



## 2014-15 City of Edina Strategic Priorities

The City of Edina's mission is to provide effective and valued services, maintain a sound public infrastructure, offer premier public facilities and guide the development and redevelopment of lands, all in a manner that sustains and improves the uncommonly high quality of life enjoyed by our residents and businesses. Our vision is to be the preeminent place for living, learning, raising families and doing business distinguished by:

- A livable environment
- Effective and valued city services
- A sound public infrastructure
- A balance of land uses, and
- Innovation

The City of Edina is known for excellent city services and sound fiscal management. Our ongoing work will contribute this to tradition. In addition to our core services, the Council has identified six priorities for the 2014-15 biennial budget in support of our mission and vision:

- Community Vision
- Infrastructure
- Commercial and Mixed Use Redevelopment
- Workforce
- Communication and Engagement
- Aviation Noise

These themes will guide our organization as we identify projects and prioritize our work.

<b>Community Vision</b>	
<b>Description</b>	<b>Key Performance Indicators</b>
<p>A clear vision of a desired future will help focus our daily efforts and sustain a high quality of life. A vision for the community through the year 2040 that reflects the unique character, values and priorities of our citizens and stakeholders will be developed. Broad community participation will be central to our effort and critical to its ultimate success.</p> <ul style="list-style-type: none"> <li>• Future</li> <li>• Values</li> <li>• 2040- or date certain in the future</li> <li>• Priorities</li> </ul>	<ul style="list-style-type: none"> <li>• A Vision Plan will be in place prior to next Comprehensive Plan update.</li> <li>• 1200 citizens involved in a community process to create a vision.</li> </ul>
<b>Goals</b>	<b>Progress Report as of December 31, 2014</b>
Identify consulting partner by 3/1/14. (Admin)	Completed. Council work session was held in January to clarify goals. Consultant RFI was issued in March. Future IQ selected as consultant in June.
Complete visioning process by 12/1/14. (Admin)	Held “think tank” workshop scheduled for September 9 and 11 with 110 participants. Community outreach included five public sessions and over 30 meetings hosted by individuals or outside organizations. Have collected over 591 surveys. The survey results will be discussed at the City Council work session on January 20.
Approve community vision by 3/1/15. (Admin)	No update.
Other: No update.	

<b>Infrastructure</b>	
<b>Description</b>	<b>Key Performance Indicators</b>
<p>The City is committed to preserving and expanding infrastructure systems to maintain reliability and quality, and to meet the demands of expansion and redevelopment. This will be accomplished through a long-term financing plan that balances prudence and community expectations.</p> <ul style="list-style-type: none"> <li>• Financing</li> <li>• Preservation</li> <li>• Expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Construction Fund structural deficit eliminated by 3/1/20.</li> <li>• Centennial Lakes TIF spending plan adopted and implemented by 12/31/15.</li> <li>• Municipal facilities upgrade scope finalized by 12/31/15.</li> <li>• 25,000 feet of bicycle improvements and 5,200 feet of sidewalks are completed each year.</li> </ul>
<b>Goals</b>	<b>Progress Report as of December 31, 2014</b>
<p>Convert a half million in unreserved General Fund balance to operating budget by tightening revenue and expenditure estimates and increasing construction fund line item over the two year period. (Finance)</p>	<p>Completed. The 2015 adopted budget includes significant increases in general fund revenue estimates, license and permit revenue in particular. The adopted budget also allocates an additional \$625,000 of the property tax levy to fund equipment replacement in the construction fund.</p>
<p>Meet with Utility companies once each year to assess future plans and to advocate for interests of Edina residents and businesses. (Engineering)</p>	<p>Engaging in on-going discussions with all utility companies to continue assessing future plans.</p>
<p>Complete physical evaluation of all City buildings and facilities in order to develop a comprehensive maintenance plan and replacement schedule by 6/30/14. (Public Works)</p>	<p>Completed. A physical evaluation of all City buildings and facilities has been completed. In conjunction with the Energy and Environment Commission Building subcommittee, preparations are being made for a comprehensive maintenance and replacement plan that focuses on energy efficiency improvements.</p>
<p>Complete Living Streets Plan by 12/31/14 and related projects: (Engineering)            France Ave pedestrian crossings by 12/31/14            54<sup>th</sup> Street by 12/31/14            Tracy Avenue plan by 12/31/15</p>	<p>Living Streets Plan chapters are in draft form. Street types/network and design guidelines were shared with Council at July 1 work session, with the ETC in July and with the Planning Commission in August. The Sidewalk Facilities Map was approved by Council and will amend the Comprehensive Plan. The revised plan is to present the final Living Streets Plan to Council for approval by March, 2015.            France Ave pedestrian crossings project is substantially complete.</p>

