

2026 Goal Setting and Strategic Planning



*Our mission is
to promote a high quality of life
to those we serve through
outstanding city services.*



City of Saint Anthony Village
Saint Anthony Village Community Center
3301 Silver Lake Road, St. Anthony, MN
January 14, 15, 16



2026 Goal Setting Agenda

CITY INVITEES:

Mayor & Council; City Manager, Department Heads, Assistants, Assistant City Manager, Human Resources, City Clerk, Communications & Sustainability Coordinators; Planning Commission Chair & Parks & Environmental Commission Chair; Consultants – Engineer, Financial Planning, Legal, Information Technology

GUEST INVITEES:

LMC – John McCarthy, Chief Financial Officer & LMCIT – Erin Holznagel, Public Safety Program Coordinator; Metro Cities – Mike Lund, Government Relations Specialist; Guest Administrator – Jack Linehan, City of Falcon Heights; Facilitator – Sara Peterson

Wednesday, January 14, 2026

9:00am	Welcome, Overview of Agenda, Housekeeping, etc. 2025 Goals & Accomplishments
9:30am	Overview & Update - Comprehensive Plan, Climate Plan, Energy Action Plan & Active Transportation Plan Implementation - Planning Commission Work Plan & Parks & Environmental Commission Work Plans
10:00am	Break
	Anticipate 2026 SAV Department Heads, Consultant Staff & Guests
Noon	End for the day – Group Picture

Thursday, January 15, 2026

9:00am	Setting the stage – recap previous morning Multi-Year Strategy for City Goals (Council pre-work exercise) Council Engagement Analysis
10:00am	Break
	Defining the Problem – what are we trying to solve?
Noon	End for the day

Friday, January 16, 2026

INVITEES: Mayor & Council, City Manager, Assistant City Manager, Dept. Heads, & Facilitator

9:00am	Setting the stage – recap past two mornings Multi-Year Strategy & Action Steps Confirming the Pyramid for 2026
11:00am	Break
	Council Engagement for 2026 Wrap-up the session
Noon	End Session





2026 Goal Setting Attendees

MAYOR AND CITY COUNCIL

- Wendy Webster, Mayor
- Jan Jenson, Councilmember
- Thomas Randle, Councilmember
- Lona Doolan, Councilmember
- Nadia Elnagdy, Councilmember

CITY STAFF

- Charlie Yunker, City Manager
- Ashley Morello, Assistant City Manager
- Nicole DeDeyn, City Clerk
- Jill Speidel, Human Resources Coordinator
- Barb Tuominen, Communication Coordinator
- Minette Saulog, Sustainability Coordinator
- Jeremy Gumke, Public Works Director
- Josh Moellman, Public Works Superintendent
- Mike Larson, Liquor Operations Manager
- Bill Haugen, Assistant Liquor Operations Manager
- Jeff Spiess, Police Chief
- Mark Dokken, Police Captain
- Izzy Diaz, Fire Chief
- Mattie Jaros, Deputy Fire Chief
- Debbie Maloney, Finance Director
- Trenton Sax, Assistant Finance Director

COMMISSION REPRESENTATIVES

- Meridith Socha, Planning Commission
- Natalie Synhavsky, Parks & Environmental Commission

CONSULTANTS

- Katie Koscielak, WSB & Associates (Assistant City Engineer)
- Steve Grittmann, Grittmann Consulting, Inc. (City Planner)
- Holly LaRochelle and Pete Bauer, Metro-Inet (Information Technology)
- Jay Lindgren, Dorsey & Whitney, LLP (Legal)
- Stacie Kvilvang, Ehlers & Associates (Financial)

LEAGUE OF MINNESOTA CITIES

- John McCarthy, Chief Financial Officer & LMCIT
- Erin Holznagel, Public Safety Program Coordinator

METRO CITIES

- Mike Lund, Government Relations Specialist

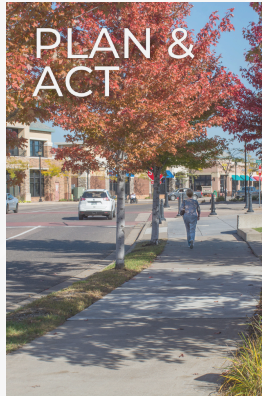
GUESTS

- Jack Linehan, City of Falcon Heights

FACILITOR

- Sara Peterson, Sara Peterson Consulting

2025 GOALS & ACTION STEPS



ACHIEVE



ACTION STEPS > ENVIRONMENTAL RESPONSIBILITY

CLIMATE PLAN

Review and consider policy-related action steps with input from Parks & Environmental Commission:

- 2025: Energy & Transportation
- 2026: Water & Waste
- Continue education and operations action steps in all categories
- Adopt Partners in Energy program's Energy Action Plan and begin implementation

GREENSTEP CITIES

- Continue program involvement including Gold Leaf participation
- Evaluate how the city can better leverage participation long-term



ACTION STEPS > THRIVING VILLAGE

AFFORDABLE HOUSING

- Consider an Affordable Housing Policy for new high density projects
- Advocate for residents facing rent pressure

PEDESTRIAN & BIKE-FRIENDLY ROUTES

- Draft Active Transportation Plan
- Grand Rounds Missing Link engagement

ENGAGE BUSINESSES

- Partner with Chamber of Commerce to build relationships with businesses



ACTION STEPS > INFORMED & ENGAGED COMMUNITY

CITY COUNCIL ENGAGEMENT

- Continue Connect with Your Council efforts
- Continue participation with regional partners
- Leverage Sister City to help advance City goals

PUBLIC SAFETY ENGAGEMENT

- Continue priority of community relations throughout the City

WEBSITE REDESIGN & ADA UPGRADES

- Begin redesign project to be completed by 2027

SENIORS & YOUTH

- Support partners in engagement and programming



ACTION STEPS > SAFE & SECURE COMMUNITY

PUBLIC SAFETY NEEDS

- Explore feasibility of a Public Safety Facility to meet Police and Fire long term needs

MUNICIPAL LIQUOR & CANNABIS

- Continue efforts to open a city-operated dispensary
- Draft vision for the future of the existing liquor stores

FIRE DEPARTMENT

- Explore expansion of Advanced Life Support capabilities

POLICE DEPARTMENT

- Continue City of Falcon Heights integration



ACTION STEPS > FISCAL & ORGANIZATIONAL STRENGTH

DEVELOP INFRASTRUCTURE PLANNING

- Integrate plans for roads, parks and buildings into overall Infrastructure Plan

WATER TREATMENT PLAN AUTOMATION

- Explore upgrades to automate additional functions in the water treatment plant

STAFFING

- Review Fire Department staffing model for growing calls for service
- Continue to support Police Department recruitment efforts
- Support professional development of City Council and staff



2025 STRATEGIC PLAN



THE TEAM
THE PROCESS
BUILDING THE
PYRAMID
CORE VALUES
DEFINING THE GOALS
GOALS &
ACTION STEPS

THE TEAM



Every year, the City of Saint Anthony conducts a Strategic Planning and Goal Setting Workshop. The City of Saint Anthony is widely respected as a cohesive group that works well together as a team, shares mutual respect, and understands roles and responsibilities. City leaders work together to highlight the previous year’s accomplishments and identify anticipated projects for the upcoming year to determine the year’s key action steps.

This year the group included approximately 30 individuals from city leaders, staff and community partners. All share a great sense of pride working together for the best interests of the citizens of the community.

THE PROCESS

The process for goal setting is year-round. Elected officials and appointed staff gather community input from residents via:

- Council meetings
- Night to Unite, VillageFest and other community events and gatherings
- Personal interactions, phone calls, letters and emails.

Department heads solicit input from City staff. Consultants provide perspective from their industry and their work in other cities. Commission chairs represent their fellow commission members and public, and our guests offer state and regional perspectives.

This collective input helps guide the development of the City’s Pyramid. In previous years, goal setting workshops helped shape the City’s vision, mission, core values, goals and annual action steps. For this year’s goal setting workshop, the team focused on defining our goals to identify this year’s action steps.

Continual Information Gathering



Continual Information Gathering

BUILDING THE PYRAMID

The Pyramid is used year-round by the City to track progress and ensure the City remains focused on its goals. It depicts the City’s identity and how the City engages with the community. The Pyramid also illustrates the relationship between the City’s Vision, Mission, Core Values, Goals and Action Steps. On the Pyramid, Action Steps are updated annually; and the Vision, Mission, Core Values, and Goals are reviewed every few years.

During goal setting and the strategic planning process, the Mayor, Council, City Manager, Department Heads, City Planner and City Engineer review ideas generated from discussions. The team reflected on progress from the 2024 Pyramid’s Action Steps. Next, the group identified priorities, or Action Steps, for the 2025 Pyramid.

Each spring the City Council presents the Pyramid to both the Parks & Planning Commissions. It is published in the VillageNotes newsletter, and made available on the City’s website.

THE PYRAMID’S KEY FACTORS

VISION

Identifies our ideal outcome for the City and sets the framework for the rest of the Pyramid. All subsequent strategic planning efforts directly relate to the City’s Vision.

MISSION

Describes what we do and for whom. For our City, providing high quality services is essential to supporting a high quality of life for all residents.

CORE VALUES

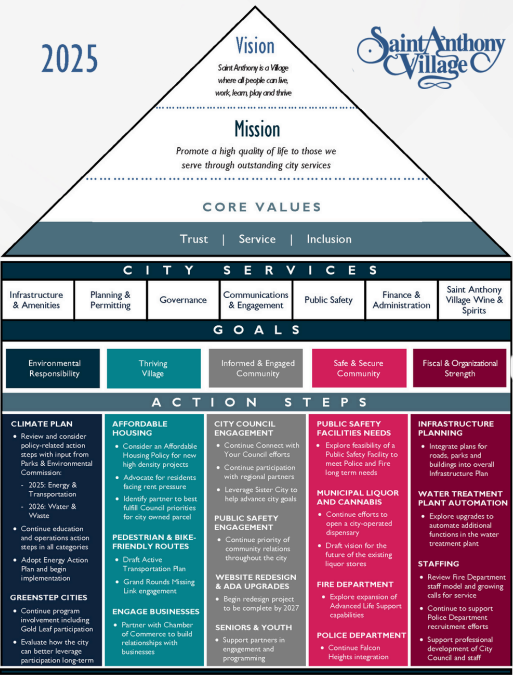
Guide how staff should work for and with the community. These values are imperative for all staff to demonstrate.

GOALS

Establish target aspirations that the City aims to meet. Typically, the Goals are broader and focus on the next 3-5 years.

ACTION STEPS

Key priorities that City staff or City Council focus on for the year. The City recognizes that not all of the year’s priorities can be identified at the beginning of the year and adapts to new action items as applicable.



CORE VALUES

TRUST, SERVICE and **INCLUSION** are the three words that best highlight the qualities that the City Council and staff strive to embody in service to the St. Anthony Village community.

