

MANISTEE CITY COUNCIL

WORK SESSION AGENDA

Tuesday, January 12, 2016 - 7:00 p.m. - Council Chambers, City Hall

I. Call to Order.

II. Work Session Items.

- a.) PUBLIC COMMENTS ON WORK SESSION RELATED ITEMS.
- b.) DISCUSSION ON FILER TOWNSHIP UTILITY AGREEMENT. – R. Ben Bifoss and City Staff.
- c.) DISCUSSION ON STRATEGIC PLAN UPDATE PROCESS. – Alliance for Economic Success.
- d.) DISCUSSION ON CITY MANAGER / CITY COUNCIL EXPECTATIONS. – Facilitated by the Alliance for Economic Success.
- e.) DISCUSSION ON EDGEWATER BROWNFIELD DEVELOPMENT – City Manager Thad N. Taylor and City Staff.

III. Adjourn.

AGREEMENT
FOR THE COLLECTION AND TREATMENT OF WASTEWATER
CHARTER TOWNSHIP OF FILER- CITY OF MANISTEE

1. **Parties and authority.** This agreement between the Charter Township of Filer (Township) and the City of Manistee (City) is made according to the Urban Cooperation Act of 1967, 1967 (Extra Session) PA 7, as amended MCL 124.501 *et seq.*

1.1. **Term.** The term of this Agreement is 40 years, beginning on the effective date.

1.2. **Effective date.** The effective date of this Agreement is _____, 2015.

1.3. **Purpose.** The purpose of the Agreement is to provide the terms and conditions on which wastewater generated and collected in the Township will be transported to, and treated by, the wastewater treatment plant owned by the City and the terms and conditions pursuant to which the City will operate and maintain the Township's sanitary sewer collection system.

1.4. **Rates.** The rates charged by the City to the Township under this Agreement shall be adopted and collected according to the methodology described in paragraph 3.0. The overall objective in application of the rate methodology is to make sure that Township customers are not paying rates that subsidize the rates charged to City customers and that City customers are not paying rates that subsidize the rates charged to Township customers.

1.4.1 **Existing Customers.** If any affected current user of the City system who is located in the Township so chooses by a written request to the City Manager of the City, the City shall phase-out the payment in lieu of taxes ("PILT") for current City wastewater users in the Township over the next three (3) years and treat those users according to this bulk contract, with notice to the Township of each City customer that is phased out as a City Customer and switched to a Township customer. If an affected current user in the Township makes that written request of the City by December 1, 2016, that phase-out shall begin as of January 1, 2017 and shall continue as indicated below. If the request is made by December 1 of any subsequent year, the phase-out shall begin on January 1 of the following year:

Beginning on January 1, 2017, the PILT to be paid for that calendar year pursuant to that pre-existing contract shall be 65% of the PILT that would otherwise be paid under that contract.

Beginning on January 1, 2018, the PILT to be paid for that calendar year pursuant to that pre-existing contract shall be 35% of the PILT that would otherwise be paid under that contract.

Beginning January 1, 2019, the PILT to be paid for that calendar year pursuant to that pre-existing contract shall be \$0.

Notwithstanding the above, the amount of the PILT shall not be reduced or further reduced in any new calendar year if any PILT payments are overdue as of January 1. If any PILT payments are overdue as of January 1, the PILT payments to be paid in that calendar year shall be same as in the prior year. Additional phase-out reductions may commence or resume the following year if all PILT payments are current as of January 1.

This section shall not apply to or affect any current agreement with an existing City sanitary wastewater service user in the Township that does not expressly provide for a PILT.

1.4.2. **Bulk Customer.** The Township will be a “bulk” wastewater treatment customer of the City, meaning that the City will issue one quarterly bill to the Township and the Township will be responsible for billing all retail customers situated in the Township. If the Township bills its customers on a monthly basis or requests monthly bills from the City, the City shall bill the Township on a monthly basis. All bills from the City to the Township are due and payable within 45 days. After that 45-day period, the Township shall be subject to the same late payment interest, fees and costs as are charged by the City to other users for late payments.

1.5. **Wastewater treatment plant.** The City owns and operates its wastewater treatment plant and is solely responsible for maintaining and upgrading the plant, along with required permits, licenses, and certifications.

1.6. **City collection system.** The City owns and operates its wastewater collection and transmission system and is solely responsible for maintaining and upgrading it.

1.7. **Township collection system.** The Township will construct, own and operate its wastewater collection system within the Township and is solely responsible for the cost to construct, maintain, operate and upgrade that collection system. Phase I of the Township collection system is described and depicted in Schedule A, which is approved by the City. The Township contracts with the City to maintain the Township’s wastewater collection system as described in paragraphs 2.8 and 2.81.

