

**CITY OF ELKO NEW MARKET
CITY COUNCIL WORK SESSION AGENDA
CITY OF ELKO NEW MARKET
601 MAIN STREET
ELKO NEW MARKET, MINNESOTA
THURSDAY, JUNE 14, 2018**

6:30 PM

- 1. Call to Order**
- 2. Presentations**
- 3. Reports**
- 4. General Discussion**
 - a. Goals and Visioning
- 5. Reports (Cont'd)**
 - a. Reports from the Business Agenda may be presented if time permits
- 6. Adjournment**



STAFF MEMORANDUM

SUBJECT:	Works Session – Vision and Goals
MEETING DATE:	June 14, 2018
PREPARED BY:	Thomas Terry, City Administrator
REQUESTED ACTION:	Discussion and direction

COMMUNITY VISION:

- A mature growing freestanding suburb of the Twin Cities Metropolitan Area, preserving historic landmarks and small town character while providing suburban amenities and services, as well as full range of employment, housing, business, service, social, technology infrastructure and recreational opportunities for citizens and visitors
- Promote a diverse commercial base including light industrial and facilitating planned redevelopment which will be aesthetically pleasing with architectural standards that promotes quality development
- Provide a full range of municipal services to its residents. The City will allocate sufficient resources to meet the growing needs of the community
- A comprehensive park and trails system that will have sufficient facilities, play fields and open space to meet the needs of residents
- An effective and efficient transportation system, including access to the greater metropolitan area, transit opportunities, and improved connectivity to the interstate
- Provide community oriented local government and be financially sound, engaging in long-term financial planning to provide municipal services without undue burden on tax payers

5 YEAR GOALS:

- Diverse tax base, employment opportunities, additional businesses and services, promote high quality broad spectrum of residential development
- Advance “shovel ready” status of areas guided for commercial and industrial development
- Acquisition of land for public purposes, position City to take advantage of land acquisition opportunities
- Enhance quality of life through parks, trails, recreational programming and cultural events
- The development of residential lots and an increase in residential building permit activity

COMMUNITY ORIENTED LOCAL GOVERNMENT:

- Community Involvement
- Organizational Improvement
- Problem Solving
- Performance Measurement
- Professionalism

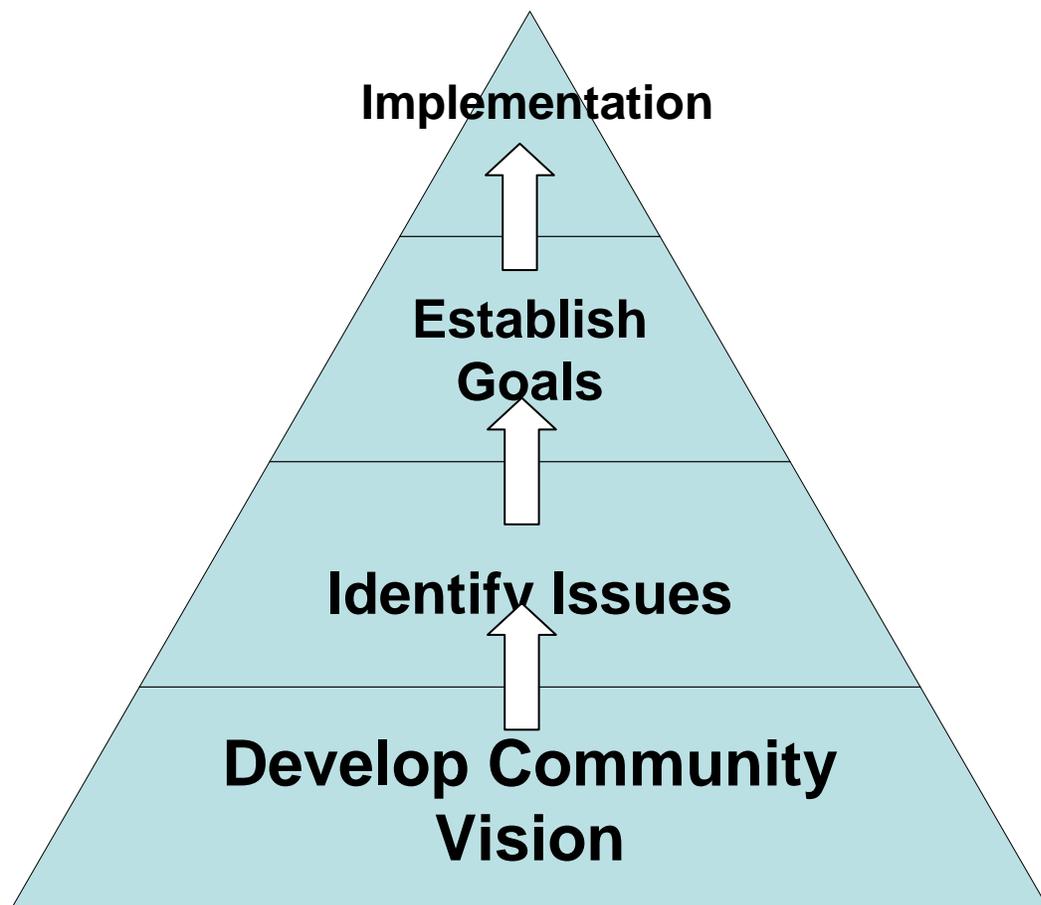
BACKGROUND

The visioning and goal setting process is a precursor to the formal process for the 2019 Budget. The workshop uses a simple but successful process to assist the City Council in identifying and discussing issues that are facing the City of Elko New Market. The process is used as a tool to help the Council establish and maintain a common vision and goals that will be used to provide a framework for shaping policy, setting priorities and budgeting.

Municipal government provides several basic public services and is responsible for numerous regulatory and statutory activities. The scope of local government activities includes, but is not limited to public safety, streets and transportation, land use, utilities, parks & recreation, environmental protection, licensing & permitting, elections and maintenance of public records. Each community must make decisions regarding the administration of city activities and the provision of services. However, the City has a finite or limited amount of resources (funding, staff time, etc.). Inevitably, the “wants and needs” of the community are greater than the City’s ability to meet them all. Ultimately, the Council must make decisions regarding the allocation of the City’s limited resources. The process is designed to help the council focus their decisions regarding resource allocation.

As in past years, the discussion will be facilitated by the City Administrator. The workshop provides an informal forum to discuss issues that are facing the community and its future. This is a “quick and dirty” process that is intended to help the Council develop some consensus regarding community vision, issues, goals and priorities. The process is based on the concept of starting with “the big picture” and then working towards greater levels of detail.

The overall process involves four steps: (1) develop a common vision for community, (2) identify community issues, (3) establish goals, and (4) implementation.



First, the Council will be asked to discuss its vision for the community. The vision is a mental image of the community 20-30 years in the future that is both desirable and feasible. The vision is not so much an end product, as a direction in which the community should be moving. The discussion will help the Council to develop a consensus on that vision, which will serve as the foundation for the rest of the process. The current Vision statement that was adopted the City Council in July of 2011 will serve as the basis for the discussion.

The Council will then be asked to identify the most important issues that are facing the community within the next 10 years. For purposes of this discussion, issues are defined as problems, pressures, needs and other factors that significantly impact the community. Examples of issues may include development trends (up or down), city finances, city staffing and personnel, demands for services, city facilities, infrastructure reconstruction aging population, mental health, changing demands and expectations in services, etc. The issues identified last year have been included for reference. The community vision and issues that are identified by the Council will serve as the context or backdrop as the Council develops goals and staff prepares action items for implementation.

The Community Oriented Local Government philosophy that was adopted in July of 2017 has also been provided for reference. Strengthening the relationship between the philosophy and the Vision/Goals has been discussed since the adoption of the Community Oriented Local Government philosophy.

The Council will then be asked to establish a number of priority goals, approximately 5-7 in total. For the purposes of this process, goals are defined as projects or activities that merit special attention and/or focused resources. Goals should be easily defined and measurable for progress and/or completion. In addition, the goals should be reasonably achievable within a 1-5 year time frame. The current adopted goals have been provided for reference. An update on the progress of each of the goals over the last year will be presented at the work session.

The goals will be used to provide a framework for shaping policy, setting priorities and budgeting. Since action items necessary to achieve the identified goals may require funding, this exercise will serve as an excellent lead-in to the City's annual budget process.

DISCUSSION

Last year, the City Council had no desired changes to the adopted Vision Statement and had three additions to the 10-Year Issues identified in 2016. These included Downtown Identity, Vision for Elko Townsite and Mental Health Needs/Issues. Additionally, the Council discussed amending the first Goal to reflect implementation rather associated policy development.

~~Establish economic development policies that will result in~~ Develop a more diverse tax base, create more local employment opportunities and promote additional businesses and services within the community. ~~Establish policies that Promote high quality residential development, including a broad spectrum of housing choices in both type and cost.~~

At the Work Session, staff will review the Vision Statement, 10 Year Issues and the 5-Year Goals with the City Council. The Council will be asked to:

- Confirm or direct modifications to the Vision Statement
- Confirm or direct modifications to the Goals

If the City Council directs modifications to either the Vision Statement or goals, the revised documents will be presented to the City Council for adoption at the following meeting.

Please contact the City Administrator with any questions regarding the matter in this memorandum (952-461-2710).

Attachments:

Vision Statement, adopted 7/28/2011

Summary of Issues Facing Elko New Market - 2017

5-Year Goals, dated 7/13/17

Community Oriented Local Government, adopted April 22, 2010

Preliminary Results of 2018 Community Survey

VISION STATEMENT

The City of Elko New Market has adopted the following vision. This future vision of the community is considered both desirable and feasible. The vision statement is intended to serve as the foundation for decisions regarding goals, policies, and finances.

Elko New Market is envisioned to be a mature growing freestanding suburb of the Twin Cities Metropolitan Area. The community will preserve its historic landmarks and small town character while providing suburban amenities and services. A full range of employment, housing, business, service, social, technology infrastructure and recreational opportunities will be available for the citizens and visitors.

Elko New Market will promote a diverse commercial base, including light industrial. The City will facilitate planned redevelopment. Commercial development and redevelopment within the community will be aesthetically pleasing with architectural standards that promotes quality development.

Elko New Market will provide a full range of municipal services to its residents. The City will allocate sufficient resources to meet the growing needs of the community.

Elko New Market will have a comprehensive park and trails system. The park system will have sufficient facilities, play fields and open space to meet the needs of the community's residents.

The community will have an effective and efficient transportation system, including access to the greater metropolitan area, transit opportunities, and improved connectivity to the interstate.

Elko New Market will provide community oriented local government that promotes community involvement, organizational improvements, problem solving, performance measurement and professionalism. The City will be financially sound, engaging in long-term financial planning to provide municipal services without undue burden on the tax payers of the city.

Issues

- **Public Safety:**
 - a. Level of Policing
 - b. Fire Equipment Financing
 - c. Fire Dept. Personnel (Recruitment, Retention, Daytime Coverage)
 - d. Public Works
- **Senior Housing, Health, Mobility and Other Services**
- **Acquisition of land and rights of way for public purposes:**
 - a. Parks and Recreation
 - b. Public Facilities
 - c. Public Infrastructure
- **Recreational and Civic Event Programming for all age groups**
- **Potable Water Quality**
- **Transportation Funding**
 - a. Reconstruction
 - b. Collector Roads
 - c. Unpaved Roadways
 - d. Rights of Way

[Issues]

- **Annexation/Development in Urban Expansion Area**
- **Public Building Needs**
- **Light Industrial/Commercial Development**
- **Consistent Development Policy – promote development vs. protect taxpayers**
- **Maintain High Customer Service Quality (COG)**
- **Use and Development of Technology Infrastructure**
- **Code Enforcement demand**
- **Downtown Identity**
- **Vision for Elko Townsite**
- **Mental Health Needs/Issues**

5-YEAR GOALS

- **Develop a more diverse tax base, create more local government opportunities and promote additional businesses and services within the community. Promote high quality residential development, including a broad spectrum of housing choices in both type and cost.**
- **Advance the “shovel ready” status of areas guided for commercial and industrial development through planning and where feasible, the procurement of supporting infrastructure.**
- **The acquisition of land for public purposes, including, but not limited to water treatment facilities, library, parks and interchange rights-of-way. Position the City to take advantage of opportunities to acquire land for public purposes.**
- **Enhance the quality of life in the community through the improvement and expansion of the parks and trails system, recreational programming and cultural events.**
- **The development of residential lots and an increase in residential building permit activity.**



COMMUNITY ORIENTED LOCAL GOVERNMENT

The City of Elko New Market shall provide Community Oriented Local Government. This philosophy guides the City - its Council, Commissions, Staff and other agents in how they conduct the business of local government and provide public services.

The Community-Oriented Local Government philosophy is comprised of five key components:

1. **Community Involvement** - The City of Elko New Market will incorporate community feedback in making participative, transparent decisions by:
 - Providing more opportunities for the public to have input on decisions that affect them.
 - Engaging the public in strategic planning initiatives, both short and long term.
 - Enabling the public to provide input on the effectiveness of public services and policies.
 - Working to develop leadership within the community.
2. **Organizational Improvements** - The City of Elko New Market will strive to elevate the level of customer service and service delivery through cost effective use of personnel, structure, and information systems by:
 - Developing an organizational climate that promotes innovation, creativity, and a customer-centered focus in providing community services, programs and projects.
 - Improve public services by reducing barriers between City departments in order to provide greater accessibility, flexibility, and efficiency in the delivery of public services.
3. **Problem Solving** - The City of Elko New Market will engage in the process of proactive and systematic examination of identified issues in order to evaluate effective policy decisions by:
 - Using available technology to improve the quality and accuracy of data used in decisions.
 - Provide the resources to develop and implement the most cost effective solutions.
 - Considering the long term costs and benefits in policy decisions.
 - Engaging in long-term financial planning to provide public services without undue burden on the tax payers of the city.
4. **Performance Measurement** - The City of Elko New Market will develop and utilize methods for measuring performance to evaluate progress and establish accountability for improving public services.
5. **Professionalism** - The City of Elko New Market will provide local government that is characterized by high technical and ethical standards. The City will conduct business and present itself in a manner that promotes public confidence. The City will endeavor to recruit, train, and develop cohesive, high quality professional staff that will excel in providing public services.

