Agenda

City of Minnetonka

Study Session

Monday, May 15, 2017

6:30 p.m.

The Minnehaha Room

1. Strategic profile progress report

2. Adjournment

The purpose of a study session is to allow the city council to discuss matters informally and in greater detail than permitted at formal council meetings. While all meetings of the council are open to the public, study session discussions are generally limited to the council, staff and consultants.
Brief Description: Strategic profile progress report

Background

In May 2011, the city council adopted an update of the city’s mission, vision and goals. Staff developed specific action steps for making the updated goals a reality in June 2011. Since adoption, an annual update of the strategic profile has been presented to the council for review.

In July of 2016 a process, titled Imagine Minnetonka, began. The process was intended to gather information to update the strategic plan by conducting a robust community engagement component facilitated by Rebecca Ryan of Next Generation Consulting. Ms. Ryan, along with her talented team and city staff, set off collecting resident feedback in a variety of traditional and non-traditional approaches. From the traditional town hall style meetings to the non-traditional use of social media platforms and “One Wish” chalkboards at various community beehive locations, feedback was collected. For the first time, emerging technology was used to engage participants by conducting a town hall style meeting via Facebook Live.

The city council also appointed an Imagine Minnetonka Citizens Steering Committee, which reviewed The Next Big Things: The Next 20 Years in Local Government, a national report published by the Alliance for Innovation. The committee provided feedback and their own personal experience in the study of trends that will likely impact Minnetonka in the future. In addition, a team of futurists led by Ms. Ryan conducted an independent study of Minnetonka and provided an analysis of factors that will affect our city.

In October 2016, Next Generation Consulting conducted a “Strategic Doing” session with city leadership, supervisory and a few front line staff to generate achievable ideas on what can continue to make Minnetonka a vibrant community.

Imagine Minnetonka Findings

In March 2017, the Imagine Minnetonka summary and recommendations were presented to the city council. Three strong themes emerged from the feedback that was received:

- **Character**: Participants stressed the importance of maintaining and preserving the features that give Minnetonka its unique character, including wetlands, parks and open spaces.
• **Connection**: Residents expressed an interest in the creation of more trails and sidewalks to safely connect the city, as well as more opportunities to connect with others and build relationships in the community.

• **Citizens**: The city received a lot of feedback about the importance of protecting and preserving the outstanding quality of life currently enjoyed in Minnetonka, and the desire to ensure the same quality of life is available for all citizens in the years to come.

Rebecca Ryan and staff from Next Generation formulated recommendations on how Minnetonka can best navigate the future. These recommendations include five signals to monitor in the form of metrics that can be used to inform decision making. In addition to the signals, recommendations are suggested to complement the current strategic profile’s traditional core city service focus by incorporating the “One Wish” comments residents have for Minnetonka, the anticipated trends, and continuing to make this a community of choice.

**Discussion Points**

- **Does the city council agree with incorporating the Imagine Minnetonka recommendations into future strategic actions?**

- **Do the metrics/charts provided to monitor the five signals to inform decision-making meet the needs of the city council?**

Following the section on Imagine Minnetonka results and recommendations, the strategic profile report presents progress over the last year in each of the six major goal areas and key strategies. Future actions are planned for the year ahead in each category as well. Several Imagine Minnetonka recommendations are currently in progress and the remaining will be prioritized as future actions within the strategic profile. Staff will provide an update of the progress made to date on the Imagine Minnetonka recommendations at the study session.

Finally, the organizational performance evaluation is also included, with grades assigned to the city’s mission, vision, guiding principles, and strategic goals. The results were based largely from the annual community survey and several objective measures. At the study session, staff will review the community survey results and evaluation with the council.

**Discussion Points**

- **Does the city council have any questions or comments on progress results and key measures to date on the goals/strategies?**

- **Does the council generally agree with the planned future actions related to the goals/strategies?**
• Does the council have any comments regarding the organizational performance evaluation?

Summary

The attached strategic profile report for the council’s review provides progress results on the action steps and important key measures that highlight various trending information. Included in the report are proposed future action steps related to each strategy. Council guidance is requested on whether the actions meet the spirit of the council’s intent to achieve each strategic goal. By providing feedback, a mutual understanding will be ensured between council and staff about policy priorities and implementation.

Submitted through:
   Geralyn Barone, City Manager

Originated by:
   Perry Vetter, Assistant City Manager
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Spirit of Minnetonka Award Winners

2017 Todd Kasowski

2016 Douglas Fetter
2015 Jacque Larson
2014 Dave Johnson
2013 Steve Malecha
2012 Fong Yang
2011 Larry Schnack
2010 Elise Durbin
2009 Joe Wallin
2008 Bob Manor
2007 Gary Lauwagie
2006 Jo Colleran

2005 Virg Herrmann
2004 Desyl Peterson
2003 Dean Elstad
2002 Amy Cheney
2001 Sandy Surges
2000 Sandy Streeter
1999 Kathy Magrew
1998 Mike Johnson
1997 Wendy Anderson
1996 Bert Tracy
1995 Ron Rankin
Our Mission

Provide the core public services residents and businesses rely upon in their daily lives, while striving to preserve and enhance the distinctive character that makes Minnetonka a special place to live.

Our Vision

Minnetonka will be the community of choice where people live, work, play and conduct business in a naturally beautiful environment.

Our dedicated employees will deliver dependable, quality services with a positive, helpful attitude.

Our Guiding Principles

- We will focus on excellent customer service by striving to do the right thing, at the right time, for the right reason to meet the needs of our customers.
- We will set the standard for innovative leadership by forging collaborative partnerships, adopting new technologies and promoting effective service delivery.
- We will foster open and inclusive communication to encourage community involvement, and to maintain the trust and respect of those we serve.
- We will live our shared values of authentic communication, contagious enthusiasm, shared success, outcome focused teamwork, adaptable learning and innovation, and healthy human relationships.

Adopted by the City Council on May 16, 2011
The Organization

Minnetonka is a charter city with a council-manager form of government, represented by seven elected officials, including the mayor and six council members.

Administrative functions are the responsibility of City Manager Geralyn Barone who oversees the Administrative Services, Legal, Community Development, Engineering, Finance, Police, Fire, Recreation Services and Public Works departments.

