

PROPOSED 2023 GOALS AND OBJECTIVES LISTING FOR REVIEW/ACTION AT
JANUARY 30 WORK SESSION

DRAFT 2023 Strategic Goals & Objectives—New or Modified Objectives Shown in Red

I. **Focus relentlessly on fiscal new revenue streams and operational sustainability.**
(Ongoing)

A. Encourage and facilitate projects that will increase City tax base—both new construction and increase in market value of existing properties (Ongoing)

- Actively market available development and redevelopment sites, both City-owned and privately owned.
- Continue development and marketing of the Sandy Bay Subdivision by the City and its realtor.
- Seek private developer for Phase 3 of Sandy Bay Subdivision, for either single family home sites or as a planned unit development of detached single family homes and two-family residences, maintaining a high-quality residential character.
- Work with developer Abbey Ridge III, LLC to **assure full build-out of Washington Highlands development in TID 8. Developer has met all requirements of development agreement with the City, but has three remaining building sites for duplex condo structures.**
- Actively pursue development of market rate housing, both condominiums and apartments, with emphasis on downtown waterfront sites. **Continue work with The Confluence, LLC for successful implementation of market rate apartment development on City-owned Eggers downtown site that is the subject of TID 16 development agreement.**
- ~~Pursue funding assistance for and undertake a housing market study~~
- **Continue work with Scott Crawford Development for successful implementation of affordable housing apartment development, West River Lofts, on former Eggers West industrial site that is the subject of TID 17 development agreement.**
- Implement Transform Two Rivers housing improvement initiative through CDA and Community Development Office. **Program initially approved by Council and Community Development in 2021 has generated little interest; affordable housing resources need to be re-deployed.**
- Make use of TID 13 (created 2020), TID 8 (amended 2020) and TID 12 (amended 2021) to encourage redevelopment activities in the downtown area.

- Implement TID 14 at the Woodland Industrial Park, **to assist business investment and to extend public street and utility infrastructure as needed.**

- City Manager and Community Development Director to continue to meet with prospective developers over the course of 2023, regarding several key redevelopment sites and greenfield sites in the city, including:
 - Former Hansen the Florist site
 - Former Eggers West plant
 - Former Eggers East site
 - Former Paragon site, including vacant parcel listed for sale on Columbus Street
 - Various properties on Washington Street in the downtown business district
 - Vacant former Elks Club on 15th Street**
 - NE corner of Monroe and 16th Streets (former Ginny's Resale)
 - SW corner of Washington and 22nd Streets
 - Former M & M Restaurant and adjacent properties
 - Burrows waterfront property on the West Twin downtown (behind Kurtz's)
 - Former Ralph Schroeder property on Garfield Street
 - Undeveloped portion of East Point
 - Sites in the Columbus and Woodland Industrial Parks
 - Vacant former Union State Bank on Lincoln Avenue**

- Strive for at least three percent annual increase in the City's equalized valuation, **2022-2023 and ongoing.**

- B. Recruit businesses that can take advantage of available water and wastewater treatment capacity, to help stabilize or reduce rates for those utilities. Develop a targeted strategy for marketing these assets: high quality water and available water and sewer capacity.

- C. Increase the General Fund's Unrestricted Fund Balance to \$2.2 million—improve by at least \$200,000 per year (Ongoing).

- D. Eliminate Water Utility deficit—reduce by at least \$200,000 per year **NOTE: Water Utility Deficit Cash Balance was \$1,913,413 at 2019 year-end; \$948,537 at 2020 year-end; \$717,410, at 2021 year-end. Further improvement expected as result of 2022 operations.**

- E. Capitalize on sale/development of City-owned properties—short-term revenue from sales; long-term property tax and utility revenue from redevelopment
 - See prior comment on Sandy Bay Subdivision
 - See prior comment on Eggers East site.
 - See prior comment on Columbus and Woodland Industrial Parks

- F. Pursue acquisition for redevelopment of the vacant, tax-delinquent parcel fronting on south side of 12th Street, between Adams and Monroe Streets, from County for redevelopment.
- G. Pursue location at or near the Woodland Industrial Park for correctional facility.
- H. Continue to educate City Council and community on the fiscal constraints placed on cities by Wisconsin's statutory and institutional framework for financing local government; work through the WI League of Municipalities and other state-level organizations to bring about changes in the system for financing local services. (Ongoing)
- I. Highlight cost containment and efficiency measures achieved by the City in its 2023 Budget

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II. Deliver outstanding city services & innovations for both sustainability and to support future growth.