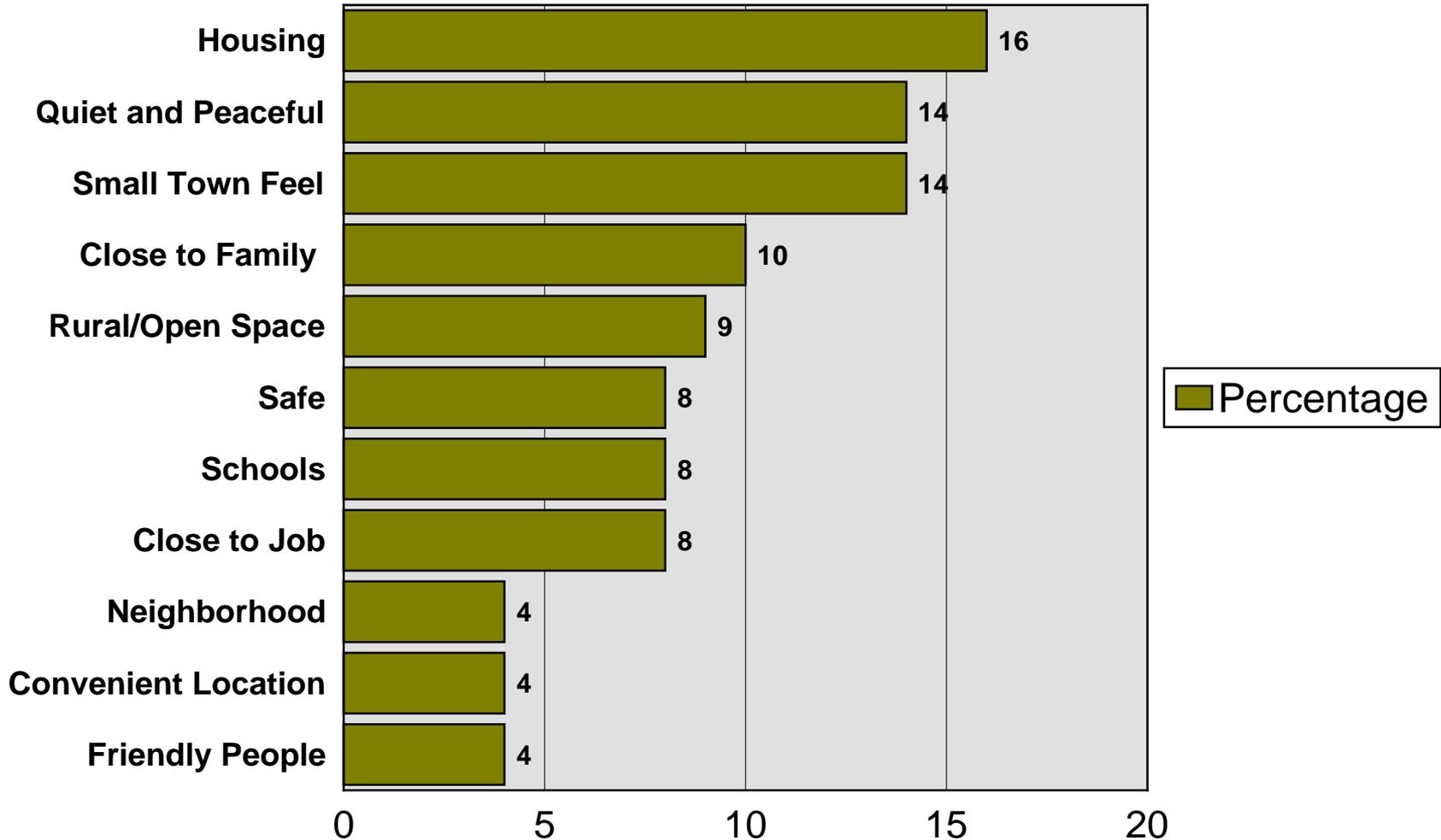
City of Elko New Market

2018 Residential Study

The Morris Leatherman Company

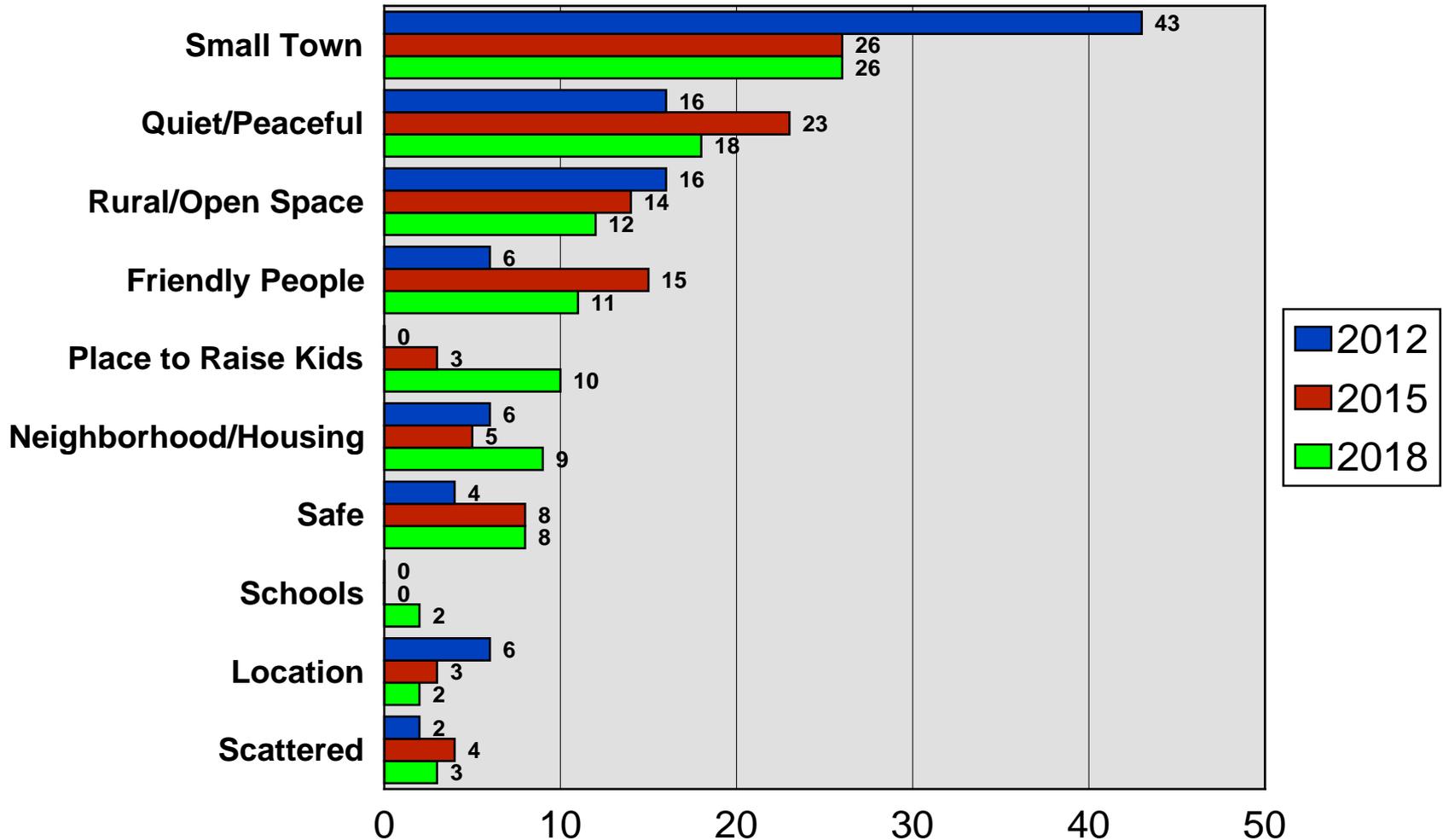
Factors in Selecting Elko New Market

2018 City of Elko New Market



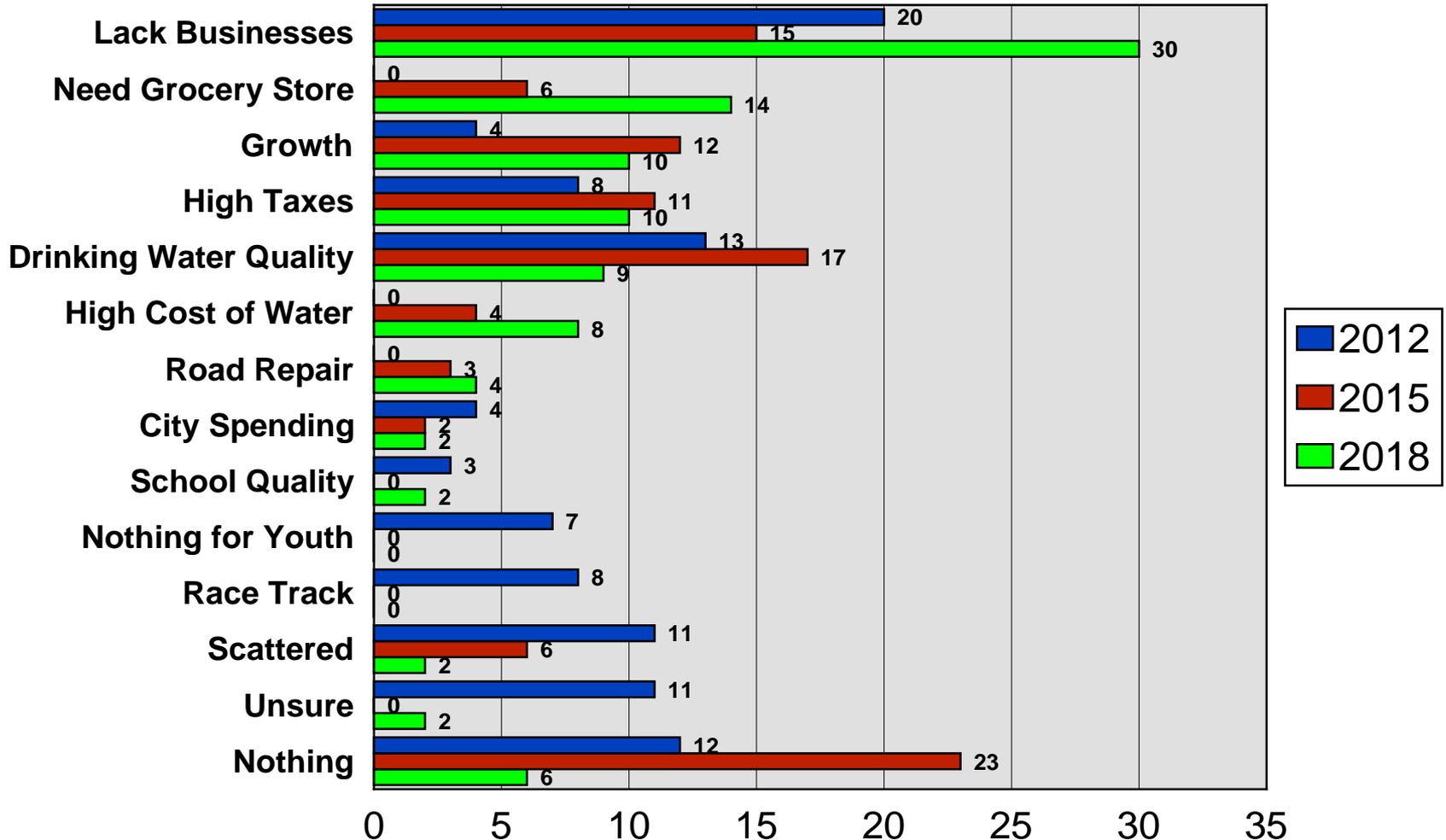
Like Most about City

2018 City of Elko New Market



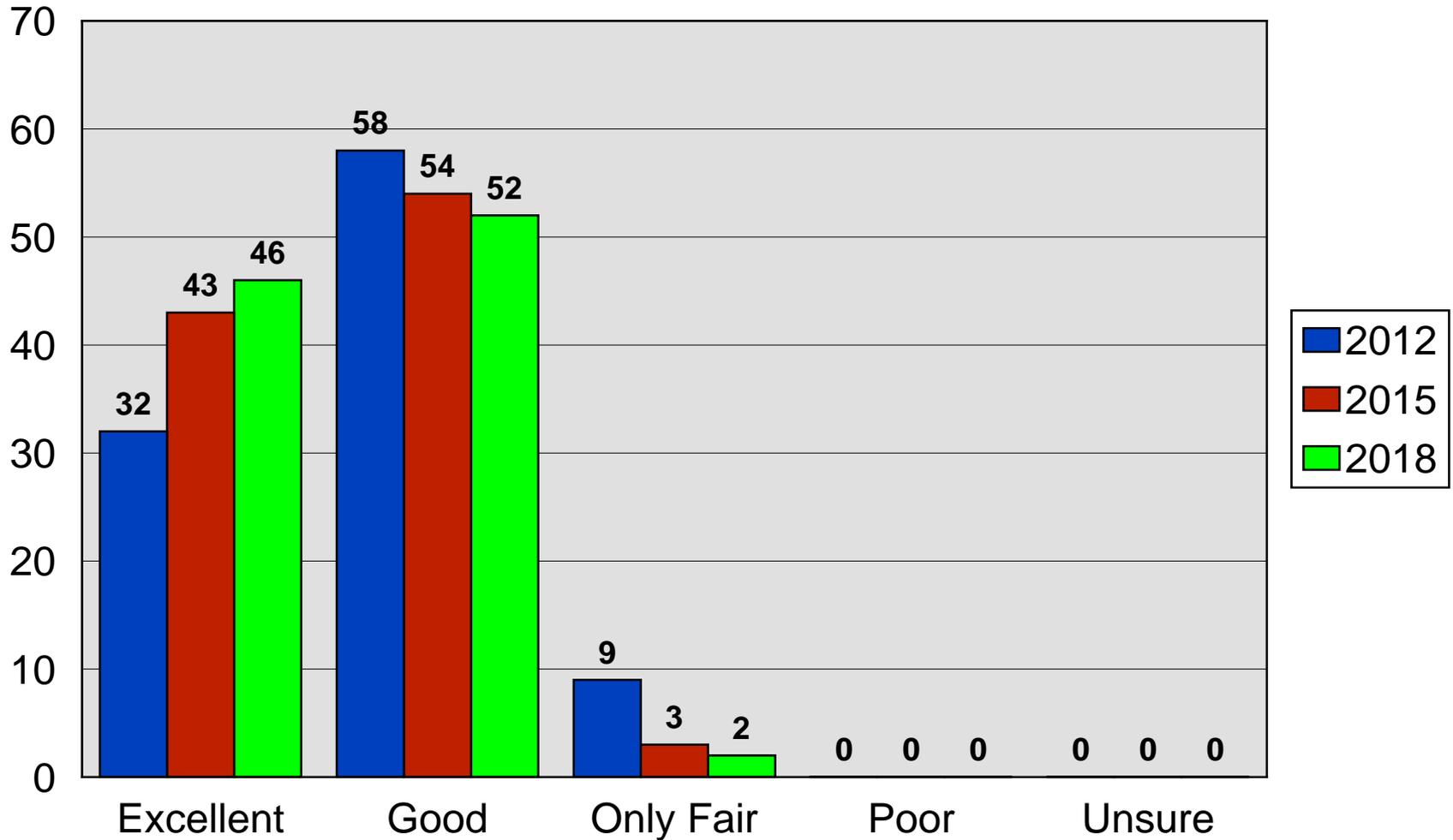
