



**CITY COUNCIL WORKSESSION AGENDA**  
**MONDAY, JANUARY 09, 2023**  
**CITY HALL, 1301 81ST AVE NE at 5:30 PM**

- 1. CALL TO ORDER**
- 2. DISCUSSION ITEMS**
  - A. Statement of Values Policy
  - B. Review Design Proposal for City Hall Renovation/Expansion
  - C. McKinley Street Lot Inquiry
- 3. REPORT**
  - A. Council Reports *(an opportunity for Councilmembers to share reports/information from meetings they have attended)*
  - B. Administrator Report
- 4. ADJOURN**



# Memorandum

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**To:** Mayor Nelson and Members of the City Council

**From:** Daniel R. Buchholtz, MMC, Administrator, Clerk/Treasurer

**Date:** January 4, 2023

**Subject:** Statement of Values Policy

The City Council adopted a Statement of Values policy in 2018 to commit itself to “promote and maintain the highest standards of personal professional conduct in the City’s government.” I felt it was important for the City Council to review this policy for any potential amendments.

Civility in local government is important. It is important that we, as local officials, cultivate civility. In a 2016 blog post on ICMA<sup>1</sup>, Julie Novak, President of the Novak Consulting Group, outlined four reasons why civility is important for local government:

- *It’s our “brand”.* Our elected and appointed officials are tasked with the fiduciary responsibility to look out for the best interest of the city. Part of that is to protect our brand. Citizens, business leaders and economic development professionals are watching. What do we want them saying about our organization?
- *Talent is mobile.* Talent is difficult to attract. With our City Council meetings available 24 hours/day, 7 days/week, it is easy for potential candidates to research our political environment and know our “brand” before deciding to apply for or accept a position. If we want the best talent, we should create an environment that is deserving of that talent.
- *Leaders are role models.* If it is ok for Councilmembers to act in an uncivil or unprofessional way, you are essentially giving permission to the public to do the same. You set the example for others.
- *Incivility breeds apathy.* According to a 2010 study on civility by the Center for Political Participation at Allegheny College (Pennsylvania), incivility “pushes people away from politics and from paying attention to politics, and lessens their willingness to be engaged.” Civility is important so that we do not push the public away at the very time we ask for their engagement.

I have included the Statement of Values policy with this memorandum. Please review the policy in advance of our worksession. I look forward to a productive discussion.

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<sup>1</sup> <https://icma.org/blog-posts/cultivating-civility-local-government>.

# City of Spring Lake Park

## Statement of Values

### Preamble:

The proper operation of democratic government requires that decision-makers be independent, impartial and accountable to the people they serve. The City of Spring Lake Park has adopted this Statement of Values to promote and maintain the highest standards of personal and professional conduct in the City's government. All elected and appointed officials are required to subscribe to this statement, understand how it applies to their specific responsibilities and practice its 9 core values in their work. Because we seek public confidence in the City's services and public trust of its decision-makers, our decisions and our work must meet the most demanding ethical standards and demonstrate the highest levels of achievement in following this statement.

### The Values:

As a representative of the City of Spring Lake Park,

1. I serve the public interest.
2. I fulfill the duties and responsibilities of holding public office.
3. I am ethical.
4. I am professional.
5. I am fiscally responsible.
6. I am conscientious.
7. I communicate effectively.
8. I am collaborative.
9. I am forward thinking.

### Value examples/expressions:

- 1. I serve the public interest. In practice this value means that:**
  - a. I provide courteous, equitable, and prompt service to everyone.
  - b. I am attuned to, and care about, the needs and issues of citizens, public officials, and city workers.
  - c. I am interested, engaged, and responsive in my interactions with constituents.
  - d. I recognize and support the public's right to know the public's business.
  