	<p>The light pole installation has been delayed until March due to communication issues between the general contractor and fabricator. Compensation for the delay is being negotiated. 54<sup>th</sup> Street Project has been delayed to 2015 due to higher than anticipated bid unit costs.</p> <p>Tracy Avenue Project from Benton to TH62 is scheduled for an engineering study in 2015 and construction in 2016. Engineering met with residents on September 29 to discuss our typical street reconstruction process. Also conducted a kick-off meeting on December 19 with the fire and public works departments to determine key requirements of the project.</p>
Complete driving range and cart path projects at Braemar Golf Course by 12/31/15. (Parks & Rec)	Driving Range architect was hired on April 1. Spring and Summer rains delayed the watershed/Army Corps of Engineers permitting process. Summer and Fall 2015 construction is planned. Staff is working on permit approvals. Cart path design will be included in the master planning process which will be completed by the end of July 2015. Staff will ask the Council to put the driving range project out for bid in January 2015.
Complete Parks Master Plan by 12/31/14 (Parks & Rec)	Confluence was hired to complete the Strategic Plan. This project was delayed slightly due to other substantial departmental projects. We are on Phase 3 of the plan and the project and will be completed in June 2015.
Adopt and implement Centennial Lakes TIF spending plan by 12/31/15 (Admin)	Included as part of proposed CIP.
Finalize southeast Edina sanitary sewer capacity study by 4/1/14 for inclusion in the CIP. (Engineering)	Completed. Study has been completed and will be used for CIP planning purposes.
Complete construction of the sports dome by the end of 2014. (Parks & Rec)	Braemar Field and Backyard opened on 12/5/14. Concrete, asphalt and landscaping will be completed in the Spring. Pamela construction was delayed due to weather and watershed permit approval. Pamela construction started in September. The shelter building will be constructed in Spring of 2015. Site work including paths, parking lots and north field not completed this fall will be completed in the spring and early summer of 2015.
Other: No update.	

<b>Commercial and Mixed Use Redevelopment</b>	
<b>Description</b>	<b>Key Performance Indicators</b>
<p>Development and renewal of commercial and residential areas is essential to the on-going health of the city. The City will focus on the 50<sup>th</sup> &amp; France and Grandview areas to create maximum positive impact. Tax increment financing and other tools will be used to provide incentives to develop in ways consistent with the City's land use, transit, density and health goals.</p> <ul style="list-style-type: none"> <li>• 50<sup>th</sup> &amp; France</li> <li>• Grandview</li> <li>• TIF</li> <li>• Transit/Land use/Density/Health</li> </ul>	<ul style="list-style-type: none"> <li>• Public parking capacity at 50<sup>th</sup> and France is increased by 20%. The perception of parking availability at 50<sup>th</sup> and France is improved. Ground broken for redevelopment of parking facility by 12/31/14.</li> <li>• Grandview redevelopment plan executed with final public space plan by 12/31/15.</li> <li>• France Ave pedestrian plan improvements completed by 12/31/14.</li> <li>• Redevelopment roadway improvements substantially completed for Hazelton by 12/31/14.</li> </ul>
<b>Goals</b>	<b>Progress Report as of December 31, 2014</b>
<p>Complete plans to expand North Ramp and plan improvements at other ramps by 12/31/14. Complete ramp projects by 12/31/15. (Admin)</p>	<p>Restoration work to parking ramps, streetscape &amp; wayfinding system was completed in October 2014. South ramp elevator design was substantially complete in December 2014; bids will be solicited in January 2015. Hooten Cleaner site was acquired in December 2014. Expansion plans for North Ramp will be discussed in Q2 2015 after the effect of the wayfinding system and employee parking changes can be measured.</p>
<p>Implement ramp demand management system by 5/31/14. (Admin)</p>	<p>Significant changes to employee permit parking policy and fees were implemented in May 2014 with minor adjustments implemented in January 2015.</p>
<p>Complete small area plan for Wooddale and Valley View by 12/31/14 and Cahill and 70<sup>th</sup> Street by 12/31/15. (Admin/Community Development)</p>	<p>WVV small area plan kickoff meeting was held on June 18. Small area planning team members were appointed in July and Peter Musty LLC selected as the consultant in July. Two community workshops were held on October 11 (Discover) and November 8 (Dream), as well as a community update on December 3. Completion of the plan is expected in March 2015.</p>
<p>Approve redevelopment plan for former public works site by 7/1/14; complete project by 12/31/15. (Admin)</p>	<p>Collaborative planning partnership with Frauenshuh solidified in November 2014. Community engagement process began in December 2014. Multiple options for mixed-use / public-private</p>

