



CITY OF JORDAN

# Strategic Plan

SPRING 2022

PREPARED BY: **wsb**

# Process

The City of Jordan undertook a strategic planning process in March of 2022. The process included individual meetings with the consultant as well as facilitated sessions on March 1st and 15th. The facilitated sessions included:

- Team building
- Mayor, Council, and Staff expectation presentations
- Discussion and prioritization of strategic initiatives
- Action steps for implementing the strategic initiatives

## Participants included:

- Mayor Mike Franklin
- Council Member Jeremy Goebel
- Council Member Bill Heimkes
- Council Member Jeremiah Monyok
- Council Member Scott Penney
- Council Member Amanda Schuh
- Council Member Robert Whipps
- City Administrator Tom Nikunen
- Finance Director Morey Schaefer
- Chief of Police Brett Empey
- Public Works Director Scott Haas
- Planner/Economic Development Specialist Barrett Voigt
- City Engineer Mike Waltman
- Assistant City Engineer Luke Wheeler

## Consultants

- Bart Fischer, WSB
- Hans Thomsen, WSB



This plan summarizes the discussions from the individual meetings and facilitated sessions. It is intended to be a working document that is fluid as it elicits continued discussion regarding the strategic initiatives and action steps for Jordan.

# Areas of Focus / Strategic Initiatives



## COMMUNITY IMAGE / CHARACTER

### MAINTAIN AND ENHANCE JORDAN

- Aesthetic and design standards

#### Action Steps

- Conduct a work session to define desired design standards and allowed uses in the downtown, highway commercial, and industrial zoning districts.
  - LEAD: City Council, City Administrator, City Planner and Planning Consultants
- Revisit/Refresh the Downtown Master Plan
  - LEAD: City Council, City Administrator, City Planner and Planning Consultants



## COMMUNITY IMAGE / CHARACTER, CONT.

### MAINTAIN A SAFE/FRIENDLY COMMUNITY/PROVIDE COMMUNITY RESILIENCY (Community outreach, public safety education and outreach, crisis preparedness)

#### Action Steps

- Continue to facilitate, support, and participate at community events and festivals.
  - LEAD: City Council, City Staff
- Maintain a conscious effort to have city leaders present and active in the Jordan Community.
  - LEAD: City Council, City Staff
- Create a crisis communication plan/policy.
  - LEAD: City Administrator, Police Chief, City Council
- Conduct internal training on crisis communications and the plan/policy.
  - LEAD: City Administrator, City Council, Consultant
- Look into any crisis communication benefits to the City from the LMC contract with Goff Public.
  - LEAD: City Administrator
- Coordinate with SCALE on long term crisis and emergency issues/challenges.
  - LEAD: City Administrator, Police Chief, City Council
- Monitor and assess current community safety measures by Police, Fire, and Ambulance.
  - LEAD: City Administrator, Police Chief, Fire Chief, and City Council (safety measure examples below)
- Communicate safety education programs and safety measures with the Community.
  - LEAD: City Staff

Safety measures examples: Fire Department Community Connection, Police TIP 411, Fire Department Open House, Safety Camp at the Schools, Breakfast with the Fire Chief or Police Chief, tours of facilities, participation in career day, blood drives, Night to Unite and other community safety outreach or programs.



## COMMUNITY IMAGE / CHARACTER, CONT.

### SUPPORT QUALITY SCHOOLS

- Facilities
- Quality of Education

#### Action Steps

- Create and provide a list of needs, desires, and partnerships for/with the school district.
  - LEAD: City Administrator, City Council, work session with School Board)
  - Examples: Traffic issues, encouragement of a single campus, SRO.
- Continue to meet regularly with the school district.
  - LEAD: City Council, City Administrator



## OUTDOOR RECREATION

### MINI MET

- The Mini Met is the premier baseball field/facility and a defining characteristic of Jordan
- Continuous improvements and maintenance need to take place

#### Action Steps

- Create a list of improvements the City funding can/should be used for.
  - LEAD: City Administrator, Public Works Director, Finance Director, City Council, work session
- Conduct a work session with the Baseball Association to discuss decision on City's contribution to maintenance efforts.
  - LEAD: City Administrator, Public Works Director, City Council
- Discuss and renew MOU between the City and Baseball Association
- Work towards a CIP funding plan to maintain and improve the ball park.



