

COMMUNITY GOALS AND STRATEGIES

The community goals and strategies are the heart of the Comprehensive Plan, expressing the community's broad aspirations for the future. They set forth standards for intergovernmental coordination, land use, community appearance and livability, housing, community facilities, transportation, economic development, the environment and other community issues.

Experience has shown that no system of land use designation can survive strong social and economic pressures to change. Therefore, it is appropriate that such systems be periodically reevaluated in light of changing social and economic conditions. Consequently, it is from precisely this realization of the inevitability of changing conditions that the community's goals and strategies derive their true value because it is in these statements that the community has the opportunity to communicate its aspirations regarding the type of living environment that its citizens strive to achieve. Therefore, while external factors influencing land use will change, the vision statements, goals and strategies will continue to provide the best perspective from which to view proposed land use changes.

This chapter provides an overview of the visioning processes conducted for this Plan and sets forth a set of general community goals and strategies. In addition to the goal and strategy statements contained in this chapter, goals, strategies and more detailed standards and recommendations are contained within individual chapters of this Plan relating to that chapter's specific topic, such as land use, transportation, etc. Also, periodically, the City Council establishes detailed, shorter term council goals. These shall be adopted by reference and become integral components to this Plan.

FORMULATION OF VISION, GOALS AND STRATEGIES

Community input was a cornerstone of the comprehensive planning process. Several methods were used to elicit resident views on issues, opportunities and threats facing the community as well as its strengths and weaknesses. A community survey was conducted by the city; the city hosted an issues workshop in November of 2002; a number of Focus Topic meetings were held throughout the process; and a public Open House was held prior to the public hearing and Plan adoption.

The input gained through these methods was used to help guide the planning process and to formulate the community goals, strategies and other Plan recommendations.

COMMUNITY SURVEY

The city of Sartell conducted a community survey on October 28, 2002. Three thousand surveys were mailed to area residents via the "Promo Pac", an area mailing that contains city information, coupons, etc. Nearly 640 residents responded. Following are some of the key results. The full results can be found in Appendix A.

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- Nearly 89 percent of respondents ranked the overall quality of life in Sartell as “good” or “excellent”.
- Respondents listed taxes, roadways/increased traffic, education and growth in general as the top issues facing the community.
- When asked what they liked most about Sartell, the top responses were the city’s small town atmosphere with larger city amenities; the pride in the community/property; that Sartell is safe and quiet; and the people.
- When asked what they liked least, the top responses were traffic, lack of commerce and businesses, and growth.
- 64% of respondents felt the pace of people moving into Sartell over the past 10 years has been too fast, while nearly 57 percent felt the growth of businesses has been too slow.

PROJECT KICKOFF MEETING

The planning process began with a project kickoff meeting on November 19, 2002. To help formulate city goals and strategies, several exercises were conducted at the meeting to elicit resident views on issues, opportunities and threats facing the city as well as its strengths and weaknesses. The ideas generated at this meeting combined with the findings of the background research serve as the basis for the Comprehensive Plan’s goals and strategies.

Participants described how they saw or imagined Sartell in 1970, what they see today and their vision for Sartell in 2020. Participants gathered in small groups and first wrote their thoughts individually on sheets of paper. They then shared their ideas with their group. Once this was completed, a spokesperson for each group presented his/her group’s thoughts to the larger audience. These were recorded by the meeting facilitators on large sheets of paper. The comments for Sartell in 2020 were also posted around the room. Each person was then asked to vote for the three things he/she wanted for Sartell in 2020.

A summary of each exercise is listed below. For the 2020 items, the number of votes received is shown in parentheses.

