



CITY OF HASTINGS STRATEGIC PRIORITIES 2021-2023

Adopted by the Hastings City Council on September 6, 2021

2022 Q1 PROGRESS REPORT

VISIT [HASTINGSMN.GOV/STRATEGICPLANNING](https://www.hastingsmn.gov/strategicplanning) FOR PRIORITIES & QUARTERLY REPORTS

Q1 2022		
EXECUTIVE SUMMARY		
Strategic Priority	Initiative	Accomplishments
People, Processes, Infrastructure, and Finance	1.1 Multi-Year Financial Model	<ul style="list-style-type: none"> ✓ “Draft” model completed ✓ Finance Committee met 3/24 about options for Parks & Trails financial planning
	1.2 Diversity, Equity, and Inclusion	<ul style="list-style-type: none"> ✓ Hastings PD participated in the Polar Plunge with the Hastings Sharks ✓ The PD/IDEA participated in statewide events to showcase their successful partnership; and the Communications Coordinator published and promoted a story on the collaboration. ✓ The PD collaborated with Froth & Cork to host a Coffee with a Cop conversation with neighbors who they don’t always hear from. ✓ The Community Engagement Officer and police focused on helping the homeless population. ✓ The PD, Communications and United Way have partnered on programming and outreach to people struggling with mental health, addiction and to warn of the dangers of fentanyl in Hastings. ✓ The Community Engagement Officer, Recreation Coordinator and HPAAC partnered to develop a new Art+Parks+Police series of events in city parks, to engage with youth. ✓ New firefighter recruitment materials were developed to feature and attract people of color and female applicants. ✓ Members of the management team will attend GARE sessions on DEI in April. ✓ Developed proclamations related to Black History Month and International Women’s Month. ✓ Featured social media posts on Hastings’ Black History and LeDuc presentation by James Curry.
	2.1 Strategic Communications Plan	<ul style="list-style-type: none"> ✓ Met with 8 key stakeholders this quarter on listening sessions.

<p>Community Image and Public Engagement</p>		<ul style="list-style-type: none"> ✓ Drafted summary findings for 4/18 work session ✓ Developed new weekly e-newsletter format to incorporate timely news and Council action. ✓ Refined internal communications processes for Council and Staff; discussed new approaches for employee communications ✓ Revised the City’s social media policy to follow the League of Minnesota Cities ✓ Refocused the State of the City and repurposed departmental interviews across social media for greater visibility ✓ Secured news features on Hastings housing boom in Finance and Commerce, Pioneer Press, and local media. Planned and aired interviews with John Hinzman on housing development and produced an HCTV video on housing and economic development in Hastings.
	<p>2.2 Tourism</p>	<ul style="list-style-type: none"> ✓ The "Choose Your Winter in Hastings" online campaign had a great reach with 364,000 impressions; however, the committee was hoping for a higher click through rate. We believe this is because the campaign was focused on multiple winter activities which made it hard to be specific with an audience. Will continue to use Explore MN grant dollars for spring campaign focused on bike trails and car shows using keywords. ✓ Chamber staff attended the Explore MN Conference in February. The Tourism Industry is still struggling to recover with an estimated \$12 billion loss since 2019. ✓ Updated all events via Explore MN and used their email distribution lists, which is ongoing. ✓ Presented annual marketing and lodging update to the City Council in October.

		<ul style="list-style-type: none"> ✓ Our visitors guide at the Minneapolis Airport & Mall of America attracts a lot of attention based on the calls we receive. ✓ The new bike trail map has been wildly popular! We have distributed over 500 in less than 3 weeks. ✓ The board of advisors are proactively reaching out to Dakota County Parks to keep communication open so we can actively promote the bison in Spring Lake Park and the Greenway Trail connection once those both open. ✓ Rolled out Bird Scooters and promoted scooters as a new way to explore the city. ✓ Collaborated on events with the Chamber, DBA, Carpenter Nature Center and DNR related to tourism, such as an ice exploration event, ice fishing adventures, and the show the love ice sculpture and valentine events. All brought visitors to Hastings. the Ice fishing events were full with 160 and 145 participants in Jan and Feb. ✓ New Community Investment Fund may help fund tourism-related initiatives.
Parks and Public Spaces	3.1 Parks and Public Space Beautification	<ul style="list-style-type: none"> ✓ Hired Parkskeeper ✓ Posted for additional seasonal maintenance staff. ✓ Received donation from Tecla Karpen Estate to protect and enhance natural habitats. ✓ Launched Community Investment Fund that could help pay for park and public beautification projects.
	3.2 Vermillion Street Corridor Plan	<ul style="list-style-type: none"> ✓ Two properties purchased by HEDRA near Vermillion and 5th for redevelopment. ✓ MN DOT beginning TH 61 planning for reconstruction
	3.3 Lake Rebecca/Lake Isabel Parks Renovations	<ul style="list-style-type: none"> ✓ Secured \$240K grant for Lake Isabel Park Redevelopment
Housing and Economic Development	4.1 Downtown Special Service District	<ul style="list-style-type: none"> ✓ Met with DBA to determine potential activities for special service district

