

2012
CITY VISIONING,
GOALS, OBJECTIVES
AND TASKS



Adopted by City Council
January 17, 2012



CITY GUIDING PRINCIPLES, GOALS & OBJECTIVES

During 2011, the Mayor, Members of the City Council, City Manager and senior staff met to discuss and identify a strategic vision and direction for the City of Marshall. More specifically, the participants created a "vision tour" for the City, major goals and objectives and actions to be taken in the first year of this five year plan. Two public forums were held in October and the comments were incorporated in the final 2012 Goals.

VISION 2016: THE CITY OF MARSHALL MICHIGAN

The vision for the City of Marshall in 2016 will be shown with a vibrant downtown with more restaurants and performing arts venues, more nightlife, and a self funded parking system. The City will have a new Emergency Services Building, a renovated City Hall, a central Community, Recreation, & Senior Center with public restrooms with possibly the Chamber of Commerce. The City will have better road maintenance with bike lanes, Ketchum Park will be landscaped with a dog park & a walking track, and a more Citywide walkable sidewalk system. The City will have additional area employers with Oaklawn Hospital being the third largest employer without any job loss, a Community College or remote university location, The Brooks will have additional industrial development. The City will have better property maintenance, will have a rental housing code (Habitable and well maintained) and a Greening of the City. The City will have more effective communication -- leading to a town that functions as "one", a consensus to a plan between hospital and neighborhood, a tax structure that allows the City to benefit from development, a good economy which leads to enhanced downtown appearance & aesthetics.



CITY GOALS

GOAL AREA I. ECONOMIC DEVELOPMENT

Goal Statement: Retain and enhance the existing employment base of the surrounding Community by attracting commercial and retail uses within the central business district consistent with its historic character; attracting cultural, entertainment and similar destination businesses citywide; attracting research and development uses to the Brooks Industrial Park and other industrial uses consistent with existing industrial businesses within the City, all of which is measured to assess the impact of our actions on the economic vitality of our residents, businesses and industry.

GOAL AREA II. NEIGHBORHOODS

Goal Statement: To create and promote a safe and unified community within our neighborhoods and businesses

GOAL AREA III. INFRASTRUCTURE

Goal Statement: Provide the community with available funding options for enhancing the taxing structure. Preserve, rehabilitate, maintain and expand all city infrastructure assets (roads, buildings and utility systems) and identify and determine funding options. Determine a self funded downtown parking study *supported* by the community – let the community guide the effort.

GOAL AREA IV. COMMUNITY LIFE

Goal Statement: To achieve and sustain a concentrated effort by policymakers and community to promote the standard of living and economic health of Marshall.

CITY OBJECTIVES

GOAL AREA I. ECONOMIC DEVELOPMENT

- Community College
- Industrial Park – Brooks
- Consensus plan – hospital and neighborhood
- Collaboration with schools and adjoining townships
- More restaurants
- River District & entertainment
- Broker for business – new and existing

Goal Statement:

Retain and enhance the existing employment base of the surrounding Community by attracting commercial and retail uses within the central business district consistent with its historic character; attracting cultural, entertainment and similar destination businesses citywide; attracting research and development uses to the Brooks Industrial Park and other industrial uses consistent with existing industrial businesses within the City, all of which is measured to assess the impact of our actions on the economic vitality of our residents, businesses and industry.

Objectives:

1. Promote, collaborate, educate and serve as a broker for economic growth
2. Facilitate a consensus based neighborhood and hospital plan – put the plan in action
3. Continue collaboration with schools and townships
4. Review public safety building options
5. Review waste hauling options
6. Industrial park – promote and market
7. Community College – make contacts with potential universities
8. Recruitment of restaurants, entertainment venues
9. Study time required to obtain permits, zoning etc. Assess: How user friendly is the City?
10. Evaluate the economic development vitality

11. Develop a City entryway improvement plan
12. Evaluate tourism as an economic development tool
13. Add one new business to the Industrial Park
14. Seek private involvement for implementation of a Citywide Wi Fi Broadband system

Tasks to be completed by December 2012:

1. Create consensus neighborhood and hospital plan– put the plan in to action
2. Review public safety building options
3. Review waste hauling options
4. Aggressively market the industrial park
5. Research cost for an Entry Corridor Redevelopment Plan
6. Develop measurement tool for economic development

GOAL AREA II. NEIGHBORHOODS

- Code enforcement
- Habitable, safe rental stock
- Downtown fire safety
- Vibrant downtown

Goal Statement:

To create and promote a safe and unified community within our neighborhoods and businesses

Objectives:

1. Utilize existing database to identify owners
2. Develop plan and process for unified inspection as a "team" (non-threatening)
3. Reorganize codes to make user friendly
4. Develop cooperation with owners and renters
5. Promote fire safety awareness
6. Rental contact information placed on house or building
7. Incentive possibilities for downtown residential rental properties
8. Communication with the public

Tasks to be completed by December 2012:

1. Conduct at least two Community forums outside of City Hall
2. Accomplish fact finding on rental housing ordinance
3. Inspection team and database use organized
4. Begin reorganization of codes
5. Create a plan of action on fire safety awareness
6. Report on incentives for downtown residential rental development through grants and loans

GOAL AREA III. INFRASTRUCTURE

- Funding of government income tax
- Downtown parking – self funded
- Renovated city hall
- Community Center (youth and seniors) – restrooms
- Better road maintenance
- Public safety building

Goal Statement:

Provide the community with available funding options for enhancing the taxing structure. Preserve, rehabilitate, maintain and expand all city infrastructure assets (roads, buildings and utility systems) and identify and determine funding options. Determine a self-funded downtown parking plan supported by the community – let the community guide the effort.

Objectives:

1. Study, suggest, and implement revenue restructuring
 - Blending property taxes with income taxes and other types of revenue on a fair and equitable basis
 - Prepare a tax and revenue feasibility study and present to the community for feedback
 - Special assessments for capital projects
2. Prioritize projects and prepare long-term plan
 - Determine desired outcome for implantation and funding (goal one related)
3. Evaluate overall needs (Infrastructure/enforcement cost) and possible funding avenues
 - Educate stakeholders of funding options
 - Investigate the burial of electric lines during infrastructure design
4. Review options for the reuse of the space vacated by the Police Department for:
 - a. Community Center (Senior and Youth)
 - b. Public restrooms

c. Unified Economic Development

5. Continue the collaboration with Calhoun County and the State of Michigan to secure funding and construct the Marshall Regional Law Enforcement Center
6. Improvement the facilities for the Fire Department.
7. Support third party initiatives for completion of the Calhoun County bike trail.
8. Make final decision on the future of the downtown parking meters.
9. Review and implement Walker Downtown Parking Study recommendations.

Tasks to be completed by December 2012:

1. Evaluate overall needs (Infrastructure/enforcement cost) and possible funding avenues
 - Present options to stakeholders
2. Prepare a recommendation on the downtown parking meters for the DDA and Council by September 4th.
3. Work with Calhoun County and the State of Michigan to secure funding for the Marshall Regional Law Enforcement Center.
4. Retain an architect to develop plans for an improved facility for the Fire Department.

GOAL AREA IV. COMMUNITY LIFE

- Effective communications
- Walkability – paths/sidewalks/Riverwalk
- Dog park
- Ketchum Park landscaped
- Coordinated – more performing arts, another performing arts venue
- Walking track around skate park
- Bike lanes around town
- Green space aesthetics (Eaton)
- More night life
- Community garden

Goal Statement:

To achieve and sustain a concentrated effort by policymakers and community to promote the standard of living and economic health of Marshall.

Objectives:

1. More precise, effective and engaging communication – multiple avenues to reach greater audience.
2. Online call to action for community to ask questions or leave comments.
3. Enhance walking paths, create biking lanes/friendliness, bike racks downtown near City Hall and fountain.
4. Facilitate the installation of a Dog Park with private funding
 - City owned and operated
 - Privately funded
 - Volunteer management
5. Community Garden
 - Vegetable (Model after Detroit)
 - Floral (beautify town) Greenery (Eaton, etc.)
6. Increase volunteer partnerships
7. Encourage and facilitate live downtown performances
8. Coordinate City economic development with private organizations engaged in tourism and entertainment
9. Explore and facilitate an ice skating rink
10. Explore and facilitate a non-motorized transportation plan
11. Study Fountain Circle pedestrian safety
12. Partner with Marshall District Library on Community projects

Tasks to be completed by December 2012:

1. Much improved communications (objectives 1 and 2) with continued feedback and changes moving the communications process forward.
2. Create a non-motorized transportation plan.



