

Department: Administration  
Staff Contact: Shawn Metcalf  
Council Meeting Date: 5/28/2024

## AGENDA ITEM SUMMARY SHEET

### **Description of Item:**

The City Council created a Strategic Planning Advisory Committee (SPAC) to better understand community priorities. SPAC successfully held 17 focus groups throughout the community. The City also administered an annual Community Survey. SPAC analyzed the data from the focus groups and community survey and provided a recommendation to City Council on the areas the community wants City Council to focus on.

City Council and Department Heads met together with a consultant to review the recommendations of SPAC and to perform their own strategic planning session. City Council validated the findings of SPAC and added some additional content.

The proposed **vision statement** is: "Hastings is the most welcoming and desirable place to live, visit, and invest, where all people enjoy a high quality of life in a sustainable and innovative community." The intent of a vision statement is to articulate the city's long-term aspirations.

At the last work session, a new **mission statement** was proposed: "Creating a community that people are proud to call home." The intent of the mission statement is to define the city's purpose and core values. The proposed mission statement encapsulates the city's current mission statement, "To work together for a safe, clean and thriving community for all residents and visitors" and does so in a short, powerful, and memorable statement. With the proposed change, I believe it will be easier for people to remember the mission statement, which will result in greater acceptance and success. The community is very proud of living here, and I think the proposed mission statement reflects that sentiment.

The proposed **directives** include: Communication & Engagement, Economic Development & Housing, and Performance & Innovation. The purpose of directives is to highlight focus areas for the next 5 years.

Communication & Engagement focuses on improving the citizen's perception of the city, the effectiveness of communication efforts, and increasing public involvement in decision-making.

Economic Development & Housing focuses on increasing resident's satisfaction levels with economic development and housing efforts, as well as improving the experience developers have with the city.

Performance & Innovation focuses on maintaining quality services for residents, improving operational efficiencies, and improving transportation services and offerings.

The **Measures of Success** establish benchmarks to evaluate progress and success. Such measures

are derived from the annual community survey questions: i.e. 'Improve effectiveness of city communication with the public.', 'Improve level of public involvement of decision making', 'Improve citizen's perception of the overall image of the city', 'Improve the overall quality of life', 'Improve flow of traffic on streets', etc.

Each Measure of Success can be monitored by specific amounts. i.e. 'Improve level of public involvement of decision making **by 5%**'. The City Council can determine the percent improvements according to how much progress they want to make on a Directive. For example, if the Council chose to take a more aggressive approach to improving the flow of traffic on streets, they could ask staff to infuse more money into the city budget for that purpose, thereby improving the satisfaction of residents at a faster rate than if less money was infused. In contrast, the City Council could also take a more generalized approach by eliminating the percentage increase and simply trying to move the needle on a given item in a positive direction. I recommend the more generalized approach because it doesn't put a limit on our potential and it doesn't discourage progress. For example: If we only achieved 4% on a given initiative when aiming for 5%. The proposed strategic plan takes the more generalize approach.

The Strategic Plan will be incorporated into the budget process each year.

It is recommended that progress reports be given at council meetings every quarter so that there is time to make progress and to always keep the strategic plan front of mind. The plan is meant to be a living breathing document that can be updated as needs arise. The first quarterly report will begin 3 months after the new fiscal year begins.

It is recommended that after at least every election cycle (or once per year), a newly formed city council should have a strategic planning retreat to revisit the vision, mission, directives, initiatives, and measures of success to determine if priorities are the same or have changed.

To consistently measure progress, it is recommended that the Community Survey be sent out annually.

I believe the approval of this item creates a win-win situation for Council, Residents, Staff, Community Partners, and others that interact with the City. When we work collaboratively towards a common objective, great things can happen.

**Names of People/Business affected by this action:**

**Why Council action is required:**

**Type of action requested:**

Motion

**Suggested motion:**

Approve the City of Hastings' new Strategic Plan.

**Deadlines associated with action:**

**Department head comments:**

**City Administrator comments:**

I recommend approval per my previous comments.

## VISION

Hastings is the most welcoming & desirable place to live, visit, and invest, where all people enjoy a high quality of life in a sustainable and innovative community.

## MISSION

Creating a community that people are proud to call home.

## DIRECTIVES

COMMUNICATION  
& ENGAGEMENT

ECONOMIC DEVELOPMENT  
& HOUSING

PERFORMANCE  
& INNOVATION

## INITIATIVES

1. Improve public perception of the city.
2. Improve the effectiveness (efforts, availability, timeliness) of city communication with the public.
3. Improve public involvement in decision making.

1. Increase public satisfaction for overall development across the city.
2. Increase public satisfaction for overall affordable housing options.
3. Improve the experience developers have with the city.

1. Maintain quality of services provided to the public.
2. Increase efficiencies through technology and other means.
3. Improve quality of streets, flow of traffic, & mobility.



## Measures of Success

### Initiatives

### Community Survey Questions “Measures”

- |   |   |
|---|---|
| <ol style="list-style-type: none"><li>1. Improve public perception of the city.</li><li>2. Improve the effectiveness (efforts, availability, timeliness) of city communication with the public.</li><li>3. Improve public involvement in decision making.</li></ol>       | <ul style="list-style-type: none"><li>• <b>Improve citizen’s perception of “Overall image of the city”.</b></li><li>• <b>Improve “Effectiveness of City communication with the public”.</b></li><li>• <b>Improve “Level of public involvement in decision making”.</b></li></ul>  |
| <ol style="list-style-type: none"><li>1. Increase public satisfaction for overall development across the city.</li><li>2. Increase public satisfaction for overall affordable housing options.</li><li>3. Improve the experience developers have with the city.</li></ol> | <ul style="list-style-type: none"><li>• <b>Increase citizens satisfaction with “Overall development across the city”.</b></li><li>• <b>Increase citizens satisfaction with “Overall affordable housing options”.</b></li><li>• <b>Improve “Development Services”.</b></li><li>• <b>Increase citizens satisfaction with Hastings as “a place to work”.</b></li></ul> |
| <ol style="list-style-type: none"><li>1. Maintain quality of services provided to the public.</li><li>2. Increase efficiencies through technology and other means.</li><li>3. Improve quality of streets, flow of traffic, &amp; mobility.</li></ol>                      | <ul style="list-style-type: none"><li>• <b>“Quality of local government services provided”.</b></li><li>• <b>Increase “Overall quality of life”.</b></li><li>• <b>Improve “Flow of traffic on streets”.</b></li><li>• <b>Improve “Quality of streets”.</b></li><li>• <b>Improve “Public transportation options for residents”.</b></li></ul>                        |