



## Ends Statement Introduction

The City of Hutchinson's "Ends Statements" are city goals that were arrived at by the City Council with input from city staff and community members. These goals are broken down to Basic Ends (on-going and more day to day goals) and Long-Term Ends (which have target dates from 1-5 years to over twenty years to achieve).

The purpose of the Ends Statements is to help guide future city planning. The council and city staff will use the ends statements in their planning and program development. The Ends Statements will also be used as a basis for future budgeting decisions. In addition various measurements will be developed to help everyone see how well we are doing in achieving these goals.

Finally, it is important to understand that the Ends Statements are a living document that will change over time. The Ends will be reviewed and refined on a regular basis and citizen input is an important part of that. Please take part in future input sessions and in the meantime feel free to contact City Council members with your thoughts, comments and suggestions.

Thank you,  
The Hutchinson City Council

**Global Statement:**

The City of Hutchinson exists so that residents, businesses, property owners, and visitors are provided with quality services and programs that support a safe, healthy, sustainable and business-friendly community with a small town atmosphere for a cost of government that is similar to, or less than, comparable out-state Minnesota cities.

**A. Basic Ends (on-going/day to day):**

(Public Safety – police/fire/inspections)

**1. Residents and visitors of all ages feel safe and are confident that their property is adequately protected.**

1.1 Dependable emergency and follow-up services are delivered in a responsive, effective, cost efficient manner.

- 1.1.1 Responsive and effective emergency services are provided and maintained.
- 1.1.2 Appropriate planning assures suitable response to local disasters & other emergency situations.
- 1.1.3 Response to social crimes (drugs, gang activity, domestic violence, etc.) is effective and proactive.
- 1.1.4 Prosecution of offenders is reasonably attained.
- 1.1.5 The public is adequately protected from dangerous animals.
- 1.1.6 Neighborhoods are provided with support consistent with their unique safety needs.
- 1.1.7 Vandalism, graffiti, and other property damage are dealt with quickly and effectively.

1.2 Delivery of services is focused on successfully mitigating and preventing un-safe situations and conditions.

- 1.2.1 Services, codes and regulations provide suitable protection of people and property.
- 1.2.2 Prevention-based programs and services enhance public safety and minimize severity of actual events.
- 1.2.3 Housing and work environments are safe and healthy.
- 1.2.4 Effective protection programs ensure safety for children and other vulnerable populations.

(Health and Recreation)

**2. City services and programs contribute to a healthy quality of life for residents and visitors.**

2.1 Quality public utilities and services are provided and maintained in a safe, cost effective and responsible manner.

- 2.1.1 Suitable supply of clean, safe, good tasting water is provided.
- 2.1.2 Appropriate wastewater services protect health and property.
- 2.1.3 Citizens are protected from waste, hazardous materials, environmental, and other health risks.
- 2.1.4 Reasonable protection from disease carrying insects, rodents, and other pests is provided.

2.2 People of all ages use and enjoy a variety of cultural, recreational, educational, and social opportunities.

- 2.2.1 Various seasonal recreational, cultural and social opportunities enrich lifestyles for all ages, both indoors and outdoors.
- 2.2.2 Emphasis on participation maximizes the health benefits to the community.
- 2.2.3 Hutchinson is recognized as a senior friendly community.
- 2.2.4 Hutchinson has the amenities, programs and services that attract families to move to the community.
- 2.2.5 Hutchinson values its history and the City is a partner in historic preservation efforts.

2.3 Community & City partnerships assist residents' desire for healthy, balanced lives and provide mutual benefits to each party.

- 2.3.1 Cooperation with local program providers facilitates availability and quality of programs while minimizing direct city involvement when appropriate.
- 2.3.2 City government supports Hutchinson Area Health Care efforts to provide and maintain a healthy community.
- 2.3.3 City government supports local education providers in their efforts to provide and maintain quality education opportunities.
- 2.3.4 Partnerships with community organizations, volunteers and local social service providers contribute to a healthy and desirable community.

2.4 Hutchinson embraces diversity in residents, cultures, and employees.

(Transportation and Mobility)

**3. Citizens, visitors and commerce move easily and safely throughout the city and region.**

3.1 Roadways, pedestrian paths and trails provide safe, efficient mobility within the city.

- 3.1.1 Roadways
- 3.1.2 Pedestrian paths
- 3.1.3 Trails

3.2 Roadways, pedestrian paths, and trails are maintained to a high level in a cost effective manner.

- 3.2.1 Roadways
- 3.2.2 Pedestrian paths
- 3.2.3 Trails

3.3 Regional transportation systems provide safe and timely travel for commuters and commercial users.

- 3.3.1 Regularly updated local and regional transportation plans are in place and effectively help guide future planning and development.
- 3.3.2 Air traffic moves in and out of Hutchinson safely and efficiently.
- 3.3.3 Local and regional rail line corridors are preserved for continued and/or possible future use.