Most Serious Issue

2018 City of Elko New Market



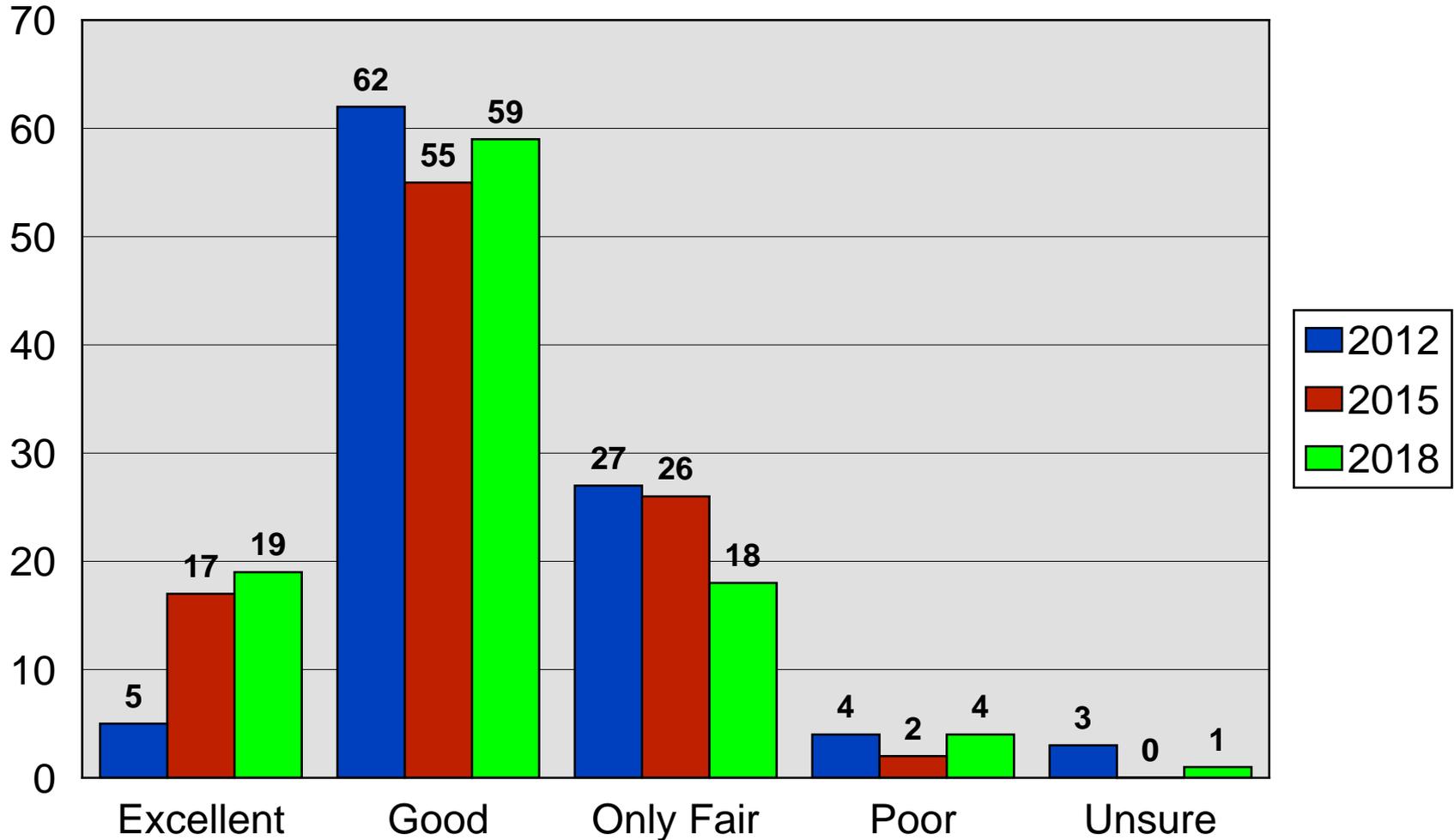
Quality of Life

2018 City of Elko New Market



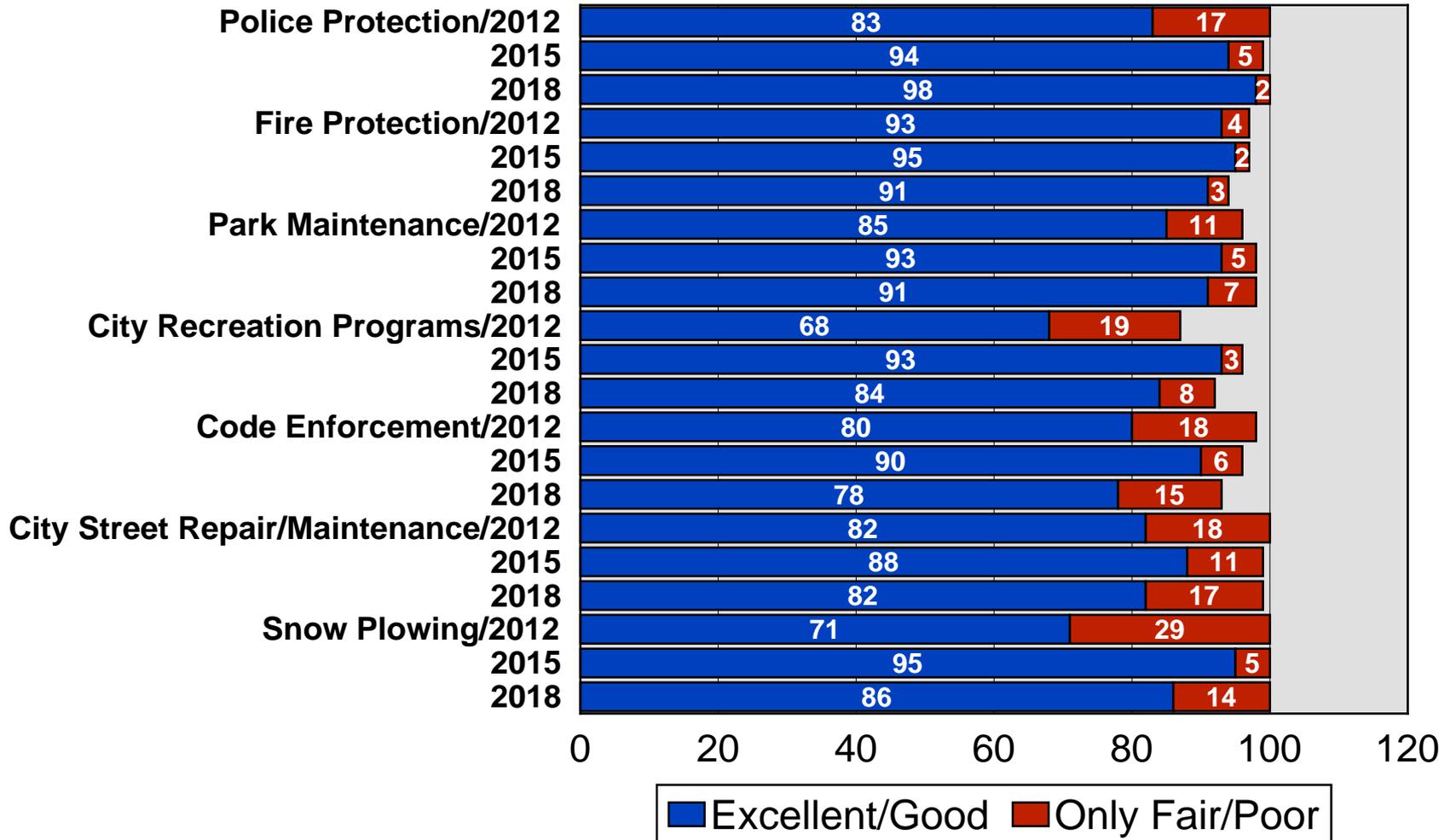
Value of City Services

2018 City of Elko New Market



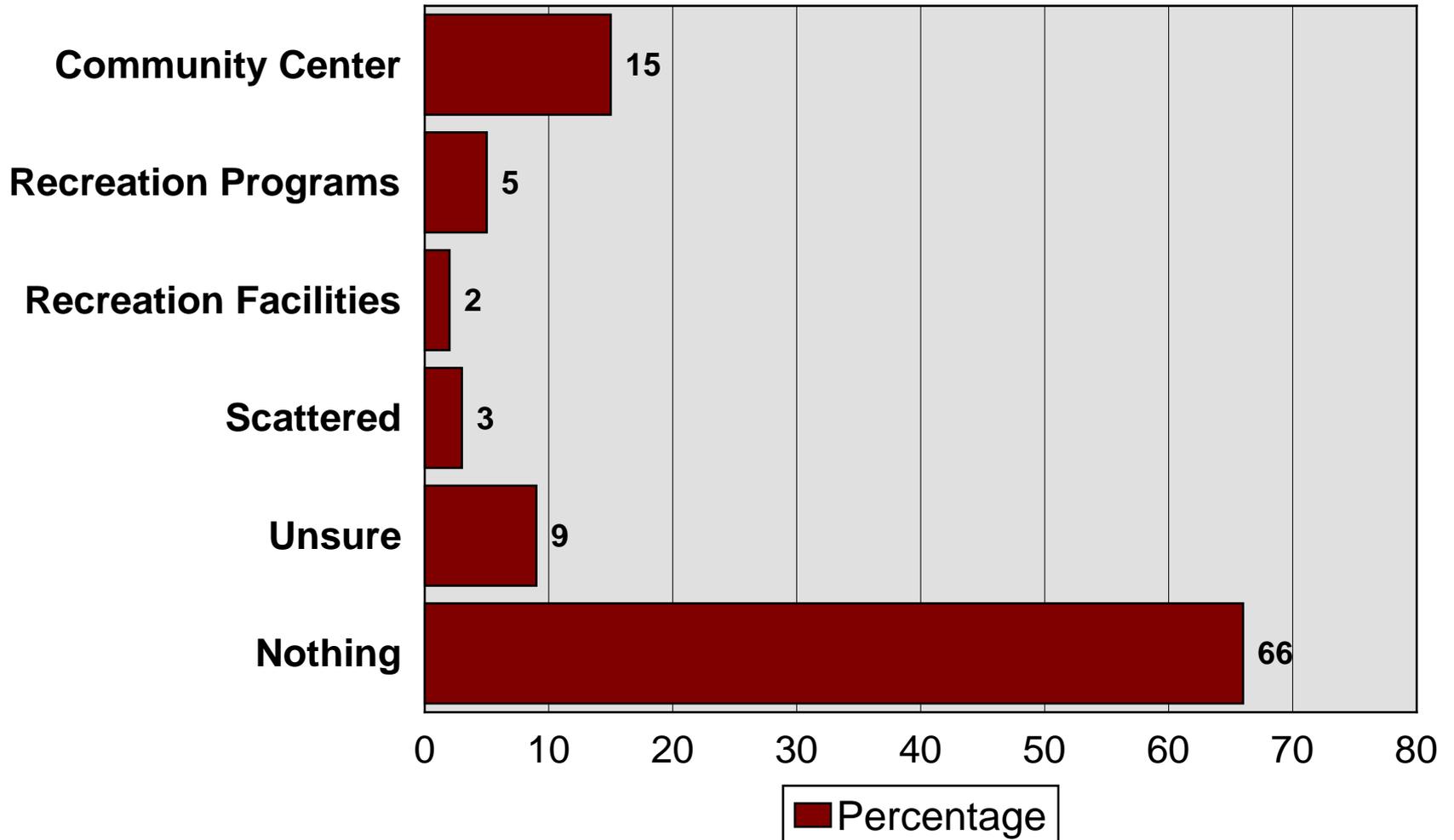
City Services

2018 City of Elko New Market



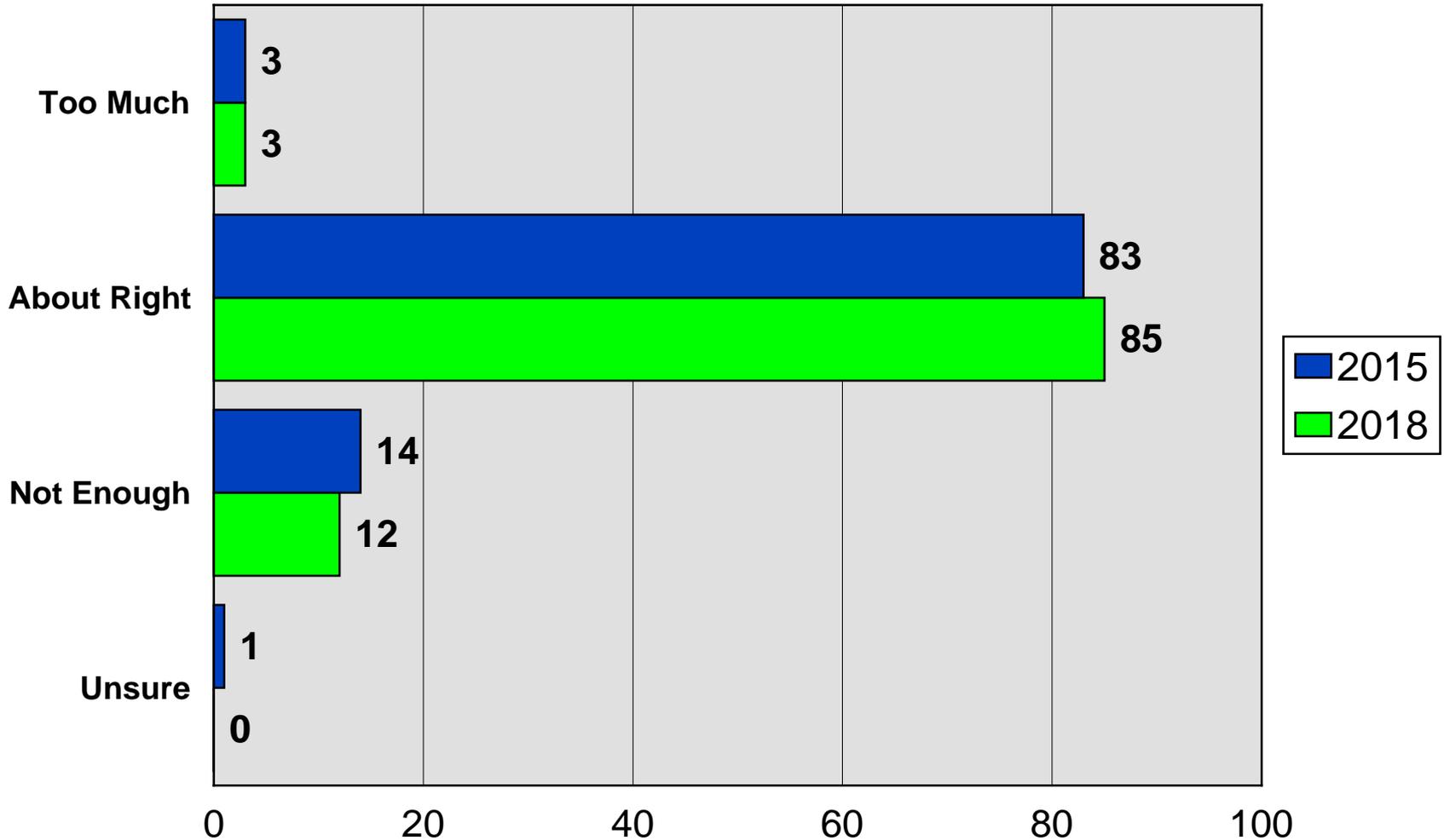
