

# COUNCIL/STAFF STRATEGIC GOALS 2007 - 2011

## COMMUNICATION

Dayton stakeholders will be involved in their community. Involvement will be citizen driven and stakeholders will have the tools to communicate effectively with community-wide decision-makers because information has been provided at every possible level. Efforts will be maximized that will provide efficient business interactions that benefit both internal and external customers, always advancing best practices.

### GOAL NO. 1 IMPROVE COMMUNICATION ABOUT ALL ASPECTS OF THE CITY'S BUSINESS

<u>ACTION STEPS</u>	<u>YEAR</u>
1a. Schedule an annual State of the City Council meeting, inviting businesses, non-profit and volunteers.	2007
1b. Identify City's critical messages and communicate them through all mediums.	On-going
1c. In order to improve the accuracy of newspaper reporting, establish on-going press releases for important actions and activities.	On-going
1d. Pursue web-based technologies.	On-going

### GOAL NO. 2 EVALUATE THE EFFECTIVENESS OF THE COMMUNICATION TOOLS USED

<u>ACTION STEPS</u>	<u>YEAR</u>
2a. Review broadcast email opportunities.	2007
2b. Conduct a website survey to determine how the Dayton stakeholders obtain information about City operations, services, events and activities.	2007

### GOAL NO. 3 PURSUE A COMMUNITY MESSAGE SIGN SYSTEM THAT WILL PROVIDE IMMEDIATE INFORMATION DELIVERY

<u>ACTION STEPS</u>	<u>YEAR</u>
3a. Replace City Hall outdoor sign with an electronic message board with the new logo	2008
3b. Determine cost/benefit analysis and location priorities.	2008

## **TRANSPORTATION**

Dayton will take a proactive role in regional and local transportation planning. Funding sources will be diverse, include regional resources and shall be adequate to build and maintain our transportation system. Streets will safely handle the traffic it is design to serve and local traffic will be served by a well-connected street network that minimizes traffic impacts on neighborhoods. Dayton's arterials and major collector streets will accommodate through-traffic reducing the impact of regional traffic on local neighborhoods. Regional transportation systems will not be supported if at the expense of Dayton's local transportation housing and open space priorities.

### **GOAL NO. 4. ESTABLISH DAYTON'S PRESENCE AND VISIBILITY WITHIN THE REGIONAL, STATE AND FEDERAL TRANSPORTATION PRIORITIES**

<b><u>ACTION STEPS</u></b>	<b><u>YEAR</u></b>
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4a. Pursue Phase II of Sub-Area Transportation Study	2007
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4b. Pursue funding opportunities for the I-94/Brockton interchange	2006-2010
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### **GOAL NO. 5 REVISIT THE CITY'S POSITION ON THE MISSISSIPPI RIVER BRIDGE**

5a. Draft policy statement regarding the City's comprehensive transportation philosophy on the proposed Mississippi River Bridge (based on the 2003 Scoping Document).	2007
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5b. As part of Comprehensive Plan Update, identify R-O-W corridors and determine acquisition strategies.	2007
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### **GOAL NO. 6 DEVELOP A PAVEMENT MANAGEMENT PLAN**

6a. Inventory the condition of all city streets. Assign each street a category of priority regarding condition, need for maintenance activities and timeline	2007
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6c. Develop funding strategy for funding pavement management	2008
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6d. Prioritize State Aid (MSA) spending	2007
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### **GOAL NO. 7 EXPAND AND ENHANCE THE CITY'S FOCUS ON TRANSPORTATION BY IMPROVING SAFETY ON CITY STREETS AND ROADWAYS, DISCOURAGING THROUGH-TRAFFIC ON LOCAL STREETS AND DIRECTING THROUGH-TRAFFIC ON MAJOR COLLECTORS AND ARTERIALS**