Sartell in 1970:

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| <ul style="list-style-type: none">▪ Small Town/Rural▪ Farming/Industrial▪ DeZurik/Papermill▪ Slow Growth▪ Old “Dumpy” Hotel and Few Houses▪ Hwy 10 was Benton Drive▪ Tommy Bartlett Water Shows▪ Limited Planning for Growth▪ Small Village | <ul style="list-style-type: none">▪ 2 Main Roads▪ Hwy 10 Came Through Town▪ Know Your Neighbor Type Town▪ Papermill Commodore▪ DeZurik▪ Perry’s Bar▪ Sartell Grocery Store-You Could Charge Groceries Without Credit Card▪ 2 Churches |
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- Ripp Sartell - Mayor
 - Brand New High School
 - Ripp's Store
 - St. Regis
 - DeZurik
 - Small Town/Houses
 - Students Went to St. Cloud Schools
 - Limited Development
 - No Hwy 15
 - Hwy 10 Used to Go Through Sartell
 - Commodore
 - Rich Farm Fields
 - Sledding Areas
 - Rudimentary Education
 - Family Names (Traut, Sexton)
 - Float Logs
 - No Stop Sign
 - Hwy 10
 - Pinecone – Old Dump Road
 - Smell
 - Rural
 - Everyone Knew Everyone
 - Farms
 - No High School-Just Elementary
 - Bitter Consolidation Issue
 - Two major Businesses
 - Mayor Zakrajshek
 - Old Bridge
 - Not Diverse Community
 - Quiet Peaceful Growth Changed People's Ways of Living
 - Had a Voice
 - People Were Kind and Respectful
 - Need More Roads, Less Traffic Problems
 - One Police Officer- Jerry O Driscoll
 - No High School (1969)
 - 2 Churches (Catholic & Presbyterian)
 - Winter Haven (Provided Youth and Family Activity)
 - Industrial Town
- Hwy 10 Went Through Town
 - Rip Sartell was Mayor (Owned Store)
 - Less Traffic & Knew Everyone
 - Old City Hall
 - Perry's
 - Small Town
 - Low Taxes
 - Two Major Employers
 - No Traffic Problems
 - Old Bridge
 - To St. Cloud For many Services
 - Farm family Supported
 - Better City Services
 - More Affordable Services
 - Very Little Crime
 - Church Community
 - Smaller Class/School Sizes
 - Bedroom Community
 - Rural in Nature
 - Few Businesses
 - Two manufactures (St. Regis)
 - "Rip" Sartell Grocery
 - 2-Block Town
 - Limited Infrastructures
 - Larger Faiths
 - Old "Village" City
 - High School (ISD)
 - 600-800 Residents
 - Mom's at Home-Dad's at Work
 - Rip's Dairyland
 - Old (Mill) Bridge Used
 - Rural Family Farms
 - 2 Churches
 - Larger Families-More Kids
 - 2 Industries
 - New High School & District 748
 - Mixed School Boundaries
 - Smaller Homes
 - Extended Family Close By

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Sartell in 2002:

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| <ul style="list-style-type: none">▪ Friendly People (Local/ transplants)▪ Excellent School District▪ Trails/Parks▪ Rapid Growth▪ Increased Traffic/Traffic jams▪ Quiet/Safe▪ River▪ Involved Citizens▪ Family Oriented▪ Opportunity for Planning▪ Great Park Board▪ Young Families▪ Becoming Less of a Bedroom Community▪ Lack of Business (Target)▪ Too Many Realtors▪ Excellent Schools▪ Bedroom Community▪ No Business Growth▪ “Industry” – Same Two▪ Lots of Traffic▪ Close to Hwy 10 & 15▪ Some of Our Natural Features are Disappearing▪ Friendly People▪ Parks and Walking Paths▪ Safe Community▪ Drainage problem Concern▪ Need a Town Square▪ Low Crime Rate▪ Too Big▪ Good Schools▪ Good Employment▪ Parks (Not Enough)▪ Undeveloped Land (So Far)▪ Budget Concerns – Growth▪ Public Library/Coincide With School Districts▪ Welcoming Community▪ No Defined Downtown Area▪ Not Planned Well▪ No Cross Streets▪ Church Based▪ Community Organized Ed▪ Taxes (Up) with New infrastructures▪ Unwelcoming R/T Diversity | <ul style="list-style-type: none">▪ Growing – Constantly Changing Population▪ Lots of Activities▪ Family Oriented (Community Activities)▪ Good School System▪ Friendly Atmosphere▪ Lots of Nature Around the City▪ Clean-Promotes a Safe & Fun Environment (Bike Paths)▪ Traffic▪ Lack of Planning R/T Growth (Residential Bldg)▪ Cookie Cutter Homes▪ High Emphasis on Education▪ Caring, Actively Involved members▪ Great Asset-Mississippi River Least Used▪ Great Asset-Our Youth Need Activities for Adolescents▪ Bike Paths & Walkways▪ Friendly Small Town Feeling▪ Close to Large City Amenities and Health Care▪ Great Police Department▪ Clean Feeling▪ Rapidly Growing Schools▪ More Housing Developments▪ “Little” Businesses▪ Growing City Limits▪ Traffic Flow Increase▪ Bedroom Community▪ Active Community▪ Welcoming Community▪ Good Educational System▪ Good Police & Fire Protection▪ Lots of Churches▪ Metro Bus▪ Traffic Congestion▪ Need More Sidewalks▪ Potential for Retail/Commercial▪ Opportunities to Belong▪ Rapid Growth▪ Strong Education▪ New Additions▪ Sub Division “Mentality”▪ Density problems▪ Traffic |
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| <ul style="list-style-type: none">▪ Increasing Taxes to Support Expanding City Services▪ Bike Paths▪ Crime▪ Busses▪ Post Office Still Too Small▪ Growth – City Hall▪ Kids are Comfortable▪ Parking Issues▪ Concerned About Too Much Regulations▪ Concerned About Water under Soils▪ Residential Growth vs. Commercial Growth▪ Sartell Schools are Best in Area | <ul style="list-style-type: none">▪ Rapid Growth-Still Acting Like It's 10+ Years Ago▪ Infrastructure Changing (Upgrades-Driven By Growth)▪ Schools/Education & Community Education▪ Additional Commercial Not industry – Albeit Scattered▪ Many Housing Development – Higher Priced Homes▪ More (Diverse) Churches▪ Bike Trails▪ Neighborly Folks |
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Sartell in 2020:

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| <ul style="list-style-type: none">▪ Industrial Park (36)▪ Youth & Family Activities (36)▪ Well Planned Traffic Zones (30)▪ Better Use of River (26)▪ Retail Business Center Downtown-Town Square (25)▪ Library (20)▪ Manage to Control Growth (18)▪ Preserve Mississippi & Watab River Corridor (17)▪ Senior Center (17)▪ Business Development Increase (14)▪ Strong medical Services (13)▪ Balanced Tax Base (13)▪ Outdoor Pool (13)▪ Hockey Arena (11)▪ Cautious Controlled Zoning (10)▪ High Standard Education (8)▪ Better Road Connections (8)▪ Higher Taxes (7)▪ Senior Housing (7)▪ Mall (6)▪ Major Medical Facility (5)▪ Schools (5)▪ Employment – Jobs (4)▪ More Green Space (4)▪ Dairy Queen (4)▪ Jobs & Housing to Live & Work in Sartell (3)▪ Shopping In Sartell (3)▪ Fishing Pier (3) | <ul style="list-style-type: none">▪ Safe Environment (2)▪ Larger Post Office (2)▪ More Culture (2)▪ Building Permit Lottery (2)▪ Entrepreneurial Enticements – Encourage High-tech Businesses (2)▪ Community Pride (2)▪ Avoid School Overcrowding (1)▪ Recreation for Children (1)▪ Future Oriented Gov't (1)▪ College (1)▪ No Division Street (1)▪ Bike Paths to Schools (1)▪ Keep Mouse Population Down by having More Cats (1)▪ Public Transportation (1)▪ More Pollution▪ City Services▪ Apts for Commuters▪ Sharing Gov't Services▪ Movie Theatre▪ Cemetery▪ Compost▪ Bigger Schools▪ Long Range School Planning▪ Build Around Wetlands▪ Variety of Housing for all age groups▪ Street Lighting▪ Marching Band▪ Light Rail Commuter Stop |
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Survey of Visual Preferences

The purpose of a survey of visual preferences is to identify physical elements or characteristics of development that the community feels are positive and should be encouraged for the future. From this, strategies to encourage positive development in Sartell can be identified. Likewise, by identifying attributes and features that should be avoided, the community can develop strategies to prevent similar development from occurring in the future.

