

Chapter 4 - Implementation

Implementation of this comprehensive plan depends on building partnerships. The various city, county and regional agencies need to work together, and need to work with the many community groups that improve the local quality of life in order to make many of the larger goals contained in this plan a reality. Partnerships are key to successful implementation of Clara City's Comprehensive Plan. In addition to the Future Land Use Map, there are a number of tools the City can use to implement the Comprehensive Plan. This Chapter provides a brief synopsis of the following planning tools: Zoning Ordinance, Subdivision Ordinance, Capital Improvements Plan, Orderly Annexation Plan and Economic Development Tools. Guidelines for implementation are provided for each tool.

Create the Plan

Adopt the Plan

Implement the Plan

Using the Comprehensive Plan

This Plan is designed to be a 20-year planning tool. Progress towards meeting the vision, goals, and strategies will likely occur in increments or phases rather than all at once. Clara City does not have the time or financial resources to address all of the goals in the short-term. As a result, the City should determine the timing of its implementation activities in phases.

The following section will outline the following steps to implement and use your Plan:

- Step 1:** Designate Review Committees
- Step 2:** Review the zoning ordinance
- Step 3:** Create an annual work plan.
- Step 4:** Add Work Plan details
- Step 5:** Utilize the implementations tools
- Step 6:** Create a procedure to review and update the Comp Plan.

STEP 1: DESIGNATE REVIEW COMMITTEES

City Plan Review

Annually the City Council, Planning Commission, EDA, and other city boards, committees, task forces, etc. should meet individually to specifically discuss issues and goals addressed in the Comprehensive Plan. Other things they should consider include: emerging issues; implementation progress; amendments suggested for the plan; and activities that should occur in the coming year, who should do them and when they should be completed. All comments should be forwarded to a review committee.

Form a Comprehensive Plan Review Committee

This committee should meet at least twice a year, more often if needed, to review the Plan and the Annual Work Plan. The city council should designate a staff person to lead the review committee process. City officials and appointed individuals could serve on this committee. Citizen input in the planning process is important. Since this is a comprehensive plan, the committee could also include department head officials or staff.

STEP 2: REVIEW THE ZONING ORDINANCE

State law requires zoning and subdivision ordinances to be consistent with adopted Comprehensive Plans. Clara City will need to review their zoning ordinances after the adoption of this plan and make any necessary changes to ensure compliance. (see page 68). The City could also consider recodification at this time to ensure the zoning ordinances are current with the Minnesota Basic Code.

STEP 3: CREATE AN ANNUAL WORK PLAN.

Create time frames for implementation

Source: Information for parts of this section was obtained from “Under Construction – Tools and Techniques for Local Planning” Minnesota Planning – June 2002.

The comprehensive plan review committee should assess the Comprehensive Plan’s goals and strategies along with other emerging issues in the City to develop a list of short-term, mid-term and long-term activities.

- **Short-term activities** that start within three years of the Plan’s adoption
- **Mid-term activities** that begin three to ten
- **Long-term activities** that look ten years out and beyond

Prioritize

From this list, identify a list of priority projects and activities. Identify which activities are on-going activities and/or immediate in nature. Update this list of priority projects as activities occur and projects are completed. One way to go about identifying these activities is to determine what has been done, what has not been done, what has changed since the Plan was written and what should be added to the Plan.

- **Ongoing activities** that are already happening and will continue throughout the implementation and review processes.
- **Immediate activities** that begin with the adoption of the Plan and are typically completed, or significant progress has been made, within the first year.
- **Priority activities** are considered **ongoing, immediate and short-term activities** that should be given precedence.

Assignment of Responsibilities

Implementation activities should also include the party responsible for completing the activity, whether its city staff, the planning commission, another organization like the Upper Minnesota Valley Regional Development Commission or a private consultant or engineer.

STEP 4: ADD WORK PLAN DETAILS

Consider adding to the work plan details that will help accomplish each project.

Special Task Forces/Committees

Certain issues and activities may be controversial or technical and could require extra time and attention before the activity is completed. Creating special task forces or committees to address these issues and activities may prove beneficial, efficient and cost effective. The City may also choose to involve the public, other units of government, state and federal agencies, regional organizations and other key stakeholders in this process. Be inclusive. Include technical assistant professionals for their expertise and experience when needed. The City should work jointly with neighboring cities and townships as well as the county to avoid duplication and find cost-effective solutions.

Identify and Maintain Inventories

Annually take inventory of what is available in the City and in the communities and counties that are your neighbors. Evaluate how they could impact the strategy or activity you need to address. Be inclusive and detailed in the data you collect. Each year this task will get easier. Maintain a future land use map that reflects anticipated growth and land use change. Geographical Information Systems (GIS) capabilities can be a real asset here in creating a visual reference that can be layered to get the “bigger picture”. It can assist in making future land use decisions, determine the need for changes or upgrades, and to facilitate cooperative efforts between potential partners.

Alternatives

Consider all your options – be creative, ask the experts, look at what others have done, and don’t “reinvent the wheel”. Learn from other’s successes and failures and plan for the future. Make use of the current and projected demographics and census data. Consider the population’s diverse needs (young, old, disabled, different ethnicity, incomes) remembering it is impossible to be everything to all. Coordinate your efforts and use other adopted plans and ordinances as reference points. Try to be comprehensive in your approach but realize that it is almost impossible to plan for everything. Be flexible.

Financial Implications

Determine what the activity will cost. Then determine how it can be paid for. Consider the current budget(s); cost sharing or joint ventures; user or dedication fees; funding programs; grants or loans; bonding referendums; donations or fund raising; public and private partners; taxes; and capital improvement.

STEP 5: UTILIZE THE IMPLEMENTATIONS TOOLS

The remainder of this chapter includes implementation tools to help Clara City accomplish the goals and strategies in this plan. Review these implementation tools and identify the ones that Clara City will use.

STEP 6: CREATE A PROCEDURE TO REVIEW AND UPDATE THE COMP PLAN.

See page 12 for the tools available when determining how you will review and update this plan.

Zoning Ordinance

Zoning can be used to preserve and protect the public health, safety, morals and general welfare of a community by outlining a pattern for orderly development. Zoning ordinances can also be used to regulate the use of property, the height, width and size of buildings, lot sizes, setbacks, density standards, vacant space and other land use characteristics. The regulations must be uniform within a district, but may vary among each district. In each use district, a city allows certain uses but can enforce a variety of conditions.

The process of determining how land should be zoned is critical to the growth and development of Clara City. As new land becomes part of the City (and as the need to rezone to allow for consistent land use patterns occurs), a list of criteria should be used to help make consistent and well-planned land use decisions. The process of zoning new incorporated land or rezoning current property can be greatly improved through the use of specific criteria that specify which factors should be considered when evaluating proposed developments. The following list of criteria could be used to guide proposed zoning decisions until a formal criteria document is adopted. This list is only an example and should be modified or expanded to address specific issues and needs.

Example Zoning Criteria

- ✓ Is the proposed land use compatible with existing land uses in the area?
- ✓ What is the best use of this property now and in the future?
- ✓ Is the proposed zoning request a “spot zone?” A “spot zone” is any use given to a piece of property that is generally small in size and the use is incompatible with the zoning and land use of the surrounding area, particularly when the spot zone favors a particular land owner.
- ✓ Is the zoning request consistent with the basic goal of promoting the health, safety and welfare of local residents? Basic factors to consider include:
 - Traffic impact
 - Financial impact (to the city, county, neighboring township and landowners)
 - Agricultural impact (loss of agriculture land, proximity to feedlots, soils, etc.)
 - Availability and adequacy of water, sewer, snow plowing, police and fire, etc.
 - Environmental impact (shoreland, geology, soils, wildlife, wooded areas, vegetation, wetlands, slopes, drainage areas, ground water, surface water, etc.)
- ✓ Has there been a substantial change of conditions in the area of the proposed property to be zoned?
- ✓ Will the proposed zoning meet the needs of the affected stakeholders (City, neighboring township, county and landowners)?

