

AGENDA
HANOVER CITY COUNCIL 2021 STRATEGIC PLANNING SESSION
MARCH 4, 2021

MAYOR

CHRIS KAUFFMAN

COUNCIL

KEN WARPULA

JIM ZAJICEK

MARYANN HALLSTEIN

THOMAS DIERBERGER

- 1. Call to Order 2021 Strategic Planning Session: 5:00 p.m.**
- 2. Review of Progress made on 2019 Strategic Planning Session Executive Summary**
- 3. Establish 2021 Goals**
- 4. Establish Action Items to Accomplish Goals**
- 5. Adjournment**



To: Hanover City Council, Planning Commission, EDA, & Staff

From: Brian Hagen, City Administrator

Re: May 4, 2019 Strategic Planning Session

Location: Hanover Fire Hall

In preparation for the review of progress made on the 2019 Strategic Planning Session Executive Summary, below I have identified the established goals and what steps we have taken towards accomplishing the goals.

For the 2021 Strategic Planning Session, established goals will be short term and able to be accomplished in 1 years' time. The goals should be attainable with identified action steps.

#1 To promote and expand the city's quality of growth: industrial, commercial, and residential

- Active Preliminary Plats with phased final platting
 - Crow River Heights West Future Additions – 159 total single-family lots
 - Rivers Edge of Hanover – 250 total lots; 177 single-family and 73 villa style
- Since 2019, 138 residential units have been final platted or have an active application currently submitted for approval. This is equal to approximately 10% of Hanover's total parcels.
 - Riverside Estates – 1 existing home and 4 new single-family large lots on the Crow River
 - Crow River Heights West 4th Addt. – 36 single-family lots
 - River Town Villas of Hanover – 18 villa style home lots
 - Rivers Edge of Hanover – 42 single-family and 14 villa style home lots (under review)
 - Crow River Heights West 5th Addt. – 23 single-family lots (under review)
- Supported commercial portion of Mercantile Pass Concept Plan
 - Further supported EDA funded CSAH19/123 Access Management Study
- Supported Bridgewater Phase 2 Concept Plan
- Approved EDA Business Incentive for Big Bore Barbecue; \$92,500 loan, \$7,500 grant

#2 To promote the longevity of the city's professional staff

- Complete regular salary studies
- Added cost of living adjustment consideration for staff at the maximum of the position's salary range

- #3 To update and fund the city's Capital Improvement Program**
- Identified levy requirements for cash purchase on streets and equipment
 - Purchased new fire engine via FD Capital and interfund capital fund loan
 - Increased levy by approx. \$300,000 dedicated to capital funds with minimal increase to tax rate
- #4 To ensure the city's continued financial stability**
- Early pay-off of debt with established fund balances in order to capture interest savings
 - Reduced bonding needs within CIP Funding Plan implementation
 - 2019 tax rate of 45.28% on a \$1.65 million levy
 - 2021 estimated tax rate of 46.94% on a \$1.93 million levy
- #5 To continue to provide high levels of road and building maintenance**
- Actively following pavement management plan
 - Completing routine inspections and maintenance of city facilities
- #6 To adapt to city's changing demographics**
- Amended ordinances to allow for villa style housing
 - Supported Bridgewater Phase 2 Concept Plan for additional assisted living opportunities
- #7 To conduct collaborative planning between city council and advisory boards**
- Held some joint meetings to review ordinances, park dedication study, etc. Minimal collaboration between entire council and EDA
- #8 To adopt effective enforceable, agreeable City Code while meeting state regulations**
- Periodic city code review occurs
 - Waiting for final state approval on Shoreland Ordinance amendment which identified state minimum requirements



2019 LEADERSHIP – PLANNING – TEAM BUILDING SESSION EXECUTIVE SUMMARY

The City of Hanover

11250 5th St NE – Ph: (763)497-3777 – Fax: 763-497-1873

www.hanovermn.org

MAYOR

Chris Kauffman

CITY COUNCIL MEMBERS

Doug Hammerseng

Ken Warpula

Jim Zajicek

MaryAnn Hallstein

City of Hanover

2019 Strategic Planning Executive Summary

May 4, 2019

Attendees:

Chris Kauffman • Doug Hammerseng • Ken Warpula • MaryAnn Hallstein • Todd Bartels • Tony Ross • Brian Dismang • Jessica Johnson • Stan Kolasa • Jim Schendel • Dean Kuitunen • Michelle Armstrong • Brian Hagen • Jackie Heinz • Amy Biren

The City of Hanover Strategic Planning Session allows for council, board members and staff to review and plan for the future needs of the city. The session looks to reflect on past accomplishments in order to establish framework on how to proceed forward. In looking to the future needs of the city; impacts and challenges are identified for the purpose of setting goals to strive towards accomplishing. The outcome of the session guides city officials on completing projects to better the community while staying true to the mission and vision of the city.