Additional City Services

2018 City of Elko New Market



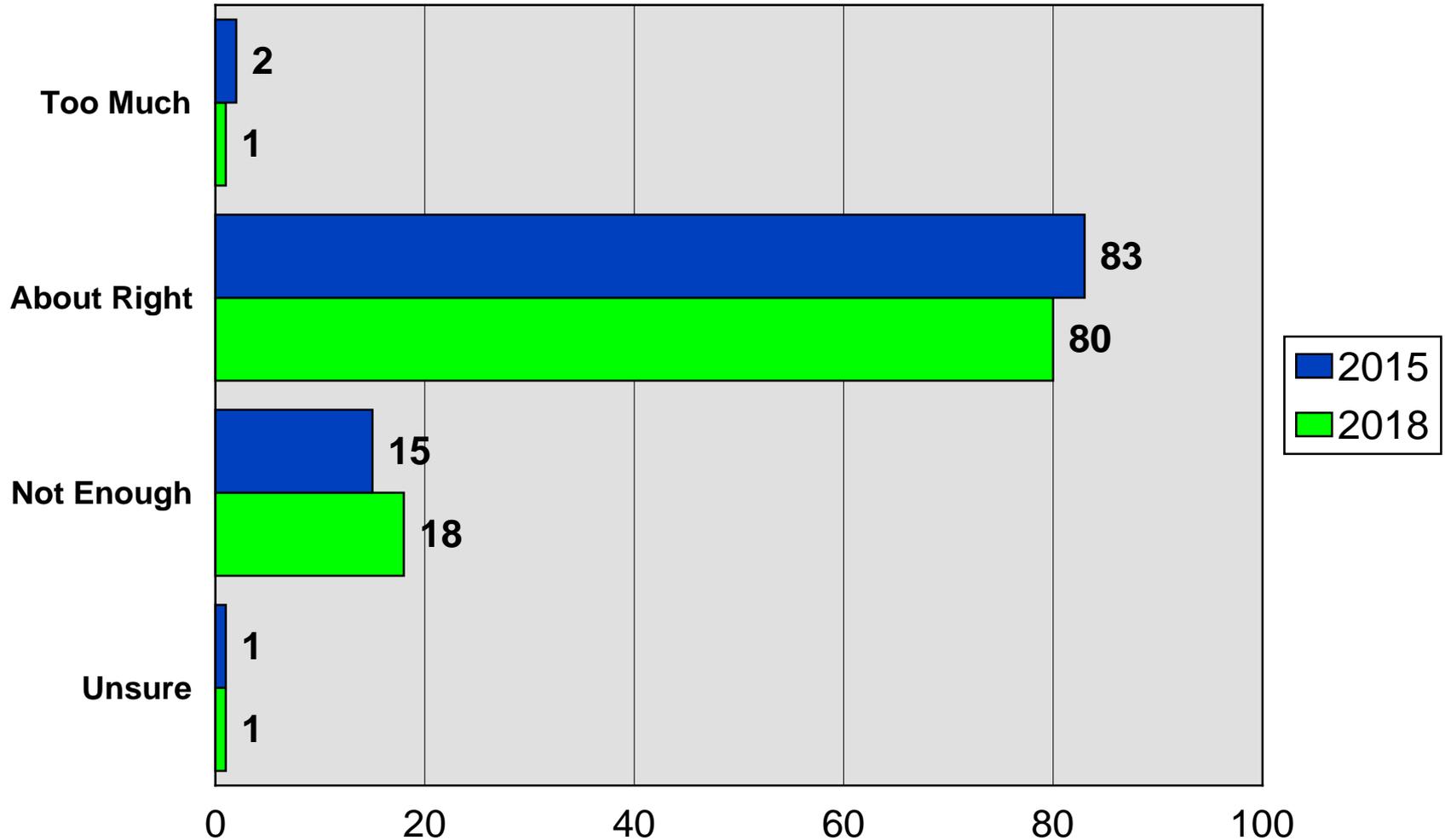
Neighborhood Patrolling

2018 City of Elko New Market



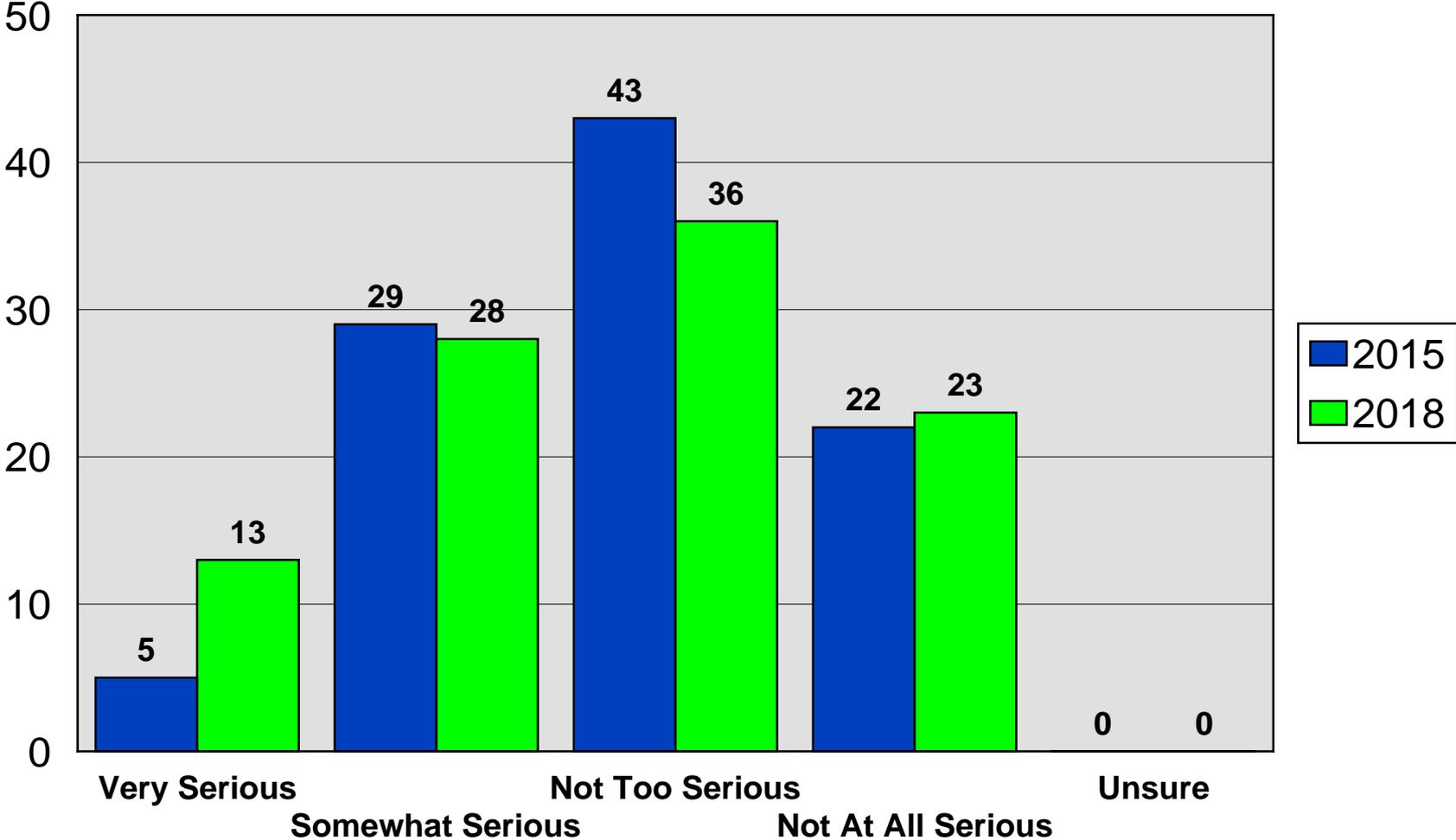
Neighborhood Traffic Enforcement

2018 City of Elko New Market



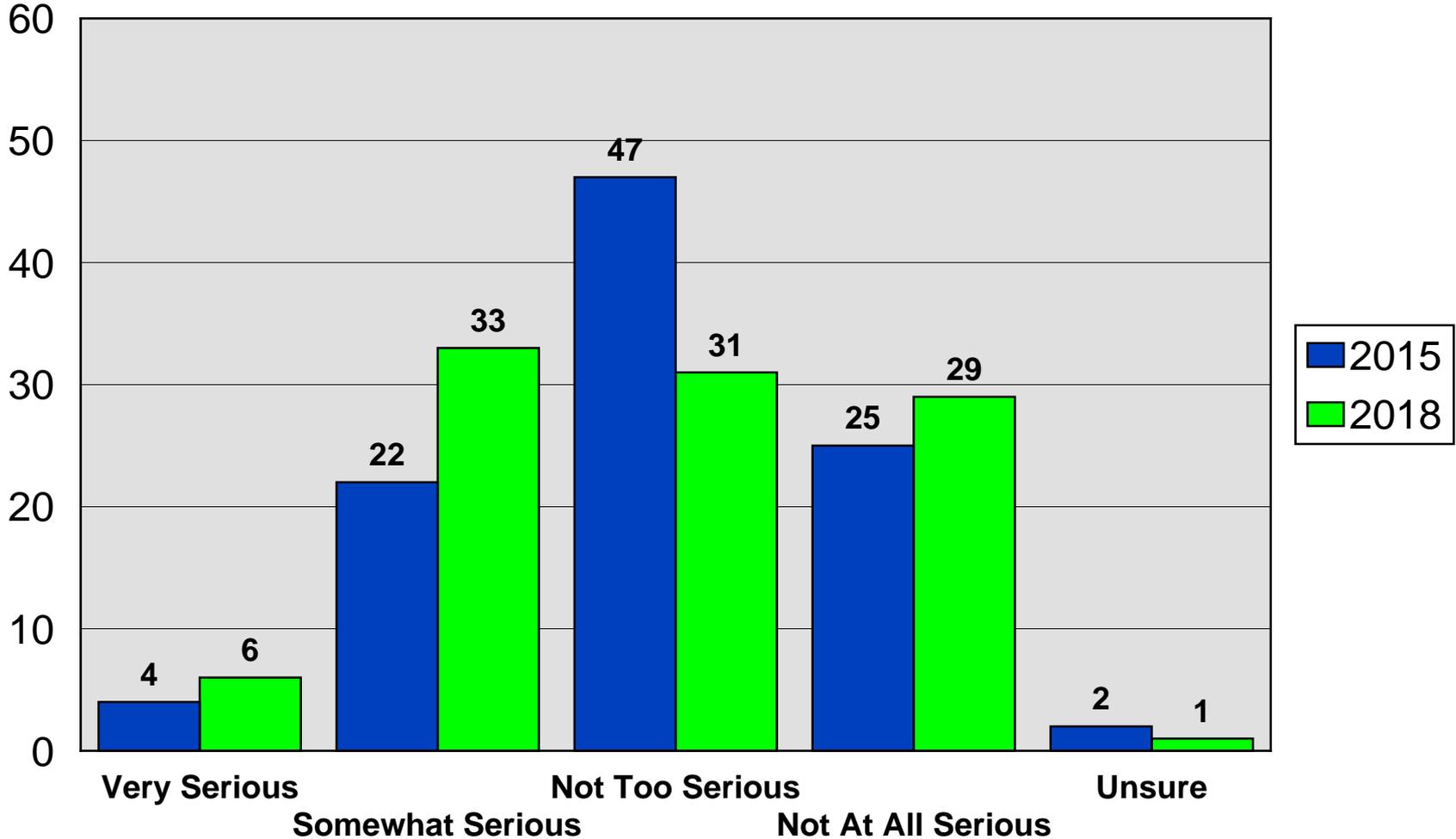
Speeding in Neighborhood

2018 City of Elko New Market



