

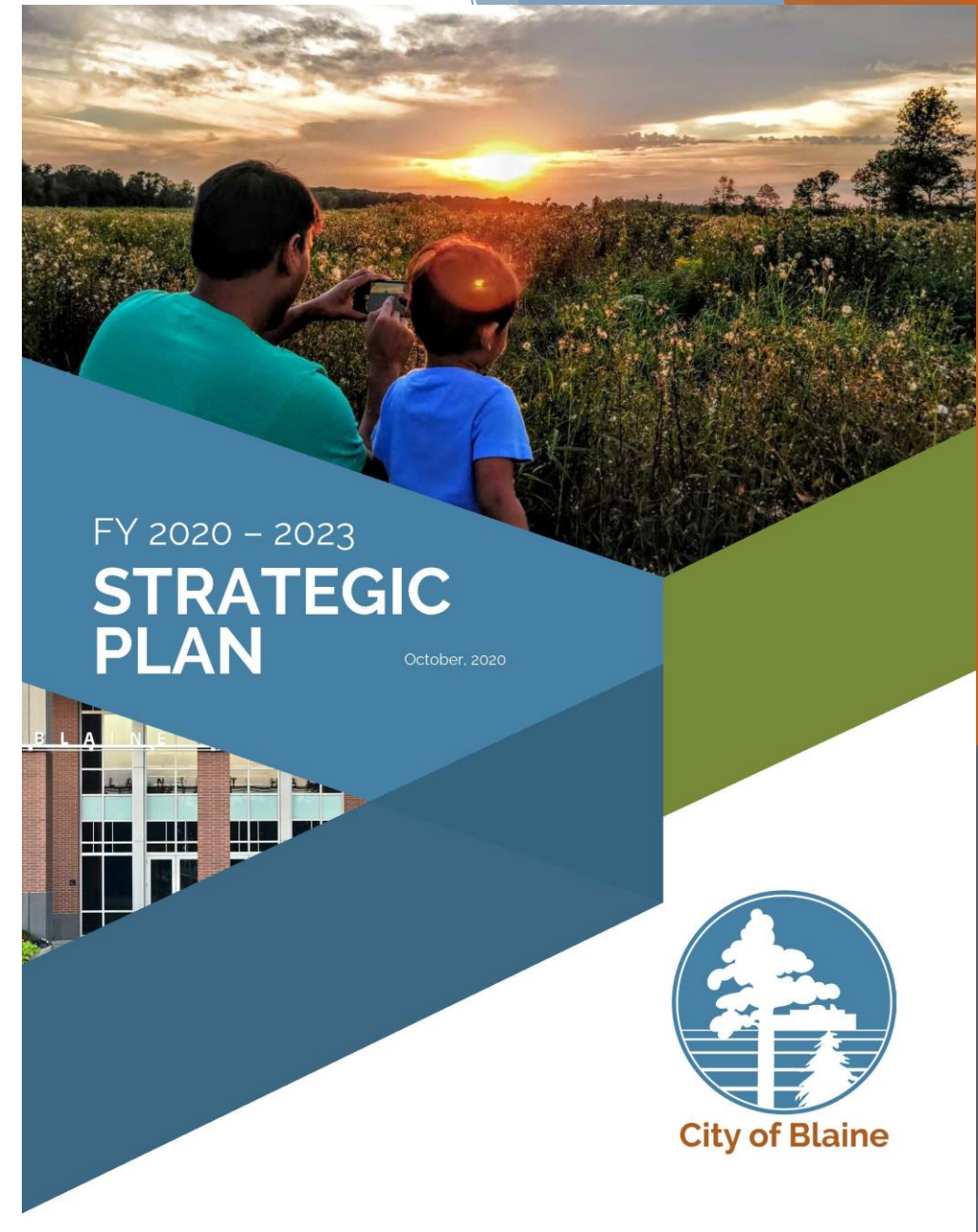


City Visioning Discussion

- Strategic Plan and Comprehensive Plan Intro (15 minutes)
- Three Highlight discussion (1 hour +)
- How the City can have Influence and Impact (45 minutes)

