



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

**CITY OF MANISTEE**  
**Strategy Update 2008-09**  
**May 20, 2008**

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## **“A Community of Choice” -- the Strategic Mission for the City of Manistee**

Dear Friends,

A primary purpose of the Manistee City Council is to provide strategic direction for the long-term betterment of our community.

Our strategic direction must recognize that we live, work and play in a highly competitive global environment. It must recognize that the world around us is changing and there is no backing up. It must recognize that our future depends upon partnerships, true collaboration and creating economies of scale. Our strategic direction must be mindful of today’s priorities as well as our future challenges. It must preserve our special qualities and features just as it must accommodate and embrace change.

Accordingly, the ***City of Manistee’s Strategy Update for 2008*** includes a strategic mission that is a priority of City Council for moving our community forward:

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

In this Strategy Update, we establish goals and objectives for City Council and Manistee’s City Government that will enable us to make important progress toward this strategic mission.

Great things are happening in the City of Manistee! By working together, we can achieve our mission and goals, enabling the City of Manistee to be *“the community of choice!”*

Sincerely,

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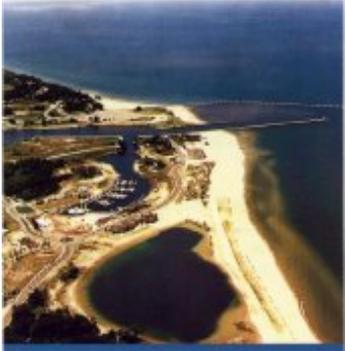
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## Becoming a “Community of Choice... Great Things are Happening!

We began the 2008 Strategy Update by talking with community members about great things that are happening in the City of Manistee. These examples reflect progress toward our Strategic Mission to become the Community of Choice.

They include:

- Acquisition of Man Made Lake (see photo)
  - The new Manistee County Community Pool
  - The first businesses in our Renaissance Park
  - The new Manistee Blacker Airport Terminal
  - The new education and training center at West Shore Medical Center, built in partnership with West Shore Community College
- 
- Funding and plans to improve our Lake Michigan public beaches
  - Investment by the Little River Band of Ottawa Indians in the commercial development of Manistee
  - Grants that are bringing new resources to our City and County, including a new shore based fishing facility for universal access
  - A stable and successful manufacturing base
  - Increased philanthropy – the giving of time, talent and treasures toward the common good
  - Improved Public Access Television
  - Brownfield redevelopment and the development of new businesses like Walgreen’s and Sears and the general enthusiasm about expansion
  - An active, increasingly more robust downtown
  - An increase in tourism
  - Open government, improved communication and a cooperative spirit
  - Youth that are active in our community
  - Our educational infrastructure, including our K-12 schools and West Shore Community College
  - The “Peninsula Plan” for redevelopment

## 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 in our mission to become the community of choice and 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

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

The purpose of City Council reflects how the Council will strive 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: Competitive Positioning of the City

We have an overarching Strategic Mission that is the priority for City Council and drives the goals and 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 Goals

To make meaningful progress toward the Strategic Mission, City Council has identified seven priority areas of focus. They include:

1. **Forward-Looking Plan**
2. **Economic Development and Jobs**
3. **City Infrastructure**
4. **Beaches, Parks and Recreational Areas**
5. **Financial Stability**
6. **Intergovernmental Relationships**
7. **Housing, Homelessness & Senior Citizens** (New 2008-09)

Manistee’s City Council has established goals for each of the seven areas of strategic priority. Manistee’s City Government has established objectives and identified costs and primary responsibility for each goal.

### 1. Forward-Looking Plan

**1.1 Goal To implement a forward-looking plan built around the unique selling features of Manistee, developed in partnership with stakeholders and the support of marketing expertise.**

#### Objectives

**1.1 (a) Branding and Marketing.** In 2008, participate in a collaborative process led by the Chamber to develop unifying brand identities and marketing themes for Manistee County that will provide a baseline for future branding, marketing and differentiation of the City.

<b>City Costs (000)</b>			<b>Lead Responsibility</b>
08/09	09/10	10/11	City Manager, AES and other partners
\$5,000 (Fund Balance)			
(Total cost for County wide plan estimated to be \$70-80K. The Chamber, with AES support, has submitted a USDA application to support county-wide branding.)			

**1.1 (b) Tax Rate and City Services.** In 2008, complete an assessment that will compare the City of Manistee Tax Rate and City Services with the Tax Rate and City Services of other communities that are “competitors” for businesses, industry, tourists and families. Use this assessment, along with the Citizen Service Survey, to guide the direction for the City on tax rates and services.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
08/09	09/10	10/11	Finance Dept. Director
(Absorbed in City Budget)			City Manager, City Assessor

**1.1 (c) 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>
08/09	09/10	10/11	Police Dept., City Manager
\$30,000			Other Departments
(Grant Funds, CIF, Street Funds & Gen Fund)			
Encompasses: barrier free beach access; barrier free lift grant; and a Beach Safety Kiosk proposed under a LRSB Grant)			

**1.2 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.**

**Objective**

**1.2 (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>
08/09	09/10	10/11	City Manager & Other Depts.
(Absorbed in City budget)			
Three – “360” assessments will be done in FY 08/09)			

**1.2 (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)

<b>City Costs (000)</b>			<b>Lead Responsibility</b>
08/09	09/10	10/11	City Manager, Dept. Directors & City Council members
(Travel and training budget will absorb. Funding was maintained in the 08/09 budget to enable learning opportunities.)			

