

**New Brighton City Council
Work Session Agenda
New Brighton City Hall | Council Chambers
803 Old Hwy 8 NW, New Brighton , MN 55112
5:00 PM March 25, 2025**

While this is an in-person meeting, members of the public may:

- **Attend the meeting in Person:**
- **Watch the meeting electronically:** Tune into CTV Channel 8023 (CenturyLink) or Channel 16 (Comcast). To observe the meeting as a livestream or a webcast, visit www.newbrightonmn.gov and click on "I Want To View a Public Meeting."
- **Join the meeting electronically:** Members of the public who need to interact with our public officials about agenda items, City Administration, and matters that are otherwise of public concern to the City Council but are unable to or not comfortable attending the meeting in person, may join the meeting electronically at: <https://newbrightonmn.gov/zoom> (no app needed), by scanning this QR Code, or by using their Zoom app to join and entering: Meeting ID: 898 6240 2361; Passcode: 867530



I. Worksession Item

1. Strategic Priorities Review



Agenda Section:	Worksession Item
Report Date:	03/21/2025
Meeting Date:	

REQUEST FOR COUNCIL CONSIDERATION – EXECUTIVE SUMMARY

ITEM DESCRIPTION: Strategic Priorities Review

Action Requested:

Public Hearing	Motion
Discussion	Informational X

Form of Action:

Resolution	Ordinance
Contract/Agreement	N/A or Other X

Votes Needed:

3 Votes	4 Votes
5 Votes	N/A X

Summary Statement:

- In February of this year, the City Council and City Leadership met for a facilitated session led by Craig Rapp of Rapp Consulting Group.
- The purpose of the meeting was to establish the City's 2025-2028 Strategic Priorities. This intensive discussion resulted in a shared vision for the City's direction over the next four years by establishing six distinct strategic priorities.
- Following the session, staff and Craig refined the priorities further, adding clear outcomes, measurable indicators, and specific targets to ensure accountability and trackable progress.
- The Strategic Priority Document in its current form is structured as follows:

	○ Strategic Priorities: The overarching focus areas guiding City initiatives. ○ Outcomes: The intended results within each priority area. ○ Key Outcome Indicators: Metrics to evaluate success. ○ Targets: Measurable goals with specific deadlines to track progress. ● With this structure, the document serves as a roadmap for decision-making, resource allocation, and operational planning. This is particularly important for the work that is considered beyond “business as usual”. ● This discussion will focus on reviewing each of the priorities and corresponding outcomes. The intent of the discussion is not major revisions to the framework or priorities as they were established previously. ● The initiatives and project deliverables to reach each target are overseen by staff and are not a part of the actual Priorities document. ● This is a final review meeting before adoption via resolution in April.
--	---

Recommendations:	● Review the Strategic Priorities Document and confirm alignment with the City’s long-term objectives. ● Clarify any final questions on execution or reporting framework.
-------------------------	--

Applicable Deadlines:	No immediate action is required, but staff will begin integrating these priorities into work plans, the budget process, and performance tracking as soon as applicable.
------------------------------	---

Community Impact:	The Strategic Priorities have a large community impact. They will shape financial planning, economic growth, infrastructure investments, City services, workforce development, community engagement and more over the next four years.
--------------------------	--

Legislative History:	2/8/25 – Strategic Planning workshop
-----------------------------	--------------------------------------

Strategic Priority:	<table border="1"> <tr> <td>Sustainable & Reliable</td><td>Operational Effectiveness</td></tr> </table>	Sustainable & Reliable	Operational Effectiveness
Sustainable & Reliable	Operational Effectiveness		

	Infrastructure	
	Environment & Sustainability	Diversity, Equity, & Inclusion
	Livable Community	N/A X

Fiscal Impact:	Financial Impact: Is there a financial consideration?		No X	Yes \$
	Financing Sources:	Budgeted	Budget Modification	
	New Revenue	Use of Reserves	Other	