## OUTDOOR RECREATION, CONT.

### TRAILS / WALK-ABILITY / BIKE-ABILITY

- The ability for residents to connect regionally, locally and at the neighborhood level by sidewalk or trail.
- Tie in to regional/State trail along the Minnesota River.

#### Action Steps

- Outreach to and possible partnership with Three Rivers Park District, MnDNR, Scott County.
  - LEAD: City Administrator, Public Works Director, City Engineer
- Revisit/Refresh trail master plan.
  - LEAD: City Engineer

### PARKS

- Maintain existing parks and look to develop new parks as and where new housing development happens.

#### Action Steps

- Revisit/Refresh parks master plan.
  - LEAD: City Administrator, Public Works Director, City Engineer
- Explore and incorporate a sledding hill where appropriate.
  - LEAD: City Administrator, Public Works Director, City Engineer



## STRATEGIC / MANAGED GROWTH

- Maintain a balance of uses – residential, commercial, industrial
- Support/Encourage/Seek out development that supports livable wage job creation.
- Focus on appropriate uses of city subsidies to accomplish Community goals (examples TIF, Abatement, grants, and other city programs)
- Focus on developing highway commercial and Downtown.

### CITY-INITIATED DEVELOPMENT

- Depending on the scenario, purchase, redevelop and/or sell difficult properties, or transfer current city owned properties. Buy properties for a redevelopment purpose.

#### Action Steps

- Create a list/map of developable/re-developable properties.
  - LEAD: City Administrator, City Planners
- Create a list/map of challenging properties the City is willing to initiate change on.
  - LEAD: City Administrator, City Planners

### WORK TOWARDS REDEVELOPMENT OF UNDER-UTILIZED PROPERTIES FROM A CODE STANDPOINT

#### Action Steps

- Utilize the HRA function for redevelopment.
  - LEAD: City Administrator, City Planner, Building Inspector, EDA
- Create an inventory/map of under-utilized properties.
  - LEAD: City Planner, Building Inspector
- Meet and discuss the importance of this strategic initiative with the Building Inspector and provide direction.
  - LEAD: City Administrator, Building Inspector, City Planners
- Utilize code enforcement when necessary for blighted buildings.
  - LEAD: City Administrator, City Council, City Planners and City Attorney



## STRATEGIC / MANAGED GROWTH, CONT.

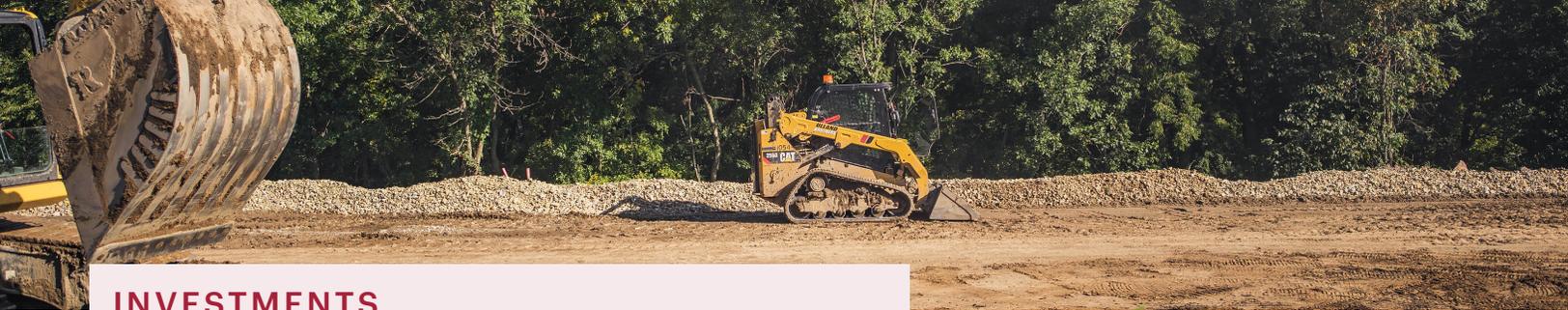
### RE-VISIT ANNEXATION AGREEMENTS WITH SURROUNDING TOWNSHIPS.

