul style="list-style-type: none">• Working as a Group (conduct, meeting protocols) and Prioritizing Time• Working with Staff, Boards & Commissions, Residents, Developers...• Community engagement, requests for info, etc. <i>Break along the way</i>
3:30 pm	End for the day – Group Picture

Thursday, January 18, 2024

9:00am	Setting the stage – recap previous morning Core Values, Principles & Organizational Building Blocks
10:30am	<i>Break</i> Critical Issues + SWOT Analysis
11:30am	<i>Break</i> Long Term Vision/Priorities – Final Thoughts
Noon	End for the day

Friday, January 19, 2024

INVITEES: Mayor & Council, City Manager, Assistant to the City Manager, Department Heads, Engineer, & Facilitator

9:00am	Setting the stage – recap past two mornings Building the Pyramid for 2024: Solidify Core Values & Principles + Identify Action Steps
10:30am	<i>Break</i> Communications
11:30am	Wrap-up the session
Noon	End Session





2024 Goal Setting Attendees

MAYOR AND CITY COUNCIL

- Wendy Webster, Mayor
- Jan Jenson, Councilmember
- Thomas Randle, Councilmember
- Lona Doolan, Councilmember
- Andrea Stephens, Councilmember

CITY STAFF

- Charlie Yunker, City Manager
- Nicole Miller, Assistant to the City Manager
- Jennifer Doyle, Human Resources Coordinator & Deputy City Clerk
- Barb Tuominen, Communication Coordinator
- Jeremy Gumke, Public Works Director
- Zach Lundberg, Public Works Superintendent
- Mike Larson, Liquor Operations Manager
- Bill Haugen, Liquor Stores Manager
- Jeff Spiess, Police Captain
- Izzy Diaz, Fire Chief
- Debbie Maloney, Finance Director

COMMISSION REPRESENTATIVES

- Meridith Socha, Planning Commission
- Lily Fee, Parks & Environmental Commission

CONSULTANTS

- Justin Messner, WSB & Associates (City Engineer)
- Katie Koscielak, WSB & Associates (Assistant City Engineer)
- Steve Grittman, Northwest Associated Consultants, Inc. (City Planner)
- Holly LaRochelle, Metro-Inet (Information Technology)
- Pete Bauer, Metro-Inet (Information Technology)
- Stacie Kvivilang, Ehlers & Associates (Financial)

LEAGE OF MINNESOTA CITIES

- Luke Fischer, Executive Director
- Nick Pomije, Business Analyst

METRO CITIES

- Jennifer Dorn, Office Manager

GUESTS

- Tim Sandvik, City Manager, City of Robbinsdale

FACILITATOR

- Sara Peterson, Sara Peterson Consulting

Prep & Worksheets Sheets

Day 1: Current Position & Council Practice

Prep Tasks

- 1) Review the binder and come prepared with any questions you have about the plans and updates included. The Critical Issue + SWOT exercise for day 2 will also help in preparation for day 1.
- 2) Review “Expectations for City Council Members” at the end of this document and come prepared to discuss this content in the afternoon. The goal here is for the new Council to agree on its working principles and expectations. You can skim through some of the linked sources as well as the following for additional context and examples: <https://www.edinamn.gov/DocumentCenter/View/9479/City-Council-Code-of-Conduct-PDF>
- 3) Finally, we expect questions related to community engagement and communication will come up during the week. Please take some time to skim through the following to get your thoughts flowing.
 - o <https://iap2usa.org/resources/Documents/Core%20Values%20Awards/IAP2%20-%20Core%20Values%20-%20stand%20alone%20document.pdf>
 - o <https://iap2usa.org/resources/Documents/Core%20Values%20Awards/IAP2%20-%20Spectrum%20-%20stand%20alone%20document.pdf>

As you do, think about:

The “why” of community engagement and communication	The “how” that is both reasonable and effective
Does the “why” change with audience, process, purpose, topic, etc.? <ul style="list-style-type: none">• If so, how?• If no, why not?	“How much” is appropriate to the why
	Related capacity issues that may arise

Day 2: Core Values & SWOT

Prep Tasks

- 4) In your binder, find and review “Statement of Values” as well as the strategic pyramid. Review the values included in “Expectations for City Council Members”. And read HBR article attached.
- 5) Come prepared to discuss and agree on the “Values” or principles that will guide the Council’s work going forward.

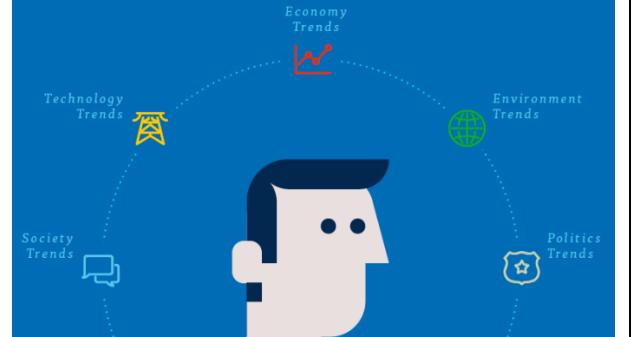
Are these the ones already articulated?	What do we want/need such statements to communicate to: <ul style="list-style-type: none">• The Council?• City Staff?• The Community?
Are there new ones to add or others to take away?	
Are the “Organizational Building Blocks” in the binder relevant to this conversation?	

- 6) In your binder, find and review “SWOT Analysis” and complete the exercise that follows.

Exercise: Critical Issues + SWOT Analysis

Is our city future ready? To answer this question, think about the following categories, asking:

- What is happening, changing, trending around us?
- What is the likelihood of affecting the city or its residents, and then prioritize the results for action planning.?
- What is currently happening that we are (are not) already addressing?
- What is coming that we will need to address?

In Society	In the Economy	 <p>Four Quadrants of Trends IMPACT x CERTAINTY</p>
In Politics (or politics)	In Technology	
In Government Practice / Law	In the Environment	

Once you have your lists, consider the following:

Which trends could significantly alter the arenas in which the City operates?	How might they impact the protection we provide residents, our service delivery, our relevance?
What risks or opportunities do the trends present?	What can we do about it?

Be ready to brainstorm!



City of St. Anthony Village

3301 Silver Lake Road
St. Anthony, Minnesota 55418

2023 STRATEGIC PLAN



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CONTACT INFORMATION

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INTRODUCTION

HIGHLIGHTS

The City of Saint 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 a great sense 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 TEAM

Our Mission is to be a progressive and welcoming Village that is walkable, sustainable and safe

City leaders in Saint Anthony Village conducted a Strategic Planning & Goal Setting Workshop on January 25, 26 and 27, 2023. Participants included:

MAYOR AND CITY COUNCIL

Randy Stille, Mayor
Jan Jenson, Councilmember
Thomas Randle, Councilmember
Bernard Walker, Councilmember
Wendy Webster, Councilmember

COMMISSION REPRESENTATIVES

Meridith Socha, Planning Commission
Terese Bordeau, Parks & Environ. Comm.

LEAGE OF MINNESOTA CITIES

Alida Tieberg, Communications Coordinator
Sergey Kryachich, Business Solutions Manager

METRO CITIES

Ania McDonnell, Gov. Relations Specialist

GUEST

Aurora Yager, Deputy City Manager,
City of Wayzata

FACILITATOR

Sara Peterson, Sara Peterson Consulting

CITY STAFF

Charlie Yunker, City Manager
Nicole Miller, Assistant to the City Manager
Kat Watson, Communication Coordinator
Jennifer Doyle, Human Resources Coord.
Jeremy Gumke, Public Works Director
Zach Lundberg, Public Works Superintendent
Mike Larson, Liquor Operations Manager
Bill Haugen, Liquor Stores Manager
Jon Mangseth, Police Chief
Jeff Spiess, Police Captain
Mark Sitarz, Fire Chief
Shelly Rueckert, Finance Director

CONSULTANTS

Justin Messner, WSB & Assoc. (City Engineer)
Steve Grittman, NAC, Inc.. (City Planner)
Stacie Kvivilvang, Ehlers & Associates (Financial)
Jay Lindgren, Dorsey & Whitney (Legal)

AGENDA

WEDNESDAY, JANUARY 25, 2023

9:00am	Opening, ground rules, Picture, etc
	2022 Goals & Accomplishments
	Community Survey Take-Aways
	Council on the Radar
	Break
10:00am	SAV Department Heads & Consultant Staff
	Break
11:00am	Comprehensive Plan Implementation
	Planning Commission Work Plan
	Parks & Environmental Commission Work Plan
	Long Term Vision/Priorities – Pyramid Ideas
Noon	End for the day

THURSDAY, JANUARY 26, 2023

9:00am	Setting the stage – recap previous morning
	Vision Statement
	Mission Statement
10:30am	Break
	Strategic Initiatives
	Goals
11:30am	Break
	Long Term Vision/Priorities – Final Thoughts
Noon	End for the day

FRIDAY, JANUARY 27, 2023

Invitees: Mayor & Council, City Manager, Assistant to the City Manager, Department Heads, Engineer, & Facilitator

9:00am	Setting the stage – recap past two mornings
	Building the Pyramid for 2023
	- Solidify top half of the Pyramid
	- Identify 2023 Action Steps
10:30am	Break
	Open Council Discussion
11:30am	Wrap-up the session
Noon	End Session

YEAR ROUND PROGRESSION

The process for goal setting actually begins well before the session in January. Throughout the year elected officials and appointed staff gather community input from residents via council meetings, Night to Unite, VillageFest, Village Big Rigs, personal interactions, phone calls, letters and emails. Department heads also solicit input from other staff. When we gather on that day, our consultants bring a perspective from their industry and their work in other cities. Commission chairs represent their fellow commission members and public, and our guests offer state and regional perspectives.



Continual Information Gathering



Annual Goal
Setting Session
Discussion

City Council
Adopts The
Pyramid

City Staff
Assigned
Action Items

Updates to
City Council



Continual Information Gathering



Arthur J. Gallagher & Co.
BUSINESS WITHOUT BARRIERS™



DORSEY™
always ahead

This collective input creates the synergy through which we establish our mission, vision, strategic initiatives, goals and action steps based on best practices, demographic trends, innovation, and legislative changes. As city staff follows through with the implementation of the action steps on The Pyramid that is guided by our mission, vision, strategic initiatives and goals, we are already gathering data for next year. Annual goal setting is an invaluable process that keeps us continually moving toward becoming the best community we can be.

WELCOME AND SESSION OVERVIEW



The Mayor welcomed those in attendance, and stressed the importance of hearing opinions from all within the confines of a safe environment. Participants were thanked for investing their energy by taking time out of their daily activities, including vacation, in order to make this event a success.

The Mayor acknowledged that strategic planning sessions like this are not commonplace among all cities, and it is a privilege to designate a time once a year for reflection, with the overarching goal of doing what is best for St. Anthony.

WORK SESSION GOALS & EXPECTATIONS

- Learning, sharing and growing
- Introduce new ideas
- Build the 2023 Pyramid
- Retain culture of speaking honestly
- Continue to strengthen the team

ORGANIZATIONAL BUILDING BLOCKS

LEADERSHIP IN CITY GOVERNMENT

- Plan for the future
 - Balance short and long term needs
- Understand roles and expectations
 - Duties are clear and established
- Strive for efficiency and effectiveness
 - Strong structure and operating models
- Place an emphasis on communication
 - Internal and external
- Share common values
 - Respect and consensus-driven

VALUES OF ST. ANTHONY VILLAGE

The following qualities and characteristics have been identified by the group. There was clear consensus that the elected officials and staff share common values. These are listed in no particular order.

- Teamwork
- Long Term focus
- See the big picture
- Integrity
- High level of transparency
- Fair and reasonable
- Focused on adding value
- Work hard, yet have fun doing it
- Noblesse Oblige
- Set an example – “Golden Rule”
- Focused on doing the right thing
- Competitive; want to be the best
- Responsive
- Motivated to work hard
- Curiosity
- Humility
- Empathy
- Non Sibi – Not For Self

DID YOU KNOW?

City of St. Anthony has enjoyed a sister-city relationship with the City of Salo, Finland.

The most recent visit was by the Salo Mayor and board members in August, 2018

ST. ANTHONY VILLAGE “IT FACTOR”

- Relationships and connections
- Creative partnerships & collaborations
- Priority on goal setting
- City of Excellence Awards
- City management form of government



STRENGTHS

To maximize the value of the group's experience, the participants reviewed the strengths and opportunities. The city's Strengths and Opportunities:

CITIZENS/COMMUNICATION

- City Newsletter
- Village Feel
- Community Cooperation
- Civic Organizations
- Strong Sense Of Community Ownership
- Community Celebrations
- Informed & Engaged Citizens
- Civic Minded Public
- Collaborations With Area Universities

CITY SERVICES

- Successful Track Record
- Council, Management Team and Staff
- Strong and Active Commissions and Task Forces
- Strong Intergovernmental Relations
- Reputation and Community Trust
- Visionary Elected & Appointed Officials
- Political Will to Do the Right Thing
- Quality & Responsive City Staff
- Sharing of Staff

COMMUNITY SAFETY

- Strong Public Safety Reputation
- Code Enforcement
- Safe and Secure Community
- Use Of Technology
- Crime Prevention (Summer Survival School)
- Emergency Operations Planning
- Contract Cities
- Youth Supportive Services

FISCAL

- City Mutual Aid Contracts
- Right-Sized Community
- Strong Planning
- Liquor Operations
- City's Bond Rating
- Acquiring Grant Dollars
- Collaborative Partnerships

LOCATION

- Location in Metro Area
- Newer Commercial District
- Sound Housing And Business Environment

INFRASTRUCTURE

- Library
- Park System
- Vibrant Schools
- "Walkable" and Welcoming
- Well Maintained Community
- Sidewalks
- Long Range Planning
- Strong Infrastructure Planning
- Water Reuse
- FiberLAN
- Advance Oxidation Plant (AOP)

In the City of Saint Anthony Village, sustainability takes the stage front and center and considers the "three E's" of Environment, Economy and Equity impacts to the community.

SUSTAINABILITY

- Organized Collection
- GreenSteps
- Community Buy-In

OPPORTUNITIES



*Each summer
elected officials,
appointed officials,
staff and
consultants tour
completed and
upcoming projects
around the City
together.*

COMMUNICATIONS

- Look for Creative Ways to Improve Citizen Communication
- Update the Website
- Enhance Use Of Social Media

ENVIRONMENT

- Environmental Best Practices
- Green – Step Five
- Explore Alternative Energy Sources
- Water Conservation
- Natural Disasters
- Wood Fires
- Flooding

FISCAL

- Expand Contracts
- Track Future of Health Care Reform
- Clean Water Amendment Dollars
- Environmental Resources
- Joint Ventures/JPA's
- Low Interest Rates For City Borrowing
- Grant Possibilities (\$)
- Greater Level of Service For Size of Our City

HUMAN RESOURCES

- Larger Pool of Workforce to Draw From
- Increase Employee Hire-Retain Opportunity
- Engage and Tap Knowledge of Local Seniors

JOINT VENTURES

- Joint Ventures With Other Cities
- Sell Services to Other Cities
- Cable Access

“WALKABILITY/BIKEABILITY”

- Accessibility to Trails
- Not Enough Sidewalks
- Biking

WATER QUALITY

- Water Quality of Silver Lake
- Water Quality and Flooding of Mirror Lake
- Access to Water (Water Usage)

CHANGING DEMOGRAPHICS

- Aging Population + Young Families
- Language Communications
- Work Force –Succession Planning

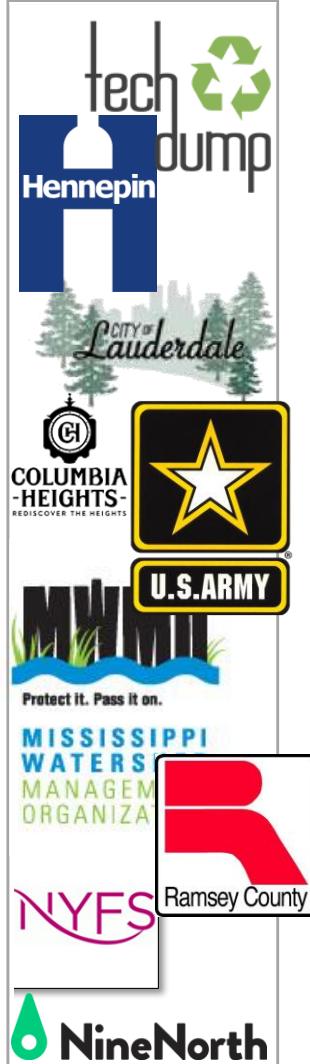
ECONOMY

- Retail Closings
- Silver Lake Village Phase III

REDEVELOPMENT

- Redevelopment of South End
- 39th Avenue Redevelopment
- Industrial Park
- Aging Business Center
- Aging Community Center
- Aging Housing Stock