APPENDIX A COMMUNITY FORUM COMMENTS

GOAL AREA I. ECONOMIC DEVELOPMENT

- The goal statement seems too minor/insignificant and lacks any direction. I would suggest a goal that states--To retain current jobs in the city and increase the number of new jobs in the city and the contiguous townships around the city.
- Broadband Wi-Fi in downtown
- Petoskey unique liquor licenses for eateries
- Connections for walking, biking, etc.
- Support for conservation to support quality of life and tourism
- Support trail expansions
- Fiber optics throughout the city
- City entrance improvement and planning
- Promote tourism as an economic development tool
- Work with the Firekeeper's Casino to encourage further economic development around it so it becomes more of a destination
- Aggressively market the industrial park and expect one new business per year to locate there
- Add to the first bullet "After public safety, economic development is the cities next most important priority. Aggressive recruitment of new jobs will be strongly supported by the city."

GOAL AREA II. NEIGHBORHOODS

- Agree with need for Police Facility
- Hope Fire Department can remain downtown
- Need rent ordinance and inspection
- Open House w/renters and landowners to discuss responsibilities of both. Get appropriate contact info.
- Increase volunteer partnerships
- Incentives the downtown residential rental market.
- Delete having Council meetings in quadrants. I think it would drain administrative time and accomplish very little other than taking time that could be better spent on more meaningful objectives.

GOAL AREA III. INFRASTRUCTURE

- Focus on more than new construction
- Look at options in tax structure
- Support senior community center – govt. support with some private support
- Restrooms downtown are needed
- Aging city – time to start servicing them
- Special assessment for roads not a good idea
- Parking is adequate
- Time to cut expenses instead of doing new projects
- Community center is a good idea
- Bike trail (lake to lake)
- Tourism features are good
- Tree City – trees taken into consideration in construction
- Grants use has been good
- Income tax is a way to collect \$\$\$ from users
- Parking meters detour tourism
- Bury electrical lines w/other construction costs
- Possible reduction in property taxes (.5 mil) to persuade voters to vote for 911 surcharge
- Roads in good condition. Downtown especially
- Community center centralized in area where people are visible. Residential ok – one street off main street
- More diversity of businesses
- Maintain – no Wal-Mart
- Meters inexpensive

GOAL AREA III. INFRASTRUCTURE (PAGE 2)

- More parking for events – 1-2 streets away from Main Street
- ESB: County staying here & combining services
- Downtown walkability – crossing the streets
- Caution signs on sidewalks near fountain
- Major Street project – connect burying utilities
- Long range maintenance for trees, storm damage, power lines
- Make city more livable-walking paths
- Electric Good! Quality of life!
- Concern: additional maintenance costs related to new/expanded buildings-if we can't afford it, don't do it
- Downtown community center
- Partnership with Library goals – complimentary to city/library
- After school (youth) programs – downtown
- ESB – shared services with collaboration – strongly agree/beneficial
- Having decision makers all in one place and close by (fire, police, city hall)
- How to get ladder truck on existing site
- City/fire plan– having public restrooms outside entry would feel safe.
- Bridge/roads/parking lots – Priority, roads rated C-
- Support raising millage or short term bond for roads
- Print goals in newspaper – updates along the way, makes community a part of the plan to support it.
- Exclude a Community Center (youth and seniors) as a five year project. We already have the Franke Center.
- The Public Safety Building is the priority