#### Action Steps

- City Engineer to continue conversation with the appropriate parties including Met Council.
  - LEAD: City Engineer
- Possibly draft new agreement in the future.
  - LEAD: City Administrator, City Attorney, City Engineer, Council Annexation Committee

#### General Strategic Managed Growth Action Steps

- Coordinate and work with the Planning Commission and EDA to be on the same page including recruitment of residents to serve on these two commissions/boards.
  - LEAD: City Administrator, City Planners
- Conduct a work session on residential design standards to help reduce the use of PUD's in the future
  - LEAD: City Council, City Administrator, City Engineers, City Planners



## INVESTMENTS

### INFRASTRUCTURE

- **Utilities and the cost of growth.**
  - Connection/SAC/WAC fees – look at increasing to build the water/wastewater fund.
  - Goal has been to keep water/sewer rates flat.
  - Water and wastewater treatment concerns as Jordan grows

#### Action Step

- Conduct a water/wastewater/connection fee rate study.
  - LEAD: City Administrator, Finance Director, City Engineer

- **Road Project – new and maintain**

#### Action Step

- Maintain accurate CIP.
  - LEAD: City Engineer, Finance Director, City Administrator

- **Sustainability Efforts**

#### Action Steps

- Continue in the GreenSteps and SolSmart Cities initiative.
  - LEAD: City Administrator, City Planner, City Engineer
- Create a sustainability plan or policy.
  - LEAD: City Administrator, City Planner, City Engineer

- **Trails and connections**

\*See “Trails/Walk-ability/Bike-ability” under “Outdoor Recreation”

#### Action Step

- Continue to support investment in trail and park maintenance

- **Continue to support significant infrastructure investments that are planned in the coming years – example: interchanges on 169**

#### Action Steps

- Continue to communicate and work with MnDOT, the County and other key stakeholders on these significant infrastructure projects.
  - LEAD: City Administrator, City Engineer

## INVESTMENTS, CONT.

### FUTURE STAFFING AS THE COMMUNITY GROWS

- **Police**
  - Staffing good right now.
  - Well equipped.
  - Consider compensation increases to stay competitive.
  - Difficult industry wide to get people to apply.
- **Fire**
  - May need to look into duty crews and/or full-time personnel in the future.
- **Public Works – as needed.**
- **City Hall – as needed.**
- **Ambulance – assess and work with Ridgeview.**
- **Maintaining Staff morale is a priority.**

#### Action Steps

- Conduct a city organizational and/or department staffing and compensation study/ comparison as needed.
  - LEAD: City Administrator, Consultant

### TECHNOLOGY

- Finance & Utility Software Update

#### Action Steps

- Gather cost and comparison information and provide a recommendation to the City Council.
  - LEAD: City Administrator, Finance Director

- Building Permit Software

#### Action Steps

- Gather cost and comparison information and provide a recommendation to the City Council.
  - LEAD: City Administrator, Finance Director, City Planners, Building Inspector

# Summary/Conclusion



The 2022 Jordan Strategic Planning Process allowed the City Council and City Staff to begin thinking through and discussing strategic initiatives and action steps for Jordan's future. The process allowed for listening and better understanding of individual goals in an effort to collaborate and move forward with a list of priorities and actionable items.

The next steps after the Jordan Team strategic planning meetings was to incorporate work sessions with the City advisory commissions and School District to gather their input. After that step, the public outreach step will take place through online surveys on social media, direct mail, and public input meetings. The final 2022 Jordan Strategic Plan will incorporate all input to help model the plan for the future of our community.

It is recommended that opportunities are created throughout the year for continued discussion and refinement by the Jordan Team regarding the areas of focus and action steps as laid out in this document. This will be vital in keeping the lines of communication open for collaboration, understanding, the building of trusting relationships, and the continued momentum in creating a successful future for Jordan!