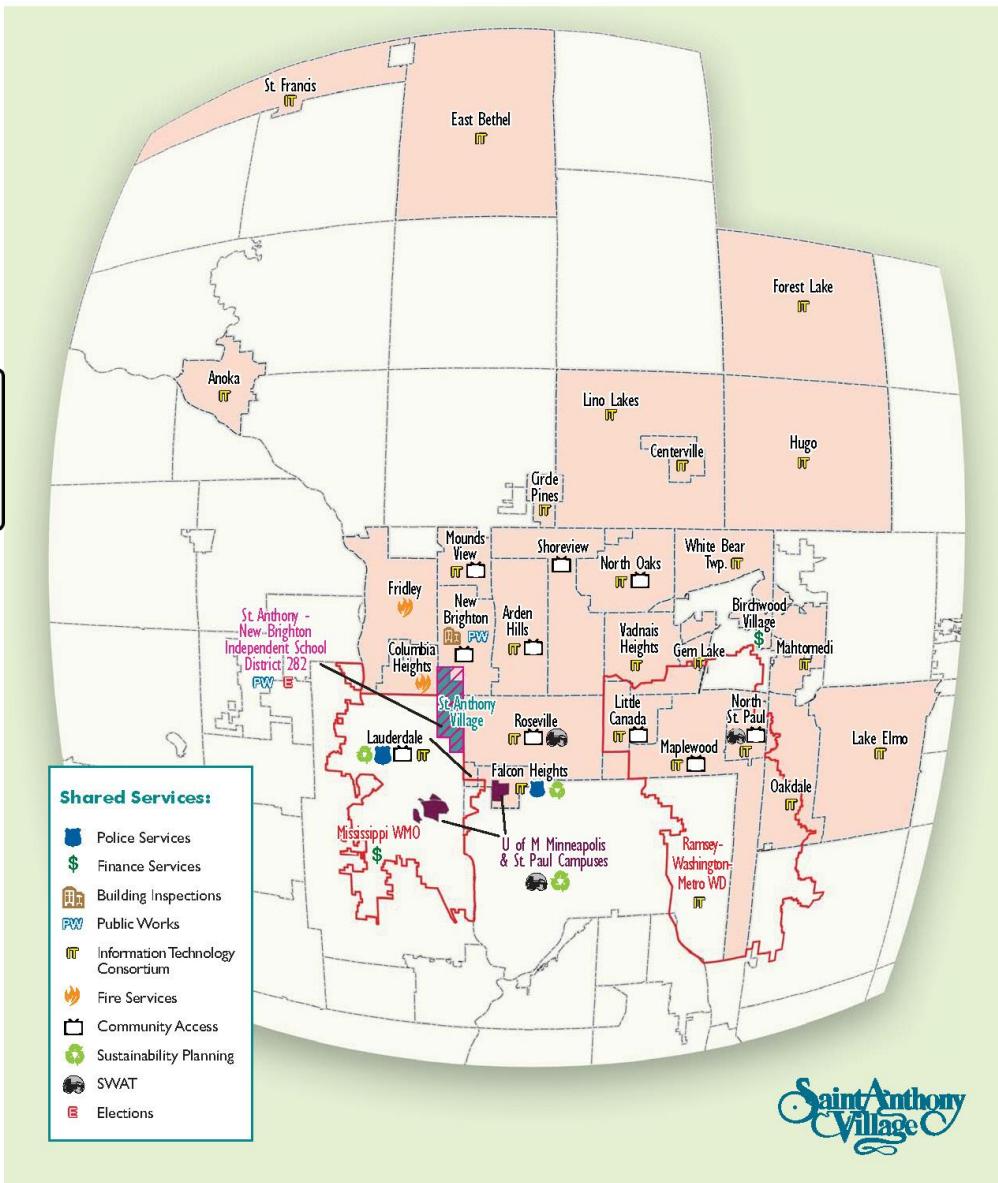
COLLABORATIONS



Above is a sampling of the entities the City of St. Anthony partners with.

This allows the city to share its resources and gain access to other resources otherwise out of reach for a small city.

St. Anthony Village Collaborations



2022 GOALS AND ACOMPLISHMENTS

A key component of the strategic planning process in St. Anthony is the review of the previous year's accomplishments. It is through this examination of past achievements and continuing initiatives that context is established for setting appropriate goals in 2023 and beyond.

The Mayor and City Manager reviewed selected accomplishments and notable items from 2022 from all departments in the city. For example:

"It is amazing what you can accomplish if you do not care who gets the credit."

— Harry S. Truman

WATER TOWER REHABILITATION PROJECT

Completed in September, 2022



EXPLORE REDEVELOPMENT OF CITY-OWNED PROPERTY

2654 Kenzie, 3803 Stinson



CONDUCT COMMUNITY SURVEY TO HELP INFORM DECISIONS

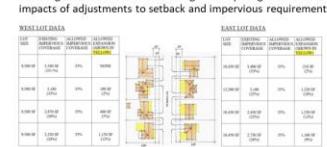
Role of Resident Surveys in Local Governance

- Monitor trends in resident opinion
- Measure government performance
- Inform budget, land use, strategic planning decisions
- Benchmark service ratings

THE NCS
THE NATIONAL COMMUNITY SURVEY®
Polco
National Research Center

MONITOR TRENDS RELATED TO SINGLE FAMILY ZONING DISTRICT DENSITY/USES

Planning Commission discussed Single Family usage trends and impacts of adjustments to setback and impervious requirements



FOSTER CONNECTION TO MENTAL HEALTH SERVICES FOR RESIDENTS WITH EXISTING RESOURCES

City Manager and Police Chief met with new Executive Director of NYFS and discussed ways to increase the awareness of NYFS services available to residents

NYFS Northeast Youth & Family Services Transforming Lives

ONLINE PERMITTING PORTAL



ESTABLISH SANITARY SEWER INFLOW & INFILTRATION REDUCTION POLICY

Draft Memorandum of Understanding completed. Ordinance language to be approved by Council in early 2023

INFLOW & INFILTRATION SOURCES



FOSS ROAD FILTRATION DITCH STORMWATER QUALITY IMPROVEMENTS



ON THE RADAR

This year, the City Council included the issues and ideas in advance of the Goal Setting Session and were included in the materials distributed to all attendees, and available to the public:

COUNCIL

- SENIOR AID
- SALO PARK CONCERTS
- COMMUNITY GATHERING EVENTS
- TREE REPLACEMENT OPTIONS
- SISTER CITY VISIT
- TABLE TOP EXERCISE
- COUNCIL SAFETY TRAINING
- CLIMATE CHANGE ROLE
- NON-PARTISANSHIP
- WORKER SHORTAGES
- MENTAL HEALTH
- SILVER LAKE VILLAGE TIF DISTRICT
- LONG-TERM CARE
- CLIMATE CHANGE
- NORTH/SOUTH TURNING LANES AND ARROWS AT INTERSECTION OF 29TH AVE AND HWY 88
- REVIEW DOG PARK CONCEPT AND PERFORM COST ANALYSIS
- DEVELOP LONG TERM CLIMATE ACTION PLAN TO REDUCE OUR CARBON FOOTPRINT
- EXPAND SOLAR CAPACITY ON OUR CITY BUILDINGS
- PROMOTE A CITY DEPARTMENT LEAD PROCESS IMPROVEMENT PLAN
- PRESERVE NATURALLY OCCURRING AFFORDABLE HOUSING
- REVIEW COMP-PLAN INITIATIVES



In addition, throughout the session city officials receive additional insights from representatives that are able to attend from the League of Minnesota Cities, the League of Minnesota Cities Insurance Trust, Metro Cities, and another metro area municipalities.

The City department heads and consultants identified the following trends to be aware of:



ADMINISTRATION

- **Anticipating Upcoming Staff Transitions**
- **Implementation of Inflow & Infiltration Inspection Program**
- **Waste Hauler Transition**
- **Legislative Changes at the State Capitol**

FINANCE

- **Develop Exit Strategies for Expired and Expiring TIF Districts**
- **Review Long-Term Street Reconstruction Plan**
- **Succession Planning & Staff Changes**

FIRE

- **LEXIPOL Subscription**
- **Facility Assessment**

LIQUOR

- **Staff Development**
- **Building Improvements/Maint.**
- **Market Conditions**
- **Legislative Issues**

POLICE

- **Technology**
- **Staffing**

PUBLIC WORKS

- **Implementation of Inflow & Infiltration Inspection Program**
- **EAB Management Plan/GIS**
- **Refresh Wilshire Park Safe Routes To School**

ENGINEERING

- **MN DNR Groundwater Appropriations**
- **EV & Autonomous Vehicles**
- **Road Diet (County Collaboration)**

PLANNING

- **Comprehensive Plan implementation**
- **Prioritization of Zoning ordinance amendments**
- **Review of recent City zoning decisions and ordinance issues/gaps**

Many of these items will not appear on the Pyramid itself, however, staff will continue to monitor and take action on these and other topics over the year. The intent of staff to present these for the City Council's review to address as needed, but also to help inform policy makers of what staff is experiencing in their day-to-day work.

ADAPTING THE PYRAMID

An objective this year was to revise the “top half” of the pyramid – mission, vision, strategic initiatives and goals. Below is an overview of the process the team followed, and thoughts, ideas and issues discussed:

Overall	<ul style="list-style-type: none"> • A 1-page overview to use directly in the community and that the community can use <ul style="list-style-type: none"> ◦ “Pyramid” is a framing concept that Communications will make it appealing and effective ◦ Ideally a single purpose summary of the plan for the year + Mission, Vision, Core ◦ In practice can include other messaging purposes on a limited basis – less is more
Mission What	<ul style="list-style-type: none"> • Answers three questions: What do we do? For whom? To what end?
Vision Why, Long-term	<ul style="list-style-type: none"> • Our ideal for Saint Anthony, our aspiration, the horizon we are aiming for in our work
Core Services How	<ul style="list-style-type: none"> • The direct services and tangibles provided by the City – provides detail re “How” / Mission <ul style="list-style-type: none"> ◦ Partner with others for regional items and those out of our authority; ◦ Community benefits indirectly from the amenities nearby
Goals Interim Impact	<ul style="list-style-type: none"> • 4-6 objectives that link core services to vision; <ul style="list-style-type: none"> ◦ Can be “evergreen” like above or focus areas for 3-5-7 years on the path to vision ◦ Include detail that makes the goal clear with key strategies or similar
Bottom Level Near(er)-term Implementation Priorities	<ul style="list-style-type: none"> • Each year assume that this is first filled with items from retreat discussions, then follow up in multi-year initiatives, and finally timely priorities – Less is more, especially at the bottom <ul style="list-style-type: none"> ◦ Emphasize big changes/focus areas and priorities v individual steps, tactics, done, ongoing ◦ Make clear now/evergreen items; 1-2-year and longer duration items
Core Values	<ul style="list-style-type: none"> • These provide guides for staff as they implement the work, promises to the community

Mission

In revising the Saint Anthony Village mission, the group focused on what the city does while avoiding trendy jargon.

Current	A progressive and welcoming Village that is walkable, sustainable and safe
From Disc.	High quality services and infrastructure, Safe and secure, Understand what residents want
Working Draft	Promote a high quality of life to those we serve, through outstanding City services

Vision

In revising vision, the group focused on its ultimate and ongoing aspiration for Saint Anthony as a result of mission.

Current	An innovative and vibrant community that values our unique environment, providing a full range of quality services, and is a thriving city in which all people can live work, learn and play
Ideas from Discussion to consider	<ul style="list-style-type: none"> • Place for all to live, work, learn and play; anyone can come start life – • Assumes affordability, assumes welcoming and inclusive • Small town culture in the heart of the metro: strong community, safe, secure, people want to come • The City is transparent, listens and is part of larger conversations • The City is always moving forward without losing past gains: continuous improvement, leaving a legacy • Resilient – planning ahead, planning for climate, takes the long view • Sustain – preserve services and infrastructure, sustain a life (assumes multi-generational)
Working Draft	A small and inclusive Village where all people can live, work, learn, play and thrive

Core Services

Because our revised pyramid refers to services, it is important to have a common understanding of these and consistent communication of what those are.

BIG IDEA	COMPONENT PARTS
1. Public Safety	<ul style="list-style-type: none"> • Fire suppression, emergency and hazardous materials response. • Crime Prevention & Community problem-solving via Police Department • Risk Management, Emergency Communications, Inspections, Code compliance
2. Infrastructure & Amenities	Effective and efficient design, construction, operation and maintenance of Parks, Streets & Engineering, Water & Sewer, Facilities, Fleets, & Equipment
3. Planning & Permitting	<ul style="list-style-type: none"> • Rules/Ordinances, Economic Development, Land Use
4. SAV Wine & Spirits	<ul style="list-style-type: none"> • Substance Control, Civic Engagement
5. Communication & Engagement	<ul style="list-style-type: none"> • Promoting the Community and Elevating local interest and pride
6. Finance	<ul style="list-style-type: none"> • Coordination and planning of all City financial information • Budgeting, Revenues, Levies, Bonds, Fees, Liquor, Etc.
7. Administration	Smooth operations, excellent customer service; robust technology, workforce and culture
8. Governance	City Council, Planning & Parks Commissions, boards and task forces

Goals

G1: Thriving Village

This includes Thriving Neighborhoods & Businesses, Welcome & Inclusion, Quality Infrastructure

New Discussions	Housing: Assess position, explore options, discuss possible goals re affordability, preserving naturally occurring affordable stock, and single-family housing zoning quality (2 nd Priority) Seniors: Understand position, future needs/expectations before exploring further (3 rd Priority)
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G2: Safe & Secure Community

This includes 21st C. Policing, Emergency Services, Street Safety, Mental Health, Community Outreach/Education

Implementation	Fire Department Medical Skillset Expansion Technology system upgrades and replacement
Sustain	Public safety joint mental health initiatives and connecting mental health resources with residents Pedestrian and bike friendly route exploration with street safety projects

G3: Environmental Responsibility

This touches all that we do

Implementation	Waste Hauler: Transition following exploration in 2022
New Discussions	Climate Action: Assess position, explore options, discuss possible goals (1 st Priority)
Sustain	Status Certifications: Maintain highest GreenStep Cities status and progress

G4: Informed & Engaged Community

This includes Effective Communications and Civic Engagement

Implementation	Communications Plan from 2022
Sustain	Night to Unite & Public Safety Engagement

G5: Fiscal & Organizational Strength

This includes Excellence in, and Transparent Governance

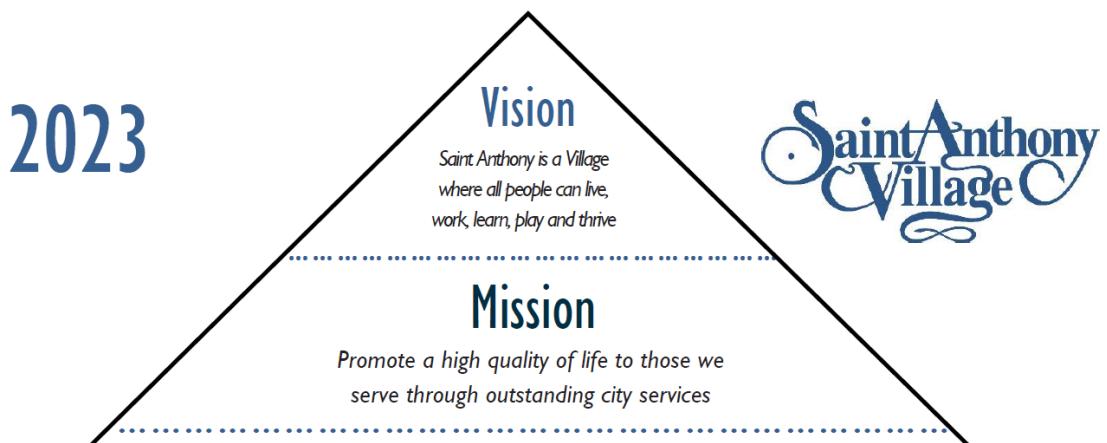
Implementation	Inflow & Infiltration Inspection Program TIF Districts: Develop exit plans
Sustain	Support for ongoing staffing and facility needs Sister City Program: Plan Salo visit

MISSION AND VISION

During 2023, the City Council determined that it was time to revisit this “top half” of the Pyramid. The facilitator asked the Council and senior staff to complete pre-work exercise to revise the Mission and Vision statements, and the Strategic Initiatives and Goals headings. The second morning of the sessions was dedicated to this, and the end results are below:

*S.E.R.V.I.C.E. —
The St. Anthony Way*

- *Supportive*
- *Effective*
- *Responsible*
- *Visionary*
- *Innovative*
- *Courteous*
- *Exemplary*



CORE VALUES, CITY SERVICES AND GOALS

The Strategic Initiatives and Goals were reviewed and the City’s Core Services were added in place of the Strategic Initiatives categories; which were collapsed into the Goals categories. In subsequent review and discussion on the Pyramid, the Council integrated the City’s existing Core Values into the top half of the Pyramid, and replaced Innovative with Inclusive:



2023 PYRAMID

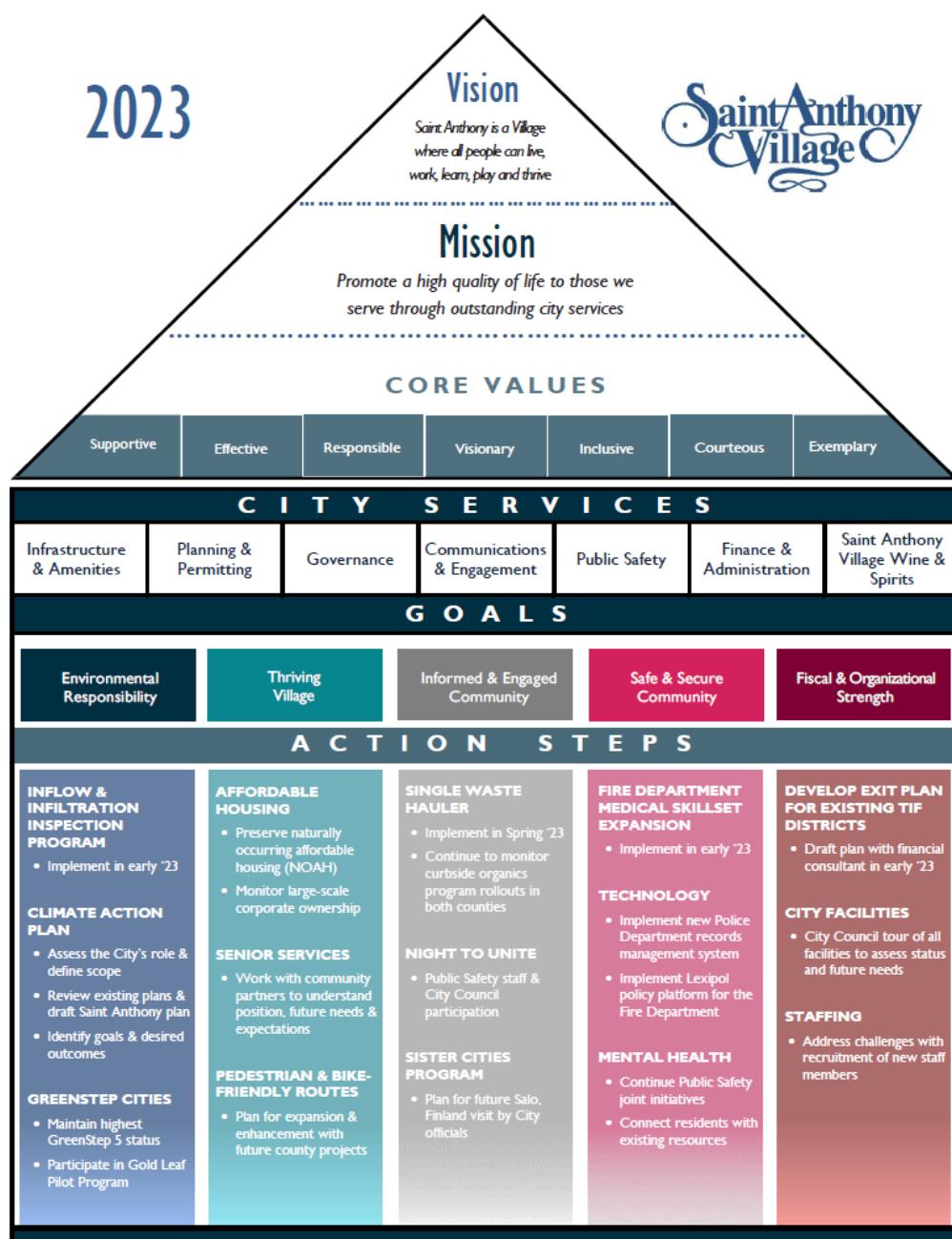
BUILDING THE PYRAMID

On Friday, the Mayor, Council, City Manager, Department Heads and City Engineer reviewed the ideas generated from the Wednesday and Thursday discussion. The 2022 Pyramid's Action Steps were discussed, and many removed as they are now part of routine operations. Next, the group identified priorities for the 2023 Pyramid as shown below:

The Pyramid is used year round by the City to track progress and ensure the City remains focused on its goals.

Each spring the City Council presents the pyramid to both the Parks & Planning Commissions.

It is published in the Village Notes newsletter, and made available on the City's website.





2023 GOALS & ACCOMPLISHMENTS

Wendy Webster, Mayor
Charlie Yunker, City Manager

January 17, 2024

ENVIRONMENTAL RESPONSIBILITY

ACTION STEPS

INFLOW & INFILTRATION INSPECTION PROGRAM

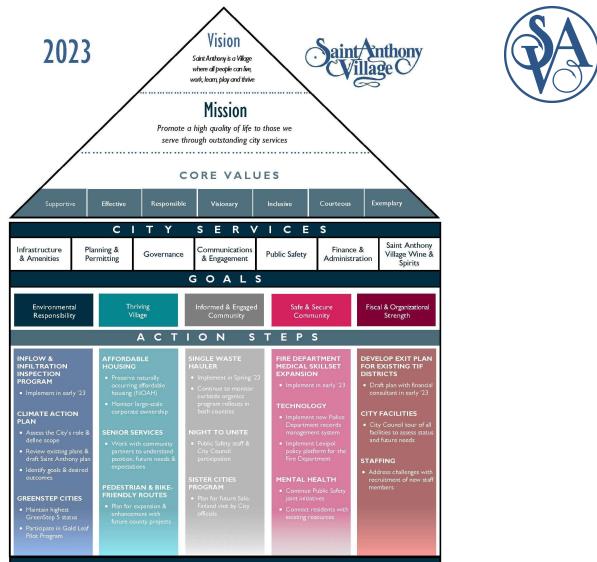
- Implement in early '23

CLIMATE ACTION PLAN

- Assess the City's role & define scope
- Review existing plans & draft Saint Anthony plan
- Identify goals & desired outcomes

GREENSTEP CITIES

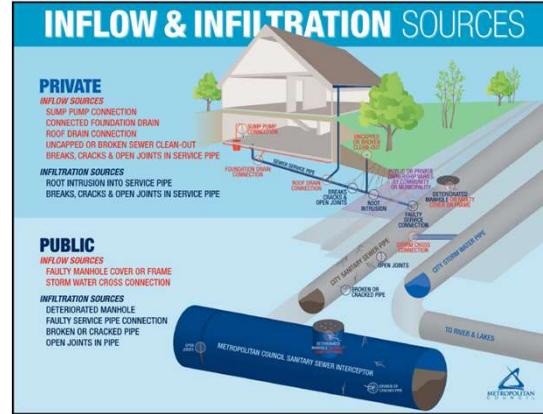
- Maintain highest GreenStep 5 status
- Participate in Gold Leaf Pilot Program



INFLOW & INFILTRATION INSPECTION PROGRAM



- Implement in early '23
 - 184 videos reviewed
 - Approximately 20% needed repairs



CLIMATE ACTION PLAN



- Assess the City's role & define scope
- Review existing plans & draft Saint Anthony plan
- Identify goals & desired outcomes
- Adopted December 12, 2023



GREENSTEP CITIES



- Maintain highest GreenStep 5 status
- Participate in Gold Leaf Pilot Program
 - GreenStep 5 – Highest possible
 - Gold Leaf Pilot Program Action Items
 - Harding Pond Clean-Out
 - Climate Plan



Minnesota
GreenStep Cities



THRIVING VILLAGE



ACTION STEPS

AFFORDABLE HOUSING

- Preserve naturally occurring affordable housing (NOAH)
- Monitor large-scale corporate ownership

SENIOR SERVICES

- Work with community partners to understand position, future needs & expectations

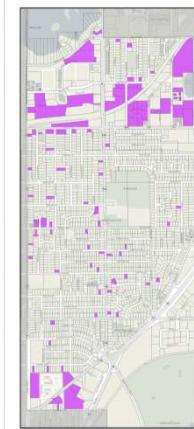
PEDESTRIAN & BIKE-FRIENDLY ROUTES

- Plan for expansion & enhancement with future county projects



AFFORDABLE HOUSING

- Preserve naturally occurring affordable housing (NOAH)
- Monitor large-scale corporate ownership
 - Regulations on short-term rentals, and long-term rentals and other single-family home related topics will be considered in 2024.
 - To date there was not an indication of large-scale corporate ownership of single-family homes on the city.



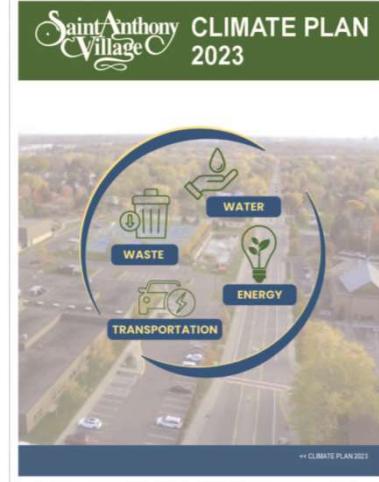
SENIOR SERVICES

- Work with community partners to understand position, future needs & expectations
 - Community Services will spend the coming months gathering input from the community on needs and desires, and tailor future programming to meet those expectations.



PEDESTRIAN & BIKE-FRIENDLY ROUTES

- Plan for expansion & enhancement with future county projects
 - Integrated into Climate Plan framework
 - Active Transportation Planning Grant application submitted in November, 2023



INFORMED & ENGAGED COMMUNITY

ACTION STEPS

SINGLE WASTE HAULER

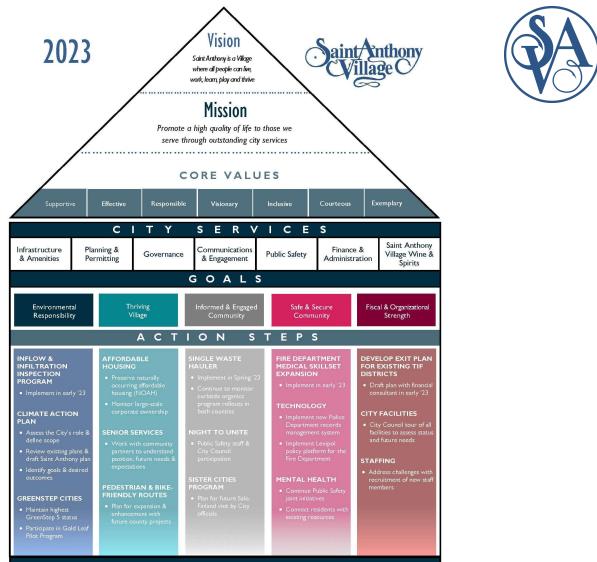
- Implement in Spring '23
- Continue to monitor curbside organics program rollouts in both counties

NIGHT TO UNITE

- Public Safety staff & City Council participation

SISTER CITIES PROGRAM

- Plan for future Salo, Finland visit by City officials



SINGLE WASTE HAULER



- Implement in Spring '23
- Continue to monitor curbside organics program rollouts in both counties
 - Hauler change became effective April 1st.
 - Ramsey County organics pilot program is active, expected to expand to rest of the cities in Ramsey the near future.



NIGHT TO UNITE



- Public Safety staff & City Council participation
- Public Safety staff, City Council and Commission representatives attended parties



SISTER CITIES PROGRAM



- Plan for future Salo, Finland visit by City officials
- City supported Salo visitors hosted by the Sister Cities Committee in early August, 2023



SAFE & SECURE COMMUNITY



ACTION STEPS

FIRE DEPARTMENT MEDICAL SKILLSET EXPANSION

- Implement in early '23

TECHNOLOGY

- Implement new Police Department records management system
- Implement Lexipol policy platform for the Fire Department

MENTAL HEALTH

- Continue Public Safety joint initiatives
- Connect residents with existing resources



FIRE DEPARTMENT MEDICAL SKILLSET EXPANSION



- Implement in early '23



TECHNOLOGY



- Implement new Police Department records management system
- Implement Lexipol policy platform for the Fire Department



MENTAL HEALTH



- Continue Public Safety joint mental health initiatives
- Connect residents with existing mental health resources



FISCAL & ORGANIZATIONAL STRENGTH

ACTION STEPS

DEVELOP EXIT PLAN FOR EXISTING TIF DISTRICTS

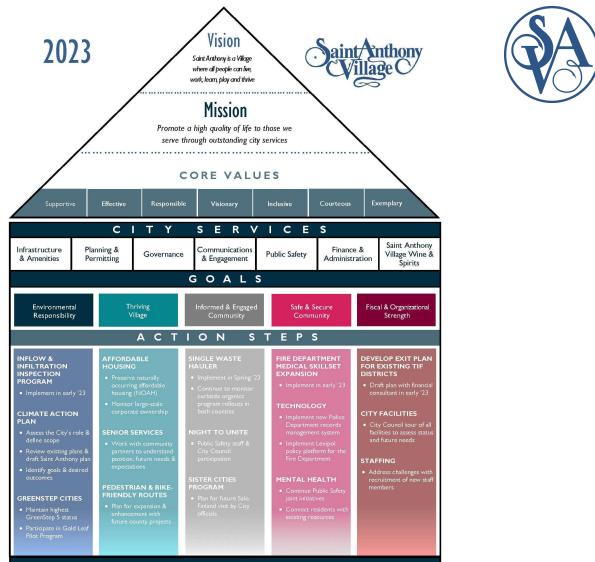
- Draft plan with financial consultant in early '23

CITY FACILITIES

- City Council tour of all facilities to assess status and future needs

STAFFING

- Address challenges with recruitment of new staff members



DEVELOP EXIT PLAN FOR EXISTING TIF DISTRICTS



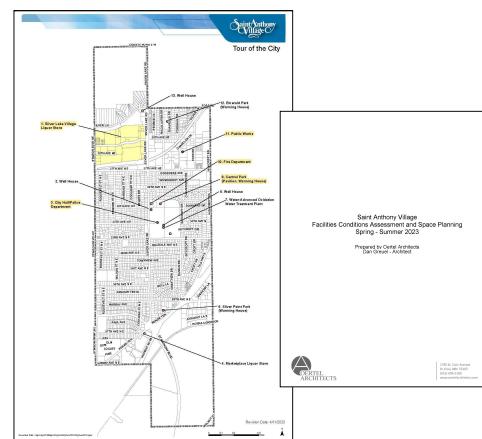
- Draft plan with financial consultant in early '23
- Working with Ehlers to draft report for Council consideration



CITY FACILITIES



- City Council tour of all facilities to assess status and future needs
- City Council and staff toured City facilities on April 17th
- The City engaged Oertel architects (who worked on the Fire Station and Public Works facility) to perform the assessment.



STAFFING



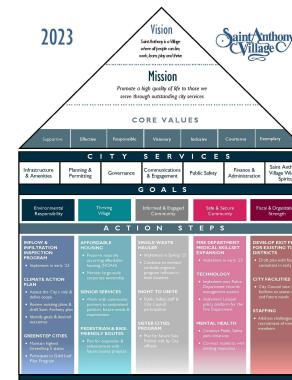
- Address challenges with recruitment of new staff members
 - Police Department representatives attended law enforcement career fair to promote the City and increase applicant pool.
 - Police Department is piloting a Cadet Program piloted and made permanent in 2024.
 - Recruitment for Police Chief began in October, and Jeff Spiess will assume role in February.
 - Recruitment and hiring of 3 Police Officers.
 - Recruitment for Finance Director began in March and Deb Maloney joined the City in July.
 - Recruitment and hiring of 1 Finance support staff.
 - Recruitment for Communications Coord. began in July, and Barb Tuominen joined the City in September.
 - Recruitment for Fire Chief began in July and Izzy Diaz joined the City in November.
 - Recruitment and hiring of 6 Paid on Call Firefighters.
 - Recruitment and hiring of 2 Public Works Full-time staff, 3 summer seasonal, 18 winter seasonal.
 - Recruitment and hiring of 7 Liquor Operations Part-time staff.
 - Total of 43 new employees in 2023



ACCOMPLISHMENTS

2023

2023 STRATEGIC PLAN ADOPTED



CODE REVIEW COMMITTEE



- Swimming Pool Regulations and Safety
- Refuse and Dumpster Requirements
- Natural Landscapes
- Feeding of Wild Animals
- Fencing Requirements
- Residential Rubbish container amendments
- Brewery/Taprooms regulation
- Bus Bench licensing/regulations
- Public Right of Way Maintenance and Use
- Updates to driveways, administrative fees, and non-commercial signs

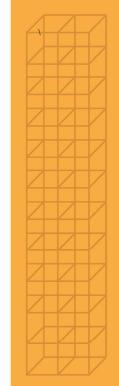
BACKWASH DISCHARGE TREATMENT ONLINE



COMPLETED UPDATE OF FIRE DEPARTMENT FLEET UPGRADES



SHARED ARBORIST WORK W/LAUDERDALE & EAB MANAGEMENT PLAN



EMERALD ASH BORER MANAGEMENT PLAN

June 15, 2023

Prepared for:
City of St. Anthony Village
3301 Silver Lake Rd
St. Anthony, MN 55418

WBB PROJECT NO. 020796-000



ULI TAP SESSION



St Anthony Village Silver Lake Area

A ULI Minnesota Technical Assistance Panel for Saint Anthony Village

June 15, 2023



Urban Land
Institute
Minnesota
ADVISORY SERVICES

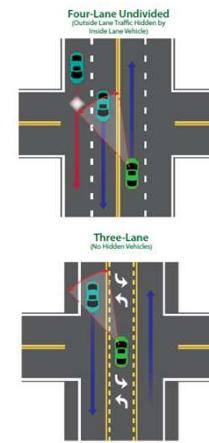
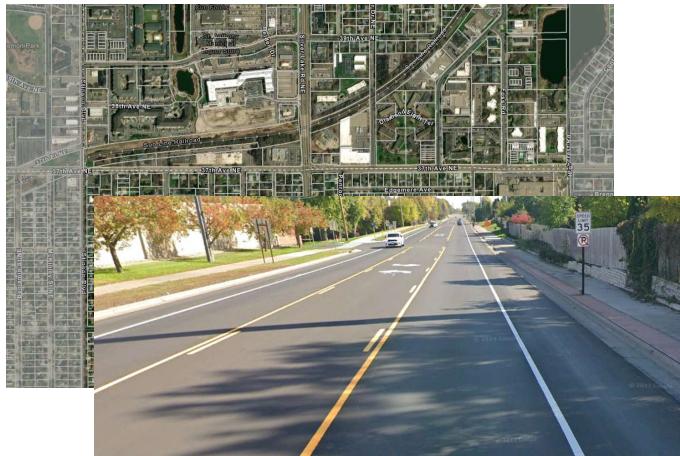
PAVEMENT PRESERVATION - RECLAMITE



WELL HOUSE NO. 4 REHABILITATION



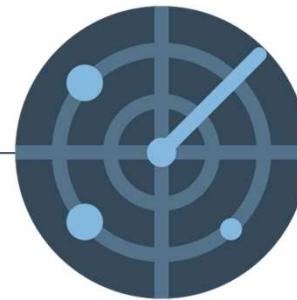
37TH AVENUE IMPROVEMENTS



THANK YOU

ON THE RADAR

Council



Saint Anthony
Village

City Council

- **Pedestrian Safety**

Work with Counties to improve pedestrian safety at crossings such as Kenzie Terrace and Silver Lake Rd at 34th Ave.