The delivery of services by staff to Community is fulfilled in a respectful, courteous, and responsive manner. The work of Staff and Council to the Community is conducted in a civil and transparent manner. And the Council commits to ensuring equity of access, that voices are heard, and to fairness in the policy-making process.

These values are the basis for how decisions are made, how services are delivered, and also ensures the city as a whole conducts itself in an accountable, transparent, respectful, and responsive manner.

DEFINING THE GOALS

Prior to this year’s Goal Setting workshop, Council members were asked to define their understanding of the goals. The team then collaborated during the Goal Setting Workshop to develop definition statements for each goal. These statements are not included on the Pyramid, but are intended to help guide the Council as they make decisions throughout the year.

ENVIRONMENTAL RESPONSIBILITY

Minimize Saint Anthony’s impact on the environment and enhance resilience through action in alignment with the City’s Climate Plan and Regional, State and Federal guidelines.

THRIVING VILLAGE

A community for all residents where the City is responsive to concerns, enables successful things to happen, and residents have opportunity to thrive

INFORMED & ENGAGED COMMUNITY

Communicate Council priorities and department activities to support resident’s ability to actively participate, feel engaged, and understand how their voice can be heard.

SAFE & SECURE COMMUNITY

Protect our community’s physical and psychological safety (individual and collective) through strategic investment in personnel and tools to provide excellent city services

FISCAL & ORGANIZATIONAL STRENGTH

Invest in the community’s infrastructure and personnel to deliver outstanding City Services through a culture of continuous improvement, resiliency, and responsible stewardship of resources.

2025

Vision

*Saint Anthony is a Village
where all people can live,
work, learn, play and thrive*



Mission

*Promote a high quality of life to those we
serve through outstanding city services*

CORE VALUES

Trust | Service | Inclusion

CITY SERVICES

Infrastructure
& Amenities

Planning &
Permitting

Governance

Communications
& Engagement

Public Safety

Finance &
Administration

Saint Anthony
Village Wine &
Spirits

GOALS

Environmental
Responsibility

Thriving
Village

Informed & Engaged
Community

Safe & Secure
Community

Fiscal & Organizational
Strength

ACTION STEPS

CLIMATE PLAN

- Review and consider policy-related action steps with input from Parks & Environmental Commission:
 - 2025: Energy & Transportation
 - 2026: Water & Waste
- Continue education and operations action steps in all categories
- Adopt Energy Action Plan and begin implementation

GREENSTEP CITIES

- Continue program involvement including Gold Leaf participation
- Evaluate how the city can better leverage participation long-term

AFFORDABLE HOUSING

- Consider an Affordable Housing Policy for new high density projects
- Advocate for residents facing rent pressure
- Identify partner to best fulfill Council priorities for city owned parcel

PEDESTRIAN & BIKE-FRIENDLY ROUTES

- Draft Active Transportation Plan
- Grand Rounds Missing Link engagement

ENGAGE BUSINESSES

- Partner with Chamber of Commerce to build relationships with businesses

CITY COUNCIL ENGAGEMENT

- Continue Connect with Your Council efforts
- Continue participation with regional partners
- Leverage Sister City to help advance city goals

PUBLIC SAFETY ENGAGEMENT

- Continue priority of community relations throughout the city

WEBSITE REDESIGN & ADA UPGRADES

- Begin redesign project to be complete by 2027

SENIORS & YOUTH

- Support partners in engagement and programming

PUBLIC SAFETY FACILITIES NEEDS

- Explore feasibility of a Public Safety Facility to meet Police and Fire long term needs

MUNICIPAL LIQUOR AND CANNABIS

- Continue efforts to open a city-operated dispensary
- Draft vision for the future of the existing liquor stores

FIRE DEPARTMENT

- Explore expansion of Advanced Life Support capabilities

POLICE DEPARTMENT

- Continue Falcon Heights integration

INFRASTRUCTURE PLANNING

- Integrate plans for roads, parks and buildings into overall Infrastructure Plan

WATER TREATMENT PLANT AUTOMATION

- Explore upgrades to automate additional functions in the water treatment plant

STAFFING

- Review Fire Department staff model and growing calls for service
- Continue to support Police Department recruitment efforts
- Support professional development of City Council and staff

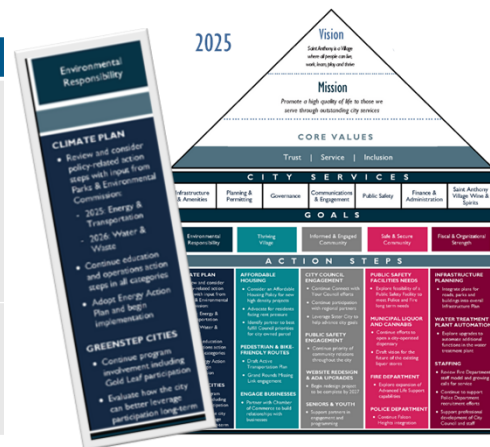


2025 GOALS & ACCOMPLISHMENTS

Wendy Webster, Mayor
Charlie Yunker, City Manager
January 14, 2026

ENVIRONMENTAL RESPONSIBILITY

Action Step	Goals
Climate Plan	- Review and consider Energy & Transportation policy-related action steps with input from Parks & Environmental Commission - Continue education and operations action steps in all categories - Adopt Partners in Energy program's Energy Action Plan and begin implementation
GreenStep Cities	- Continue program involvement including Gold Leaf Participation - Evaluate how the city can better leverage participation long-term



CLIMATE PLAN

Goals	Accomplishments
Review and consider policy-related action 2025: Energy & Transportation 2026: Water & Waste	- Pursued Energy & Transportation policy-related action steps with input from Parks & Environmental Commission - Ordinance adopted: Electric vehicle charging requirements at multi-family properties - Vision and parameters established for Sustainable Building policy
Adopt Partners in Energy program's Energy Action Plan and begin implementation	- Adopted Partners in Energy program's Energy Action Plan April 2025 - Developed campaign for multi-residential properties; 2026 launch - Business Engagement: Materials development, Chamber of Commerce partnership for outreach, Small Business Saturday November event, Lunch & Learn Q1 2026
Continue education and operations action steps in all categories	- Targeted Outreach: Energy Action Plan and Energy topic, including at 2025 VillageFest - New and updated Climate resources on City's website - Solar on water treatment plant installed and fully operational



GREENSTEP CITIES

Goals	Accomplishments
Continue program involvement including Gold Leaf Participation	- GreenStep Cities reporting submitted to MPCA, April 2025 - Received Gold Leaf recognition, June 2025 - Recognized as GreenStep 5 at LMC Conference, July 2025 - Sustainability Coordinator participated in LMC panel - Tree City USA application 2025 submitted in December. 10 years of participation
Evaluate how the city can better leverage long-term participation	- Focus on Active Transportation development and action steps - Energy Action Plan supports future action steps



THRIVING VILLAGE

Action Steps	Goals
Affordable Housing	- Consider an Affordable Housing Policy for new high-density projects - Advocate for residents facing rent pressure
Pedestrian and Bike Friendly Routes	- Draft Active Transportation Plan - Grand Rounds Missing Link engagement
Engage Business	Partner with Chamber of Commerce to build relationships with businesses



AFFORDABLE HOUSING

Goals	Accomplishments
Consider an Affordable Housing Policy for new high-density projects	- Drafted sample policy language for February 25 City Council Work Session - Focus Shift: Rental ordinance passed October 2025 - Staff met with Met Council June 2025 to discuss LCA Housing Policy Grant
Advocate for residents facing rent pressure	City Council members continue to connect residents facing rent pressure with State and Federal resources



PEDESTRIAN & BIKE-FRIENDLY ROUTES

Goals	Accomplishments
Draft Active Transportation Plan	- In January 2025, City awarded MnDOT's Active Transportation Planning Assistance Grant - Community Engagement in Fall 2025 - Community Walk & Bike Audits in September 2025 - Draft Transportation Action Plan – approval Q1 2026
Grand Rounds Missing Link Engagement	- Co-hosted open house with Minneapolis Park and Recreation Board (MPRB), February 2025 at City Hall - Outreach for other MPRB engagement events - Met with MPRB team to prioritize project, June 2025

LET'S TALK ACTIVE TRANSPORTATION!

You're Invited!

The City is hosting three **Open Houses** where you can share your perspective on walking, biking, and rolling in our community to inform our Active Transportation Plan.

Monday, September 22, 5-7PM
City Hall Council Chambers, 3301 Silver Lake Road

Friday, September 26, 4-6PM
Silver Lake Village Wine & Spirits, 33rd Avenue NE

Thursday, October 2, 2-4PM
Hayden Grove Senior Living, 2601 NE Stream View

savmn.com/activetransportation

You're invited to the GRAND ROUNDS MISSING LINK Trail Design Public Open House!

Join us to see preliminary designs for the corridor and discuss trail concepts with the design team.

The Park Board will be designing and implementing a new trail over the next several years to fill a long-year trail gap in the Grand Rounds through NE and SE Minneapolis.

The trail route is based on the 2019 regional trail plan, rooted in community engagement and interagency coordination.

This is a family-friendly event, we look forward to seeing you there!

Saint Anthony Village

You're Invited!

Monday, February 3, 2025
5:30-7:30PM

City Hall Council Chambers
3301 Silver Lake Rd NE,
Saint Anthony, MN 55418



ENGAGE BUSINESSES

Goals	Accomplishments
Partner with Chamber of Commerce to build relationships with businesses	- Communications staff worked with the Chamber of Commerce Executive Director to help promote Chamber events via Village Notes and City social media. - Connect with the Council event held with the Chamber of Commerce May 2025 - Participation and preliminary engagement in Chamber's Ambassador Program

COMMUNITY

Saint Anthony Area Chamber of Commerce

The Saint Anthony Area Chamber of Commerce (SAAC) is looking for new members to join our growing community and help us make a difference in our area.

Our 2025 goals are to grow our membership, support local businesses, and make a difference in our community. A special thank you to our incredible sponsors for making the event possible and supporting our Chamber. Your generosity truly appreciated!

Congratulations again to the 2024 Village of the Year, Megan MacLeod, and the 2024 Business of the Year, Community First. We are proud to celebrate their achievements and look forward to seeing their continued impact in the years to come.

Join the Chamber in the morning for a chance to connect and network with local professionals.

Coffee Connect
Monday, May 13, 8AM - 10AM | The Legacy of St. Anthony

The SAAC Golf Tournament is back! Save the date and join us for an evening of fun and friendly competition at our Golf Tournament. Whether you're a seasoned golfer or have never picked up a club, this event is for everyone!

SAAC Golf Tournament
Monday, May 13, 8AM - 10AM

City of St. Anthony Village
Community Business Network - November 10, 2024

Meet the candidates for City Council, the Mayor, appointed by the Chamber of Commerce, and the Saint Anthony Chamber of Commerce and City Hall will be held by the Chamber.

