



Michigan Governor Granholm joined City, County and state officials to welcome Mariah Power and MasTech Manufacturing's new business to the City of Manistee. The companies will manufacture "Windspire," an innovative, cost effective wind power system for residential and other uses worldwide, creating 116 new jobs.

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

CITY OF MANISTEE

Strategy Update 2009-10

April 9, 2009



Dear Friends,

This is the update of the City of Manistee's Strategic Plan for the 2009-10 Fiscal Year. It is a blueprint for what our City aspires to become and how we will achieve our aspirations. It establishes strategic direction for City government programs and services and will be updated to respond to evolving challenges and conditions.

This year, the process to update our Strategy included a community forum to obtain input on the future direction of the City. We will continue to hold similar events to invite community participation.

Our vision for the city remains unchanged, to be: "...the community of choice on northwest Michigan's coastline..."

We welcome the input and participation of all interests toward this aspiration for the City of Manistee.

Sincerely,

Cyndy Fuller (Mayor)	Ph. 231-723-8058	cfuller@harbor-village.com
Colleen Kenny	Ph: 231-723-5398	ckenny@packagingcorp.com
Robert Hornkohl	Ph: 231-723-5903	rmhornkohl@sbcglobal.net
Ilona Haydon	Ph: 231-794-5514	bestnshow49660@gmail.com
Hank Yonkman	Ph: 231-723-6805	hyonkman@yahoo.com
Richard Mack	Ph: 231-723-6830	rlmayor@yahoo.com
Alan W. Marshall	Ph: 231-723-6065	alupnorth@webtv.net

Contents	Page
Community Participation	4
Who We Serve and Impact	5
Values	5
Our Vision: The Ideal State	6
Our Purpose: How We Lead	6
Our Mission: What We Do	6
Three Year Strategic Goals	6
Economic Development and Jobs	7
City Infrastructure	8
City Beaches, Parks and Recreation Areas	10
Financial Stability and Continuous Improvements	11
Intergovernmental Relations	13
Housing, Homelessness and Seniors	13

Community Participation

A community forum was held on February 10, 2009 in Hardy Hall at the Ramsdell Theater to invite participation in updating our Strategic Plan. Fifty-five people attended. The following summarizes the emphasis of input received at the Community Forum in response to four questions.

1. What are we proudest of?

- Natural resources
- The community's small town character
- Historical significance
- Recent new business developments

2. What are we saddest about?

- Need for businesses and jobs
- Physical condition of City infrastructure
- Aesthetic appearance
- Lack of racial diversity and tolerance

3. What are our future priorities?

- Business and job development
- Becoming a "Green City"
- Being an affordable community for all
- Protecting and leveraging our natural resources

4. What is our future vision?

- A year-round, four season destination community
- Rail relocation and a rails-to-trails system
- A mixed use development on the City's peninsula
- A "Green City"
- A downtown with no building vacancies
- More modern buildings and use of buildings along the riverwalk
- Job opportunities with good pay
- Revitalized infrastructure
- Lower property taxes
- Fully utilized port
- A transformed US 31 corridor
- Relocated railroad switchyards
- Streetscapes and greenscapes
- Implementation of the beach master plan

This input was considered by City Council and is reflected in this Strategic Plan update.

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 becoming a community of choice for all and a destination for businesses, industry, tourists and families.

Values

A set of values guide our actions and 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

Our Vision: The Ideal State

Our vision for the City reflects the **ideal state**. It 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 identified 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 many 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.

Objectives

1.1 & 1.2 (a) Jobs and Business Development. To provide economic stability through more employer opportunities, lower unemployment and by increasing the tax base, in partnership with the AES and other organizations.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	City Manager, Community Development Director & AES
(Absorbed in City budget)			

1.1 & 1.2 (b) Rail Infrastructure. To partner with the (AES) in implementing rail infrastructure relocation to support manufacturers and expand community development opportunities.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	Community Development Director, City Manager & AES
(Absorbed in City budget)			

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.

Objective

1.4 (a) Youth in Government and Mentoring. Continue to fully involve City of Manistee youth in City Government Boards and Commissions under the City's "Youth Observation Policy" and implement the youth/student mentoring program in collaboration with City schools, parents and students. In addition, work with K-12 schools to support service learning and curriculum integration where feasible that involves student in meaningful learning experiences involving City government.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	City Council, City Manager and other departments
(Absorbed in City budget)			

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.