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SCHEDULE

- 7:45 AM Light Breakfast Provided
- 8:00 AM Welcome & Introductions
- 8:30 AM Review Mission Statement, Vision Statement, Past Goals
- What's working well?
 - What's not working well?
 - What's the city not doing that it should be doing?
 - What's the city currently doing that it should not be doing?
- 10:00 AM Break
- 10:15 AM Impacts & Challenges in next 3-5 years
- 10:45 AM Issues & Opportunities in the next 3-5 years
- 11:15 AM Activity: Impact of Words
- 12:00 PM Lunch
- 1:00 PM Roles & Responsibilities
- 2:00 PM Values
- 2:30 PM Goals for next 1-3 years
- 3:30 PM Review & Wrap-Up
- 4:00 PM Adjourn

VISION STATEMENT

Hanover is a historic Crow River city valuing small town tradition, while embracing both business and residential growth opportunities.

MISSION STATEMENT

The mission of Hanover is to maintain fiscal responsibility while providing high quality amenities and services. This is done to retain the small town atmosphere while offering a desirable community to live, work, and play.

2017 ESTABLISHED GOALS

- #1 – To promote and expand the city’s quality growth: industrial, commercial, and residential
- #2 – To promote the longevity of the city’s professional staff
- #3 – To improve the city’s aging infrastructure
- #4 – To update and fund the city’s Capital Improvement Program
- #5 – To ensure the city’s continued financial stability
- #6 – To continue to provide high levels of road and building maintenance
- #7 – To adapt to the city’s changing demographics

PAST REFLECTIONS

City officials participated in a strategic planning session in 2017. This was the first session of its nature in several years for those serving as city officials. The event identified many positives the city had accomplished well identifying areas of improvement as well. The event allowed for common goals, values, and direction to be agreed upon by the members.

During the 2019 session, participants engaged in an activity which allowed for time to reflect on the past two years of accomplishments. The reflection reviewed the work completed as well as how the city compares to itself from two years ago. The activity focused on what was working well, what was not working well, what the city was not doing that it should be doing, and what was the city doing that it should not be doing. As identified in 2019:

What's working well?

- Outdoor storage allowed in Industrial zones
- Longevity & Quality of City Officials & Staff
- Relationships between City Officials (Council, Board Members, Staff)
- City amenities and continually adding services
- Minimal resident complaints on city operations
- EDA Business Social
- Positive Community
- Community Organizations (non-profits)
- Awareness of changing demographics
- Fire Department
- City finances while maintaining quality infrastructure

What's not working well?

- Public response to growth/change
- Public's understanding of why/how growth occurs
- City's style of communication to public
- Lack of large group planning on big projects
- Receiving community feedback prior to final considerations being made
- Resident involvement in community organizations
- Understanding local authority

What is the City not doing that it should be doing?

- Self-promotion of positive actions
- Big picture planning
- Receiving training from outside professionals
- Considering single garbage hauler
- Lobby for County/State/Federal improvements impacting the City
- Knowing County/State/Federal assistance programs available
- Routine City Code review
- Outreach for public input
- Parks & Trails Capital Improvement Program

What is the City doing that it should not be doing?

- Responding to requests/complaints without considering the larger impact
- Conducting business to informally

FUTURE PREDICTIONS

Participants continued the 2019 session by identifying future impacts and opportunities facing the city in the next 1-5 years. These opportunities will provide the City with an ability to shape its future for the benefit of the residents and local business community.

Impacts in the next 1-5 years:

- Economic development of remaining large tracts of land
- Temporary increase to CSAH 19 traffic due to I94 expansion project
- Permanent increase CSAH 19 traffic and access to the roadway
- Surrounding community's growth
- Interstate interchange improvement project in Dayton
- Shoreland regulations
- Increased government regulations
- Local school district levies/referendums

Opportunities in the next 1-5 years:

- 8th St. NE extension (Industrial Park to CSAH 19)
- Annexation
- Resident input opportunities
- Implementation of Park Dedication Study
- Increasing tax base
- Existing business growth by identifying needs
- Improved communication

ROLES & RESPONSIBILITIES

Participants reviewed the major roles and responsibilities of the city council, individual council members, the mayor, the city administrator, department heads, city employees, city advisory boards and citizens.

