



Through a \$2+ million grant from the Michigan Natural Resources Trust Fund and the support of citizens, the Grand Traverse Regional Land Conservancy and Sand Products Corporation, the City of Manistee acquired Man Made Lake property in 2009, consisting of 22 acres, a ten acre lake and a quarter mile of Lake Michigan shoreline.

“...the community of choice and destination for businesses, industry, tourists and families...”



Strategic Plan Update 2010-11

March, 2010



Dear Friends,

In 2007, the City of Manistee's City Council began a process to develop and periodically update a Strategic Plan to guide the City's future. While some of our goals have changed to reflect evolving conditions, our vision for the City has remained constant: *"to become a community of choice on the northwest Michigan coastline."*

Great things continue to happen in and around the City of Manistee toward becoming "a community of choice." Our strategy continues to guide our direction and actions and demonstrate the benefits of forward-looking plans. This year, we have included in our Strategy Update a summary of some of the accomplishments toward fulfilling our goals.

To be effective, the Strategic Plan for the City of Manistee must reflect the shared goals and priorities of the entire community. Especially in these challenging economic times, it is essential that our community be unified around our vision, goals and action steps for the future.

We invite your ideas and participation on this Strategic Plan and look forward to working with all interests to fully realize the City of Manistee's promise to be "a community of choice."

Sincerely,

Ilona Haydon, Mayor

Robert Hornkohl, Councilmember

Colleen Kenny, Councilmember and Mayor Pro-Tem

Hank Yonkman, Councilmember

Richard Mack, Councilmember

Alan Marshall, Councilmember

Strategic Plan Accomplishments

The City of Manistee’s Strategic Plan is a living, breathing blueprint for the future of the City that will continue to evolve as conditions change and opportunities arise. There have been and will be many accomplishments to achieve the strategic goals of the City toward our vision of a “community of choice.” They include:

Achievement	Strategic Plan Goals
- Continued Federal funding for dredging and maintaining the Manistee harbor.	1.3
- Collaboration with the Main Street Program, Downtown Development Authority, the Alliance for Economic Success and others in a project focused on revitalizing two City of Manistee signature buildings: the Vogue Theater and Iron Works Building.	1.5
- Completion of a “brand platform,” leading to a county-wide brand and brand identity that will be completed in 2010.	1.6
- Support for 10-West Studios and their film productions, in partnership with the Alliance for Economic Success and others, one of Manistee’s exciting entrepreneurial businesses.	1.6, 1.1
- Development and use of a City Asset Management Plan to ensure that City Infrastructure will support business, resident and visitor needs.	2.1
- Repairs and upgrading of the historic Ramsdell Theater, one of Manistee’s true crown jewels.	2.1
- The repaving of over 3.5 miles of City streets in 2009.	2.1
- The acquisition of 23 acres of land that abuts Lake Michigan and most of Man-Made Lake, made possible through a partnership of organizations and residents.	2.2
- The completion of the 5th Street Beach multi-purpose bathhouse, including new agreements for concessions.	3.1, 3.3, 3.4
- The upgrading of the Arthur Street Boat launch, scheduled to be completed in 2010 with the support of the Great Lakes Fishery Trust, the “Explore the Shores” Program and the Department of Natural Resources.	3.2, 3.3
- The upgrading of the Manistee Municipal Marina, the “third gateway” to the City of Manistee, scheduled to be completed in 2010.	3.2, 3.3
- The installation and opening of the new lift facilities at the Manistee Municipal Marina, enabling people who need assistance to get in and out of boats, with Funding support through the Access to Recreation Program funded by the W. K. Kellogg Foundation	3.2, 3.3
- The near completion of an agreement with Filer Township that will provide significant new sewer capacity to Filer Township businesses and residents along the U. S. 31 corridor through a collaborative initiative that will leverage the City’s	5.1

wastewater treatment infrastructure.

- The completion and implementation of the "Mutual Aid Agreement" with the Little River Band of Ottawa Indians which formalized and continued the excellent collaboration among City and Tribal enforcement programs and staff. 5.1
- Collaboration with Manistee Area Public Schools and the Paine Family Foundation to celebrate the opening and support the operations of the Manistee Aquatic Center. 5.1

For more information on City Accomplishments, visit www.ci.manistee.mi.us and review "City of Manistee 2009 Highlights."

Strategic Plan Process Improvements

Each year, City Council identifies ways to strengthen the process to update the Strategic Plan. In 2009, Council established the following goals for the 2010 Strategic Plan update:

- To achieve increased and more diverse community participation
- To ensure goals are specific, measurable and encompass matters of strategic importance and..are not about day-to-day operational matters
- To ensure that the City's budget process and budget reflects the strategic direction of Council

Community Participation

In keeping with Council's community participation goal, two meetings with students and a Future Manistee Forum were organized by the Alliance for Economic Success (AES) on behalf of Council solely to obtain participation in developing this Strategic Plan Update. The following summarizes input received. Council has reflected input where appropriate.