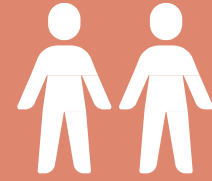
		<ul style="list-style-type: none"> ✓ Met with City staff to determine costs and implications of services
*Future Topics		
<p>Develop an internal communication strategy focused on council/staff communications</p>	<p>2.1 Strategic Communications Plan</p>	<ul style="list-style-type: none"> ✓ Completed Q4 2021.
<p>Continue to Improve environmental sustainability of City operations.</p>	<p>1 People, Process, Infrastructure, & Finance</p>	<ul style="list-style-type: none"> ✓ The Governor including the Hastings Civic Area improvements in the bonding bill. Additional Senate presentations were made in the first quarter. If funded, these would ensure a sustainable coolant option for the arena and solar heating options. ✓ Initial discussions for private vendor installation of electric vehicle charging stations at several public parking lots
<p>Incorporate elements of the HPAAC Arts & Culture Plan into City goals and initiatives.</p>	<p>2. Community Image and Public Engagement.</p>	<ul style="list-style-type: none"> ✓ An Arts Task Force has been formed and met multiple times. A Facebook post was shared about their collaboration with BR4R. ✓ The Parks, Police and HPAAC collaborated to developed a series of events in local parks this summer to reach youth.

Install new welcome sign on Hwy 55	2. Community Image and Public Engagement.	
Stimulate job creation in Hastings.	4. Housing and Economic Development	<ul style="list-style-type: none"> ✓ Sale of three industrial park lots ✓ Expansion of Quality One Woodwork ✓ Fleet Farm purchase of former Target
Complete a full housing inventory analysis to guide development strategy.	4. Housing and Economic Development	<ul style="list-style-type: none"> ✓ Housing Needs Report completed in 2020

*Denotes ideas put forward by City Council members as important, but not yet added to the strategic initiatives. As initiatives are completed, additional initiatives will move up as priority initiatives, based on Council approval. See pages 17-18 of this report for a list of all Future Topics.

1. PEOPLE, PROCESSES, INFRASTRUCTURE & FINANCE

1.1 Develop a multi-year financial model to improve planning and long-term stability for the City.



End state: A functioning multi-year operational financial model that consistently captures and communicates projected expenses, investments, and revenue streams to city leaders, staff, and citizens.

Accomplishments:

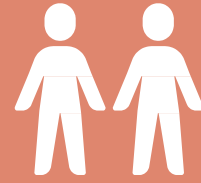
Q1 2022

- ✓ “Draft” model completed
- ✓ Finance Committee met 3/24 about options for Parks & Trails financial planning

Milestone	Responsible Leader(s)	Date	Status
Analyze preliminary budget	Finance Manager	Sept 2021	Completed
Identify inflationary increases	Finance Manager	4Q21	Completed
Identify one-time capital expenditures	Finance Manager	4Q21	Completed
Identify projected revenue	Finance Manager	4Q21	Completed
Update model with final budget	Finance Manager	Dec 2021	Completed
Identify looming operating, debt, and capital needs.	Management Team	1Q22	Capital & Operating done
Report model to Finance Committee	Finance Manager	1Q22	Ready
Update projections prior to annual budget cycle	Finance Manager	May 2022	Not Started

1. PEOPLE, PROCESSES, INFRASTRUCTURE & FINANCE

1.2 Enhance diversity, equity and inclusion in City processes and operations and continue to improve Hastings as a welcoming community for all.



End state: A Hastings city government and community that honor, respect, and practice diversity, equity, and inclusion as lived values.

Accomplishments:

Q1 2022

- ✓ Hastings PD participated in the Polar Plunge with the Hastings Sharks
- ✓ The PD/IDEA participated in statewide events to showcase their successful partnership; and the Communications Coordinator published and promoted a story on the collaboration.
- ✓ The PD collaborated with Froth & Cork to host a Coffee with a Cop conversation with neighbors who they don't always hear from.
- ✓ The Community Engagement Officer and police focused on helping the homeless population.
- ✓ The PD, Communications and United Way have partnered on programming and outreach to people struggling with mental health, addiction and to warn of the dangers of fentanyl in Hastings.
- ✓ The Community Engagement Officer, Recreation Coordinator and HPAAC partnered to develop a new Art+Parks+Police series of events in city parks, to engage with youth.
- ✓ New firefighter recruitment materials were developed to feature and attract people of color and female applicants.
- ✓ Members of the management team will attend GARE sessions on DEI in April.
- ✓ Featured social media posts on Hastings' Black History and LeDuc presentation by James Curry.