LANUNIALE RUNUM
HOSTED BY: Saint Anthony Area Chamber of Commerce

SAVE THE DATE
November 10, 2024

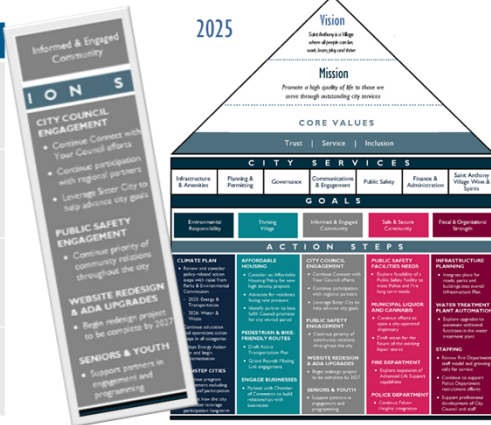
NOMINATE A BUSINESS & A VILLAGER OF THE YEAR
DUE - JANUARY 31
SAINTANTHONYCHAMBER.ORG

SMALL BUSINESS SATURDAY
NOV. 29, 10A - 2P
SAV COMMUNITY CENTER
SUPPORT LOCAL VENDORS



INFORMED & ENGAGED COMMUNITY

Action Steps	Goals
City Council Engagement	• Continue Connect with your Council efforts • Continue participation with regional partners • Leverage Sister City to help advance City goals
Public Safety Engagement	• Continue priority of continuing relations throughout the City
Website Redesign & ADA Upgrade	• Begin re-design project to be completed by 2027
Seniors & Youth	• Support partners in engagement and programming



CITY COUNCIL ENGAGEMENT

Goals	Accomplishments
Continue Connect with Your Council efforts	• Hosted Connect with Your Council events throughout the City including Chambers, SLV condos, Chandler Place • Conducted door knocking and 3 Open Forums for Fire Department Staffing and Budget • City Council held multiple Connect with Your Council events in 2025
Continue participation with regional partners	• Council attended City Day on the Hill on March 6, 2025 • Attended LMC Conference in June 2025
Leverage Sister City to help advance City goals	• Hosted Salo, Finland visitors in summer 2025



PUBLIC SAFETY ENGAGEMENT

Goals	Accomplishments
Continue priority of community relations throughout the City	- Coffee with a Cop events - Cops vs. Kids Basketball challenge - Attended SAVHS Career Fair - Summer Survival School - Public Safety Hot Dog event at Cub Foods - ECFE Story-time with Fire Department - Night to Unite - Special Olympics Torch Run - VillageFest - Attended SAVHS Wellness Fair - Participated in school open houses - Policing services at Saint Anthony home football games - Events at senior living facilities - Supported safe crossings for Wilshire Park Bike Bus



WEBSITE REDESIGN AND ADA UPGRADES

Goals	Accomplishments
Begin redesign project to be completed by 2027	- Redesign implemented in Spring 2025 with new home page, enhanced features, new NewsFlash display, new Calendar features - Reorganized web sections to simplify navigation - Created new section for Doing Business - Added WCAG2.2 (accessibility) features: alt text, converting PDFs to embedded text and online forms
Top Landing Pages	Jobs, Home Page, NewsFlash, Permits & Licenses, Police Department, Calendar, Wine & Spirits, Garbage & Recycling, City Code
Users and Views	- Active Users increased 12% compared to 2024 - New Users increased 15% compared to 2024



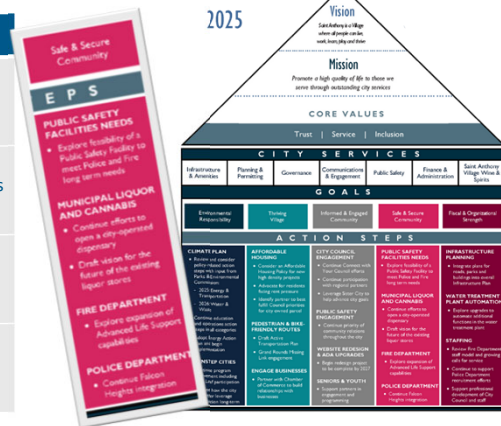
SENIORS & YOUTH

Goals	Accomplishments
Support partners in engagement and programming	- Hosted a Mayor's Youth Council - Engaged students with water conservation and fire prevention poster contests - Targeted engagement with seniors and students for Active Transportation Plan "Name our SnowPlow" Contest and Snowplow Safety with Community Services Pre-School - ECFE Story-times with Fire Department and Public Works - Continuing high school liaisons with Commissions



SAFE & SECURE COMMUNITY

Action Steps	Goals
Public Safety Needs	Explore feasibility of a Public Safety Facility to meet Police and Fire long-term needs
Municipal Liquor & Cannabis	- Continue efforts to open a city-operated dispensary - Draft vision for the future of the existing liquor stores
Fire Department	Explore expansion of Advanced Life Support capabilities
Police Department	Continue City of Falcon Heights integration



PUBLIC SAFETY FACILITY NEEDS

Goals	Accomplishments
Explore feasibility of a Public Safety Facility to meet Police and Fire long-term needs	• Key City personnel working with Oertel Architects to finalize facility concept • Engaged with Fox Advancements • Submitted application for federal funds (THUD) Spring 2025 • Submitted application for state bonding early Summer 2025



MUNICIPAL LIQUOR AND CANNABIS

Goals	Accomplishments
Continue efforts to open a city-operated dispensary	• Exploration of optimal site in 2025 • Vision for Cannabis store presented May 2025 • Updated Cannabis store proposal presented November 2025 • Cannabis store to be combined with Marketplace location in 2026
Draft vision for the future of the existing liquor stores	• Rebrand and renovation of liquor stores underway in conjunction with Cannabis Store • Established project team



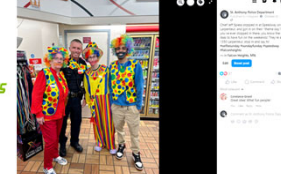
FIRE DEPARTMENT

Goals	Accomplishments
Explore expansion of Advanced Life Support capabilities	• Ongoing assessment to add more medications • Added a second monitor in October 2025



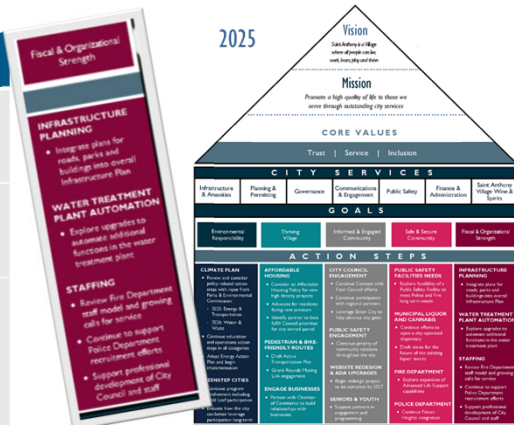
POLICE DEPARTMENT

Goals	Accomplishments
Continue City of Falcon Heights integration	• Police Partnership meetings • Joint work session on October 23, 2025 • Hosted multiple Coffee with a Cop events • Policing services at Back to the 50s event • Engagement opportunities, including Night to Unite, back-to-school events, open houses • State Fair • Continued to increase patrol coverage • Conducted community engagement events while on patrol



FISCAL & ORGANIZATIONAL STRENGTH

Action Steps	Goals
Infrastructure Planning	Integrate plans for roads, parks and buildings into overall Infrastructure Plan
Water Treatment Plant Automation	Explore upgrades to automate additional functions in the water treatment plant
Staffing	- Review Fire Department staffing model for growing calls for service - Continue to support Police Department recruitment efforts - Support professional development of City Council and staff



INFRASTRUCTURE PLANNING

Goals	Accomplishments
Integrate plans for roads, parks and buildings into overall Infrastructure Plan	- Preliminary planning for modified street infrastructure schedule - Met with Council to discuss long-term infrastructure planning beyond streets, June 24, 2025 work session - Approved 2026 Budget to reflect modified street infrastructure schedule



WATER TREATMENT PLANT AUTOMATION

Goals	Accomplishments
Explore upgrades to automate additional functions in the water treatment plant	- Engaged with City's engineering firm - Received bids to replace valves - Estimated costs integrated into the long-term financial planning for the Utilities Funds



wsb



STAFFING

Goals	Accomplishments
Review Fire Department staffing model for growing calls for service	- Fire Department presented need for updated staffing model throughout budget process - SAFER grant application submitted July 2025 - Hosted Open Houses to engage with public on staffing and service demand - Approved budget to hire 3 additional Fire personnel in 2026
Continue to support Police Department recruitment efforts	- Attended multiple career fairs - Increased recruitment focus on lateral officers - Applied for additional ICPOET grant funding - Currently at 26 sworn officers and projected to achieve 29 in mid 2026
Support professional development of City Council and staff	- Completed professional development program with DDA Human Resources, Inc. - Respectful Workplace Training in March 2025 - Reinvigorated professional development for Staff meetings



ACCOMPLISHMENTS 2025

Actions

Falcon Heights Police Services Integration

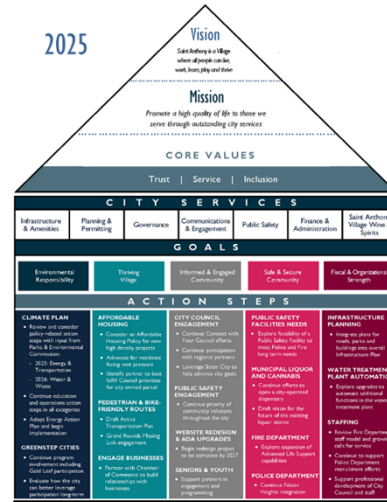
Solar on Public Buildings Projects

Road Improvement Project

Social Media Outreach Growth
Reach up 27%; Visits up 51%; Interactions up 17.8%

Municipal Liquor Rebrand and Cannabis Store Exploration

2025



2025 STRATEGIC PLAN ADOPTED





THANK YOU |

2025 Comprehensive Plan Implementation			
Focus	Comprehensive Plan Action or Strategy	Who	Progress
Land Use	Explore available grants and funding opportunities to promote the type of desired development.	City staff	Monitoring funding – Ongoing; Livable Communities enrollment initiated.
	Conduct further study and planning on the re-development or better utilization of the current industrial park.	City staff, Planning Commission	Ongoing; Medical clinics added to permitted use list;
	Monitor the interest in teardowns and large expansions of single-family homes and examine the zoning code to ensure opportunities for investment are maximized.	City staff	Single Family Residential standards reviewed in 2023 – interrelationships between affordability and owner-renter tenure under study. Other single family housing protections enacted in 2025 via rental restrictions. Other efforts ongoing.
	Explore options that revise the zoning code to allow for residential uses in commercial districts, in order to better meet anticipated market and transportation trends.	City staff, Planning Commission, City Council	This would occur through PUD zoning – retention of commercial/industrial tax base prioritized, pending new private applications. Balancing conversions from commercial to residential with expected employment projection increases.
	Identify areas in the city for co-operative senior housing at medium density.	City staff	Medium density options identified as preferred land use type at City's "Gas Station" property. Preliminary planning for RFP.
Housing	Utilize available financing techniques to encourage multi-family housing developments to include a component of affordable housing.	City staff, developers	Ongoing, pending private development. Additional policy discussions held in 2025.
	Explore the potential for affordable housing development at the city-owned site on Kenzie Terrace (former bowling alley site).	City staff, affordable housing developers	This project has shifted the housing component to the former Bremer Bank site per the Bank's redevelopment plan – housing development proposals are dormant given recent PUD approval of a community center/mosque.
	Allow housing churn of single-family homes by continuing to plan for senior housing options at all affordability levels.	City staff, senior housing project developers	Some Senior Housing approved – preservation of existing single-family neighborhoods prioritized through limitations on rental licenses.