<b><u>ACTION STEPS</u></b>	<b><u>YEAR</u></b>
7a. Develop transportation/street grid system and formalize main corridors	2007
7b. Establish street and streetscape design standards for residential and commercial areas, designing transportation facilities to include natural features and promote connectivity to open space, greenways and natural area access.	2007
7c. Explore weight restrictions on SDLR.	2007
7d. Explore feasibility of transportation area charges	2007
7e. Conduct traffic counts on “cut through” roads and establish base line numbers	2007
7f. Monitor CSAH 81 Corridor bus study.	On-going
7g. Complete Engineering Design Manual.	2007
7h. Establish stricter policies and ordinances regarding truck traffic on City streets. Examine controlled access to collector roads.	On-going
7i. Increase strict enforcement of posted speed limits and other traffic regulatory requirements through dedication of more resources in this area.	On-going

**GOAL NO. 8 POSITION DAYTON FOR PARTICIPATION  
IN FUTURE REGIONAL TRANSPORTATION  
AND TRANSIT OPPORTUNITIES**

<b><u>ACTION STEPS</u></b>	<b><u>YEAR</u></b>
8a. Explore opportunities for the City to locate a Park N Ride in Dayton.	2007/2008
8b. Monitor light rail progress and participate in regional and state discussions, plans and activities.	On-going
8c. Monitor reconstruction of CSAH 81.	On-going

**PARKS/OPEN SPACE**

The City of Dayton will promote, protect and plan for public open space, parkland, trails with an emphasis on connectivity, passive and active recreation and an on-going commitment to preserving natural resources, always mindful of the requirement that future development will pay its full cost.

**GOAL NO. 9 CONTINUE TO ENHANCE THE CITY’S  
CONNECTION TO THE MISSISSIPPI AND  
CROW RIVERS**

<u>ACTION STEPS</u>	<u>YEAR</u>
9b. Review ownership of Cloquet and Goodin islands – revisit use plans and participate in regional plans and activities for the islands.	2007
9b. Pursue grants/opportunities and begin build-out of connecting pathways between two rivers as guided by PTOS Plan.	2007
9c. As part of the Comp. Plan development, identify land along river for park land trail.	2007
9d. Explore first right of refusal and life estate options for properties within the floodplain in the Historic Village for future park and trail development.	2007

**GOAL NO. 10 REVIEW/REVISE AND IMPLEMENT CODES, POLICES AND PROCEDURES TO PROTECT AND SECURE THE COMMUNITY’S OPEN SPACE, PARKS, TRAILS AND THE NATURAL ENVIRONMENT**

<u>ACTION STEPS</u>	<u>YEAR</u>
10a. Complete PTOS Plan.	2007
10b. Update park dedication ordinance.	2007
10c. Review tools as defined by PTOS - develop implementation strategy.	2007
10d. Review Park CIP. (Emphasis: improvements to Leathers and Wildwood Springs Parks).	2007
10e. Establish policies for land banking of open space, including a referendum process.	2007/2008
10f. Explore joint opportunities with other agencies/organizations.	On-going
10g. Develop a long-term Maintenance Plan for trail ways, sidewalks and other pathways through the city.	2007/2008
10h. Exam public safety and maintenance implications of trail plan.	2008/2009
10i. Encourage Hennepin County to create trails on CSAH 12, 144, 13 and 81.	On-going
<b>10j. Develop Storwater Management Ordinance.</b>	<b>2007</b>

**PUBLIC FACILITIES**

**GOAL NO. 11 ADEQUATE FACILITIES WILL BE AVAILABLE FOR EFFICIENT DELIVERY OF MUNICIPAL SERVICES THAT ARE SAFE, WITH EFFICIENT TECHNOLOGY AND RESOURCES.**

<b><u>ACTION STEPS</u></b>	<b><u>YEAR</u></b>
11a. Develop a marketing plan for SW Dayton's Commercial/Industrial areas.	2007
11b. Develop a Facilities Plan to provide for the long-term uses and locations for City Hall, Fire, Police and Public Works facilities.	2007/2008
11c. Conduct a needs analysis for a third fire station located near the Industrial Park <b><u>in the southwest quadrant of the City.</u></b>	2008
11d. Explore joint opportunities that provide quality services at the best possible cost.	On-going

## **DEVELOPMENT/GROWTH/BUSINESS**

Dayton will be a community that accommodates and manages growth in a manner that will provide for its economic vitality but at the same time, protect the character and livability in new and established neighborhoods. Businesses will be encouraged as an important participant in our community and our economy.