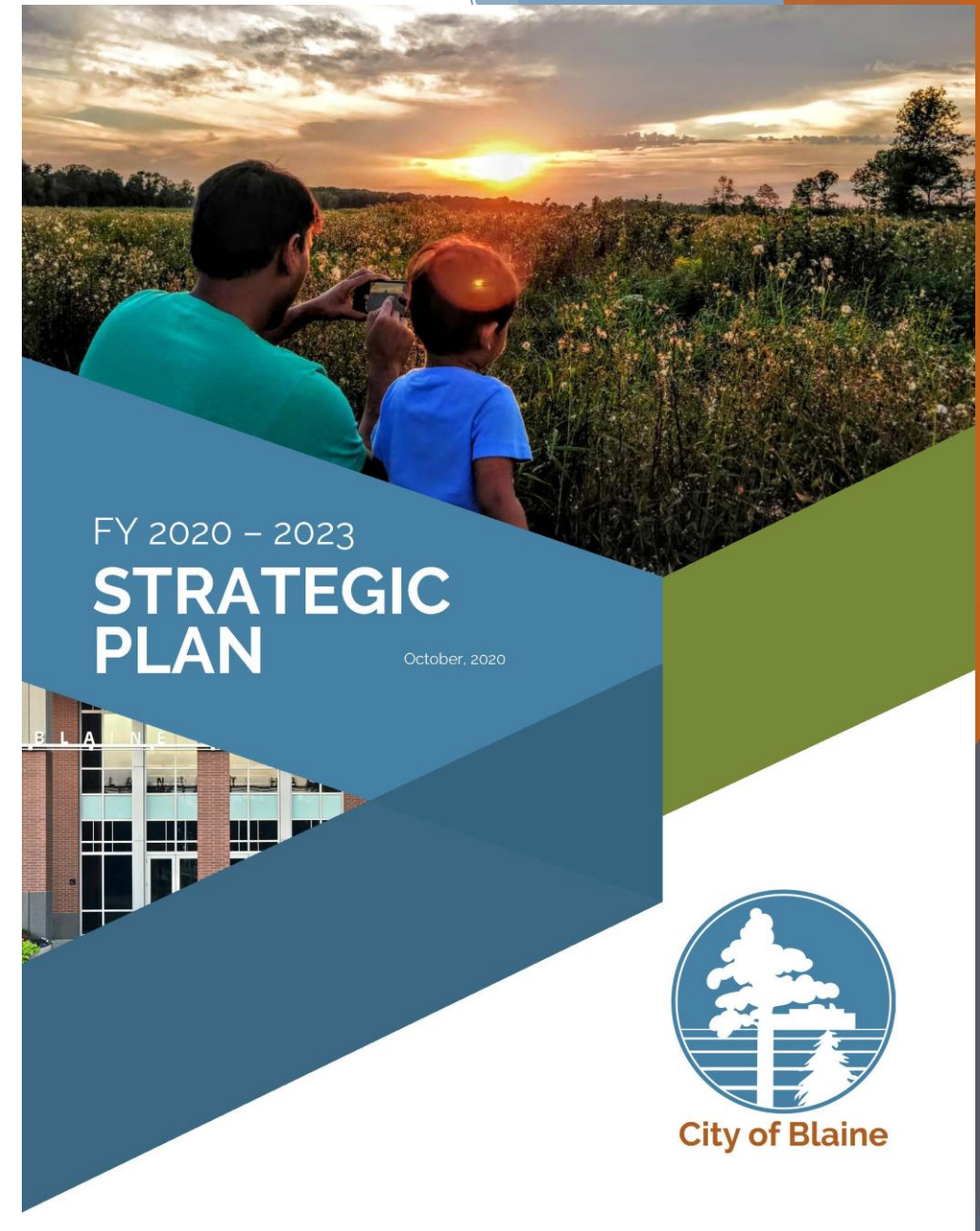
Strategic Plan

- ▶ Approved in October 2020 by the city council.
- ▶ Created over an 18-month period involving staff and city council using a SWOT analysis.
- ▶ Identified mission and values.
- ▶ Identified six strategic priority areas.



