CITY COUNCIL STRATEGIC PLAN
2019 – 2020
Introduction
The City Council and Department heads met for an extended work session on March 1, 2019 to set for a strategic plan for the next two years, five years and ten years. This plan will be reviewed and updated annually. This work session was a productive discussion, with everyone working together to set a positive direction for the future of Dayton and identify what steps are needed to fulfill this plan.

Participants
Mayor and City Council
Tim McNeil, Mayor
Bob O’Brien, Councilmember
Jon Mellberg, Councilmember
Julie Gustafson, Councilmember
Dennis Fisher, Councilmember

City Staff
Tina Goodroad, City Administrator
Paul Enga, Chief of Police
Amy Benting, City Clerk
Alec Henderson, Associate Planner

Consultants
Jason Quisberg, Wenck Associates, City Engineer

Work Session Guidance
To prepare for discussion the Participants were asked to envision Dayton in the year 2040, when approximately 18% of the City could be developed. What will Dayton look like, and what will you be able to do in Dayton?

The following three pages are a brief synopsis of responses logged during the work session:
What should the community look like?

- Mostly homes
- A concentrated industrial section in the south (heavily screened) with a budding (but not too big) commercial/retail space
- Work force housing should have some 100-300 more units (preferably, again in the south) as well as senior housing
- New large, community park with the needed playfields
- Park with a splash pad
- A new southern fire station and a new city hall
- Some kind of public transit connecting population to retail and community focal points

What can you do in Dayton?

- LOTS of river and park amenities. Honestly, not a lot of shopping though
- Horse riding, snowmobiling, trap shooting, river activities (canoe, kayak, etc. with access to food along the way. Probably camping too). Farm to table restaurant, high end fast food (Chipotle, Walbergers, etc.), higher end grocery (Hy-Vee, Whole Foods, etc). Entertainment like The Lookout has (volleyball, live music)
- We will still have horses at this point in time, so will need horse trails connecting rural areas in Dayton
- More “rural” areas preserved.
- Trails connecting all of the parks. Neighborhood based retail, food, gas and other needs such as medical clinics.
- Opportunity for all businesses such as office and small manufacturing. Well-developed Industrial area that serves Dayton and has transportation to freeways and local roadways.
- Affordable housing (including multi-housing) for all and adequate senior housing. Mix of densities.
- A town center
- Music in the Park series (or Movie in the Park), farmers market, parks for organized sports (CDA)
- Park and Ride near Dayton Parkway (hopefully as a hub for our local transportation)
- Go for long walks on the various trails alongside the river
- As far as commercial enterprises, possibly things you CAN’T do in neighboring cities
Rent a kayak or canoe, or tube to go down the river from one park to another. You can climb a tower and hope to see the eagles on the river. Hire a guide to do a nature walk or do guided fishing on the river.

Ride your bike or walk on connected trails to Elm Creek Park Reserve. You can eat breakfast and grab a cup of coffee with a friend, you can shop at a cute local place next to the restaurant. You can fly your kite in the park by the river (Stephens Farm). It should be a great place to spend a few hours with your kids.

City Council was asked about what would be the most important services to improve:

- Communication - city wide
- High speed internet access
- Combine parks that aren't practical
- River access, equipment rental to use the river, an excursion company that makes it seem like a good idea to be out there
- Water - supply, storage and treatment
- Roads

City Council was asked what are some of Dayton’s Greatest Strengths/Opportunities?

- Still undeveloped; one of the few places convenient to the metro that still has open land.
- The rivers
- Elm Creek Preserve
- Outdoor recreation opportunities
- Open land near the freeway/Dayton Parkway Interchange
- Our residents; we are a friendly community where people are always willing to help
- Great housing and our transportation will be greatly improved with the Dayton Parkway
- Wild life (corridors)
- Mixture of high and low-density housing
- Work for what the residents want
- Expanding the draw to the river and giving people a reason to go there and enjoy
Word Cloud Showing Frequencies of Key Phrases
MISSION AND STRATEGIC INITIATIVES

Our mission and initiatives endeavor to make lasting, positive impacts to our City which benefit all residents, present and future.

The City Council chose to modify slightly the City of Dayton’s Mission Statement and to include key phrases which outline important initiatives moving forward.

The City of Dayton's Mission:
• To promote a thriving community, and to provide residents with a safe and pleasant place to live while preserving our rural character and creating connections to our natural resources.

Strategic initiatives:
• Build Quality Infrastructure
• Encourage Quality Housing and Commercial/Industrial Business Growth
• Maintain and Grow a Robust Park & Trail System
• Enhance Our Connections to the Natural Environment
• Foster a Safe Community
CORE VALUES:
Our values guide how the City, as a municipal organization, does business. City Staff believes the following values accurately guides how our organization operates on a day to day basis.

Quality Customer Service
We believe that high quality and responsive customer service is deserved by our residents, businesses, and all who interact with the City.

Fiscally Responsible
We believe that prudent stewardship and investment of public funds is essential to position the City for future success.

Community Safety
We will protect the community by providing quality police and fire protection and by investing and maintaining infrastructure.

Transparency
We believe in open and honest communication with residents. We will seek ways to continue to increase opportunities to educate and receive feedback.