Students

Two meetings were held with students. They said that they want options for:

- Job opportunities and employment (more choices than working in restaurants or at golf courses; internships as administrative assistants, in the criminal justice system, in medicine, in industry, social work i.e. with senior citizens)
- Entertainment appropriate for their age group (movie theater and a club; later hours for stores; language village; winter activities such as snow related events, competitions; intramurals)
- Dining (need several restaurants; home style food not franchises; later hours)

They also said that the community needs to explore what other communities are doing to determine best practices for developing options, programs and opportunities for youth. They felt that such exploration could lead to

- Additional opportunities (such as the Muskegon indoor turf)

- Collaboration (such as a joint Gus Macker tournament and skate park competitions)
- Networking among communities (to make people aware of events like Kaleva days, Bear Lake Days and others.)

Students said that they support:

Downtown	Beaches
The Riverwalk	Our History
Being "Green"	
Lifeguards	

Students are concerned about:

The number of police	Condition of Bathhouse/concessions First Street Beach
Condition of Roads	Box Stores
Sewer separation	Our community Brand (i.e. Victorian Port City)
Jobs for their age group	

(Note: Upon discussing student input, Council and City staff will request an opportunity to discuss the updated Strategic Plan with students during 2010 to invite ongoing input and discussion.)

Manistee Future Forum

A "Manistee Future Forum" was held on February 11, 2010 in the Ramsdell Theater Ballroom that was open to the public to obtain input for this Strategy update. Four questions were posed to participants who discussed them in small groups. A total of 43 individuals participated. The questions and responses were as follows:

Question 1. In the year 2014, what will be the top three priorities for the City?

Economy & Employment

- | | |
|---|--|
| - Jobs for youth and heads of household | - Modify taxes/provide incentives |
| - Retain/promote industry | - Filled downtown storefronts - vibrant downtown |
| - Commitment to strong business environment | - Population growth |
| - Business friendly/centralized permitting | - Tourism promotion |
| | - Brand - sharpen & maintain |

Infrastructure

- Road maintenance and repair
- Universal access to commercial buildings
- Mass transportation opportunities
- Complete construction

Housing

- Housing stock filled

Cross-Cutting

- Collaboration - non partisan
- Identify additional financial resources
- Variety of third places
- Responsible citizenry
- Maintain resources

Question 2. What should look different in 2020?

- Branding implemented
- First Street Beach upgraded/busy
- Beach master plan implemented
- Peninsula plan implemented
- Recreation projects completed on waterways
- Housing stock improved
- Aesthetic/attractive store fronts - River Street & "River Side"
- Thriving downtown - year round - no vacancies
- Full marina spilling into downtown
- U.S. 31 Corridor improvements - traffic flow - collaboration - people stop in Manistee
- Infrastructure for non-motorized transportation
- Clear economic development plan that is conservation focused
- Better use of Manistee Lake
- Implement rail relocation plan
- Highway bypass - Manistee is a destination
- Collaboration with Filer and Manistee Townships
- Tax surplus

Question 3. What are the three most important things that the City can achieve working with other communities?

- Shared goals
- Capitalize/recognize shared opportunities
- Cost savings
- Better, more cost-effective services
- Economies of scale (ie. Procurement services)
- Port maintenance
- Share best practices
- Tourism and branding
- Joint planning for the future, including master planning and zoning
- Transportation services - facilitate passenger train/travel
- Stronger sense of community - county wide
- Trails systems: snowmobile, bike, canoe
- Coordinate - community events

- Joint draw - bringing cultures/communities together
- Unified economic development
- Develop cultural/recreational Manistee Lake taxing authority

Question 4. What should the City of Manistee be known for?

- "Perfect"
- Unique opportunities for all
- The City of Choice - for all seasons
- Friendly, caring community
- Quality of life
- Community of opportunity
- Restated vision
- Progressive community - place for people of all ages and abilities to live, work and play

Who We Serve and Impact

City Council and City government serve and impact a diverse group of individuals, groups, governments and organizations, including:

- City residents
- City government employees
- Businesses and Industry, including the Manistee Manufacturer's Council
- The Little River Band of Ottawa Indians
- Township, State and Federal Governments
- County residents
- Tourists
- Seasonal residents
- Schools
- West Shore Community College
- Nonprofit organizations
- Civic organizations
- Youth
- Police, Fire and Rescue personnel
- Individuals, businesses and groups considering the City of Manistee as a place to live, work or simply enjoy.

We strive to engage all interests toward our vision of being a community of choice.