1.8. **Connections to Township collection system.** The Township shall authorize and administer all connections to the Township collection system, subject to the approval by the City of each connection on engineering terms (*i.e.*, that the connection complies with the “10 State Standards” for wastewater of the Great Lakes – Upper Mississippi River Board; that it complies with applicable laws, ordinances, rules and regulations; and that it will not impair the City’s wastewater transmission or treatment facilities) which approval shall not be withheld unreasonably. In addition, the City shall have the right to inspect all connections to the Township collection system to ensure compliance with applicable sewer use ordinance requirements, applicable industrial pretreatment program requirements, and other federal, state or local laws, rules or regulations applicable to such connections or use of the Township collection system or the City’s wastewater treatment plant.

1.9. **Expanded Township collection system.** Any expansion to the Township collection system described in Schedule A must be submitted to the City for approval on engineering terms (*i.e.*, that “10 State Standards” for wastewater of the Great Lakes – Upper Mississippi River Board;

that it complies with applicable laws, ordinances, rules and regulations; that it will not impair the City's wastewater transmission or treatment facilities; that it will not result in wastewater volumes or characteristics that exceed capacities of any City facilities or that exceed applicable discharge limitations, etc.), which approval shall not be withheld unreasonably.

2.0 Franchise and permits to operate.

2.1. Guaranteed capacity . Subject to the other provisions of this Agreement, the City hereby guarantees that the City will accommodate and treat 125,000 gallons average daily flow of wastewater from the Township. However, nothing in this Agreement shall give the Township any right, title or other interest in any portion, or processes of the City's wastewater collection, transmission or treatment lines, plants or other facilities, other than the guaranteed capacity of the 125,000 gallons average daily flow. The Township may not sell, lease, assign, or transfer any of the guaranteed capacity.

2.1.1. Connection fee. The Township will pay a specially-negotiated bulk connection fee of four hundred thousand dollars (\$400,000) for this capacity regardless of the number of connections made to the Township's collection system that use part of the guaranteed wastewater treatment capacity. This amount shall be paid in full prior to the physical connection of the Township collection system to the City system.

2.1.2. Installment payment option. If the Township wishes to pay this amount in installments, it may be paid in 10 annual equal installments of principal plus accrued interest on the unpaid balance at the rate of 4.0% per annum. The first installment shall be paid prior to the physical connection of the Township collection system to the City system, and each of the nine remaining installments shall be paid on or before the annual anniversary of the effective date of this Agreement.

2.2. Unavailable accommodated volume. If all or any part of the guaranteed accommodation and treatment of up to 125,000 gallons average daily flow becomes unavailable to the Township on a sustained basis for three consecutive months or more for any reason (including but not limited to loss of permit, loss of treatment capacity, change in regulatory standards from state or federal agencies) the Township may seek injunctive relief to compel the City to accommodate the average daily flows from the Township of up to 125,000 gallons per day. This shall not apply to conditions caused by extreme weather events such as tornados or excessive straight-line winds, floods, lightning strikes, or extended periods of excessive heat or cold; casualty such as a fire, earthquake, or other disaster; war, terrorism, or civil unrest resulting in damage to the City's wastewater facilities; or shut-downs caused by the criminal or other illegal acts of others. In such extreme circumstances the accommodated volume available to the Township shall be limited in the same proportion and in the same manner as for customers in the City.

2.3. Exceeding accommodated capacity in plant. If the Township exceeds the accommodated capacity of 125,000 gallons average daily flow for three consecutive months or more, the City may seek injunctive relief to compel the Township to reduce the wastewater flow to the City treatment plant to the guaranteed capacity. This shall not apply to conditions caused by extreme

weather events such as tornados or excessive straight-line winds, floods, lightning strikes, or extended periods of excessive heat or cold; casualty such as a fire, earthquake, or other disaster; war, terrorism, or civil unrest or shut-downs caused by the criminal or other illegal acts of others.

2.4. Measuring wastewater volume. The wastewater volume flowing from the Township to the City shall be measured by a wastewater flow meter purchased, installed, owned, and located by the Township as approved by the City, with an access point for collecting samples and installing sampling equipment. At the Township's expense, the meter shall be professionally and independently tested and re-calibrated in strict accordance with the manufacturer's specifications, not less frequently than annually. The City may, at any time, contract for testing and recalibration of that meter. If any special testing of the meter (*i.e.*, testing in addition to that conducted in accordance with the manufacturer's specifications) shows the meter is off by more than 5%: the Township shall be billed for any needed recalibration. If the meter experiences a major malfunction, fails to measure flow or has to be taken out of service, the City shall estimate the flows for the time period that the meter was out of service or not functioning properly. The estimate will be based on the prior 30 days of flow, or if that data is not available, the most recent quarterly volumes. The City shall notify the Township when the meter has malfunctioned or is out of service and provide details of the event and the calculation of the estimate..