- A. Develop, implement and act upon feedback mechanisms for local residents and businesses (Ongoing)
- Pursue re-engineering/reinvigorating Two Rivers' Citizen Academy—a program started in the Police Department in the 1980's. The City of Two Rivers was a national pioneer in the development of Citizen Academy. Evaluate virtual academy options, to either replace or supplement traditional classroom and hands-on approach to Citizen Academy.
 - Implement regularly-scheduled community forums, with participation by City Council, City Manager and Department Heads. Begin in third quarter 2023.
 - Resume "Coffee With a Cop" at local coffee shop, post-COVID. Consider similar initiatives by other City departments
- B. Invest in technology to drive delivery of quality services and to achieve economies
- Continue to develop and expand the ExploreTwoRivers.com website. Encourage more local businesses to submit events; add more features on local attractions; encourage use of the site by local businesses in order to maximize the business impact of special events.
 - Advance other digital and social media initiatives, currently in process, include a "Made in Two Rivers" website, aimed at providing resources to local/ companies who want to leverage City branding resources and assist the City in communicating its brand story, and recently-established Instagram and Twitter accounts.
 - Continue to add cameras in parks and public spaces to enhance public safety, deter vandalism and prosecute ordinance violations (vandalism, dumping, other offenses): Add signage about presence of cameras, as an advisory to the public and deterrent to criminal activity.
- C. Develop and implement a strategy for better informing the public about city services and infrastructure and their contribution to economic development and community quality of life.
- Presentations to groups and service clubs by City Mgr., Department Heads.
 - Continue to implement short informational videos on various City services, produced by Communications Coordinator.
- D. Pursue development and implementation of a community sustainability initiative, led by the Environmental Advisory Board and involving community partner organizations**

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III. Drive strategic community development.

- A. Secure the former Hamilton property for redevelopment **by 2024 year-end**.
- B. Emphasize continued redevelopment in the City's downtown and downtown waterfront areas
- **Work with The Confluence, LLC to successfully implement project on former Eggers downtown property**
 - **Pave** "Phase 2" of South Breakwater Trail project—a trail segment south along the shoreline, behind DPW and back out to Mariners Trail just north of the Lighthouse Inn property.
 - Continue grant program to help fund for façade and sign grants, both downtown (in partnership with Main Street) and along major commercial corridors (City TID or Economic Development funding)
 - **Complete Central Park West 365 Project, hold mid-summer dedication event, and aggressively program that space as a hub of downtown activities.**
 - **Develop plans and community fund-raising strategy for next phase of downtown Christmas decorations and lighting**
 - **Work with Main Street and other community organizations to continue to improve the Hometown Christmas Parade and promote local holiday season events.**
 - City Council rep and City Manager actively participate as members of the Main Street Board. Continue to cooperate with Main Street in:
 - Expanding streetscape and signage to better incorporate the 22nd Street corridor as part of the downtown district**
 - Offering façade and sign grants to businesses in the BID district**
 - Promoting public art in the downtown area**
 - Filling vacancies in downtown storefronts**
 - Place high priority on development of new, market-rate housing (rental or condo) on the downtown waterfront to aid in revitalizing downtown.
- C. Develop and implement programs to encourage reinvestment in existing housing stock. **Develop new strategy for implementing** "Restore Two Rivers" housing program, drawing on TIF Affordable Housing Resources as well as funding from regional CDBG housing grant program and other sources.

C. Emphasize redevelopment investment along Memorial Drive and Lake Michigan shoreline south of downtown

- Develop master plan for upgrades to Spirit of the Rivers Wayside and adjacent lands acquired by City in January 2020
- Pursue funding for rehabilitating that portion of Mariners Trail located in Two Rivers not resurfaced in 2020-21 and for replacing split rail fence along trail.
- Pursue development of a safe crossing location to Mariners Trail at 12th, Madison or Columbus Street; **needs to be pursued in 2023 as plans are finalized for 2025 Memorial Drive resurfacing.**
- Complete improvements between Washington Street bridge and Jefferson Street (East Gateway Corridor), which included an improved, off-street trail; **this \$100,000 improvement has been deferred for two years and needs to be completed in 2023. Include plans for permanent display of Coast Guard motor lifeboat.**
- Aggressively pursue acquisition of CN Railroad right-of-way to aid in redevelopment in this corridor; **get contract with CN signed and process underway in 2023.**
- **Develop and pursue implementation of plans to upgrade Lake Michigan shoreline adjacent to City Public Works and Utility facilities and south of Lighthouse Inn to Manitowoc for improved public access, habitat restoration and shoreline protection/resiliency.**