2025 Comprehensive Plan Implementation			
Focus	Comprehensive Plan Action or Strategy	Who	Progress
Housing	Anticipate the need for preservation of naturally-occurring affordable housing within all affordability bands. <i>(Refer to Tools Matrix in the Housing Plan Chapter)</i>	City staff	Single Family housing regulations being reviewed in this regard – Ongoing. Implemented restrictions on single family rental toward preserving for-sale housing options.
Transportation	Encourage increased bicycle and pedestrian movement to both local and regional destinations	City staff	Continued coordination and discussion with Mpls Park Board on future Grand Rounds Trail extension. Cohosted engagement event with Mpls Park Board for Grand Rounds. Staff drafting an Active Transportation Plan
	Evaluate solutions to improve intersection safety and traffic operations at: •29th Avenue & Stinson Blvd. •29th Avenue & Silver Lake Rd. •29th Avenue & New Brighton Blvd.	City staff, Minneapolis Park Board, Hennepin County	Previously completed upgrades to the existing signalized intersection including new APS push buttons, countdown timers and ADA reconstructs at 29th Ave/New Brighton Blvd. Additional crosswalk & trail improvements completed with County Rd D Reconstruction. Previously added stop bar on westbound 29th Ave at Stinson Blvd. In 2025 installed solar-powered flashing stop signs at 29th Ave/SLR in 2025.
	Evaluate solutions to improve pedestrian connections to St. Anthony Village High School, Central School Park, and Wilshire Park Elementary School	City staff	Previous pedestrian crossing improvement made at 33rd/Rankin, Skycroft/Central Park Trail Access, Chelmsford Rd/Wilshire Park Trail Access. Previous Wilshire Park SRTS Plan complete with sidewalk along south side of 37th. Drive Feedback Signs on 37th. APS/ADA signal improvements. In 2025, Installation of pedestrian refuge median and Rapid Flshing Becons on SLR @ 34thAve. In 2025 Seeking MnDOT Demonstration Project for improvements to Rankin Rd/33rd Ave.
Sanitary Sewer	Foss Road Lift Station Pump Replacement/Rehab	City of St. Anthony Public Works Staff	Completed in 2019. Bypass installed in 2025. Will add a channel grinder in 2026

2025 Comprehensive Plan Implementation			
Focus	Comprehensive Plan Action or Strategy	Who	Progress
Water Supply	Well 4 Permanent Generator	City of St. Anthony	Scheduled for 2028. Under review to connect to WTP Generator
Sustainability	Continue to implement effective and innovative stormwater management practices and rain gardens.	City of St. Anthony Public Works Staff, City Engineer	Completed bathometric survey of Salo Pond in late 2025. Will begin planning a pond maintenance project from 2026/2027.
	Select key locations for the addition of on-road, protected, and off-road bicycle trails, as shown on the transportation map.	City of St. Anthony Public Works Staff, City Engineer	Identified during 2025 Active Transportation Planning process with MnDOT and planning assistance program consultants. Being incorporated in upcoming AT Plan January 2026
	Collaborate with the Parks Commission to create park/city land management standards/practices that maximize native landscaping and low-maintenance management.	City Staff	Ecological Improvement Project coordination with Hennepin County, work began in 2025 to install native landscaping in Silver Point and Central Parks. Work will continue and expected to wrap up in 2026
	Develop a policy, grounded in City data, best practices and specific local benchmarks,	City Staff	Began planning for a sustainable building policy which will be a continuing process in 2026. Also approved an EV charging
	Develop an Energy Action Plan that audits current city facilities and identifies areas of	City Staff	Energy Action Plan adopted by City Council in April 2025, as a result of ongoing participation in Xcel Energy's Partners in Energy
	Consider development of an Energy Action Plan that outlines community education, outreach, and financing/incentives for private households and businesses to invest in energy efficient appliances, vehicles, and other efforts.	City Staff	Review of recent multi-family projects has incorporated EV charging and other green infrastructure elements.
			Energy Action Plan adopted by City Council in April 2025, as a result of ongoing participation in Xcel Energy's Partners in Energy program.
			EV charging infrastructure ordinance passed by City Council in 2025. No commercial component
	Grow a robust urban tree canopy by develop a street tree strategy that capitalizes on street reconstruction as an opportunity to budget for and achieve urban canopy/tree planting goals.	City Staff	Reviewed and implemented with each street reconstruction project.

2025 Climate Plan Activities and Accomplishments			
Focus Area	Action for Consideration	Who	Progress
Energy	Explore solar panel installation on public facilities. Seek funding from utility providers and government programs, and integrate implementation costs into the annual budget.	Staff, Council, PEC	Installed solar panels on Water Treatment Plant and Public Works Building. Funded by Solar on Public Buildings grants with Department of Commerce, and will be filing for direct pay tax credits in early 2026.
	Discuss participating in Partners in Energy Program and creating an Energy Action Plan.	Staff, Council, PEC	Adopted Energy Action Plan in April 2025.
	Discuss participating in Partners in Energy Program and creating an Energy Action Plan.	Staff, Council, PEC	Continued participation in Partners in Energy program (see Energy Action Plan Activities and Accomplishments for specific details).
	Consider adopting a sustainable building policy for all new and remodeled construction projects.	Staff, Council, PEC	Initiated discussions with City Council, PEC about a potential sustainable building policy or ordinance for the City. Information was collected by staff to start initial drafts in early 2026.
	Promote information regarding on-site, solar technology including solar benefits, funding available including through the Inflation Reduction Act and MinnPACE for commercial properties, utility programs (Xcel Energy's Solar Rewards), SAV's solar permitting requirements, and solar panel manufacturers/installers to educate residents about solar energy options.	Staff, Council, PEC	Developed new and updated educational resources for Sustainability webpage. Materials were compiled and created in collaboration with Partners in Energy, targeting audiences that are residential as well as commercial/industrial.
	Address financial barriers for low-to-moderate-income residents by reducing or waiving permit submission fees for solar panels.	Council, PEC	Staff conducted research on permit fee costs and provided Council and PEC recommendations to keep permitting fee schedule for solar projects as-is, and continue exploring other ways to manage solar project costs such as potential participation in a future group-buy opportunity.
Transportation	Consider adopting a policy encouraging or requiring new multi-use developments to install EV infrastructure.	Staff, Council, PEC	Adopted EV ordinance for multi-family developments.

2025 Climate Plan Activities and Accomplishments			
Focus Area	Action for Consideration	Who	Progress
Transportation	Consider adopting a policy on publicly-facing charging infrastructure. Determine the most effective locations for EV charging stations at public facilities in SAV. Integrate predicted installation expenses into the budget. Identify a vendor and develop an installation plan.	Staff, Council, PEC	Began exploration of public EV charging station feasibility on city properties and potential sites; work will continue into 2026. Search is ongoing for grants and other funding opportunities/sources.
	Develop a bike and pedestrian plan to develop specific goals and infrastructure opportunities and participate in regional planning initiatives.	Staff, Council, PEC	Development of Active Transportation Plan through MnDOT's Active Transportation planning assistance program.
	Utilize resident feedback to identify areas throughout the City where pedestrian safety could be improved. Explore ways to improve the safety in these areas.	Staff	Collected resident feedback during community listening sessions to identify areas for future pedestrian and bicycle safety improvements, as part of AT Planning process.
	Evaluate the condition of the current vehicle fleet and determine which vehicles could feasibly be re-placed by EVs in coming years. Adjust predicted costs in the budget to account for making these changes.	Staff	Ongoing process of evaluating current vehicles that can be reasonably replaced by EVs – Public Works put a third EV truck into service in 2025.
Waste	Encourage residents to look into existing composting resources through Ramsey County such as at St. Anthony City Hall or a county yard waste site. Free compostable bags are also available for residents along with a beginner video with instructions.	Staff	Ongoing promotion of organics drop-off at City Hall and Ramsey County yard waste sites available for residential use.
	Monitor counties programs for feasibility of providing residents with curbside compost removal.	Staff	Continued engagement with Ramsey and Hennepin Counties, and Aspen Waste, to evaluate opportunities for potential curbside compost services.

2025 Climate Plan Activities and Accomplishments			
Focus Area	Action for Consideration	Who	Progress
Waste	Promote Recycling Ambassador programs.	Staff	Partnered with Ramsey and Hennepin Counties to promote their respective Recycling Ambassador programs via social media and e-newsletters.
	Create an annual schedule for drop-off opportunities within SAV and surrounding communities. This could include Clean-Up Days, electronics recycling events, as well as new events.	Staff	Created one-pager flier and magnet for VillageFest 2025 (and ongoing use/distribution at City Hall and other events) with annual calendar for electronics recycling, cardboard recycling, Clean-Up Day, holiday lights, and Hennepin County Fix-It Hub.
Water	Share existing information with residents and property owners about the climate benefits of trees and the roles that yards play in supporting pollinators and biodiversity.	Staff	Updated website resources with information about benefits of pollinator gardens and rain gardens as an alternative to traditional yard landscaping.

2025 Energy Action Plan Activities and Accomplishments

Focus Area	Strategy	Who	Progress
Energy Efficiency	Create a campaign to promote the Home Energy Squad to residents.	City staff, Partners in Energy	Flier with Home Energy Squad information created in August. City booth at VillageFest featured Home Energy Squad information and fliers, as well as sign-up opportunity with discount code. Promoted Home Energy Squad content on Sustainability News e-newsletter and VillageNotes in summer and fall.
	Create a campaign to promote building energy assessments to businesses.	City staff, Partners in Energy, SAV Chamber of Commerce	Provided Chamber of Commerce with e-newsletter content to promote energy programs to member businesses. Chamber of Commerce featured a Partners in Energy table at Small Business Saturday in November with business resources and free LED light bulb kits, multi-tools, and other information. Planned an event with Chamber of Commerce in February 2026 (promotion and registration is open as of December 2025).
	Share energy efficiency resources, funding, and programs to help residents reduce energy use, including low-income residents.	City staff, Partners in Energy	Applied for CERTs seed grant to potentially fund reduced-price Home Energy Squad visits to residents (decisions pending as of Dec 2025). Increased messaging regarding free Home Energy Squad visits to income-qualified households (existing option offered through Home Energy Squad and funded through utility partnerships). Updated Energy Resource Hub on Sustainability section of City website.
	Communicate with rental property managers about energy efficiency improvement opportunities for facilities and residents.	City staff, Partners in Energy	Compiled list of multi-family rental properties within the City, including senior communities. Partners in Energy supported drafting communications. Outreach will begin in January 2026.
Renewable Energy	Promote information regarding on-site solar including funding, utility rebates, city permitting requirements, and information on installers.	City staff	Updated information on City website for on-site residential solar requirements and resources. Included sections in VillageNotes regarding tax credit deadlines and changes for eligibility that were enacted in 2025.