- 2. I fulfill the duties and responsibilities of holding public office. In practice this value means that:**
  - a. I observe the highest standards of integrity in my official acts and undertake my responsibilities for the benefit of the greater public good.
  - b. I faithfully discharge the duties of my office regardless of my personal considerations, recognizing that the public interest is my primary concern.
  - c. I uphold the Constitution of the United States and the Constitution of the State of Minnesota and carry out impartially the laws of the nation, state, and municipality and thus foster respect for all government.

- d. I comply with both the letter and the spirit of the laws and policies affecting operations of the City.
- e. I recognize my obligation to implement the adopted goals and objectives of the City in good faith, regardless of my personal views.
- f. I conduct myself in both my official and personal actions in a manner that is above reproach.
- g. I do not use my position to secure for myself or others special privileges or exemptions that are different from those available to the general public.
- h. I understand and abide by the respective roles and responsibilities of elected and appointed officials and city staff and will not undermine them in their work.
- i. I am independent, impartial, and fair in my judgment and actions.

**3. I am ethical. In practice this value means that:**

- a. I am trustworthy, acting with the utmost integrity and moral courage.
- b. I am truthful, do what I say I will do, and am reliable.
- c. I am accountable for my actions and behavior and accept responsibility for my decisions.
- d. I make impartial decisions, free of influence from unlawful gifts, narrow political interests, and financial and other personal interests that impair my independence of judgment or action.
- e. I am fair, distributing benefits and burdens according to consistent and equitable criteria.
- f. I oppose all forms of harassment and unlawful discrimination.
- g. I extend equal opportunities and due process to all parties in matters under consideration.
- h. I show respect for confidences and confidential information.
- i. I avoid giving the appearance of impropriety and of using my position for personal gain.

**4. I am professional. In practice this value means that:**

- a. I apply my knowledge and expertise to my assigned activities and to the interpersonal relationships that are part of my job in a consistent, confident, competent, and productive manner.
- b. I approach my job and work-related relationships with a positive attitude, contributing to a supportive, respectful, and non-threatening work environment.
- c. I keep my professional knowledge and skills current and growing.
- d. I am respectful of all city staff, officials, volunteers, and others who participate in the City's government.

**5. I am fiscally responsible. In practice this value means that:**

- a. I make decisions after prudent consideration of their financial impact, taking into account the long-term financial needs of the City, especially its financial stability.
- b. I demonstrate concern for the proper use of City assets (e.g., personnel, time, property, equipment, funds), follow established procedures, and do not use public resources for personal gain.
- c. I make decisions that seek to preserve the financial capacity of the City to provide programs and services for City residents.
- d. I provide full disclosure of any potential financial or other private conflict of interest. I abstain from participating in the discussion and vote on these matters.
- e. I prevent misuse of public funds by establishing, maintaining, and following strong fiscal and management controls.
- f. I report any misuse of public funds of which I am aware.

**6. I am conscientious. In practice this value means that:**

- a. I act in an efficient manner, making decisions and recommendations based upon research and facts, taking into consideration short and long term goals.
- b. I follow through in a responsible way, keeping others informed, and responding in a timely fashion.
- c. I am respectful of established City processes and guidelines.
- d. I prioritize my duties so that the work of the City may move forward.
- e. I prepare for all meetings by reviewing any materials provided ahead of time. When I have materials to contribute, I make sure all others involved have ample time to review these materials prior to the meeting.
- f. I attentively listen to the discussions and presentations that are taking place during the City Council meetings, and will present my opinions in a respectful and constructive manner.

**7. I communicate effectively. In practice this value means that:**

- a. I convey the City's care for and commitment to its citizens.
- b. I communicate in various ways that I am approachable, open-minded, and willing to participate in dialog.
- c. I engage in effective two-way communication by listening carefully, asking questions, and responding appropriately which adds value to conversations.
- d. I do not interfere with the orderly conduct of meetings by interrupting others or making personal comments not germane to the business at hand.
- e. I follow up on inquiries in a timely manner.
- f. I encourage and facilitate citizen involvement in policy decision-making.
- g. I am respectful in disagreements and contribute constructively to discussions on the issue.

