


COTTAGE GROVE STRATEGIC REALIGNMENT FEBRUARY 4, 2017



Current Plan Review and Reflection -Vision, Obstacles, Strategic Directions

The team reviewed the Vision, Mission, Strategic Directions and work accomplished since the 2016 retreat

<p>Reforming Organizational Culture</p> <p>Strategy #1: Training and Travel Committee (Tuition Reimbursement)</p> <ul style="list-style-type: none">No update at this time. <p>Strategy #2: Evaluate Benefits for 2017 Budget</p> <ul style="list-style-type: none">The proposed 2017 budget includes an increase in the city contribution to employees' health savings accounts (HSA). The proposal also includes changing when the city contributions are deposited from four times per year to two times per year so employees have more funding in their HSA earlier in the year. <p>Strategy #3: Health and Wellness Committee</p> <ul style="list-style-type: none">Representatives from Administration and the Wellness Committee met with Teri Erhardt from NFP to participate in a CORE Assessment which will help plan out activities for 2017 based on organizational culture and employees' needs. <p>Strategy #4: Emphasize Career Path Options during Annual Reviews</p> <ul style="list-style-type: none">This item is complete. <p>Strategy #5: Compensation Plan for 2018</p> <ul style="list-style-type: none">The City has received five responses to the RFP for Position Classification and Compensation System Study. Administration staff are going through the proposals. <p>Strategy #6: 2017 Budget for 3 Firefighters/Paramedics</p> <ul style="list-style-type: none">Public Safety staff and HR staff conducted interviews with candidates and will recommend a list to begin the background process in anticipation of adding three fulltime firefighters/paramedics in the 2017 budget. These positions are dependent on the final 2017 budget to be adopted in December. <p>Strategy #7: Employee Survey</p> <ul style="list-style-type: none">This item is complete.	<p>Stop Doing or Done</p> <p>6. 3FF/PM 7. Employee survey done</p> <p>CONTINUE/MODIFY or ADD</p> <ul style="list-style-type: none">Travel & Training Comm.Review benefits<ul style="list-style-type: none">*Lower AL timeframe to less than 6 monthsHealth and wellness committee*Online/electronic performance eval. systemComp Plan Study (+classification) continued through 2019Employee Survey<ul style="list-style-type: none">Implement changes and analyze data*Mentorship for new EE's*Transition plansRecruitment of new EE's and generationsPW and Parks need study 
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Make Cottage Grove a Recreation Destination

Strategy #1: Park Improvement Plan

- Staff utilized the SWC Athletic Facility Needs Study to guide decision-making for Oltman Middle School fields.
- Staff worked with ISD 833 to improve Grey Cloud and Cottage Grove Middle School softball and baseball fields.

Strategy #2: River Oaks Business Plan

- **Council approved the new business model based on pro forma reporting.**
- Improvements to the interior of the restaurant were completed in time for the Nov. 17 Grand Opening of the Eagles Bar and Grill.

Strategy #3: Create Mississippi River Access

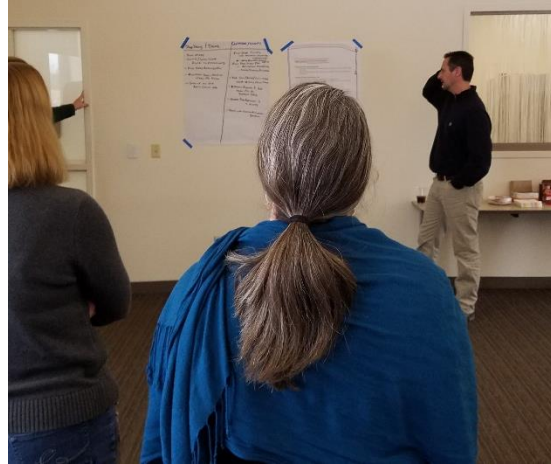
- *River Oaks scenic overlook park design*
 - The Parks Commission approved a master plan for the park which includes a narrow woodchip trail and seating area at the overlook. This creates access to the beautiful views of the Mississippi River while still maintaining the treasured natural resources of the park.
- *Boat Launch on Mississippi River*
 - Staff continues to have challenges attaining access to form a boat launch site on Grey Cloud Island. The landowner group is not responsive based on concerns of what they perceive as “conflicts of interest” with future land use of the island. Staff will make one final effort to make this facility available to the public again.
 - In addition, Hazen P. Mooers Park and Mississippi River access were featured in the October “My Cottage Grove” video produced by SWCTC

Stop Doing or Done

- SWC Study
- CGMS/Grey Cloud field improvements
- River Oaks business plan
- River Oaks Scenic Overlook master plan design
- Give up on Old Boat Launch site

