



# CITY OF COTTAGE GROVE 2010 CITY COUNCIL GOALS

## Vision Statement

An accessible community with an appreciation for our environment, trees, hills, ravines, landscapes and river, including quality park, green and open space areas.

A good place to raise a family through its life cycle and to grow a business, with well-maintained neighborhoods and private properties.

A fiscally responsible, well run government with well maintained infrastructure, access to quality inter- and intra-community transportation and transit, and safe residential and commercial neighborhoods and public spaces.

## Governance

- \* Ensure that resident satisfaction levels remain at or above those identified in the 2007 Community Survey.
- \* Continue/increase employee communications programming including recognition and Third Thursday programming and enhanced internal newsletters. Provide opportunities for Council participation in programs and events.
- \* Continue community events, programs, and communications activities, adding expenditure analysis.
- \* Broaden the Environmental Task Force to Commission status.
- \* Continue performance measures and benchmarks to which the organization can measure attainment. Implement Accountability Measures for each Department tied to Council Vision and Goals including monthly departmental reporting to Council.
- \* Provide processes from which the organization can set direction such as the past pavement management task force report. Revisit current systems/processes to ensure validity and need remains.
- \* Propose enhanced staff performance feedback system.

## Fiscal Stability

- \* Budget with sustainability focus including renewable, quality of life and environmental factors as an outcome of the Sustainability Task Force project.
- \* Review existing Fund Balance policy and other current fiscal policies and practices including future facilities, pavement management, debt retirement and fund reserve levies.
- \* Proceed toward the 2011 budget replicating budget direction from 2009/10. Include continued moderation of the tax levy rate in comparison to peer communities and moderation of future operating cost increases below our funding ability. Ensure sustainable budgeting as we react to the current down cycle in the economy.

## Transportation and Transit

- \* Provide for third party funding of community infrastructure ensuring that we gain our share of County Highway funding dollars. Aggressively pursue inclusion in Federal stimulus and Federal Highway reauthorization bills.
- \* Provide for high density housing as part of our transit plan.
- \* Provide continued support of the Wakota and Hastings Bridge coalitions and the Red Rock Rail and High Speed Rail initiatives.
- \* Provide planning and construction of local roadway infrastructure on a scheduled basis.

## Commercial and Industrial Development

- \* Continue to increase quality of commercial structures and neighborhoods.
- \* Prospect for specific end users by category, including restaurants, big/junior box and specialty retailers, and service and entertainment venues as identified in the 2009 commercial market study. Provide a list of specific measures taken and specific contacts made to both Commercial and Industrial prospects. Concentrate industrial prospecting on high job industries. Include results within annual performance measures.
- \* Ensure that we continue a staged, moderate, residential development pace.
- \* Provide for continued development of the industrial park, redevelopment of the Gateway District and planning for the Cottage View and infill sites including the Rodeo and Majestic redevelopment opportunities. Include a business community feedback mechanism to include prospects not attracted to a local development site. Improve reporting to EDA and Council.
- \* Update business attraction/retention marketing plan and strategy.
- \* Provide for enhanced Chamber, EDA, Council business outreach coordination.

## Governance

Promote an enhanced sense of community pride, mutual trust, respect, civility, and a safe and secure environment for the exchange of ideas and collaborative dialogue throughout the organization, with other governmental agencies and the community.

## Fiscal Stability

Operate in a fiscally responsible manner while emphasizing growth and diversity of the tax base and high value to the taxpayer and other community stakeholders.

## Commercial and Industrial Development

Place emphasis on quality retail, restaurant, and industrial recruitment. Development enhancements within all commercial districts include the use of development controls, architectural standards and high quality site features. Particular emphasis will be placed on the Gateway North Redevelopment District, Jamaica/Cottage View development, the Industrial Park and high quality master planned development in the East Ravine.

## Transportation and Transit

Place a high priority on Red Rock Commuter Rail, High Speed Rail and express transit service, while we garner intergovernmental funding toward State and County corridor improvements.

## Housing Development

Ensure that implementation of the master plan for the East Ravine District includes only high quality, high design and amenity development stressing the natural environment complemented by the built environment. Emphasis is placed on diversity of housing styles targeting the second and third tier move-up buyer along with empty-nester housing. All future housing developments must reflect the community vision established through the East Ravine planning process. Encourage the maintenance of current housing stock through increased code enforcement efforts.

## Public Facilities

Provide a high level of maintenance, repair and quality of construction of city facilities including municipal structures, parks, and community spaces. Included are implementation of storm water and water system improvements. Establish a strategy for a public Mississippi River access with scheduled implementation.

## Public Facilities

- \* Initiate activities toward completion of a Public Safety/City Hall project inviting coordination of SD833 and Washington County targeting conceptual design by year end.
- \* Continue the community center task force to review project scope and fiscal ability with task force deliverable in 2011. Any identified project proceeding either as a public / private partnership or upon referendum support.
- \* Monitor the Ice Arena debt and operation closely.
- \* Provide for continued (re) construction, maintenance and repair of parks and community spaces.
- \* Provide for growth and maintenance of municipal utility systems on a scheduled basis.
- \* Expand efforts for Mississippi River access to include gaining access not just through current County ownership but from other third party owners, working closely with the MN DNR with the County as lead agency.
- \* Aggressively monitor public and private source water quality issues.

## Housing Development

- \* Ensure that all rental housing units are identified and monitored for code compliance.
- \* Aggressively monitor foreclosed properties and implement the Federally funded Neighborhood Stabilization program using local contractors where possible.
- \* Provide for additional Empty Nester housing such as the Auburn Woods development. Consider density bonuses to provide for this housing type.
- \* Master Plan the Langdon neighborhood including high density and apartment style housing as part of a transit plan.
- \* Provide for targeted high end development in the East Ravine and West Draw portions of the Community.
- \* Provide opportunities for high density townhomes, apartments and condo projects along with a non-senior assisted living project.