- **Climate Plan**

Prioritize Climate Plan Action steps. Re-examine solar installations on City buildings to take advantage of lower cost and incentives.

- **Services for Seniors**

Work with Community Services on offering fitness classes to engage seniors more, and work with the Police Department on understand how to minimize risks and develop confidence in being out in the community, as well email & telephone scams.



City Council

- **Community Outreach**

Make the council more available to the public. Revise the Coffee with the Council format and go to where people are at locations around the city.

- **Transparency / Communication**

Council should do more to help people understand when topics they may be interested in and policies that impact them are going to be discussed at city council.



City Council

Data gathered from Door Knocking by Lona Doolan

Theme	%	Additional Notes from Lona's Campaign
Code	11%	1) Too much nuisance code passed recently 2) New garbage code is costly and not possible for people with disabilities 3) Appearance of punitive and favoritism in code enforcement 4) Planning process is seen as punitive and anti-business 5) Inspection fees have become unreasonable 6) Planning process needs public input up front instead of outrage at council
Business	7%	1) Small business doesn't feel supported, but expected to support community events 2) Small business has more roadblocks place on them than big business and developers 3) Sign policy is long process, overly restrictive and can be impactful to success 4) Want to see holistic approach and partnership with business community
Communication	7%	1) Fiber optic communication was complaint by many 2) Want to see progress measurement against goals, it is motivating to see progress.
Safety	7%	1) Several seniors expressed concern about safety at Walgreens/Cub and pick pocket 2) Can we have "Coffee with the Chief" so people can ask him questions about safety 3) People at Legends want to have an officer come and talk about how to be safe
Sustainability	7%	Some residents want information about Inflation Reduction Act
Generational	5%	Many seniors miss Crossroads Fitness, not just physical but social gathering
Infrastructure	5%	A lot of comments about fiber optic holes in the ground being unsafe
Taxes	5%	Nothing new here, they are high and hard for people on fixed incomes
Traffic	5%	Nothing new here, too much and too fast, 2 specific instances mentioned of cars hitting bikes
Housing	5%	1) Too many and problems with rental properties (non-civic engagement, illegal activities) 2) Want to see incentive program to help seniors on fixed income do house upkeep



What do you value about the City?

Data gathered from Door Knocking by Wendy Webster



How would you like to see the City improve?

Data gathered from Door Knocking by Wendy Webster



What are your concerns about the city?

Data gathered from Door Knocking by Wendy Webster



Data Organized by Themes

Theme	Theme Meaning	Theme	Theme Meaning
Accessibility	People have access to leaders, staff, infrastructure.	Neighbors	We enjoy our neighbors
Affordable housing	Housing is affordable to everyone	Organics	We want to recycle our food waste
Amenities	We have special things we enjoy.	Parks	We enjoy our parks
Bike	It is easy and safe to bike in the community	Police	We have an effective police department
Business	Local businesses are successful and meet our needs	Politics	We don't all agree about everything
Central Park	We enjoy Central Park	Proximity	We are close to other amenities
Clean	Our city is clean	Quiet	We enjoy the quiet of our community
Code	We have fair and reasonable regulatory practices	Roads	Our roads are well maintained
Communication	We know what is going on or we know how to find out	Safety	We feel safe in our community
Community	We feel connected to each other	School	We have good schools
Dog park	We want to be out with our dogs	Services	City services meet our needs
Events	We have opportunities to meet each other	Silver Lake	We value Silver Lake
Fire	We have an effective fire department	Small Town	We enjoy our small-town feel
Fiscal	We make responsible investments in our community	Snow	We are able to move around after a snow
Generational	Different generations feel connected to each other	Sustainability	We protect our resources for future generations
Housing	Our housing stock meets our needs	Taxes	Our tax expense is bearable for our services
Inclusion	We feel included in our community	Traffic	We feel safe with the car flow in our community
Infrastructure	Our infrastructure functions properly	Transit	We have access to public transportation
Involved	We are involved in the community	Transparency	We understand how decisions are made and taxes used
Kid focus	We support our children	Trees	We have a healthy tree canopy
Landscape	Our landscape is healthy and appealing	Walkability	It is easy and safe to walk in the community
Leadership	We are confident in our leaders and planning process	Waste	We can properly dispose of our waste
Livability	We enjoy living here	Water	We have access to safe drinking water

Data Normalized

Question Asked	Interpretation of Response to Question
Concern	People express negative / disapproval
Improve	People express ideas to improve (without disapproval)
Value	People express positive / appreciation

In a few instances, responses that did not fit the question were changed to more an appropriate question category (e.g. disapproval expressed in improvement question was changed to concern)

Original Response	Adjusted Response
Pedestrian and bike safety	Pedestrian safety
	Bike safety

When multiple themes were expressed in the same answer, two separate answers were created (e.g. Pedestrian and bike safety became two individual safety issues to be classified under both themes)

Focus on Data Outliers

Themes	# Value	# Concern	# Improve	Total Responses	Value %	Concern %	Improve %
School	90	3	5	98	92%	3%	5%
Infrastructure	9	4	15	28	32%	14%	54%

Evaluating data relevance and outliers is based on response percentages and not total number of responses (e.g. 28 Infrastructure responses is 3x less than school responses, but the majority of infrastructure responses want improvement, which is where we should focus first)



Summary of Feedback

Survey Response

Theme	Response #	% Value	% Concern	% Improve
Overall Response	1252	48%	22%	30%

Legend

Value	Concern	Improve
> 90%	> 50%	> 50%
> 75%	> 33%	> 33%



Wendy Source Data

Doing Well

Theme	# Response	% Value	% Concern	% Improve
Clean	9	100%	0%	0%
Proximity	42	100%	0%	0%
Small Town	57	96%	0%	4%
Livability	24	96%	0%	4%
School	98	92%	3%	5%
Neighbors	30	87%	3%	10%
Quiet	12	83%	17%	0%
Fire	23	83%	4%	13%
Snow	25	80%	12%	8%
Parks	21	76%	5%	19%
Kid focus	8	75%	0%	25%
Safety	73	74%	18%	8%
Community	71	73%	8%	18%
Services	52	69%	17%	13%

Opportunities to Improve

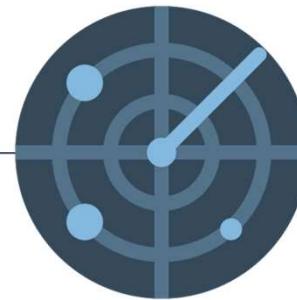
Theme	# Response	% Value	% Concern	% Improve
Events	17	65%	0%	35%
Waste	14	57%	7%	36%
Water	9	56%	0%	44%
Police	52	52%	6%	42%
Fiscal	8	50%	13%	38%
Involved	18	39%	6%	56%
Amenities	27	44%	7%	48%
Roads	30	43%	23%	33%
Central Park	12	42%	17%	42%
Infrastructure	28	32%	14%	54%
Transit	4	25%	25%	50%
Inclusion	29	24%	14%	62%
Sustainability	26	23%	19%	58%
Communication	27	22%	7%	70%
Organics	27	22%	0%	78%
Leadership	20	20%	5%	75%

Concerns to Address

Theme	Response #	% Value	% Concern	% Improve
Trees	14	14%	43%	43%
Walkability	73	12%	32%	56%
Business	24	8%	13%	79%
Taxes	47	0%	100%	0%
Code	33	0%	88%	12%
Politics	13	0%	85%	15%
Traffic	65	0%	80%	20%
Silver Lake	4	0%	75%	25%
Housing	11	0%	64%	36%
Affordable Housing	11	0%	45%	55%
Accessibility	10	0%	30%	70%
Landscape	9	0%	22%	78%
Bike	20	0%	20%	80%
Dog park	10	0%	10%	90%
Generational	7	0%	0%	100%
Transparency	7	0%	0%	100%

ON THE RADAR

Staff



Administration Department

Community Development

- Wayfinding / gateway in and around Silver Lake Village
- Work with property owners to decrease impervious surface in Silver Lake Village & St. Anthony Shopping Center

Economic Development

- Re-engage with business owners and operators to hear issues/priorities

Communications

- Align communication activities with City Council goals

Human Resources

- Recruitment for (5) Police Officers in 2024
- Staffing for Climate Plan implementation and existing sustainability tasks – GreenStep reporting, Tree City, recycling, water service line inventory, etc.



Finance Department

Develop Exit Strategies for Expired and Expiring TIF Districts

- Timing, tax base impact, etc.
- Tax base impact if the 4d class rate were reduced to 0.25%

Review Long-Term Street Reconstruction Plan

- Impact of rising construction costs and interest rates
- Preservation of investment in infrastructure

Department Staffing

- Cross train new staff for department resiliency
- Expand use of technology for efficiency



Public Works Department

Continuing US Internet Fiber Project

- Lessons learned from 2023 on filling communication and restoration gaps

Water Service Line Inventory & Water Meter Replacements

- City-wide inventory due by October, 2024

Sidewalks

- Balancing community desire for dry sidewalks in winter with sustainability efforts
- How to educate resident responsibilities versus City activities



Public Works Department

Changing Park Amenities Desires

For Example...

- Central Park
 - Upgrade and add pathway lighting, add playground lighting so park can be used after dark
 - Upgrading of field lighting to LED
- Well House Park
 - Best long-term use of the site
- Silver Point
 - Continue ADA-related upgrades of trail and parking lot in 2024 or 2025
 - Enhance amenities similar to Central Park?



Liquor Department

Building improvements/maintenance

- Paint, flooring, check-out lanes, dry wall repair, etc.
- HVAC and roof replacement
- Identify tasks and costs

Legislative Issues

- Perception vs Reality issues with legislative changes
- Alcohol in Grocery/Convenience Stores
- Elimination of statutory regulations for package sales at breweries and distilleries



Liquor Department

Market Condition

- **Fast Moving, Multiple Changes**
- **Inflation/recession impact on costs of non-operating expenses**
- **Cannabis Legislation**
 - **What impact will current and new legislation have on the future of retail alcohol sales?**
 - **Does our Mission Statement warrant opening a dispensary?**
 - **Identifying a location for a dispensary**
 - **Licensing, tasks and cost associated with opening a dispensary**



Fire Department

Staffing

- **Process for Assistant Fire Chief start in the Summer**
- **Currently have 20 active Paid on Call firefighters, target is 25**
- **Examination of staffing model:**
 - **How many active Paid on Call is feasible? (notable decrease in tenure)**
 - **Add 3rd firefighter/paramedic on each shift?**
 - **Pursue SAFER grant again?**

Facility Needs

- **Adding Assistant Fire Chief office**
- **Accommodating additional Full-Time staff if decision is made**
- **Limited administrative work space for Code Official and Rental Inspector**



Police Department

Strategic Plan

- **Recruitment and Retention (Strategic Plan Goal #9)**
 - Flexibility in pre-hiring for anticipated open positions
 - Budgeting for Recruitment Team efforts
 - Increase department diversity
- **Leadership Training for Supervisors (Strategic Plan Goal #7)**
 - Additional training allowances for supervisors
 - Exploration of collaboration with local Universities to offer in-house training
 - Attendance at local and national conferences
- **Enhance Community Engagement (Strategic Plan Goal #1)**
 - Additional Community Events (Coffee w/Cop; Toys for Tots)
 - Growth in Social Media



Police Department

Operations

- **Facility Upgrade**
 - Limited space
 - Furniture is original
 - Workout Facility – Wellness opportunity
 - Recruitment and Retention
- **Patch Redesign**
 - Staff has been discussing/planning during 2023
 - design incorporates State seal to acknowledge the State Statutes that govern the dept.
 - Staff working redesign beyond just replacing the State Seal. Squad redesign too?
- **Police Records Management System (RMS) Implementation**



City of
St. Anthony Village
2024 Engineer's Report



A Village Within the City



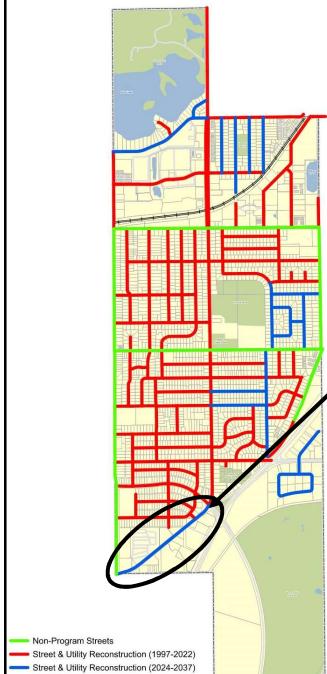
Street & Utility
Improvement Program

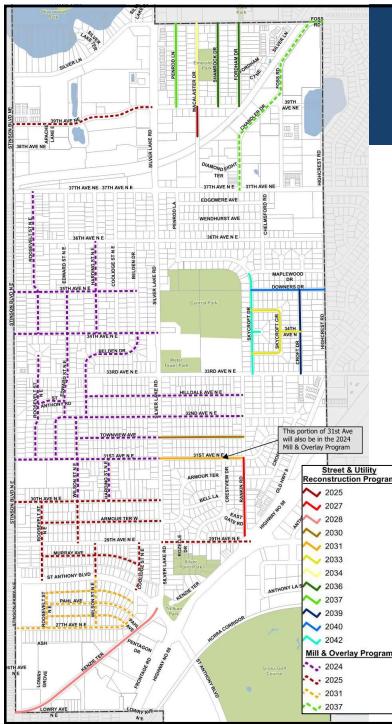
19.94 Miles of Roads Completed
(82.7% Complete)

Reconstruction of Kenzie Terrace
Hennepin County 2024-2028 CIP

-2042

- Anticipated Construction 2028
- City Cost Participation
- Regional Grant Solicitation





Future Street & Utility Reconstruction Re-evaluated Annually

Method for Selection – Reconstruction Projects

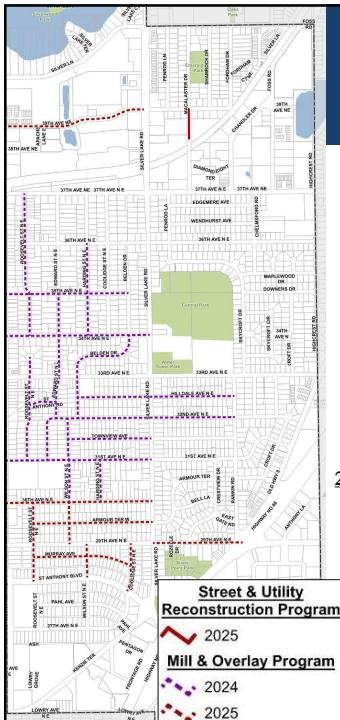
- Flood Relief Effort
- Existing Utility Deterioration
- Pavement Condition
- Adjacent Infrastructure Replacement (Construction Phasing)

Method for Selection – Mill and Overlay Projects

- Maintain and extend the pavement life of previously reconstructed roadways

Method for Selection – This Maintenance Overlay Projects

- A non-structural asphalt layer applied as a maintenance treatment for short-term corrective action.



