

CITY OF GOLDEN VALLEY

2025-2028 Strategic Plan



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Introduction

Golden Valley is a thriving community located just five miles west of Minneapolis, home to approximately 22,000 residents who enjoy the small-town charm of a community with big-city access. It is also home to major employers such as General Mills and Pentair, which provide over 30,000 jobs. With excellent schools, more than 50 miles of trails, and neighborhoods where 62% of adults hold college degrees, Golden Valley truly lives up to its designation by Westopolis, the community's destination marketing organization, as "Minnesota's Sweet Spot."


This strategic planning document serves as Golden Valley's roadmap for the future. Think of it as a focusing tool that helps City leaders and staff concentrate on the most important "needle-moving" work in which to engage between now and 2028—the projects and initiatives that will make the biggest positive difference in the community. By keeping efforts focused, the City can stay nimble and responsive to residents' changing needs. Staff worked with the consultant to identify strategies based on the City Council's 2030 Strategic Directives (see Appendix A).

This isn't a list of everything the City does. Staff provides hundreds of services every day, from plowing streets to processing permits. Instead, this plan highlights strategic priorities organized around Five Key Pillars that guide the City's work. Each pillar contains strategic directives that move the City toward its vision and, at its lowest level, list specific strategies staff leaders will deploy over the coming years.

Four principles guide the City through this work—protecting the environment and green spaces, delivering services fairly to all residents, maintaining clear communication with the community, and actively engaging neighbors in decisions that affect them. Together, these elements help build a stronger Golden Valley for everyone.

Pillars, Strategic Directives, & Strategies

1. Community Affairs

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- A purple circular icon containing a white grid pattern that resembles a globe or a network.
- 1.1 Build community understanding about local government functions and roles to manage expectations and help them effectively access the resources they need.
 - 1.1.1 Develop and share easily understood definitions of roles and services so to better tell City stories.
 - 1.2 Leverage City events and projects to reflect environmental values (eg, zero-waste, zero-plastic community gatherings).
 - 1.2.1 Expand the City's sustainability focus through its operations.
 - 1.2.2 Expand the City's sustainability voice through sharing information and demonstrating practical insights at community events.
 - 1.3 Prioritize inclusivity and engagement with ALL Golden Valley populations, co-creating initiatives and regularly soliciting input.
 - 1.3.1 Build and maintain tools for departments to easily engage with community with intention.
 - 1.3.2 Develop a robust two-way partnership strategy between the City enterprise and community.
 - 1.4 Strengthen community identity through a sharpened brand, more community gatherings, and effective communication.
 - 1.4.1 Re-establish Golden Valley's brand and share it proudly.
 - 1.5 Treat taxpayers as valued customers, fostering a community-centric approach that responds promptly to inquiries and keeps them up to date on progress.
 - 1.5.1 Establish structured, systemic approaches to sharing important information on key City initiatives and operations in a timely manner.
 - 1.5.2 Re-imagine roles and approaches to service delivery, especially in key community-facing operations, to ensure a reliable and consistent quality of service.

Pillars, Strategic Directives, & Strategies

2. Effective Governance & Management



- 2.1 Create a workplace that attracts and retains talent by investing in staff development, engagement, and morale while promoting accountability and focusing on solutions to challenges.
 - 2.1.1 Foster and nurture a strong workplace culture through consistent communications and follow-through.
 - 2.1.2 Provide consistent training in Citywide and department-specific core competencies for employees of all levels.
 - 2.1.3 Review and update systems and structures that influence employees' daily experiences, such as policies and procedures, benefits, and others.
- 2.2 Enhance resident understanding about City projects and initiatives by clearly and regularly communicating trade-offs and the rationale behind investments.
 - 2.2.1 Consistently and prolifically communicate project progress and updates through the City's website, making it a first stop for information seekers.
 - 2.2.2 Leverage existing opportunities, and create new ones if necessary, to share project-specific updates with those interested in in-person communication.
 - 2.2.3 Leverage visually engaging tools to help communicate key insights on City work.
- 2.3 Ensure effective City operations through strategic leadership and proactive planning that addresses current needs while ensuring long-term sustainability.
 - 2.3.1 Build a culture of comprehensive, data-driven decision-making at City Hall.
 - 2.3.2 Ensure continuity of operations.
 - 2.3.3 Update service delivery models where needed.
- 2.4 Stay at the forefront of advancing equity and inclusivity by fostering strong, welcoming relationships with community, maintaining a workplace that fosters belonging and equitable outcomes, and embedding equity and inclusion into all City policies and initiatives.
 - 2.4.1 Build and maintain tools for departments to easily engage with community with intention.
 - 2.4.2 Create policies and procedures that embed equity and inclusion into all City work.
 - 2.4.3 Enable staff with resources to embed equity and inclusion into all City work.