Organizational Culture: The city of Minnetonka is an organization committed to excellence and integrity with a reputation as a leader and innovator in the Twin Cities. The key to success for the city is its shared values of the entire organization:

- Adaptable Learning & Innovation
- Authentic Communication
- Healthy Human Relationships
- Contagious Enthusiasm
- Outcome-Focused Teamwork
- Shared Success

Community Organizations: Minnetonka has several organizations founded on the principles of giving back to the community. Some of these community and service organizations include: Music Association of Minnetonka, Minnetonka Rotary Club, Sojourner Project, ICA Foodshelf, Resource West, Glen Lake Optimists, TwinWest Chamber of Commerce and the Minnetonka Historical Society.

City Services

Administrative Services: Manages routine operations of the city, including communication with elected officials, human resources, information technology, public relations, elections and official city records.

Community Development: Administers inspections, environmental health, building permits, planning and zoning, licensing, housing and redevelopment.

Engineering: Oversees design, management and construction of the city’s infrastructure.

Fire Department: Performs fire suppression, rescue, fire code enforcement and public fire education. The department includes 80 paid-on-call firefighters and five full-time staff.

Finance: Provides budget preparation, capital planning, assessing, payroll, utility billing, purchasing, investments and city asset management.

Legal Department: Handles most of the city’s criminal and civil legal work.

Police Department: Engages in a community policing philosophy, focusing on building relationships with residents, schools and businesses. Includes 57 sworn officers and 19 non-sworn support members and operates a 9-1-1 system.

Public Works: Maintains the city’s infrastructure and includes natural resources and forestry, recycling, parks and trails, water and sewer utilities, streets, buildings and fleet.

Recreation Services: Offers year-round programing and operates several facilities including the Community Center, Williston Fitness Center, indoor ice arenas and a marina.

Regional Leadership: Minnetonka is proud to be a regional leader in innovative and precedent-setting solutions. City staff are encouraged to be at the cutting edge of issues facing Minnetonka and the Twin Cities. City officials enjoy sharing new approaches to problems by contributing time and ideas to regional organizations such as the League of Minnesota Cities and with their respective professional organizations.
## Major Goals

| We will be responsible stewards of the city’s physical assets, human capital and financial resources | → Providing good value for the dollars entrusted to us.  
|                                                                                           | → Managing for the long-term to ensure the city’s ongoing ability to provide quality services at a reasonable price.  
|                                                                                           | → Sustaining core services and continuing infrastructure investments, while living within our means. |
| We will maintain quality public safety for our residents and businesses | → Implementing appropriate recommendations in the Public Safety Management and Operations Study to address the evolving police, fire and emergency service needs of our community, including an aging and more diverse population.  
|                                                                                           | → Providing seamless, coordinated and integrated public safety services through common protocols and shared practices among departments and personnel.  
|                                                                                           | → Leading collaborative efforts with other agencies to cost-effectively provide quality public safety services, with an emphasis on coordinated technology, equipment and programs. |
| We will protect and enhance the unique natural environment of our community | → Carefully balancing growth and development with preservation efforts that protect the highly valued water and woodland resources of our community.  
|                                                                                           | → Developing and implementing realistic long-term plans to mitigate threats to water quality, urban forests, and the unique natural character of Minnetonka.  
|                                                                                           | → Taking an active role in promoting energy and water conservation, sustainable operations and infrastructure, recycling and environmental stewardship. |
| We will support well-planned, responsible community development | → Carefully balancing individual property rights with community-wide interests, while respecting the unique character of Minnetonka’s neighborhoods.  
|                                                                                           | → Initiating programs and policies that broaden housing choices to both meet the needs of our aging population and attract young residents.  
|                                                                                           | → Actively promoting the vitality of designated village centers, which integrate uses and connect people to commercial, residential, employment, and public activities.  
|                                                                                           | → Supporting business retention and expansion and attracting new businesses to help our private sector be economically competitive. |
| We will work to meet the transportation needs of our residents and businesses | → Providing and preserving a quality local street system, based on a financially sustainable plan for reconstruction and ongoing maintenance.  
|                                                                                           | → Collaborating with our state, regional and local partners in the timely development of shared highways and streets.  
|                                                                                           | → Actively participating in regional light rail planning and development to ensure community needs and interests are served. |
| We will provide excellent recreational amenities | → Offering a full range of programs for people of all ages and ability levels.  
|                                                                                           | → Responsibly maintaining our parks, trails and recreational facilities, while fairly balancing user fees with general community support.  
|                                                                                           | → Renewing, expanding and maintaining a trail system to encourage outdoor recreation, and improve the connectivity and walkability of the community. |
**Imagine Minnetonka**

Throughout the summer and fall of 2016, the City of Minnetonka asked residents to provide feedback for a community-wide visioning and strategic planning project, *Imagine Minnetonka*. Residents of all ages were asked to share their response to the question: “How do you want your city to look and feel in the next 20 years?”

Hundreds of ideas were submitted in a variety of ways -- in-person, online and via social media -- before the community engagement period concluded in November 2016. Three strong themes emerged from the feedback that was received:

- **Character**: Participants stressed the importance of maintaining and preserving the features that give Minnetonka its unique character, including wetlands, parks and open spaces.
- **Connection**: Residents expressed an interest in the creation of more trails and sidewalks to safely connect the city, as well as more opportunities to connect with others and build relationships in the community.
- **Citizens**: The city received a lot of feedback about the importance of protecting and preserving the outstanding quality of life currently enjoyed in Minnetonka, and the desire to ensure the same quality of life is available for all citizens in the years to come.

In addition 16 trends that will impact Minnetonka were identified as well as 9 specific action recommendations for consideration.