A survey of visual preferences was conducted at the economic development and housing topic area meeting on May 1, 2002. Each participant was provided with a worksheet and was asked to rate a series of 81 slides that show various types of development within the following categories:

- Housing and Neighborhoods
- Highway Oriented Development
- Urban Development
- Industry and Business Park
- Streetscape
- Signs
- Landscaping and Screening
- Amenities

In Appendix B are the complete results of the survey. These results reveal the following general trends:

- In general, participants liked residential development. Only 2 of the 14 slides shown received average scores that were negative. Participants liked a variety of housing and neighborhoods including both lower and higher densities. However, when ranking the slides, those neighborhoods with trees, landscaping and/or decorative architecture generally rated higher. More dense neighborhoods ranked comparable to, or even higher than, the less dense neighborhoods when incorporating these elements.
- Participants also liked a variety of highway commercial development types including strip commercial centers, independent freestanding buildings and coordinated/planned commercial centers. However, participants generally preferred newer development and consistently ranked those developments with trees, landscaping, streetscaping and those using brick, stone-like, or ornamental concrete materials higher.
- Generally, participants favored urban-type development over the highway-oriented examples shown. Of the 5 urban developments shown, all received average scores at or above 1.11 scores while 2 out of the 12 highway-oriented development examples received average negative scores. The urban developments that received the highest scores included landscaping and trees, and contained various streetscaping or ornamental design elements.

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- Examples of business/industrial structures/parks that included trees, landscaping and open space were ranked favorably by participants. In addition, those that incorporated some decorative architectural features ranked higher than similar examples that did not include such features.
- Participants favored a variety of streetscaping elements including trees, planters, water features, ornamental lighting, paver brick and awnings. Participants also liked the example that showed outdoor dining. Participants did not rank as high the example with a long expanse of building wall along the street/sidewalk that did not orient toward or access directly onto the street, even though the example included other streetscape elements.
- Participants ranked newer, smaller-scale signage much more favorably than older or large-scale examples. However, 2 smaller examples received overall scores that were negative. One included multiple signage and the other was older, in need of repair, and relatively plain. Participants also did not like scenes showing a significant amount of signage. Where wall signage was shown, participants preferred the smaller example and the example that only included lettering.
- Participants overwhelmingly favored developments that were landscaped and included trees. Buffering between incompatible uses and/or unsightly features (such as between vehicle and pedestrian areas, refuse areas, or mechanical systems) was important as well. Participants also ranked more favorably the smaller-scale screening devices and preferred vegetative buffers over other screening devices.
- Various types of community amenities were shown including parks, trails, sidewalk benches, landscaped boulevards with trees, and recreational facilities. All were ranked favorably by participants.

These are just some of the general trends revealed by the survey that were used in developing Plan goals and strategies. This exercise may be examined in more detail as specific issues arise while implementing this Plan. It is also important to note that the city will need to balance these visual preferences with economic reality, consumer behaviors and other issues in decision-making and Plan implementation.

GOALS AND STRATEGIES

Listed below are the general goals and strategies for Sartell. Goals and strategies related to each of the topic areas are contained within their respective chapters.

DEFINITIONS

The terms *goal* and *strategy* are subject to a wide range of interpretation and application. In order to provide a common frame of reference, the following definitions are included:

Goal: A general statement of community aspirations and desired objectives indicating broad social, economic or physical conditions to which the community officially agrees to try to achieve in various ways, one of which is through the implementation of the Comprehensive Plan.

Strategy: An officially adopted position statement or course of action to implement or support the community goals.

Goals and strategies assign various roles and responsibilities to the city of Sartell. To better understand the city's role for each goal and strategy, a number of the key terms are defined below, along with the city's corresponding responsibility:

Create: Bring about the desired goal, usually with city staff involved in all levels, from planning to implementation, and which may involve city financial assistance.

