

Goal Statement
FY 2006
Proposed April 1, 2005

The Gardiner City Council adopts a statement each spring to establish its goals for the next fiscal year. The statement for fiscal year 2006, which begins on July 1, 2005, 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 and 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 06, 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. **Stabilize the mil rate and honor spending caps.** A new political and legal environment has emerged over the past year regarding local property taxes. Tax Reform as enacted by the Legislature institutes a local government spending cap and likely will impact state programs that we rely upon across the board. In the coming year(s) we need to be nimble enough to:
 - Institute the intent of Council Resolution 04-30 by passing along appropriate new revenue as tax relief to local taxpayers
 - Successfully institute the spending cap legislation over the long term while minimizing disruption to local services
 - Successfully react to fiscal and programmatic changes in state programs we rely upon while minimizing impact upon local services

2. Reinforce and continue grow a healthy organizational culture of fiscal restraint, frugality and creative problem solving:

- 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. Creative problem solving is embraced and applied to operational challenges. Future pressure to increase organizational capacity can build successfully upon this experience.

3. Continue to seek opportunities for cooperation that provide efficiencies:

- The Water District and the City adopted strong principles to guide further cooperation this past year. It is important that this momentum be supported and utilized in the process of finding efficiencies in areas of operational commonality.
- The five proposals to The Fund for Efficient Local and Regional Services that we participated in may provide us opportunities in other areas for cooperation. Additionally, school districts will have the same opportunity this year to propose cooperative services that may provide further options.

4. Under the auspices of reorganized Planning and Development Department, build capacity for comprehensive community planning and development projects:

- Recapitalize the housing rehabilitation program, re-fund the administration of the housing program, and further implement the Housing Action Plan.
- Begin implementation of the Cobble Corridor Master Plan with special focus on housing and recreation components.
- Begin implementation of the Waterfront Task Force recommendations and develop action plan for later phases.
- Continue planning for expansion of pre-permitted property suitable for additional industrial/commercial development.
- Further implementation of Downtown Revitalization will focus on integrating the Gardiner Main Street vision with the Access Improvement project and the Johnson Hall Revitalization Action Plan.
- 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.

5. 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.

6. Integrate both the Capital Improvement Plan and the Tax Increment Financing activity into the regular budget process.

The Capital Improvement Plan is becoming fairly mature and can be successfully integrated into the regular budget process for the greatest organizational impact. Tax Increment Financing is beginning to become a significant organizational resource. As such, it should be incorporated into the regular annual budget process and integrated with appropriate community planning and financial projections.

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

With recent additional capacity in the finance area, the focus of the next year will be upon determining our needs in this area, developing a prioritized plan for addressing these needs, and beginning the long term implementation designed to increase the sophistication of both routine management and long term planning in this area.