Milestone	Responsible Leader(s)	Date	Status
Create a Workplace Culture that Prioritizes Equity and Inclusion <ul style="list-style-type: none">• Increase diversity in hiring• Increase retention of employees• Increase DEI training for staff and officials	Human Resources Department Heads	Ongoing	In Progress
Engage More People Who Are Not Often Heard	Department Heads	Ongoing	In Progress

<ul style="list-style-type: none"> • Solicit feedback and input from diverse audience • Create opportunities for advisory and commission engagement by diverse residents of the City 			
<p>Increase Experience of Hastings as Welcoming for All</p> <ul style="list-style-type: none"> • Continue strategic partnerships with community organizations • Create marketing campaign to promote diverse perspectives • Increase public art, culture and history projects focusing on diverse communities 	Department Heads	Ongoing	In Progress



2. COMMUNITY IMAGE & PUBLIC ENGAGEMENT

2.1 Develop a strategic communications plan that reaches multiple and diverse audiences

End state: A communications infrastructure that shares the City’s story with its various stakeholders, enables the City to disseminate accurate information in emergencies, promotes economic development and reaches underserved or underrepresented populations in the City.

Accomplishments:

Q1 2022

- ✓ Met with 8 key stakeholders this quarter on listening sessions.
- ✓ Drafted summary findings for 4/18 work session
- ✓ Developed new weekly e-newsletter format to incorporate timely news and Council action.
- ✓ Refined internal communications processes for Council and Staff; discussed new approaches for employee communications
- ✓ Revised the City’s social media policy to follow the League of Minnesota Cities
- ✓ Refocused the State of the City and repurposed departmental interviews across social media for greater visibility
- ✓ Secured news features on Hastings housing boom in Finance and Commerce, Pioneer Press, and local media. Planned and aired interviews with John Hinzman on housing development and produced an HCTV video on housing and economic development in Hastings.

Milestone	Responsible Leader(s)	Date	Status
Define the story, key audiences and messaging for each	Management Team and Communications Coordinator	2Q22	In Progress
Review metrics and analytics to evaluate content and channels	Communications Coordinator	2Q22 and ongoing	In Progress
Assess and build internal communications processes and procedures	City Council, Management Team, and Communications Coordinator	3-4Q21	Completed
Assess and build an external communications strategy (strategies for target audiences)	Communications Coordinator	3Q22	Not Started
Assess and build an emergency	Public Safety and	TBD	Not Started

management/crisis communications plan	Communications Coordinator		
Assess and build strategy for under-represented populations	Communications Coordinator with partners	3Q22	Not Started
Assess and improve the user experience with the City's website	Communications Coordinator	Ongoing	In Progress
Review and amend communications-related policies and procedures (web, social media, media relations, event policies, and processes)	Communications Coordinator	4Q22	In Progress



2. COMMUNITY IMAGE & PUBLIC ENGAGEMENT

2.2 Find new funding streams to stimulate tourism in collaboration with Tourism Bureau/Chamber of Commerce. This initiative includes leveraging partnerships and maximizing return on investment.

End state: New funding sources for promoting tourism leads to a measurable increase in tourism over pre-COVID levels.

Accomplishments:

Q1 2022

- ✓ The "Choose Your Winter in Hastings" online campaign had a great reach with 364,000 impressions; however, the committee was hoping for a higher click through rate. We believe this is because the campaign was focused on multiple winter activities which made it hard to be specific with an audience. Will continue to use Explore MN grant dollars for spring campaign focused on bike trails and car shows using keywords.
- ✓ Chamber staff attended the Explore MN Conference in February. The Tourism Industry is still struggling to recover with an estimated \$12 billion loss since 2019.
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- ✓ Presented annual marketing and lodging update to the City Council in October.
- ✓ Our visitors guide at the Minneapolis Airport & Mall of America attracts a lot of attention based on the calls we receive.
- ✓ The new bike trail map has been wildly popular! We have distributed over 500 in less than 3 weeks.
- ✓ The board of advisors are proactively reaching out to Dakota County Parks to keep communication open so we can actively promote the bison in Spring Lake Park and the Greenway Trail connection once those both open.
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- ✓ New Community Investment Fund may help fund tourism-related initiatives.