CONTINUE/MODIFY or ADD

- River Oaks Facility and operation continued improvements
 - a. Entry beautification and lighting
- River Oaks Master Plan
 - a. Development/Construction
 - b. Access/signage/messaging
- Add canoe/kayak/small vessel to launch @ Grey Cloud Island
- Natural Resource and Park MP for Settler’s Island
 - a. Engage taskforce to define community center
- Hamlet Park Expansion is a priority



Positioning for Growth

Strategy #1: Hire ED Director

- Economic Development staff completed the online prep class for the BR&E process in September 2016. **(DONE)**
- The BR&E Task Force has been formed and will meet for training in January 2017. The BR&E Leadership Team has been participating in practice interviews. **(DONE)**
- Staff will send letters to businesses in January 2017 to invite them to participate in the BR&E. **(DONE)**

Strategy #2: Develop Successful Business Park Plan

- Over 20 acres in the business park are graded and are going through the DEED Shovel Ready Certification and Xcel Energy's Site Certification Program. Staff is waiting for the landowners to sign the purchase option to complete the DEED Shovel Ready Certification. Further, Staff is working with Xcel to complete an archeological assessment to finish the Xcel Energy's Site Certification program. **(DONE)**
- The EDA and Council approved an agreement with WAG Trust. Staff is waiting for the landowner to sign the agreement.
- Economic Development staff continue to market the business park and Cottage Grove. Staff recently attended the Minnesota Commercial Area Realtors (MNCAR) Expo and the Industrial and Economic Development Annual Summit. Feedback from the BR&E will also be incorporated into the marketing plan. **½ Re-evaluate**
- Staff worked with Washington County to finalize the BRT stations, with the Red Rock Corridor Commission approving the Implementation Plan in October 2016. **(Design of stations)**
- Staff is reviewing City ordinances requiring Class I building materials in Industrial zoning. Proposed changes will go to the Planning Commission in January 2017 and to the Council in February 2017. **(Feb/March)**

Continuing Action Steps

- Stantec is continuing to work on the Comprehensive Plan update, which will also review the boundaries of the business park. **(Progress)**
- Staff is finalizing a draft plan for the expedited review of development project proposals which will provide a consistent point of contact throughout the development process. **(DONE)**
- Staff is continuing to review business subsidy policies and will bring recommendations to the EDA in September. The SAC credit policy is also being reviewed. **(Finance packages and policy)**

Strategy #3: Space Needs Study for PW & Parks

- The Public Works Director and the Parks and Recreation Director interviewed two firms and are reviewing the proposals with Administration. **(STOP)**

Strategy #4: Conference with Developers, Real Estate Brokers, and Land Owners

- The Realtor Forum was held on Oct. 6 and had 120 people in attendance. It focused on development in the City of Cottage Grove for Real Estate Agents. **(DONE – achieved results)**
- A developer or landowners' forum has not been discussed. Staff is receiving feedback from the industry that it is better to meet developers and landowners on a one-on-one basis.

Strategy #5: Finalize RRCC BRT Stations

- The Red Rock Corridor Commission approved the Implementation Plan at the Oct. 26, 2016 meeting. The Implementation Plan calls for improved local service between Cottage Grove and Downtown St. Paul to help build transit demand for the BRT stations. **(Build support – CTB, Ridership, Data)**



CONTINUE/MODIFY or ADD

- Technology plan for business operation – delivery model
- Zoning changes
- Library/old City Hall site planning
- Build support for transportation needs (local investments)
- Re-evaluate business park land sale model (Financing policy)

Engaging the Community and Forming the Vision

Strategy #1: Hire Facilitator for Community Engagement

- This item is complete.

Strategy #2: Develop Communications Plan

- The community engagement project was branded with the name *My Future Cottage Grove* and has its own specific logo that accompanies communications for the project.

Continuing Action Steps

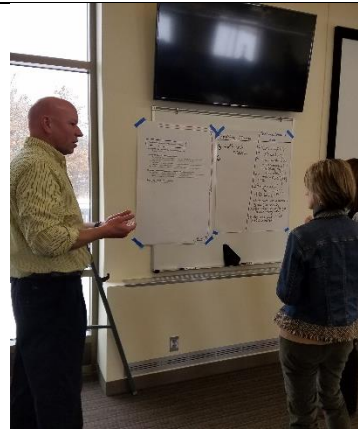
- Staff continues to promote the community engagement project through the City website, newsletter, social media sites, and press releases.
- A section specifically for community engagement was developed on the City's website.

Strategy #3: Develop Engagement Strategies/Gather Community Input

- The City has been using "One Wish" chalkboards, Town Hall Community Visioning sessions, and social media campaigns to gather feedback from the community.
- The City will work with the consultant to reach out to focus groups for more input.

Strategy #4: Develop Community Plan

- No action update at this time.



