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

CITY OF MANISTEE

Strategic Plan Update
2014-15 through 2016-2017

March 4, 2014

Cover Photos: The new fish cleaning station at the City's 1st Street Beach, the continued dredging of Manistee's river channel for commercial and recreational navigation and the opening of the historic Vogue Theatre of Manistee were all singled out as sources of pride by the City Council in updating their Strategic Plan. All are examples of achievements stemming from successful community engagement around shared community priorities.

Preface

In 2007, Manistee's City Council developed a Strategic Plan and has updated it each year. For this plan update, covering the period 2014-15 to 2016-17, City Council began with a simple discussion about "what are we proud of?" Their answers reflect the considerable progress of the City to implement their plan, demonstrating the convictions of Council in the strategic planning process and their collective will to turn plans into community realities.

Within the context of the City's vision "To be a community of choice on the northwest Michigan coastline," Council said that they were proud of:

- The new First Street Beach Pavilion, Fish Cleaning Station and the Playground (to be built in 2015), supported with funding through the Natural Resources Trust Fund, the Great Lakes Fishery Trust and the Land and Water Conservation Fund. These facilities reflect the tangible results of an intense planning process that engaged all segments of the City's population.

- The opening of the historic Vogue Theatre of Manistee and the Blue Fish Kitchen. The Vogue Theatre is the largest community-driven, volunteer-led initiative in the history of Manistee, reflecting donations and grants from over 600 sources. The Theatre and the Blue Fish Kitchen will positively influence the market conditions of the City's downtown development district.

- The completion of the City's Municipal Marina and sustaining dredging for Manistee's commercial navigation channel.

- Street improvements on 8th and 12th Streets, respectively, near Manistee Area Public Schools.

- Other River Street improvements, including façade grants, an infiltration of businesses taking over vacant storefronts and the stamped concrete program.

- The continued commitment of the City to universal design and universal access so that people of all ages, needs and abilities can fully enjoy the City.

- Repairs, upgrades and new management at the historic Ramsdell Theatre.

- Consolidation of fire, police and safety services as a result of a detail evaluation of current conditions and options.

- Making continued progress without increasing the millage, supported by the fiscal responsibility of City staff.

We hope that all community interests will review this updated Strategic Plan, offer your suggestions and ideas on how our community can be improved, and unify with us in making Manistee the "community of choice."

Sincerely,

Mayor Colleen Kenny

Mayor Pro-Tem Catherine Zaring

Councilmember Edward Cote

Councilmember Robert Hornkohl

Councilmember Robert Goodspeed

Councilmember Mark Wittlieff

Councilmember Eric Gustad

Our Vision

Our vision reflects how we want the City to be recognized by its residents, businesses and visitors:

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

Our Mission

Our Strategic Mission defines what we must do to achieve our vision.

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

Our Purpose

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 and by being accessible and approachable for all, upholding policy, ensuring financial stability, and providing citizens with safety, economic opportunity and a better quality of life."

Our Values

A set of values guide decisions involving governance of the City:

- Fairness
- Integrity, honesty and the highest ethical standards
- Commitment to the community and to their respective offices
- Tolerance
- Accessibility and approachability
- Respect
- Listening and being responsive
- Responsiveness
- Leadership
- Trust
- Responsibility
- Universal Access for people of all abilities

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
- The Alliance for Economic Success
- The Manistee Downtown Development Authority
- Neighboring communities
- West Shore Medical Center
- 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."*

Accomplishments

A number of strategic goals were achieved during 2013 and/or incorporated as ongoing functions of City Government, including:

Goal 1.3.1 Have AES hold a multi-port meeting to assess needs and collaborative opportunities with regard to harbor dredging and maintenance.

