

Brainerd, Minnesota
March 25, 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 third Strategic Planning session facilitated by the BLAEDC Execs program.

Upon roll call, the following members were noted present: Mayor Wallin, Aldermen Pritschet, Scheeler, Parks, Borkenhagen, Koep and Cumberland. Alderman Bevans was noted absent. Also in attendance were City Administrator Goble, Finance Director Hillman, City Engineer Hulsether, City Planner Ostgarden, Park Director Sailer, BPU Secretary/Finance Director Wicklund, Police Chief McQuiston, Fire Chief Stunek, and BLAEDC Exec Dick Jordan.

The Chair stated the agenda for tonight's meeting includes finalizing the vision and doing SWOT exercises on the vision statements.

MOVED AND SECONDED BY ALDERMEN PRITSCHET AND SCHEELER, DULY CARRIED, TO ACCEPT THE FOLLOWING VISION STATEMENT:

Brainerd is a City:

- *That has a stable financial plan*
- *That has a clear recognizable identity*
- *That promotes sound economic development strategies*
- *That supports growth management principles*
- *That invests in its neighborhoods*
- *That places an emphasis on recreational and cultural opportunities*
- *That has access to quality health care and education*
- *That values and encourages citizen participation*
- *That forms partnerships with organizations who can assist us in attaining our goals*

The following SWOT (Strengths, Weaknesses, Opportunities and Threats) were identified on each of the vision statements with Council Members and Staff assigned to each topic:

STABLE FINANCIAL PLAN: (Mayor Wallin, City Administrator, Finance Director, Brainerd Public Utilities Secretary/Finance Director)

Strengths: Tourist Location Good fiscal history Competent Staff /adopted Fund Balance Policy Conservative nature	Weaknesses: Never enough money Dependent on LGA Exempt properties Not a shared vision on what Government should fund Aging infrastructure
Opportunities: This planning process Grants More active Legislation Growth Partnerships Demographics/ population types Define and focus on government	Threats: Dependence on state funding Declining Tax Base Economy Natural Disaster High Unemployment

CLEAR RECOGNIZABLE IDENTITY: (Council Member Pritschet, City Planner)

Strengths: Name recognition Good Council Location within the state Water tower, parks & recreation Mississippi River Schools/Health Care facilities Airport	Weaknesses: Disconnect between “Brainerd” name & area included in name “Rebellious” Marketing Identity Lack of Cohesion Lack of Destination Businesses Anti-business Perception Bars downtown
Opportunities: Railroad Industrial park Social media Transportation City website	Threats: Baxter – other cities with Natural resources

PROMOTES SOUND ECONOMIC DEVELOPMENT STRATEGIES: (Council Member Bevens, City Planner, City Engineer, Brainerd Public Utilities Superintendent)

Strengths: Planner & Planning Commission BLAEDC Shovel ready industrial parks EDA Workforce Utility infrastructure	Weaknesses: Anti-business perception No head-hunter Council lack of agreement Space Skilled workforce
Opportunities: TIF JOBZ Zones DEED Revolving loan funds Annexation	Threats: Unemployment rate Economy in general Anti-grant people National debt State cuts of LGA

SUPPORTS GROWTH MANAGEMENT PRINCIPLES: (Council Member Koep, City Engineer, City Planner)

Strengths: Infrastructure Desire to support principles Citizens “want something done”	Weaknesses: Outdated comp plan Do not understand principles Lack of “tools” Major roads within the city Geography
Opportunities: Study land use Update comp plan TIF Existing City grid pattern Annexation Technology/communication	Threats: Is it market or government driven? Skilled labor Baxter Townships Legislation/rules

INVESTS IN ITS NEIGHBORHOODS: (Council Member Parks, Police Chief, Fire Chief, City Planner, City Engineer)

Strengths: HRA Habitat for humanity Infrastructure- new wwtp Reasonable utility rates Neighborhood parks and schools Public safety (police & fire) Transportation	Weaknesses: Lack of “pride” in home ownership Rules and regulations Fear of change Hours of operation
Opportunities: Quality rentals encouraged Opportunities for volunteer to help Grants and loans to help New housing opportunities Walkable neighborhoods Neighborhood associations	Threats: Environmental factors that get passed onto residents NIMBY Fear of going more in debt Crime

PLACES AN EMPHASIS ON RECREATIONAL AND CULTURAL OPPORTUNITIES:
(Council Member Borkenhagen, Park Director)

Strengths: Library Local music programs CLC 4th of July Franklin Arts Center Park and Rec programs Trail systems Civic center Arboretum The center Community Ed program Curling Facility	Weaknesses: Lack of marketing Lack of venue Relationship between city and snowmobile clubs Only one hotel in City limits
Opportunities: Grants River lake frontage Trail system enhancements Opportunity for partnership Entice hotel location to City Miracle field	Threats: Funding for long range plans Arguments of individual groups Lack of citizen interest Correct mix of opportunity

ACCESS TO QUALITY HEALTH CARE AND EDUCATION: (Council Member Scheeler, City Planner)

Strengths: Variety of education opportunities Quality healthcare system Airport Current HC/Education facilities CLC Trained police and fire who provide training for public Library	Weaknesses: Facility employees not residents of the City Exempt property Weak marketing Location of current-built out
Opportunities: Can expand-state hospital location Veteran home Identify incentives City can offer Increase job opportunities Community wellness program	Threats: Locating to other communities Not knowing the facilities future plan

VALUES AND ENCOURAGES CITIZEN PARTICIPATION: (Council Member Koep, Council President Cumberland, City Administrator)

Strengths: Showcase Brainerd @ Council New opportunities for council to connect Location of city hall Opportunity to speak at the meetings Marketplace strength	Weaknesses: Hard time filling committees Lack of respect Perception of lack of response Council chamber is intimidating
Opportunities: Consolidating some committees Continue Permit Rebate Website Revision Use local television Stream line meetings for efficiency New council faces Continue support of communication	Threats: Perception of negativity Negative use of social media Time and apathy No one wants to be criticized via blogs or social media Public forum "attacks"

FORMS PARTNERSHIPS WITH ORGANIZATIONS WHO CAN ASSIST US IN ATTAINING OUR GOALS: (Council President Cumberland, City Administrator)

Strengths: Many established relationships Sharing Facilities	Weaknesses: Need clear definition of partnership No joint meetings Identify roles and accountability
Opportunities: Many resources Do joint meetings Improve communication between newspaper and council	Threats: Don't have shared goals Fire Service Districts pullouts Protecting "turfs"

Council President Cumberland requested that each council member and staff volunteer to form a committee on each of the vision areas with the intent to meet and develop goals attainable in one year, two year, and three years. That information is to be returned to the City Administrator prior to April 15th. The next Strategic Planning Meeting will be held April 22, 2013 to review/amend/accept the goals and timelines that each group presents for its vision area.