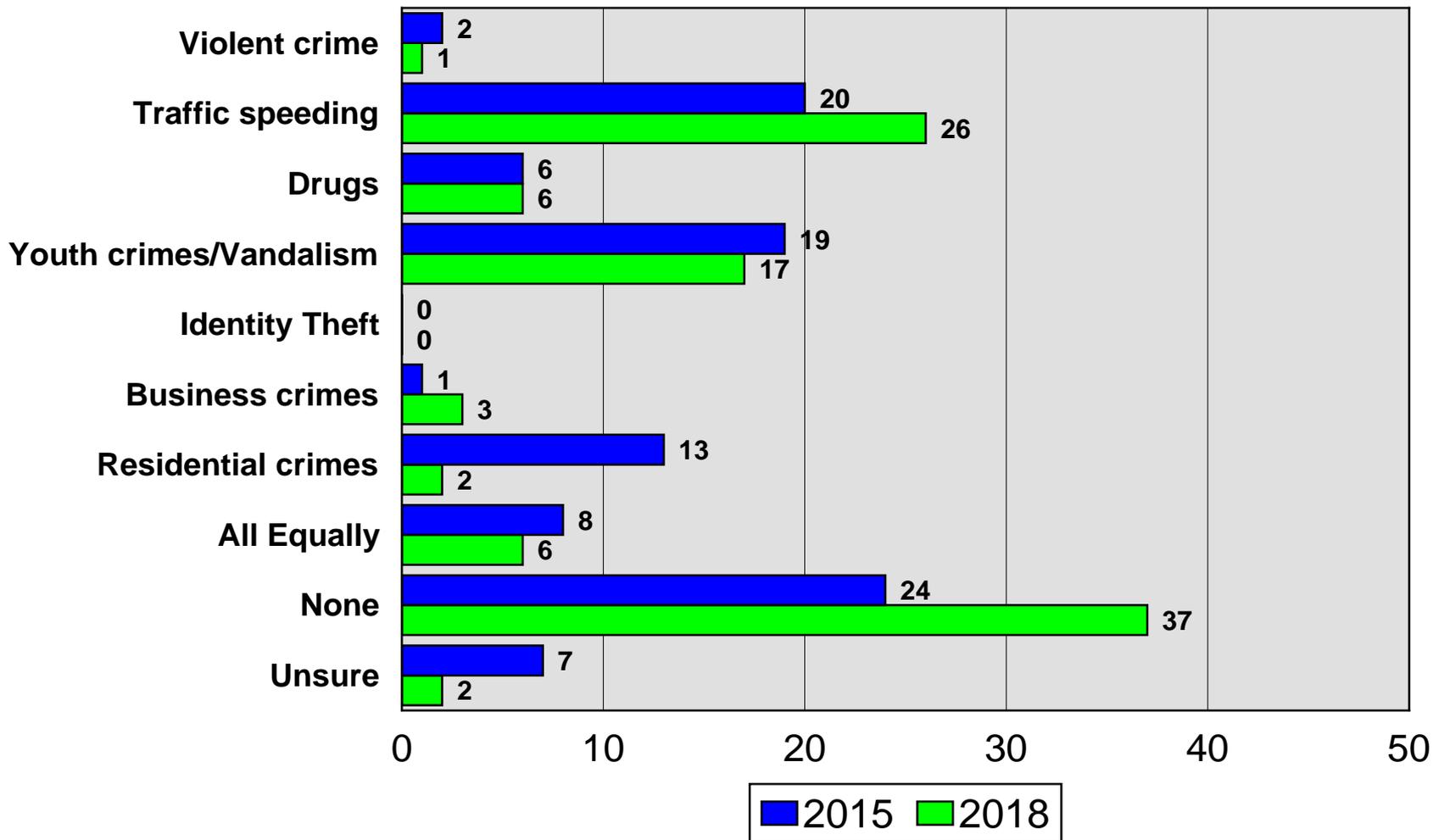
Stop Sign Violations

2018 City of Elko New Market



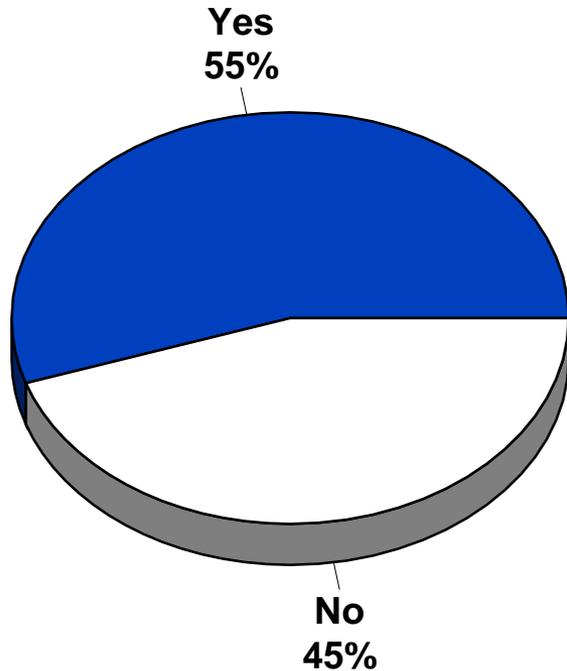
Greatest Public Safety Concern

2018 City of Elko New Market

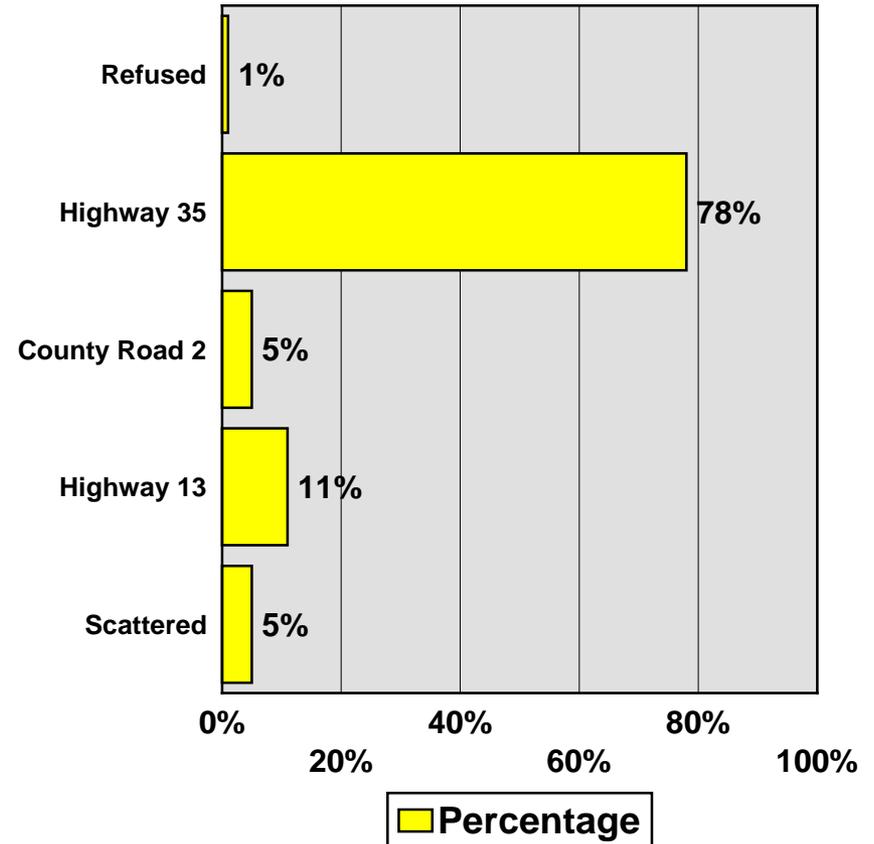


Commute Outside of City

2018 City of Elko New Market



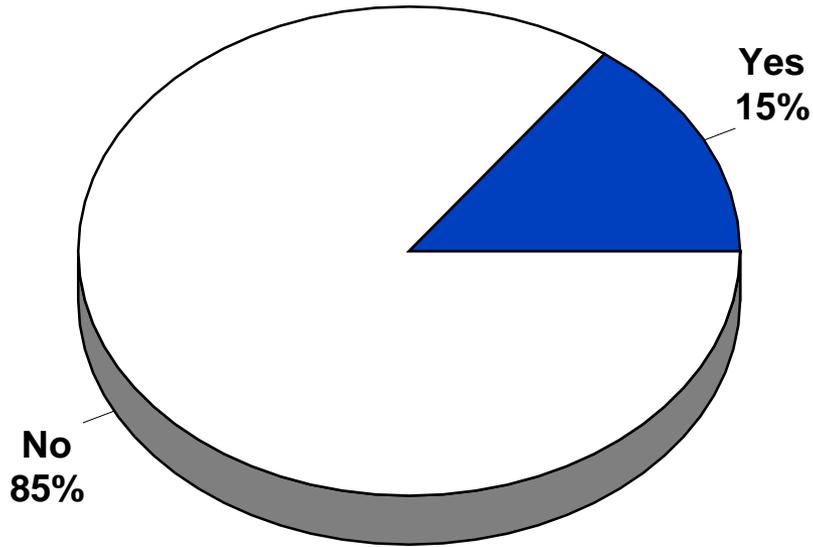
**Go to School or Work
on a Daily Basis**