## 2. Economic Development and Jobs

### 2.1 Goal To provide leadership for completing a comprehensive Manistee County Economic Development Plan.

(Note: The AES has the lead role for this initiative in which the City is a partner. City Council will be kept informed of plans and progress.)

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

#### Objectives

**2.2 (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.

<b>City Costs (000)</b>			<b>Lead Responsibility</b>
08/09	09/10	10/11	City Manager, Community Development Director & AES
(Absorbed in City budget)			

**2.2 (b) Rail Infrastructure.** To partner with the (AES) Success in assessing the feasibility of rail infrastructure relocation to support manufacturers and expand community development opportunities.

<b>City Costs (000)</b>			<b>Lead Responsibility</b>
08/09	09/10	10/11	Community Development Director, City Manager & AES
(Absorbed in City budget)			

### 2.3 Goal To ensure that the Manistee harbor and channel are dredged and maintained 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.

(Note: The AES is the focal point in the County for advocating for the dredging and maintenance of the City of Manistee commercial harbor, as well as

for the County’s shallow draft harbors, in partnership with the City and other interests. City Council will be kept informed of status, plans and issues involving the dredging of the harbor and channel. The City Manager and the Community Development Director are focal points for coordinating with the AES.)

**2.4 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**

**2.4 (a) Youth in Government and Mentoring.** In 2008, 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.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
08/09	09/10	10/11	City Council, City Manager and other departments
(Absorbed in City budget)			
This will include the new Youth Observation Policy and engaging youth in the Master Plans for the City’s beaches.			

**2.5 Goal To partner with the Downtown Development Authority, the Chamber and the Alliance for Economic Success to achieve an energized, thriving downtown.**

**Objective**

**2.5 (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>
08/09	09/10	10/11	Downtown Development Authority, Community Development Director and City Manager
(Funding to be determined - DDA Funds & grants)			

**3. City Infrastructure**

**3.1 Goal To evaluate and document the current condition of water and sewer lines and roads. Develop the most efficient and cost effective plan to replace all lines and roads that are deemed unsatisfactory.**

## Objectives

**3.1 (a) Management Plan.** In 2008, complete and publish the street asset management plan that will include recommendations, priorities and estimated annual budget requirements for maintenance and replacement.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
08/09	09/10	10/11	City Manager, Department of Public Works Director, Fire Department Director, EOR & Community Development Director
(Absorbed in City budget)			
(Note: Draft Street Assessment Management Plan presented to City Council on March 18, 2008, with a final plan to be completed by June 2008)			

**3.1 (b) Water Quality.** To achieve measurable improvements in drinking water quality for the City. (Wells 8 and 9 were cleaned in 07/08 Fiscal Year, and improvements were made to the chemical injection system.)

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
08/09	09/10	10/11	Utility Supervisor, Department of Public Works Director & City Manager
\$45,000 (Cleaning of Well 6)			
\$ 7,500 Cathodic Protection at Maywood Tank			

**3.1 (c) Storm Water Separation.** To continue to achieve compliance with the National Pollution Discharge Elimination System (NPDES) permit to ensure public health and safety standards are met and that storm sewer work coincides with planned road construction, such as the Peninsula Plan & Tamarack/Bryant project.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
08/09	09/10	10/11	Utility Supervisor, Department of Public Works Director, City Manager, EOR & Fire Department
\$25,000 (Engineering Study & Design)			
(Total project funding to be determined: Sewer & Water Fund, Cool Cities Grant & bonding)			

**3.2 Goal To evaluate, develop and oversee an asset management plan for restoration, preservation and maintenance of city owned real estate. (New 2008-09)**

## Objective

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

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
08/09	09/10	10/11	Community Development Director & Finance Director
(Absorbed in City Budget)			
(Budget estimates will result from the study)			

**3.3 Goal To explore and develop public/private partnerships to provide and develop infrastructure that is mutually beneficial.** (New 2008-09)

## Objective

**3.3 (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>
08/09	09/10	10/11	City Manager, Other Departments and AES
(City budget will absorb)			
(Funding is being made available to start the new GIS program with continued efforts toward intergovernmental cooperation.)			