Subdivision Ordinance

Minnesota Statutes give cities the authority to regulate the subdivision of land to protect the welfare of residents, promote orderly development, provide affordable housing and to allow for the provision of infrastructure and other public services. Subdivision ordinances can be used to regulate the size, location, grading and other land use issues when land under single ownership is divided into two or more lots.

Conservation subdivision development is a concept that develops a piece of land by concentrating housing units together while leaving open space available for all to use. Pedestrian traffic and recreational areas are generally the primary themes found in these types of developments. This concept promotes the preservation of the natural environment, agricultural land and the character of the landscape. Conservation development can also minimize conflicts between residential growth and other land uses by buffering new growth from existing development.

A subdivision regulation should require consistency with the comprehensive plan and its implementation tools such as the capital improvements program, and environmental, natural resource, design and community character goals.

Meeting Housing Needs with Planned Unit Developments

Planned unit developments allow the mixed development of uses previously separated into exclusive districts, provided that they are properly designed. A PUD permit will allow for smaller lots and narrower streets than traditional zoning. The result is often increased livability and efficiency. For housing developments, a PUD allows for a variety of housing types, such as rental townhomes, apartment buildings and single-family homes, as well as for retail and other services on the same site. Local governments increasingly are willing to view development proposals in terms of integrating rather than separating different uses.

Source: Building Better Neighborhoods: Creating Affordable Homes and Livable Communities, *Greater Minnesota Housing Fund, 2001*.

Conservation developments often require modifications in the design standards of traditional subdivision and zoning regulations. To accommodate these developments, strict compliance to minimum lot sizes, setback requirements and other regulations may be overlooked by the Planning Commission. Modifications can be granted to allow these development standards as long as the overall housing density of the entire subdivision meets the restrictions provided in the zoning and subdivision regulations. Figure 4.1 provides an example of how a conservation subdivision looks compared to traditional subdivisions.

Figure 4.1: Conservation Subdivision Example

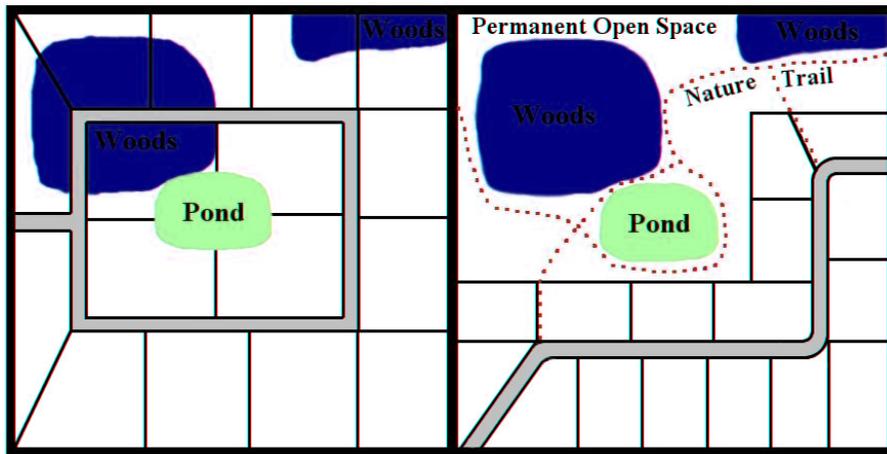


Figure A: Traditional

10 acre parcel

16 lots (average 24,000 sq. ft.)

No open space

4 lots with pond access

Figure B: Conservation Subdivision

10 acre parcel

16 lots (average 12,000 sq. ft.)

5 acres of open space

All lots have pond access

Capital Improvements Plan

A capital improvements plan is a comprehensive list of projects and facilities a city needs or will need to provide public services. A capital improvements plan lists improvements in order of priority and provides information on the proposed means of financing. These plans assist cities in planning for future financial commitments while avoiding the financial stress of paying for those projects on short notice.

Benefits of a Capital Improvements Plan

- Project and financial planning tool
- Keep citizens and city council updated on future needs
- Prioritize projects based on need
- Help reduce or level off the municipal tax rate
- Manages a city's debt in a way that avoids extreme financial changes and burdens
- Allows a city to be less reliant on long-term debt (bonding) and provides the ability to pay for a greater portion of projects as they occur
- Provides sufficient time for detailed and careful planning of anticipated projects
- Creates an organized plan for capital improvement projects to occur
- Coordinates projects from all the City's departments while eliminating the issue of who should get money, how much they should get and when they should receive it
- Helps create a financial reserve for emergencies and prevents a city from over borrowing money

Orderly Annexation

As the population increases, it may become necessary to expand city services outside of the current municipal boundaries. To remain healthy, Clara City must be allowed to grow. The benefits of annexation include that of protecting the environment and natural resources, providing a wider variety of housing and commercial options than what low-density, rural zoning can offer, fairly distributing the costs of urban services among all that benefit, providing urban services more efficiently and without costly duplication, and providing sound land use planning practices by using land resourcefully.

State Statutes allow three forms of annexation:

- 1) Automatic
 - i) Annexation by Ordinance (MN Statute §414.033)
 - ii) Ordered Service Extension (MN Statute §414.0335)
- 2) Negotiated
 - i) Orderly Annexation (MN Statute §414.0325)
- 3) Contested
 - i) Unincorporated Land, City/Township (MN Statute §414.031)
 - ii) Concurrent Detachment, City/City (MN Statute §414.061)

Each of these procedures can be used, but only one may apply and be appropriate in any given situation at one time.

Economic Development

In an effort to enhance the future of business and industry in Clara City, a number of economic development tools may be used to manage existing resources and stimulate future economic activity in the city. One important step in improving and expanding economic development efforts is having local government and community leaders successfully communicate with businesses. This should include identifying their needs and effectively using available resources to meet those needs. The following information briefly describes some other economic development tools that could be used in Clara City.

Creation of Additional Industrial Park Space

An industrial park is a section of land designed for industrial use due to a number of factors, including location, topography, zoning regulations, availability of utilities and accessibility to various modes of transportation. Industrial parks are primarily created to attract industrial development. They are also created to focus industry on suitable building sites and on compatible locations with existing land use. Industrial parks can vary from a bare piece of land to a site served completely by utilities and having specific zoning and building requirements.

Adding industry to a community can increase the tax base, create jobs and attract new residents. The disadvantages to having an industrial park include the initial investment cost of purchasing the land, costs of providing infrastructure and the lost tax base that results until the city can find a private buyer. Industrial parks can be major investments for a city that require significant land use and financial planning. Although Clara City currently has lots available in its current industrial park, additional space may be needed for future industrial development. Such an investment may offer a way to expand the current business environment, create more local jobs and strengthen the City's tax base.

Economic Development Financing Tools

A number of financing tools are available to assist with economic development. The city of Clara City or the Clara City Economic Development Authority could use these tools to help promote economic growth and prosperity.

Tax increment financing (TIF) is a funding tool used widely by cities that uses the increases in tax capacity and property taxes from development or redevelopment to pay public development and redevelopment costs. The increased taxes paid as a result of new construction or development are the tax increments. Unlike property taxes, increments are not used to pay for general costs incurred by cities, counties and schools. Instead, increments go to the development authority to repay costs incurred in the new development. TIF does not use the original tax amount for a piece of property so the tax base is not lost. Increments are captured for a set number of years (as regulated by State Law) to pay for new development. After a TIF district is decertified, the increments become general property taxes that go towards paying the costs of operating the city, county and school.

TIF is an excellent tool Clara City could use to attract new business, encourage business expansion and promote development and redevelopment projects. TIF can increase tax base, create new jobs and strengthen the economy of a city. However, due to the complexity of the laws governing TIF, a city should work directly with professional TIF consultants before using this financing tool.