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1 *Imagine Minnetonka* - Thank you to Rebecca Ryan, and her team at Next Generation, for facilitating and implementing the *Imagine Minnetonka* process and recommendations.
Sixteen trends that will impact Minnetonka’s future

1. Excess commercial office space
2. Climate change
3. Autonomous transit
4. Home health care delivery
5. Digital citizenship
6. School quality
7. Infrastructure overhaul
8. Aging in place
9. Increasing diversity
10. Population growth
11. Tribalism and identity politics
12. Urbanization
13. Rising demand for self-governance
14. Trust in government
15. City-to-city collaboration
16. Citizen engagement
<table>
<thead>
<tr>
<th>Major Goals</th>
<th>Imagine Minnetonka Recommendations</th>
</tr>
</thead>
</table>
| We will be responsible stewards of the city’s physical assets, human capital and financial resources | → Monitor five signals for Minnetonka’s future  
   → Proactively engage and communicate with residents using best practices across multiple platforms  
   → Update the Minnetonka Citizen Academy  
   → Proactively collaborate with school leaders and other partners to address Minnetonka’s changing demographics (shared) |
| We will maintain quality public safety for our residents and businesses   | → Proactively collaborate with school leaders and other partners to address Minnetonka’s changing demographics (shared) |
| We will protect and enhance the unique natural environment of our community | → Expand best practices for green infrastructure  
   → Create a visionary goal to connect all residents to woods and wetlands (shared) |
| We will support well-planned, responsible community development            | → Diversify and improve housing stock (including retrofitting vacant commercial space) that appeals to young professionals, working families, and the elderly  
   → Use best practices in suburban redevelopment to strengthen the City’s village centers and develop the new Shady Oak Road and Opus light rail transit area |
| We will work to meet the transportation needs of our residents and businesses | → Develop a multimodal transportation plan that will safely connect major pedestrian areas and all bike + hike trails (shared) |
| We will provide excellent recreational amenities                           | → Develop a multimodal transportation plan that will safely connect major pedestrian areas and all bike + hike trails (shared)  
   → Create a visionary goal to connect all residents to woods and wetlands (shared) |
Five signals for Minnetonka’s future

1. Ratio of incoming to departing 25 to 40 year olds

Population Change of Minnetonka by Age Group
2010 to 2015

Source: Greater MSP
Five signals for Minnetonka’s future

1. Ratio of incoming to departing 25 to 40 year olds

Median Age by Community
2000 to 2010

Source: MN State Demographer
Five signals for Minnetonka’s future

2. Commercial Real Estate Price Fluctuations

Commercial Submarket Value change

Source: 2017 Minnetonka Assessment Report
Five signals for Minnetonka’s future

3. Increased diversity

Percentage of Residents or Students of Color by City or School District

Source: MN State Demographer and MN Dept. of Education
4. Civic Mood: Does Minnetonka want to be more or less connected to the greater Minneapolis metro area?

<table>
<thead>
<tr>
<th>Category</th>
<th>Too Few/Little</th>
<th>About Right</th>
<th>Too Many/Much</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing</td>
<td>59%</td>
<td>34%</td>
<td>7%</td>
</tr>
<tr>
<td>Young Family Starter Homes</td>
<td>49%</td>
<td>41%</td>
<td>10%</td>
</tr>
<tr>
<td>Full-time Job Opportunities</td>
<td>31%</td>
<td>66%</td>
<td>3%</td>
</tr>
<tr>
<td>Liquor Stores</td>
<td>19%</td>
<td>68%</td>
<td>13%</td>
</tr>
<tr>
<td>Entertainment/Dining</td>
<td>18%</td>
<td>68%</td>
<td>14%</td>
</tr>
<tr>
<td>Service/Retail</td>
<td>16%</td>
<td>68%</td>
<td>16%</td>
</tr>
</tbody>
</table>

Source: 2016/2017 Minnetonka Community Survey
Five signals for Minnetonka’s future

5. Increase measures of income inequalities across similar communities

% of people living below the poverty line (2011-2015)

Source: MN State Demographer and US Census
Strategic Doing

As part of the Imagine Minnetonka process, city staff took part in a Strategic Doing exercise and asked themselves, “Imagine if Minnetonka was the most vibrant community in the metro?” As part of a workshop, staff learned about strategic doing and leveraged existing assets to define opportunities. The exercise asked “What could we do?, What should we do?, What will we do?, What’s our 30/30?” and then groups spent 30 minutes over 30 days working. Staff will continue to refine these ideas for future implementation. Three ideas that have the greatest impact and highest likelihood of success are currently being pursued, and include:

- Creation of a signature event including Art, Music, Families, Vendors and park lots.
- Reinvigorate city communications to more strategically promote the assets of Minnetonka.
- The creation of a regionally unique recreational experience in nature by creating a public/private partnership.

Other opportunities being explored include the establishment of an entertainment district; facilitation of discussions between schools, business and the city to leverage assets toward common goals; creation of a young professionals/business think tank; and creating a forum for idea incubation with businesses, non-profits, schools and city connections.

City staff members who provided energy and ideas to this project, include:

Ann Davy, Dave Johnson, Kelly Odea, Sara Woeste, Darrin Ellingson, Jo Colleran, Brian Wagstrom, Jim Malone, Shelley Peterson, Scott Boerboom, Loren Gordon, Susan Thomas, Drew Ingvalson, Corrine Heine, Sara Kronmiller, John Vance, Kevin Fox, Merrill King, Will Manchester, Jeremy Koenen, Phil Olson, Julie Wischnack, Alicia Gray, Colin Schmidt, David Maeda, Kari Spreeman, Patty Latham, and Moranda Zimmer

Strategic Doing (strategicdoing.net) enables leaders to design and guide new networks that generate innovative solutions. It is a new strategy discipline that is lean, agile and fast. Thank you to Janyce Fadden, Director of Strategic Engagement at the University of North Alabama, for your assistance with our Strategic Doing workshop.
**Key Strategies**

*Providing good value for the dollars entrusted to us.*

*Managing for the long-term to ensure the city’s ongoing ability to provide quality services at a reasonable price.*

*Sustaining core services and continuing infrastructure investments, while living within our means.*

**Progress**

Staff annually reviews the community survey results, department performance measures and industry benchmarks to ensure the use of appropriate, available service delivery options and technology. Imagine Minnetonka, a community wide engagement and visioning process, has concluded and recommendations included as part of this profile plan. This past election, 67 of 437 election judges were filled by high school students. The branding study nears completion.

Technological connections have been expanded to improve service, satisfy customer needs and enhance citizen engagement. The Finance Department has implemented a new accounts payable software Tungsten that replaces a paper system with a more efficient electronic workflow routing process. Substantial completion has occurred on two of three PCI phases to comply with changing security requirements of the credit card industry. Implementation of a new building plan review software, Avolve, has begun that will refine the workflow process to approve permit applications. New and enhanced communication platforms have increased the exposure to city news, project updates and service offerings.

Benchmark and trending data is used to analyze city services, such as road index ratings, community survey results, key budget measures and energy management savings. Council met and discussed the city’s 2018-2022 plans for capital and economic improvement investments to be adopted later this year.