**8. I am collaborative. In practice this value means that:**

- a. I act in a cooperative manner with groups and other individuals, working together in a spirit of tolerance and understanding to accomplish common goals.
- b. I share information with others in a timely manner so that, together, we can make informed decisions.
- c. I work towards consensus building and gain value from diverse opinions.
- d. I accomplish the goals and responsibilities of my individual position, while respecting my role as a member of a team.

**9. I am forward thinking. In practice this value means that:**

- a. I promote intelligent, proactive, and thoughtful innovation in order to advance the City's policy agenda and provide City services while considering the broader regional, state-wide, national, and international implications of the City's decisions and issues.
- b. I maintain consistent standards, but am also sensitive to the need for compromise, creative problem solving, and making improvements when appropriate.
- c. I am open to new ideas and processes, adopting them as they conserve resources and provide efficient and effective service.
- d. I consider the potential long-term consequences and implications of my actions and inactions.

Adopted by the Spring Lake Park City Council on this 16th day of January, 2018.



# Memorandum

**To:** Mayor Nelson and Members of the City Council  
**From:** Daniel R. Buchholtz, MMC, Administrator, Clerk/Treasurer  
**Date:** January 4, 2023  
**Subject:** City Hall Renovation/Expansion

The City has received a quote from Stantec for the City Hall Renovation and Expansion Design and Construction Services. The proposal is included with this memorandum for your review and discussion.

A summary of the quotation is below:

Task	Not to Exceed Fee	Reimb. Expenses
Public Presentations	\$ 8,500.00	\$1,000.00
Design Phase	\$221,800.00	\$2,500.00
Bidding Phase	\$ 12,600.00	\$1,500.00
Construction Phase	\$175,800.00	\$3,000.00
<b>Total</b>	<b>\$418,700.00</b>	<b>\$8,000.00</b>

The proposed timeline for the City Hall project would be:

Start Design	January 17, 2023
Issue for Bidding	November 10, 2023
Start Construction	February 2024
Substantial Completion	October 2024
Final Completion	November 2024

In addition, the City obtained a quote from Jill Brown Public Relations on a community outreach strategy. Her quotation is included with this memorandum for your review. Ms. Brown stated that the proposal can be scaled up or down, depending on the goals the City Council wishes to achieve.

Finally, the architect has drawn up two different scenarios for the restrooms. Options #4 and 5 are included in the packet for your review.

If you have any questions, please do not hesitate to contact me at 763-784-6491



**Stantec Architecture Inc.**  
733 Marquette Avenue, Suite 1000, Minneapolis, MN 55402

December 21, 2022

**Mr. Daniel R. Buckholtz**  
Administrator, Clerk/Treasurer  
City of Spring Lake Park  
1301 81<sup>st</sup> Avenue NE  
Spring Lake Park, MN 55432

**Reference: Spring Lake Park City Hall Renovation and Expansion Design and Construction Services Proposal**

Dear Mr. Buckholtz,

Thanks for the opportunity to submit this proposal to provide architectural and engineering design services, bidding phase services and construction phase services for the Spring Lake Park City Hall Renovation and Expansion.

This proposal is based on the plans and elevations presented at the October 10, 2022, City Council work session.

We are proposing the following work scope:

**PUBLIC PRESENTATIONS**

1. We will participate in up to three public relations presentations during the design phase to present the planned renovations and expansion of City Hall with colored floor plans, elevations, and renderings of the main public spaces within City Hall and gather feedback from the residents of Spring Lake Park.

Work noted above will be performed under an hourly not-to-exceed fee of \$8,500.00. Reimbursable expenses will include mileage and printing/reproduction costs and are estimated to be no more than \$1,000.00.