A **revolving loan fund (RLF)** is a financing tool the city or the Clara City Economic Development Authority has to help businesses start or expand by providing the financing necessary to purchase new buildings, machinery and equipment. Many RLF's provide businesses with "gap" financing which is the amount of money needed by a business that is the difference between what a private financial institution is willing to lend the business and the amount they need to purchase their new assets.

RLFs often provide cost advantages to businesses borrowing money in an effort to lessen the financial burden of the new or expanding business. As a result, the benefits to a community include an increased tax base, new jobs and a stronger economic environment. Some of the benefits an RLF can offer over private funding are lower

interest rates, flexible equity requirements, longer terms, deferred payments and lesser collateral positions to the bank's loan.

There are a variety of ways to fund a local RLF. The Minnesota Department of Employment and Economic Development Minnesota Investment Fund has funded a number of RLFs across the state. Cities can apply for grant funding from the Investment Fund for specific business development projects. If that project is approved for funding, the city receives the grant and then loans the money to the business. As that business repays the loan to the city, the city can keep the money with interest and put it into its RLF to loan out to other businesses. Other sources of RLF funding include monies from the general fund, municipal utility reserves, TIF reserves and donations from businesses and organizations. The Clara City EDA currently runs a Revolving Loan Fund available to Clara City businesses. The Upper Minnesota Valley Regional Development Commission also has an RLF that can be used throughout the Clara City area.

Grants and Loans

In addition to the Minnesota Investment Fund and RLF, a number of other funding sources are available to businesses in Clara City. The city could expand its efforts in the future to assist local businesses with obtaining funds from sources such as the Southwest Minnesota Foundation, Small Business Development Administration and various loan and grant programs offered by the state and federal government. Clara City could better promote these programs to businesses with informational packets about the various programs and by using city staff to provide assistance in using these various funding tools.

Downtown Renovation and Enhancement

Clara City's downtown serves as the city's core for retail and commercial business. Issues that need to be addressed when looking at Clara City's downtown include the variety of business, condition of the buildings, signage, infrastructure, parking and the character and design of the downtown area.

In addition to TIF and RLF possibilities, the Clara City EDA should actively work with downtown businesses on promotional events that attract people to the downtown. Downtown businesses could also form a task force to discuss concerns and think of ways to promote and enhance all of the downtown businesses. Commercial building rehabilitation is also possible through SCDP grant funds.

Downtown Business District Revitalization Plan.

A Downtown Business District Revitalization Plan can be created with property and building owners and can cover a variety of issues. Key issues in Clara City include:

- Develop a unique identity of the area.
- Identify ways the area could be more vital, vibrant, clean, diversified in use and cohesive in appearance.
- Research available financial resources.
- Create more unified business hours.
- Review parking

Creating the Land Use Element of a Downtown Plan

A model sustainable downtown plan illustrates the process a community might use to develop its strategies. Steps include:

- Develop a shared understanding of sustainability principles.
- Design and implement a public participation process.
- Review existing conditions and land uses in the downtown.
- Working within the participation process, establish a community vision for a sustainable downtown.
- Based on the vision, create sustainable development goals for downtown.
- Identify how people use – and should use – the downtown.
- Question whether existing land uses help or hinder sustainable economic development efforts.
- Define strategies for implementing the downtown land use plan.

Source: The Heart of the Community: Downtown Planning and Sustainable Development, Biko Associates, Inc., Hometown, Minnesota, Inc.

Citizen Participation

Certain implementation activities and planning processes Clara City will undertake may require the assistance of citizen participation. Broad citizen participation can help to identify needs in a community and provide a greater sense of unity on decision-making processes.

For certain issues and decision making processes, the public should be asked to participate in ways that go well beyond the public notice and hearings required by law. A planning process that attracts and engages members of a community is more likely to produce results that reflect the vision and goals of the community. Public participation instills ownership in activities and ensures residents that concerns and priorities will be addressed.

Involving a great variety of people helps ensure that key interests and issues are not left out and increases the chances that lasting solutions will be found. Generally, three categories of people participate in community planning activities:

People who want to share their opinions and ideas. The vast majority of citizens who become involved in a planning process fall into this category. These individuals will take the time to participate in one or two events, such as answering a survey or attending a visioning meeting.

People who want to be actively involved. Some people are particularly interested in the planning process and will commit some of their time and skills to it. Whatever their occupation and background, these individuals are likely to volunteer for more time-consuming tasks and have expertise that can be an asset to a planning effort.

People who want to play a major role. A few people may want to play a major role in the planning process. These people are often active in local government, business and civic groups. They can bring continuity, energy and commitment to the process.

Providing opportunities for public involvement in a planning process is not a simple or quick process. A community can use a variety of methods at various points in a planning activity to get different interests and perspectives engaged. Some things to consider when choosing a citizen participation approach include:

- Does this planning process or proposed activity need citizen participation beyond those citizens who are elected or appointed to positions associated with the city?
- What does the community hope to accomplish?
- Which participation method will best help the community accomplish its goals?
- How many people and what stakeholder groups does the community want to involve at a particular event or opportunity?
- What time and financial resources has the city committed for getting public involvement?
- What are the likely costs in staff, time and money for each approach and opportunity for involvement?
- Can staff manage the public involvement process or does the community need to hire outside assistance?

The following lists several methods a community may use to engage its citizens in planning activities. Additional information and methods for public participation can be obtained from Minnesota Planning's Internet site at www.mnplan.state.mn.us or from the International Association for Public Participation's Internet site at www.iap2.org.

Public hearings. Minnesota law requires a local government to hold a public hearing for many decision-making processes. But because these hearings are the most formal forms of public participation, they are the least likely to produce constructive dialogue. Public hearings also tend to be poorly attended unless an issue is highly controversial. Although necessary, a community should not count on public hearings alone for meaningful public involvement.

Planning events. Planning events usually are one-time events designed to peak interest with the public about a planning process and to create a positive attitude about the planning effort.

Open houses. An open house gives the public the opportunity to view planning-related information and talk with local officials. This allows for exchange of ideas and information in a less formal setting than a public hearing.

Community meetings. These ARE USUALLY FORMAL AND STRUCTURED meetings in which information can be presented to the public and small group discussions can occur.

Community visioning. Visioning is designed to engage the public in discussions about the community's future and developing specific results that will guide the community.

Working groups. Working groups, such as advisory committees and task forces, involve small numbers of experts, community representatives or volunteers who work on a specific task. These groups often serve as review committees for the decision makers.

Surveys. Surveys are an effective way to gather the opinions of people who may not otherwise participate in planning processes. Surveys are usually done through written questionnaires, telephone calls or interviews. They effectively assess citizen satisfaction and perceptions about the community, document the change in citizen opinions and attitudes, and provide data on citizen awareness of local government plans and activities.

Getting public participation in the planning process may be the single most important factor in the long-term success of a planning activity. People will generally be more committed and supportive of something that they have had a part in developing.

Updating the Plan

Even though this Plan is designed as a 20-year planning document, this **does not** mean the Plan should be updated every 20 years. The City should regularly review this Plan to make sure it remains up-to-date and addresses changes, needs and issues. The following are specific examples of when a comprehensive plan should be updated or amended:

- After completion of several implementation activities;
- After significant physical, economic, technological, infrastructure or demographic changes occur or are projected to occur;
- When changes in priorities, trends, issues and needs happen;
- When regulatory changes by the state or federal government occur;
- After a Census is completed and the new demographic data is available; and/or
- Prior to adopting or amending any regulatory control that is **not** in harmony with this Plan.

A good benchmark for doing a complete review and update of a comprehensive plan is at least once every five years. Depending on the frequency and pressures from some of the examples above, a plan may need to be updated more often but definitely not less often. A comprehensive plan that is reviewed and updated periodically will not become outdated and is much easier to implement. A major revision of a comprehensive plan should include citizen participation.