Values

A set of values guide our actions and decisions involving governance of the City:

- | | |
|---|-------------------------------------|
| • Fairness | • Tolerance |
| • Integrity, honesty and the highest ethical standards | • Accessibility and approachability |
| • Commitment to the community and to their respective offices | • Respect |
| | • Listening and being responsive |

- Responsiveness
- Leadership
- Trust
- Responsibility
- Universal Access for people of all abilities

Our Vision: The Ideal State

Our vision for the City can be attained through leadership, teamwork and collaboration with all who have an interest in the City's future:

"Manistee will be the community of choice on the northwest Michigan coastline with a strong, diversified economy providing opportunities for all...a city whose prosperity continues into the future."

Our Purpose: How We Lead

The purpose of City Council reflects how we will lead to attain the vision and strategic mission:

"The purpose of the Manistee City Council is to provide direction for the community on behalf of its citizens. The council will achieve this through exemplary leadership, being accessible and approachable for all, upholding policy, ensuring financial stability, and providing citizens safety, economic opportunity and a better quality of life."

Strategic Mission: What We Do

Our Strategic Mission that defines what we must do to achieve our vision. This mission drives the strategic goals and operational objectives of our Strategy:

"To competitively position the City of Manistee as the community of choice and destination for businesses, industry, tourists and families."

Three Year Strategic Goals

City Council has six areas of focus for their strategic goals:

1. Economic Development and Jobs
2. City Infrastructure
3. Beaches, Parks and Recreational Areas
4. Financial Stability and Continuous Improvement
5. Intergovernmental Relationships
6. Housing, Homelessness & Senior Citizens

Following are Council's Strategic goals for the 2010/11 Strategic Plan update. In most cases, the goals are accompanied by objectives of Manistee's City government.

1. Economic Development and Jobs

1.1 Goal To provide leadership for completing a comprehensive Manistee County Economic Development Plan, coordinated by the Alliance for Economic Success (AES).

1.2 Goal To achieve 100 percent occupancy in the industrial park and the Renaissance Park and other industrial properties.

1.3 Goal To collaborate with the AES and others to ensure that the Manistee harbor and port and related infrastructure and channel are maintained and developed to enable full and safe commercial navigation to support the retention, expansion and attraction of industry, business and jobs to the city, county and region.

1.4 Goal To engage the AES to work with local businesses and industry to identify training and education needs and then to work with the K-12 schools and other educational institutions to address those needs.

1.5 Goal To partner with the Mainstreet Program/Downtown Development Authority, the Chamber and the Alliance for Economic Success to achieve an energized, thriving downtown and community.

1.6 Goal To partner with the AES and other organizations in the County-wide branding initiative to establish new and effective ways to differentiate and market our community.

2. City Infrastructure

2.1 Goal To evaluate, develop and oversee an asset management plan for restoration, preservation and maintenance of city owned assets.

2.2 Goal To explore and develop public/private partnerships to provide and develop infrastructure and acquire property at target areas within the City limits to facilitate and promote redevelopment and economic activity.

2.3 Goal To identify, invest and use appropriate technology city-wide to improve the efficiency, effectiveness and competitiveness of City operations and services.

2.4 Goal To encourage and support the use of energy efficient technologies and construction methods and promote conservation and sustainability by example and incentive. Include consideration of "green" in any decision process.

3. City Beaches, Parks and Recreation Areas

3.1 Goal To have the cleanest Lake Michigan public beaches and parks in Michigan with universal access to all people of all abilities.

3.2 Goal To have the best boating facilities on Lake Michigan's shoreline.

3.3 Goal To develop and adopt a capital improvement plan for parks and recreation areas that recommends upgrades and costs and fully considers universal accessibility.

3.4 Goal To explore public/private partnerships to establish amenities and attractions and enhance recreational opportunities on beaches, parks and recreation areas for the City of Manistee.

4. Financial Stability and Continuous Improvement

Goal 4.1 To achieve the strategic three-year goals set by City Council without increasing the millage rate.

Goal 4.2 To maintain a three-year financial forecast of revenue income, operating expenses and capital funding and identify potential trends that could negatively or positively impact achieving the strategic goals established by City Council for the City of Manistee.

Goal 4.3 To ensure that City Council and City Government have the capabilities to competitively position the City through a commitment to professional development, capacity building and leadership development.

Goal 4.4 To have an ongoing process to assess and ensure the efficiency and effectiveness of City services, programs and operations, including review of best practices from other communities.

5. Intergovernmental Relationships

Goal 5.1 To collaborate with other units of government to leverage technology and provide services to citizens, such as wastewater treatment plant collection in Filer Township and joint economic development and safety services in the "Greater Manistee Area."

(Note: in discussing this goal, Council will now pursue meetings at least yearly with area local governments to discuss opportunities for collaboration and sharing of services.)

6. Housing, Homelessness and Senior Citizens

Goal 6.1 To focus on the long term housing needs of the entire population by partnering with the Manistee Housing Commission, Manistee-Benzie Community Mental Health, Downtown Development Authority and other communities to develop a housing strategy that responds to current and projected housing issues, including those involving homelessness prevention, housing for low income individuals and families and senior housing.