### **GOAL NO. 12 THE CITY WILL ENHANCE DEVELOPMENT THROUGH GUIDELINES THAT CLEARLY OUTLINE THE COUNCIL AND CITY'S EXPECTATIONS FOR QUALITY PROJECTS THAT ADD TO THE ECONOMIC VITALITY OF THE COMMUNITY.**

<b><u>ACTION STEPS</u></b>	<b><u>YEAR</u></b>
12a. Develop and implement a Development Guide that will effectively guide developers through the City's processes, including costs, timeline and priorities.	2007
12b. Develop a business contact strategy - visit businesses quarterly	2007
12c. Develop a Comprehensive Plan Update handout when complete with information on the City and development opportunities.	2007
12d. Complete utility fee study/survey.	2007
12e. Explore opportunities/options for redevelopment of Historic Village.	2007
12f. Develop a LID policy/ordinance.	2007
12g. Develop an Architectural Review Board and/or Comprehensive Design Standards/Manual.	2007/08

**GOAL NO.13 THE CITY WILL UPDATE THE COMPREHENSIVE PLAN ACCOMMODATING GROWTH WHILE PROTECTING THE CHARACTER AND LIVEABILITY OF NEIGHBORHOODS, PRESERVE NATURAL ENVIRONMENT AND OPEN SPACE, PROVIDE FOR PARKS AND LATERNATIVE TRANSPORTATION**

<u>ACTION STEPS</u>	<u>YEAR</u>
13a .Engage consultant for the preparation of the Plan.	2007
13b. As part of the Comp. Plan Update, define areas for broad commercial development.	2007

**GOAL NO. 14 THE CITY WILL HAVE ORDINANCES IN PLACE THAT PROTECT THE CITY’S ECONOMIC COLLATORAL, CULTURAL RESOURCES AND QUALITY OF LIFE**

<u>ACTION STEPS</u>	<u>YEAR</u>
14a. Strengthen ordinances related to requirements for underground utilities both in existing and new development areas. Examine feasibility of underground utilities in NE Dayton, as part of the project.	2007
14b. Finalize a point system that relies on objective criteria for developments and is consistent with the City’s development goals.	2007
14c.Update zoning ordinances to reflect best practices and current standards.	On-going

**GENERAL GOVERNMENT OPERATIONS**

Government operations provide the very basics of community life – polices and procedures that exemplify the governance model from which all other operations follow. The City of Dayton operates with the highest level of professionalism, standards of ethics and level of attention to meeting the changing needs of a growing community. In order to meet those changing needs, the City will demonstrate an on-going self-examination of service needs, technology requirements, policies and procedures. The City values the contributions of its volunteers, business partners and City staff and is commitment to recognizing their service.

**GOAL NO.15 THE CITY COUNCIL OF DAYTON WILL EXHIBIT PROFESSIONALISM, EXPECT IT OF OTHERS AND ADHERE TO AN OPEN AND COMMUNICATIVE STYLE WITH ITS STAFF, APPOINTED COMMISSIONS AND COMMITTEES, THE COMMUNITY AND EACH OTHER FOR THE MOST EFFECTIVE GOVERNANCE OF THE CITY**

<u>ACTION STEPS</u>	<u>YEAR</u>
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| 15a. Develop protocols for Council and developer interactions.  | 2007 |
| 15b. Develop and implement Council meeting protocols.   | 2007 |
| 15c. Develop goals and expectations and delegate for “working” Commissions – Council will provide direction and or action priorities for Commission focus Commissions to explore appropriate grant opportunities for focus areas. | 2007 |
| 15d. Commissions to develop and present annual reports at year’s end – to include assessment of goals accomplished or reasons goals not accomplished.   | 2007 |