Future Street & Utility Reconstruction Re-evaluated Annually

2024 Mill & Overlay Project

- Hilldale Avenue (Silver Lake Road to Rankin Road)
- 32nd Avenue NE (Silver Lake Road to Rankin Road)
- Roosevelt Street (34th Avenue NE to 37th Avenue NE)
- 35th Avenue NE (Stinson Boulevard to Harding Street)
- Edward Street (33rd Avenue NE to 35th Avenue NE)
- Harding Street (34th Avenue NE to 36th Avenue NE)
- Hilldale Avenue (Belden Drive to Silver Lake Road)
- 32nd Avenue NE (Edward Street to Silver Lake Road)
- Edward Street (31st Avenue NE to 33rd Avenue NE)
- Belden Drive (32nd Avenue NE to 34th Avenue NE)
- 34th Avenue NE (Stinson Boulevard to Silver Lake Road)
- Wilson Street (30th Avenue NE to 32nd Avenue NE)
- Harding Street (30th Avenue NE to 31st Avenue NE)
- Roosevelt Avenue (31st Avenue NE to 33rd Avenue NE)
- Roosevelt Avenue (33rd Avenue NE to north terminus)
- St. Anthony Road (Roosevelt Street to Edward Street)
- Townview Avenue (Wilson Street to Silver Lake Road)
- 31st Avenue NE (Stinson Boulevard to Silver Lake Road)

2025 Mill & Overlay Project

- 39th Avenue NE (Stinson Boulevard to Silver Lake Road)
- 29th Avenue NE (Silver Lake Road to Rankin Road)
- Wilson Street (27th Avenue NE to 30th Avenue NE)
- W Armour Terrace (Roosevelt Street to Silver Lake Road)
- 30th Avenue NE (Stinson Boulevard to Silver Lake Road)
- Murray Avenue (Roosevelt Street to Coolidge Street)
- Coolidge Street (St. Anthony Blvd to 29th Avenue NE)
- Roosevelt Street (St. Anthony Blvd to 30th Avenue)

2025 Street and Utility Improvement Project

- Macalaster Drive (South terminus to 39th Avenue NE)



Pedestrian Safety Program



Pedestrian Safety Program



Sidewalks & Street Lights

1. Stinson Blvd

(37th Ave NE to St. Anthony Blvd)

Lighting Only

1. **33rd Ave NE**
(Stinson Blvd to Highcrest Rd)
2. **37th Avenue NE**
(Stinson Blvd to Highcrest Rd)
3. **Kenzie Terrace**
(Lowry Ave to St. Anthony Blvd)



Traffic Safety Program



Traffic Safety

1. Stop Sign Policy
 - Flashing Beacon
2. Driver Feedback Signage
3. Pedestrian crossing safety
 - Silver Lake Road / 34th Avenue NE



Sanitary Sewer and Water System Improvements

1. Well 3, 4 & 5 drawdown transducer & integration
2. ~~Well 4 Rehabilitation~~
3. Well 4 & 5 Standby Power
4. Foss & Harding Lift Station SCADA
5. Automated Iron Removal Plant Backwash
6. ~~Backwash Dichlorination – Sodium Bisulfate Feed~~
7. Lead Service Inventory Implementation



Types of Water Pipes (Service Lines)

Lead – A dull, silver-gray color that is easily scratched with a coin. Use a magnet - strong magnets will not cling to lead pipes.

Galvanized – A dull, silver-gray color. Use a magnet - strong magnets will typically cling to galvanized pipes.

Plastic – White, rigid pipe.

Brass – Dark reddish brown to a light silvery color. Older pipes may be corroded and may contain lead.

Copper – The color of a penny.

Surface Water Quality & Flood Control Improvements



1. Silver Lake Water Quality Management Plan

- In-Lake Alum Treatment
- Delta Dredging
- Invasive Vegetation Management
- Carp Removal
- Native Aquatic Vegetation Planting

2. Industrial Park Flood Improvement

3. Mirror Lake Outfall



Emerald Ash Borer (EAB) Program

1. EAB first found in Minnesota in 2009

2. City wide inventory of trees

- Green Ash accounting for 7.5% of trees within City right-of-way and property
- More than 50% of inventoried ash trees identified to be preserved



Next Steps:

- review dead/dying trees to determine removal priorities
- Public outreach and education



Emerging Trends / “On the Radar”



1. MnDNR Groundwater Appropriations
2. Fiber LAN Extension
3. EV & Autonomous Vehicles
4. Silver Lake Road Intersection Control
 1. 29th Avenue
 2. St. Anthony Blvd



Emerging Trends / “On the Radar” (cont'd)

6. Road Diet (County Collaboration)
 - Kenzie Terrace
 - 37th Avenue
 - Stinson Boulevard
7. Climate Action Plan Implementation
8. Grand Rounds Missing Link



Questions?

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	Planning – On the Radar - 2024 Item	Time Frame
Land Use and Zoning Topics	<ul style="list-style-type: none"> Single Family Residential – Property Use, Growth and Long-term site usage, Home Office/WFH pressures; Housing maintenance code issues, esp. for single-family rental housing; Non-exclusive residential density approaches to Affordable Housing (e.g., regional elimination of single-family zoning); Residential Solar installations – visual impacts; Identify and organize options for Affordable Housing programming. 	Immediate
	<ul style="list-style-type: none"> Residential Housing Tenure – Mix of Rental v. Ownership patterns, and appropriate regulation; Research and support or revise goals and regulatory approach. 	Immediate
	<ul style="list-style-type: none"> Examine potential land use options for development and redevelopment of underdeveloped commercial and industrial districts – incorporation of climate action plan principles and other community goals. 	0-2 years
General Topics	<ul style="list-style-type: none"> Hemp and Marijuana Regulation – Options; Current state of regulations; Examine and address land use and other Code impacts; Monitor State and County-level requirements and approaches. 	Immediate
	<ul style="list-style-type: none"> Identify Objectives for public engagement and civic education efforts. 	Ongoing
	<ul style="list-style-type: none"> Identify Climate Action Plan impacts for land use and related policy; Prioritize code-related impacts and options for implementation 	0-2 years+
	<ul style="list-style-type: none"> Balancing impacts of religious land use and assembly uses – especially religious land uses in traditional residential settings. 	0-2 years+
Transportation Topics	<ul style="list-style-type: none"> Bicycle/Scooter rentals, Food trucks, other commercial uses of the public right of way 	0-2 years
	<ul style="list-style-type: none"> Autonomous/Electric vehicles – changes foreseeable due to automobile storage and remote garage storage; changes due to need for charging stations/Car-sharing. 	2-5 years
	<ul style="list-style-type: none"> Options for non-vehicular transportation and public systems – bike/pedestrian/Non-traditional vehicles (golf carts, ATVs, etc.) 	2-5 years
Other Potential Topics	<ul style="list-style-type: none"> Greening of Commercial/Industrial Parking Areas. Examine Industrial areas for increasing social/cultural/entertainment activity. Reanimate planning options for redevelopment in commercial areas – particularly St. Anthony Shopping Center Explore Options for more extensive Trail Development and Planning/Design. 	?



St. Anthony Goal Setting

January 25, 2023

Existing Debt

General Obligation Debt						
#	Issue Name	Issue Amount	Call Date	Maturity Date	Currently Outstanding After February 1, 2024	Final Payment
1	2012A GO Bonds	\$ 9,495,000	2/1/2020	2/1/2028	\$ 655,000	2028
2	2014A GO Improvement Bonds	\$ 2,070,000	2/1/2020	2/1/2030	\$ 895,000	2030
3	2014B GO TIF Bonds	\$ 3,665,000	2/1/2023	2/1/2031	\$ 1,760,000	2031
4	2015A GO Improvement Bonds	\$ 2,580,000	2/1/2024	2/1/2031	\$ 1,280,000	2031
5	2015B GO TIF Bonds	\$ 4,310,000	2/1/2024	2/1/2031	\$ 2,105,000	2031
6	2016A GO Improvement Bonds	\$ 1,455,000	2/1/2026	2/1/2032	\$ 820,000	2032
7	2016B GO Tax Abatement Bonds	\$ 1,445,000	2/1/2024	2/1/2026	\$ 185,000	2026
8	2017A GO Bonds	\$ 5,310,000	2/1/2026	2/1/2033	\$ 2,165,000	2033
9	2018A GO Improvement Bonds	\$ 2,610,000	2/1/2026	2/1/2034	\$ 1,845,000	2034
10	2019A Tax Abatement and Refunding Bonds	\$ 2,480,000	2/1/2028	2/1/2035	\$ 1,455,000	2035
11	2020A GO Street Reconstruction	\$ 3,000,000	2/1/2029	2/1/2036	\$ 2,500,000	2036
12	2021 GO Improvement and Refunding Bonds	\$ 2,970,000	2/1/2030	2/1/2037	\$ 2,340,000	2037
13	2022 GO Improvement Bonds	\$ 2,385,000	2/1/2031	2/1/2038	\$ 2,235,000	2037
TOTAL		\$ 43,775,000	N/A	N/A	\$ 20,240,000	N/A

- 23% of debt retires in next 5 years and 69% of debt retires in next 10 years

Interest Rates

Issue Name	Term	True Interest Cost (TIC)
2012A GO Bonds	16	1.94%
2014A GO Improvement Bonds	16	2.74%
2014B GO TIF Bonds	17	2.90%
2015A GO Improvement Bonds	16	2.17%
2015B GO TIF Bonds	16	2.32%
2016A GO Improvement Bonds	16	2.17%
2016B GO Tax Abatement Bonds	10	1.54%
2017A GO Bonds	16	2.20%
2018A GO Improvement Bonds	16	3.00%
2019A GO Tax Abatement Bonds	15	2.08%
2020A GO Street Reconstruction	15	1.77%
2021 GO Improvement and Refunding Bonds	16	1.15%
2022 GO Improvement Bonds	16	3.19%

- Blue shaded areas denotes current refundings



3



4

IMPLEMENTATION MATRIX

The implementation work plan outlined in the following table expands upon the Strategies and Action Items addressed in all preceding chapters of this plan by assigning a responsible body or actor (**who**), a timeframe for action (**when**), and a suggestion of where the funding that will enable the action will come from (**how**).

While the following lays out a work plan for the next 5 to 10 years, it is to be expected that the task list will change from year to year. As time goes on, some tasks will take longer than expected and will shift into the next year's list. Priorities will change, and tasks will be moved up to be accomplished earlier. New ideas will be presented to accomplish the goals and vision cited here and will be added to the task list. This is all part of the cyclical process of implementation.

Implementation actions and strategies are arranged in the Implementation Matrix by plan chapter, which has the following color scheme:

	Land Use
	Housing
	Transportation
	Sanitary Sewer
	Water Supply
	Surface Water
	Sustainability

Comprehensive Plan Action or Strategy	Who	Progress
Coordinate with school district and community education to plan for changing programming and spatial needs at the community center.	City staff	
Utilize the Planned Unit Development re-zoning as a tool at key locations to promote market flexibility and integrated land uses.	City staff, Planning Commission, City Council	Ongoing with recent projects; future land use direction to private development market.
Explore available grants and funding opportunities to promote the type of desired development.	City staff	Monitoring funding - Ongoing
Conduct further study and planning on the re-development or better utilization of the current industrial park.	City staff, Planning Commission	Ongoing
Monitor the interest in teardowns and large expansions of single-family homes and examine the zoning code to ensure opportunities for investment are maximized.	City staff	Single Family Residential standards reviewed in 2023 – interrelationships between affordability and owner-renter tenure under study.
Review and revise the purpose statement, allowed uses and dimensional standards of the R-4 Residential district as necessary to support the higher density residential uses guided in this Comprehensive Plan update.	City staff, Planning Commission, City Council	Modified and adopted
Plan for the re-development of underutilized commercial properties, especially those on higher volume streets and transit routes, for higher-density, multi-family and senior housing.	City staff, Planning Commission	Considered and some projects approved – further consideration paused to allow completion of current projects

1	Explore options that revise the zoning code to allow for residential uses in commercial districts, in order to better meet anticipated market and transportation trends.	City staff, Planning Commission, City Council	This would occur through PUD zoning – retention of commercial/industrial tax base prioritized, pending new private applications.
2	Identify areas in the community for the development of new, higher end office space.	City staff	Currently this would occur as redevelopment in Commercial or Industrial Districts
3	Identify areas in the city for co-operative senior housing at medium density.	City staff	Medium density options identified as preferred land use type at City's "Gas Station" property.
4	Utilize available financing techniques to encourage multi-family housing developments to include a component of affordable housing.	City staff, developers	Ongoing, pending private development.
5	Explore the potential for affordable housing development at the city-owned site on Kenzie Terrace (former bowling alley site).	City staff, affordable housing developers	This project has shifted the housing component to the former Bremer Bank site per the Bank's redevelopment plan – housing development proposals pending.
6	Allow housing churn of single-family homes by continuing to plan for senior housing options at all affordability levels.	City staff, senior housing project developers	Some Senior Housing approved and under development – preservation of existing single family neighborhoods prioritized.
7	Evaluate the appropriateness for ordinances that encourage smaller apartment units.	City staff, Planning Commission, City Council	Accommodated through PUD
8	Anticipate and meet increased rental demand at all affordability levels. <i>(Refer to Tools Matrix in the Housing Plan Chapter)</i>	City staff; affordable housing developers;	Currently researching housing tenure to promote ownership options, based on significant recent rental development.

		Country HRAs; current rental property owners	
	Reduce overall community housing cost burden, particularly by supporting those projects that provide affordability for households in the <50% AMI categories. <i>(Refer to Tools Matrix in the Housing Plan Chapter)</i>	City staff, Planning Commission, City Council	Affordability implementation under study with other housing policy.
	Anticipate the need for preservation of naturally-occurring affordable housing within all affordability bands. <i>(Refer to Tools Matrix in the Housing Plan Chapter)</i>	City staff	Single Family housing regulations being reviewed in this regard – Ongoing.
	Support housing maintenance assistance programs, particularly for lower-income households. <i>(Refer to Tools Matrix in the Housing Plan Chapter)</i>	City staff	Code amendments in process or recently adopted related to maintenance and safety.
	Encourage increased bicycle and pedestrian movement to both local and regional destinations	City staff	Continued coordination and discussion with Mpls Park Board on future Grand Rounds Trail extension.
	Provide facilities and develop land use patterns that encourage transit use	City staff	Bus stop and bench regulations revised; City has worked with Metro Transit on Silver Lake Road stop updates
	Monitor for potential future safety and traffic operations needs at: <ul style="list-style-type: none"> • Silver Lake Rd & Silver Lane • 39th Ave & Silver Lake Rd • 39th Ave & Stinson Blvd 	City Staff, Hennepin and Ramsey Counties, Minneapolis Park Board, City of Columbia Heights	Completed upgrades to the existing signalized intersection including new APS push buttons, countdown timers and ADA reconstructs. Coordination with Hennepin and Ramsey Counties on lane reduction and pedestrian

	<ul style="list-style-type: none"> • 37th Ave & Stinson Blvd • 37th Ave & Silver Lake Rd • 37th Ave & Highcrest Rd <p>2017 programmed improvements include upgrades to the existing signalized intersection including new APS push buttons, countdown timers and ADA reconstructs.</p>		safety improvements along 37 th Avenue from Silver Lake Road to Highcrest Rd.
	Optimize signal time and coordination between St. Anthony Blvd. intersections at New Brighton Blvd. (CR 88) and Silver Lake Rd./Kenzie Terrace (CR 153)	City staff, Hennepin County	In discussions and regional solicitation for the reconstruction of Kenzie Terrace and intersections at St. Anthony Blvd/Silver Lake Road & St. Anthony Blvd/Hwy 88.
	Lengthen the northeast bound right turn lane from Kenzie Terrace (CR 153) to southeast St. Anthony Blvd. from 170 feet to 200 feet.	City staff, Hennepin County	In discussions and regional solicitation for the reconstruction of Kenzie Terrace and intersections at St. Anthony Blvd/Silver Lake Road & St. Anthony Blvd/Hwy 88.
	Lengthen the westbound left turn lane from Kenzie Terrace (CR 153) to southbound Stinson Parkway by shortening or removing the existing left turn lane from Kenzie Terrace to the Bremer Bank Building.	City staff, Hennepin County	In discussions and regional solicitation for the reconstruction of Kenzie Terrace and intersections at St. Anthony Blvd/Silver Lake Road & St. Anthony Blvd/Hwy 88.
	Lengthen the northbound left turn lane from Stinson Parkway to westbound Lowry Avenue from 150 feet to 300 feet.	City staff, Minneapolis Park Board, Hennepin County	

	<p>Evaluate solutions to improve intersection safety and traffic operations at:</p> <ul style="list-style-type: none"> • 29th Avenue & Stinson Blvd. • 29th Avenue & Silver Lake Rd. • 29th Avenue & New Brighton Blvd. 	<p>City staff, Minneapolis Park Board, Hennepin County</p>	<p>Completed upgrades to the existing signalized intersection including new APS push buttons, countdown timers and ADA reconstructs at 29th Ave/New Brighton Blvd. Additional crosswalk & trail improvements completed with County Rd D Reconstruction.</p> <p>In discussion with Hennepin County about flashing stop signs at 29th Ave/SLR.</p>
	<p>Programmed reconstruction of County Road C/County Road 94, including right-of-way acquisition, drainage and utility work.</p>	<p>Ramsey County, Hennepin County, St. Anthony Village</p>	<p>Complete</p>
	<p>Evaluate solutions to improve crossing safety and conditions at the following intersections:</p> <ol style="list-style-type: none"> 1. Kenzie Terrace/Silver Lake Road and St. Anthony Blvd. 2. New Brighton Blvd. and St. Anthony Blvd. 3. 29th Avenue and New Brighton Blvd. 4. 33rd Avenue and Highway 8/Highcrest Road 	<p>Ramsey County, Hennepin County, St. Anthony Village, City of Roseville</p>	<p>1&2. In discussions and regional solicitation for the reconstruction of Kenzie Terrace and intersections at St. Anthony Blvd/Silver Lake Road & St. Anthony Blvd/Hwy 88.</p> <p>3. Completed upgrades to the existing signalized intersection including new APS push buttons, countdown timers and ADA reconstructs at 29th Ave/New Brighton Blvd. Additional crosswalk & trail improvements completed with County Rd D Reconstruction.</p> <p>4.</p>