**DESIGN PHASE**

1. Project kick-off meeting at the City Hall to review the project scope and schedule. Attending this meeting will be the project architect, structural, mechanical, and electrical engineers. At this meeting, we will discuss the renovation and expansion in detail so we understand what the City wants in terms of layout, access, interior finishes, building mechanical and electrical systems.
2. Based on the information gathered during the kick-off meeting, we will prepare construction documents and specifications for this project. Project plans, specifications and bidding documents shall include the work noted above.
3. We will meet with City staff to review the drawings and specifications on a monthly basis during the design phase to keep everyone apprised of the design progress. All discussions will be documented and incorporated into the drawings and specifications prior to issuing for bidding.





December 21, 2022  
Mr. Daniel R. Buckholtz  
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**Reference: Spring Lake Park City Hall Renovation and Expansion Design and Construction Services Proposal**

4. We will attend a City Council meeting to present the bidding documents and request approval to issue the project for bidding.
5. Electrical will include lighting, lighting controls, power such as receptacles and power to other equipment or items furnished by the Owner, and fire alarm systems as required per code. The electrical documents will show empty conduit and boxes for special electrical systems such as voice/data, door access systems, security systems, CCTV systems, and AV systems. Stantec will coordinate with the special electrical systems vendor as chosen by the City for locations of empty conduit and boxes and power related to the special electrical systems.

Items 1 through 5 above will be performed under an hourly not-to-exceed fee of \$221,800.00. Reimbursable expenses will include mileage and printing/reproduction costs and are estimated to be no more than \$2,500.00.

**BIDDING PHASE**

1. Print drawings and specifications (bidding documents) – provide PDF copy of each
2. Advertise project per bidding requirements.
3. Organize, coordinate, and lead pre-bid conference.
4. Contact potential bidders to alert them to this project.
5. Upload bidding documents to QuestCDN.
6. Respond to bidders' questions.
7. Issue addenda to bidding documents, if required.
8. Attend bid opening and prepare bid tabulation.
9. Evaluate bids and prepare letter of contract award recommendation.
10. Prepare contracts, based on direction from Town Board.

Items 1 through 10 above will be performed under an hourly not-to-exceed fee of \$12,600.00. Reimbursable expenses will include mileage and printing/reproduction costs and are estimated to be no more than \$1,500.00.

In addition to our proposed design services, we are proposing the following work scope during construction:

**CONSTRUCTION PHASE**

1. Provide construction contract administration and communication with Owner staff.
2. Organize, coordinate, and lead pre-construction conference.
3. Review contractor submittals and shop drawings for compliance with construction documents.



December 21, 2022  
Mr. Daniel R. Buckholtz  
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**Reference: Spring Lake Park City Hall Renovation and Expansion Design and Construction Services Proposal**

4. Conduct project progress meetings (every other week).
5. Process requests for information, issue contract clarifications, process change orders.
6. Review and provide status of contractor submitted progress schedules.
7. Process contractor pay requests.
8. Provide bi-weekly observation during construction with written field report.
9. Provide review of start-up reports, be on site for start-ups during construction.
10. Provide substantial completion inspection and punch list for contractor and issue certificate of substantial completion.
11. Provide final inspection and punch list for contractor.
12. Review final submittal from contractor with respect to conformance with contract documents.
13. Provide and verify record drawings (as-builts) based upon contractor's mark-up and field observation.
14. Final walk-through with Owner when all punchlist items have been addressed.
15. Process final pay requests and project closeout.
16. Provide special inspections per 2020 Minnesota State Building Code.

We are anticipating the construction phase for this work will require up to 10 months. We propose to complete the Construction Phase tasks on an hourly basis. We propose a Not-to-Exceed amount of \$175,800.00 for items 1 through 16 above, plus Reimbursable Expenses. Reimbursable expenses are estimated at no more than \$3,000.00 for the entire construction phase. We understand that the value of this Not-to-Exceed amount, totaling \$178,800.00, cannot increase without further authorization from the City of Spring Lake Park.