2025 Energy Action Plan Activities and Accomplishments			
Focus Area	Strategy	Who	Progress
Renewable Energy	Explore solar panel installation on municipal facilities.	City staff	Continued planning for projects at Water Treatment Plant and Public Works. Water Treatment Plant installation completed in June, Public Works installation completed in December (operation pending final testing with Xcel). Funded with Solar on Public Buildings grants through Department of Commerce, Direct Pay federal tax credits, and City's buildings capital fund.
Electrification	Share educational materials on new and emerging electric appliance alternatives and EV chargers to residents.	City staff	Updated information on website using content provided by Partners in Energy. Included educational materials on electric alternatives and EVs at VillageFest.



2026-2028 ANTICIPATED PLAN ACTIVITIES

Annual Goal Setting
Presented
January 14, 2026

CITY PLANS

Plan	Approved
2040 Comprehensive Plan	2018
Climate Action Plan	2023
Energy Action Plan	2025
Active Transportation Plan	2026 (pending)



2050 COMPREHENSIVE PLAN

Long-range planning document for city – updated every 10 years

Process managed by the Metropolitan Council
2040 Comp Plan: Approved 2018
Upcoming Update: 2050 Comp Plan

Year	Action	Year	Action
2025	- System Statement Received - System Statement Review	2027	- Preliminary Consultant Activities - Public Engagement and Outreach - Begin Draft Plan
2026	- Goal Setting Update - Joint work session visioning - RFP publish and review - Select Consultant	2028	- Draft Plan - Council Preliminary Approval of Draft Plan - Send to adjacent jurisdictions for review - Revisions - Comprehensive Plan due to Met Council 12/31/28



CLIMATE PLAN

	Actions
2026	Focus on Waste and Water action items
	Year 1 monitoring for solar at Water Treatment Plant and Public Works
	EV charging pilot at Silver Lake Village
	Return of rain barrel workshops and compost giveaway
	Stronger partnerships with counties to promote regional public campaigns (Plastic-Free Challenge, Stop Food Waste Challenge, etc)
	Partnerships between City, PEC, CFS for involvement with Earth Week, hosting a swap/buy nothing event, and Sustainability Fair Energy Expo
	Ongoing conversations with Ramsey & Hennepin Counties to discuss logistics of curbside compost program opportunities



CLIMATE PLAN

Year	Actions
2027	Organic Waste: Finalizing plan with Ramsey County to participate in food scraps pick-up program across the city (including Hennepin portion)
	RFP and planning for expiring hauler contract in 2028
	Climate action city dashboard with metrics and data hub
2028	New hauler contract to take effect April 1, 2028
	Start planning for Climate Plan revision update (5 years since initial adoption)



ENERGY ACTION PLAN

Year	Actions
2026	Continued promotion of Home Energy Squad, possible funding opportunities to reduce visit cost to residents
	Chamber of Commerce engagement
	Multi-family property outreach for energy efficiency programs
	Support from PEC, CFS for community-oriented initiatives and actions
	Current Implementation MOU ends November
2027	If renewing implementation MOU - further partnership/participation in Partners in Energy



ACTIVE TRANSPORTATION PLAN

Plan will be brought to Council for comment and approval, late January 2026

Note: no infrastructure projects will directly result from this plan, but will guide discussions and highlight priorities for future project considerations within the city and with external partners.

Time periods for priority actions, policies and projects beginning in 2026

	Actions
2026	Demonstration project as part of continued efforts through MNDOT's planning assistance grant Location TBD
	Coordination with Hennepin and Ramsey Counties



Saint Anthony
Village

THANK YOU



PARKS & ENVIRONMENTAL COMMISSION 2026 WORK PLAN - DRAFT

GENERAL ITEMS

1. Support staff with ongoing Climate Plan implementation
2. Provide recommendations to City Council regarding environmental and sustainability-related policy Items
3. Education and outreach with community to promote sustainability and City plans related to climate
4. Attend joint meetings with City Council and/or Planning Commission as scheduled

SPECIFIC TASKS FOR 2026

1. Support Climate Plan implementation (2026: Water & Waste focus).
 - a. Active Transportation Plan anticipated by Spring 2026
 - b. Advising potential ordinances and programs: Sustainable Buildings, waste, curbside compost
 - c. Promote water conservation and waste reduction efforts throughout the community
 - d. Continued support of ongoing Energy & Transportation initiatives as applicable
2. Provide PEC representation in planning or assisting with sustainability and environmental events as requested by staff or community groups.
 - a. May include but not limited to city recycling events, swaps, Rain Barrel workshop, Sustainability Fair, Earth Day cleanups, and other opportunities.
3. Continue collaboration with Citizens for Sustainability to enhance City green space, including parks cleanup and pollinator plantings.
4. Continue education & outreach in conjunction with staff and community and regional organizations to promote Climate Plan initiatives and sustainability.
5. Conduct survey with businesses located in the city to inform waste reduction efforts.
6. 2050 Comprehensive Plan – preliminary preparation tasks.
 - a. Participate in joint work session to identify priorities for a request for proposal (RFP) for the 2050 Comprehensive Plan
7. Review annual Parks Capital Improvement Plan.
8. Attend Annual Parks Summit meeting with City Council, School District and Sports Boosters.

Monitor Emerging Topics and Address as Needed



PLANNING COMMISSION 2026 WORK PLAN - DRAFT

GENERAL ITEMS

1. Review and recommend actions on land use and development applications
2. Monitor common planning and zoning issues for follow-up
3. Maintain Training Opportunities on land use issues
4. Maintain communications with City Council as to land use policy

SPECIFIC TASKS FOR 2026

1. Update Zoning Districts and Regulations, where needed, to better address contemporary development patterns and demand.
 - a. Review standards in R-1 Districts to maintain intended neighborhood character, and promote existing residential reinvestment
 - i. Lot Usage, Setbacks, Architectural Design, Others
2. Support affordable housing initiatives
3. Housing: Accessory Dwelling Units – Options and Impacts.
4. Monitor Data Center development impacts and land use impacts for urban locations.
5. 2050 Comprehensive Plan – preliminary preparation tasks.
 - a. Participate in joint work session to identify priorities for a request for proposal (RFP) for the 2050 Comprehensive Plan
6. Coordinate incorporation of Climate Action Plan Goals and Strategies into appropriate Ordinance regulations (***Ongoing, with Sustainability and other staff/departments***).
7. Hemp/Cannabis Businesses (***Ordinances Complete 2024***).
 - a. Explore Odor regulation – monitor other municipal regulations

Monitor Emerging Planning Issues and Address as Needed



ANTICIPATE 2026

Environmental Responsibilities | Thriving Village | Informed And Engaged | Safe And Secure | Fiscal And Organizational Strength



Infrastructure and Amenities
Planning and Permitting
Governance
Communications and Engagement
Public Safety
Finance and Administration
The Village Muni

Goal Setting | 2026



ANTICIPATE 2026

Infrastructure and Amenities

Potential Topics	Environmental Responsibility	Thriving Village	Informed & Engaged Community	Safe & Secure	Fiscal & Organizational Strength
Water Treatment Plant Valve Replacements Identified in 2025 Goal Setting, scope determined in 2025 for implementation in 2026					X
City-Wide Water Meter Replacements Meters reaching end of useful life, phased over 3 years, phase 1 in 2026					X
Public Safety Facility Exploration Police and Fire facilities are at or exceeding capacity. Funding requests submitted in 2025, still pending action				X	
Aging Community Center Oldest City building with limited flexibility to accommodate current demands		X			
Parks Usage / Amenities Aging park equipment, space is overutilized and limited funding		X			
Ice Rinks Council identified topic to discuss the capacity and demand	X	X			

Goal Setting | 2026



ANTICIPATE 2026

Planning and Permitting

Potential Topics	Environmental Responsibility	Thriving Village	Informed & Engaged Community	Safe & Secure	Fiscal & Organizational Strength
Comprehensive Plan Planning and Preparation Scope and consultant selection in 2026; bulk of drafting to occur in 2027		X			
3803 Stinson Boulevard Property Draft and review Request for Proposals to redevelop site with owner occupied townhomes		X			
Leverage Livable Communities' Participation Identify potential grant opportunities to further Council goals		X			
Housing Topics to Explore with Planning Commission • Accessory Dwelling Units • Affordable Housing TIF Policy • Single Family Home Tear Down Ordinance		X			

Goal Setting | 2026



ANTICIPATE 2026

Governance

Potential Topics	Environmental Responsibility	Thriving Village	Informed & Engaged Community	Safe & Secure	Fiscal & Organizational Strength
Council and Commissions • Enhance new Commissioner onboarding • Strengthen partnership on key policy topics					X
Financial Incentives • Explore financial incentives for sustainability initiatives	X				X
Community Survey • Previous National Community Survey conducted in 2022 • Determination of National Community Survey in 2027			X		
Cannabis Legislation • Cannabis Events				X	

Goal Setting | 2026



ANTICIPATE 2026

Communications and Engagement

Potential Topics	Environmental Responsibility	Thriving Village	Informed & Engaged Community	Safe & Secure	Fiscal & Organizational Strength
Meaningful Communications and Engagement - Continue efforts to maximize outreach to best inform community - Continue digital accessibility initiative; compliance deadline: April 2027			X		
Sustainability Engagement - Expand outreach i.e. VillageFest, Sustainability Fair, Rain Barrel Workshop - Strengthen collaboration with regional partners, Silverwood, CFS	X		X		
Public Works Department Engagement - Highlight staff - Establish outreach and materials			X	X	
Police Department Engagement - Engagement with schools - Identify Community Engagement Officer			X	X	
Fire Department Engagement - Community Risk Reduction outreach to Seniors and multi-family locations - Fire prevention program with schools			X	X	
The Village Muni Leverage rebrand, renovation and Cannabis store opening through outreach and engagement			X		X

Goal Setting | 2026



ANTICIPATE 2026

Public Safety

Potential Topics	Environmental Responsibility	Thriving Village	Informed & Engaged Community	Safe & Secure	Fiscal & Organizational Strength
Fire Department - National Reporting System – 1/1/26 transition NFIRS > NERIS - Advanced Life Support program expansion - Onboarding of Phase I staff in 2026, monitor call volumes to track metrics		X		X	X
Police Department - Implementation of Axon camera system - Explore Flock traffic cameras - Continue strategic recruitment partnership with schools - Continue full integration with Falcon Heights and State Fair grounds events - Officer wellness – Sigma Wellness/Therapy Dog				X	X