Objective

1.5 (a) Downtown Support. To support plans and new ideas to deliver small business services and to bring people to Manistee’s downtown.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	Downtown Development Authority, Community Development Director and City Manager

(Funding to be determined)

1.5 (b) Safe, Friendly and Universally Accessible Community. To achieve measurable improvements in public safety and universal access and to lead by example to ensure that our community is recognized by residents and visitors alike as friendly, courteous and helpful.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	Police Dept., City Manager Other Departments

(Encompasses: barrier free beach access; barrier free lift grant; and a Beach Safety Kiosk)

1.7 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.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	Mayor, City Council, City Manager
\$5,000	(Implementation costs to be determined through branding process)		

2. City Infrastructure

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

Objective

2.1 (a) Management Plan. To implement an asset management plan for city owned buildings that will be completed by December 2009 that will include recommendations, priorities and estimated annual budget requirements.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
-------------------------	--	--	----------------------------

09/10 10/11 11/12
 (Absorbed in City Budget)
 (Budget estimates will result from the study)

Community Development
 Director & Finance Director

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.

Objective

2.2 (a) Proactive Climate for Development. To identify potential sites or opportunities for future developments and identify infrastructure shortfalls and other gaps so that they may be readily addressed, providing a climate that is flexibility and responsive to development interests.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	City Manager, Other Departments and AES
(City budget will absorb)			

2.2 (b) Analysis and Strategy. To develop an acquisition strategy based upon an acquisition needs and opportunity analysis.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	Comm. Development Director, City Assessor
(City budget will absorb)			City Manager and Finance Director

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

Objective

2.3 (a) Technology Implementation and Assessment. To incrementally build the City's technology capacities, including GIS systems, broadband and others, in partnership with other organizations while assessing options and pros and cons of technology use throughout all City departments.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	Finance Director, Community Development Director and City Assessor
\$20	\$20	\$20	(Capital Improvement Fund, Grants: Water/Sewer)

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.

Objectives

3.1 (a) Beach Master Plans. To begin implementation of the beach master plan that was completed in 2008.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	Department of Public Works
(To be determined based upon grant/funding availability)			

3.1 (b) Safety and Litter. To maintain signage and foot patrols to ensure full compliance with and enforcement for laws and ordinances governing the City's beaches and provide necessary safety devices/equipment at both Lake Michigan beaches.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	Police Chief, Department of Public Works/Parks, Fire Chief
(Funding to be determined)			

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

Objectives

3.2 (a) City Marina. Work with other organizations, including the Alliance for Economic Success, to explore alternative sources of funding to enhance or, potentially, replace certain public marina facilities, including elements of the new Beach Master Plan.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	Harbor Master, Finance Director, City Manager, AES & City Engineer
(Funding pursuit absorbed) Funders to be determined.)			

3.2 (b) City Marina Repair. Proceed with required repairs of the City Marina.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	Harbor Master, Finance Director City Manager

3.2 (c) Enhanced Boater Access. To guide and support the Great Lakes Fishery Trust funded project to improve recreational access to migratory fish species by building a fishing pier at the Arthur Street Launch site that will enhance boater access to Manistee Lake.

<u>City Costs (000)</u>		<u>Lead Responsibility</u>
09/10		Community Development Director,

City Manager, Department of
Public Works Director/Parks and AES

(Funding has been secured. Project will be completed in 2009)

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.

Objective

3.3 (a) Management Plan. To implement the asset management plan for the City that identifies needs, priorities and recommended annual budget requirements to upgrade City parks, including emphasis upon universal access.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	City Manager and Department of Public Work/Parks Crew Leader
Reflected in annual budget			

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.

Objective

3.4 (a) Beach Management Plans. To identify and prioritize opportunities for public/private partnerships in the Master Plans for the City's Lake Michigan beaches that were adopted in 2009. Partnerships will be pursued based on the recommendations of the Master Plans.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	City Manager, Department of Public Works/Parks & Other Departments
(Funding to be determined.)			

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.

Objectives (Note: the following objectives relate to Goals 4.1 and 4.2)

Objective 4 (a) To explore public and private sources of revenue to achieve the goals and other needs of the City.