	development anticipated to be unveiled in April 2015 for public comment and City Council consideration in June 2015.
Approve redevelopment agreement with the School District for the current School District bus barn site by both the City and the School by July 1, 2014. (Admin)	The City and SD273 approved joint agreement to work cooperatively in March 2014. Funding for bus garage relocation anticipated to be included in May 2015 referendum.
Work with 50 <sup>th</sup> and France property owners on redevelopment projects. (Admin)	The owners of 3939 W. 50 <sup>th</sup> building have delayed the façade remodel until summer 2015. The façade of the Edina Liquor store will also be updated at that time.
Outline development goals and incentives related to sustainability, health and transit/connectivity by 12/31/15. (Community Dev)	Given the Planning Commission's heavy work load, this issue has not been addressed in detail. Negotiations continue it as part of a PUD. This has been placed on the 2015 work plan again to provide clear direction on what the city would like to achieve in these areas.
Master redevelopment plan for Pentagon Park approved by 12/31/14. (Comm Dev)	Preliminary site plan approval and PUD zoning was granted in March 2014. A full TIF redevelopment agreement was completed in May 2014. The developer continues to move ahead with redevelopment plans for each portion of the site. The south parcel was cleared in December 2014, ahead of original schedule.
<p>Other: In addition to the scheduled workload, staff has helped advance several redevelopment projects, primarily in the Greater Southdale area. Many new commercial projects were approved in 2014 and are in various stages of construction. Highlights include:</p> <p>Think Bank – Grand Opening November 2014.</p> <p>Onyx mixed-use on York Ave – PUD approved in 2014, site assembled in October 2014 and cleared in November 2014. Full construction anticipated in Spring 2015.</p> <p>6500 France – senior housing granted final approvals in Nov 2014 with construction anticipated in Spring 2015.</p> <p>7151 York / Yorktown Continental apartments – remodel of existing high rise and new building approved in 2014. Remodeling has begun. New construction anticipated in 2015.</p> <p>66<sup>th</sup> &amp; France medical office – approved in 2014 and currently under construction.</p> <p>66 West transitional housing – approved in October 2014. Construction anticipated in 2015 or 2016 (waiting for funding)</p> <p>New restaurant at 7690 France – approved in 2014. Construction anticipated in 2015.</p> <p>Staff continues to work with developers, architects and owners on other redevelopment projects. They include:</p> <p>7200 France mixed-use – completed sketch plan review in 2014; preliminary site approval anticipated in 2015</p> <p>Galleria shopping center – owners anticipate expansion and renovation, likely in 2015/2016.</p> <p>Lincoln Corporate Center (Lincoln Ave &amp; Bren Road) – vacant and being marketed for re-use or re-development.</p>	