**Future Actions**

Conduct an annual survey, analyze key organizational processes and enhance connections with the public by implementing the Imagine Minnetonka recommendations and the branding plan as it relates to marketing efforts. Use metrics and data to improve or enhance business practices.

Create a budget for the city that incorporates long-term planning and measures productivity, quality of work and ongoing development of the workforce. Use policy priority systems for developing budgets and establishing benchmarks for city services and infrastructure.

Provide and preserve a quality city-owned facility and utility system, based on a financially sustainable plan for reconstruction and ongoing maintenance by bonding for the multiyear program. Implement a public engagement program to educate residents about the need for improvements to the police and fire facilities and, separately implement needed civic center facility improvements.

Fulfill customer expectations with effective employee service levels and essential support framework. Plan for changes in workforce structure with position readiness, diversity and inclusion, in addition to recruitment and retention. Implement a new prosecution-specific software and new online election judge training. Update and train all employees on data retention statute changes.

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**Staff Retention Rates**

- **2013**: 70%
- **2015**: 80%
- **2017**: 90%
- **2019**: 90%
- **2021**: 100%

**2015 Expenditures per Capita**

- **Op Exp /capita**
- **Cap out/capita**
- **Debt serv/capita**

**Total Unique Email Subscribers**

- **Q2 2016**: 13,278
- **Q3 2016**: 15,008
- **Q4 2016**: 15,585
- **Q1 2017**: 16,589
- **Q2 2017**: 17,432

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We will be **responsible stewards** of the city’s physical assets, human capital and financial resources.
We will protect and enhance the unique **natural environment** of our community

### Key Strategies:

**Carefully balancing growth and development with preservation efforts that protect the highly valued water and woodland resources of our community.**

**Developing and implementing realistic long-term plans to mitigate threats to water quality, urban forests, and the unique natural character of Minnetonka.**

**Taking an active role in promoting energy and water conservation, sustainable operations and infrastructure, recycling and environmental stewardship.**

### Energy Savings - LED and Light Control Projects

![Energy Savings Graph]

- **2007**: $150,000
- **2010**: $200,000
- **2012**: $250,000
- **2014**: $300,000
- **2015**: $350,000
- **2016**: $400,000
- **2017**: $450,000

### Permits: Privately Funded Solar Installations

![Permits Graph]

- **2010**: 5
- **2011**: 10
- **2012**: 15
- **2013**: 20
- **2014**: 25
- **2015**: 30
- **2016**: 35

### Progress

**The LRT Green Line Extension was brought through the city’s floodplain and wetland review and permitting process.** The line, as it pertains to floodplain and wetland areas, was reviewed by the planning commission in August 2016 and the city council in September 2016.

**The city continues to provide and explain educational materials and information on alternative, sustainable stormwater practices to developers and interested parties in the Ridgedale area.**

**Proposed changes to the shade tree ordinance to include emerald ash borer and other threats have been drafted. The proposed ordinance will be brought to the city council for their consideration later this year.**

**City staff continues to work on the city’s Municipal Separate Storm Sewer System (MS4) Annual Report for 2016, due to the MPCA on June 30, 2017.**

**Staff presented the Lake and Pond Management Policy to city council in March 2017 that outlined methods for organized groups to fund water quality improvement projects.**

In 2017 staff utilized social media to engage businesses and residents about environmental topics and issues. The electronic newsletter and tweets were the most effective avenues of communication. The natural resources electronic newsletter has a growing audience with approximately 1,000 subscribers.

**The city has developed a work plan to become a “Step Three City” through the Green Step program.**

### Future Actions

**Work with the SWLRT Project Office and their contractor to ensure that impact to the natural environment is not disturbed more than currently planned with the project.**

**Fulfill the requirements and recommendations of the city’s MS4 permit and analyze practices and policies in preparation for the new MS4 permit.**

**Continue to work toward “Step Three City” designation through the Green Step Program – Present work plan to city council for feedback.**

**Continue to develop the Lake and Pond Management Policy and supplemental information to provide residents with information on how to pursue water quality improvement projects.**

**Staff will continue to prepare for the discovery of Emerald Ash Borer by implementing proactive strategies on city property and continuing to educate residents about methods to maintain a healthy, diverse community forest.**

**Evaluate participation in existing solar garden agreements and explore other opportunities.**
We will maintain quality public safety for our residents and businesses

Key Strategies

Implementing appropriate recommendations in the Public Safety Management and Operations Study to address the evolving police, fire and emergency service needs of our community, including an aging and more diverse population.

Providing seamless, coordinated and integrated public safety services through common protocols and shared practices among departments and personnel.

Leading collaborative efforts with other agencies to cost-effectively provide quality public safety services, with an emphasis on coordinated technology, equipment and programs.

Progress

The study for police and fire facilities has been completed and presented to council. The next phase includes detail design, communications, staff input and resident engagement.

Staff continues to participate, collaborate and identify areas of public education and regional transit planning. Police and Fire continue to participate with SWLRT Project Office staff with both safety planning for light rail extension and observing on-going emergency exercises.

Police and fire have worked to standardize Mobile Data Terminals (MDT), fire is exploring a more intuitive record management system, public works has transferred radio communications to the inter-operable ARMER system (with police & fire) and police are developing policies and planning for body cameras.

Leadership team has conducted a table top exercise and activated the Emergency Operations Center (EOC). In addition, pre-planning for potential activation of the city’s Emergency Plan related to the utility system was conducted.

Continue to implement the comprehensive, long-term apparatus deployment plan presented as part of the current CIP, maximizing current and future apparatus purchases and maintaining the current fleet in operational ready condition.

Continue to collaborate with public works to develop a long-term maintenance plan and schedule for all five fire stations. This includes additional improvements including overall station functionality and aesthetics.

Police and fire continue to proactively utilize outreach programs to engage the community on a variety of public safety issues, such as fire prevention, emergency preparedness and police and community relations. Police recently created a Community Engagement Officer position and the fire department recently added Fire & Life Safety Inspector.

Future Actions

Complete the Public Safety Facility design and educate the public on the merits of the facility.

Analyze impact of Ridgedale area redevelopment on police staffing assigned to the corridor. Identify programming opportunities to provide to citizens regarding identity theft, fraud and forgery.

Research Implicit Bias training opportunities for police and collaborate with school leaders to address changing demographics within our schools.