	<p>Evaluate solutions to improve pedestrian connections to St. Anthony Village High School, Central School Park, and Wilshire Park Elementary School</p>	<p>City staff</p>	<p>Pedestrian crossing improvement made at 33rd/Rankin, Skycroft/Central Park Trail Access, Chelmsform Rd/Wilshire Park Trail Access.</p> <p>Wilshire Park SRTS Plan complete with sidewalk along south side of 37th Drive Feedback Signs on 37th. APS/ADA signal improvements.</p>
	<p>Explore solutions to deter or eliminate unwanted through traffic on the following neighborhood local streets:</p> <ol style="list-style-type: none"> 1. 39th Avenue/Fordham Drive NE between Silver Lake Road and Silver Lane 2. Parking lot between New Brighton Blvd./Kenzie Terrace and along 27th Avenue to Stinson Blvd. 3. 36th Avenue between Silver Lake Road and Highcrest Road 4. 36th Avenue/Coolidge Street between Silver Lake Road and 37th Avenue 5. Belden Drive west of Silver Lake Road 	<p>City Staff, Hennepin County</p>	
	<p>Proposed functional classification change from local street to Minor Collector on the roadways identified in the Transportation Chapter of this Plan (Figure 6-14).</p>	<p>City staff</p>	

	Evaluate potential to add on-road bike lanes on 29 th Ave from Stinson Blvd to New Brighton Blvd.	City staff	Under review
	Evaluate potential for adding an on-road bicycle facility on St. Anthony Boulevard between Stinson and Ridgway Pkwy.	City staff	Under review
	Evaluate adequacy of transit service in redevelopment areas and support planned increased frequency on bus routes 15 (formerly route 4), 25, 32, 801 within the City	Metro Transit, City staff	
	Evaluate the potential to adjust Route 25 to remain on Stinson Parkway and Stinson Blvd. between Kenzie Terrace and 29th Street	Metro Transit, City staff	Under review by Hennepin County and Metro Transit.
	Coordinate with Hennepin County and City of Minneapolis regarding planned bikeway and sidewalk (on east side of roadway between St. Anthony Blvd. and 37th Avenue). Designate as RBTN alignment.	City staff, Hennepin County, City of Minneapolis	Ongoing discussions with Mpls Park Board
	Coordinate with Ramsey County regarding planned bikeway along Silver Lake Road from Silver Lane to County Road E; evaluate potential for multiuse trail connection to Silverwood Park.	City staff, Ramsey County	
	At railroad crossings on Stinson Blvd, coordinate with Canadian Pacific Railroad to improve safety and operations while minimizing effects on other transportation system uses and adjacent land uses	City staff	Completed in 2016.

	Coordinate with Metro Transit and Minneapolis regarding potential arterial bus rapid transit on Central Avenue (Increased Revenue Scenario – unfunded project)	Metro Transit, City staff	Under review by Hennepin County and Mero Transit.
	Consider planning for potential long-term reconstruction to tie into Corridor Study and preliminary design plans to the east from Marshall St. to Johnson Ave.	Hennepin County, City of Minneapolis	In Progress. Multi-year Plan.
	Consider a roundabout or other intersection control improvements at St. Anthony Blvd./Silver Lake Rd./Kenzie Terrace (CR 153).	City staff, Hennepin County	Hennepin County is currently studying. In discussions and regional solicitation for the reconstruction of Kenzie Terrace and intersections at St. Anthony Blvd/Silver Lake Road & St. Anthony Blvd/Hwy 88.
	Consider a roundabout or other intersection control improvements at the intersection of Kenzie Terrace (CR 153)/Lowry Avenue and Stinson Parkway.	City staff, Minneapolis Park Board, Hennepin County	Hennepin County is currently studying. In discussions and regional solicitation for the reconstruction of Kenzie Terrace and intersections at St. Anthony Blvd/Silver Lake Road & St. Anthony Blvd/Hwy 88.
	Zoning updates, per “Suggested Zoning Code Updates” on p. 198	City staff	Complete and in process
	Foss Road Lift Station Pump Replacement/Rehab	City of St. Anthony Public Works Staff	Completed in 2019.
	Harding Lift Station Pump Replacement/Rehab	City of St. Anthony Public Works Staff	Scheduled for 2027

	Lift Station SCADA System	City of St. Anthony Public Works Staff	Complete
	Continue to rehabilitate sanitary sewer system in an effort to reduce inflow and infiltration, completing budgeted improvements through 2025 that include upgrades along Skycroft and Maplewood drive in 2017.	City of St. Anthony Public Works Staff	Ongoing in coordination with Street & Utility CIP. Recently implemented MCES MOU and I/I Point of Sale Program.
	The City has implemented, or plans to implement, the following education and outreach programs related to water supply: <ul style="list-style-type: none"> • Billing inserts include educational information • Consumer Confidence Reports prepared annually • Staff training includes awareness of conservation goals • Facility tours are available on request • Sustainability Fair to educate about everyday sustainability • Rain barrel seminar and rebate program • Village Notes community newsletter quarterly • Information available at the water reuse facility • Information available on City website (http://www.ci.saint-anthony.mn.us/) 	City of St. Anthony Public Works Staff	Complete, ongoing
	WTP and Well SCADA Systems	City of St. Anthony	Underway and nearing completion
	Ground Storage Repair	City of St. Anthony	Complete 2017

	High Service Pump Upgrades and Piping	City of St. Anthony	Complete 2017
	Well 3 Casing	City of St. Anthony	Scheduled for 2027
	Well 4 Pump Restoration	City of St. Anthony	Under Construction Spring 2024 Completion
	Well 5 Pump Restoration	City of St. Anthony	Complete 2016
	Tower Painting	City of St. Anthony	Complete 2022
	Well 4 Permanent Generator	City of St. Anthony	Scheduled for 2028
See Appendix 1			
Continue to implement effective and innovative stormwater management practices and rain gardens.	City of St. Anthony Public Works Staff, City Engineer	Ongoing	
Adopt and report on measurable, publicly announced surface water improvement targets for water bodies.	City of St. Anthony Public Works Staff, City Engineer		
Select key locations for the addition of on-road, protected, and off-road bicycle trails, as shown on the transportation map.	City of St. Anthony Public Works Staff, City Engineer	Complete and under review	
Dedicate key pedestrian infrastructure gaps as identified on the map as priority projects in the Capital Improvement Program.	City of St. Anthony Public Works Staff, City Engineer	Complete and under review	

	Reduce chemical use citywide by engaging with public works and the school district in a conversation about best practices.	City Staff	
	Encourage installation of renewable energy generation capacity by re-evaluating and expanding existing city ordinances related to solar.	City Staff	
	Facilitate creation of community gardens: defining them and addressing them as an allowed use in particular zoning districts in City Code.	City Staff	
	Write an ordinance that more clearly allows and regulates urban agriculture, specifically bees and chickens.	City Staff	
	Create incentives and programming to increase tree plantings on private lots and in public right of way.	City Staff	
	Collaborate with the Parks Commission to create park/city land management standards/practices that maximize native landscaping and low-maintenance management.	City Staff	
	Conserve drinking/groundwater resources by strengthening a watering ordinance, water-wise landscaping ordinance/guidance, and/or guidance on rainwater harvesting.	City Staff	Natural landscape ordinance adopted, opening up additional natural landscape cover

	Develop a policy, grounded in City data, best practices and specific local benchmarks, related to CO2 emission reduction.	City Staff	Climate Plan complete, implementation ongoing.
	Develop an Energy Action Plan that audits current city facilities and identifies areas of energy reduction for city fleet, and city-owned buildings.	City Staff	Climate Plan complete, implementation ongoing.
	Consider development of an Energy Action Plan that outlines community education, outreach, and financing/incentives for private households and businesses to invest in energy efficient appliances, vehicles, and other efforts.	City Staff	Review of recent multi-family projects has incorporated EV charging and other green infrastructure elements.
	Grow a robust urban tree canopy by develop a street tree strategy that capitalizes on street reconstruction as an opportunity to budget for and achieve urban canopy/tree planting goals.	City Staff	

City of St. Anthony Implementation Spreadsheet

Action	Description	Timeframe			
		ongoing	annually	1-3 yrs	1-5 yrs
Review city ordinances/codes	To encourage or require water efficient landscaping.		✓		
Review city ordinance/codes	To permit water reuse options, especially for non- potable purposes like irrigation, groundwater recharge, and industrial use.		✓		
Review ordinances to limit irrigation	Review outdoor irrigation installations codes to require high efficiency systems (e.g. those with soil moisture sensors or programmable watering areas) in new installations or system replacements				✓
Make water system infrastructure improvements		✓			
Conduct audience-appropriate water conservation education and outreach		✓			
Conduct a facility water use audit	For both indoor and outdoor use, including system components		✓		
Install enhanced meters	Capable of automated readings to detect spikes in consumption	✓			
Install water conservation fixtures and appliances or change processes to conserve water	Toilets, facets, etc.	✓			
Repair leaking system components (e.g., pipes, valves)		✓			
Investigate the reuse of reclaimed water	(e.g., stormwater, wastewater effluent, process wastewater, etc.)	✓			
Reduce outdoor water use	(e.g., turf replacement/reduction, rain gardens, rain barrels, smart irrigation, outdoor water use meters, etc.)	✓			
Train employees how to conserve water	Include for new employee training	✓			
Increasing block rates billing strategy	Rate structure for Residential, Commercial, Industrial, and Institutional customers	✓			

St. Anthony 2040 Comprehensive Plan Chapter 10: Implementation

Continue to participate in the GreenStep Cities Program	Voluntary program to aid cities in achieving their sustainability and quality-of-life goals	✓			
Rainfall sensors required on landscape irrigation systems	Conserve water and reduce utility bill when there is a sufficient moisture for landscape area.	✓			
Watering restriction requirements	Odd/Even day watering	✓			
Billing inserts or tips printed on the actual bill	Educational information supplied as billing insert	✓			
Consumer Confidence Reports	Report of City's water quality		✓		
Direct mailings (water audit/retrofit kits, showerheads, brochures)	City is looking into using direct mailings to further educate residents on the benefits of water conservation.	✓			
K-12 Education programs (Project Wet, Drinking Water Institute, presentations)	Making programs to educate school age children on water resources.		✓		
Sustainability Report			✓		

Climate Plan Implementation



Community action across all categories →

1



Sustainability Through Collaboration:
Creating the Picture One Piece at a Time



Resources Needed for Implementation

- Full-Time Employee (FTE) – Sustainability Coordinator
 - Reporting for GreenSteps, Tree City, recycling, etc. (transition from current staff in other roles)
 - Grants for special projects identified as priorities
 - Staff support of Parks & Environmental Commission
 - Xcel Partners in Energy program coordination
- Consultants – WSB
 - Short term bridge to FTE and ongoing supplemental capacity
 - Projects Leveraging Subject Matter Expertise
 - Deep background on messaging, policy and other complex multi-system challenges
 - Support ongoing efforts of Climate Plan implementation and subsequent planning and implementation

Policy Prioritization & Staging

- Leverage survey input from community to help prioritize
- Make space for Energy Action Plan (EAP) and Transportation Planning to unfold

3 Workstreams

- Policy consideration (code, ordinances, incentives, funds, etc.)
 - Priorities to be discussed for 2024 Pyramid
- Education, information sharing and public awareness-building
 - To be led by Sustainability Coordinator with support from existing staff and WSB
- Operations
 - Capital investments (assets, infrastructure, fleet, etc.) continue

3

Climate Plan Survey Results Summary

- Community wide survey this summer: savmn.com/climateplan
- Over 350 respondents (more than neighbor similar cities received for their Climate Plans!)
- Majority support for prioritizing...
 - Renewable energy, including solar
 - Walkable/bikeable infrastructure
 - Electric vehicles
 - Waste reduction and increased recycling and composting
 - Improved energy efficiency in homes and businesses
 - Continued water conservation efforts

4

Focus	Initiative	Actions for consideration	Timeline	Progress
	<p><i>Continue to reduce drinking water consumption in homes and businesses.</i></p>	<p>Policy (Council & PEC)</p> <ul style="list-style-type: none"> • Water restrictions-enforcement and fees for non-compliance. • Add code language to specify that rain sensor is required on new watering systems and put in place a mitigation plan/promotion to encourage existing systems install a rain sensor. • Review city use of sprinklers to ensure behavior and compliance to minimize water usage and adhere to same standards we will hold residents to. <p>Education (Staff)</p> <ul style="list-style-type: none"> • Educate community on water saving practices. Such as: low maintenance lawn seeds, and low flow fixtures, focus on rental properties. • Expand water conservation campaign beyond 4th grade. We should deliver similar training throughout the village. Consider a campaign to incentivize people to take the training, (e.g. how to save money on your water bill) • Offer a water bill consulting service where residents can get advice based on their water usage trends. Develop a checklist of the most common questions/check points for homeowners to adopt. • Create information statistics about spray head volumes (e.g. micro/drip spray heads in gardens) and adequate/appropriate zone coverage. 	2024-ongoing	

		<p>Operations (Staff)</p> <ul style="list-style-type: none"> • Enhance leak detection with water meters. • Integrate repairs of water meters into infrastructure projects. • Educate property owners on leak detection and repairs. • Do more to promote rainwater harvesting. We should resume an annual rain barrel workshop and seek out ways to recognize and promote homeowner actions. • Create mechanism for residents to self-report progress in water reduction. 		
	<i>Reduce excess impervious surfaces to improve water infiltration and quality.</i>	<p>Policy (Council & PEC)</p> <ul style="list-style-type: none"> • Use of permeable surfaces in new developments and re-developments. • Incentive for property owners to remove unused impermeable surfaces. • Zoning policy establishing a maximum allowable area of new impervious surfaces in commercial district. • Revisit recent ordinance change not recognizing pervious pavers. 	2024-2027	
	<i>Establish a revegetation program to replace lost tree cover.</i>	<p>Education (Staff)</p> <ul style="list-style-type: none"> • Share existing information with residents and property owners about the climate benefits of trees and the roles that yards play in supporting pollinators and biodiversity. • Share resources about adopting mow-less behavior throughout the summer. <p>Operations (Staff)</p> <ul style="list-style-type: none"> • Explore developing a catalog of trees throughout the community that need to be removed and/or replaced. 	2024-2026	

Appendix A

		<ul style="list-style-type: none">• Examine grants at the state and federal level to help with climate-friendly municipal forestry.• Determine what tree species would be resilient and most affordable to replace dead trees. <p><i>Policy (Council & PEC)</i></p> <ul style="list-style-type: none">• Consider establishing a revegetation fund to help residents pay to have dead trees removed and replaced with more hardy species.• Use the city's RFP process to negotiate a reduced rate for homeowners who choose to use a single vendor for tree removal.		
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	<p><i>Increase participation in organics composting.</i></p>	<p>Education (Staff)</p> <ul style="list-style-type: none"> • Encourage residents to look into existing composting resources through Ramsey County such as at St. Anthony City Hall or a county yard waste site. Free compostable bags are also available for residents along with a beginner video with instructions. • Promote Hennepin County Food Waste Challenge. <p>Operations (Staff)</p> <ul style="list-style-type: none"> • Consider integrating compost management into regular public facility maintenance, including in schools and at City Hall. Purchase mobile composting and recycling containers for community members to rent for events at public facilities. • Apply for Hennepin County recycling grant to secure larger compost and recycling bins for use at community events and in all city facilities, including park pavilions, community services, and city hall. • Organize an annual compost give-away for residents to share in the benefit of composting. <p>Policy (Council & PEC)</p> <ul style="list-style-type: none"> • Monitor counties programs for feasibility of providing residents with curbside compost removal. • Adopt ordinance that says community event organizers need to use recyclable and compostable products and properly collect and dispose of waste. Additionally, change the current policy that does not allow events to use the drop at city hall (e.g. we were not allowed to use the site for a waste free event at school sponsored by Green Team). 	2024-2027
		<p>Education (Staff)</p>	2024-ongoing

	<p><i>Partner with local organizations to host multiple annual events for proper disposal of hazardous waste, including electronics and appliances.</i></p>	<ul style="list-style-type: none"> Share existing educational materials to advertise the harmful impact of the improper disposal of hazardous waste through the City newsletter, posters near waste bins, and during events. Create an annual schedule for drop-off opportunities within SAV and surrounding communities. This could include Clean-Up Days, electronics recycling events, as well as new events. <p>Policy (Council & PEC)</p> <ul style="list-style-type: none"> Consider establishing a fund to reduce or eliminate the financial barriers of proper hazardous waste disposal. 	
	<p><i>Reduce the amount of non-recyclable waste sent to the landfill.</i></p>	<p>Education (Staff)</p> <ul style="list-style-type: none"> Promote existing educational materials to explain ways to live a minimal-waste lifestyle. Encourage residents to avoid fast-fashion and bulk food purchases that create unnecessary waste. Share information on free resources such as waste audits by MN Waste Wise Foundation. Promote resident engagement in existing zero-waste efforts. Propose zero-waste events at schools and the community center. Encourage eco-conscious exhibitors at Villagefest and explore sustainable options like a Fix-it Clinic and local recycling organizations. Promote online resale platforms that allow people to purchase used items rather than buying new. Encourage use of online resources to repair home furniture and equipment rather than opting to replace them. Promote deconstruction building waste to be sorted and properly disposed of following the Minnesota Pollution Control Agency (MPCA) guidelines. Promote Ridwell services 	2024-ongoing