Stop Doing or Done

- Gathered Data

CONTINUE/MODIFY or ADD

- Developing key messages – what is Cottage Grove?
- Advertising
- Communication
- Messaging (consistent)
- Engagement (go where they are)
- FB Live (Parks?)
- Use our own advertising space (ice arena)
- Explore other avenues to get ads out (google –FB)
- Develop communication plan once data is received from facilitator

Environmental Changes

What Changed?	Current Situation	Future trends – implications
<ul style="list-style-type: none"> • Expectations (local) Shift in spending outstate (State) \$ supply (Fed) • Staff turnover • Consumer confidence • Demographics- increase in home prices, different customer =Expectations (Parks) • School redistricting/boundary changes • New middle school • Referendum passed (new one in Fall) • Market rebound = high cost land • HyVee brings in new looks for business • Fire Dept. (New Employees/New Station) • Different changes in other communities • New Rail Yard – St. Paul Park 	<ul style="list-style-type: none"> • Communications/ Messaging – what we have, perceptions • Engagement with community including business (need input) • Brand/Identity (what is it?) • River access and other amenities (comp plan) Ravine • How do we deliver our services to remain customer focused? Online? – i.e. building dept. • Life cycle of business community • Transit /transportation 	<ul style="list-style-type: none"> • Transportation public – internal to community <ul style="list-style-type: none"> • Park expectations “New standard” • River access • Technology – all areas – transport, amazon, cars “The internet of things” [street lights, meters, collaboration] • Engagement • Wellness awareness (getting out now) • PD. Web cams (Cloud) • Population ages increases demands for Police EMS <ul style="list-style-type: none"> • Retail also increases demand • Perception of Citizens • Energy-changing fast, costs down (solar) • Older part of community left out? • Employee expectations/turnover • Built it – need to maintain it • Online shopping – customers terms • Housing size going down (lots small)

Lessons Learned

- Land owner relationships – helping to understand value and development process
- Chamber relationship improved and BR&E program launched
- Need to be patient and modest
- Slow to move forward – work to fast-track hiring at RO.
- Affordable WF housing means something different to everyone
- Business remains hard sell w/o brand
- Need to educate residents to what businesses will survive
- There; but not quite there with employees/workforce
- Still a lot to do with transportation. Feeling out of our control
- Learned true value of transportation on growth
- Coordinated vision for future athletic facilities (City, ISD, Washington Co.)
- Haven’t defined our brand – everyone has a different idea – keep celebrating it – focus on what we are
- Not us defining what we are
- Still haven’t overcome social networking messaging (energy sucker)
- People are people – you can’t please everybody
- Difficult to get EE engagement i.e. wellness committee – holiday party
- Still need to define community center – pool or no pool
- We focus on the few negatives vs. promoting the successes
- Expectations of staff members are not uniform across depts., age groups, etc.
- More challenging than expected to reach all segments of population for resident expectations
- Addition of staff to meet mission has \$\$ impacts

• **Communications/ Messaging – what we have, perceptions**

Strategic Direction	Feb/Mar	Apr/May	Jun/Jul	Aug/Sep	Oct/Nov	Dec and beyond
Positioning for Growth	3, 1, 5, 4, 2	5. Propose zoning changes for desired growth (Jennifer)	1. Dev Tech strategy for delivering online srvs (Robin) 2. Dev comp Business subsidy policy-Robin 3. Collect data on current biz transport need (Jennifer) (6)	4. Collaborate with Wash CO planning and design (Jennifer)		6. Finalize data and develop partnerships (collaborators) Jennifer (December)
Reforming Organizational Culture	1, 3, 4, 2	2. Develop mentorship program (Joe & Craig)	4. Develop plan based on EE study (management team) (May start)	1 Review performance eval. system (Joe & Craig)	*Begin 6	3. Complete compensation and Classification study for 2019 (Joe) 5. Dev recruitment, retention, & transition plans (Becky) 6. PW and Parks space need study for 2018 (Les/Zac)
Making CG a recreation destination	3, 2, 4, 5	1, 6	3. Locate future small watercraft launch (Zac)	1. Improve/ beautify River Oaks Entry (Zac) 6. Establish community center task force (Zac)	4. Create Natural Resources and Park Master Plan for Settler’s Island (Zac)	5. Plan Hamlet Park funding (expansion) Zac 2. Refinement of River Oaks Business Plan with same end goals
Engaging the community and forming the vision	Begin 1	1. Review & Refine current communications plan (Sharon M) 2. Implement strategies – FB live, targeted outreach, advertising (Sharon and Dept. Directors) 4. Analyze my future CG Data (CS and SM)	Begin 5	3. Review strategies and put measurements (Sharon)	5. Analyze BR&E data (Jennifer and Christine)	