

Goal Statement
FY 2007
Proposed January 12, 2006

The Gardiner City Council adopts a statement each spring to establish its goals for the next fiscal year. The statement for fiscal year 2007, which begins on July 1, 2006, includes a set of related goals that are designed to foster a vibrant and growing community – a community that people want to stay in or move to and where businesses want to grow.

City government is essentially a service organization, and the efficient, effective delivery of those services is our highest priority. Therefore the strategic direction of our human resources is a key element for success. It is vital that we think creatively to analyze current and future needs, and act imaginatively to meet those needs.

Furthermore, it is critically important that projects, initiatives, priorities and operations be fully integrated to create a comprehensive vision and plan for strengthening the community and improving the lives of residents. Local government is very diverse in its activities, yet a high level of coordination will create significant added value to the community. The sophistication necessary to design and implement holistic, comprehensive solutions is an exciting challenge for our relatively small and lean organization.

For FY 07, the Council has adopted the following goals which are designed to make living and conducting business in Gardiner affordable, to preserve the city's sense of community and neighborliness, to promote economic development, and to improve the city's streets, sidewalks, and other public infrastructure.

1. **Continue the strong commitment to the LD 1 Tax Cap and tax relief.** The political environment regarding property tax policy remains unstable and volatile. Voter concern remains high. The TABOR initiative will likely be on the November 2006 ballot. The Legislature seems interested in further attempts to mitigate the property tax burden. Municipalities are still learning to work and to understand the dynamics of LD 1.
 - It is imperative that we keep the local property taxes as stable as possible.
 - Continue to institute the tax cap legislation, LD 1, over the long term while minimizing disruption to local services
 - Position ourselves to for possible fiscal and programmatic changes in state programs we rely upon while minimizing impact upon local services

2. **Continue to seek opportunities for cooperation that provide efficiencies:**
 - Resources for delivery of services continue to dwindle while demand rises. Local government must creatively re-engineer service delivery.

- The Water District and the City have adopted strong principles to guide further cooperation. Redundancy in administrative and field operations seem to exist. Further work to maximize ratepayer and taxpayer support for services is vitally important.

3. Community and Economic Development Projects are critically important to the ongoing improvement of our community.

- Move the Libby Hill Business Park expansion to fruition by developing a strong financial plan and funding options, finishing design and beginning construction.
- Complete phase one of the Waterfront Park redevelopment. Develop funding for phase two.
- Recapitalize the housing rehabilitation program, re-fund the administration of the housing program, and further implement the Housing Action Plan.
- Continue implementation of the Cobbossee Corridor Master Plan by designing the Cobbossee Trail project, advocating for the construction deferral to be lifted and seeking funding for further improvements
- Continue to support the Johnson Hall Renovation Partnership. Feasibility and strategic planning results will become available. It is imperative that the momentum and excitement for this project be fostered and into the next very challenging phase.
- Develop a green space master plan to address currently unused city property, and ultimate disposition of the Common playground.
- Develop alternate transportation master plan that is integrated with appropriate elements of the Cobbossee Corridor Master Plan.

4. Develop another project utilizing the Northwest Quadrant model:

- Overlay all infrastructure needs and target priority areas in common.
- Determine other planned or likely public/private investments that such a project will catalyze or capitalize upon.

5. Increase the sophistication and comprehensive nature of financial management.

Municipal government existing in an increasing complex operational environment. Resources continue to shrink. Our own organization has developed a trend of increasing levels and sophistication of activity. Keen financial management, planning and information for decision making is becoming more and more crucial to long term health of the organization.

6. Continue to integrate the Capital Improvement Plan and Development Funds into routine budgeting and operational systems.

The City has made great strides in just a few years incorporating capital planning and development revenue to strengthen budgeting and service delivery. This positive trend is worthy of support and further encouragement.

7. Reinforce and continue grow a healthy organizational culture:

- The City has successfully created a culture of fiscal constraint and frugality. Very significant savings have been realized through this consistent effort and can be a source of containing costs in the future if we nurture this principle.
- City government has developed a strong history of reinventing the delivery of services. Asking both fundamental and routine questions has become the norm, not the exception. Future pressure to build organizational capacity can build successfully upon this experience.