Minnesota State Statute 462.355 explains the process for updating or amending a municipal comprehensive plan. A public hearing is required before the enactment of any ordinance adopting or amending a comprehensive plan. Notice of the hearing must be published in the official City newspaper not less than ten days before the hearing.

Appendix: Survey Results

SURVEY

Quality-Delivery of Services

10. Rate the following on a sliding scale of 1 to 5 with 1 = "Very Poor", 5 = "Very Good", and U = "Unknown." Mark only one response for each service.

	Very Poor		Very Good			U
	1	2	3	4	5	
Street maintenance						
Fire protection						
Police and law enforcement services						
Sewer and water utilities						
Garbage collection						
Medical facilities						
Schools and educational opportunities						
Community education programming						
Library services						
Internet service						
Cable television						
Phone service						
Recreational opportunities (i.e. ball fields, etc.)						
Parks and open-spaces						
Overall quality of life						

Community Assessment

11. What are the major challenges currently facing Clara City?

12. Please describe what you like or what you believe are the most positive aspects about Clara City.

13. What two or three words best describe Clara City?

Looking Ahead

14. Looking ahead 20 years, what things do you hope will happen in Clara City?

15. Name any specific retail stores or businesses that you feel are needed within the community.

16. What services and/or recreational facilities would most add to the quality of life in Clara City?

Please feel free to make any additional comments:

Clara City Community Survey 2011

The City of Clara City Planning Commission is working on a Comprehensive Plan for Clara City. This survey is an opportunity for citizens to give input on how the community should guide development over the next 10 to 20 years.

Your survey answers will be kept completely confidential! The surveys will be tabulated by the Upper Minnesota Valley Regional Development Commission (UMVRDC). No one from the City will see individual survey results. Only total results of the survey will be used in the comprehensive plan.

You can return this survey by mail to: **UMVRDC, 323 W. Schlieman Ave., Appleton, MN 56208** or to the drop box at the City Hall in Clara City. Additional copies of this survey are also available at City Hall, the library in Clara City or by going to www.claracity.org.

The survey can also be filled out online via: www.surveymonkey.com/claracitysurvey2011

Return completed survey by: **September 1, 2011**

1. Are you currently a homeowner, renter and/or business owner in the City of Clara City? If so, for how long?

	0-1				2-5	6-10	10+
	No	year	years	years	years	years	years
Home-owner							
Renter							
Business-owner							
Other(describe):							

2. In what community is your primary job located?

- Clara City Raymond Unemployed
 Benson Renville Retired
 Maynard Sacred Heart Other (please specify) _____
 Montevideo Willmar

3. What age group are you in? (Mark your response)

- under 19 35-44 55-64 70-74 80-85
 19-34 45-54 65-69 75-79 85+

Please answer questions 4-9 on a sliding scale of 1 to 5 with 1 = "No, not at all", 5= "Yes, definitely", and U="Unknown." Mark one response for each question.

Housing

4. Does Clara City currently have a sufficient amount and/or choices of:

	No					Yes	U
	1	2	3	4	5		
High income housing							
Moderate income housing							
Low income housing							
Elderly housing							
Rental housing units							

5. Does Clara City have a need for:

	No					Yes	U
	1	2	3	4	5		
Promoting both residential and commercial building rehabilitation?							
Enforcing the Minnesota State Building Code?							
Enforcing the Clara City Zoning Code?							

Economic Development

6. Should the community focus its energy, talents and dollars on the following economic development outcomes in the next 5 years?

	No					Yes	U
	1	2	3	4	5		
Developing new and/or expanded job opportunities?							
Developing new manufacturing businesses?							
Rehabilitation of the downtown business district?							
Marketing of the community to a regional audience?							
Other economic development outcomes:							

Transportation

7. How would you answer the following:

	No					Yes	U
	1	2	3	4	5		
Are the quality of streets and roads a concern?							
Is Clara City a pedestrian friendly town?							
Is Clara City a bike-friendly town?							
Does the public bus system provide adequate service to the citizens of Clara City?							

Values

Please rate the following question on a sliding scale of 1 to 5 with 1="Not at all important", 5="Very important", and U="Unknown"

8. How important is it for Clara City to:

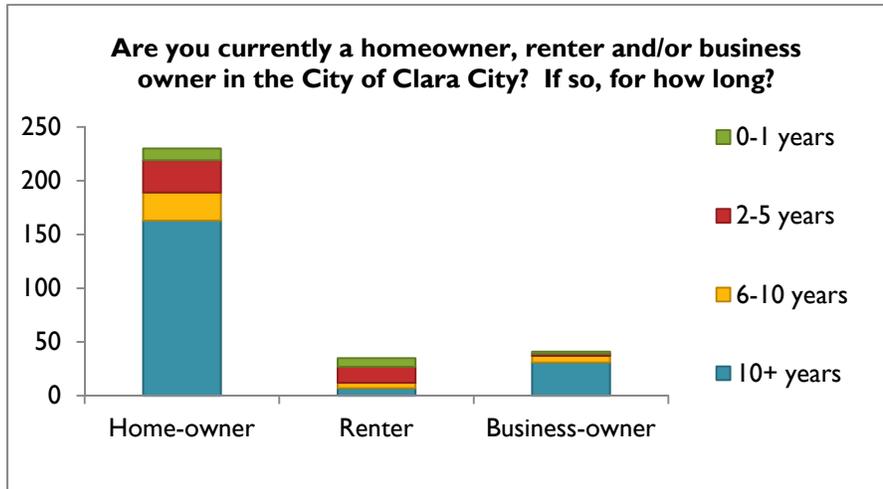
	No					Yes	U
	1	2	3	4	5		
Retain a rural character?							
Preserve its history?							
Project an attractive image?							
Promote residential and commercial building rehabilitation?							
Grow in population?							
Maintain a strong central business district?							
Attract new business, industry, and job growth?							
Provide good to excellent educational facilities?							
Add additional private rooms and a medical clinic to the Clara City Care Center?							

Community Image

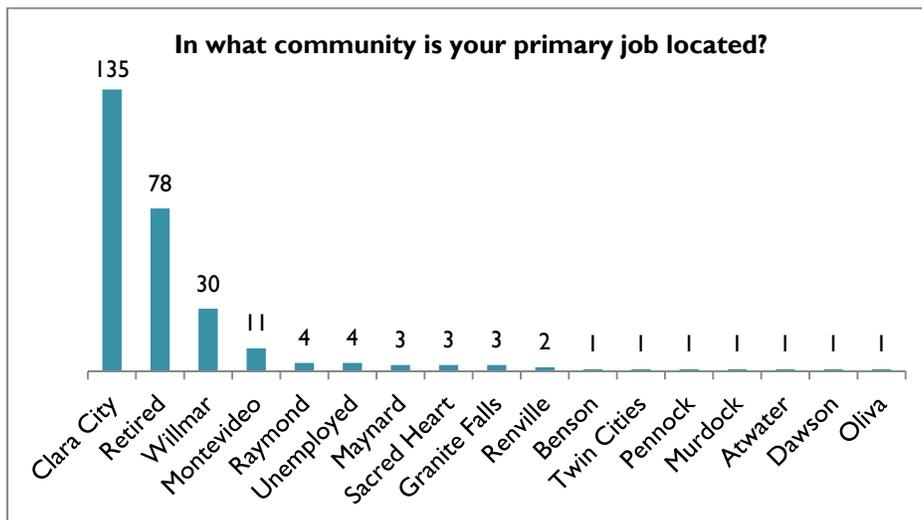
9. Please answer the following questions on a sliding scale of 1 to 5 with 1 = "No, not at all", 5= "Yes, definitely", and U="Unknown." Mark only one response for each question.

