

AGENDA
CITY OF MUSKEGON
CITY COMISSION GOALS SETTING SESSION
JANUARY 26, 2007

- 9:15 Arrival/Breakfast.
- 9:45 Review and revise Vision, Value and Mission statements.
- 10:00 Discuss existing projects/programs and modify or delete as necessary.
- 11:00 BREAK
- 11:10 Continue discussion of existing projects/programs.
- 12:00 Consider new projects/programs.
- 12:30 Lunch/work session.
- 1:00 Determine priorities for 2006/2007.
- 2:30 BREAK
- 2:40 Work session with City Commission and City Manager.
- Adjourn

* Times are only for a guide.

City Commission Goal Setting Session

January 26, 2007

Minutes

Present at the session were Mayor Warmington, Vice Mayor Gawron, Commissioners Carter, Shepherd, Spataro and Wierengo. Staff present was Mazade, Slaughter, Kleibecker, Al-Shatel, Grant, Kincaid, Kuhn, Brubaker-Clarke, Griffin, Paul, Maurer, Lewis, Smith, Thompson, Becker and Scholle.

Bob Kuhn was the facilitator for the session, which started at 9:50 A.M.

The Mission, Vision and Value Statements were reviewed and no changes were made. There was discussion about how goals are set, including the process and majority versus consensus.

The Goals from 2006 were reviewed. They included: Regional Cooperation, Relationship with the Mart Dock, Blight Fight, Elimination of One-Way Streets, Redevelopment of Terrace Lots, Central Fire Station, Youth Recreation Activities, Redevelopment of Mall area, Marketing/PR/Image, Edison Landing, Lakeshore Pathway, Customer Friendly City Hall, Farmers Market Location, and Millage for Streets.

Reviewed the City's financial condition, including charts from the 2007 budget.

It was discussed and agreed upon that the following should be removed from the list: Mart Dock Relationship, Terrace Lots, and Elimination of One-Way Streets.

New items for consideration were Lakeside Business District, Marina Improvements, Pier Safety and Cool Cities.

The City Commission discussed which of the existing goals they wanted to consider for 2007. There was a desire to consolidate or condense the goals wherever possible. The following are the existing goals determined by consensus:

- Blight Fight
- Regional Cooperation – including schools and county
- Marketing/PR/Image
- Youth Recreation/Master Plan
- Smartzone Strategy
- Farmers Market Location Decision
- Lakeshore Pathway

New projects were suggested as follows:

- Western Avenue Parking Lot Request for Proposals (RFP)
- Infrastructure Sustainability – Street Funding
- LEED Building Policy
- Affordable Housing Policy
- Reduction/Modification of Existing City Services
- Zoning for Westside Lodging

Commissioners were given colored dots to place on the projects they thought were most important.

Those projects that received dots were as follows:

- (11) Blight Fight
- (8) Regional Cooperation
- (7) Farmers Market Relocation Decision
- (6) Smartzone Strategy
- (6) Sustainable Infrastructure
- (3) Youth Recreation
- (3) Reduction/Modification of City Services
- (1) Lakeshore Pathway
- (1) Marketing/Public Relations Program/Person
- (1) LEED Building Policy

Points were based on the number of dots each received. Commissioners were then asked to identify their highest priorities. They were as follows: Blight Fight (2), Smartzone Strategy (2), Sustainable Infrastructure (1) and Reduction/Modification of City Services (1).

City Staff left the meeting/session at 1:50 P.M.

City Manager and Commission continued discussions beginning @ 2:05 P.M.

The session concluded at 3:15 P.M.

Memo

To: Mayor Warmington & City Commissioners
From: Bryon L. Mazade, City Manager *B/M*
CC: Department Heads
Date: January 18, 2007
Re: 2007/2008 Goals

The following are the arrangements for your goal setting session on **January 26, 2007**:

Location: GVSU Lake Michigan Center, 740 West Shoreline Drive
Time: 9:15 a.m. (Session starts at 9:45)
Facilitator: Bob Kuhn
Meals: Continental Breakfast at 9:15.
Working lunch.

I thought it might be useful to you if I provided comments on the current and potential goals/projects for you to consider for this year's annual goal setting session. The Vision, Value & Mission Statements remain relevant and should only take a brief review. The majority of our time should be spent on discussing projects and programs. The following are my comments on some of the existing projects and potential new priorities:

EXISTING PRIORITIES

REDEVELOPMENT OF FORMER MALL PROPERTY – City staff continues to devote a tremendous amount of time and effort to this project. Western Avenue is completed and we are planning for the work on the side street for 2007.

REGIONAL COOPERATION/FUNCTIONAL CONSOLIDATION – City staff has been very much involved in a number of cooperative projects over the past year in addition to the ongoing activities. I have also been very much involved in the One Muskegon effort. The Tier I committee has been active this past year and has put together a proposal for a regional public safety training facility. The steering committee has not been very active over the past few months but I am expecting that to change now that we are into the new year. They will be critical in developing a funding mechanism for the training facility and other cooperative activities.