Pillars, Strategic Directives, & Strategies

2.5 Uphold transparency and accountability with the community, acknowledging mistakes and promptly addressing them.

2.5.1 Equip staff leaders with the tools and skills necessary to share information plainly and regularly with the public.

2.5.2 Remove barriers to community self-service access to data and information regarding City operations.

2.5.3 Seek regular feedback from community to gather perceptions on City operations and services.

3. Financial Wellness

3.1 Address the immense needs within a limited budget by planning strategically for future financial requirements and pursuing alternative funding sources.

3.1.1 Critically evaluate all functions currently performed by the City to evaluate right size and fit with current needs or goals.

3.1.2 Engage in long-term financial planning, including the establishment of target funding levels and the exploration of non-property tax sources.



3.2 Cultivate taxpayer confidence in the City's financial stewardship and the value of their investment by providing high-quality services, actively seeking alternative funding sources (grants, philanthropy, community partnerships), and transparently sharing the City's story.

3.2.1 Develop, promote, and enforce sound financial management policies Citywide.

3.2.2 Engage in robust education processes to inform community about the City's financial position and plans.

3.2.3 Implement a City grants administration program to help identify, apply for, and manage grant funding opportunities.

3.3 Foster partnerships with nearby jurisdictions to collaboratively tackle infrastructure challenges affecting Golden Valley.

3.3.1 Regularly communicate City needs and plans, and integrate those with partners where possible.


3.4 Increase the tax base to distribute the tax burden more evenly and better respond to emerging community needs.

3.4.1 Develop a strategy to promote targeted redevelopment.

3.4.2 Research options for greatest return on redevelopment efforts for Golden Valley Tax Base.

Pillars, Strategic Directives, & Strategies

4. Infrastructure Maintenance & Enhancement

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- 4.1 Improve responsiveness to emerging safety and maintenance issues such as crosswalks, potholes, and curb cuts.
 - 4.1.1 Provide improved pathways for community to notify the City of areas of concern.
 - 4.1.2 Update policies and procedures to support increased emphasis on safety and responsive maintenance.
 - 4.2 Prioritize quality infrastructure designed to last, emphasizing environmental sustainability and climate resiliency.
 - 4.2.1 Prepare for and launch the Golden Valley Infrastructure Replacement Plan (IRP), including policy objectives and a financing plan.
 - 4.2.2 Update the City Infrastructure Code to support IRP.
 - 4.3 Stay ahead of City infrastructure needs, prioritizing timely maintenance and replacement.
 - 4.3.1 Develop and implement the Building Forward plan to ensure City facilities support service delivery into the future.
 - 4.3.2 Develop, maintain, and publish infrastructure plans that forecast and support City priorities.
 - 4.4 Strategically use park land to offer diverse amenities that fulfill community needs while advancing environmental goals.
 - 4.4.1 Actively consider needs of the community when adding or rehabbing park infrastructure.
 - 4.4.2 Develop a strategic park plan to identify needs and establish plans to meet them.

5. Strategic (Re)Development

- 5.1 Cultivate a reputation as a supportive partner in (re)development efforts.
 - 5.1.1 Make improvements to be a better business partner with all vendors.
 - 5.1.2 Proactively engage with the developer community.
- 5.2 Ensure transparency and inclusivity in (re)development decision-making by intentionally partnering with residents, business owners, and visitors.
 - 5.2.1 Build groundswell in the community for (re)development of Golden Valley.