GOAL AREA IV. COMMUNITY LIFE

- Inventory sidewalks – complete where missing
- Bike trails – Concord to Jackson, Kal-Haven Trail = connect!
- Ice skating – athletic fields or brooks nature, warm up station
- Crosswalks – signage “cars must yield”. Consider temp signs at key times
- Pedestrian safety. More clearly marked crosswalks. More education
- “Safe roads to school” program
- Complete streets – adopt this model
- Better visual cues for pedestrian crossing buttons at lights
- Live performances downtown. Scheduled happenings. Weekend night – local group performance. Stores open on Friday or Saturday nights.
- Open flags
- May not buy today, but will be back to shop?
- Bike lanes!
- Afternoon activities – beyond 4 p.m.
- More complete sidewalks, walking paths in conjunction w/bike paths
- Wider sidewalks – 2 abreast
- MDOT = fountain circle access
- Pocket parks – throughout neighborhoods. Green spaces, benches, trees, outdoor performing arts. Watch for foreclosures vacant lots
- Art displays – empty store windows
- Move skate park to athletic field – move visibility
- Increase volunteer partnerships

GOAL AREA IV. COMMUNITY LIFE (PAGE 2)

- Delete bike lanes from this objective. We have roads that need these dollars and we shouldn't take on more maintenance costs and right of way battles, at this time.
- A dog park seems like a dubious project to me. It would take time away from more important objectives and not address the real problems Marshall is facing-- we need economic development, and we need funds for higher priority projects



**APPENDIX B
GOALS, OBJECTIVES,
AND TASKS**



**FISCAL YEAR 2012
GOALS AND OBJECTIVES**

Goal Area:	ECONOMIC DEVELOPMENT	Champion:	Mayor
Goal Unit:	Unified Residential Waste Hauling	Goal Leader:	Carl Fedders
		Goal Team:	Carl Fedders and Mike Hindenach
Goal Statement:	Retain and enhance the existing employment base of the surrounding Community by attracting commercial and retail uses within the central business district consistent with its historic character; attracting cultural, entertainment and similar destination businesses citywide; attracting research and development uses to the Brooks Industrial Park and other industrial uses consistent with existing industrial businesses within the City, all of which is measured to assess the impact of our actions on the economic vitality of our residents, businesses and industry..		

Goal Objective	City Goals:
A. Review waste hauling options.	Goal Area I

Task	Start	Completion	Status
A 1 - Staff collection of information from communities that participate in community waste hauling.	3/2011	3/2011	Complete
A 2 - Receive comments from interested parties and Boards.	3/2011	3/2011	Complete
A 3 - Determine areas for study, modification, or action.	1/2012	4/2012	On-going
A 4 - Hold public forum.	5/2012	10/2012	On-going
A 5 - Determine proper course of action.	1/2012	12/2012	On-going



FISCAL YEAR 2012 GOALS AND OBJECTIVES
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Goal Area:	Economic Development	Champion:	Mayor
Goal Unit:	West Entry Corridor Improvements	Goal Leader:	Carl Fedders
		Goal Team:	Carl Fedders and Natalie Huestis
Goal Statement:	Retain and enhance the existing employment base of the surrounding Community by attracting commercial and retail uses within the central business district consistent with its historic character; attracting cultural, entertainment and similar destination businesses citywide; attracting research and development uses to the Brooks Industrial Park and other industrial uses consistent with existing industrial businesses within the City, all of which is measured to assess the impact of our actions on the economic vitality of our residents, businesses and industry.		

Goal Objective	City Goals:
A. Research cost for an entry corridor redevelopment	Goal Area I

Task	Start	Completion	Status
A 1 – Create inventory of infrastructure/features to be addressed by redevelopment plan.	3/2012	5/2012	
A 1 – Research options and preliminary cost estimates for utility improvements and select relocation option.	5/2012	7/2012	
A 1 – Contact communication companies to develop cost estimates for utility relocation.	1/2012	5/2012	
A1- Identify proposed aesthetic options for corridor improvements.	5/2012	7/2012	
A1 – Gather input from stakeholders	8/2012	11/2012	
A 1 – Submit draft redevelopment plan to MDOT for approval.	11/2012	12/2012	



**FISCAL YEAR 2012
GOALS AND OBJECTIVES**

Goal Area:	ECONOMIC DEVELOPMENT	Champion:	Mayor
Goal Unit:	Marshall Economic Development	Goal Leader:	Mike Hindenach
		Goal Team:	EDC, DDA
Goal Statement:	Retain and enhance the existing employment base of the surrounding Community by attracting commercial and retail uses within the central business district consistent with its historic character; attracting cultural, entertainment and similar destination businesses citywide; attracting research and development uses to the Brooks Industrial Park and other industrial uses consistent with existing industrial businesses within the City, all of which is measured to assess the impact of our actions on the economic vitality of our residents, businesses and industry.		