**3.3 (b) Infrastructure Standards.** Complete infrastructure standards document that will provide necessary information to potential developers.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
08/09	09/10	10/11	Comm. Dev. Dir., City Mgr. & EOR
\$10,000 (Water & Sewer Fund and Street Fund)			

**3.4 Goal To explore and develop public/private partnerships (including the Downtown Development Authority) to acquire property at target areas within the City limits to facilitate and promote redevelopment and economic activity.** (New 2008-09)

## Objective

**3.4 (a) Analysis and Strategy.** To complete an acquisition needs and opportunity analysis by December 30, 2008 that can be used to develop an acquisition strategy for the City.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
08/09	09/10	10/11	Comm. Development Director, City Assessor and City Manager
(City budget will absorb)			

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

(Note: A similar goal was included in the 2007 City strategy under “Competitive Position.”)

**Objective**

**3.5 (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>
08/09	09/10	10/11	Finance Director, Community Development Director and City Assessor
\$40	\$20	\$20	(Capital Improvement Fund, Grants: Water/Sewer)

**4. City Beaches, Parks and Recreation Areas**

**4.1 Goal To have the cleanest Lake Michigan public beaches in Michigan with universal access to all people of all abilities.**

**Objectives**

**4.1 (a) Beach Master Plans.** In 2008, complete master plans for the 5<sup>th</sup> Avenue and 1<sup>st</sup> Street Beaches, including a best practice analysis.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
08/09	09/10	10/11	Department of Public Works
\$5,000 (Parks Budget – both plans will be completed in summer 2008)			

**4.1 (b) Safety and Litter.** In 2008 post appropriate signage and increase 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>
08/09	09/10	10/11	Police Chief, Department of Public Works/Parks, Fire Chief
(Funding to be determined: local Revenue Sharing Board Grant and CIF budget)			

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

### Objectives

**4.2 (a) City Marina.** In 2008, 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.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
08/09	09/10	10/11	Harbor Master, Finance Director, City Manager, AES & EOR
(Funding pursuit absorbed in staff time. Funders to be determined.)			

**4.2 (b) City Marina Repair.** Depending upon the results of the funding feasibility assessment, proceed with required repairs of the City Marina.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
08/09	09/10	10/	Harbor Master, Finance Director City Manager
(Funding to be determined. Based on study.)			

**4.2 (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>
08/09	09/10	10/11	Community Development Director, City Manager, Department of Public Works Director/Parks and AES
(Funding to be determined. Will leverage current grant for Manistee Lake piers to upgrade The Arthur Street launch.)			

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

### Objective

**4.3 (a) Management Plan.** To complete in 2008 the asset management plan for the City that will identify 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>
08/09	09/10	10/11	City Manager and Department of Public Work/Parks Director
(Absorbed in City budget)			

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

**Objective**

**4.4 (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 will be completed in 2008. Partnerships will be pursued based on the recommendations of the Master Plans.

<u>City Costs (000)</u>			<u>Lead Responsibility</u>
08/09	09/10	10/11	City Manager, Department of Public Works/Parks & Other Departments
(Funding to be determined based on Beach Master plans and funding availability)			

**5. Financial Stability**

**Goal 5.1 To achieve the strategic three-year goals set by City Council without increasing the millage rate.**

**Goal 5.2 To develop and maintain a three-year financial forecast of revenue income, operating expenses and capital funding.**

**Goal 5.3 To 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 5.1, 5.2 and 5.3)

**Objective 5 (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>
08/09	09/10	10/11	Finance Director, City Clerk and City Manager
(Absorbed in City budget)			

**Objective 5 (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.

<b>City Costs (000)</b>			<b>Lead Responsibility</b>
08/09	09/10	10/11	Collaborative effort between
(Absorbed in City budget)			City Manager and Finance Director

## 6. Intergovernmental Relationships

**Goal 6.1** To collaborate with other units of government to 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

**6.1 (a) Establish Clear Partnership Objectives and Plans.** To convene with other communities in 2008 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.

<b>City Costs (000)</b>			<b>Lead Responsibility</b>
08/09	09/10	10/11	City Manager, Other
(Absorbed in City budget)			Departments and AES

## 7. Housing, Homelessness and Senior Citizens

**Goal 7.1** To focus on the long term housing needs of the entire population by partnering with the Manistee Housing Commission, Downtown Development Authority and others to develop a strategy that responds to issues involving homelessness prevention, housing for low income individuals and families and senior housing. (New 2008-09)

### Objectives

**7.1 (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>
08/09	09/10	10/11	Manistee Housing Commission, City Housing Administration, City Manager, Human Services Collaborative Body, Continuum of Care and other governmental entities
(City participation absorbed in City budget)			

**7.1 (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>
08/09	09/10	10/11	Manistee Housing Commission, City Housing Administration, City Manager, Human Services Collaborative Body, Continuum of Care and other governmental entities
\$5,000 (Manistee Housing Commission funds)			

**7.1 (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>
08/09	09/10	10/11	Manistee Housing Commission, Community Development Director, Building Inspector
\$4,000 (Manistee Housing Commission funds)			

**7.1 (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>
08/09	09/10	10/11	Manistee Housing Commission, City Housing Administration, Community Development Director
(Funding to be determined)			

**7.1 (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>
08/09	09/10	10/11	
(Responsibility absorbed in existing budgets)			Downtown Development Authority and City staff