3.4 Alternative modes of transportation are encouraged and facilitated.

(Economic Development)

**4. A diverse local economy provides economic stability, expanding job growth and employment opportunities, an average household income meeting or exceeding the state average, and an increasing local tax base.**

4.1 City programs and services support businesses in their efforts to be successful.

- 4.1.1 Local utilities provide quality, highly reliable and competitively priced products and services.
- 4.1.2 Planning and zoning guides planned growth and assists business and industrial expansion.
- 4.1.3 Effective support programs are in place to assist new and existing businesses succeed and grow.
- 4.1.4 Adequate property and infrastructure is available for industrial and commercial growth.
- 4.1.5 Quality, affordable housing is available for the local workforce.
- 4.1.6 On-going partnerships are established with area colleges and universities that assist with local economic development.

4.2 Clean industrial, engineering/science technology and "green" jobs are economic development priorities.

4.3 Downtown Hutchinson is a vibrant and vital part of the community.

4.4 Hutchinson supports existing City enterprises and the development of new enterprises that provide economic benefit to the city, limit taxes, and reduces dependence on state aid.

4.5 Public art is recognized and supported for its community and economic benefits.

4.6 Industrial and commercial building vacancies are minimal and short-lived.

(Environment)

**5. Residents and visitors enjoy a clean, environmentally healthy, beautiful city.**

5.1 Sustainable, environmentally friendly practices are embraced and utilized whenever possible.

5.1.1 The watershed and the environment are adequately protected.

5.1.2 Air quality is adequately protected.

5.1.3 Resources are conserved in a manner that provides environmental and economic benefit.

5.1.4 City-wide recycling & composting programs reduce material going to local landfills and provide economic benefits to the community.

5.1.5 Use of alternative fuels and renewable energy is utilized where feasible and a reasonable payback period is provided.

5.1.6 A well-maintained urban forest provides environmental benefits and contributes to community aesthetics.

5.1.7 Green spaces are maintained in an attractive, cost effective manner.

5.2 Appropriate planning and processes are in place to effectively manage city growth.

5.2.1 Community growth is managed in a controlled and efficient manner.

5.2.2 Reasonable maintenance and appearance of public and private property is assured through planning, codes and regulations.

5.3 The Crow River and its corridor are protected, maintained, and enhanced for public and private use.

5.4 Parks and a variety of park amenities are available throughout the community to assure adequate citizen accessibility, utilization, and year-round enjoyment.

(Good Government)

**6. Citizens believe that the City is progressive and innovative, delivering quality services at a reasonable price and that there is visionary planning for the future taking place.**

6.1 Effective long range planning with community participation is actively done and followed.

6.1.1 Community members and stakeholders feel they are engaged and can be part of the process.

6.1.2 Community members and stakeholders see a connection between basic and long term ends.

6.2 Performance reporting is in place that is tied to council goals and ends. This includes appropriate measurements, key indicators, and trends compared to targets and benchmarks that are shared with the community.

6.3 City enterprises are recognized as running efficiently and providing optimal benefit to residents.

- 6.4 Citizens recognize that effective partnerships and positive relationships with private and other public entities are in place and provide mutual benefit.
- 6.5 Citizens believe that elected officials and city employees set examples of good conduct, ethics and integrity.
- 6.6 Citizens recognize that the City is working effectively with volunteers for the betterment of the community.
- 6.7 The City of Hutchinson will be active in advocating for and in the promotion of regional and statewide issues that benefit the city.

### **B. Long Term Ends (2012 base):**

#### **On-going**

1. Advocate that Cub Foods and Office Max stores are filled/Understand options for Cub Foods & Office Max stores including alternative uses. (#4-ED)
2. Hutchinson's city tax rate is comparable to other outstate regional centers. (#6-GG)
3. Advocate that school facility needs are satisfactorily addressed. (#2-HR)
4. Advocate that Luce Line Trail from Hutchinson to Winsted is paved. (#2-HR)
5. Implement energy conservation programs that provide reasonable payback. (#5-EV)
6. City will have direct involvement in renewable energy sources where economically feasible. (#5-EV)
7. Advocate for a County EDA (#4-ED)
8. Institute automated meter reader system (#5-EV)
9. Opportunities to diversify tree species are identified and implemented. (#5-EV)