Milestone	Responsible Leader(s)	Date	Status
Review existing marketing and communications	City and Chamber/Tourism	4Q21	Completed
Review U of M tourism study	City and Chamber/Tourism	4Q21	Completed
Identify alternate revenue sources	City and Chamber/Tourism	1Q22 and Ongoing	Ongoing

Continue using free resources such as press releases, online event calendars, or online rating	Chamber/Tourism staff	Ongoing	Ongoing
Continue lead generation to build email database for future marketing.	Chamber/Tourism staff	Ongoing	Ongoing
Send Chamber/Tourism staff to Explore Minnesota annual conference	Chamber/Tourism staff	Feb 2022	Completed
Annual report (including occupancy rate at local hotels) to City Council.	City and Chamber/Tourism staff	Sept 2022	Completed

3. PARKS & PUBLIC SPACES

3.1 Improve beautification and maintenance of parks and public spaces.



End state: All Hastings parks are maintained to documented standards; non-park public spaces defined in the initiative are likewise clean with landscaping well maintained and snow managed.

Accomplishments:

Q1 2022

- ✓ Connected with Hastings Environmental Protectors and Friends of the Mississippi River related to the Louis Lane Ponding Basin Restoration Project.
- ✓ Staff are currently generating and refining list of high-profile and high-use locations.
- ✓ Hired Parkskeeper.
- ✓ Posted for additional seasonal maintenance staff.
- ✓ Received donation from Tecla Karpen Estate to protect and enhance natural habitats.
- ✓ Launched Community Investment Fund that could help pay for park and public beautification projects.

Milestone	Responsible Leader(s)	Date	Status
Identify priority list of high-profile and high-use locations	Parks Dept and Parks Committee	1Q22	In Progress
Maintain high-profile and high-use locations using team structure	Parks Dept	Ongoing	In Progress
Identify underutilized spaces to convert to lower-maintenance areas	Parks Dept and Parks Committee	1Q22	In Progress
Approve additional staff, both seasonal and full-time (may be phased in over several years)	City Council	Ongoing	In Progress
Sustain existing adopt-a-park and volunteers	Parks Dept	2022	Ongoing
Educate the community on the elements of the parks & trail system and the work of the park maintenance division	Parks Dept and Communications Coordinator	2022	Not Started

3. PARKS & PUBLIC SPACES

3.2 Assure enhancements to the TH 61 (Vermillion Street) are consistent with the goals and measures of the Council-adopted Vermillion Street Corridor Plan.



End state: Implement the Vermillion Corridor Plan for economic revitalization of the TH 61 corridor. Ensure MN DOT enhancements are consistent with the plan.

Accomplishments:

Q1 2022

- ✓ Two properties purchased by HEDRA near Vermillion and 5th for redevelopment.
- ✓ MN DOT beginning TH 61 planning for reconstruction

Milestone	Responsible Leader(s)	Date	Status
Continue participation in joint planning with MN DOT	Public Works Director	Ongoing	In Progress
Consultant begins corridor study	Consultant	4Q21	In Progress
Completion of corridor study	Consultant	1Q23	In Progress
Final design and cost estimates	MNDOT	2023-2025	Not Started
Hwy 61 construction begins	MNDOT	2026	Not Started
Communicate to council any updates to MN DOT planning	Public Works Director	Ongoing	Ongoing
Identify priority areas for redevelopment	Community Development Director	Ongoing	Ongoing
Meet with property owners to determine likelihood for redevelopment and the extent to which HEDRA would play a role	Community Development Director	Ongoing	Ongoing
Meet with interested redevelopment partners to determine interest and identify obstacles	Community Development Director	Ongoing	Ongoing
Determine any HEDRA resources to spur development	Community Development Director	Ongoing	Ongoing

3. PARKS & PUBLIC SPACES

3.3 Pursue projects for Lake Rebecca and Lake Isabel Parks, contingent upon pending funding proposals.



End states: If finding is received, the Lake Rebecca Revitalization Project results in a unique amenity and asset to the community. Lake Isabel park restoration is completed consistent with available funding to restore that beloved public space to its full beauty and usefulness.

Accomplishments:

Q1 2022

- ✓ Lake Isabel Redevelopment Project was bid in January/February. Low bid was significantly over engineers' estimate. Staff and consultant have been reviewing and retooling site design and plan. Will re-bid the project in April, 2022.
- ✓ Secured \$240K grant for Lake Isabel Park Redevelopment
- ✓ Lake Rebecca Restoration Project was introduced into the House of Representatives and Senate. Staff are waiting to hear results. Staff are also seeking Federal funding sources to replace or enhance LCCMR/ENTRF funding.