Goal Objective	City Goals:
A. Evaluate the economic development vitality	Goal Area I
	Goal Area I

Task	Start	Completion	Status
A, B 1 -Develop measurement tool for economic development.			
A, B 2 – Contact MEDC and BCU to see how they measure			
A, B 3 – Consult with U of M Dearborn regarding the eCities model and what measurements we may want to consider.			
A, B 4 – Have EDC and DDA develop model and present to council			



**FISCAL YEAR 2012
GOALS AND OBJECTIVES**

Goal Area:	ECONOMIC DEVELOPMENT	Champion:	Mayor
Goal Unit:	Industrial Park-Brooks	Goal Leader:	Mike Hindenach
		Goal Team:	MEDC, Carl Fedders
Goal Statement:	Retain and enhance the existing employment base of the surrounding Community by attracting commercial and retail uses within the central business district consistent with its historic character; attracting cultural, entertainment and similar destination businesses citywide; attracting research and development uses to the Brooks Industrial Park and other industrial uses consistent with existing industrial businesses within the City, all of which is measured to assess the impact of our actions on the economic vitality of our residents, businesses and industry.		

Goal Objective	City Goals:
A. Industrial Park-Promote and Market.	Goal Area I
B. Promote, collaborate, educate and serve as a broker for economic growth.	Goal Area I
C. Add one new business to the Industrial Park	Goal Area I

Task	Start	Completion	Status
A, B, C 1 – Aggressively Market the Industrial Park by Enhancing, Evaluating, and Executing The Brooks Marketing plan.			On-going
A, B, C 2 - Maintain website with GIS and site information.			On-going
A, B, C 3 - Respond to Client Information Requests within a 24 hour period.			On-going
A, B 1 – Annual report.	05/01/2012	07/31/2012	
A, C 1 - Maintain Certified Business Park standing.		12/31/2012	On-going
B, C 1 - Conduct 20 retention visits with local companies.			On-going
B, C 2 - Aggressively support local businesses through the use of local, state, and federal incentive programs.			On-going



**FISCAL YEAR 2012
GOALS AND OBJECTIVES**

Goal Area:	ECONOMIC DEVELOPMENT	Champion:	Mayor
Goal Unit:	Consensus plan – hospital and neighborhood	Goal Leader:	Natalie Huestis
		Goal Team:	Tom Tarkiewicz
Goal Statement:	Retain and enhance the existing employment base of the surrounding Community by attracting commercial and retail uses within the central business district consistent with its historic character; attracting cultural, entertainment and similar destination businesses citywide; attracting research and development uses to the Brooks Industrial Park and other industrial uses consistent with existing industrial businesses within the City, all of which is measured to assess the impact of our actions on the economic vitality of our residents, businesses and industry.		

Goal Objective	City Goals:
A. Facilitate a consensus based neighborhood and hospital plan	Goal Area I

Task	Start	Completion	Status
A 1 - Planning Commission receive report from HNC.	12/14/11	3/14/12	Received- in progress
A 2 - Distribute report from HNC to interested parties and Boards.	12/5/11	3/19/12	
A 3 - Receive comments from interested parties and Boards.	3/19/12	4/16/12	
A 4 - Receive planning commission report.	3/19/12	4/16/12	
A 5 - Establish date for public forum.	4/16/12	5/7/12	
A 6 - Council takes action.	5/21/12	6/4/12	



2012 GOALS AND OBJECTIVES

Goal Area:	NEIGHBORHOODS	Goal Leaders:	Mayor & Council
Goal Unit:	Community Forums	Goal Team:	Mayor & Council
Goal Statement:	To create and promote a safe and unified community within our neighborhoods and businesses.		