City Council

- To foster increased public trust in local government
- To ensure the city continues to provide essential services to its residents
- To represent the citizens of the entire city
- To provide leadership and direction for the city by providing long-range planning, establishing policies and enacting ordinances
- To determine the city's annual budget and tax levy
- To make policy decisions for the betterment of the entire city
- To hire and monitor the performance of the City Administrator
- To provide guidance and support to the advisory boards
- To know local authority limitations

Individual Council Members

- To do their homework and be prepared to fulfill their responsibilities
- To cast votes with the total city in mind
- To communicate with, and listen to, the public on issues of community interest and concern
- To be honest, trustworthy, respectful and engaged
- To be good-will ambassadors for the city
- To make the tough policy decisions for the city
- To serve as liaisons with the advisory boards and organizations affecting the city and periodically reporting back to the council

Mayor

- To be the city's number one spokesman and ambassador
- To provide leadership in the development and fulfillment of a community vision
- To chair council meetings in an effective and well-run manner
- To mediate and disputes between council members, between the council and city administrator and the public
- To ensure implementation of the city's goals
- To sign the city's legal documents
- To respond to the tough citizen phone calls that can only be answered by the mayor
- To meet with developers and staff

City Administrator

- To provide leadership, guidance and support to the city staff
- To manage the day-to-day affairs, activities and services of the city
- To manage city personnel
- To implement city policies and oversee the enforcement of city ordinances
- To keep council members and the mayor informed, to oversee the preparation of council agendas, to make policy and personnel recommendations and to attend a variety of meetings representing the city
- To oversee the preparation of and to adhere to the city's budget and capital improvement plan financing
- To be the face of the city

Department Heads

- To provide leadership, guidance and support to department staff
- To manage the day-to-day operations of their departments
- To seek, recognize and act on opportunities to increase the effectiveness of their departments
- To provide reports and information to the council through the city administrator
- To implement council and city administrator directives
- To provide high quality customer service
- To establish department goals that are consistent with the city's goals
- To be current in their areas of responsibility and expertise

All City Employees

- To perform their job duties
- To seek out, recognize and act on opportunities to increase the effectiveness of the departments work
- To provide high quality customer service
- To stay within their budgets
- To be good-will ambassadors for the city
- To maintain proper and appropriate image and dress, and be professional in fulfilling their duties
- To be honest, respectful and have a positive attitude
- To be team players
- To make their contacts with the public positive experiences for the citizens
- To understand and abide by the city's values
- To take advantage of educational opportunities that are offered to improve their skills, effectiveness and career advancement
- To respect and adhere to the chain of command

Advisory Boards

- To make recommendations to the city council in alignment with city goals
- To research and study proposals and plans
- To follow the city's comprehensive plan, codes, rules and policies
- To hold public hearings and consider citizen input on issues

Citizens of Hanover

- To respect each other and act in a civil manner
- To respect and adhere to city ordinances
- To stay informed of city affairs and issues
- To vote in elections
- To pay their property taxes
- To participate in city affairs – if possible
- To be active in community organizations with a spirit of community
- To approach the council on matters of concern
- To support the local business community

CITY OF HANOVER VALUES

#1 Excellence and Quality in the Delivery of Service

We believe that service to the public is our reason for being and strive to deliver quality services in a highly professional and cost-effective and friendly manner.

#2 Fiscal Responsibility

We believe that fiscal responsibility and the prudent stewardship of public funds is essential for citizen confidence in government.

#3 Ethics, Integrity, and Professionalism

We believe ethics, integrity and professionalism are the foundation blocks of public trust and confidence and that all meaningful relationships are built on these values.

#4 Open and Honest Communication

We believe that open and honest communication with citizens, staff, council and advisory boards in a spirit of cooperation and teamwork is essential for an informed and involved citizenry and to foster a positive working environment for employees.

#5 Cooperation and Teamwork

We believe that the public is best served when the council, departments and employees work cooperatively as a team rather than at cross purposes.

#6 Visionary Leadership and Planning

We believe that the very essence of leadership is to be visionary and to plan for the future.

#7 Positive Relations with the Community

We believe that it is imperative that the city has positive relations with the community it serves.

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