<u>City Cost (000)</u>	<u>Lead Responsibility</u>
09/10 10/11 11/12 (Absorbed in City budget)	Finance Director, City Clerk and City Manager

Objective 4 (b) To regularly report each year on the “state of the state” of the financial condition of the City, a report that will include information on current and protected revenues and revenue sources, funding levels for city services and projected unmet needs and shortfalls, including funding requirements for new or emerging opportunities. This will also include quarterly financial updates to City Council.

<u>City Costs (000)</u>	<u>Lead Responsibility</u>
09/10 10/11 11/12 (Absorbed in City budget)	Collaborative effort between City Manager and Finance Director

4.3 Goal 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.

Objectives

4.3 (a) Assessment, Benchmarking and Development. To use the “360” assessment process with Council, the City Manager, Department Directors and employees to: benchmark capacities and growth needs; create capacity building objectives; and continuous improvement programs that should be implemented.

<u>City Costs (000)</u>	<u>Lead Responsibility</u>
09/10 10/11 11/12 (Absorbed in City budget)	City Manager & Other Depts.

4.3 (b) Learning and Sharing Best Practices. To encourage, schedule and participate in opportunities to learn about and apply best practices. (This includes: Mayors Exchange; community visits; Michigan Municipal League Functions and Various Professional Association affiliations)

<u>City Costs (000)</u>	<u>Lead Responsibility</u>
09/10 10/11 11/12	City Manager, Dept. Directors & City Council members

(Travel and training budget will absorb.)

Goal 4.4 To support the Operational Service Audit Committee, City managers and City personnel in completing the audit and assessment of City services to identify opportunities for improving efficiency and effectiveness, including community input and review of options and recommendations. This audit will be used to establish implementation objectives that will be reflected in Council's next Strategic Plan update and in subsequent City budgets.

Objectives

4.4 (a) Operational Services Audit. To collaborate with the Matrix Consulting Group and the Operational Service Audit Committee to complete and begin implementation of the Operational Services Audit within the following estimated schedule:

April 2009: Project begins, including consultant interviews with city personnel

April-August 2009: Consultant interviews and assessments. Ongoing review of progress by Operational Service Audit Committee and updates with Council and other interests.

September- December 2009: Review of Operational Services Audit report, assessment of options and recommendations and development of priorities and implementation objectives.

September-November 2009: Integration of Operational Service Audit objectives into the Update of the City of Manistee's Strategic Plan.

December 2009 – February 2010: Complete Operational Service Audit implementation plan.

February 2010: Reflect operational service audit implementation in City budget.

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."

Objective

5.1 (a) Establish Clear Partnership Objectives and Plans. To convene with other communities in 2009 to: a) identify and prioritize options for partnerships to achieve economies of scale and improved service levels; and b) develop and implement specific partnership plans to achieve those goals.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	City Manager, Other
(Absorbed in City budget)			Departments and AES

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, 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.

Objectives

6.1 (a) County Needs & Strategy. To encourage the County to update the 2004 housing needs assessment and, at the same time, discuss the need and feasibility of a County housing strategy.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	
(City participation absorbed in City budget)			Manistee Housing Commission, City Housing Administration, City Manager, Human Services Collaborative Body, Continuum of Care and other governmental entities

6.1 (b) City Needs Assessment. To determine the current and projected demographic of housing needs within the community for extremely and very low income individuals and families and for senior citizens, expanding upon the newly completed County housing needs assessment (2008/2009)

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	
\$5,000 (Manistee Housing Commission funds)			Manistee Housing Commission, City Housing Administration, City Manager, Human Services Collaborative Body, Continuum of Care and others. other governmental entities

6.1 (c) City Asset Assessment. To determine the existing housing stock that meet needs of extremely and very low income individuals and families and senior citizens.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	
\$4,000 (Manistee Housing Commission funds)			Manistee Housing Commission, Community Development Director, Building Inspector

6.1 (d) Rehabilitation and Education. To support the rental inspection and rehabilitation programs for housing stock as well as education programs for landlords that encompasses acceptance of Section 8 Vouchers as well as other educational components allowing for successful home ownership and tenants.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	
(Funding to be determined)			Manistee Housing Commission, City Housing Administration, Community Development Director

6.1 (e) Strong Neighborhoods. To support the use and conversion of neighborhoods to better respond to diverse housing needs within our community.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
09/10	10/11	11/12	Downtown Development Authority and City staff
(Responsibility absorbed in existing budgets)			