Evaluate impact to staffing with proposed 2019 body camera program, review 9-1-1 dispatch study, and make recommendations to council.

Take initial steps to develop a long-term strategic plan for police and fire.
We will work to meet the transportation needs of our residents and businesses

**Key Strategies**

*Providing and preserving a quality local street system, based on a financially sustainable plan for reconstruction and ongoing maintenance.*

*Collaborating with our state, regional and local partners in the timely development of shared highways and streets.*

*Actively participating in regional light rail planning and development to ensure that community needs and interests are served.*

**Progress**

- Worked with the SWLRT Project Office to determine the costs of the city’s locally requested capital improvement of the 17th Avenue extension.

- Began Opus area improvements outlined in the CIP. Identified bridge replacements and Red Circle Drive reversal. Developed associated master trail plan identifying trail changes associated with LRT, and new trails needed to serve the LRT Opus station, including identifying locations for new trail lighting.

- Coordinated all the regional and local street improvements, I-494 phase II, TH 169, CR 101, and many miles of local street construction to minimize impacts to businesses and residents.

- Reviewed citywide traffic signal system to coordinate flashing yellow arrow implementation for the city. Participated in Highway 169 technical advisory committee mobility study with project partners. Renewed, expanded and maintained trail system to encourage transportation, walkability and connectivity.

**Future Actions**

- Coordinate with recreation department on funding and implementation of trails for transportation network, including grant opportunities with outside partners including Plymouth Road and Rowland Road areas. Work with Three Rivers Park District on sidewalk/trail improvements on Smetana Drive to complete connection of regional trail to link trail segment from Hopkins to Minneapolis.

- Coordinate all the regional and local street improvements, including Crosby Road, Mill and Overlay projects, Highway 169, Ridgedale Drive, and many miles of local street construction to minimize impacts to businesses. Coordinate federal, state and local process and approvals for the I-394/ Plymouth Road/Ridgehaven Lane project to begin construction in 2018.

- Create construction management and communication procedures to plan for and meet resident and business expectations for the SWLRT.

- Prepare preliminary plans for pedestrian safety improvements including crossing in the area of Minnetonka High School on Delton Ave/Old Excelsior Blvd, and in the Minnetonka Mills area by installation of dynamic speed signs. Participate in Highway 169 and I-494 technical advisory committee mobility study with project partners.
Key Strategies

Carefully balancing individual property rights with community-wide interests, while respecting the unique character of Minnetonka's neighborhoods.

Initiating programs and policies that broaden housing choices to both meet the needs of our aging population and attract young residents.

Actively promoting the vitality of designated village centers, which integrate uses and connect people to commercial, residential, employment, and public activities.

Supporting business retention and expansion and attracting new businesses to help our private sector be economically competitive.

Progress

A plan has been established to update the Open to Business Program webpage to make the information more accessible and to broaden the program. Open to Business has assisted more than 36 individuals and provided 125 hours of advising.

A new development strategy has been created for the Shady Oak Station area and the cities of Hopkins and Minnetonka are reviewing a zoning process to be completed by the end of 2017.

Redevelopment scenarios and neighborhood meetings have been conducted for the city owned Shady Oak Road property. Developer contacts for the site have been initiated.

A detailed phased capital improvement plan has been completed to effectuate the articulated vision of the Ridgedale area, including the selection of colors, landscaping and lighting.

The International Property Maintenance Code has been adopted, replacing the existing 1997 Uniform Housing Code.

Developed an implementation plan for the Ridgedale Pedestrian Study and reviewed recommendations for maintenance and improved connections.

Future Actions

Begin implementing the many steps of the process to update the city’s 30 year Comprehensive Guide Plan.

Review the city owned property at County Road 101 and Covington Road and develop a process for redevelopment to determine housing type.

Develop marketing approaches by determining focus areas of need utilizing the branding initiative results and strategic planning process.

Business meet and greets – develop a multi-year plan to methodically visit businesses in the community.

Provide a report on improvements in the diversity of housing stock, including affordable housing.

Continue to promote the use of Minnetonkamatters.com.
We will provide excellent recreational amenities

Key Strategies

Offering a full range of programs for people of all ages and ability levels.

Responsibly maintaining our parks, trails and recreational facilities, while fairly balancing user fees with general community support.

Renewing, expanding and maintaining a trail system to encourage outdoor recreation, and improve the connectivity and walkability of the community.

Progress

Applied for and received Hennepin County Youth Sports grants in partnership with Eagle Ridge Academy and Lionsgate School (gym space) and Civic Center Park (lighting).

Formed and led a recreational software user group through the LOGIS network. Cities within the user group are now able to network regularly and become more efficient with the new system.

Worked with impacted departments to update the city’s park regulations, which were adopted by the city council.

Received feedback from residents and the Park Board to determine the location for new Pickleball courts at Lone Lake Park.

Teamed with the Communications Division to successfully implement an e-newsletter for the Williston Fitness Center, Senior Services and for youth and adult programs.

Completed the installation of fitness equipment and the final phase of the roofing project at the Williston Center, both on time and under budget.

Implemented the Tri-Tonka Youth Triathlon to replace the existing 8k race at the Minnetonka Summer Festival.

Future Actions

Complete a feasibility study for the development of mountain biking trails within our park system.

Work with the Communications Division to implement a new process for creating the seasonal recreation brochure.

Research and explore the possibility of expanding the Summer Festival to two days.

Continue to explore and develop partnerships with outside agencies to enhance recreation programs and trail improvement offerings.

Work with the trails committee and city council to create a plan focusing on the funding and implementation of missing trail segments.

Continue to maintain and renovate our recreational facilities to ensure functional, quality spaces for the community.

Research and develop a plan to enhance and extend the outdoor ice skating season.
Residents are extremely satisfied with their quality of life in Minnetonka, with 99% rating it as excellent or good. Over a third of all those surveyed listed their friendly, safe neighborhoods, and close to one-third cited factors related to our natural setting as what they value most.

Over 25% of those surveyed stated there was nothing they disliked about living in Minnetonka. The metro average for such boosters is six percent, placing Minnetonka significantly above the mean. This year only 14% noted disliking high taxes, down slightly from 17% a year ago and 20% in 2015.

The city’s financial position remains strong with a renewed Aaa bond rating; only six percent of cities nationwide receive this top rating. For 34 years running, the city has received the Government Finance Officers Award for Excellence in Financial Reporting. The city’s tax rate is modest amongst comparable cities, despite the lack of special assessments.