**PROPOSED SCHEDULE**

Submit Proposal	December 21, 2022
Start Design	January 17, 2022
Issue for Bidding	November 10, 2023
Start Construction	February 2024
Substantial Completion	October 2024
Final Completion	November 2024

Should you wish to discuss any of the information above in further detail, please do not hesitate to call me at (612) 712-2108. If this proposal is acceptable, please sign and return a copy of the attached Standard Terms and Conditions.



December 21, 2022  
Mr. Daniel R. Buckholtz  
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**Reference: Spring Lake Park City Hall Renovation and Expansion Design and Construction Services Proposal**

Regards,

**STANTEC CONSULTING SERVICES INC.**

A handwritten signature in blue ink that reads "Bruce P. Paulson". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Bruce P. Paulson, RA  
Senior Project Manager/Architect  
Phone: (612) 712-2108  
Cell: (651) 492-9089  
Bruce.Paulson@stantec.com

c. File



**To:** Daniel R. Buchholtz, MMC, Administrator, Clerk/Treasurer, City of Spring Lake Park  
**From:** Jill Brown  
**Re:** Proposal for working together  
**Date:** Dec. 5, 2022

A handwritten signature in black ink that reads "Jill C. Brown".

Spring Lake Park has followed a thoughtful path of planning over several years to arrive at preliminary design plans for a city hall remodel, as presented to your council in October. The plan has a price tag of roughly \$8 million. I propose the city invests less than 1% of the estimate to engage with the community in 2023 prior to bonding.

The investment would cover:

1. Interviews with a handful of community members to inform a communications plan.
  - a. Empathy map produced to illustrate pains and gains with the project.
2. A communications plan.
  - a. Goals established with projects and action steps to achieve them. Timelines. Budgets. Measurements.
3. Production assistance as needed.
  - a. My team can help with public participation facilitation, talking points for city officials and staff, fact sheets, media relations, pop-up events, speakers bureau, community events, social media content, website material, digital advertising, and collateral material such as banners or displays. Progress reports to you and the council.

The budget estimate including production expenses is \$50,000-\$80,000.

Jill Brown PR is experienced in working on projects with multiple stakeholders. My team and I offer decades of experience working in the north metro and beyond to raise awareness and build support for important issues such as multi-modal transportation investments, waste reduction, economic development, and building resiliency to offset adverse childhood or community experiences.

We would love the opportunity to help you engage with Spring Lake Park residents and business people over the city hall remodeling project. Our goal is to increase public knowledge of why the project is needed now and learn about the project's pains and gains as seen by your community members.

#### **JBPR Rates for 2023**

- Jill Brown, project manager, \$143/hour. With a six-month minimum commitment, the hourly rate is discounted 20% for the first hour each month (\$114.40) and 10% for the remaining hours (\$128.70). This discount is available only on Jill's time.
- Tammy Schmitz, community relations specialist, \$77/hour.
- Angelina Palumbo, intern, \$40.70.



- Teresa Lund, freelance graphic designer, \$60/hour.
- Subconsultants are available for video, website, or other needs.

#### **QUESTION**

**Are there any remodeling decisions that can be influenced by the community?**

#### **DISCUSSION**

On the next page is an IAP2 chart on different levels of public involvement. At this moment in time, would consult be the correct level for this effort? For that to be true, you would share some or all of the design plans and be open to public feedback. Will the city acknowledge how public input influences decisions?

May community members have an influence on public spaces? For example, what type of art goes in the new entry? Or is there support for a rain garden? Maybe community members want a nod to history somewhere in the building. What about the community rooms? Do you already have policies on room usage or can members provide ideas? How would different cultures feel like they belong in the space?

If the answer is no, then we're at the inform level of engagement in the IAP2 chart.

Once we establish the level of engagement, we can craft a communications plan.