Goal 1.5.1 Cooperatively assist with revitalization of the Vogue Theatre

Goal 2.2.1 Completed Ramsdell White Paper and hired new Ramsdell Director

Goal 2.5.1 Continue use of and improvements to e-agenda for City Council

Goal 4.2 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 (this is now done routinely)

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

Strategy 4.4.1 Develop a white paper covering the City's Community Development functions

Issues and Opportunities

In updating their Strategic Plan, Council devoted time to identifying issues and opportunities that should be addressed in the Strategic Plan, including:

- Community blight
- Continued decline in State funding for City operations and programs
- Transportation/road funding that is now below the basic level to simply maintain the road network
- The strategy for the City's Peninsula District
- The condition of City streets with regard to the management process, declining financing, conditions on the north side of the City and the cost of repairs
- The need to identify assess options for new revenue streams, including opportunities presented by the recently announced $1 billion State surplus
- Opening River Street to more opportunities as an economic driver for the community
- Maintaining jobs and creating an environment conducive to job creation
- Maintaining all City Parks, including consideration of the proposed "Adopt a Park" concept
- Improvements to the Fifth Avenue beach such as picnic areas and sidewalks
- Concepts for regional economic development
- Status of public safety programs in view of declining funding
- Maintaining the millage rate in a time of declining revenues

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

Council uses the following criteria to identify where strategic goals should be modified:

- Are the strategic goals accomplished or still relevant and reflective of strategic priorities?

- Are the strategic goals reflective of true strategic goals or more tactical, day-to-day functions?

- Do the strategic goals reflect evolving needs and priorities of the community?

Following are Council's Strategic goals for this Strategic Plan update.

1. Economic Development and Jobs

1.1 Goal To provide leadership for completing a comprehensive Manistee County Economic Development Plan and Strategy, coordinated by the Alliance for Economic Success (AES) that identifies and recognizes the roles and relationships of all entities involved with retaining, expanding and attracting businesses and jobs, including marketing, promotion, and maintaining updated resources for businesses and developers.

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

> **Strategy 1.2.1** Prioritize the existing Renaissance Zone to determine its best future use. Consult with Manistee Township and the State of Michigan as part of that process.

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. One action step related to this goal is to have the AES work with staff to map port assets and assess options, including creation of a Port Authority (such as Burns Harbor).

> **Strategy 1.3.1** Work cooperatively with the AES, and other municipalities around Manistee Lake to map out deep water port assets and assess options for managing these assets, including researching the creation of the Port Authority.

> **Strategy 1.3.2** Identify Industrially Zoned deep water port assets and work with the AES and property owners to ensure the ports are useable. If not useable, identify opportunities to assist with upgrading ports.

1.4 Goal To engage the AES and the Chamber of Commerce to continue 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 focus on the revitalization of downtown, partnering with the Main Street/ Downtown Development Authority, the Chamber and the Alliance for Economic Success to achieve an energized, thriving downtown and community.

> **Strategy 1.5.1** Support plans and new ideas to deliver small businesses services and bring people to Manistee's downtown.

1.6 Goal To work with the AES and the Michigan Economic Development Corporation (MEDC) to apply for MEDC's Redevelopment Ready Communities program.

2. City Infrastructure and Facilities

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

> **Strategy 2.1.1** Complete Building Asset Management Plan.

Strategy 2.1.2 Maintain full compliance with NPDES fixed date Combined Sewer Separation schedule.

Strategy 2.1.3 Develop a plan that will increase revenue toward addressing necessary upgrades to both local and major streets. The plan will look at options for increasing revenue, potentially identify which streets need to be upgraded and will include both Staff, City Council and resident input.

2.2 Goal Develop a sustainable model for management of the Ramsdell Theatre to insure its long term operation.

2.3 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.

Strategy 2.3.1 Work to acquire property rights from Morton Salt and Consumers Energy to redevelop the Ninth Street Boat Launch.

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

Strategy 2.4.1 Continue implementation and enhancement of City GIS system and maintain partnership with Manistee County on GIS.

Strategy 2.4.2 Continue to enhance new website through continuous evaluation and use website and other social media to increase communications with residents and visitors.

2.5 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.

Strategy 2.5.1 Continue to evaluate and implement energy efficiencies and cost savings on city facilities.

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, including children. This includes asking the AES to develop financial resources toward the implementation of the Beach Conceptual Plan.