Goal Setting | 2026



ANTICIPATE 2026

Finance and Administration

Potential Topics	Environmental Responsibility	Thriving Village	Informed & Engaged Community	Safe & Secure	Fiscal & Organizational Strength
Plans - Climate Plan: focus on waste and water actions in 2026 - Energy Action Plan: continue implementation (MOU done in November with option to extend) - Transportation Plan: approval and implementation	X	X			
GreenStep Leverage participation in GreenStep and Gold Leaf programs	X				
Infrastructure Planning - Integrate building and parks into long-term capital planning - Continue evaluating future street reconstruction timing and scopes		X			X
Budget and Levy - Continuing inflation pressure on operational costs - Consideration of Broadband, Gas & Electric Franchise Fees					X
Professional Development Implement Phase II of department leadership activities in 2026					X

Goal Setting | 2026



ANTICIPATE 2026

The Village Muni

Potential Topics	Environmental Responsibility	Thriving Village	Informed & Engaged Community	Safe & Secure	Fiscal & Organizational Strength
Existing Stores - Hosting event at Marketplace in June 2026 - In 2025 began preliminary planning for rebrand, renovation, remodel of both stores - Implementation of 3 stores, 1 brand in 2026					X
Cannabis Dispensary Implementation - In 2025 Council approved moving forward with Cannabis store - Established vision for the store and identified location within Marketplace store - Project management in 2026 to meet project deadline					X

Goal Setting | 2026



ANTICIPATE 2026

Environmental Responsibilities | Thriving Village | Informed And Engaged | Safe And Secure | Fiscal And Organizational Strength



Wrap Up and Conversation

Goal Setting | 2026



Better Together!

Our Focus the last year

- Added our first new member in 8 years! City of Wyoming
- Formalized our services & response times
- Increased Cyber Security
- Increased network capacity & efficiency
- Moved all users to Microsoft 365 & Windows 11
- Standardized planned computer replacements

Mission:

To provide Metro-INET members with high-quality IT support services

Vision:

Metro-INET is the best choice for local government IT support services in Minnesota.

Values:

Collaboration, Relevancy, Service

The future: Organizational Goals



Strategic Directions

1. Increasing value of services and efficiency through standardization and automation
2. Develop long-range financial plans for service delivery and membership costs
3. IT Staff Development
4. Board Development & Member Engagement

What do we see coming in the next 1-5 years?



Opportunities

- Partnering closer in the early planning stage of IT projects leads to better results: secure, supported & stable systems that are on time and in budget.
- Knowledge sharing and project sharing between members on software and other IT needs.
- Bring on additional members, and new revenue.

What do we see coming in the next 1-5 years?



Challenges

- Diverse needs and requirements of our 36 members of various sizes
- Speed of IT change
- Increasing risks, from economy & workforce
- Increased in cyberattacks, and time it takes to respond to and recover (IT staff time, but also member time & disruption to your business)
- IT Vendors: Increased and unpredictable cost. Lowered customer service: Long delays in support, or no response, or incorrect information or guidance.

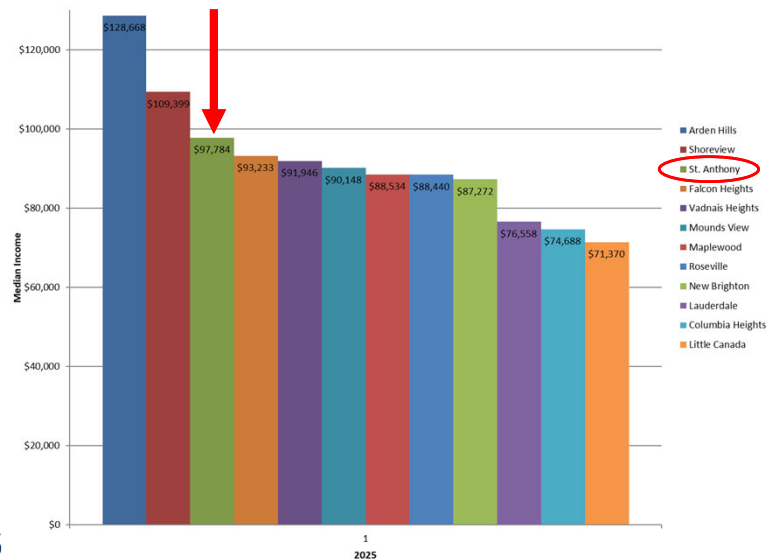


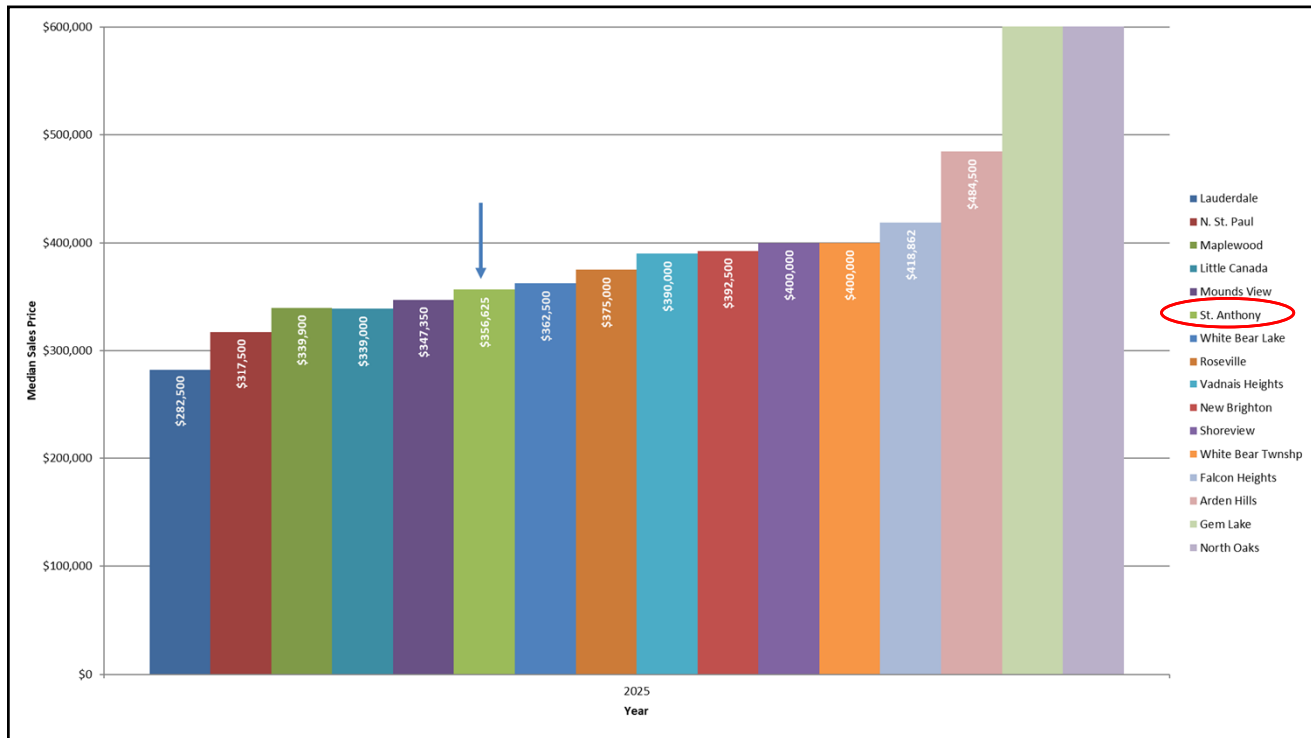
St. Anthony Goal Setting

January 14, 2026



Median Household Income





Taxable Market Value Change

City	2025 Population	Taxable Market Value		Change 2020 - 2025		
		2020	2025	Amount	Pct.	Rank
Lauderdale	2,341	\$215,904,500	\$314,997,548	\$99,093,048	45.90%	1
Vadnais Heights	13,108	\$1,707,035,700	\$2,401,382,864	\$694,347,164	40.68%	2
Little Canada	10,590	\$1,125,876,300	\$1,537,199,921	\$411,323,621	36.53%	3
St. Anthony	9,993	\$1,055,573,219	\$1,438,010,889	\$382,437,670	36.23%	4
New Brighton	22,374	\$2,491,749,400	\$3,386,508,248	\$894,758,848	35.91%	5
Mounds View	12,841	\$1,217,983,700	\$1,643,004,898	\$425,021,198	34.90%	6
Shoreview	26,939	\$3,542,781,700	\$4,774,063,212	\$1,231,281,512	34.75%	7
Roseville	35,637	\$4,977,716,500	\$6,689,180,827	\$1,711,464,327	34.38%	8
Columbia Heights	22,358	\$1,701,607,100	\$2,285,785,037	\$584,177,937	34.33%	9
Falcon Heights	5,002	\$489,960,400	\$651,710,304	\$161,749,904	33.01%	10
Arden Hills	9,491	\$1,386,196,700	\$1,816,358,433	\$430,161,733	31.03%	11
Maplewood	40,142	\$4,218,073,900	\$5,526,865,682	\$1,308,791,782	31.03%	12
Ramsey County	545,556	\$55,058,784,600	\$73,580,020,918	\$18,521,236,318	33.64%	

Source: Google; Counties of Origin

Change in Tax Capacity – City vs. County

Tax Capacity	Year		Change 2020 - 2025	
	2020	2025	Amount	Pct.
St. Anthony	\$12,256,193	\$16,444,096	\$4,187,903	34.17%
Ramsey County	\$673,865,264	\$877,617,990	\$203,752,726	30.24%



Market Value & Tax Capacity Per Capita

City	2025 Population	Market Value Per Capita	Rank	Tax Capacity	Tax Capacity Per Capita	Rank
Arden Hills	9,491	\$ 191,377	1	23,576,074	2,484	1
Roseville	35,637	\$ 187,703	2	86,648,745	2,431	2
Vadnais Heights	13,108	\$ 183,200	3	29,960,744	2,286	3
Shoreview	26,939	\$ 177,218	4	54,076,001	2,007	4
New Brighton	22,374	\$ 151,359	5	39,980,703	1,787	6
Little Canada	10,590	\$ 145,156	6	19,430,175	1,835	5
St. Anthony	9,993	\$ 143,902	7	16,444,096	1,646	8
Maplewood	40,142	\$ 137,683	8	66,578,852	1,659	7
Lauderdale	2,341	\$ 134,557	9	3,562,437	1,522	10
Falcon Heights	5,002	\$ 130,290	10	6,879,411	1,375	11
Mounds View	12,841	\$ 127,950	11	20,190,832	1,572	9
Columbia Heights	22,358	\$ 102,236	12	28,040,213	1,254	12
Ramsey County	545,556	\$ 134,872		877,617,990	1,609	