E. Invest in critical infrastructure, leveraging available funding from non-City sources to maximize investment.

- **Complete street/utility reconstruction projects budgeted for 2023**
- Continue to aggressively pursue funding for lead water service lateral replacement throughout the city.
- Develop plans for effective use of American Rescue Plan Act funds; **work with County to use all available City and County ARPA funds for city infrastructure.**

F. Implement City of Two Rivers Tourism Program, under the direction of the Room Tax Commission (Post-MAVCB)

- **Complete the establishment of local 501(c)6 tourism organization to develop and implement local tourism marketing and development programs**
- **Hire new Tourism staff as City employees, funded through room tax,**

to spearhead Two Rivers tourism program

- Address location and facility needs for Two Rivers visitor welcome center, both near-term and long-term
- Design and implement new system of wayfinding signage, to guide visitors to community attractions and destinations

G. In pursuit of all the above goals, make strategic use of development incentives

- Make strategic use of TIF for housing initiative cited above and for infrastructure work cited above.
- Stay on top of State and Federal funding programs that may assist with local development, including Community Development Block Grant funding and various funding programs offered through the WEDC (Idle Sites, Community Development Investment Grants, etc.), **Wi Department of Tourism, etc.**

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IV. Continue to grow a vibrant, sustainable, safe & connected community while respecting our traditions & history to attract new residents, visitors & new businesses.

- A. Address the need for additional tools (ordinances, policies, grant and loan programs) and enforcement resources (possible additional personnel) to address deteriorated
 - Consider licensing and inspections program for all residential rental properties
 - Consider licensing program for hotels and motels
- B. Develop design standards and incentives for investment in historic properties This goal has been a subject of discussion at several meetings of the TR Main Street Design Committee, including consultation with representatives of the State Historical Society. A current topic with that committee.
- C. Develop design standards and incentives for new development and redevelopment in the downtown and downtown waterfront areas.
- ~~D. Develop and adopt a local historic preservation ordinance including creation of a City Historical Commission. (Ongoing)~~
- E. Update and continue implementation of 2013 Bike/Ped Facilities Plan
- F. Update 2014 Park and Open Space Plan. Plan approved by City Council in February 2022; should get fresh review and revision by new Parks and Rec Director and Advisory Recreation Board. Complete Neshotah Park master planning now underway; adopt that plan following public input and incorporate into Park and Open Space Plan (AKA Comprehensive outdoor Recreation Plan, CROP)
- G. Foster development of the local arts community as an integral component of community quality of life and economic development
 - Installation and dedication of Friendship Table by Czech sculptor Vaclav Fiala
 - Potential downtown mural project in cooperation with Main Street and Sister Cities Committee
 - Support downtown murals as part of joint façade program with Main Street

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V. Encourage employees' personal and professional development, invest in employees to deliver the highest quality services for our community today and tomorrow while being a preferred city for career opportunities.

- A. Recruit and retain employees whose professional and educational backgrounds and interests are consistent with the City's goals
- B. Retain good employees by encouraging ongoing professional development, supported by City budgeted resources and through active pursuit of grant funding.
- C. Ongoing emphasis on staff development. Highlight professional development activities through periodic reports at City Council meetings.
- D. Recruit and retain good employees by maintaining competitive, market-based pay scales.
- E. Lay groundwork to implement performance appraisal process and merit pay adjustments at department head level in 2023.
- F. Develop and maintain succession plans for positions of City Manager, department heads and other key positions.
 - More work is needed in the area of employee succession, for other key management positions. Emphasis in 2023: Succession planning for City Manager position.

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VI. Enhance and promote the City’s identity and brand story throughout the region.

- A. Tell Two Rivers’ story through effective implementation of branding strategy, using the most effective communication channels, digital and traditional, **both for Tourism and overall economic development**
- B. Target message to drive economic development, new residential growth, and tourism.
- C. Continue to expand “Made in Two Rivers” initiative; create “Made in Two Rivers” link on EXPLORETWORIVERS.COM website.
- D. Leverage community and regional resources to help promote Two Rivers’ brand story, including:
 - TRBA
 - Two Rivers Main Street
 - Two Rivers Historical Society
 - Hamilton Wood Type and Printing Museum
 - Woodland Dunes Nature Center

 - Local Arts Community
 - Area Realtors—
 - Local Employers—meetings about “Made in Two Rivers” by Brand Ambassadors
 - Progress Lakeshore
 - Manitowoc Area Visitor and Convention Bureau
 - Chamber of Manitowoc County