



AGENDA 7a  
DATE \_\_\_\_\_

## Internal Memo

May 29, 2019

TO: Mark C. Meyers, City Administrator

FROM: Anthony Chandler, Director of Administrative Services *AC*

SUBJECT: Strategic Plan 2019

The City Council reviewed the final draft of the strategic plan during the May 2019 work session. I am requesting this item be included on the June 4, 2019 City Council agenda for their consideration to formally adopt the plan as presented. Attached is a resolution and the final draft of the plan.

RESOLUTION

WHEREAS, the City began the process of updating the strategic plan in January of 2019; and

THEREFORE, BE IT RESOLVED that the Norton Shores City Council hereby approves and formally adopts the strategic plan as presented.

At a regular meeting of the City Council of the City of Norton Shores, held at the Norton Shores Branch Library, 705 Seminole Road, on the 4th day of June 2019, the foregoing resolution was moved for adoption by Council Member \_\_\_\_\_. The motion was supported by Council Member \_\_\_\_\_.

Ayes:

Nays:

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Shelly Stibitz, City Clerk



## Strategic Plan 2019

### Introduction

The City Council and senior staff worked with Woods Consulting Group, LLC to update the previous strategic plan from 2009. Several group sessions were conducted in the early part of 2019 and the group discussed both the internal and external environment which was formulated into a revamped version of the existing strategic plan. The final draft consisted of five key areas of focus; 1) Financial Stability, 2) Economic Development, 3) Communication and Marketing, 4) Organizational Structure, and 5) Natural Resources and Leisure. The five areas of focus were broken down into practical goals with attainable objectives. Implementation strategies will be developed as the goals and objectives evolve over the next 3-5 years.

### Areas of Focus

#### **1) Financial Stability**

The City of Norton Shores will focus on operating with balanced budgets based on reliable sources of revenue and with a vigilant view of necessary expenditures. The City will continue to seek ways to cooperate and/or collaborate with neighboring jurisdictions for efficiencies in services provided to the public. Local millage levies provide essential funding and their continuation as a source of revenue is vital.

- Create and maintain sufficient and sustainable financial resources for the City. (City Council/Administration/Finance)
  - Timeframe: Immediate and ongoing
- Mobilize citizen and business support and create a system of stable revenue sources for local government operations. (City Council/Administration/Employees)
  - Timeframe: Immediate and ongoing
- Continue to use and enhance the development of multi-year budget forecasting and establish a fund balance policy. (City Council/Administration/Finance)
  - Timeframe: 12-24 months
- Renew the Public Safety millage to ensure adequate funding for providing essential services to the community. (City Council)
  - Timeframe: Immediate and ongoing
- Renew the Streets Improvement millage to assure sufficient funding to improve and maintain the city roadways. (City Council)
  - Timeframe: Immediate and ongoing

- Maintain a focused effort on the Debt/Unfunded Accrued Liabilities elimination plan. (City Council and Administration)
  - Timeframe: reoccurring every 12 months

**High Priority: Renewal of public safety millage and streets improvement millage**

**2) Economic Development**

The City continues to grow its commercial and industrial base through business friendly practices and the high quality infrastructure available. Retention of existing companies is solid, and staff will continue to explore alternative approaches to expand business attraction and retention efforts. The City will continue to evaluate tax incentive policies and other economic development tools offered through the State to attract commercial and industrial investment.

- Monitor the economic stability of the Harvey Street Corridor and neighboring properties involved directly with the changing conditions in the retail market place. The current retail environment may pose risks to current retailers. (Administration)
  - Timeframe: Immediate and ongoing
- Continue to implement the Seminole Road/Henry Street Place Plan for infrastructure improvements and mixed-use redevelopment to include medical, retail, and housing along the corridor. (Administration and Public Works)
  - Timeframe: 12-24 months
- Cooperate with the Native American tribe that is proposing the development of a casino on property north of The Lakes Mall. (City Council and Administration)
  - Timeframe: 12-24 months
- Develop “Place Plans” for the following areas of the City: Harvey Street Corridor, and East Broadway neighborhood. (Administration)
  - Timeframe: Formation of a stakeholder taskforce 6-8 months, complete the planning and design stages in 12-18 months with implementation to follow
- Stay abreast of the commercial real-estate market locally and acquire available land for industrial development. (Administration)
  - Timeframe: Ongoing
- Achieve a mix of balanced development in the City: commercial-retail, industrial, and residential. (Administration)
  - Timeframe: Ongoing

**High Priority: Seminole Road/Henry Street Corridor, Harvey Street Corridor**

### 3) **Communication and Marketing**

Several advancements in technology have occurred since the 2009 strategic plan. Most notably is the advent of social media and the methods used for public outreach. Today, the public has numerous outlets available for information sharing. The City strives to engage the public and incorporate technology advancements into its process of community engagement. This plan will deliver guidance to develop a marketing strategy for the City to effectively promote the services offered and to provide local businesses and property owners with a distinctive sense of identity.