	No					Yes	U
	1	2	3	4	5		
Overall, does Clara City have a positive image?							
Is the Clara City downtown attractive?							
Are the highway entrances into Clara City appealing?							
Overall, is housing in Clara City reasonably well-kept?							
Is Clara City a safe community to live in?							
Does the Prairie Park Place fulfill the long-term care needs of the elderly?							
Does the Clara City Care Center fulfill the long-term care needs of the elderly?							

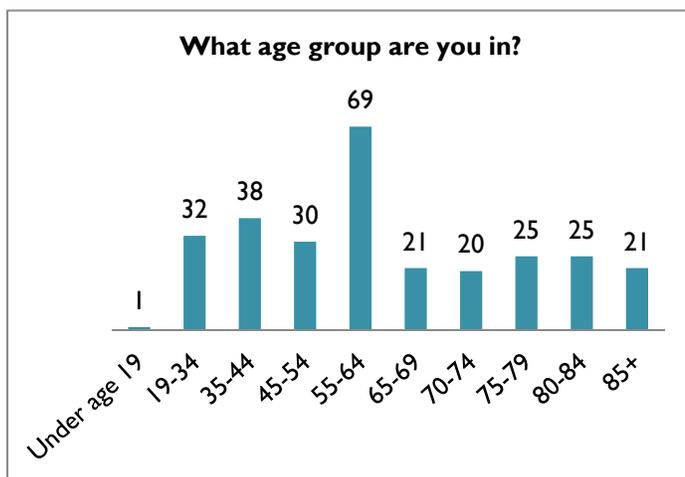
Question 1:



Question 2:

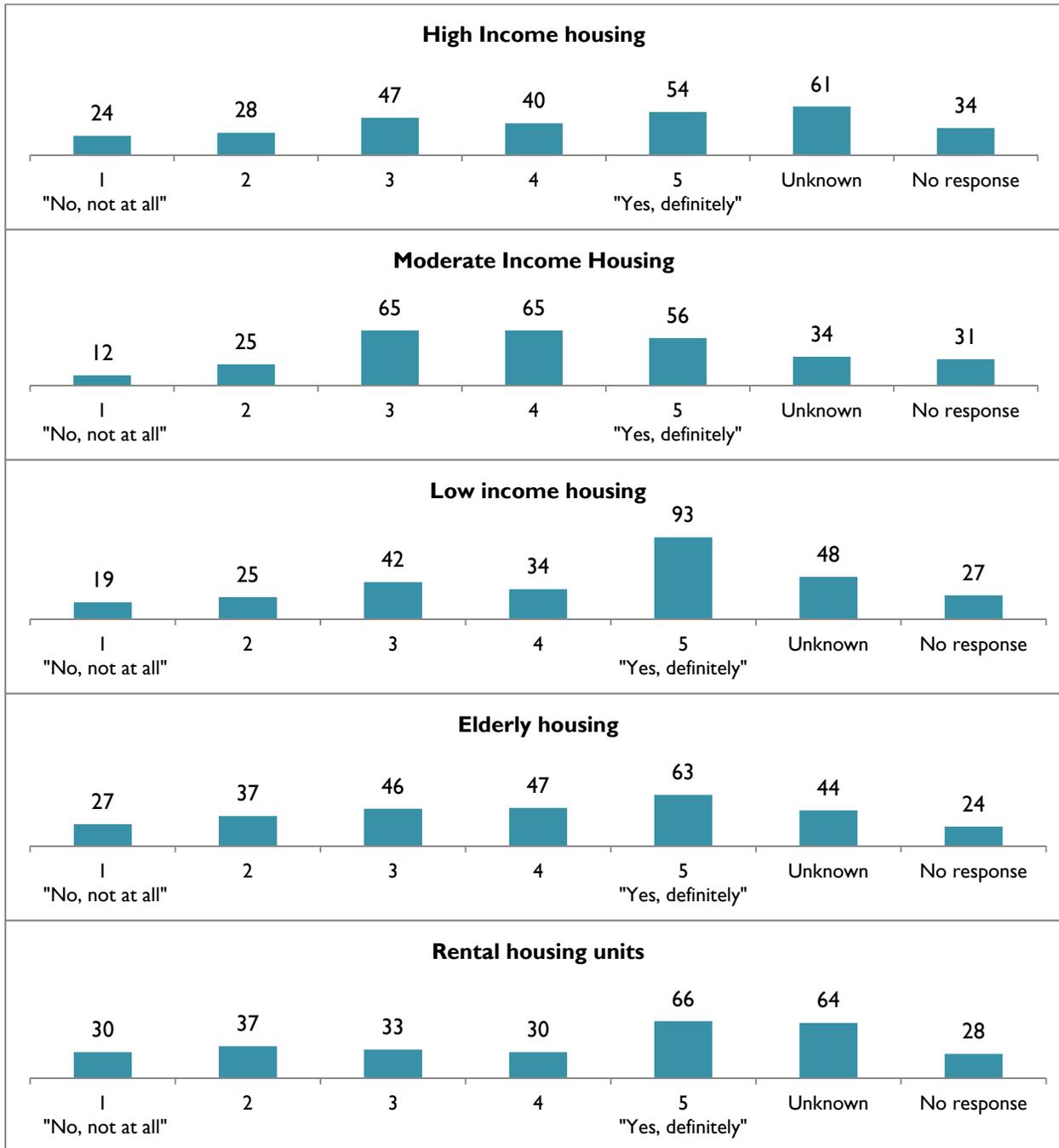


Question 3:

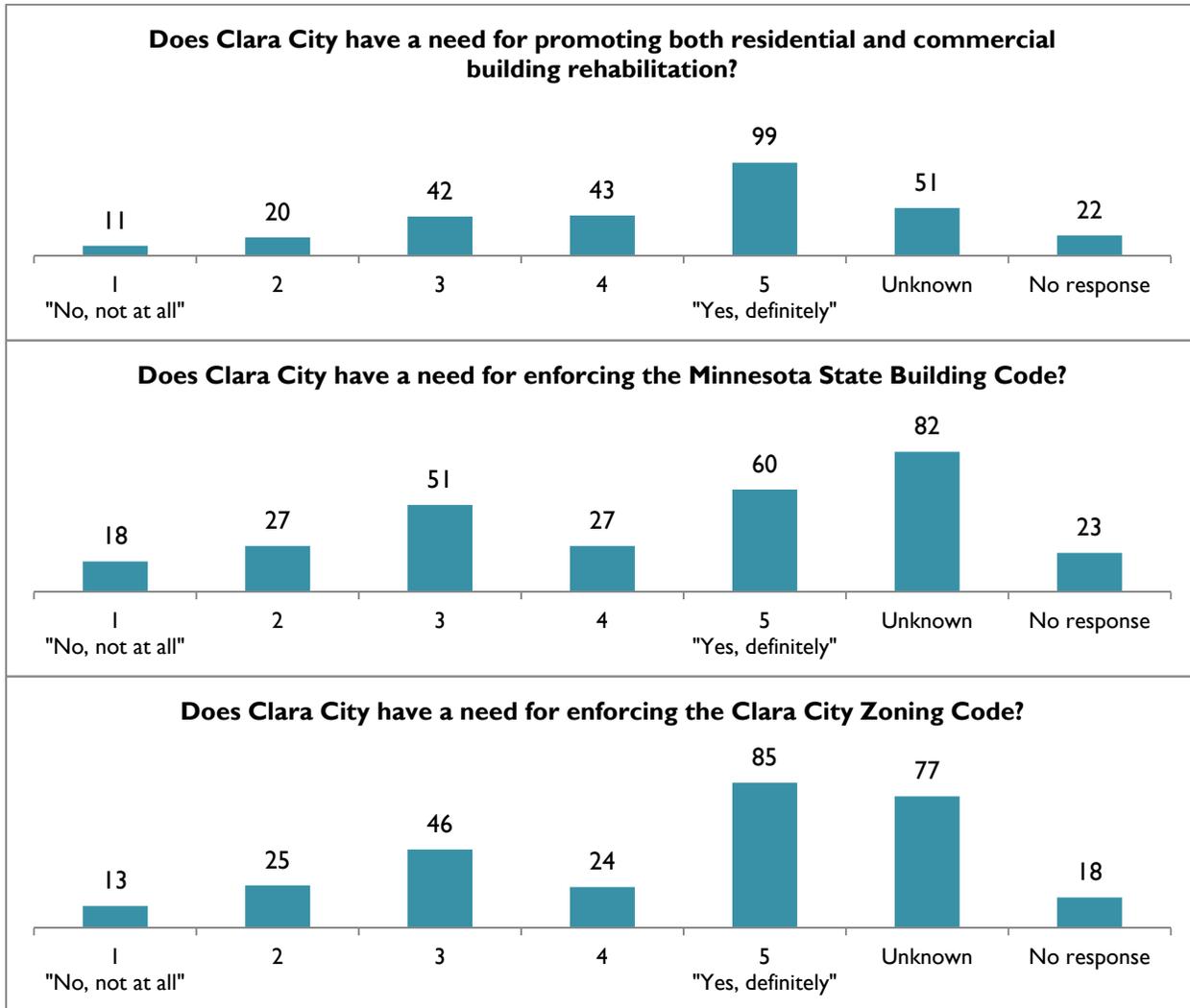


Housing

Question 4: Does Clara City have a sufficient amount and/or choices of:

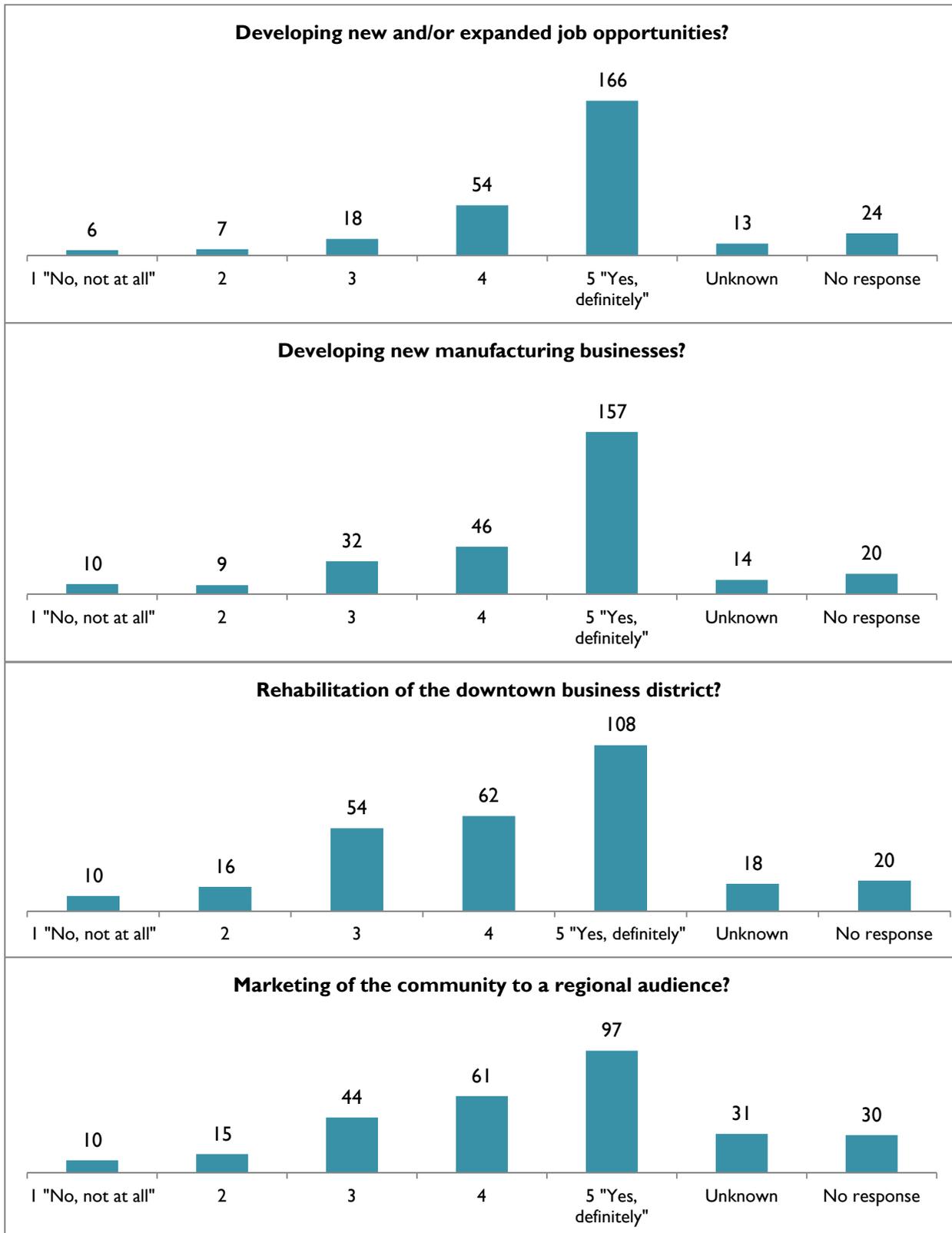


Question 5:

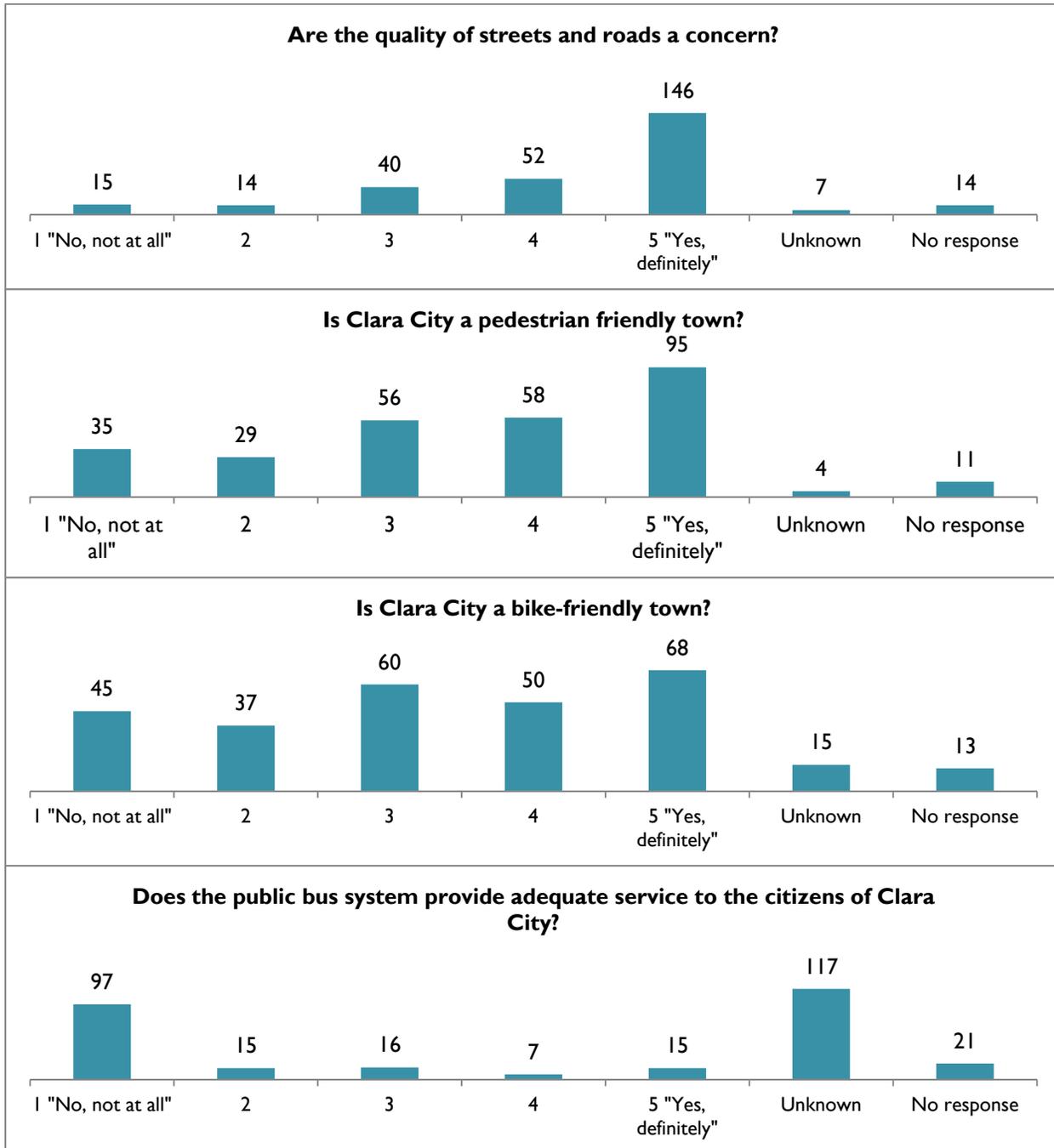


Economic Development:

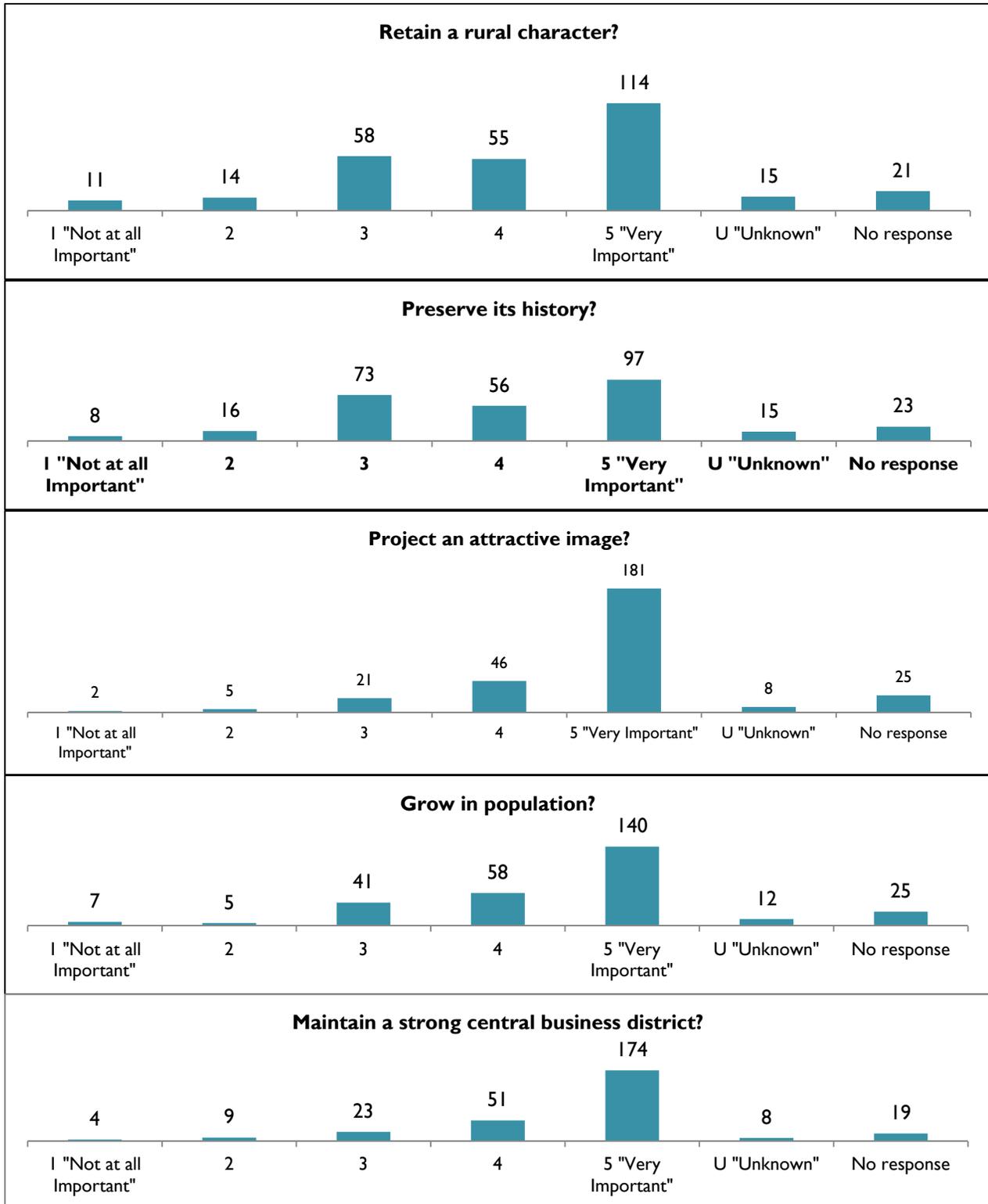
Question 6: Should the community focus its energy, talents and dollars on the following economic development outcomes in the next 5 years?