On the remaining pages of this memo is an introduction to our process.

# IAP2 Spectrum of Public Participation



Increasing Level of Public Impact

	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Public participation goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Example techniques</b>	<ul style="list-style-type: none"> <li>▪ Fact sheets</li> <li>▪ Web sites</li> <li>▪ Open houses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public comment</li> <li>▪ Focus groups</li> <li>▪ Surveys</li> <li>▪ Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workshops</li> <li>▪ Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Citizen advisory committees</li> <li>▪ Consensus-building</li> <li>▪ Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>▪ Citizen juries</li> <li>▪ Ballots</li> <li>▪ Delegated decision</li> </ul>



## PROCESS

Working with your city team, JBPR will help you clarify your desired outcomes, establish measurements and timelines, and create PGAs (projects, goals, action steps). Tools we employ will be a mix of paid advertising, earned media coverage, shared platforms such as social media, and owned outlets like your city website.

To begin, we'll develop avatars to represent the individuals you would like to connect with. The avatars will help us maximize your budget and our effectiveness. I have thought of, or have leads on, a handful of people to approach—a senior citizen active in the community, a stay-at-home dad, a school rep, a leader in a faith community, a nonprofit provider, a low-income housing expert, a business owner, or other ideas you may have.

We'll interview this small set of individuals in person or over the phone. A survey tool will be reviewed by you first. It will include a variety of questions on the project and on life in general in Spring Lake Park.

1. What do they know about the remodeling project?
2. What aspirations or concerns do they have about the project?
3. What are the potential stumbling blocks, if any, with the project?
4. How do they think the project will benefit them? The community?
5. Based on the individual's daily habits, where are the best sources for sharing information on the project?
6. Whom do people trust in town and listen to?
7. What other issues in the community are competing for their attention?
8. On implementing past city projects, were there things staff or the council did well or could improve on?

What we learn will be documented in an empathy map that allows you to see pains and gains, as perceived by your target audiences. As an example, attached please find an empathy map done for the Minnesota Department of Transportation in a communications plan we did for the Stone Arch and Third Avenue bridges in downtown Minneapolis.

What we learn in these interviews will inform the next steps.



## Projects/Goals/Action Steps

Depending on what we learn in our interviews, we may propose ideas for engaging that include:

1. SLP Pride campaign—what makes you proud to be in SLP? Highlight answers in social media. Capture candid photos, short videos. Perhaps display at city hall.
2. Coffee with cops or council members at HyVee.
3. Tower Days displays, discussions, and demonstrations (model to display?).
4. Pop-up staffed display at businesses, hospital, parks. Offer family-friendly activities. See 1.
5. Staffed table at school events.
6. Geo-targeting neighborhoods or entire city with digital advertising.
7. Surveys.
8. Speaking to Lions and other groups.
9. Print advertising in church bulletins.
10. Stuffer in city mailings.
11. Stories in city newsletters.
12. Billboard advertising.
13. News releases.
14. Bring in a speaker on the topic of city hall security. Invite the public.
15. Blog posts offered to chambers, other supporting organizations.
16. Social media contests.
17. Give away for the Tower Days parade.
18. Appreciation events to recognize contributions by community members.
19. Support material, such as talking points for city employees, fact sheets, or FAQ for website.
20. Adjust public participation techniques in response to what we're learning along the way.

Progress will be monitored in bi-weekly emailed reports and weekly phone calls with you to check-in. Meeting frequency with the council or others to be determined.

I look forward to our next conversation on this topic. Thank you for the opportunity.



# Empathy Map Canvas

Designed for: MnDOT 3r Ave./Stone Arch Bridges

Designed by: Jill Brown PR

Date: July 19, 2019

Version: 1

## 1 WHO are we empathizing with?

Who is the person we want to understand?  
What is the situation they are in?  
What is their role in the situation?