Strategic Priority	Outcome	Key Outcome Indicator	Target
ENHANCE FINANCIAL SUSTAINABILITY Ensure long-term financial health through responsible fiscal management	Adequately Funded Long-Range Plans	Capital replacement funding level	Achieve minimum funding level of 10% for capital replacement funds by 12/27
	Minimal Tax Impact from Operations	Operating levy Tax rate change	Operating tax levy will not impact tax rate by more than 3% annually
	Diverse Revenue Sources Fund Our Budget	Property tax to non-property tax ratio for revenues	At least 40% of general fund budget from non-tax revenues
ACCELERATE ECONOMIC DEVELOPMENT Attract businesses and promote growth and redevelopment opportunities	Successful development of City-Owned Properties	Block B development completion Jones Lake development completion Golf Course development completion	- Block B developed by 12/28 - Jones Lake developed by 12/28 - Golf Course - PPP for clubhouse complex by 12/28
	Maximization of commercial property potential	# of commercial sites redeveloped	2 commercial sites redeveloped by 12/28
	A well-planned community	Comprehensive Plan completion Housing Policy completion	- Completed Comprehensive Plan by 12/28 - Completed Housing Policy by 12/25
STRENGTHEN CITY ASSETS Maintain and improve infrastructure, facilities, and public spaces for resilience	Clarity on Phase 2 park improvement	Phase 2 scope decision Phase 2 funding decision	Phase 2 scope and funding in place by 8/26
	Meaningful progress on Climate Action Plan	Greenhouse gas reduction	Citywide reduction of greenhouse gases (50% of 2030 goal by 12/27)
	Improved resilience and adaptability of City-owned facilities to meet expanding needs	% of buildings ADA compliant % of buildings meeting functional and safety standards	100% of city-owned buildings brought into ADA compliance by 12/27 100% of city-owned buildings to meet functional and safety standards by 12/30
OPERATIONAL EFFECTIVENESS Ensure City functions, service delivery, and efficiency adequately meets resident and business needs	Demonstrated quality in service delivery	New Brighton-Benchmark cities' comparison rating	Meet or exceed quality rating of benchmark comparison cities
	Meaningful progress on Climate Action Plan	Budget-Service Level-Human Capital ratio	Annual budget reflects resources at > 85% of approved service level human capital needs by 12/27

Strategic Priority	Outcome	Key Outcome Indicator	Target
OPTIMIZE STAFF CAPABILITIES Invest appropriately in staff development, retention, and organizational capacity	A workforce that reflects diverse life experiences	% of new hires from employment access initiatives	At least 10% of new hires annually come from employment access initiatives by 12/28
	A fully trained and capable workforce	% of employees that rate at or above 'meets expectations' in annual performance reviews Training budget as a % of personnel costs	- At least 90% of employees receive a performance rating of 'meets expectations' or higher annually by 12/26 - Allocate minimum 1% of departmental personnel budget to dedicated training program by 12/26
	A safe, healthy, and engaged workforce	Workers Comp. claims submitted Wellness platform utilization Employee engagement score	- Decrease workers comp. claims by 20% by 12/26 30% increase in employees receiving full wellness benefit through City run wellness program - Maintain 85% engagement score in employee engagement surveys
FOSTER COMMUNITY ENGAGEMENT & BELONGING Foster engagement, inclusivity, and community pride	Effective two-way communication	Feedback from underrepresented communities Public Information Services Ranking	- Increase feedback from underrepresented communities in pertinent City engagement efforts and surveys by 20% by 12/26 - Increase 'excellent' or 'good' rating in public information services to 75% by 12/26
	Community Representation in City Functions	Participation by underrepresented communities in applicable programs	Increase underrepresented community participation in City functions by 25% by 12/27
	Expanded Civic Engagement	City Commission or committee applications Resident Involvement Ranking	- Increase number of first-time applicants for City Commissions or committees by 25% by 12/27 - Increase applications for City Commissions or committees from underrepresented communities by 25% by 12/27 - Increase % of residents who feel that the City of New Brighton does an 'excellent' or 'good' job at welcoming resident involvement to 60% by 12/26