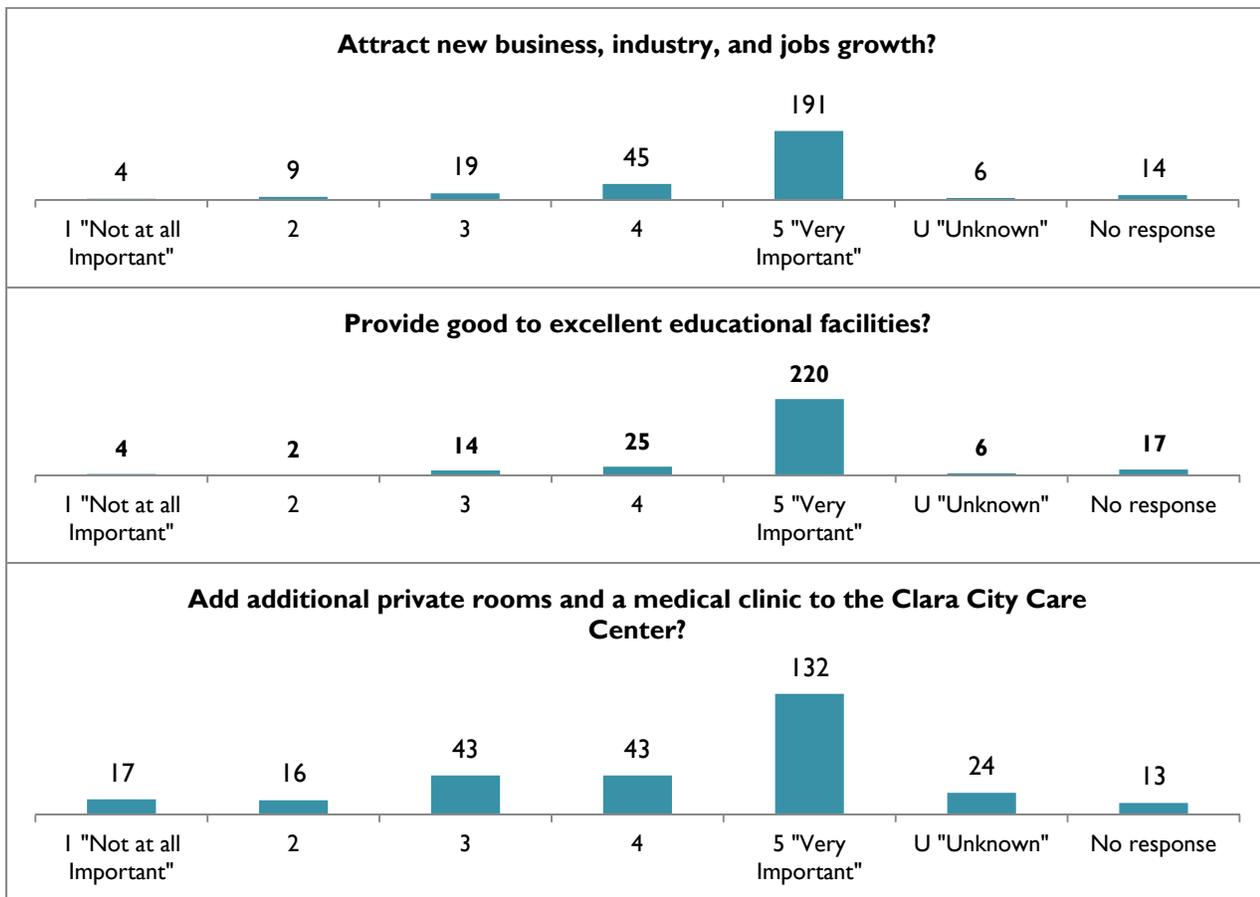


Question 7. How would you answer the following:



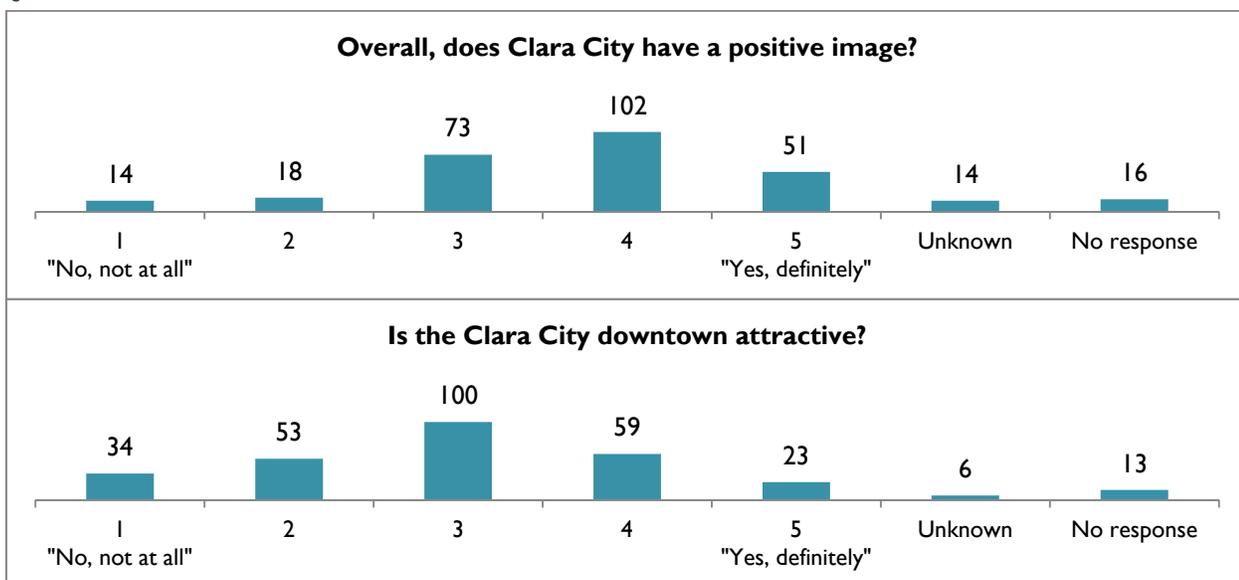
Question 8. How important is it for Clara City to:

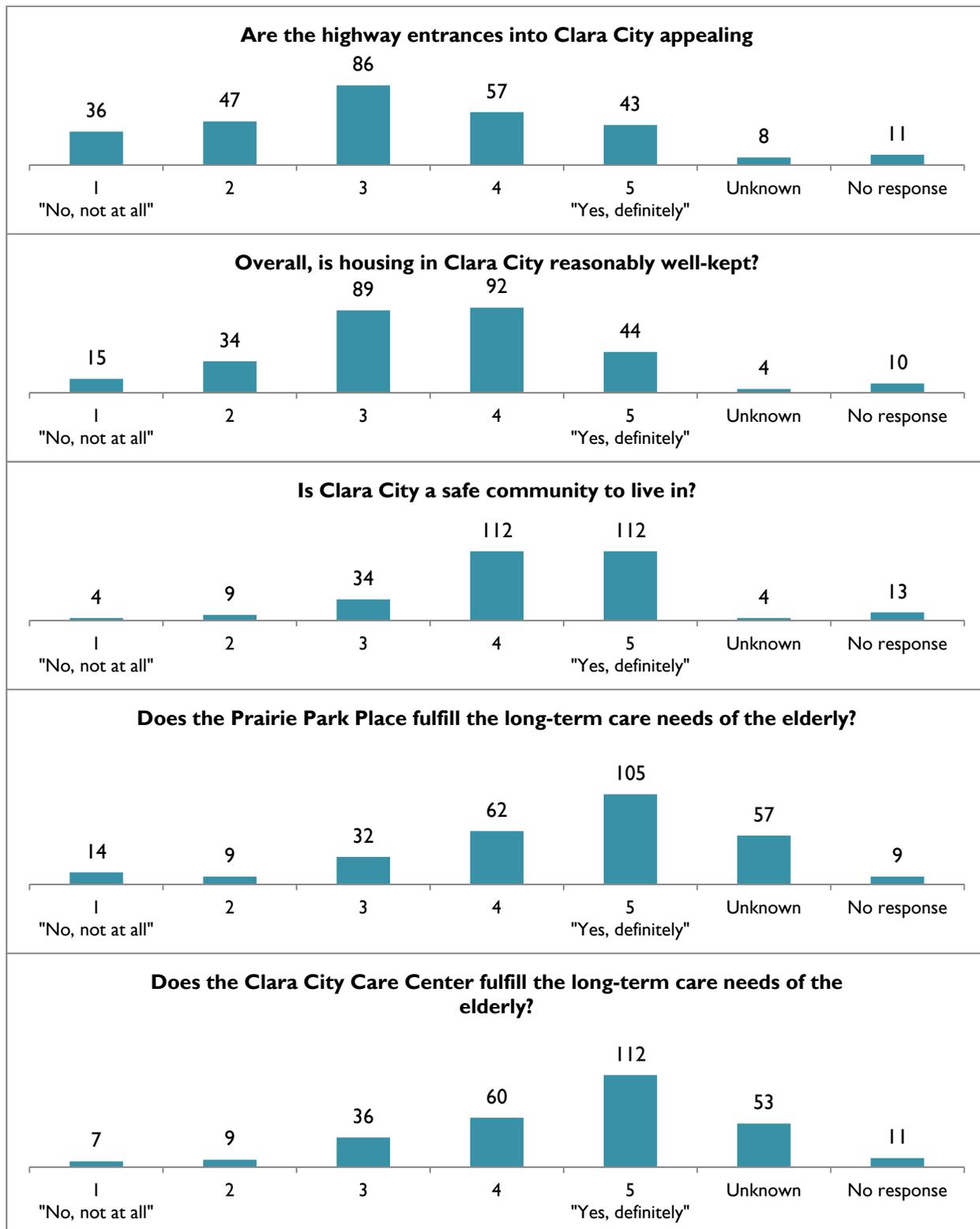




Community Image

Question 9:





Question 10: Rate the following on a sliding scale of 1 to 5 with 1 = "Very Poor", 5 = "Very Good", and U = "Unknown." Mark only one response for each service.

More points means that more voted towards "Very Good".