- The person who wants to cross the river.
- The person who wants to recreate along the river or participate in events.
- The person who lives and/or works in the area and uses the bridges as connectors for movement of goods and people.
- The person who plans events in the area.

## GOAL

## 2 What do they need to DO?

What do they need to do differently?  
What job(s) do they want or need to get done?  
What decision(s) do they need to make?  
How will we know they were successful?

- Get excited about redesign of 3rd Ave. bridge.
- Plan ahead for detours.
- Plan ahead for impacts on events.
- Learn about the role river crossings play in our economy and culture.

- Multiple constructions projects.
- Amenities worth preserving.
- SAB is iconic part of skyline.
- Electronic communications are more important than print. Soon and frequent.

## 7 What do they THINK and FEEL?

### PAINS

What are their fears, frustrations, and anxieties?

- Multiple construction projects threaten gridlock. Feeling project fatigue.
- Memories of past discussions to not fund the Stone Arch Bridge.
- Disruption to travel.
- Disruption to tourists, photographers, groups who use the Stone Arch Bridge.
- It's getting harder to drive in Downtown Mpls.
- Details of construction timelines are unknown.

### GAINS

What are their wants, needs, hopes and dreams?

- Stone Arch Bridge is iconic.
- Tremendous pride.
- Investments in infrastructure mean economic growth for years to come.
- Investment means preservation of bridges as artwork and history.
- At least detour will be constant for duration of bridge closure.
- Redesign of 3rd Ave. bridge will be safer and more pleasant for bikers, peds.

## 3 What do they SEE?

What do they see in the marketplace?  
What do they see in their immediate environment?  
What do they see others saying and doing?  
What are they watching and reading?

## 6 What do they HEAR?

What are they hearing others say?  
What are they hearing from friends?  
What are they hearing from colleagues?  
What are they hearing second-hand?

- They hear the left hand doesn't know what the right hand is doing in downtown construction projects.
- They hear MnDOT owns the SAB, or maybe it's the city, or the county, or maybe they don't know.
- They hear there were threats to close the SAB in the past.
- They hear Mpls is not like Flint, Michigan; we take care of our infrastructure.
- They hear historic amenities are worth preserving.

## 4 What do they SAY?

What have we heard them say?  
What can we imagine them saying?

- SAB is "iconic."
- How can the area handle all of these projects at once?
- When will the details be known on detours?
- Why isn't the pedestrian bridge included in the scope?

## 5 What do they DO?

What do they do today?  
What behavior have we observed?  
What can we imagine them doing?

- Seniors lobby for the 3rd Ave. pedestrian staircase to be included in the scope.
- They anticipate alternative routes for crossing the river. They worry about the domino affect of utilities, other construction projects.
- They create unsanctioned park and rides/walk in northeast Mpls to go to work downtown.
- We can imagine them proactively changing their event plans to accommodate a bridge closure for up to two years.
- We can imagine them signing up for project updates to stay current.

What other thoughts and feelings might motivate their behavior?

- Reassurance that construction owners are coordinating efforts, timelines.
- Invitation to engage in and celebrate historic and cultural significance of river crossings.





## Daniel Buchholtz

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**From:** Rick Russie [REDACTED]  
**Sent:** Thursday, January 5, 2023 2:37 PM  
**To:** City  
**Subject:** Potential Home Build – Hillview Rd & McKinley St NE

This message was sent from outside of the organization. Please do not click links or open attachments unless you recognize the source of this email and know the content is safe.

Hi Dan, thanks again for the call today.

As I mentioned on the phone, we're looking to build ourselves a new home in the area, and we noticed an empty lot located on the corner of Hillview Rd & McKinley St NE. We currently live at [REDACTED] in Mounds View, and are hoping to stay very close as we have family and friends that live near here.

I'd love to know if the city of SLP has any plan to sell this lot, and if so, what the process would look like. I appreciate your time!

Thanks,  
Rick Russie  
[REDACTED]