		<ul style="list-style-type: none">• Promote Reuse Store, metal recycling facility and other entities involved in construction recovery to contractors and homeowners involves who are undertaking renovations.• Promote Recycling Ambassador programs. <p>Policy (Council & PEC)</p> <ul style="list-style-type: none">• Collaborate with local businesses to determine feasibility and barriers associated with a single-use plastic ban. Based on stakeholder feedback, establish an ordinance addressing single-use plastics.• Collaborate with property managers for multi-family housing units to provide compost removal facilities for tenants to dispose of their waste.• Incentivize or look at policies to reduce waste from businesses (food service providers use compostables, businesses do more to reduce use of plastic bags).• Adopt policy about building tear down needing to use proper disposal techniques to reduce the amount of waste and reuse/recover material. <p>Operations (Staff)</p> <ul style="list-style-type: none">• Create a tracking mechanism for residents to self-report progress in waste reduction.	
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	<p><i>Improve the efficiency of homes, businesses, and public facilities in St. Anthony Village.</i></p>	<p>Policy (Council & PEC)</p> <ul style="list-style-type: none"> Share existing information on resources for reducing energy use in buildings, including the Inflation Reduction Act's Home Energy Rebates, free energy audits from power companies, etc. Ensure educational resources and opportunities for home energy improvements are accessible to low-income residents. Consider developing an incentive program or grant funding for residents to pursue a home audit. One example would be to refund residents the cost of their home audit if they address a certain number of inefficiencies identified in the home audit. Examine providing low-income residents with financial support in improving home efficiency if a home audit identifies significant issues. Consider adopting a sustainable building policy for all new and remodeled construction projects. Discuss participating in Partners in Energy Program and creating an Energy Action Plan. Subsidize Home Energy Audit for residents who commit to investing in some form of energy efficiency in their homes. <p>Education (Staff)</p> <ul style="list-style-type: none"> Distribute educational materials explaining emerging solutions to electrify buildings that are currently served with natural gas. Communicate with rental property managers about improvement opportunities to decrease pressure on tenants who may be unable to make substantial changes. Promote installation of electric heating sources (geothermal, heat pump, water/heat pumps) in new construction (homes, housing complexes and business) 	2024-2029
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		<p>Operations (Staff)</p> <ul style="list-style-type: none"> • Partner with Citizens Utility Board to provide consulting resources for homeowners looking to reduce energy costs. • Create tracking mechanism for residents to self-report actions taken in improving energy efficiency (e.g. insulate attic, install steel rooftop, install heat pump). 	
	<p><i>Increase usage of renewable energy</i></p>	<p>Education (Staff)</p> <ul style="list-style-type: none"> • Share resources with residents explaining the benefits and resources available through utility green power purchase programs and community solar gardens. Target low-to-moderate-income residents who may not have the financial resources to install solar panels but still have interest in renewable energy. • Promote information regarding on-site, solar technology including solar benefits, funding available including through the Inflation Reduction Act and MinnPACE for commercial properties, utility programs (Xcel Energy's Solar Rewards), SAV's solar permitting requirements, and solar panel manufacturers/installers to educate residents about solar energy options. <p>Policy (Council & PEC)</p> <ul style="list-style-type: none"> • Discuss participating in the Partners in Energy Program and creating an Energy Action Plan. • Address financial barriers for low-to-moderate-income residents by reducing or waiving permit submission fees for solar panels. • Partner with Minnesota Renewable Energy Society to build Community Solar Gardens on public 	2024-ongoing

		<p>property (e.g. parking lot canopies) where qualifying households can apply for a subscription and save money on their monthly electric bill</p> <ul style="list-style-type: none"> Explore solar panel installation on public facilities. Seek funding from utility providers and government programs, and integrate implementation costs into the annual budget. 	
	<p><i>Increase the purchasing of electric devices and appliance alternatives</i></p>	<p>Education (Staff)</p> <ul style="list-style-type: none"> Share educational materials on new and emerging electric device alternatives including available funding. Emphasize climate benefits and cost-savings associated with electric energy over gasoline power. Promote IRA funding for homeowners to shift from gas to heat pumps for heating, water heater and clothes dryer, and to upgrade electric box. <p>Operations (Staff)</p> <ul style="list-style-type: none"> Evaluate the condition of existing City equipment and develop a predicted replacement schedule. Work with Public Works and City Engineering Departments to incorporate electric device alternatives, as practical, into the purchasing plan and account for changes in equipment cost in financial planning. Utilize MPCA grants for alternative landscaping equipment Create a reporting mechanism for residents to self report when shifting from gas to electric heating, water heaters, and clothes dryers. 	2024-ongoing

	<p><i>Improve accessibility and safety of non-motorized transportation infrastructure</i></p>	<p>Operations (Staff)</p> <ul style="list-style-type: none"> • Evaluate the list of pedestrian and bike route gaps identified in the 2040 Comprehensive Plan and identify routes that are currently noncompliant with ADA standards. Ensure that plans are in place to improve key intersections and routes. • Utilize resident feedback to identify areas throughout the City where pedestrian safety could be improved. Explore ways to improve the safety in these areas. • Evaluate the feasibility of restriping and redesigning streets that are common commuter routes to include a bike lane. • Install or partner with local service organization to install bicycle repair station along a major biking corridor (e.g. diagonal trail) • Create a self reporting mechanism for people to track the number of miles they spend biking to work to school and for leisure. <p>Policy (Council & PEC)</p> <ul style="list-style-type: none"> • Discuss incentivizing residents to use alternative modes of transportation by zoning for limited parking at facilities and event spaces that have sufficient pedestrian infrastructure connecting to existing nearby parking. • Develop a bike and pedestrian plan to develop specific goals and infrastructure opportunities and participate in regional planning initiatives. <p>Education (Staff)</p> <ul style="list-style-type: none"> • Partner with schools and other local organizations to promote bike to school and bike to work days to create awareness and opportunity to get people out of their cars. 	<p>2024-2027</p>

	<p><i>Increase electric vehicle ownership across St. Anthony Village</i></p>	<p>Education (Staff)</p> <ul style="list-style-type: none"> • Examine creating a marketing plan to encourage residents to take advantage of the growing accessibility of EVs. Distribute existing educational materials on the tax incentives of owning an EV. <p>Policy (Council & PEC)</p> <ul style="list-style-type: none"> • Consider adopting a policy on publicly-facing charging infrastructure. Determine the most effective locations for EV charging stations at public facilities in SAV. Integrate predicted installation expenses into the budget. Identify a vendor and develop an installation plan. • Consider adopting a policy encouraging or requiring new multi-use developments to install EV infrastructure. <p>Operations (Staff)</p> <ul style="list-style-type: none"> • Evaluate the condition of the current vehicle fleet and determine which vehicles could feasibly be replaced by EVs in coming years. Adjust predicted costs in the budget to account for making these changes. 	<p>2024-2029</p>
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	<p><i>Reduce avoidable vehicle emissions</i></p>	<p>Education (Staff)</p> <ul style="list-style-type: none"> • Connect residents with Metro Transit route resources and encourage them to utilize public transportation whenever possible. Advertise the immense climate benefits of traveling via public transportation. • Share educational materials about how long cars need to be warmed up during winter weather to avoid unnecessary emissions. • Promote availability of high speed internet for all. • Promote No-Idling for all public parking areas, including City Hall, city park parking lots, and all public facilities. <p>Policy (Council & PEC)</p> <ul style="list-style-type: none"> • Collaborate with Hennepin County on public transit planning, trends, and options for future services to advance goals in this plan. • Collaborate with local schools and businesses to redesign drop-off and pick-up areas, and install signage to encourage drivers to limit idling. <p>Operations (Staff)</p> <ul style="list-style-type: none"> • Reduce idle time when feasible and turn-off city vehicles and equipment when not in use. Also advocate for the purchase of city vehicles that have the capability to provide roadside flashing without having to continue to idle. 	<p>2024-2027</p>
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St. Anthony Village Planning Commission Proposed 2024 Work Plan

General Items

1. Review and Recommend Actions on Land Use and Development Applications
2. Monitor Common Planning and Zoning Issues for Follow-up
3. Maintain Training Opportunities on Land Use Issues
4. Maintain Communications with City Council as to Land Use Policy

Specific Tasks for 2024; 2023 Recap

1. Reconcile conflicts between proposed land use plan map and zoning map. (**Complete in 2023**)
2. Update Zoning Districts and Regulations, where needed, to better address contemporary development patterns and demand.
 - a. Update Zoning Regulations, where needed, to implement specific Comp Plan goals, as well as common zoning issues. (**Ongoing**)
 - i. 2023: R-3/R-4 Multi-Family zoning; Residential Parking; Temporary Buildings; Temporary Signs; Fencing; Swimming Pools; Natural Landscapes; Bus Bench Licensing; Right of Way Use; **Complete in 2023**)
 - b. Review standards in R-1 Districts to maintain intended neighborhood character, and promote existing residential reinvestment (**Ongoing**)
 - c. Rental Housing: Research Issues and Aspects; Examine options for regulations and review; Identify and Refine Goals; (**Ongoing**)
3. Research and Review Lighting Regulations (**for 2024**)
4. Coordinate incorporation of Climate Action Plan Goals and Strategies into appropriate Zoning Ordinance regulations (**for 2024**)
5. Research and Review Tobacco Regulations (**Public Property Smoking Regulations Complete in 2023**)
6. Hemp/Cannabis Businesses (**2024 – 2025 – Moratorium in Place; Regulations, Coordination with Public Safety and County Regulations, etc.; Monitor 2024 Legislative Action; Monitor State Office of Cannabis Management Regulations 2024**)
7. Coordinate Code Updates with transition to American Legal System re-codification.
8. Others as Identified

Monitor Emerging Planning Issues and Address as Needed



St. Anthony Village Parks and Environmental Commission 2024 Work Plan - Draft

The Parks and Environmental Commission is a five member advisory commission, appointed by the City Council and is charged with the following duties (City Code Chapter 32, Section 32.25):

- (A) To prepare, revise, and maintain a comprehensive, long-term plan for the redevelopment of parks within the city. This plan shall be viewed as a working document that serves as a framework and reference to future redevelopment;
- (B) To make recommendations to and advise the City Council and staff regarding park and environmental issues and ideas;
- (C) To establish priorities and recommend a phasing plan and schedule for implementing innovative park and environmental initiatives improvements, renovations, and plans;
- (D) To work with other communities to explore cooperative arrangements to develop connecting routes in the form of bikeways, walking paths, and corridors of green space wherever possible;
- (E) To investigate funding sources, including requests for increases in the city budget, designated for parks, green spaces and environmental initiatives;
- (F) To seek new areas for additional parks, natural areas, walking paths, bikeways, and green space corridors;
- (G) To generate community involvement in the development of parks, environmental initiatives and their elements;
- (H) To review and recommend revisions to the operation and maintenance of city parks and environmental initiatives; and
- (I) To periodically review, re-evaluate, and update the comprehensive park and environmental initiatives plan to reflect current and future park needs of the city.

In 2024, the Parks and Environmental Commission will focus on the following items:

- Continue education & outreach in conjunction with community and regional organizations to promote sustainability, such as:
 - Arbor Day and Tree City activities for residents and city contractors about tree diversity, climate resiliency, expanding the City's tree canopy, and proper planting techniques
 - Water conservation initiatives working with Rice Creek and MWMO watersheds, and partner with schools for water conservation poster contest
 - Use of the organics drop off site, recycling and waste reduction
 - Sustainability Fair at the Community Center
- Complete annual walk-through of all City parks
- Review annual Parks Capital Improvement Plan
- Continue collaboration with Citizens for Sustainability to enhance City green space, including with parks cleanup and pollinator plantings
- Support Climate Plan implementation
 - Xcel Energy Partners in Energy program
 - Active Transportation Plan
- Joint meeting with the City Council and Planning Commission
- Exploration of a dog park in the city
- Enhance Silver Point Park parking accessibility and future amenities
- Formulate long-term plan for "Well House Park"
- Continue engagement with Three Rivers Park District on programming at Silverwood Park

Saint Anthony Village

COMMUNICATIONS PLAN 2024



savmn.com

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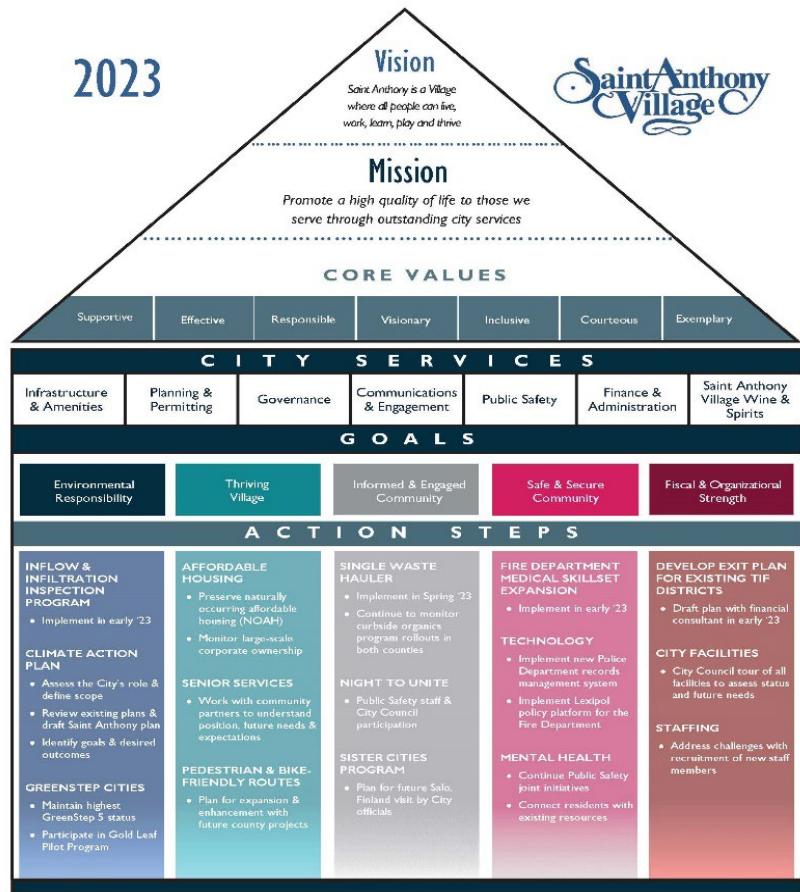
Mission, Vision and Strategic Initiatives

Mission Statement

Promote a high quality of life to those we serve through outstanding city services.

Vision Statement

St. Anthony is a Village where all people can live, work, learn, play and thrive.



Purpose

The City of St. Anthony is dedicated to providing residents, business owners, partners and visitors with accurate, transparent, relevant, engaging, helpful and resourceful information. The City prides itself on actively reviewing ways to improve and strengthen communications with stakeholders. The City of St. Anthony strives to inform and engage our community through the sharing of the City of St. Anthony's stories.

This comprehensive communication plan is a guide as to how we will tell the stories of St. Anthony.



Communication Department's Role & Responsibilities

The Communications Department's primary function is to assist City Hall and its departments, Mayor and City Council with providing consistent, pertinent and important information through a variety of industry-standard communication platforms. Topics covered include City Council meetings, ordinance updates, public hearings, events and programs. The information will be shared via the City's website, Village Notes quarterly newsletter, City and department social media accounts, and City Hall electronic signage.

The main function of the Communications Department is to promote all the good things happening in St. Anthony Village with a goal of elevating local interest and community pride, while also simultaneously highlighting our City for potential new business owners and residents.

Key Communication Objectives

- Communicate effectively and transparently
- Increase opportunities to engage with community and foster community involvement
- Promote city services
- Educate and inform residents
- Build trust and appreciation through the use of the city website, social media, print and electronic publications, and public relations.
- Support Public Safety and Public Works strategic initiatives
- Encourage youth engagement activities

The Communications Department also serves as the main news source for the City Council, City Departments, policy updates, staffing changes, finance, and other imperative information.