BLIGHT FIGHT – Blight fight remains very active. We continually adjust activities to meet the needs of the neighborhood we are working in. We also add tools (surveillance equipment, etc.) to our program when available.

RELATIONS WITH THE MART DOCK – The City Commission establish a Commission committee to work on this matter last year. The committee met with the President of the Mart Dock to discuss past issues and express a willingness to work with the Mart Dock on potential future projects.

FARMERS MARKET RELOCATION – The ANM Group has provided a proposal to relocate the market to the former Shaw Walker parking lot adjacent to the Hartshorn Marina. That proposal is currently receiving public and DNR review. I think we need to come to some conclusion in 2007 about whether the market will be relocated.

HARTSHORN MARINA IMPROVEMENTS – Construction is complete on the new break wall and new docks. There are some funds left from the grant and we would like to use them for restroom and other needs for the marina.

NEW PRIORITIES FOR CONSIDERATION

The following are items that myself and departments heads have come up with that could be considered as goals for this year:

1. Provide appropriate zoning for west side lodging opportunities.
2. Consider incentives for construction or renovation of green buildings (LEED).
3. Determine whether to pursue DNR Trust fund grants.
4. Work to improve the internal and external image of the City.
5. Increase investment in City infrastructure (streets).
6. Find a way to increase productivity in Fire Department through additional functions, forming fire district, etc.
7. Consider more contracting out of services and facilities.
8. Formalize a committee and raise seed money to aggressively go after niche sporting and other events.
9. Work more closely with the school system (s).

VISION

MUSKEGON, THE PREMIER SHORELINE CITY
OF WEST MICHIGAN.

VALUES

PROVIDE ALL SERVICES IN A PROFESSIONAL, ETHICAL,
COURTEOUS, AND COST-EFFECTIVE MANNER.

MISSION

TO IMPROVE THE QUALITY OF LIFE FOR THE
CITIZENS OF MUSKEGON THROUGH
STEWARDSHIP OF RESOURCES, EXCELLENT
SERVICE AND LEADERSHIP FOR THE GREATER
COMMUNITY.

- Take Leadership Responsibility for Improving Race Relations and Diversity.
- Foster Opportunities for City Youth.
- Promote Economic Stability, diverse Economic Growth, and Redevelopment.
- Sustain the Natural, Cultural, and Recreational Resources of the Community.
- Foster Strong Ties Among Governments & Community Agencies.
- Develop and Maintain City Infrastructure and Facilities.
- Maintain and Enhance the Residential Neighborhoods of the City.

MUSKEGON CITY COMMISSION GOALS

2006-2007

REGIONAL COOPERATION (23) – Consider ways to cooperate with other local governments, including functional consolidation, to provide the most cost-effective municipal services.

ESTABLISH BETTER RELATIONS WITH THE MART DOCK (Downtown Property) (22) – Work to improve the relationship between the City and the owner of the Mart Dock property in an attempt to assist them with the redevelopment of their properties.

BLIGHT FIGHT (21) – A coordinated effort of several City departments to address blighting influences throughout the City and in targeted areas.

ELIMINATION OF ONE-WAY STREETS (20) – Change certain one-way streets, especially Muskegon and Webster, Peck and Sanford and First and Second Streets, to two-way streets.

REDEVELOP TERRACE STREET LOTS (16) – Consider opportunities to redevelop this property, includes constructing a new central fire station and the possibility of relocating the farmer's market to this site. The current farmer's market site would be considered for single family houses.

YOUTH RECREATION FACILITIES (13) – Consider constructing new facilities and renovating existing recreational facilities in order to enhance youth recreation opportunities. These facilities include Joe Clifford Park expansion, Consumers Energy sports complex and improvements at Smith-Ryerson Playfield.

REDEVELOPMENT OF FORMER MALL PROPERTY (12) – Work with the DMDC in the redevelopment of the property by assisting with the design and construction of the infrastructure, financing the infrastructure through grants and tax increment financing and by providing planning and building reviews and inspections.

MARKETING/PUBLIC RELATIONS (9½) – Consider the possibility of funding a position or contracting for marketing and public relations services to better communicate the virtues of the City and enhance the image of the City.

DEVELOPMENT OF EDISON LANDING (7½) – Pursue avenues to get development to occur on this site. The City should also assist in marketing the site as a key waterfront development opportunity.

RECREATIONAL TRAIL EXPANSION (1) - To continue the expansion of the City's trail system, especially linking it to the Musketawa trail system.

MAINTAIN A CUSTOMER-FRIENDLY CITY GOVERNMENT (1) – A continuous effort to improve ease of access to City services and programs for individuals and businesses.

MILLAGE FOR STREETS (1) – Consider levying a millage to re-surface and re-construct City streets.

Note: The above is a description of the City Commission goals and is arranged in order of priority. There were other goals identified that did not rate as priorities.