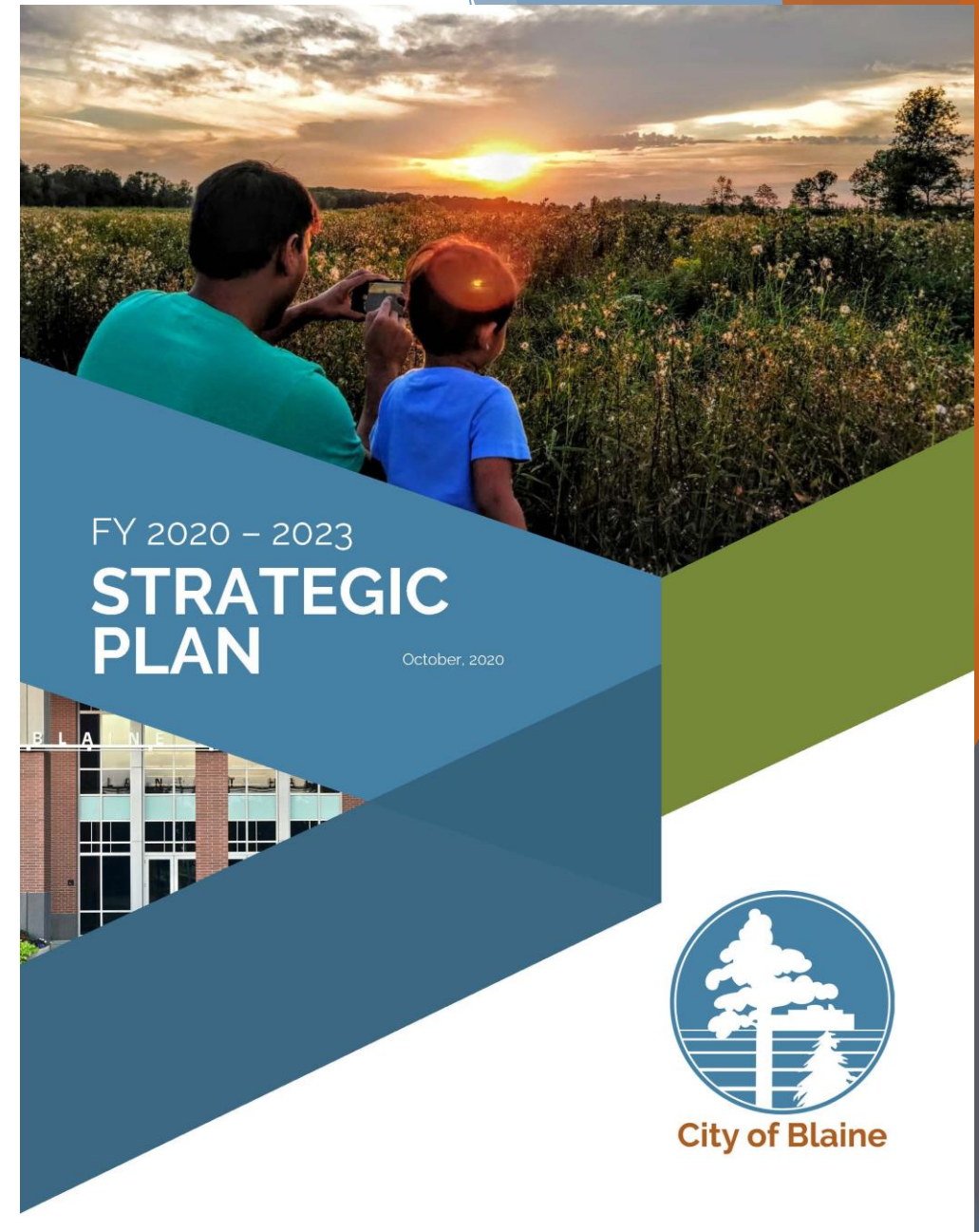
Our Mission

- ▶ **Deliver exceptional public services with the highest degree of professionalism and accountability.**