Milestone	Responsible Leader(s)	Date	Status
LAKE REBECCA PARK:			
Monitor progress of grant for Lake Rebecca	Parks Dept	3Q21	Pending decision by LCCMR – 1Q22
If funded, RFP and complete plan for Rebecca restoration	Parks Dept and consultant	3Q22 – 2Q23	Pending
If funded, approve plan for Rebecca restoration	Parks Committee and City Council	3Q23	Pending
If funded, begin construction at Lake Rebecca		3Q23 – 2Q24	Pending
If funded, complete work at Lake Rebecca			Pending
If not funded, consider plan for future restoration	Parks Dept and consultant	2022	Not Started
If not funded, appearance/security improvements (e.g.: remove back parking lot)	Parks Dept	2022	Not Started

LAKE ISABEL PARK:			
Grant approved for Lake Isabel Park	DNR	July 2021	Pending NPS review and approval.
Complete D&E plan for Isabel restoration	ISG, Parks Dept	4Q21	Completed
Approve plan for Isabel restoration	Parks Committee and City Council	4Q21	Pending
Final grant authorization	NPS	Sept 2021	Delayed
Bid construction project		Late 2021/Early 2022	In Progress
Begin construction at Lake Isabel		May 2022	Pending
Complete work at Lake Isabel		Summer 2022	Pending



4. HOUSING & ECONOMIC DEVELOPMENT

4.1 Explore the feasibility of a special taxing district as a mechanism for enhanced services in downtown area.

End state: A special taxing district is established in the downtown area providing enhanced maintenance and services for Downtown Hastings leading to a 10% increase in visitors to the businesses in the district.

Accomplishments:

Q1 2022

- ✓ Met with DBA to determine potential activities for special service district
- ✓ Met with City staff to determine costs and implications of services

Milestone	Responsible Leader(s)	Date	Status
Research the mechanics of establishing an SSD	Community Development Dept.	3Q21	Completed
Research experiences of others in establishing and operating an SSD	Community Development Dept.	4Q21	Completed
Discuss initiative with downtown property and business owners to determine support, obstacles, and areas for potential funding of a future SSD	Community Development Dept.	1Q22	Started
Prepare a draft list and budget for potential service and activities that may be provided as part of an SSD	Business Community	1Q22	Started
Hold meetings to discuss the draft plan with downtown property and business owners	Business Community	2Q22	Started
Incorporate changes and concerns adjusting plan as necessary	Business Community	3Q22	Not Started
Develop the ordinance amendment and SSD Plan for official public hearing	City Attorney	3Q22	Not Started
Public hearing and approve ordinance	City Council	3Q22	Not Started

Future Topics - A list of items deemed important but not identified as a top priority at the time of planning. When initiatives are complete, parking lot items will be added as new initiatives.

Future Topics for Consideration

See Page 16 of the City of Hastings **Statement of Strategic Direction** at www.hastingsmn.gov/strategicplanning for details related to these topics.

Ideas Related to People, Processes, Infrastructure, and Finance

1. Continue to Improve environmental sustainability of City operations.

Q1 2022 Accomplishments: The Governor including the Hastings Civic Area improvements in the bonding bill. Additional senate presentations were made in the first quarter. If funded, these would ensure a sustainable coolant option for the arena and solar heating options.

Ideas Related to Community Image and Public Engagement

1. Develop an internal communication strategy focused on council-staff communication.

Q1 2022 Accomplishments: Most of this was completed in Q4 2021, with refinements in Q1 2022.

2. Develop policy for public recognition.
3. Incorporate elements of the HPAAC Arts & Culture Plan into City goals and initiatives.

Q1 2022 Accomplishments: An Arts Task Force was formed and met weekly for several weeks. They will bring a recommendation to the City Council in Q2 2022. A Facebook post was shared about their collaboration with BR4R.

The Parks, Police and HPAAC collaborated to developed a series of events in local parks this summer to reach youth.

4. Install new welcome sign on Hwy 55 (new initiative 9/7)

Q1 2022 Accomplishments:

Ideas Related to Parks and Public Spaces

1. Expand Hastings's status as a trail hub to drive tourism and awareness of Hastings.
2. Develop a plan for a new multipurpose indoor sports field.

Ideas Related to Housing and Economic Development

1. Stimulate job creation in Hastings.

Q1 2022 Accomplishments:

2. Complete a full housing inventory analysis to guide development strategy.

Q1 2022 Accomplishments: Completed.