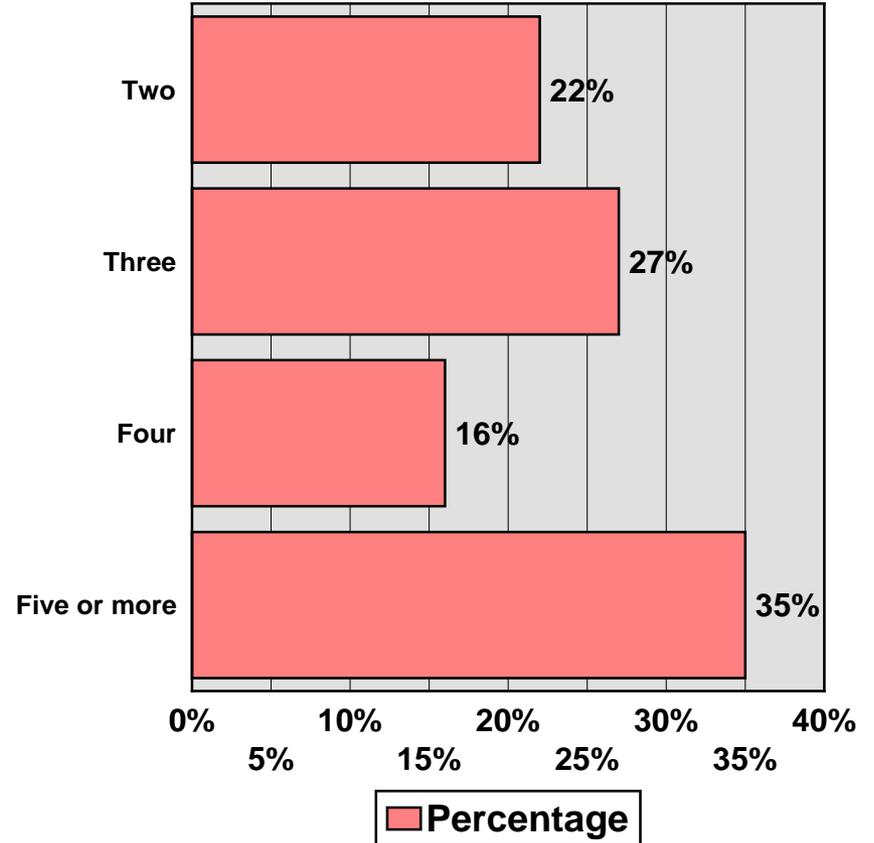
**Major Highway
Used**

Public Transit Users

2018 City of Elko New Market



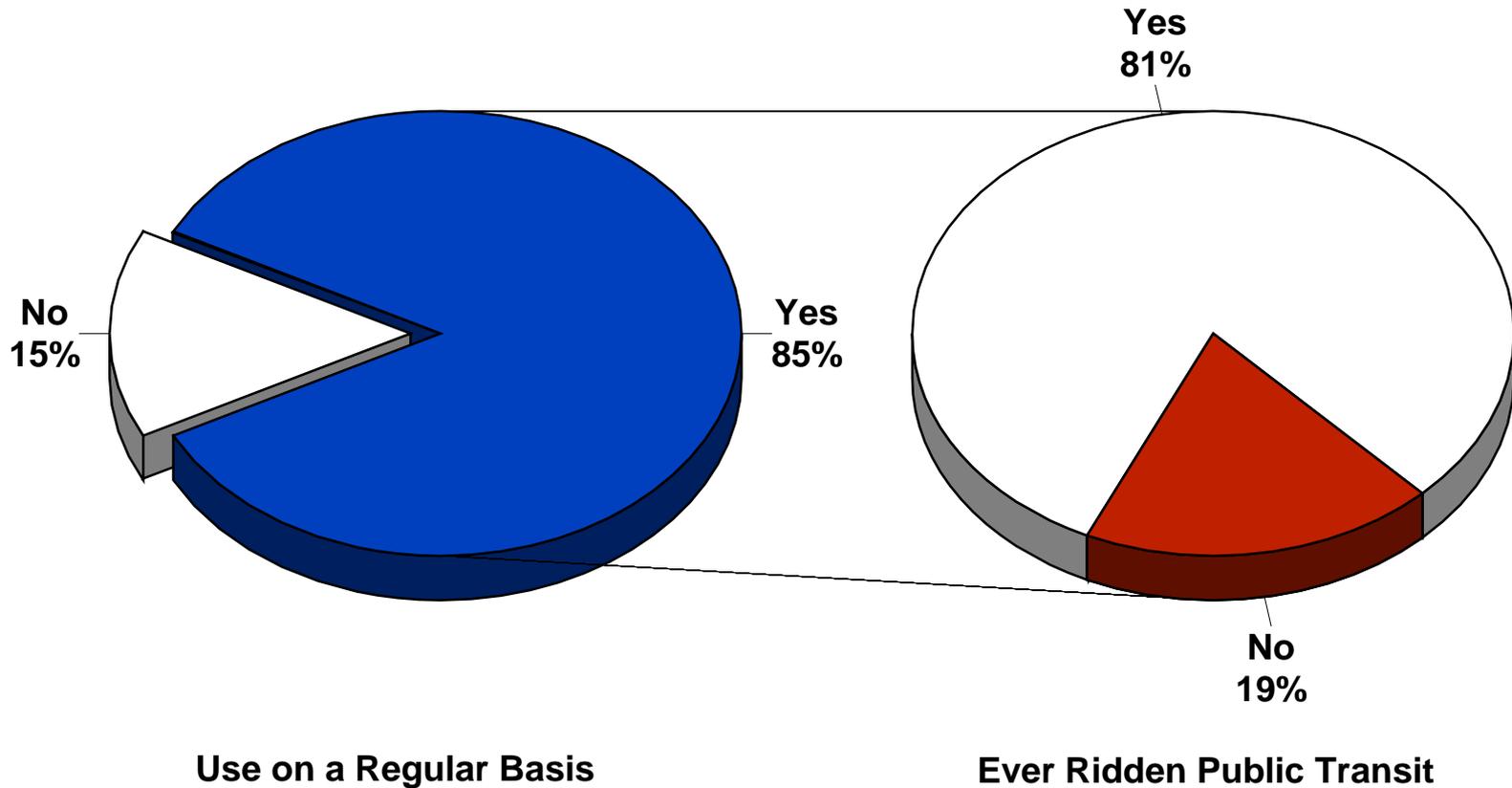
Use on a Regular Basis



Days per Week

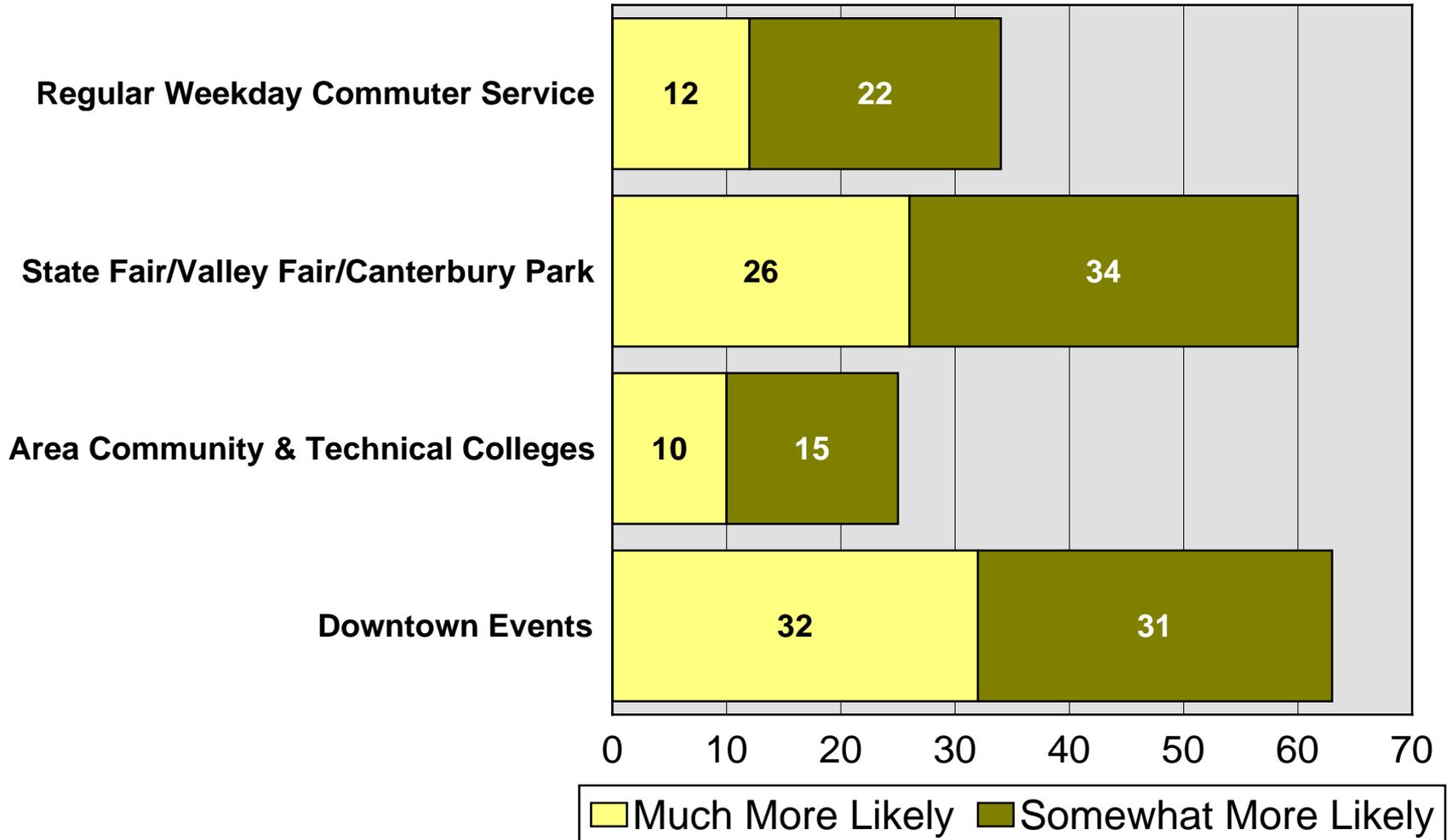
Public Transit Non-Users

2018 City of Elko New Market



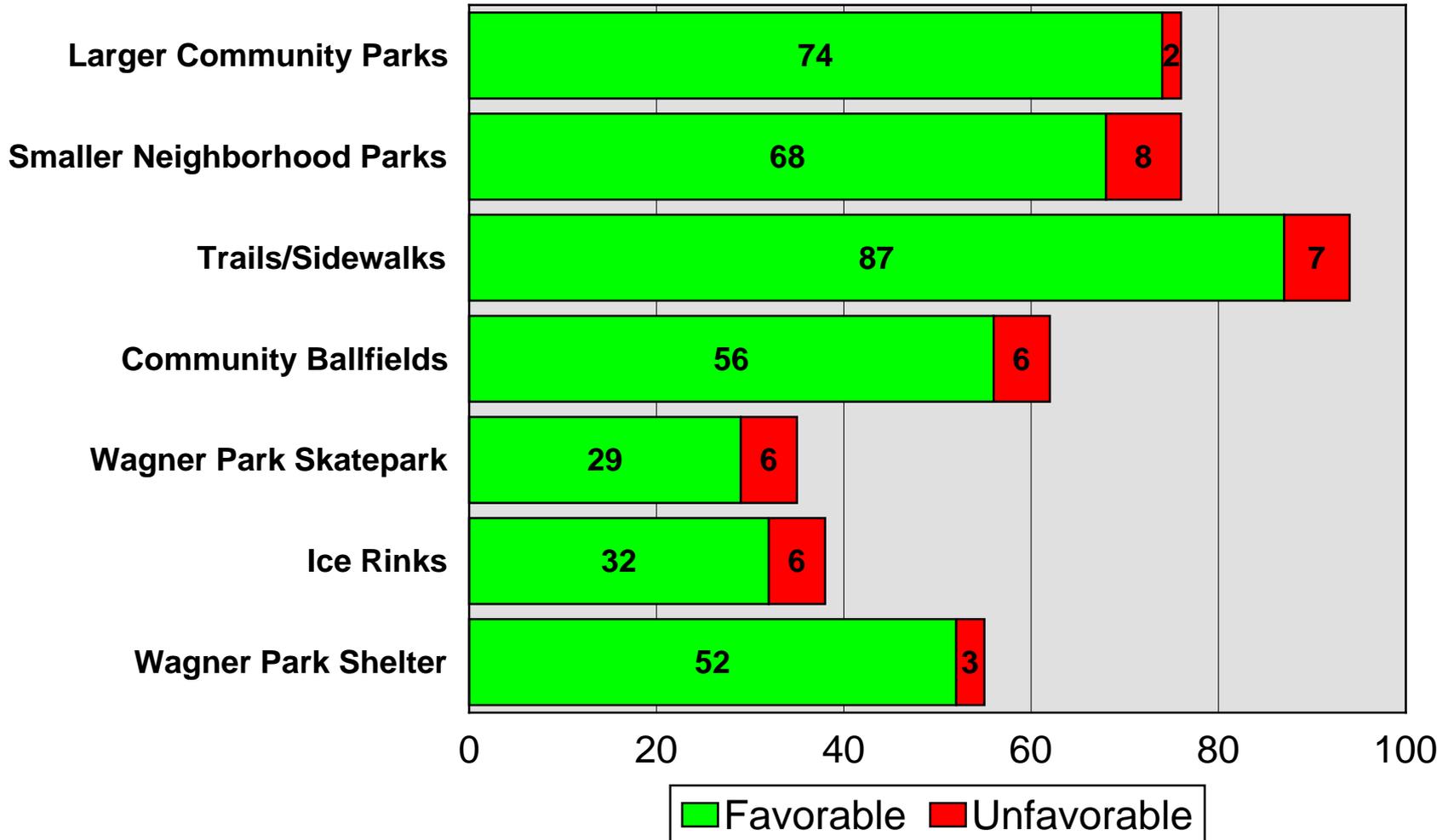
Potential Services Offered

2018 City of Elko New Market



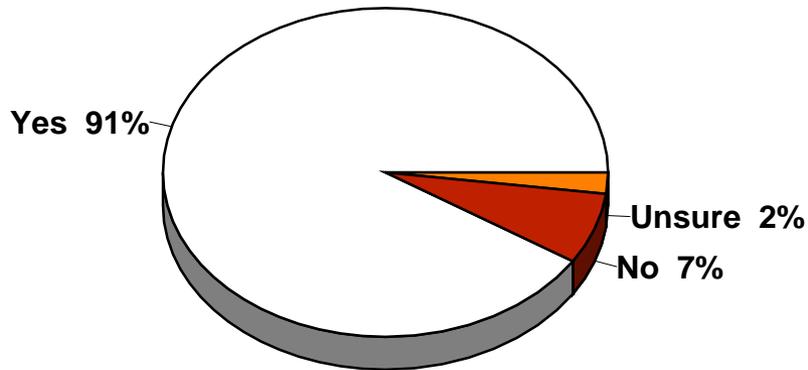
Rating of Park System

2018 City of Elko New Market

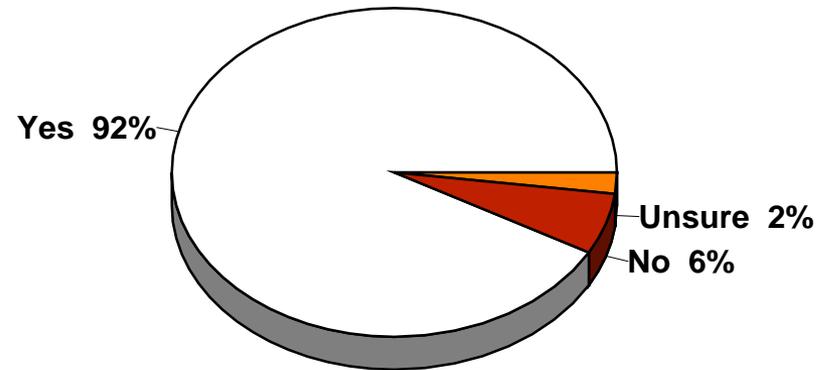


Meet Needs of Households

2018 City of Elko New Market



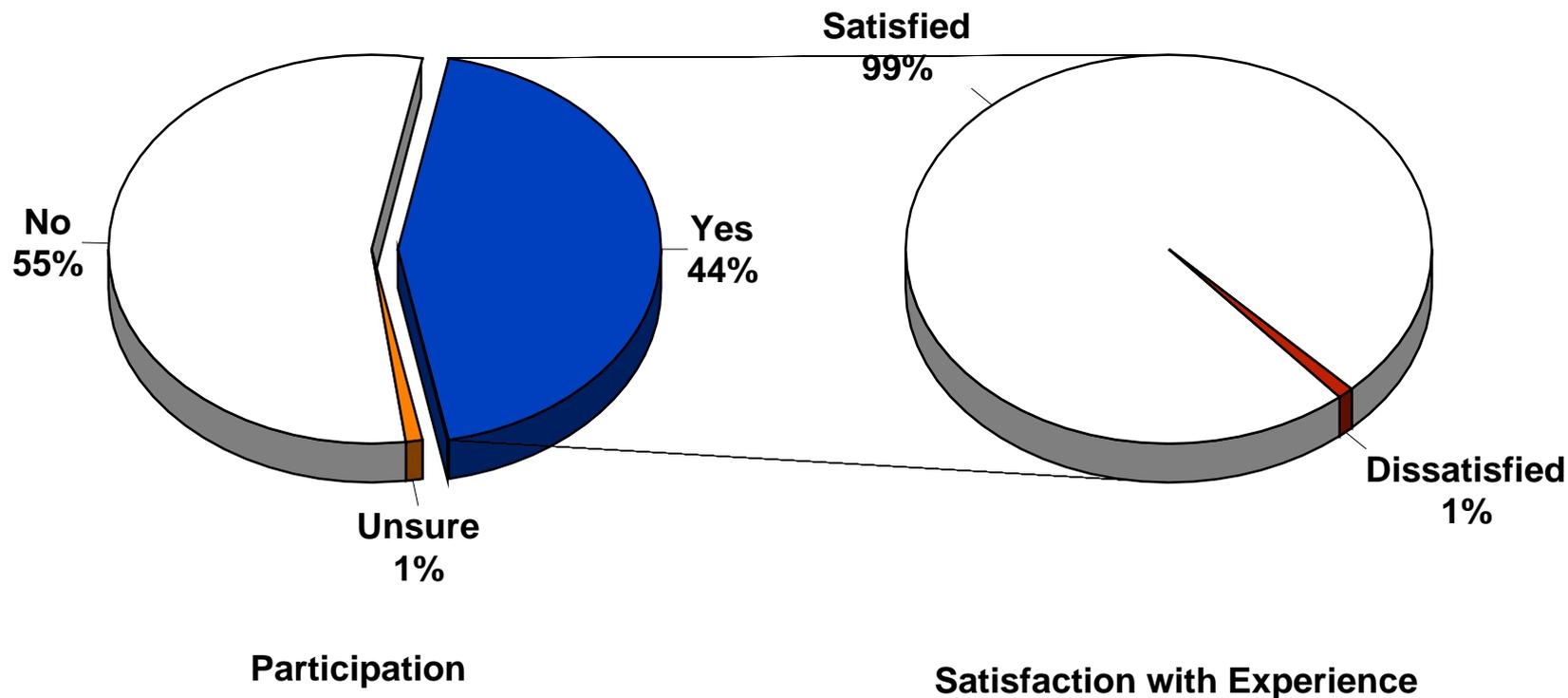
**Recreational
Facilities**



**Recreation
Programming**