Goal Objective	City Goals:
1. A. Communication with the public	Goal Area II

Task	Start	Completion	Status
A 1 - Conduct at least two Community forums outside of City Hall	1/17/12	12/31/12	
A 2 - As topics arise, Council will establish the forums.	TBD		
A 3 -			
A 4 -			
A 5 -			



FISCAL YEAR 2012 GOALS AND OBJECTIVES
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Goal Area:	NEIGHBORHOODS	Goal Leader:	Natalie Huestis
Goal Unit:	City-wide	Goal Team:	Bob Kiessling, Natalie Huestis, Scott MacDonald, JB Taylor
Goal Statement:	To create and promote a safe and unified community within our neighborhoods and businesses.		

Goal Objective	City Goals:
A. Accomplish fact finding on rental housing ordinance	Goal Area II
B. Begin reorganization of codes	Goal Area II
C. Inspection team and database use organized	Goal Area II

Task	Start	Completion	Status
A 1 – Inspection team meets to research and find facts on rental housing ordinance to present to Council	1/30/12	3/31/12	In progress
A 2 – Facts regarding rental housing ordinance are presented to Council at work session	4/30/12	5/7/12	
A 3 – Council gives direction on a rental housing ordinance		5/7/12	
A 4 – Staff performs audit on city inspection codes and works on reorganization.	1/10/12	3/31/12	In progress
A 5 – Inspection code ordinance changes brought to council for code amendment process (includes PH time)	5/7/12	5/21/12	
A 6 – Staff examines ways to utilize current database.	1/10/12	2/29/12	In progress
A 7 – Staff loads various computers and trains inspection team on utilizing database.	3/1/12	3/31/12	



FISCAL YEAR 2012 GOALS AND OBJECTIVES
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Goal Area:	NEIGHBORHOODS	Goal Leaders:	
Goal Unit:		Goal Team:	Diane Larkin
Goal Statement:	To create and promote a safe and unified community within our neighborhoods and businesses.		

Goal Objective	City Goals:
A. Report on incentives for downtown residential rental development through grants and loans.	Goal Area II

Task	Start	Completion	Status
A 1 – Research current grant opportunities	2/1/12	2/29/12	
A 2 – Research current loan rates with local lenders	2/12/12	2/29/12	
A 3 - Update database on existing upper floor residential units	2/15/12	3/31/12	
A 4 - Compile report with findings	4/1/12	4/30/12	
A 5 – Update handouts for distribution to property owners	4/1/12	4/30/12	



FISCAL YEAR 2012 GOALS AND OBJECTIVES
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Goal Area:	NEIGHBORHOODS	Champion:	Mayor
Goal Unit:	Ensure safety of businesses.	Goal Leader:	Natalie Huestis
		Goal Team:	Jim Schwartz, Bob Kiessling, JB Taylor
Goal Statement:	To create and promote a safe and unified sense within our business community.		

Goal Objective	City Goals:
A. Develop a non-threatening plan and process for unified inspection as a "team".	Goal Area II
B. Utilize existing database/DDA representatives to identify owners.	Goal Area II
C. Develop cooperation with owners and renters.	Goal Area II
D. Promote safety awareness.	Goal Area II

Task	Start	Completion	Status
A 1 - Inspection team organized.	1/10/12	3/31/12	In progress
B 1 - Database use organized.	1/10/12	3/31/12	In progress
C 1 - Create a plan of action on safety awareness.			



FISCAL YEAR 2012 GOALS AND OBJECTIVES
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Goal Area:	NEIGHBORHOODS	Champion:	Mayor
Goal Unit:	Neighborhood rental safety	Goal Leader:	Natalie Huestis
		Goal Team:	Jim Schwartz, Bob Kiessling, JB Taylor
Goal Statement:	To create and promote a safe and unified community within our neighborhoods and especially among our rental stock.		