Existing Debt

General Obligation Debt						
#	Issue Name	Issue Amount	Call Date	Maturity Date	Currently Outstanding After February 1, 2026 Payment	Final Payment
1	2012A GO Bonds	\$ 9,495,000	2/1/2020	2/1/2028	\$ 335,000	2028
2	2014A GO Improvement Bonds	\$ 2,070,000	2/1/2020	2/1/2030	\$ 610,000	2030
3	2014B GO TIF Bonds	\$ 3,665,000	2/1/2023	2/1/2031	\$ 1,260,000	2031
4	2015A GO Improvement Bonds	\$ 2,580,000	2/1/2024	2/1/2031	\$ 930,000	2031
5	2015B GO TIF Bonds	\$ 4,310,000	2/1/2024	2/1/2031	\$ 1,520,000	2031
6	2016A GO Improvement Bonds	\$ 1,455,000	2/1/2026	2/1/2032	\$ 625,000	2032
7	2017A GO Bonds	\$ 5,310,000	2/1/2026	2/1/2033	\$ 1,395,000	2033
8	2018A GO Improvement Bonds	\$ 2,610,000	2/1/2026	2/1/2034	\$ 1,510,000	2034
9	2019A Tax Abatement and Refunding Bonds	\$ 2,480,000	2/1/2028	2/1/2035	\$ 875,000	2035
10	2020A GO Street Reconstruction	\$ 3,000,000	2/1/2029	2/1/2036	\$ 2,135,000	2036
11	2021 GO Improvement and Refunding Bonds	\$ 2,970,000	2/1/2030	2/1/2037	\$ 1,810,000	2037
13	2022 GO Improvement Bonds	\$ 2,385,000	2/1/2031	2/1/2038	\$ 1,930,000	2037
14	2024A GO Improvement Bonds	\$ 1,780,000	2/1/2033	2/1/2035	\$ 1,780,000	2038
15	2025A GO Improvement Bonds	\$ 1,570,000	2/1/2035	2/1/2041	\$ 1,570,000	2038
TOTAL		\$ 45,680,000	N/A	N/A	\$ 18,285,000	N/A

• 33% of debt issues retires in next 5 years and 67% of debt issues retires in next 10 years



Interest Rates

Issue Name	Term	True Interest Cost (TIC)
2012A GO Bonds	16	1.94%
2014A GO Improvement Bonds	16	2.74%
2014B GO TIF Bonds	17	2.90%
2015A GO Improvement Bonds	16	2.17%
2015B GO TIF Bonds	16	2.32%
2016A GO Improvement Bonds	16	2.17%
2017A GO Bonds	16	2.20%
2018A GO Improvement Bonds	16	3.00%
2019A GO Tax Abatement Bonds	15	2.08%
2020A GO Street Reconstruction	15	1.77%
2021 GO Improvement and Refunding Bonds	16	1.15%
2022 GO Improvement Bonds	16	3.19%
2024A GO Improvement Bonds	10	2.97%
2025A GO Improvement Bonds	15	3.48%

• Blue shaded areas denotes current refundings



Let's Talk!



GOAL: ENVIRONMENTAL RESPONSIBILITY

Goals Definition (Success is when City and Council...)	Achieved through Long-Term Strategies (tied to City services and adopted plans)	Prioritized Annually (2025)
Environmental Responsibility Minimize Saint Anthony's impact on the environment and enhance resilience through action in alignment with the City's Climate Plan and Regional, State and Federal guidelines.	Climate Action and Energy Plans that: - Communicate clear goals and strategies - Meet State and Federal requirements - Support community engagement in implementation initiatives - Realize efficiency gains	- Climate Action Plan: 1) Develop Roadmaps, 2) Prepare for Coming Mandates - Energy Plan

WORKSHEETS FEEDBACK

Process Edits	Content for Goal Setting	Thoughts for GS Discussion
For strategic priorities, pull statements from Energy Action Plan and Climate Action Plan	Priority: Outreach to engage community goals in Climate Plan and Energy Action Plan; Ideas: - Outreach to community to facilitate energy action plan and Climate Plan Community goals - Outreach to businesses about energy and waste reduction strategies and resources - Reduce plastic and packaging waste	- What is the ideal outcome of this goal? - What problem or barriers are we trying to solve? - Does the City have a role to address this? If so, what is the City's ability to affect the problem? - How does this fit on the 2026 Pyramid?
Make this a team effort by providing resident resources: Minimize Saint Anthony Village's environmental impact and increase community resilience through a focus on accessible programs that help residents reduce energy use and by prioritizing local implementation of the Climate Plan while ensuring alignment with regional, state, and federal standards.	Action: Implement climate equity framework with targeted outreach. If we include a focus on proactive planning, we can demonstrate our desire to protect people from the consequences of climate change along with reducing emissions Metric: 100% of households with the fewest financial/social resources receive education and training on climate resilience to reduce risk Updated waste hauler contract with weekly recycling and curbside compost	

GOAL: THRIVING VILLAGE

Goals Definition (Success is when City and Council...)	Achieved through Long-Term Strategies (tied to City services and adopted plans)	Prioritized Annually (2025)
Thriving Village A community for all residents where the City is responsive to concerns, enables successful things to happen, and residents have opportunity to thrive	Welcoming Neighborhoods - Housing Policy supports opportunities and choice across resident lifecycle - Services engage youth and seniors - Pedestrian and Bike-Friendly Routes Ongoing Business Engagement Thoughtful / Responsible Planning & Permitting	Neighborhoods - Develop Comprehensive Housing Policy - Youth Engagement - Develop Active Transportation Plan Continue Chamber Engagement Begin Comp Plan Prep (inc. CAP in 2028 process)

WORKSHEETS FEEDBACK

Process Edits	Content for Goal Setting	Thoughts for GS Discussion
Goal sounds too general and focuses on city perspective, not residents. I'd like to see walkable brought back, especially given Active Transportation work. (e.g. A welcoming, walkable, and vibrant community with engagement across generations, thoughtful planning, inclusive policies, and responsive services)	Priority: Pedestrian and Bike-friendly routes; Ideas: - Create a roadmap of priorities from Active Transportation study - Create a directory-like listing of community assets / resources and ways to get engaged - Create online resource to connect businesses with county and local resources - Help residents avoid cybersecurity, telephone scams, and contractor incompetence (Safe at Home)	1. What is the ideal outcome of this goal? 2. What problem or barriers are we trying to solve?
Trying to clarify what "thriving" actually means while tying in our more lofty priorities: Build a community where every resident can thrive, by proactively addressing concerns, removing barriers to opportunity, and investing in inclusive programs that support health and safety, housing, and education.	Housing affordability/accessibility: Thoughtful zoning reform that allow for a more diverse housing stock. Action: Reform zoning to allow middle housing and ADUs Metric: Increase affordable units by X% by 2028 Removal of under-utilized park amenities (e.g. ice rinks) - Turning the city hall atrium into a community gathering space w/no monetary barrier to entry - An indoor gym space that community can utilize w/o a monetary barrier	3. Does the City have a role to address this? If so, what is the City's ability to affect the problem?
I'm wondering if Thriving Village can include/replace (strikethrough) A safe, welcoming community for all residents where the City is responsive to concerns and inspires resilience and innovation so residents can thrive		4. How does this fit on the 2026 Pyramid?

GOAL: INFORMED & ENGAGED COMMUNITY

Goals Definition (Success is when City and Council...)	Achieved through Long-Term Strategies (tied to City services and adopted plans)	Prioritized Annually (2025)
Informed & Engaged Community Communicate Council priorities and department activities to support resident's ability to actively participate, feel engaged, and understand how their voice can be heard.	Accurate, Authoritative City Communication That is clear, consistent, user-friendly, and implemented through the Communications Plan Council are Trusted Messengers of Consistent Messages Amplified in their outreach, deep listening, and collaboration	• City Communication: 1) Revise Web (2027 WCAG), 2) Public Safety Engagement • City Council Engagement

WORKSHEETS FEEDBACK

Process Edits	Content for Goal Setting	Thoughts for GS Discussion
• I think distinction between council and staff is clunky, as we all have priorities and activities of engagement (e.g. Communicate city priorities and activities, and create opportunities for residents to actively participate, feel welcome, and under understand how their voice can be heard). • In the strategy statement, drop "accurate and authoritative", I think it invites comment/dissent. I think a strategy should be about meaningful opportunities to engage.	Priority: Greater resident participation in civic work; Ideas: 1. Understand relationship between Transparency, Trust, and Communication, and develop strategies 2. Hold joint sessions following Goal Setting to help commissioners understand our strategic priorities, the problems we are trying to address, and how they can help us understand broader perspective. 3. Create mindset of community engagement to collect input and validate planned actions	1. What is the ideal outcome of this goal? 2. What problem or barriers are we trying to solve? 3. Does the City have a role to address this? If so, what is the City's ability to affect the problem? 4. How does this fit on the 2026 Pyramid?
Adding in accessibility, language equity, and feedback loops: Ensure transparent, timely, and multilingual communication of Council priorities and City activities. Create accessible pathways for resident participation and demonstrate how community input shapes decisions.	Community Engagement & Trust: Residents feel disconnected from decision-making and engagement is often targeted toward those that are already empowered. Action: Launch multilingual engagement platform Metric: X% increase in engagement from underrepresented groups Dedicated space on the website for resident resources in response to real-time concerns (e.g. list of free grocery delivery for residents with ICE concerns, creation of a Rabid Response Network, allowing a virtual meeting option for the same reason, an immigration Know Your Rights town hall, etc.)	
	I believe focusing on informed and engaged community helps set the stage for our residents to understand the why behind decisions and future needs of our city. As a city we can tell the economic and environmental rationale for solar panels, cost savings and a more robust ___ department by partnering up with Falcon Heights and focusing on health of our residents by ensuring our staffing and ___ response time from our fire department.	

GOAL: SAFE AND SECURE

Goals Definition (Success is when City and Council...)	Achieved through Long-Term Strategies (tied to City services and adopted plans)	Prioritized Annually (2025)
Safe & Secure Protect our community's physical and psychological safety (individual and collective) through strategic investment in personnel and tools to provide excellent city services	Strategic Investment in Responsive, Compassionate, Transparent & Connected Public Safety , including: - Police + Fire (Emergency Medical, Hazardous Material, & Code Enforcement) - Risk and Disaster Management - SAV Wine & Spirits Safely Designed and Maintained Infrastructure & Amenities , including: - Public Works (water, parks) and Engineering (streets, traffic, pedestrian safety)	Public Safety: 1) Falcon Heights Integration, 2) Medical Emergency Ext. Wine Spirits: 1) Cannabis Dispensary Process, 2) Develop Vision & Integrate with Disp.