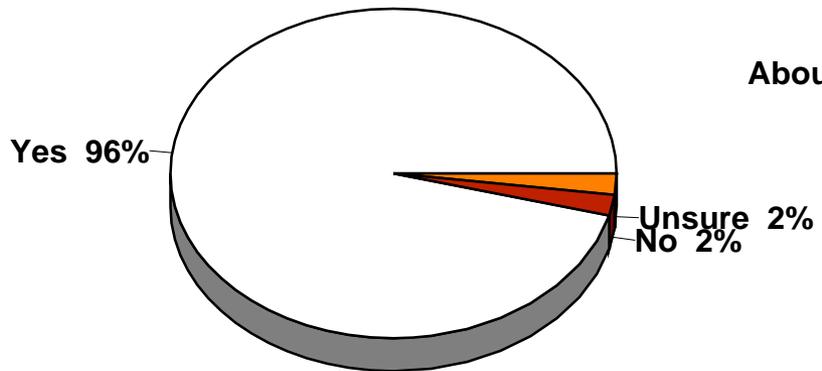
Participation in City Programs

2018 City of Elko New Market

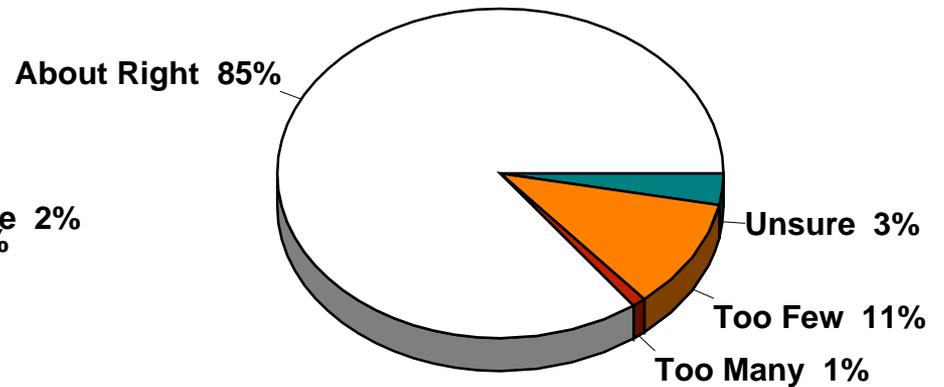


Community Events

2018 City of Elko New Market



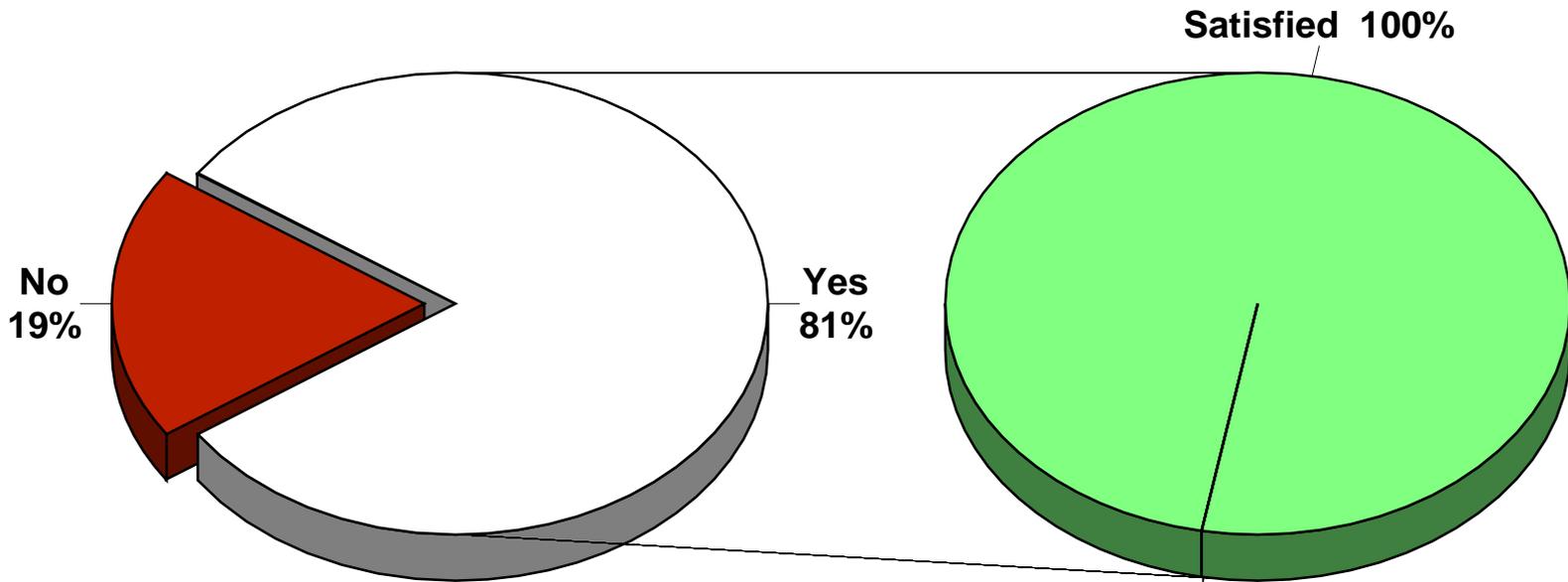
Meet Needs of Household



City Has Right Amount

Participation in Community Events

2018 City of Elko New Market

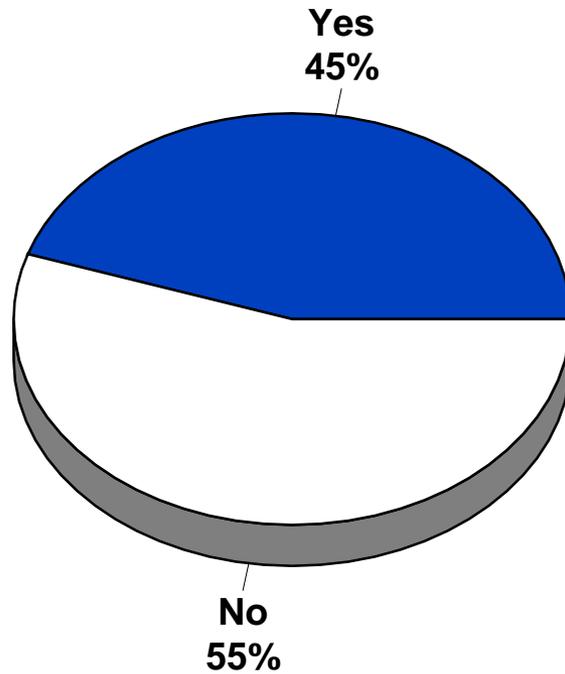


Participation

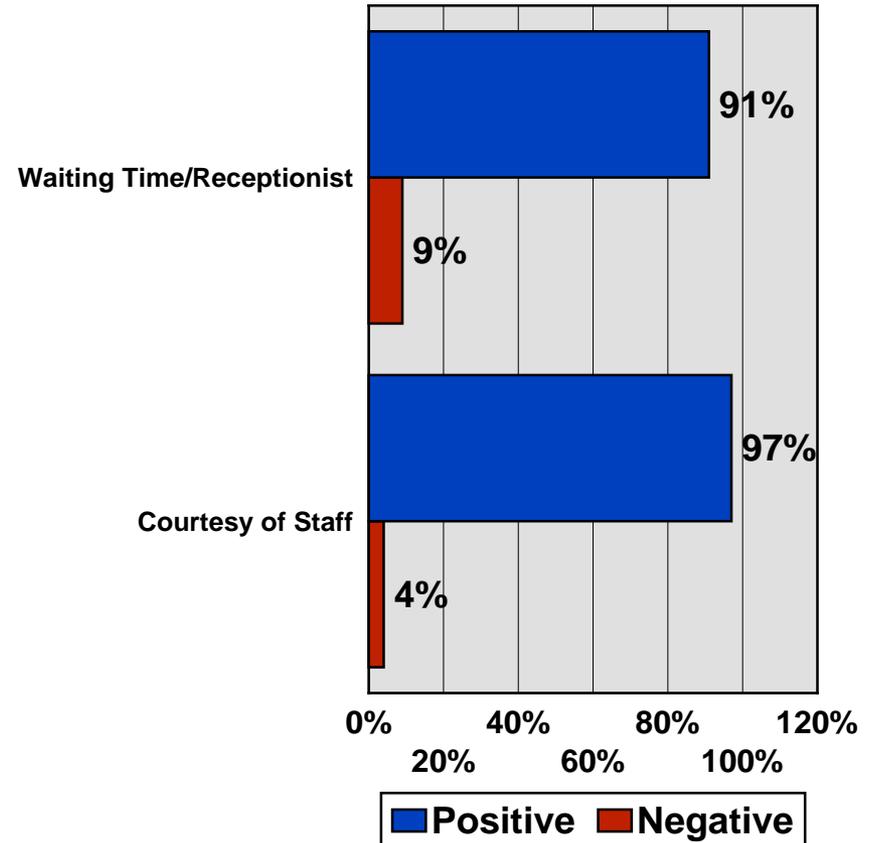
Satisfaction with Experience

Contact City Hall

2018 City of Elko New Market



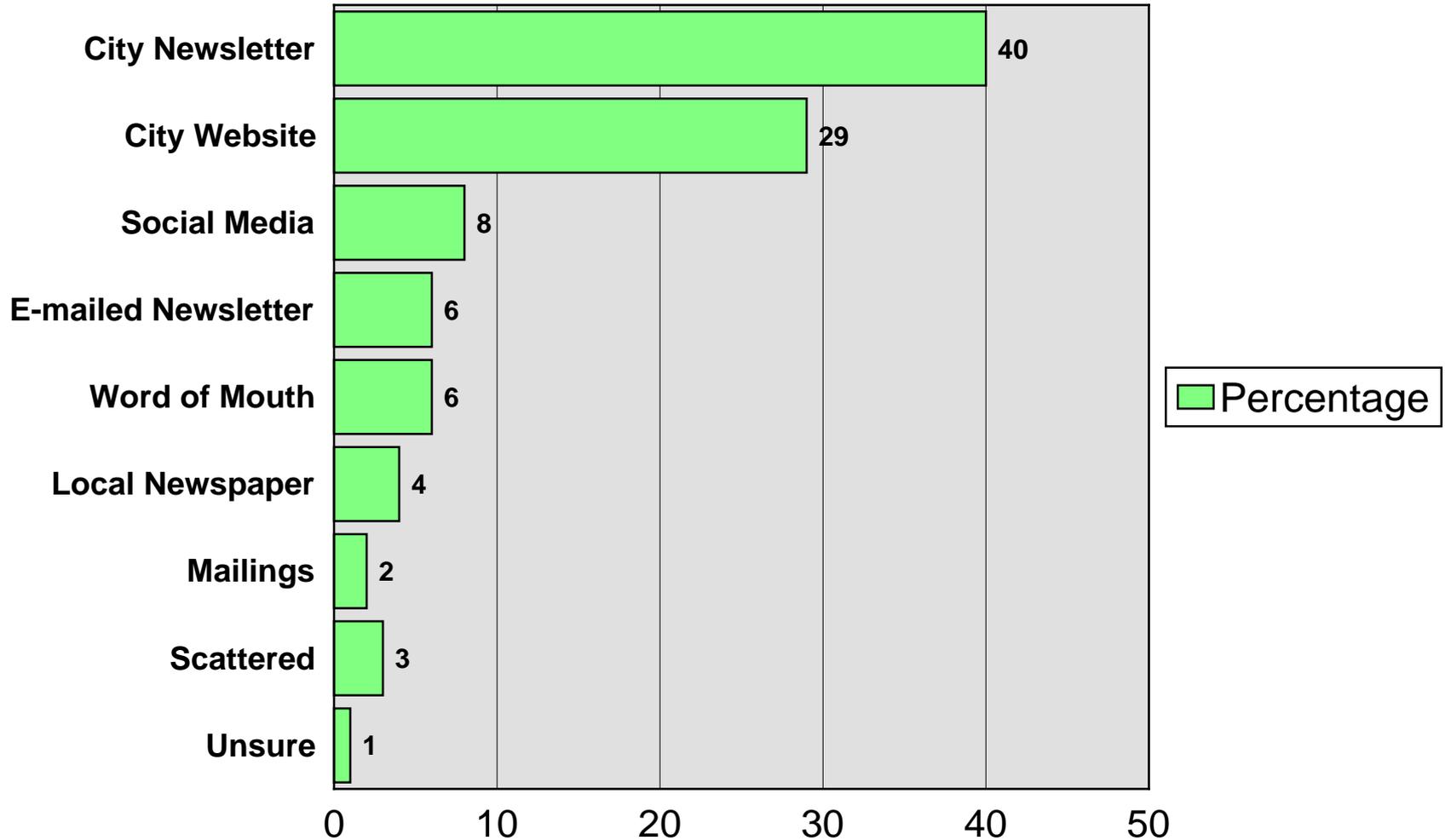
**Contacted City Hall
during Past Year**



Rating of Service

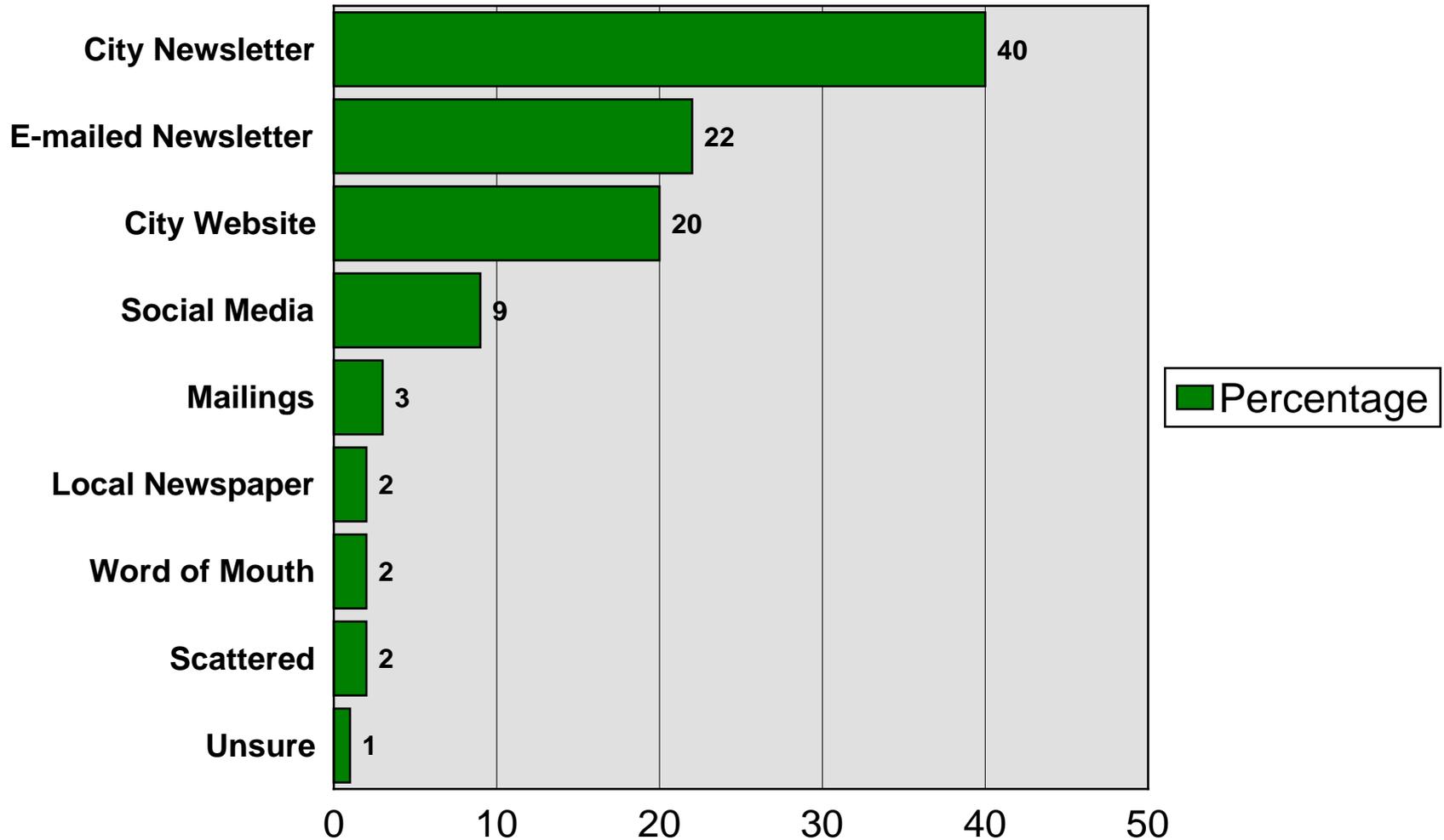
Principal Source of Information