Target Audience

- St. Anthony Village homeowners & residents
- St. Anthony Village business owners
- City Council members
- Commission members
- City staff
- Local nonprofits and community groups
- Neighborhood leaders
- County, regional, and state agencies
- Visitors
- Neighboring communities
- Local media outlets



Communication Tools

- City website at savmn.com (official/primary source of information)
- Village Notes quarterly newsletter (print and digital)
- Social Media (Facebook, Instagram, LinkedIn & "X" - Twitter)
- Video (in-house and partnering with NineNorth)
- Email
- Electronic signage at City Hall
- Brochures, flyers and posters
- Direct mail
- Public meetings/open houses
- Public Hearing notices via official city newspaper

Communications Priority Order

- City news, information, meetings and public notices
- City events of a community-wide nature
- City affiliated organizations news and events
 - Northeast Youth and Family Services
 - Greater Metropolitan Housing Corporation
 - St. Anthony Chamber of Commerce
 - St. Anthony Kiwanis
 - St. Anthony Historical Society
 - St. Anthony New Brighton School District/Community Services
 - St. Anthony Sports Boosters
 - Villagefest
 - St. Anthony Family Services Collaborative
 - Sister City
 - Open to Business

Public Relations

Our Key Objectives:

- Highlight and promote St. Anthony Village community, achievements and opportunities
- Enhance current local, state news with St. Anthony Village perspective / angle
- Explore new opportunities for outreach including press & news releases, info sheets, CCTV



Crisis Communications and Media Inquiries

The City of St. Anthony's actions before, during, and after crisis situations will be determined by the severity of the situation. It may involve all City departments, Hennepin and Ramsey counties, the State of Minnesota, the federal government, and other emergency service organizations. The City's Emergency Communications Plan establishes policies for the effective development, coordination and dissemination of crisis information to the public, media, City-elected officials, and St. Anthony's employees. The City of St. Anthony designates the City Manager as the official representative for media inquiries.



City Communication Channels

City of St. Anthony Website (savmn.com)

The City website is the primary source of information for residents. It includes detailed information about city government, codes and permits, departments and services, events and meetings. The website includes a notification feature that residents can opt-into to receive newsflashes, alerts, meeting notices, city projects, public hearings and city planning. The site also includes a section on sustainability and a detailed "How do I?" section for residents.

Our Key Objectives:

- Identify and prioritize key messages
- Update site to incorporate key search terms where appropriate
- Enhance usability and identify areas for improvement
- Improve plain language and remove highly technical language
- Insure site contains accurate and current information

VillageNotes Newsletter

Published quarterly, the VillageNotes is the official newsletter for residents and businesses. The newsletter provides in-depth information about community news, city projects and initiatives, city services, employees and community events. In addition, the VillageNotes provides a vehicle for community-affiliated organizations to share news and events.

Our Key Objectives:

- Share news, planning, and initiatives with in-depth articles and information
- Identify and prioritize key messages
- Educate community on specific areas of interest
- Examine best avenues for communication and frequency
- Explore additional opportunities for outreach including brochures, posters, flyers

City Hall Electronic Sign

The primary use of the electronic sign is for city event announcements, meeting notices and alerts. Design and duration of messaging is governed by City Code.



Social Media: Facebook, X - Twitter, LinkedIn, Instagram

The City of St. Anthony uses a variety of media platforms to communicate to the public in an accurate and timely manner. The City of St. Anthony's website (www.savmn.com) is the City's primary and predominant internet presence. The City uses social media as an additional avenue to provide communication with the public to present news and information relating to the City of St. Anthony and to share the city's accomplishments and stories.

Facebook is our primary social media platform for the timely sharing of city events and accomplishments, and educating residents. The city also uses LinkedIn for professional updates, job postings and thought leadership, and Instagram to provide dynamic content with the goal to build the city's following and trending topics. "X" (formerly Twitter) is used primarily for emergency and crisis communication.

The City of St. Anthony will retain authority over and provide a detailed expectation of what is "spoken" on behalf of the City on social media sites. The City will determine, at its discretion, how its social media and online presence will be designed, implemented and managed as part of its overall communications strategy. Social media resources may be modified or removed by the City at any time and without notice as necessary means to maintain the integrity of both communications and information technology functions.

The City of St. Anthony social media sites are subject to Minnesota public records laws. Any content maintained in a social media format that is related to City business is a public record and shall be retained in accordance with the City's adopted record retention schedule. Social media postings are considered transitory, incidental, and non-vital correspondence and are retained until read.

The City of St. Anthony makes every effort to ensure the accuracy of the information provided on its social media pages. However, several factors that are beyond the City's control (including unauthorized modification of electronic data, transmission errors, browser incompatibilities, information that has been cached on the local computer or storage device, or other aspects of electronic communication) can affect the quality of the information displayed on social media sites. For that reason, the City does not guarantee the accuracy of the information provided on its social media pages and is not liable for reliance on this information.

The City also reserves the right to have only one-way communications on social media sites. St. Anthony does not share information gathered through its social media sites for promotional purposes.



Social Media Scope

This section applies to any existing or proposed social media and online accounts created by City employees during the course and scope of their work. This section does not govern personal use of social media during work hours or personal social media sites. However, in accordance with the city's social media strategies and the employee resource guide, employees must exercise good judgement when using personal social media to not bring negative publicity or discredit to the City of St. Anthony or its employees. This applies to all full-time and associate employees, temporary employees, and interns.

Social Media Content

The City of St. Anthony social media content must support our strategic goal to promote the good things happening in St. Anthony Village. The objective for our social media is to elevate local interest and community pride, support the City's key messages, and highlight our City for potential new business owners and residents.

Our Key Objectives:

- Share city news in real time
- Prioritize key messaging
- Educate residents on events and initiatives
- Humanize what we do
- Incorporate videos and behind the scene perspectives to share community stories

Examples of appropriate content include:

- City Events and Announcements
- Public Education
- City of St. Anthony policies, views and activities
- New developments being proposed for St. Anthony
- City programs and services
- Partnerships with city organizations and school district
- Ways the city is trying to attract new businesses, residents and visitors
- Crisis situations (weather, fires, derailments, terrorism, property damage, etc.)
- Adverse weather conditions
- Press releases
- Recruitment of personnel
- Community Events and Announcements
- Public Hearing notices
- Ordinance updates
- Promotion of city, county, state and national sustainability events and initiatives



Comments on Social Media

The purpose of the City of St. Anthony sponsored social media sites is to communicate between the City, its individual departments and members of the public. The City reserves the right, in its sole discretion, to change, modify, add or delete comments or posts, photos and videos in accordance with this policy.

In general, it is the City's intent to not allow posts to be initiated by users on its social media pages. However, in the instances where comments are allowed, the City will remove comments that:

- Contain obscenities;
- Demean specific individuals or groups of people;
- Are libelous/slanderous;
- Contain factual inaccuracies;
- Qualify as SPAM;
- Are not topically related to the particular social medium article being commented upon;
- Express support for or opposition to political campaigns or ballot measures;
- Contain sexual content or links to sexual content;
- Solicit commerce;
- Conduct or encourage illegal activity;
- Compromise the safety or security of the public or public systems; or
- Violate a legal ownership interest of any other party.

Any content removed based on these guidelines, must be retained by the City for a reasonable period of time, including the time, date and identity of the poster, when available. If possible, archived data should reflect the context of the situation it was removed from.

Questions on Social Media

The City of St. Anthony staff will monitor social media sites Monday through Friday 8:00 AM to 4:30 PM. Staff will respond within one business day to specific questions posted on social media with information or direction to the city website or other resource. In some instances, staff may ask the person to contact the city offline when appropriate (when it is a private issue, when the issue is one in which there is little or no interest by others, etc.).



Measuring Success

Our communications mission is to have trackable, measurable goals to evaluate and refine the impact of our messages to our community. Having data allows us to refine our messages and the channels we use. The City of St. Anthony monitors workload numbers related to communications. Workload includes items such as number of newsflash items posted to website, and number of social media posts. We also monitor the impact our communications are having with our audience by way of reach, penetration, level of engagement, experience and opinions. Below are some specific ways we measure the impact of our communication efforts.

Engagement

Engagement is connecting with our audience through various activities and messages, and measuring opportunities for each individual communication channel. As we compare the data to actual participation, we can evaluate various media and messages, and tailor delivery to build interactions and interest.

Ways we measure engagement:

- Attendance at events, forums, and meetings
- Participation on boards and committees
- Conversion or click through rates on calls-to-action
- Bounce rates for outbound emails
- Growth rate of opt-in email list
- Participation in online polls and voluntary surveys
- Impact of content (surveys)
- Sharing web resources that we've produced
- Media coverage
- Internal staff feedback

Reach & Penetration

A tool we use to gauge effectiveness of our communications is to measure how many people see the content we produce, how they interact with us and the frequency of interactions. Those metrics determine our engagement (how many people see our content), reach (how broad is our audience that is seeing our content) and penetration (how deep are our communications based on the community's interaction).

This is an estimated metric of the number of people who saw any content from our page or about our page. Impressions or penetration are the number of times any content from our website (or social media) entered a person's screen.



Ways we measure successful engagement, reach and penetration:

- Growth in attendance at events, forums, and meetings
- Increased participation on boards and committees
- Conversion or click through rates on calls-to-action
- Fewer bounce rates for outbound emails
- Growth rate of opt-in email lists
- Increased participation in online polls and voluntary surveys
- Increased impact of content (surveys)
- Sharing resources that we've produced
- Increased positive media coverage
- Internal staff feedback

Experience & Opinion

One of the more challenging tools to use to measure our communication efforts is the subjective feedback from our audience on issues. This information is difficult to compile and analyze in a way that provides actionable data.

Communication Plan Update Process

The Communications Department will update the communications plan as needed.

Communications Department

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Communications Accomplishments / 2023

1st Quarter: January - March	<ol style="list-style-type: none">1. Educated residents on launch of Single Hauler Plan2. News Flash Items Posted and Sent: 533. Updated Garbage & Recycling Web Pages4. Completed Inflow & Infiltration Educations & Info
2nd Quarter: April - June	<ol style="list-style-type: none">1. Launched Sights of St. Anthony Photo Contest2. News Flash Items Posted/Sent: 56
3rd Quarter: July - September	<ol style="list-style-type: none">1. News Flash Items Posted/Sent: 492. Launch New SharePoint site for Internal Communications3. Create Night to Unite Party Map
4th Quarter: October - December	<ol style="list-style-type: none">1. Held first Snow Plow Naming Contest2. Launched Instagram Account on Social Media3. News Flash Items Posted/Sent: 624. Enhancements to Village Notes Newsletter5. Updated template for How to Guides for City Codes6. Produced Climate Plan Document with Implementation Plan7. Winner of Sights of St. Anthony Photo Contest Announced8. Updated and Refreshed City Council Onboarding Handbook9. Worked with PD on creating recruitment content and graphics10. Increased frequency and consistent brand for social media postings



Social Media Recap For 4th Quarter / 2023

TERMS:

Engagement: Any action someone takes on your Facebook Page or one of your posts. The most common examples are reactions (including likes), comments and shares, but it can also include saves, viewing a video or clicking on a link.

Reach: The number of people who saw any content from your Page or about your Page. This metric is estimated. Impressions are the number of times any content from your Page or about your Page entered a person's screen.

Measurement: Most social media marketing experts agree that a good Facebook engagement rate is between 1% and 5%. However, brands should aim for an engagement rate of at least 5%, particularly if they want to establish an authentic community.

October – December, 2023 / Past 90 Days

FACEBOOK	NUMBER OF POSTS	REACH	ENGAGEMENT	PERCENT
Oct. 2023	18	6,630	616	9%
Nov. 2023	16	5,457	425	8%
Dec. 2023	16	5,497	560	10%
TOTAL	50	17,578	1,601*	9%

*Engagement is about 9% of Reach for past 90 days

TOP POSTS / Past 90 Days

POSTS	REACH	ENGAGEMENT	PERCENT
Sitarz Retirement	1,651	218	13%
Santa on Fire Truck	1,433	137	9.5%
Santa Schedule / December	1,223	117	9.5%
Snow Plow Naming Contest	1,065	245	23%
Photo Contest Reminder	847	29	5%
Weather Reminder	816	56	7%
Street Santa Schedule	533	33	6%
Street Project Road Closure	507	41	8%
New Ice Rink	485	48	10%



Website Analytics For 4th Quarter / 2023

TERMS:

Number of Users and Sessions: Measures the number of unique visitors and total visits to the website.

Average Session Duration & Event Count: Showcases the average length of time users spend on the website. Event Count supersedes Page Views and is the number of times a user interacts with the website

Unique Visitors/Percentage of Sessions: The ratio of new visitors to returning visitors to the website.

Engagement Rate: Engagement rates track how actively involved with your content your audience is. An engaged session lasts longer than 10 seconds, has a conversion event, or has at least 2 pageviews

Top Queries in Site Search: The top search queries used by visitors on the website's internal search engine.

Top Landing Pages: The pages where users first enter the website.

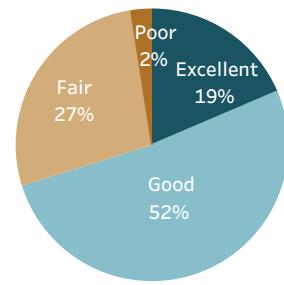
Traffic Sources/Sessions by Channel: Number of sessions that can be attributed to different channels to understand where sessions are originating: organic, social, email, and other channels or referrals.

October – December, 2023 / Past 90 Days

Number of Users & Sessions	Users: 24,141; New: 23,270; Total Sessions: 31,325; Events per session: 13.30
Total Sessions / Avg Duration	Total Events: 416,658; Event Count per User: 17.32
Average Session Duration	51 seconds
New & Returning Users	Total: 24,051, New: 23,270
Engagement Rate	Engaged Sessions: 13,872; Engaged Sessions per User: .58; Engagement Time: 49 seconds
Top Queries	Crime reports, jobs, police reports, cleanup day, water, snowplowing, crime, enforcement, permits, police
Top Landing Pages	Jobs, Home Page, NewsFlash, Permits & Licenses, Search, Form Center, Staff Directory, Calendar, Wine & Spirits, Agenda Center
Traffic Sources	Direct & Organic Search: 30K; Social: 655, Referrals (thru other online sources, not google): 633; Unassigned: 106
First User Traffic Sources	Direct: 13K; Organic Search: 9.2K; Social: 460; Referral: 392



Residents' connection and engagement with their community



Inclusivity and engagement

Inclusivity refers to a cultural and environmental feeling of belonging; residents who feel invited to participate within their communities feel more included, involved, and engaged than those who do not.

Please rate each of the following aspects of quality of life in St. Anthony Village.

(% excellent or good)

		vs. benchmark*
St. Anthony Village as a place to raise children	92%	Higher
St. Anthony Village as a place to retire	81%	Higher
Sense of community	75%	Similar

Please rate each of the following characteristics as they relate to St. Anthony Village as a whole.

(% excellent or good)

Residents' connection and engagement with their community	70%	Similar
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Please rate the job you feel the St. Anthony Village community does at each of the following.

(% excellent or good)

Making all residents feel welcome	77%	Similar
Taking care of vulnerable residents	74%	Higher
Valuing/respecting residents from diverse backgrounds	70%	Similar
Attracting people from diverse backgrounds	65%	Similar

Please also rate each of the following in the St. Anthony Village community.

(% excellent or good)

Sense of civic/community pride	77%	Similar
Neighborliness of residents	73%	Similar
Opportunities to participate in social events and activities	68%	Similar
Opportunities to volunteer	65%	Similar
Opportunities to participate in community matters	64%	Similar
Openness and acceptance of the community toward people of diverse backgrounds	60%	Similar

* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

2024 DRAFT

Vision

Saint Anthony is a Village where all people can live, work, learn, play and thrive



Mission

Promote a high quality of life to those we serve through outstanding city services

CORE VALUES

Supportive

Effective

Responsible

Visionary

Inclusive

Courteous

Exemplary

CITY SERVICES

Infrastructure & Amenities

Planning & Permitting

Governance

Communications & Engagement

Public Safety

Finance & Administration

Saint Anthony Village Wine & Spirits

GOALS

Environmental Responsibility

Thriving Village

Informed & Engaged Community

Safe & Secure Community

Fiscal & Organizational Strength

ACTION STEPS

INFLOW & INFILTRATION INSPECTION PROGRAM

- Implement in early '23

CLIMATE ACTION PLAN

- Assess the City's role & define scope
- Review existing plans & draft Saint Anthony plan
- Identify goals & desired outcomes

GREENSTEP CITIES

- Maintain highest GreenStep 5 status
- Participate in Gold Leaf Pilot Program

AFFORDABLE HOUSING

- Preserve naturally occurring affordable housing (NOAH)
- Monitor large-scale corporate ownership

SENIOR SERVICES

- Work with community partners to understand position, future needs & expectations

PEDESTRIAN & BIKE-FRIENDLY ROUTES

- Plan for expansion & enhancement with future county projects

SINGLE WASTE HAULER

- Implement in Spring '23
- Continue to monitor curbside organics program rollouts in both counties

NIGHT TO UNITE

- Public Safety staff & City Council participation

SISTER CITIES PROGRAM

- Plan for future Salo, Finland visit by City officials

FIRE DEPARTMENT MEDICAL SKILLSET EXPANSION

- Implement in early '23

TECHNOLOGY

- Implement new Police Department records management system
- Implement Lexipol policy platform for the Fire Department

MENTAL HEALTH

- Continue Public Safety joint initiatives
- Connect residents with existing resources

DEVELOP EXIT PLAN FOR EXISTING TIF DISTRICTS

- Draft plan with financial consultant in early '23

CITY FACILITIES

- City Council tour of all facilities to assess status and future needs

STAFFING

- Address challenges with recruitment of new staff members