#### **1-2 Years**

1. A values based ethics policy is adopted for elected officials and city employees. (#6-GG)
2. Update comprehensive plan
3. Community visioning process (part of update downtown study)
4. State mandated emergency communication equipment is obtained with minimal city funding
5. A recreational bike terrain track is built (#2-HR)
6. Use other efforts to mitigate rates of water and waste water. (#4-ED) (\*reworded)
7. Have a local business incubator building and program operating. (#4-ED)
8. Train Depot is cleaned up and redeveloped (#4-ED)
9. Additional recreation opportunities – downtown dock, bike path, downtown/community bike racks, Fishing Pier, Canoe Racks, summer watercraft rental program (#2-HR)
10. Work with the County, Winsted, Silver Lake and the DNR to complete paving of the Luce Line State Trail. (#4-ED & #2-HR)
11. Advocate with legislature for lower commercial and business property taxes. (#4-ED)
12. Work with County to develop plans to pave the Dakota Trail in McLeod County (#4-ED & #2-HR)
13. Tree Board is reactivated after changes to forestry program (#5-EV)
14. Develop funding plan for miscellaneous infrastructure maintenance such as sidewalks, trails and street lighting. (#6-GG)
15. Install historic street signs for original Hutchinson town site streets. (#2-HR)

### **3- 5 Years**

1. Orderly annexation agreements are in place with surrounding townships (#6-GG)
2. Office Max and Cub Food stores have new tenants. (#4-ED)
3. A regional transportation plan is adopted for county and other local governments. (#5-TM)
4. The outdoor pool is upgraded to a water park facility (#2-HR)
5. Hutchinson attains GFOA Distinguished Budget Presentation Award for results based budget (#6-GG)
6. A community horticultural/botanical garden along river is planted. (#2-HR)

### **6-10 Years**

1. Advocate and cooperate with school district to facilitate a new or improved high school facility being built (#6-GG)
2. The City reduces its fossil fuel -energy usage by half from its 2006 level by 2017. (#5-EV)
3. The City eliminates its dependence on LGA in the general fund. (#6-GG)
4. Hutchinson attains the Malcolm Baldrige Quality Award for Local Governments. (#6-GG)
5. Advocate for development of Greenleaf State Recreation Area (#2-HR)
6. Advocate for development of the Dakota Trail with links to the Luce Line Trail. (#2-HR)
7. An additional athletic field complex is built (#2-HR)
8. Les Kouba Parkway reconstruction is completed (#3-TM)

### **11-15 YEARS**

1. Hwy 22 connection to Hwy 212 is complete. (#3-TM)
2. Hutchinson has a local court (virtual or physical). (#6-GG)
3. New Industrial park is filled and expansion continues (#4-ED)
4. Hutchinson's industrial base is more diverse and not as dependent on a few major employers. (#4-ED)

### **16-20 YEARS**

1. Hutchinson is a recognized as an economic center. (#4-ED)
2. Advocate that a bike trail from Luce Line to Greenleaf Park is paved. (#2-HR)
3. Hutchinson is an eco-municipality (fossil fuel free energy, zero waste). (#5-EV)
4. Hutchinson and Glencoe area share a regional airport. (#3-TM)
5. A combined public safety facility is built (#1-PS)
6. The Crow River becomes a regional recreational attraction. (#2-HR)

### **20 plus**

1. Light rail comes to Hutchinson. (#3-TM)
2. A new public safety training center is located away from residential areas. (#1-PS)
3. Northeast ring road is complete (#3-TM)

**Completed**

| End Statement                                                                                                    | Posted Date | Time Frame | Completion Date                                                                | Removal Date |
|------------------------------------------------------------------------------------------------------------------|-------------|------------|--------------------------------------------------------------------------------|--------------|
| Industrial Park expansion and infrastructure in place                                                            | 1-1-10      | 1-5 years  | September 2011                                                                 | N/A          |
| Pass a local sales tax to mitigate rates of water & wastewater.                                                  | 1-1-10      | 1-5 years  | 6-1-11                                                                         | N/A          |
| Local civil defense system is added to and upgraded as necessary.                                                | 1-1-10      | 1-5 years  | 2010                                                                           | N/A          |
| Hutchinson is a partner in a regional emergency communication center (virtual consolidation with county instead) | 1-1-10      | 1-5 years  | May 2012                                                                       | 7-24-12      |
| A youth board is formed for acquiring ongoing youth input in programming and planning.                           | 1-1-10      | 1-5 years  | Dolf working with student council and update in PR Board Minutes               | 7-24-12      |
| Hutch recognized as model of superior government processes                                                       | 1-1-10      | 1-5 years  | No process in place to measure. Use bond rating and rating calls as indicators | 7-24-12      |
| Environment/sustainability Board                                                                                 | 1-1-10      | 1-5 years  | With changes to the forestry program use tree board for now.                   | 7-24-12      |
| Community Facility Marketing Committee is formed                                                                 | 1-1-10      | 1-5 years  | Continue current efforts of cooperative efforts                                | 7-24-12      |

**Others:** Community Assets: HAHC is a strong regional health care provider; Ridgewater College grows in programs, students, and amenities, Hutchinson public schools are recognized for their quality of education.

#1 - Public Safety

#3 - Transportation & Mobility

#5 - Environment

#2 - Health & Recreation

#4 - Economic Development

#6 – Good Government