2018 City of Elko New Market



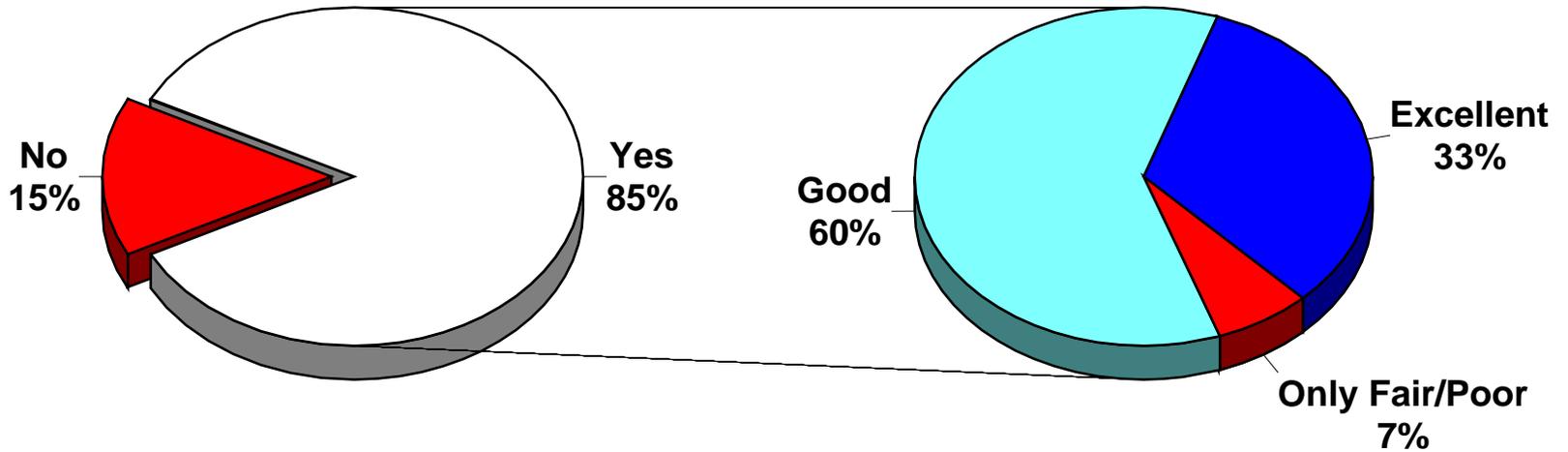
Preferred Source of Information

2018 City of Elko New Market



City Newsletter

2018 City of Elko New Market

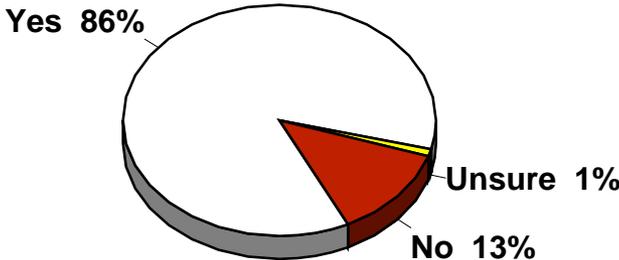


Regularly Read

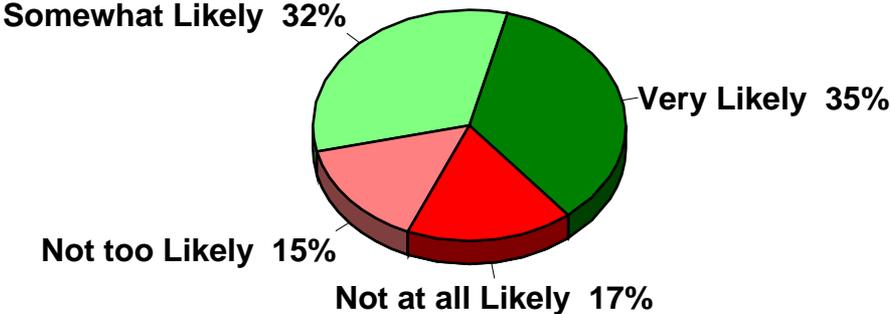
Rating Quality of Newsletter

Electronic Newsletter

2018 City of Elko New Market



**Able to Access
Electronic Version**

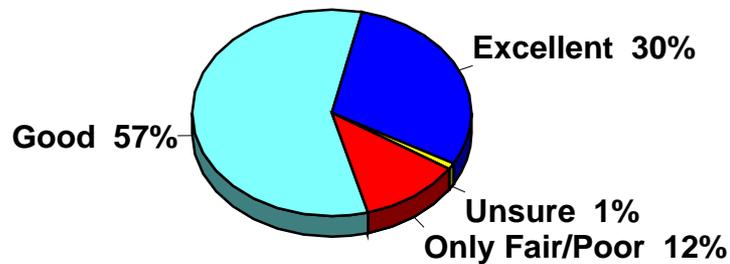


**Likely to Read Electronic
Version**

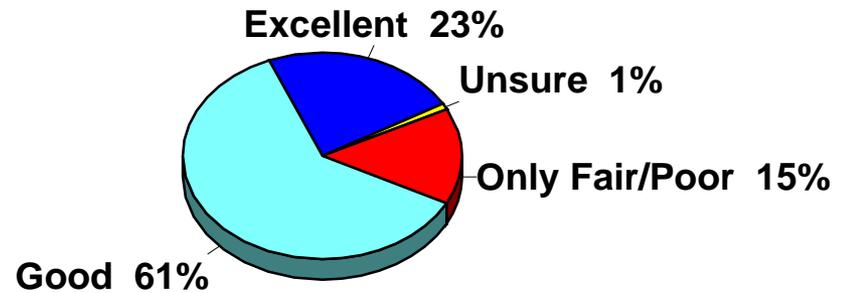
City's Website

2018 City of Elko New Market

67% Accessed the City's Website



Content of Website



Navigating Site

Social Media

2018 City of Elko New Market