Continue: Follow past and present procedures to maintain desired goal, usually with city staff involved in all levels, from planning to implementation.

Encourage: Foster the desired goal through city policies, which may involve city financial assistance.

Endorse: Subscribe to the desired goal by adopting supportive city policies.

Enhance: Improve the current goal through the use of policies, which may include financial support, and the involvement of city staff at all levels of planning.

Explore: Investigate the stated method of achieving the desired goal, which may involve city staff and financial resources to research and analyze such method.

Identify: Catalogue and confirm resource(s) or desired item(s) through the use of city staff and actions.

Maintain: Preserve the desired state of affairs through the use of city policies and staff. Financial assistance should be provided if needed.

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Recognize: Acknowledge the identified state of affairs and take actions or implement policies to preserve or change them.

Prevent: Stop described event through the use of appropriate city policies, staff, action and, if needed, finances.

Promote: Advance the desired state through the use of city policies and staff activity at all levels of planning.

Protect: Guard against a deterioration of the desired state through the use of city policies, staff and, if needed, financial assistance.

Provide: Take the lead role in supplying the needed financial and staff support to achieve the desired goal. The city is typically involved in all aspects from planning to implementation to maintenance.

Strengthen: Improve and reinforce the desired goal through the use of city policies, staff and financial assistance, if needed.

Support: Supply the needed staff support, policies and financial assistance at all levels to achieve the desired goal.

Sustain: Uphold the desired state through city policies, financial resources and staff action to achieve the goal.

Work: Cooperate and act in a manner to create the desired goal through the use of city staff, actions and policies.

GENERAL GOALS AND STRATEGIES

General Goal #1: Maximize Sartell's potential as a thriving center for business, health care, industry, education and recreation, while maintaining and enhancing its livability.

Strategies

1. Promote the development and implementation of a comprehensive plan that effectively and efficiently plans for land use, community facilities, transportation, housing, economic development and environmental protection for Sartell and the immediately surrounding area.
2. Review and amend the Comprehensive Plan as necessary to ensure its usefulness as a practical guide for current and future development. Adhere to this Plan, which

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shall guide all zoning changes, as closely as possible to ensure consistent development policy.

3. Formulate and enforce city ordinances to ensure development in accordance with the Comprehensive Plan.
4. Protect both the general welfare and the individual choices of Sartell residents.
5. Encourage a variety of experiences and opportunities in terms of living, working, recreation and social activities within the community.

General Goal #2: Support strong, ongoing working relationships between Sartell and surrounding cities, townships and counties, and other jurisdictions in all matters related to planning and the provision of public services.

Strategies:

1. Continue to participate in current intergovernmental planning efforts such as the St. Cloud Area Joint Planning District Board, Area Planning Organization, the St. Cloud Area Economic Development Partnership, the Central Minnesota Task Force on Affordable Housing, and others.
2. Support and continue existing joint governmental ventures in the delivery of services in the areas of sewer and water, the MTC, emergency services, solid waste, libraries, education, telecommunications, capital facility projects and other services.
3. Pursue new collaborative planning efforts among local governments and organizations to address existing issues and other new issues as they arise with regard to land use, transportation, parks, natural resources, the delivery of services, and other areas of mutual concern.
4. Promote information sharing between the city and surrounding townships and counties and encourage their participation in city issues of shared concern.
5. Maintain communications, and collaborate where appropriate, with state agencies involved in planning issues that affect the city and region.

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General Goal #3: Promote community spirit, unity and collaboration.

Strategies

1. Encourage volunteerism, participation in community activities and acceptance of community leadership positions.
2. Seek partnerships with coalitions and interest groups to share resources and energies in order to address community problems and opportunities.
3. Actively encourage and utilize resident participation in the local decision-making process.
4. Encourage increased interaction and communication between citizens of all ages, cultural heritages and incomes.
5. Continue to improve and enhance communication among the city, residents, businesses, civic groups and public agencies utilizing various media such as a city newsletter, cable access and a community web page.