As noted, the community’s appetite for taxes continues to stabilize. This year, 97% of residents again positively rated the quality and value of city services based on the property taxes paid. In 2016, more than 63% of residents favored an increase in property taxes if it were needed to maintain city services at their current level and in 2017 that number increases to 78%. Eight in ten respondents would support an increase in property taxes to expand and improve sidewalks in the city. Eight in ten support the use of city funding to manage the Emerald Ash Borer (EAB) on public lands and more than seven in ten support using city funds to manage EAB on private lots.

Overall ratings of the city’s efforts to protect the natural environment remain very positive. Nearly 94% of those with an opinion positively rated the quality of the city’s natural resources management. Nearly 92% felt the city is doing the right amount to protect the environment and nine in ten rated the overall quality of the natural environment as excellent or good.

Six in ten are familiar with the Emerald Ash Borer and over 67% of respondents feel it is a serious threat to Minnetonka. This year, 89% say that the city is doing an excellent and good job of protecting wetlands, ponds and streams and forested areas.

Police and fire services ratings are overwhelmingly positive, near and at 100% approval respectively. Ninety-four percent of those calling 9-1-1 rated the way employees handled the situation positively, and ratings were similar to those calling the police and fire departments for non-emergency calls.

Eighty-five percent say there is no area in Minnetonka where they feel unsafe. Of the respondents who had a public safety concern, 32% say areas with no sidewalks and 22% say busy intersections is their cause for concern. For those who were stopped by a Minnetonka police officer for a traffic violation, 97% felt the officer acted in a professional manner.
Transportation: B+
Over 78% of residents surveyed rated the quality of pavement repair and patching as excellent or good, a rating 30% higher than the metro average. This season snow and ice control removal efforts resulted in close to 95% positive rating the quality of snow plowing and 99% positively rated trail maintenance.

Community Development: A-
Residents were 97% positive about the city’s quality of community planning. Nearly seven in ten feel the city is successful in balancing individual property rights with interests of the wider community, a slight drop from last year, yet the highest positive ratings in the metro area. Eight in ten feel they have an appropriate opportunity for public input. Over 75% of residents would be committed to staying in Minnetonka if they chose to upgrade or downsize their house size.

Close to 83% of residents feel neighborhood nuisances such as upkeep of homes and yards are not a problem, while 17% feel they are only a minor problem. Ninety-two percent of those reporting a nuisance concern to the city were satisfied with the response they received.

Recreation: A
Thirty-five percent of survey respondents participated in city-sponsored recreation programs again this year. Notably, 98% responded positively about the quality of recreation programs and services. Almost 95% of those responding rate the park and trail system as excellent and good.

Combined ratings of the city’s vision and mission, guiding principles, and each of the six strategic goals result in an overall organizational grade of A- for this year. The city’s actual “grade point average” is 3.719, slightly lower (3.750 A) than last year.
Minnetonka City Council

Terry Schneider, Mayor
Dick Allendorf, At-large
Patty Acomb, At-large

Robert Ellingson, Ward 1
Tony Wagner, Ward 2
Brad Wiersum, Ward 3
Tim Bergstedt, Ward 4

Department Directors

Geralyn Barone, City Manager
Scott Boerboom, Police Chief
Corrine Heine, City Attorney
Merrill King, Finance
Will Manchester, City Engineer

John Vance, Fire Chief
Perry Vetter, Assistant City Manager
Brian Wagstrom, Public Works
Julie Wischnack, Community Development

Strategic Work Groups

**Responsible Stewards** – Merrill King, Geralyn Barone, Patty Latham, David Maeda, Corrine Heine, Moranda Zimmer and Perry Vetter

**Natural Environment** – John Weinand, Jo Colleran, Jim Malone, Susan Thomas, Jeremy Koenen, Tom Dietrich, Drew Ingvalson and Kevin Mass

**Public Safety** – John Vance, Scott Boerboom, Kevin Fox, Andy Gardner, Shelley Peterson and Brian Wagstrom

**Transportation** – Will Manchester, Brian Wagstrom, Darin Ellingson, Philip Olson, Julie Wischnack, Alisha Gray and Jeremy Koenen

**Community Development** – Julie Wischnack, Will Manchester, Loren Gordon, Alisha Gray and Luke Berscheit

**Recreation** – Kelly O’Dea, Ann Davy, Mike Pavelka, Todd Kasowski, Steve Pieh, Sara Woeste and John Heckmann
2017 Community Survey
Mission and Vision = A
Like least about Minnetonka:

- **2012**: 10% Roads & traffic, 20% Taxes, 3% Growth, 24% Other, 34% Nothing
- **2013**: 14% Roads & traffic, 15% Taxes, 2% Growth, 35% Other, 34% Nothing
- **2014**: 19% Roads & traffic, 14% Taxes, 9% Growth, 28% Other, 30% Nothing
- **2015**: 21% Roads & traffic, 14% Taxes, 8% Growth, 30% Other, 27% Nothing
- **2016**: 22% Roads & traffic, 17% Taxes, 4% Growth, 18% Other, 39% Nothing
- **2017**: 18% Roads & traffic, 14% Taxes, 10% Growth, 33% Other, 25% Nothing

Yearly percentages shown as follows: Roads & traffic, Taxes, Growth, Other, Nothing.
Like most about Minnetonka

Nature setting | Neighborhood | Location | Other
--- | --- | --- | ---
2012 | 49% | 23% | 16% | 12%
2013 | 40% | 30% | 12% | 18%
2014 | 38% | 35% | 12% | 15%
2015 | 40% | 33% | 13% | 14%
2016 | 30% | 36% | 22% | 16%
2017 | 35% | 37% | 24% | 4%
Quality of life

2017: 66% Excellent, 33% Good
2016: 68% Excellent, 32% Good
2015: 52% Excellent, 47% Good
2014: 53% Excellent, 46% Good
2013: 57% Excellent, 42% Good
2012: 62% Excellent, 38% Good
Our Guiding Principles = A-

Focus on excellent customer service
Foster open and inclusive communication
Live our shared values
Set the standard for innovative leadership
City staff performance

Professional: 65% Excellent, 33% Good
Ease of Reaching: 48% Excellent, 49% Good
Courtesy: 65% Excellent, 28% Good
Efficiency: 50% Excellent, 46% Good