<b>Workforce</b>	
<b>Description</b>	<b>Key Performance Indicators</b>
<p>High quality service delivery requires skilled employees who are properly deployed. The City supports high performance staffing approaches and the recruitment and retention of well-qualified employees. To support these efforts, the organization will provide competitive compensation and benefits packages.</p> <ul style="list-style-type: none"> <li>• Staffing and resource allocation</li> <li>• Recruitment &amp; retention</li> <li>• Compensation and benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Affordability of family insurance improves to meet average for comparison cities by end of 2016-2017 budget cycle.</li> <li>• Customer service evaluation scores on 2015 Quality of Life Survey continue to be 90% or better positive ratings with “excellent” ratings increasing to 30%.</li> <li>• An employee engagement baseline measurement is established through an employee engagement survey</li> </ul>
<b>Goals</b>	<b>Progress Report as of December 31, 2014</b>
Restructure employee benefit program by 9/1/2014. (HR)	Complete. HR has worked with the Employee Advisory Committee to make significant changes for 2015 benefit to shift contribution dollars towards higher insurance costs (i.e. family/dependent coverage). The result is a significant increase in affordability of health insurance for all full-time employees. We have also ensured that all full-time employees will receive long-term disability coverage. We are on track to meet the goal of meeting the average for comparison cities by 2017.
Allocate \$150,000 in operating budget each benefit year towards our benefit plans. (Finance)	Completed.
Develop employee engagement survey and measure every two years starting in 2014. (Admin)	Completed. Results have been shared with City staff and follow up action items are being identified for 2015 work plans.
Develop and implement customer service standards and related training organization-wide by 12/31/15. (Admin)	The team is currently working on training content which is scheduled to be piloted in March.
Incorporate defined values into hiring process by 3/1/14 and performance management system by 3/1/15. (Admin/HR)	Completed. Edina IQS hiring process was developed and reviewed with ELT. HR led a training session on values-based hiring for managers. The first group of employee volunteers was trained in September and now panels are now being incorporated into the hiring process.
Develop standard onboarding and leadership training by 12/31/15. (Admin/HR)	The training being developed by the customer service team will also be used for onboarding new employees starting in second quarter of 2015.
Other: No update.	

<b>Communication and Engagement</b>	
<b>Description</b>	<b>Key Performance Indicators</b>
<p>To clearly understand community needs, expectations and opinions, the City will consistently seek the input of a broad range of stakeholders in meaningful and interactive communication. Efforts to engage the community will utilize multiple platforms, be informative, transparent, responsive, and will involve volunteers and city commissions.</p> <ul style="list-style-type: none"> <li>• Coordinated</li> <li>• Multi-platform</li> <li>• Strategic</li> <li>• Transparent</li> <li>• Two-way, interactive, inviting</li> <li>• Accessible</li> <li>• Comprehensive, informative</li> <li>• Timely</li> </ul>	<ul style="list-style-type: none"> <li>• At least 85% of residents will continue to respond positively when asked if they felt they could have a say in local government in the 2015 Quality of Life Survey.</li> <li>• Residents will continue to prefer a City communications tool as their primary information source for City news in the 2015 Quality of Life survey.</li> <li>• The number of City Extra subscribers will increase by 25% from 8/1/13 to 12/31/15.</li> <li>• 90% of participants on boards, commissions, advisory groups and task forces rate their overall experience positively.</li> <li>• Ten neighborhood associations will be recognized by 12/31/15.</li> <li>• Registered users of City of Edina websites or fans/followers will increase by 20% from 8/1/13 to 12/31/15.</li> </ul>
<b>Goals</b>	<b>Progress Report as of December 31, 2014</b>
Host and promote Speak Up Edina topic monthly. (CTS)	Successful online discussions have been held since January 2014. Communications Coordinator reports survey results and participation each month to the City Council. Monthly discussions have spawned other discussions, including parking at 50 <sup>th</sup> & France, the Capital Improvement Program and repurposing of Fred Richards Executive Golf Course.
Use “telephone town hall” meeting or live social media chat at least once per year. (CTS)	State of the Community held in February and March 2014. A live town hall meeting was held December 6, 2014. “Telephone town hall” meetings or live social media chats will be evaluated for use in 2015.
Develop plan to promote City Extra by 3/1/14 and implement by 6/1/14. (CTS)	The first e-version of <i>Edina Liquor Uncorked</i> was emailed using Mail Chimp in October. <i>Friday Report</i> has been converted to an e-newsletter and will be sent out using Mail Chimp in January 2015. The entire “City Extra” email system will be converted from Penteon to Mail Chimp in the first quarter of 2015.
Identify and train communication coordinators in each department	An internal Communications Advisory Team (CAT) will be formed

by 6/1/14. (CTS)	to aid the Communications staff. Staff members from throughout the organization have been trained on the City's content management system. Those people represent the Human Resources Department, Parks & Recreation Department, Edina Art Center, Braemar Arena, Braemar Golf Course, Centennial Lakes Park, Edina Liquor and Edinborough Park.
Train key City staff on public engagement methods by 12/1/14. (Admin)	No update.
Prioritize needs for mobile apps and implement at least one mobile reporting app by 7/1/14. (CTS)	The City launched its first mobile app, Edina To Go, in June. The requests for service reported through the app feed into the existing work order system in the Public Works Department. Since launch, the app has been downloaded 1,058 times.  Staff is currently evaluating proposals for an ecommerce mobile app or online solution for selling concessions.
Develop and implement survey for volunteer participants and exit surveys for board and commission members by 3/1/14. (Admin)	Completed. Developed and implemented survey for departing board and commission members and shared results with Council. Will be using the same survey for Grandview CAT, Braemar Task Force and WVV Small Area Planning Team as these citizen advisory groups complete their service.