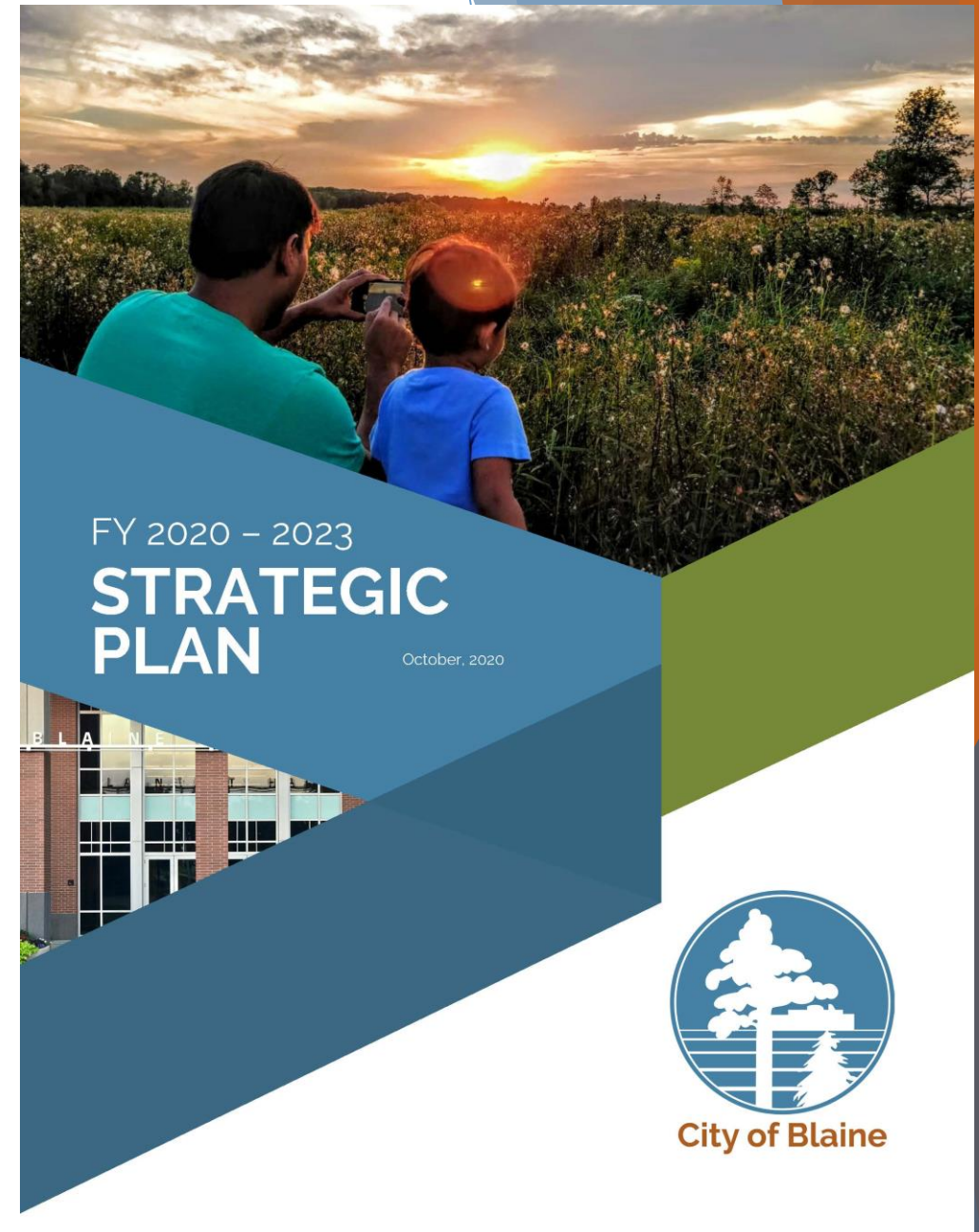


Our Values

- ▶ **Transparency and Openness**
- ▶ **Fairness and Impartiality**
- ▶ **Creativity and Innovation**
- ▶ **Respect and Efficiency**



Our Vision



Strategic Priorities

- ▶ Effective Communication
- ▶ Financial Sustainability
- ▶ Growth Management
- ▶ Organizational Health
- ▶ Highway 65 Improvement
- ▶ Well – Maintained Infrastructure

STRATEGIC PLAN SUMMARY 2020-2023 City of Blaine

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Effective Communication	Improved internal communications	- Staff survey results	- Improve TBD% from baseline	a) Develop internal communications strategy b) Create communication index c) Develop a strategic communication model d) Develop a council/staff communication model
	Meet information needs of community	- Community engagement metrics	- Increased + results/tonality	
	High functioning council-staff relationship	- Communication index	- => 7 on a 1-10 scale	
Financial Sustainability	Financial stability across all funds	- Y/E fund balances/ reserves	- 5-year Capital Improvement Plan by 12/2019	a) Expand Fund Balance policy b) Revise Financial Management Policy c) Identify and evaluate alternative funding sources
	Stable (structural balance) for all funds	- Revenues-expenditure results	- Comprehensive Financial Plan	
	Well managed capital resources	- Capital revenues	- Maintain AAA rating	
Growth Management	Successful redevelopment of 105 th Corridor	- Lot inventory	- 2 new corridor projects along frontage by 2022	a) Implement 105 th Ave. Corridor Strategy b) Implement NE Area Plan c) Assist Developer to Complete Lexington Meadows Plan d) Develop Economic Development Market Strategy e) Create a Three-Year Implementation Plan-Northtown
	Maintain current growth	- Guided and zoned lots	- Build out NE area at 200 units/year	
	Successful 35W/Lex Corridor	- Available land-each area; conversion rate	- CSM Build out by 6/2022 - Wellington: 3 bldgs. completed by 2022 - N. side 109 th platted by 2022	
	Northtown redevelopment advancing	- Northtown plan milestones	- Complete private utilities by 2019 - Three outlets by 2022 - New Transit station by 2020 - Herberger's replaced by 2022	
Organizational Health	Well trained work force	- Performance evaluation results	- =>80% meet expectations	a) Develop a performance review model b) Develop a feedback & follow up model that targets all stakeholders c) Develop an employee engagement plan d) Implement new compensation and classification plan
	Governance decision-making process that works	- Survey results: council, committees, businesses and residents	- =>75% positive response	
	Highly engaged workforce	- Employee survey results	- 85% of employees feel engaged	
TH 65 Improvement	Corridor project direction	- PEL study schedule	- PEL completion by 4/2020	a) Actively pursue progress w/all partners on: - PEL Study Implementation - Corridor Options Plan Development - Project Funding Matrix - W. Frontage Road Alignment Options - Construction Coordination b) Develop lobbying strategy
	Project funding alignment	- Secured bonding	- Funding sources align with completion of study	
	Clarity regarding internal relievers	- Planning milestones: ROW acquisition	- West side of 99 th -109 th alignment in place, study completed- 1/2020	
Well-Maintained Infrastructure	High quality street surfaces	- Pavement condition rating (PCI)	- PCI > 70: arterials by TBD - PCI > 55: neighborhood streets by TBD	a) Revised pavement mgmt. plan b) Comprehensive CIP c) Develop system inspection & maintenance strategies d) Conduct Bldg. automation technology assessment e) Establish benchmarks f) Complete city hall renovation project
	Reliable utility systems	- Watermain break rate - Sewer back-ups	- < 10 breaks/100M pipe - < 5 year	
	Well maintained buildings & facilities (including parks & trails)	- Inspection results	- Meet industry benchmarks	