Gold standard is 80% positive
Community activities

- Summer Fest: Participate 59%, Not participate 27%, Not aware 15%
- Farmers Market: Participate 59%, Not participate 26%, Not aware 16%
- Ice Cream Social: Participate 49%, Not participate 38%, Not aware 13%
- Music in Park: Participate 39%, Not participate 43%, Not aware 18%
- Open House: Participate 36%, Not participate 44%, Not aware 20%
- Kids Fest: Participate 29%, Not participate 46%, Not aware 26%
- Senior Activities: Participate 20%, Not participate 42%, Not aware 38%
Responsible Stewards = A
Financial Stewardship

Only 6% of all cities have Aaa bond rating

GFOA award for excellence 34 years running

Modest tax rates, despite no special assessments
Value of services

<table>
<thead>
<tr>
<th>Year</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>11%</td>
<td>60%</td>
<td>17%</td>
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</tr>
<tr>
<td>2013</td>
<td>17%</td>
<td>62%</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>2014</td>
<td>22%</td>
<td>57%</td>
<td>13%</td>
<td>3%</td>
</tr>
<tr>
<td>2015</td>
<td>25%</td>
<td>63%</td>
<td>13%</td>
<td>2%</td>
</tr>
<tr>
<td>2016</td>
<td>38%</td>
<td>56%</td>
<td>13%</td>
<td>2%</td>
</tr>
<tr>
<td>2017</td>
<td>40%</td>
<td>57%</td>
<td>4%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Bar chart showing the percentage distribution of service value from 2012 to 2017.
Increase taxes to maintain services

2017: Favor 78%, Unsure 7%, Oppose 15%
2015: Favor 63%, Unsure 4%, Oppose 34%
2013: Favor 55%, Unsure 9%, Oppose 36%
2011: Favor 50%, Unsure 8%, Oppose 43%
2009: Favor 43%, Unsure 13%, Oppose 44%
2009: Favor 27%, Unsure 19%, Oppose 54%
2011: Favor 46%, Unsure 16%, Oppose 38%
2009: Favor 30%, Unsure 10%, Oppose 61%
2009: Favor 36%, Unsure 23%, Oppose 41%
2009: Favor 50%, Unsure 16%, Oppose 34%
Increase in budget

<table>
<thead>
<tr>
<th>Year</th>
<th>Streets</th>
<th>Police &amp; Fire</th>
<th>Parks/Trails/Env</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>37%</td>
<td>16%</td>
<td>30%</td>
<td>17%</td>
</tr>
<tr>
<td>2015</td>
<td>42%</td>
<td>23%</td>
<td>12%</td>
<td>6%</td>
</tr>
<tr>
<td>2013</td>
<td>37%</td>
<td>18%</td>
<td>15%</td>
<td>10%</td>
</tr>
<tr>
<td>2011</td>
<td>61%</td>
<td>22%</td>
<td>9%</td>
<td>2%</td>
</tr>
<tr>
<td>2009</td>
<td>40%</td>
<td>30%</td>
<td>10%</td>
<td>10%</td>
</tr>
</tbody>
</table>

- Streets
- Police & Fire
- Parks/Trails/Env
- Other
Natural Environment = A-
Recycling

2012: 31% Excellent, 63% Good, 3% Fair, 4% Poor
2013: 59% Excellent, 34% Good, 3% Fair, 3% Poor
2014: 35% Excellent, 61% Good, 3% Fair, 3% Poor
2015: 37% Excellent, 60% Good, 3% Fair, 4% Poor
2016: 49% Excellent, 48% Good, 3% Fair, 4% Poor
2017: 46% Excellent, 50% Good, 4% Fair, 4% Poor
Obstacles to participation in Organics Recycling

- 2017:
  - Not enough to recycle: 21%
  - Not offered by hauler: 6%
  - Too much trouble: 20%
  - Rent or Association: 28%
  - No Interest: 19%
  - Not Aware: 4%

- 2016:
  - Not enough to recycle: 27%
  - Not offered by hauler: 23%
  - Too much trouble: 20%
  - Rent or Association: 18%
  - No Interest: 3%
  - Not Aware: 3%
If hauler offered organics?

2017:
- Very Likely: 4%
- Somewhat Likely: 13%
- Not Too Likely: 20%
- Not At All Likely: 62%

2016:
- Very Likely: 8%
- Somewhat Likely: 21%
- Not Too Likely: 29%
- Not At All Likely: 42%

Legend:
- Very Likely
- Somewhat Likely
- Not Too Likely
- Not At All Likely
Public Safety = A-
Public Safety Concerns

85% say no areas they feel unsafe
What would make you feel more safe?

- More Police Patrols: 47%
- Sidewalks: 46%
- Street Lights: 7%
Residential speeding

97% said officer was professional

<table>
<thead>
<tr>
<th>Year</th>
<th>Not problem</th>
<th>Not too</th>
<th>Somewhat</th>
<th>Very serious</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>48%</td>
<td>14%</td>
<td>52%</td>
<td>33%</td>
</tr>
<tr>
<td>2016</td>
<td>53%</td>
<td>6%</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>53%</td>
<td>2%</td>
<td>35%</td>
<td>11%</td>
</tr>
<tr>
<td>2014</td>
<td>55%</td>
<td>2%</td>
<td>33%</td>
<td>9%</td>
</tr>
<tr>
<td>2013</td>
<td>51%</td>
<td>1%</td>
<td>30%</td>
<td>18%</td>
</tr>
<tr>
<td>2012</td>
<td>45%</td>
<td>6%</td>
<td>36%</td>
<td>13%</td>
</tr>
</tbody>
</table>
Importance of having adequate Police and Fire facilities...

2017

- Very Important: 63%
- Somewhat Important: 34%
- Not too: 0%
- Not at all: 25%
Transportation = B+
Street maintenance

- 2017: 25% Excellent, 53% Good, 19% Fair, 3% Poor
- 2016: 34% Excellent, 54% Good, 11% Fair, 2% Poor
- 2015: 21% Excellent, 46% Good, 26% Fair, 7% Poor
- 2014: 5% Excellent, 64% Good, 23% Fair, 8% Poor
- 2013: 12% Excellent, 51% Good, 28% Fair, 9% Poor
- 2012: 6% Excellent, 58% Good, 29% Fair, 5% Poor
Quality of Snow Plowing

- **2017**: Excellent 42% | Good 53% | Fair/Poor 5%
- **2016**: Excellent 40% | Good 54% | Fair/Poor 7%
- **2015**: Excellent 29% | Good 66% | Fair/Poor 5%
- **2014**: Excellent 25% | Good 65% | Fair/Poor 8%
- **2013**: Excellent 32% | Good 55% | Fair/Poor 10%
- **2012**: Excellent 24% | Good 69% | Fair/Poor 6%
Support a property tax increase for trail expansion?