2.5. Wastewater treatment. The City shall provide wastewater treatment service on and for all of the wastewater collected in the Township and transported to the City plant pursuant to this Agreement in accordance with standard City policies, practices and procedures, and State and Federal permits and regulations.

2.6. Entry points. Only one entry point to the City's collection system is authorized and approved by this Agreement. Additional entry points can be requested and granted by written agreement of the parties. PILT customer connections and reconnections do not constitute an entry point under this agreement, and do not require additional approval from the City.

2.7. Ordinance adoption, discharge limitations, industrial pretreatment programs. The Township shall adopt a sewer use ordinance that is identical in all material respects to that adopted by the City and that is acceptable to the Michigan Department of Environmental Quality, and the Township shall, within 120 days of any City amendment to its sewer use ordinance, adopt a substantially identical amendment. The Township shall authorize the City to administer and enforce in the Township as an agent of the Township industrial pretreatment programs (IPP) and discharge limitations within the sewer use ordinance. The Township shall take all actions required to ensure enforcement of the IPP and discharge limitations comply with the sewer use ordinance and applicable state and federal laws, rules, regulations, permit requirements and orders of officials and agencies of competent jurisdiction. As the bulk customer of the City, the Township shall be responsible and subject to any consequences for any violations of IPP requirements or discharge limitations within the wastewater from the Township. However, the parties shall work cooperatively to ensure the source of any violation

is identified and held responsible as provided by the sewer use ordinance. The Township shall also be billed for any surcharges applicable to the strength of any discharge into the Township collection system or from the Township collection system into the City system after the City identifies the source of the violation.

2.8. Operation and Maintenance (O&M). The City will provide ordinary operation and maintenance of the Township collection system for the Township and the cost of that ordinary maintenance is included in the rates identified in the subsection on Rates. The cost for administering and enforcing the adopted IPP program is incorporated in the rates noted in paragraph 3, except to the extent permit fees, sampling costs, fines, penalties, surcharges or other amounts are to be paid under the IPP by users inside the City, in which case the Township and/or users in the Township shall pay them in the same amounts as they would if located within the City. Operation and maintenance of the Township's municipal sanitary sewer system by the City of Manistee shall include, but will not be limited to:

- Weekly review and inspection of all municipal lift stations.
- Cleaning and grit removal of all municipal lift stations as needed but no less than on twice a year.
- Maintenance as required/recommended by product manufacturer on all mechanical items associated with the Township sanitary sewer system.
- Weekly inspection of the parshall flume between the City and Township, cleaning when needed and as recommended by manufacturer.
- Daily flow readings from flow meter between City and Township via SCADA computer.
- As-needed inspection of gravity sewers and associated manholes and cleaning as required.
- Annual (once per year) inspection and maintenance of lift station generator(s) or as recommended by manufacturer. Generators to be programmed to test run weekly.
- Notifying Township of issues or concerns with system and repairs completed.
- Keeping a record of all operation and maintenance activities on Township sanitary sewer infrastructure, providing these reports to the Township on a monthly basis or as requested.
- Perform and respond to emergency call-outs as needed.
- Provide Miss-Dig marking.
- Perform sanitary sewer service lead tap inspections.
- Attend Township meetings when requested.
- Complete and provide reporting to State and/or Federal agencies as requested or required.

2.8.1. Township contribution to extraordinary maintenance of Township collection system. If the City's maintenance cost exceeds ten thousand dollars (\$10,000) for a single event or equipment failure in a calendar year, the City shall bill the Township and the Township shall pay all amounts in excess of ten thousand dollars (\$10,000). To help budget for and provide a fund to fully pay or offset such extraordinary maintenance costs, in addition to the O&M component of the rates, the Township will pay \$5,000 per year to the City on or before July 1st beginning July 1, 2017, which shall be held by the City in a designated account for the Filer

Charter Township Collection System Maintenance, and expended only when the ten thousand dollar (\$10,000) extraordinary maintenance expense limit is exceeded. If the balance in that account reaches \$50,000 the Township's obligation to pay \$5,000 per year shall be suspended until the account balance drops below \$40,000 and the \$5,000 annual payment shall resume. This balance shall be set aside in a separate, non-interest accruing fund and any unexpended amount in that fund will be returned to the Township at the expiration or other termination of this Agreement. The City shall bill the Township for the extraordinary maintenance expense and the Township may either pay the billed amount or direct the City to withdraw it from this fund. If the Township makes no payment and gives no direction within 30 days of the date of the City's invoice to the Township, the City may withdraw the billed amount from this fund without further approval of the Township. The Township shall pay any amounts not covered by the balance in this fund with prompt notice from the City to the Township of maintenance expenses that exceed ten thousand dollars (\$10,000) for a single event or equipment failure in a calendar year

2.8.2 Representations and warranties. The City represents and warrants to the Township that it does and shall operate and maintain the City System and the Township collection system in the same manner as it operates and maintains the City collection system and in substantial compliance with all applicable state and federal laws, rules, and regulations and all permits issued to or for the City System. The City shall indemnify, defend and hold harmless the Township from and against all fines, costs, penalties, and the Township's reasonable attorney fees and costs arising from the City's violation of any state or federal law, rule, regulation or permit governing the construction, operation and maintenance of the City System or the operation and maintenance of the Township Collection System. These City representations, warranties, and obligations to indemnify, defend and hold harmless shall not apply to any violation resulting from the Township's acts or from those of any user in the Township or from the Township's breach of any term or condition of this Agreement.

