Brainerd, Minnesota
March 11, 2013

Pursuant to due call and notice thereof, the adjourned meeting of the Brainerd City Council was called to order at 6:00 P.M. by Council President Bonnie Cumberland for the purpose of conducting the second Strategic Planning session facilitated by the BLAEDC Execs program.

Upon roll call, the following members were noted present: Aldermen Pritschet, Bevans, Scheeler, Parks, Borkenhagen, Koep and Cumberland. Mayor Wallin was also present. Also in attendance were City Administrator Goble, Finance Director Hillman, City Engineer Hulsether, City Planner Ostgarden, Park Director Sailer, BPU Superintendent Magnuson, and BLAEDC Exec Dick Jordan.

The Chair stated the agenda for tonight's meeting includes finalizing the mission statement, identifying the stakeholders in the process, and the visioning of "Where is the City today" and "Where do we want to be in three years?"

City Administrator Goble shared with the group the following planning process review:

1. The Four-Letter Words of Planning are:
   - FEAR – Projects into the future and deals with the unknown;
   - RISK – Putting intentions down on paper;
   - TIME – Planning requires commitment and commitment requires time; and
   - WORK – Anything planned calls for work. Implementing the Plan equates to hard work.

2. Planning is the process of dealing with the future here in the present and includes the steps of:
   - Developing a Mission Statement – which describes your purpose and answers the question "Why are we here"?
   - Identify the stakeholders – a stakeholder is someone who depends on us.
   - Develop a Vision Statement by answering two questions (1) Where is the City today? And (2) Where do we want to be in three years:
   - Do a SWOT analysis on the vision statement.
   - Set Goals that are specific, contain a desired end result that is attainable within definitive timelines, and are assigned to a team to accomplish.
   - Develop policies. Policies are the exclusive tools of the elected body for shaping the City for which they are responsible. They guide the activities. Plans are a call to action and these actions must be guided by well-defined policy statements.

3. The Planning Cycle (known as PIE) is a continues loop consisting of:
   - P – Planning
   - I – Implementing
   - E – Evaluating

The Chair called on Mr. Dick Jordan who reminded the group that the first goal this session was to finalize a Mission Statement. Discussion was held and the consensus of the group was the following Mission Statement:

"A commitment to providing high quality, cost effective public services and leadership in creating a sustainable city."

The next exercise was to identify the stakeholders. Those identified were the Citizens, Local Businesses, City Departments and Employees, Education and Health Care Facilities/Operations, Library, Airport, Intergovernmental Agencies (State. CWC, Baxter, Townships, Region 5), Environmental Activities, Faith (church) Community, BLAEDC, Chamber of Commerce, EDA, HRA, Service Clubs, Visitors/Tourists, Arboretum, The Center, Community Action, City Boards & Commissions, and Local Utility Businesses.

The group then moved onto visioning by providing answers to the question "What are we today?" The following items were noted----- Today, the City (has), (is):

- Name recognition
- Aging population
- Local government not seen as leading
- Losing home ownerships
- Inadequate fund reserves
- Past our prime – trying to find ourselves
- Aging workforce
- Good intergovernmental neighbors
- Stagnate business growth
- Public television and local newspaper
- Reliant on state funding
- Revolving loan available
- Geographic intersection
- Lacks marketing of the City
- Population numbers unchanged since 190s
- Youth migration out of city for jobs yet unemployment within the city
- Do not capture the Lakes "wealth"
- Densely populated
- Regional airport
- Low income City
- Aesthetics lacking
- Natural wonders
- Reliable utilities
- Great library
- Excellent parks/greenspace
- Challenged staffing levels
- Educational center
- High level of blighted areas
- Non-access to the Mississippi River
- Technologically behind
- Large employer announcing closing
- 60% of workforce within the City live in Crow Wing Co.
- Regional medical center

- Downtown potential
- County seat
- Large amount of tax exempt properties
- Industrial Park “shovel ready”
- Railroad shops
- Decreasing property values
- Lacking tourist attractions

The next exercise the group went through was to answer the question “Where do we want to be in three years?” The following items were noted ---- In three years, the City (will), (be), (have):

- A center for the performing arts
- A “full” industrial park
- Zero unemployment with high paying jobs
- No dependence on local government aid
- Multi-year operating and capital budget process
- Have bars removed from downtown and relocate to the BN RR Shops Area
- Develop the BN RR Shops into a destination with history themes, festivals etc
- Have boutiques in the downtown areas vacated by the bars
- Dynamic website
- Downtown Coordinator
- Mississippi Riverfront walkways
- Vibrant downtown
- Quality housing stock
- A Mississippi River attraction that draws people from all over the Midwest
- Engaged citizenry
- Commercial Redevelopment on Main 371/210 Corridor
- Upgraded City owned facilities
- Identified source of cash
- Downtown parking ramp
- More greenspace
- Youth Center
- Trails connected
- Housing development south of the City
- Be a more walkable and bikable City
- Concentrate marketing efforts that include the total City
- Become a bicycle destination
- 20% less rentals
- Look differently at land use/zoning approaches
- Reorganize public works department
- Have a staff succession policy
- Continued regional medical center
- Neighborhood schools maintained
- Retain current businesses
- Engage in economic gardening

The group took a ten minute break.

Mr. Jordan then urged the group to focus on the answers of " where they want to be in three years" and formulate a vision statement. Discussion was held and the following vision statement was drafted:

Brainerd is a City:

- ***That has stable financial planning***
- ***That has a clear recognizable identity***
- ***That has increased economic development***
- ***That manages population and neighborhood dynamics***
- ***That puts an emphasis on recreational and cultural opportunities***
- ***That has access to quality health care and valued education***
- ***That values and encourages citizen participation***
- ***That forms partnerships with organizations who can assist us in attaining our goals.***

Mr. Jordan explained that the next process would be to do a SWOT analysis on the Vision Statement. The SWOT process consists of identifying the Strengths and Weaknesses (internal factors) and Opportunities and Threats (external factors).

From that process, goals can be identified with a 1, 2 or 3 year timeframe assigned. It was the consensus of the group to start the next session by finalizing the vision statement and then doing the SWOT analysis.

The Chair stated that the next planning session is set for March 25, 2013 at 6:00 P.M.

Adjourn.

The Chair adjourned the meeting at 8:15 P.M.

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Theresa A. Goble
City Administrator