Responsible Decision Making
We believe it is the responsibility of the City to address difficult issues now and create informed plans to be well prepared for the future.
GOALS
The City Council, with assistance and collaboration with staff and consultants, developed the following lists of goals as well as action steps and timelines to reach those goals in the short and long term.
<table>
<thead>
<tr>
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<th>Five Years: Actions</th>
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| **Provide a safe and reliable water supply** | • North East Well installation  
• Additional water treatment improvements | • Develop a water treatment facility | • South Water Tower and Well |
| **Develop comprehensive transportation plan and finance mechanisms** | • Local transportation Improvements  
  – construction and maintenance  
  o Construction of Dayton Parkway Interchange  
  o Completion of Transportation Corridor Study/Transportation element of Comp Plan  
  o Pineview Lane/Oakview Lane Reconstruction  
  o Zanzibar Lane  
• Adoption of Franchise Fee Ordinance for Transportation Improvements and Pavement Management  
• Completion of Parkway Design Standards | • Park & Ride Facility at Dayton Parkway  
• Continued Local Transportation improvements based on progress of development and CIP | • Continued Local Transportation improvements based on progress of development and CIP |
| **Create an Age-Friendly Dayton to better serve an aging populace.** | • Continue to engage with local seniors during long-range planning processes and other community engagement opportunities.  
• Explore creation of a bus/transportation system for senior and handicapped residents (work with volunteers, neighboring cities, and/or the Met Council)  
• Hire an Activity Center Coordinator that will organize social events and activities for seniors. | • Create plans and work with developers to encourage affordable senior housing options.  
• Become recognized as an Age-Friendly Community by the AARP and adopt an Age-Friendly Action Plan |
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| **Create a connected park and trail system with year-round recreation and opportunities for residents to connect with nature** | - Implement a Kayak Rental Facility  
- Completion of Activity Center Upgrades and hiring of Activity Center Coordinator  
- Three Rivers Park District (TRPD) Corridor study (identify needs and cost of ROW)  
- Prepare a Stephens Farm Implementation Priority/Funding Plan (CIP)  
- Construction of Elm Creek Park access points (Rush Creek Pkwy; Co. Rd. 121)  
- Acquire or accept donation of land for community park  
- Develop a tree farm for use at City parks and parkways  
- Create a legacy donation request letter to mail to large land owners | - Construction of Stephens Farm amenities based on CIP  
- Explore purchase of lakeside park land (French Lake, Diamond Lake) | - West Mississippi Regional Trail on Dayton River Road (Construction of Segments)  
- Continue construction of Stephens Farm amenities based on CIP  
- All residents access by foot to Elm Creek Park Reserve (trail construction)  
- Park referendum  
- Continued city-wide trail development |
| **Work Collaboratively with others to create a variety of housing options for all ages and stages of life** | - Review lot sizes for Residential (implementation of Comp Plan)  
- Zoning regulations that allow large lots (home business, accessory, housing units, age in place)  
- Affordable Housing Efforts | - Collaborate with interest groups for Development of Affordable Senior Housing | - Funding mechanism for manufactured home park unit improvements |
## Strategic Plan 2019 - City of Dayton, Minnesota

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<td>Increase economic growth and development to encourage services and job growth in the community</td>
<td>• Complete market study for southwest Dayton&lt;br&gt;• Solicit commercial users (possible convenience store) for SW and NE Dayton&lt;br&gt;• Explore funding mechanisms (internal and external) to support local business expansion&lt;br&gt;• Partner with businesses to seek County and State business assistance resources – initiated by businesses and City assisted through State Grant allocations</td>
<td>• Redevelopment at Co. Rd. 81 and new development (economic development strategy) in SW Dayton</td>
<td>• Continued redevelopment along Highway 81&lt;br&gt;• New Industrial/Commercial Development&lt;br&gt;• Prepare redevelopment study for Historic Village&lt;br&gt;• Purchase of homes in flood plain (3)</td>
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<td>Communicate Transparently and Effectively</td>
<td>• Adopt a formalized City Communication Plan including a Social Media Plan and Policy&lt;br&gt;• Improve and Promote Website Capabilities and Information</td>
<td>• Implement high speed internet solution&lt;br&gt;• Create and Manage Social media (e.g. City Facebook Page, etc.)</td>
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<td>Improve and Sustain High Employee Morale</td>
<td>• Update Personnel Policies&lt;br&gt;• Complete classification and compensation study</td>
<td>• Develop a staff recognition program&lt;br&gt;• Create a City Employee Wellness Program</td>
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| Prepare Plan for Public Facilities Needs to Meet City’s Growth | • Review and update as necessary, the 2009 Facilities Needs study  
• Complete Fire Service Needs Assessment | • Update Capital Facilities Plan annually and budget appropriately for facility needs |                                                          |
| Increase City's Fiscal Strength            | • Create Wetland Bank to sell credits  
• Annually evaluate and update the Budget, Development Revenue Forecast and Long-Term Plan  
• Annually evaluate and update all rate studies and fee schedules | • Explore options for city wide fees for storm water, recycling and street lighting |                                                          |