Goal Objective	City Goals:
A. Utilize existing database to identify owners.	Goal Area II
B. Develop a non-threatening plan and process for unified inspection as a "team".	Goal Area II
C. Create a free and non-threatening rental registration program.	Goal Area II
D. Develop cooperation with owners, renters and City.	Goal Area II
E. Promote safety awareness.	Goal Area II

Task	Start	Completion	Status
A,E 1 – Identify the benefits.			
A,E 2 - Advertise the benefits of Rental Registration.	9/2011		
A,B 1 - Inspection team and database use organized.	9/2011		
C,E 1 - Create a plan of action on safety items in rental units.	9/2011		
A,C,D 1 - Give tags for homes with owner information and safety certificates to all who comply.	1/2012		
A,E 2 - Rental contact placed on house or building.	1/2012		



**FISCAL YEAR 2012
GOALS AND OBJECTIVES**

Goal Area:	INFRASTRUCTURE	Goal Leader:	Carl Fedders ,Sandra Bird
Goal Unit:	Develop Plan for City Infrastructure Assets with Funding Options	Goal Team:	Budget Team
Goal Statement:	Preserve, rehabilitate, maintain and expand all city infrastructure assets (roads, buildings & utility systems) and identify and determine funding options.		

Goal Objective	City Goals:
A. Develop a 6-year capital asset plan for major city infrastructure assets (roads, buildings and utility systems), prioritizing projects and funding options and present to the community for feedback by April 2012.	Goal Area III
B. Prepare a tax and revenue feasibility study, blending property taxes and other types of revenue, for capital needs and operational sustainability and present options to the stakeholders by April 2012.	Goal Area III

Task	Start	Completion	Status
A,B 1 - Review Revenue Alternatives.	02/14/11	3/15/11	Completed
A,B 2 - Road report with recommended funding levels.	7/31/11	9/6/11	Completed
A,B 3 - Receive public comments on recommend funding options for road system capital improvements.	12/10/11	5/2012	On-going
A,B 4 - Utility rate study reviewed during budget process for confirmation of adequacy.	12/2011	2/12	On-going
A,B 5 - Revenue feasibility study.	2/28/12	4/2012	On-going
A,B 6 - City facilities plan to be developed by facilities manager.	7/2011	11/2011	Completed
A,B 7 - Obtain approval and support from community and council for presented capital asset plan.	1/2012	5/2012	On-going
A,B 8 - Review/implement revenue options.	12/2012	12/2012	On-going



FISCAL YEAR 2012 GOALS AND OBJECTIVES
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Goal Area:	INFRASTRUCTURE	Goal Leaders:	
Goal Unit:		Goal Team:	Diane Larkin, James Schwarz
Goal Statement:	Preserve, rehabilitate, maintain and expand all city infrastructure assets (roads, buildings & utility systems) and identify and determine funding options.		

Goal Objective	City Goals:
A. Prepare a recommendation on downtown parking meters for Downtown Development Authority and City Council	Goal Area III

Task	Start	Completion	Status
A 1 – Review Walker Parking Study findings	6/1/12	6/30/12	
A 2 – Prepare report on costs for enforcement, maintenance, collection	6/1/12	6/30/12	
A 3 – Survey downtown businesses for feedback on parking needs, demands, customer comments	7/1/12	7/31/12	
A 4 – Prepare staff recommendation for DDA and Council	8/1/12	8/15/12	



**2012
GOALS AND OBJECTIVES**

Goal Area: III	INFRASTRUCTURE	Champion:	James Schwartz
Goal Unit:	Review Public Safety Building	Goal Leader:	James Schwartz
		Goal Team:	City, County and State Units
Goal Statement:	Provide the community with available funding options for enhancing the taxing structure. Preserve, rehabilitate, maintain and expand all city infrastructure assets (roads, buildings and utility systems) and identify and determine funding options. Determine a self-funded downtown parking plan <i>supported</i> by the community – let the community guide the effort.		

Goal Objective	City Goals:
A. Review Emergency Services Building options with the Michigan State Police and the Calhoun County Sheriff's Office.	Goal Area III

Task	Start	Completion	Status
A 1 - MML request RFP for cooperative.	6/29/11	7/18/11	Complete
A 2 - Review RFP as presented.	7/18/11	7/28/11	Complete
A 3 - Select consultant.	08/01/11	8/5/11	Complete
A 4 - Meet with City, County and State representatives.	09/08/11		Complete
A 5 - Joint Facilities presentation to County and City	01/19/12		
A 6 - Determine funding source for RFP.			
A7- Work with consultant throughout the process.			