Comprehensive Plan

- ▶ Vision for how the city will grow and develop over the coming decades.
- ▶ Goals and implementation steps outlined in the plan assist the City Council in decision making related to:
 - ▶ Requested land use changes
 - ▶ Purchasing property or participating financially in redevelopment
 - ▶ Park and Recreation and Natural Resources.
 - ▶ Transportation improvements
 - ▶ Affordable housing



2040 COMPREHENSIVE
PLAN

Discussion

- ▶ The Strategic and Comprehensive Plans are two resources staff and City Council to assist in decision making.
- ▶ Collective desire to talk more in-depth about physical development in the city as we continue to grow and reinvent the community over the next 30 years.



Three Highlights

- ▶ Discuss Council's Three Highlights
- ▶ Identify Common Themes



Impact and Influence

Current Approach and Philosophy – Commercial

Market drives commercial development

- ▶ Put zoning in place for commercial/industrial areas and let the market dictate the types of businesses that go in.
- ▶ City can't arbitrarily say yes or no to a business if it's permitted (Kwik Trip and Fitness Center examples).
- ▶ City does not have formal approval authority for every business that comes to Blaine.
- ▶ Businesses do their homework.



[Home](#) / [Company Info](#) / [Real Estate](#)

Real Estate



If you have a retail location you think would make a good site for Whole Foods Market, Inc., please review the following guidelines carefully for consideration:

- Typically, 200,000 people or more in a 20-minute drive time
- 25,000-50,000 Square Feet
- Large number of college-educated residents
- Abundant parking available for our exclusive use
- Stand alone preferred, would consider complementary
- Easy access from roadways, lighted intersection
- Excellent visibility, directly off of the street
- Must be located in a high traffic area (foot and/or vehicle)

Impact and Influence

Current Approach and Philosophy – Residential

Residential development patterns are generally consistent with the land use identified in the Comprehensive Plan.

- ▶ Land transactions occur between willing sellers and buyers.
- ▶ Most projects are consistent with the comprehensive plan.
- ▶ Some medium to high density projects require a land use change.
- ▶ Blaine has done a **GREAT** job of allowing a variety of housing options through flexible zoning regulations.



Impact and Influence

Current Approach and Philosophy – Redevelopment

EDA is active in purchasing property in identified redevelopment areas.

- ▶ Owning property gives the City the most impact and influence.
- ▶ Previous EDA Involved Projects
 - ▶ Village of Blaine
 - ▶ Invictus and Topsy Steer
 - ▶ Blaine Town Square



How Can the City have Additional Impact and Influence?

Master planning of redevelopment or new development areas.

- ▶ Allows city to put in place more restrictive design guidelines.
- ▶ More restrictive uses.
- ▶ Amenities and walkability.
- ▶ Flexible residential densities.



Master Planning (cont.)

Requires a commitment by the City Council.

- ▶ Adhere to the vision
- ▶ Public/Private partnership
- ▶ Financial commitment

Where can we do this?

- ▶ 105th and Nassau St.
- ▶ Blaine Town Square
- ▶ Northtown Area



R | C



Rosedale Center
is setting a new
standard in
retail innovation.

Discussion

Are the current approaches working?

Should the City look at Master Planning of certain areas?

How much control do you want the City to have?

- Regulations for private development?
- Increased City land ownership?