Other: Workshop for residents interested in organizing a neighborhood held on May 17.

Note:

The Key Performance Indicator for "Registered users of City of Edina websites or fans/followers will increase by 20% from 8/1/13 to 12/31/15" has largely been met. Growth is still needed for the City Facebook page.

<b>www.EdinaMN.gov</b>	<b>Aug. 1, 2013</b>	<b>Jan. 7, 2015</b>	<b>Change</b>
	2,241	8,891	+297.7%
<b>SpeakUpEdina.org</b>	<b>July 17, 2013</b>	<b>Jan. 5, 2015</b>	<b>Change</b>
	267	837	213.5%

<b>Social Media Site</b>	<b>July 29, 2013*</b>	<b>Jan. 5, 2015</b>	<b>Change</b>
City Twitter	3,212	4,740	+47.6%
Scott Neal Twitter	127 (Oct. 25, 2013)	388	+161.1%
City Facebook	5,453	6,235	+14.3%
Braemar Arena	310	542	+74.8%
Braemar Golf Course	442	661	+49.5%
Braemar Field	(started in 2014)	81	n/a
Centennial Lakes Park	1,577	2,450	+55.4%
Edina Art Center	552	779	+41.1%
Edina Aquatic Center	759	1,058	+39.4%
Edina Liquor	200	358	+79%
Edina Senior Center	(started in 2014)	20	n/a
Edinburgh Park	2,817	4,153	+47.4%

\* Unless otherwise noted

<b>Aviation Noise</b>	
<b>Description</b>	<b>Key Performance Indicators</b>
<p>Changes in flight patterns from the Minneapolis-Saint Paul International Airport over the community negatively affect the quality of community life. We are committed to influencing the outcome of decisions, mitigating the impacts to the community, and working with our neighboring communities to find the best possible solutions.</p> <ul style="list-style-type: none"> <li>• Mitigating impact</li> <li>• Influencing outcome</li> <li>• Working with/partnering with the cities of Minneapolis, Bloomington, Richfield, the Federal Aviation Administration (FAA), Metropolitan Airports Commission (MAC), and the MSP Noise Oversight Committee (NOC)</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve an outcome generally acceptable to the City.</li> <li>• Relationships with neighbors are not negatively impacted by efforts.</li> <li>• New positive relationships with MAC, FAA and the airlines are established.</li> </ul>
<b>Goals</b>	<b>Progress Report as of December 31, 2014</b>
Average daily overflights of the City do not exceed their 2012 levels. (Comm Dev)	No update.
Average daily aviation noise levels in the City do not exceed 2012 levels. (Comm Dev)	The City obtained noise monitors to establish a benchmark measurement and average daily noise levels.
The hybrid RNAV solution endorsed by the MAC in 11/2012 is implemented. (Comm Dev)	MAC completed a two week aviation noise testing procedure in two Edina locations in September. Staff expects to receive the results and analysis of the tests in November 2014.
<p>Other:  City Council members and City staff traveled to Washington D.C. March 8-12<sup>th</sup> to meet with Senator Klobuchar and staff liaisons for Representatives Paulson, Ellison, Franken, and Nolan, as well staff from the Majority Senate Aviation Subcommittee and Majority and Minority House Aviation Subcommittee, to discuss RNAV implementation, reauthorization of the FAA budget bill, potentially removing RNAV from the list of categorical exclusions (CATEX), requiring the FAA to conduct Environmental Impact Assessments prior to RNAV implementation, and building local community engagement into all NextGen projects. Edina joined the National Organization for a Sound Controlled Environment (N.O.I.S.E) and members of the D.C. delegation participated in the 2014 N.O.I.S.E. Legislative Summit on May 9<sup>th</sup>, where legislative priorities were set for the current session. City Council Members and staff continue to work with neighboring communities and MAC to discuss noise mitigation strategies. City of Edina hosted the NOC cities meeting in August.</p>	