3.0. Rate methodology. The Township shall pay wastewater treatment rates according to the Bulk User Rate of \$10.83 per 1,000 gallons of wastewater flowing from the Township to the City collection system until June 30, 2017, which will be measured at and by the flow meter referenced in paragraph 2.4. The Bulk Rate will increase 3% on July 1, 2017, and 3% on July 1, 2018. Thereafter, bulk rate increases by the City shall be restricted to the same rate increases imposed on the City Sewer Rate for the comparable class of City customers or users. The breakdown of the starting Bulk Rate is as follows:

City Sewer Rate of \$6.91 per 1,000 gallons x 117%:	\$ 8.08
Operation and Maintenance charge (per 1,000 gallons):	\$ 2.00
Ready To Serve charge (per 1,000 gallons):	\$ 0.75
Total (Bulk Rate per 1,000 Gallons):	\$10.83

3.1. Disputes. Should a dispute between the parties arise over the way in which rates for wastewater treatment are calculated, set, charge, billed, derived, determined or paid or for another breach of this Agreement other than a failure to comply with the IPP or a discharge

limitation, the parties shall inform each other in writing of the nature and basis of the dispute, and devote no fewer than two meetings of officials from the City and Township to discussion of the rate dispute. If no resolution is reached, the parties shall submit the rate dispute to nonbinding mediation before a mediator or mediation panel selected and paid for equally by the parties. The mediator or mediation panel shall be a person or persons who have backgrounds in sanitary sewer systems and treatment and may be attorneys, engineers, accountants, rate consultants or others who by training and/or experience have dealt with such issues. If mediation fails to resolve the matter, either party may seek relief in a state court of competent jurisdiction.

3.2. Retention and exchange of records. The parties shall retain and exchange those records associated with the construction, operation, and administration of the Township wastewater collection system, the treatment of the Township wastewater, and the development and setting of rates charged by the City to the Township. The particular records to be retained and exchanged shall be identified and exchanged freely by employees or officials of the parties, without filing or requiring Freedom of Information Act requests.

4.0. Extension of term. The 40 year term of this Agreement can be extended for any designated number of years by written agreement of the parties. Neither party can extend the term unilaterally.

4.1. Amendment. This Agreement can be amended only by the written agreement of both parties following the approval of their respective governing bodies.

4.2. Merger. All prior discussions and agreements, oral or written, pertaining to the subject of this Agreement are merged into this Agreement and superseded by these terms.

4.3. Breach. Any material breach of this Agreement shall be identified in writing and sent to the party committing the breach within 90 days of discovering the breach. A reasonable period of time shall be allowed to cure or otherwise resolve the breach.

4.4. Unanticipated regulatory changes. The parties acknowledge that the collection, pretreatment, and treatment of wastewater are highly regulated activities and that unanticipated regulatory changes may occur. If a regulatory change makes it impossible to comply with any provision of this Agreement or causes the costs of compliance to exceed those assumptions made in setting rates, that provision or rate shall be adjusted in a manner to accommodate that regulatory change. If the parties disagree about the appropriate adjustment, the matter shall be addressed as a dispute in accordance with section 3.1.

4.5. Notice and Addresses. Notice to and between the parties to this Agreement shall be given in writing by mail to the current Manistee City Hall and the current Township Hall of the Charter Township of Filer, which presently are:

City of Manistee
70 Maple Street
Manistee, MI 49660

Charter Township of Filer
2505 Filer Road
Manistee, MI 49660

4.6. **Authority and signature.** The City and Township warrant that each unit of local government approved this Agreement and authorized those designated officials whose names appear below to sign it.

Dated: _____

Dated: _____

for the City of Manistee

for the Charter Township of Filer

Drafted by:
Eric D. Williams
Attorney the Charter Township of Filer
524 N. State Street
Big Rapids, MI 49307
(231) 796-8945
edw1@att.net



*“...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



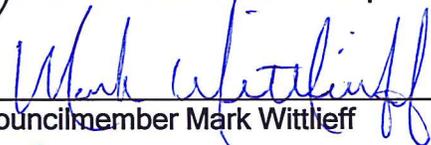
Councilmember Edward Cote



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.

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.