WORKSHEETS FEEDBACK

Process Edits	Content for Goal Setting	Thoughts for GS Discussion
- I think we should get disaster recovery integrated in the goal statement. Given challenges in FD staffing discussion, I think it is important that we see critical preparedness front and center in this goal. - I think our strategic investment statements should be more reflective of a culture of continuous improvement and speak to "how we do it": (e.g. Improve Public Safety, Ensure Reliable Emergency Response, Improve Traffic Safety, Build Community Resilience and Emergency Preparedness, Promote Responsible Alcohol and Cannabis Use)	Intentional focus on traffic safety. Priority: Traffic safety; Ideas: - FD strategic plan that includes community input and evaluation of strategies to ensure sustainability of resources - Focus on slowing traffic, driving behavior (e.g racing on streets) and high volumes at schools - Improve bike/walk/roll infrastructure and safety	- What is the ideal outcome of this goal? - What problem or barriers are we trying to solve? - Does the City have a role to address this? If so, what is the City's ability to affect the problem? - How does this fit on the 2026 Pyramid?
Should extend "safety" beyond just policing to include mental health and community trust: Promote physical and psychological safety for all residents through community-centered investments in public health, emergency response, and inclusive public spaces. Prioritize trust-building, mental health supports, and ease of access to safety services.	Mobility & Safety: Active transportation (walking, biking, rolling) remains unsafe or inaccessible Action: Complete Active Transportation Plan with equity lens Metric: 50% increase in pedestrian/bike infrastructure in underserved areas - Targeted initiatives focused on increased commuter safety by addressing persistent speeding	

GOAL: FISCAL & ORGANIZATIONAL STRENGTH

Goals Definition (Success is when City and Council...)	Achieved through Long-Term Strategies (tied to City services and adopted plans)	Prioritized Annually (2025)
Fiscal & Organization Strength Invest in the community's infrastructure and personnel to deliver outstanding City Services through a culture of continuous improvement, resiliency, and responsible stewardship of resources.	Finance & Administration - Fiscal: Resources + bond rating to invest in City services and sustain infrastructure long-term - Culture Set Up for Success: Continuous improvement and staff development - Resilience: Staff capacity/recruitment/retention/succession ensure business continuity	2025 Priorities Finance & Administration: 1) Revise Infrastructure Funding Plan, 2) PW Staff Transitions Facilities: 1) Public Safety, 20 PW Facility & Automation Needs

WORKSHEETS FEEDBACK

Process Edits	Content for Goal Setting	Thoughts for GS Discussion
	Priority: Scenario-based modeling; Ideas: - Expand scenario-based financial modeling to ask better questions and increase transparency during budget cycle - Develop roadmap for public works infrastructure, to show scale and progress of infrastructure investment - Track savings from efficiencies (lower costs) and continuous improvement (doing more with less)	- What is the ideal outcome of this goal? - What problem or barriers are we trying to solve? - Does the City have a role to address this? If so, what is the City's ability to affect the problem? - How does this fit on the 2026 Pyramid?
Want to emphasize accountability: Strengthen City infrastructure and workforce through equity-driven investments that improve service delivery, reflect community priorities, and ensure fiscal responsibility. Foster a culture of accountability, innovation, and inclusion.	Budget Equity & Transparency I'd like to see room in our budget for programs that result in direct community benefit and not just internal operations. Action: publish impact dashboards Metric: great question	



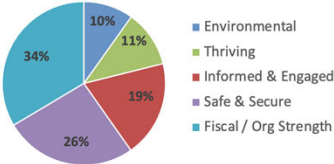
2025 COUNCIL SUMMARY

Saint Anthony Village
City Council

2025 Meetings: Outcomes by Goal

Goal	On Agenda	Goal	2025	2024	Change
Fiscal / Org Strength	34%	Fiscal / Org Strength	34%	53%	-19%
Safe & Secure	26%	Safe & Secure	26%	13%	13%
Informed & Engaged	19%	Informed & Engaged	19%	15%	4%
Thriving Village	11%	Thriving Village	11%	11%	--
Environmental	10%	Environmental	10%	8%	2%

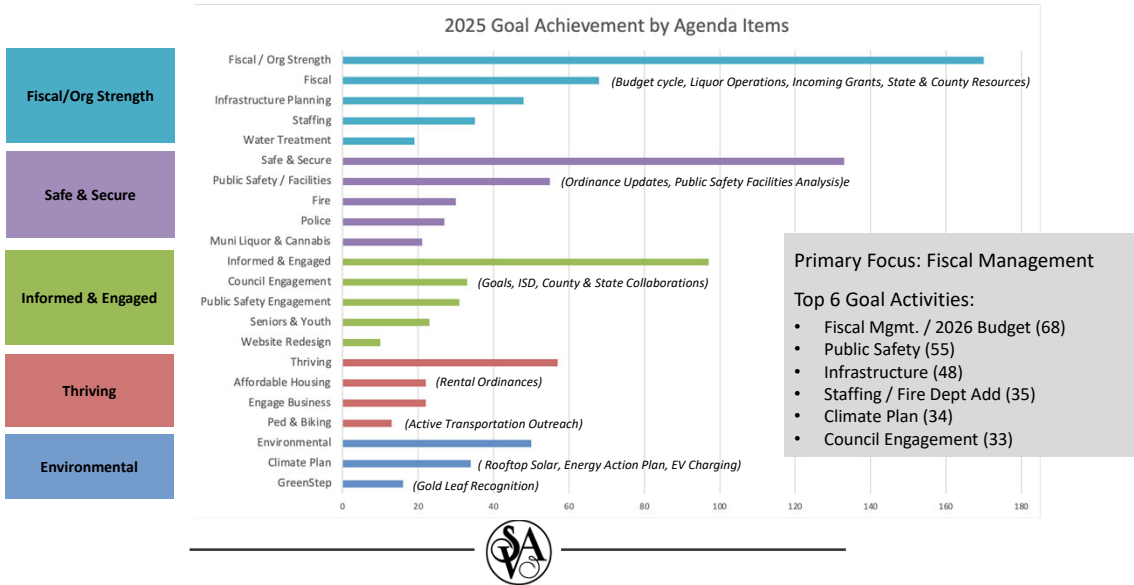
2025 Goal Achievement - All Meetings



- 53 meetings held in 2025
- Key focus on **Fiscal/Org Strength**
- Growing focus on **Safe & Secure**
- 22 Regular Meetings
- 28 Work Sessions
- 3 Special Sessions



2025 Meetings: Outcomes by Goal Actions



2025 Feedback by Type by Source

Engagement	Against	Concern	Idea	Question	Support	Doing Well	Total	
Direct	9	23	14	23	11	6	86	26%
Door Knocking	2	14	--	4	41	8	69	21%
City Event	1	9	2	16	30	--	58	18%
City	19	7	3	6	21	1	57	17%
Connect with Council	2	13	6	29	--	7	57	17%
Total	33	66	25	78	103	22	327	not unique indiv.
	10%	20%	8%	24%	31%	7%		

Feedback is Relatively Balanced

- Support / Doing Well (38%)
- Concern / Against (30%)
- Question / Idea (32%)

Balance Comes From Multiple Sources

- Questions from CWC and Door Knocking
- Doing Well from CWC and Door Knocking
- Concerns from City and Direct Contact



Topics with Most Feedback

Topic	Against	Concern	Idea	Question	Support	Doing Well	Total	Concern	Question	Support
Tobacco Ordinance	2	--	--	--	15	--	17	12%	--	88%
Assault Rifle Resolution	--	1	--	1	8	--	10	10%	10%	80%
Fire Dept Staffing	8	2	--	15	65	--	90	11%	17%	72%
Affordable Housing	--	2	1	3	4	--	10	20%	40%	40%
Policing	--	4	--	6	1	4	14	21%	43%	36%
Traffic	--	16	--	2	--	3	21	76%	10%	14%
Waste Hauling	--	1	10	--	--	--	11	9%	91%	--
Street Project	--	4	1	3	--	--	8	50%	50%	--
Able View	7	3	--	--	--	--	10	100%	--	--

1. Fire Department had most comments (Sept/Oct Door Knocking Focus)
2. Traffic had most complaints
3. Policies to protect students had noted support (Tobacco and Assault Weapons)
4. Waste Hauling had most ideas
5. Police and Silver Lake Road pedestrian crossing called out for doing well
6. Street Projects had a few concerns which were addressed during construction season



Takeaways for 2026: Safety

Police Department		Infrastructure	
Concerns	• Collaboration with ICE • Siren volume on new vehicles	Concerns	• Speed • 29th not safe for kids crossing, too fast • 39th too fast, cars don't stop at sign • Apache Lane & 39th speeding • 34th speeding • 33rd safety for students • 37th west of SLR, too fast, reckless, racing, passing • Silver Lake Rd too fast, dangerous for pedestrians • 26th & Stinson speeding • St. Anthony Boulevard too fast • Heavy traffic at schools dangerous to pedestrians • Difficult for wheelchair travel at Cub / Culvers turn-in • Ped Safety • walking in traffic along Cub & Culvers • crossing 37th near Chandler • crossing Stinson near Nine Hole • uneven sidewalk near SLV condos • Parking • 39th near MacAlaster dangerous on trash day • SLR near 34th impedes view of oncoming traffic
Questions	• Status of Falcon Heights policing? • Ability to transport people in wheelchairs? • Services for officer mental health and well being? • How to protect seniors from scams?		
Fire Department			
Concerns	• Long-term cost of fire protection • Better smoke protections from recreational fires		



Takeaways for 2026: Admin & Policy

Administration		Policy / Zoning / Inspections	
Concerns	• Transparency in processes • Cost of public safety facility • Dog owners kicking waste in storm drains • Need trash pickup around ponds	Concerns	• Contractor work not inspected has problems • Contractor work w/o permit and inspection • Resident water intrusion after neighbor installed berm • Better enforcement / fees for nuisance violations • Better ways to achieve affordability w/o rental restrictions • CUP oversight: Able View & Tibyan Center
Questions	• When are TIF districts ending? • What are plans for Stinson site?	Questions	• What are affordability goals? Are they self-imposed? • Want to allow residential signage for home business • What can city do about business fraud oversight?
Wants	• Better community center for youth and seniors • Increase tree canopy (Central Park, community) • Dog waste stand near ponds and in community • Want dog amenities w/o losing ball field • Public/Private partnership for Ash tree removal, Solar, and I&I inspections • Community garden / Farmers market / Edible landscaping	Council • Appreciate outreach and transparency • Appreciate Connect with Council at community sites • Appreciate listening and discussion at council meetings	



Saint Anthony
Village

Thank You

2026
DRAFT

Vision

*Saint Anthony is a Village
where all people can live,
work, learn, play and thrive*



Mission

*Promote a high quality of life to those we
serve through outstanding city services*

CORE VALUES

Trust | Service | Inclusion

CITY SERVICES

Infrastructure
& Amenities

Planning &
Permitting

Governance

Communications
& Engagement

Public Safety

Finance &
Administration

Saint Anthony
Village Wine &
Spirits

GOALS

Environmental
Responsibility

Thriving
Village

Informed & Engaged
Community

Safe & Secure
Community

Fiscal & Organizational
Strength

ACTION STEPS

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