**GOAL NO. 16 THE CITY WILL PROVIDE THE RESOURCES TO DELIVER QUALITY SERVICES, INCLUDING TECHNOLOGY, ADEQUATE STAFFING LEVELS COMMENSURATE WITH A COMPETITIVE COMPENSATION PROGRAM**

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| 16a. Establish a Technology Plan to meet both the short-term and long-term technology needs of City staff. | 2007               |
| 16b. Complete a compensation study and adjust compensation ranges and wages accordingly.                   | 2007               |
| 16c. Explore City-wide wireless internet (dead spots problems, obsolete equipment Problems).               | 2007               |
| 16d. Evaluate staffing levels.   | 2007/08            |

**GOAL NO. 17 THE CITY OF DAYTON WILL CELEBRATE THE CONTRIBUTIONS OF THE CITY’S VOLUNTEERS, BUSINESS PARTNERS AND CITY STAFF TO EXPRESS GRADITUDE FOR THEIR DEDICATION AND INVOLVEMENT**

- | <u><b>ACTION STEPS</b></u>  | <u><b>YEAR</b></u> |
|---|--------------------|
| 17a. Design and implement a Community Appreciation Program whereby community volunteers, business partners and City staff are recognized for their contributions to the quality of the community. | 2007               |

**GOAL NO. 18 THE CITY WILL CONTINUE ITS COMMITMENT TO RECYCLING IN THE MOST COST EFFECTIVE MANNER**

- | <u><b>ACTION STEPS</b></u> | <u><b>YEAR</b></u> |
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| 18a. The City will examine organized collection.<br>This will be an item for the on-line community survey. | 2007    |
| 18b. The City will continue to fund recycling activities through the General Fund.                         | 2007/08 |

## **PUBLIC SAFETY**

Dayton will be a safe place to live, visit, recreate and do business, with efficient public safety services coordinated by police, fire and emergency management providers. Citizens and businesses will be well educated about public safety services. Dayton residents and businesses will understand their role and responsibilities for the safety of themselves and their community, and businesses will take a proactive role for their responsibility in protecting their investment in Dayton. Public Safety providers shall plan for their services delivery in such a way as to minimize the negative impacts of the regional populations that travel to and through our community each day. Stable funding will provide uninterrupted public safety services at desire levels.

### **GOAL NO. 19 Public safety services and related activities will be evaluated to determine effectiveness, efficiency and contribution to the overall safety of the community.**

<b><u>ACTION STEPS</u></b>	<b><u>YEAR</u></b>
19a. Evaluate 5-year staffing needs for Public Safety.	2007
19b. Develop a policy whereby new developments pay the cost for new siren equipment and installation.	2007
19c. Develop a mission statement of the Public Safety Commission.	2007

### **GOAL NO. 20 Both Police and Fire Departments will implement outreach programs that better communicate department purpose, services and partnership approach with the residents, school and business community.**

<b><u>ACTION STEPS</u></b>	<b><u>YEAR</u></b>
20a. Develop an excessive call policy.	2007
20b. Expand programs that increase business participation in crime prevention programs.	2007/2008
20c. Develop Department critical mission statements, key message and communicate both City and Department message through communication through service clubs, I-94 West Chamber of Commerce and other organizations.	On-going
20d. Include crime prevention information in each City newsletter.	On-going
20e. Continue to sponsor the annual Police and Fire Department Open House.	On-going

20f. Expand training and education at Dayton Elementary to facilitate the expansion of cooperative efforts and educational opportunities. On-going

**GOAL NO. 21 In order to plan for the most efficient public service delivery, the City will evaluate the cost-effectiveness of joint services with other neighboring communities**

<u>ACTION STEPS</u>	<u>YEAR</u>
21a. Examine both police and fire service delivery strengths and weaknesses and determine if service gaps can most efficiently and effectively be filled with internal or external cooperative services or operations (Moved back from 2007) Fire/medical services	2008/09
21b. Set priorities for a Facility System Plan Explore rental/shared space for Public Works equipment storage with Rogers or private space.	2007
21c. Examine joint building inspection services.	2007/08
21d. Examine and implement shared code enforcement services.	2008
21e. Develop a Facility System Plan. (Covered elsewhere)	2008

**HOUSING**

Dayton will be a community of life-cycle housing opportunities, mixed-use residential developments and innovative housing initiatives that will provide affordability, style and livability that will accommodate individuals and families throughout their lives.

