

**Draft Goal Statement**  
**FY 2005**  
**March 25, 2004**

The Gardiner City Council annually adopts a goal statement to communicate organizational priorities in a clear and consistent way. The goal statement for fiscal year 2005 is a set of integrated elements designed to foster a healthy, vibrant community recognizable for its diversity and competitive standing. In this comprehensive approach, the implementation of smart growth principles to preserve our community's character and manage growth proactively, greater integration of planning and development activities and policies, implementation of the Housing Action Plan, and numerous community development and infrastructure projects are all vitally important to create the exciting long term success that is envisioned.

- 1. Stabilize the tax rate.** The City has successfully created a culture of fiscal constraint and frugality. Very significant savings have been realized through this consistent effort, and although we will continue to look for opportunities in the future, the focus will be upon providing stability and predictability to the tax rate over time.
  
- 2. Continue to reinvent Gardiner.** 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. We will continue to examine services and organizational structure to find efficiencies or improve services. Consolidation or regionalization are avenues to be explored under this goal and efforts will continue to be focused on the areas of water/city services and dispatch.
  
- 3. Continue to emphasize the importance and interdependence of planning and code enforcement.** Gardiner has adopted a comprehensive approach to community planning. The rewriting of the zoning ordinance is the most important single element in this effort. However, in general the City is adopting a proactive stance to managing growth for the benefit of the community to replace a previously reactive approach. Smart Growth principles as applied to both residential and commercial growth can be positive elements in this effort. This new planning philosophy itself needs to be reinforced and fostered, as well as a strong code enforcement element, to be ultimately successful in preserving the rich character of our community. Fees from development activities may help to support the increasing levels of effort necessary in these areas.
  
- 4. Continue to integrate the activities of Economic/Community Development and Planning/Code Enforcement.** It is vital that our economic/community development "projects" be fully integrated with our community planning/code enforcement efforts for maximum community impact. The sophistication of both efforts has grown

dramatically in recent years and a fully integrated approach will yield much greater long-term benefit. Good progress has been made toward this goal; an even higher level of integration is possible and worthwhile.

- 5. Manage current projects to maximum community impact:** Housing Rehabilitation in the Uptown Area, further implementation of the Housing Action Plan including policy development/implementation and affordable housing initiatives, Infrastructure Reconstruction in the Uptown Area, Combined Sewer Overflow Mitigation and Wastewater Treatment Plant 20 Year Upgrades, Steamboat Wharf Waterfront Revitalization, Downtown Revitalization, Cobbossee Corridor Master Planning, and the Johnson Hall Task Force.
  
- 6. Support the continued development of these vital community projects:** Smart Downtown concept, expansion of pre-permitted industrial/commercial sites for medium to large private projects, Steamboat Wharf Waterfront Revitalization Phase II, implementation of the Cobbossee Corridor Master Plan, an Alternative Transportation Master Plan, and Green Space Master Plan.
  
- 7. Finalize and implement a five-year Capital Improvement Plan.** A Capital Improvement Plan was developed earlier as a draft, and significant work has recently been focused on moving this from the staff level to the Council level. A comprehensive capital improvement plan is vital to rationalizing the City's financial priorities as part of the annual budget process. Over the longer term this process will help us plan solutions to large needs such as City Hall overcrowding.
  
- 8. Continue to improve the City's website for greater citizen access to local government and services, and increased marketing impact.** The City has made a commitment over the recent past to create and maintain a "full service" website. The quantity and quality of information provided by the site is impressive for Gardiner's limited resources. However, accessibility of the information and marketing impact can be improved.