- 2016:
  - Strongly Support: 13%
  - Support: 61%
  - Oppose: 19%
  - Strongly Oppose: 8%

- 2017:
  - Strongly Support: 28%
  - Support: 55%
  - Oppose: 11%
  - Strongly Oppose: 7%
Willing to pay for more trails?

Monthly Property Tax Increase (2016)  
- $0: 34%  
- $2: 66%  
- $4: 52%  
- $6: 41%  

Monthly Property Tax Increase (2017)  
- $0: 21%  
- $2: 66%  
- $4: 54%  
- $6: 30%  
- $8: 16%  
- $10: 26%  
- $10+: 5%  

$0 $2 $4 $6 $8 $10 > $10
Community Development = A-
Appropriate public input opportunity

<table>
<thead>
<tr>
<th>Year</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>73%</td>
<td>9%</td>
</tr>
<tr>
<td>2013</td>
<td>94%</td>
<td>7%</td>
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<tr>
<td>2014</td>
<td>94%</td>
<td>7%</td>
</tr>
<tr>
<td>2015</td>
<td>92%</td>
<td>8%</td>
</tr>
<tr>
<td>2016</td>
<td>94%</td>
<td>6%</td>
</tr>
<tr>
<td>2017</td>
<td>81%</td>
<td>19%</td>
</tr>
</tbody>
</table>
Neighborhood nuisances

- Homes: 12% Not problem, 20% Minor problem, 7% Major problem
- Yards: 20% Not problem, 31% Minor problem, 7% Major problem
- Storage: 31% Not problem, 13% Minor problem, 7% Major problem
- Business: 13% Not problem, 7% Minor problem, 7% Major problem
- Noise: 30% Not problem, 7% Minor problem, 7% Major problem
Does Minnetonka have enough...

- **Entertainment/Dining**
  - Too Few/Little: 18%
  - About Right: 68%
  - Too Many/Much: 14%

- **Service/Retail**
  - Too Few/Little: 14%
  - About Right: 70%
  - Too Many/Much: 16%

- **Young Family Starter Homes**
  - Too Few/Little: 48%
  - About Right: 40%
  - Too Many/Much: 8%
Committed to stay in Minnetonka

For A Housing Upgrade

- **2017**: 41% Very, 37% Somewhat, 14% Not Too, 9% Not At All
- **2016**: 54% Very, 27% Somewhat, 15% Not Too, 5% Not At All
- **2015**: 32% Very, 45% Somewhat, 15% Not Too, 8% Not At All
- **2014**: 38% Very, 35% Somewhat, 16% Not Too, 11% Not At All
Committed to stay in Minnetonka

For A Housing Downsize

<table>
<thead>
<tr>
<th>Year</th>
<th>Very</th>
<th>Somewhat</th>
<th>Not Too</th>
<th>Not At All</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>39%</td>
<td>32%</td>
<td>19%</td>
<td>11%</td>
</tr>
<tr>
<td>2015</td>
<td>31%</td>
<td>45%</td>
<td>16%</td>
<td>9%</td>
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<td>2016</td>
<td>56%</td>
<td>24%</td>
<td>14%</td>
<td>6%</td>
</tr>
<tr>
<td>2017</td>
<td>41%</td>
<td>34%</td>
<td>14%</td>
<td>13%</td>
</tr>
</tbody>
</table>

0% 20% 40% 60% 80% 100%

Very | Somewhat | Not Too | Not At All
Recreational Services = A
Recreation programs

90% are satisfied

2017: 41% Excellent, 56% Good
2016: 48% Excellent, 51% Good
2015: 34% Excellent, 65% Good
2014: 31% Excellent, 61% Good
2013: 29% Excellent, 59% Good
2012: 21% Excellent, 65% Good

0% 25% 50% 75% 100%

Excellent Good Fair Poor
Recreation facilities

- Trails (85%)
  - Excellent: 55%
  - Good: 41%
- Parks (81%)
  - Excellent: 60%
  - Good: 38%
- Williston (48%)
  - Excellent: 47%
  - Good: 53%
- Marina (44%)
  - Excellent: 73%
  - Good: 30%
- Com Ctr (42%)
  - Excellent: 50%
  - Good: 50%
- Ice Arena (41%)
  - Excellent: 45%
  - Good: 55%
- Sr Ctr (24%)
  - Excellent: 38%
  - Good: 59%
  - Poor: 4%
Amenities most often used

<table>
<thead>
<tr>
<th>2017</th>
<th>Trails</th>
<th>Playgrounds</th>
<th>Off-leash Dog</th>
<th>Athletic Fields</th>
<th>Tennis Courts</th>
<th>Cross Country Skiing</th>
<th>Ice Rinks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>34%</td>
<td>21%</td>
<td>17%</td>
<td>14%</td>
<td>7%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>2016</td>
<td>43%</td>
<td>13%</td>
<td>15%</td>
<td>16%</td>
<td>4%</td>
<td>6%</td>
<td>2%</td>
</tr>
</tbody>
</table>
Overall 2017 Grade = A-

<table>
<thead>
<tr>
<th>Area</th>
<th>Grade</th>
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<tbody>
<tr>
<td>Mission and Vision</td>
<td>A</td>
</tr>
<tr>
<td>Guiding Principles</td>
<td>A-</td>
</tr>
<tr>
<td>Goals and Strategies</td>
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<tr>
<td>Responsible Stewards</td>
<td>A</td>
</tr>
<tr>
<td>Natural Environment</td>
<td>A-</td>
</tr>
<tr>
<td>Public Safety</td>
<td>A-</td>
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<tr>
<td>Transportation</td>
<td>B+</td>
</tr>
<tr>
<td>Community Development</td>
<td>A-</td>
</tr>
<tr>
<td>Recreation</td>
<td>A</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>A-</strong></td>
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</table>