Pillars, Strategic Directives, & Strategies

5.3 Foster a healthy mix of housing stock that accommodates various price points and life stages.

5.3.1 Cultivate healthy conversations around the addition of a healthy mix of housing stock in the community.

5.3.2 Update City levies to incentivize targeted growth.



5.4 Prioritize the redevelopment of existing commercial and residential infrastructure to uphold the City's commitment to thoughtful stewardship of land and natural resources.

5.4.1 Protect and connect natural resources to existing infrastructure through redevelopment.

5.4.2 Spur and engage in suburban transformation of Golden Valley.

5.5 Pursue vibrant, identifiable community nodes, including a "downtown," with diverse housing and retail options, that attract and engage residents and visitors.

5.5.1 Leverage a redeveloped civic campus to create a sense of place.

5.5.2 Promote specific locations throughout the city to increase recognition of community nodes and places.

5.6 Retain and actively engage local businesses, recognizing their role as vital community members.

5.6.1 Evaluate existing City policies and regulations on local business, and develop plans for strengthening support.

5.6.2 Proactively engage community to build avenues for two-way dialog.

Appendix A.

City of Golden Valley 2030 Strategic Directives



CITY OF GOLDEN VALLEY

2030 Strategic Directives

<p>Strategic (Re)Development</p> 	<ul style="list-style-type: none"> • Pursue vibrant, identifiable community nodes, including a “downtown,” with diverse housing and retail options that attract and engage residents and visitors. • Foster a healthy mix of housing stock that accommodates various price points and life stages. • Ensure transparency and inclusivity in (re)development decision-making by intentionally partnering with residents, business owners, and visitors. • Cultivate a reputation as a supportive partner in (re)development efforts. • Retain and actively engage local businesses, recognizing their role as vital community members. • Prioritize the redevelopment of existing commercial and residential infrastructure to uphold our commitment to thoughtful stewardship of land and natural resources.
<p>Infrastructure Maintenance & Enhancement</p> 	<ul style="list-style-type: none"> • Prioritize quality infrastructure designed to last, emphasizing environmental sustainability and climate resiliency. • Stay ahead of City infrastructure needs, prioritizing timely maintenance and replacement. • Strategically use park land to offer diverse amenities that fulfill community needs while advancing environmental goals. • Improve responsiveness to emerging safety and maintenance issues such as crosswalks, potholes, and curb cuts.
<p>Effective Governance & Management</p> 	<ul style="list-style-type: none"> • Maintain our local control and ability to represent our community’s values and priorities. • Ensure effective City operations through strategic leadership and proactive planning that addresses current needs while ensuring longterm sustainability. • Enhance resident understanding about City projects and initiatives by clearly and regularly communicating trade-offs and the rationale behind investments. • Uphold transparency and accountability with the community, acknowledging mistakes and promptly addressing them. • Stay at the forefront of advancing equity and inclusivity by fostering strong, welcoming relationships with community, maintaining a workplace that fosters belonging and equitable outcomes, and embedding equity and inclusion into all City policies, initiatives, plans, and projects. • Create a workplace that attracts and retains talent by investing in staff development, engagement, and morale while promoting accountability and focusing on solutions to challenges.

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2030 Strategic Directives

<p>Financial Wellness</p> 	<ul style="list-style-type: none">• Increase the tax base to distribute the tax burden more evenly and better respond to emerging community needs.• Cultivate taxpayer confidence in our financial stewardship and the value of their investment by providing high-quality services, actively seeking alternative funding sources (grants, philanthropy, community partnerships), and transparently sharing our story.• Address the immense needs within a limited budget by planning strategically for future financial requirements and pursuing alternative funding sources.• Foster partnerships with nearby jurisdictions to collaboratively tackle infrastructure challenges affecting Golden Valley.
<p>Community Affairs</p> 	<ul style="list-style-type: none">• Prioritize inclusivity and engagement with ALL Golden Valley populations, co-creating initiatives and regularly soliciting input.• Treat taxpayers as valued customers, fostering a community-centric approach that responds promptly to inquiries and keeps them up to date on progress.• Strengthen community identity through a sharpened brand, more community gatherings, and effective communication.• Build community understanding about local government functions and roles to manage expectations and help them effectively access the resources they need.• Leverage City events and projects to reflect our environmental values (eg, zero-waste, zero-plastic community gatherings, etc).