**FISCAL YEAR 2012
GOALS AND OBJECTIVES**

Goal Area:	ECONOMIC DEVELOPMENT AND INFRASTRUCTURE	Goal Leader:	Bob Kiessler
Goal Unit:	Review Public Safety Building	Goal Team:	Mark Burke, Sandra Bird, JB Taylor
Goal Statement:	Retain and enhance the existing employment base of the surrounding Community by attracting commercial and retail uses within the central business district consistent with its historic character; attracting cultural, entertainment and similar destination businesses citywide; attracting research and development uses to the Brooks Industrial Park and other industrial uses consistent with existing industrial businesses within the City, all of which is measured to assess the impact of our actions on the economic vitality of our residents, businesses and industry..		

Goal Objective	City Goals:
A. Review public safety building options.	Goal Area I & III

Task	Start	Completion	Status
A 1 - Continue to work with the Needs Assessment Committee.			On-going
A 2 - Assist with presentations by Committee.			On-going
A 3 - Continue to partner with MAFFA.			On-going
A 4 - Monitor MMLF SPSI Feasibility Study.		12/1/11	On-going
A 5 - Retain design architect for construction plans.	12/2011		
A 6 - Complete plans.		5/2012	
A 7 - Present ballot language to Council.	7/2012	7/2012	
A 8 - Establish millage vote date.	11/2012	11/2012	



FISCAL YEAR 2012 GOALS AND OBJECTIVES
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Goal Area:	Community Life	Champion:	Mayor
Goal Unit:	Non-motorized plan.	Goal Leader:	Carl Fedders
		Goal Team:	Carl Fedders and Natalie Huestis
Goal Statement:	To achieve and sustain a concentrated effort by policymakers and community to promote the standard of living and economic health of Marshall		

Goal Objective	City Goals:
A. Enhance walking paths and bike paths	Goal Area IV
B. Create non-motorized plan	Goal Area IV
C. Address pedestrian safety around Brooks Memorial Fountain	Goal Area IV

Task	Start	Completion	Status
A 1, B1 – Create inventory of existing infrastructure	1/2012	5/2012	Ongoing
C1 – Meet with MDOT to discussion Traffic Safety around Brooks Memorial Fountain.	1/2012	1/2012	Completed
B1 – Meet with Calhoun County Trail ways and Great Lakes to Lakes trail administration	1/2012	1/2012	Ongoing
B1 – Build a project list with detailed estimates	5/2012	6/2012	Ongoing
A1 – Research funding opportunities to be incorporated into plan	6/2012	8/2012	Ongoing
B1 – Gather public input on draft plan	8/2012	11/2012	Ongoing
B1 – Adopt draft plan	12/2012	12/2012	Ongoing



**FISCAL YEAR 2012
GOALS AND OBJECTIVES**

Goal Area:	COMMUNITY LIFE	Champion:	Mayor
Goal Unit:	More precise, effective and engaging communication	Goal Leader:	Diane Larkin
		Goal Team:	Carl Fedders,
Goal Statement:	To achieve and sustain a concentrated effort by policymakers and community to promote the standard of living and economic health of Marshall.		

Goal Objective	City Goals:
A. More precise, effective and engaging communication – multiple avenues to reach a greater audience.	Goal Area IV

Task	Start	Completion	Status
A 1 - Develop strategy for broad-based outreach to community using multiple avenues / communication tools.	1/1/12	3/31/12	On-going
A 2 - Develop "call to action" component on city website for general questions and comments.	3/1/12	6/30/12	
A 3 - Develop social media communication tools and assign staff/volunteer administrators.	1/1/12	6/30/12	On-going, in development
A 4 - Develop and implement "Click Fix" program for reporting street repairs, blight issues, infrastructure work orders.	1/1/12	1/31/12	On-going
A 5 - Community presentation on interactive website and social networking tools – at city council work session/council meeting.	6/1/12	7/31/12	
A 6 - Press Release/Publicity to make public aware of new website features.	6/1/12	7/31/12	
A 7 - Continue monthly print newsletter in city utility mailings.	1/1/12	12/31/12	On-going
A 8 - City updates on MPACT public television, featuring monthly interviews with department heads and elected officials.	1/1/12	12/31/12	On-going
A 9 - Monthly article in AdVisor/Chronicle with "Frequently Asked Questions" answered by City staff and elected officials.	2/1/12	12/31/12	Schedule being drafted