**GOAL NO. 22 ENCOURAGE AFFORDABLE HOUSING DEVELOPMENT THROUGH PUBLIC/PRIVATE PARTNERSHIPS**

<u>ACTION STEPS</u>	<u>YEAR</u>
22a. Review City’s zoning code and examine Comprehensive Plan update process and policies to provide maximum opportunities for affordable housing.	2007/08
22b. Develop specific zoning, making less use of broadly applied PUD designations.	2007/08
22c. Develop affordability standards.	2008/09
22d. Develop performance standards for affordability.	2008/09
22e. Develop incentive programs available to providers of affordable housing units	2008/09

(such as density bonuses).

**GOAL NO. 27 THE CITY WILL WORK COOPERATIVELY WITH ALL GOVERNMENT AGENCIES TO INSURE HOUSING AFFORDABILITY**

<u><b>ACTION STEPS</b></u>	<u><b>YEAR</b></u>
23a. Strengthen ties between City, Hennepin County, Minnesota Housing Finance Agency and other agencies providing regional affordability Programs.	On-going
23b. Pursue CDBG funds for affordable housing initiatives.	On-going

**INTERGOVERNMENTAL RELATIONS**

Partnerships with all government agencies will serve Dayton well in its pursuit of its short and long-term goals. Participation and coordination of activities with neighboring cities, counties, regional and state agencies will strengthen Dayton’s position in the area as it relates to regional policies and funding opportunities.

**GOAL NO. 24 THE CITY WILL PURSUE ON-GOING COMMUNICATION WITH NEIGHBORING CITIES**

<u><b>ACTION STEPS</b></u>	<u><b>YEAR</b></u>
24a. Establish regular work session meetings with neighboring cities (Otsego, Ramsey, Maple Grove, Champlin, Rogers, Hassan – every other year).	On-going

**GOAL NO. 25 THE CITY WILL HAVE A VISIBLE PRESENCE REGARDING LOCAL, REGIONAL, STATE AND FEDERAL POLICY MATTERS**

<u><b>ACTION STEPS</b></u>	<u><b>YEAR</b></u>
25a. Invite both legislative and congressional delegations to a Council meeting at the beginning of each year.	On-going
25b. Members of the Council and staff will participate in leadership roles with the LMC and AMM.	On-going
25c. Provide Dayton’s perspective to LMC and AMM on issues of local importance.	On-going
25d. Lobby at State capitol (interchange, mandates).	On-going

## **BUDGET/FINANCE**

The City is aware of its responsibility as the stewards of public funds and will continually pursue quality service delivery programs at the best possible cost, taking into consideration that demands for services are not consistent throughout all sectors of the population. Furthermore, the City will pursue alternative revenue sources that link use to cost thereby lessening the burden on the property tax system.

### **GOAL NO. 26    IMPLEMENT PROCEDURES THAT WILL STREAMLINE MUNICIPAL PAYMENT PROCESSES**

<b><u>ACTION STEPS</u></b>	<b><u>YEAR</u></b>
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26a. Implement an improved billing system to accommodate growth in water and sewer billing.	2007
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### **GOAL NO. 27    THE CITY WILL PURSUE ALTERNATIVE REVENUE SOURCES**

<b><u>ACTION STEPS</u></b>	<b><u>YEAR</u></b>
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27a. Develop a Street Light Plan.	2007/2008
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### **GOAL NO. 28    THE CITY WILL CONTINUALLY EVALUATE REVENUE NEEDS THROUGHOUT ALL MUNICIPAL SERVICE SYSTEMS**

<b><u>ACTION STEPS</u></b>	<b><u>YEAR</u></b>
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28a. Develop new water and sewer rates and determine a regular cycle for review of rates.	2007
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28b. Adjust annual budget based on increasing demands for service.	On-going
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