Strategy 3.1.1 Focus maintenance efforts for the improvements made to Fifth Avenue Beach before expanding improvements and adding additional responsibilities required under the Beach Conceptual Plan.

Strategy 3.1.2 Develop a Parks Maintenance Management Plan which prioritizes Parks based on usage and seasonality, including a cost analysis for maintenance options in-house vs. out sourced.

Strategy 3.1.3 Maintain signage and foot patrols as budget allows to ensure compliance and enforcement with laws and ordinances governing city beaches and provide necessary safety devices on both Lake Michigan beaches.

Strategy 3.1.4 Explore location and associated policies that would allow responsible dog owners to have access to Lake Michigan and other public places in the City with their dogs.

Strategy 3.1.5 To identify and seek funding for picnic/cabana facilities at the Fifth Avenue Beach, similar to those at the First Street Beach.

Strategy 3.1.6 Work cooperatively with the Teen Center Board and other interested groups to develop a plan to create a sustainable ice skating rink at Sands Park for the majority of the winter.

Strategy 3.1.7 Explore opportunities to upgrade the tennis courts at Sands Park.

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

Strategy 3.2.1 Upgrade First Street Boat Launch in accordance with the First Street upgrade project.

Strategy 3.2.2 Work cooperatively with the Explore the Shores county-wide initiative, specifically identifying the Ninth Street Boat Launch upgrades as a high priority.

Strategy 3.2.3 Research upgrading the current First Street Beach auto-attendant that will include a backup plan if the auto-attendant is disabled.

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.

Strategy 3.3.1 Develop and implement Parks Asset Management Plan, prioritize needs and recommendations for annual budget for upgrades for parks, with emphasis on 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.

Strategy 3.4.1 Identify and prioritize opportunities for public and private partnerships in the conceptual plan for the City's Lake Michigan beaches, including the Adopt-A-Park concept being developed by the City's Parks Commission.

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.

> **Strategy 4.1.1** Review current goal of not increasing millage rate to determine the long term feasibility of maintaining the same millage rate. This would also include the research of finding ways to increase revenue.

Goal 4.2 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 and the assessment and expansion, if needed, of the City's " Economic Vitality Improvement Program (EVIP) "dashboard" as a tool for measuring meaningful progress.

> **Strategy 4.4.1** Complete White Paper reports as appropriate to increase efficiencies, intergovernmental cooperation, privatization opportunities, in sourcing opportunities all looking toward establishing an acceptable service level and continuing to look for opportunities to reduce costs. Short term priorities involve: development of a white paper covering the Clerk/Treasurer functions.

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 plants collection in Filer Township and in Manistee Township with the Township and Little River Band of Ottawa Indians and joint economic development and safety services in the "Greater Manistee Area." We have asked the AES to re-energize "around the lake" discussions involving City Council and our government partners to define priorities and opportunities for improving communications and for collaboration and potential service sharing.

> **Strategy 5.1.1** Explore and carry out collaborative meetings with our neighboring Counties and Cities, including a potential collaborative meeting with the City of Ludington.
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> **Strategy 5.1.2** Continue to explore intergovernmental service sharing opportunities identified in OSA report and in Departmental White Paper reports.

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, Centra Wellness, 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.

> **Strategy 6.1.1** To work cooperatively with the Manistee Housing Commission supporting their efforts to address low to moderate housing needs, homelessness

as well as other projects to assist them in providing needed services for City and area residents.

Strategy 6.1.2 Support an emerging strategy involving the City and many diverse stakeholders to complete an action-focused housing strategy for Manistee County and, potentially, for Manistee-Benzie County.

Goal 6.2 Research opportunities to minimize blighted properties in the City.

Strategy 6.2.1 Work cooperatively with the Building Inspector, City Attorney and other code enforcement department to proactively address blighted properties with the intent on bringing each property into compliance with ordinance and neighborhood standards.

For More Information about the City of Manistee, go to www.manisteemi.gov

The update of the Strategic Plan was facilitated with the assistance of the Alliance for Economic Success, a 501 (c) (3) organization that has the primary role for economic development of Manistee County.