- Develop a Communications Plan on how to most effectively reach city residents and other key audiences on issues related to city prosperity and services through effective use of multiple, and targeted communication channels. Consider the addition of a new staff member titled Communications and Public Involvement Coordinator to oversee this initiative. (City Council and Administration)
  - Timeframe: 6-12 months to develop the plan including the potential of a Communications and Public Involvement Coordinator added to city staff in 12-24 months
- Develop a marketing strategy for a strong brand development to be used by the City to effectively communicate “brand promises” to multi-generational audiences; including residents, employees, local industry, business owners, etc. Integrate the marketing strategy with the Communications Plan to share the City’s newly developed brand statement with key audiences within and outside of the community on a consistent basis. (City Council and Administration)
  - Timeframe: 12 months
- The City recognizes the importance of being a welcoming community that is able to attract new residents of all ages and backgrounds. The ability to attract a diverse mix of residents and business owners will be a key component to long-term growth and prosperity. Research and develop a set of strategies that effectively promote the values, activities, and benefits of living in Norton Shores. Monitor the effectiveness of these strategies and modify as needed. (City Council and Administration)
  - Timeframe: Immediate and ongoing
- Continue to develop and expand efforts to communicate with strategic audiences within the City and the metropolitan area; this includes both promotional strategies of the services offered and actively listening to the residents and property owners. (City Council/Administration/Employees)
  - Timeframe: Immediate and ongoing
- Initiate a focused effort to engage civic and various residential and business groups on a consistent basis; coordinate efforts with Police and Fire Departments for

community meetings and other public events. Cultivate Council and employees to serve as “ambassadors” regarding employee recruitment efforts. (City Council/Administration/Employees)

- Timeframe: Immediate and ongoing

**High Priority: Development of a Communications Plan and marketing strategy for reaching citizens regarding key issues.**

#### **4) Organizational Structure**

The City aspires to maintain the status of being a great place to be employed and build a career, up to and through retirement. This initiative has become more challenging due to the tightening of the labor market and the leveling-out of benefit packages being offered.

- Continue to make the City of Norton Shores an “Employer of Choice” and a great place to work by offering competitive compensation, a positive employment culture, timely access to important training, and the City’s investment in first-rate facilities and equipment. (City Council and Administration)
  - Timeframe: Immediate and ongoing
- City Administration will actively evaluate the current management framework with an emphasis on the employee positions that combine two or more sets of responsibilities and review the need for positions to continue in this manner. (Administration)
  - Timeframe: 6-12 months
- Conduct a staffing analysis to provide a data driven report to identify actual workload and appropriate staffing/deployment levels for operational efficiency. (All Departments)
  - Timeframe: 12 months
- Develop a formal succession plan to identify internal candidates with the skills and aspirations to advance professionally within the organization. Create a structure for training and professional development to effectively prepare the candidates. Implementation of a succession plan will assist the City with maintaining continuity and providing future stability. (City Council and Administration)
  - Timeframe: 6-12 months to establish and ongoing from then on

**High Priority: Seek creative ways to preserve the City of Norton Shores as an “Employer of Choice”**

## 5) Natural Resources and Leisure

The City recently updated the Bicycle and Pedestrian Plan in 2019. The Plan incorporates the forecasting of future projects for development to enhance the connectivity for pedestrian travel. This particular initiative coincides with the main goal of connecting existing public parks via non-motorized pathways.

- Develop and implement (over time schedule) the City’s Bicycle and Pedestrian Plan to ensure that the City cultivates a more walk-able and bicycle friendly environment. (Administration and Public Works)
  - Timeframe: 6-12 months
- Develop a schedule for generating funding support toward implementation of the City’s Park and Recreation Plan. (Administration and Parks/Recreation)
  - Timeframe: 12-24 months
- Continue the City’s goal to protect its unique access to Mona Lake and the Lake Michigan shoreline. (City Council and Administration)
  - Timeframe: Immediate and ongoing
- Make every effort to apply for and secure grant funding for future sidewalk/trail networks and park projects. (Administration)
  - Timeframe: 6-12 months
- Pursue opportunities for improved recreation and leisure with the addition of “pocket parks”, dog parks, and additional ball fields when viable land becomes available. (Administration and Parks/Recreation)
  - Timeframe: 12-24 months

**High Priority: Implement Bicycle and Pedestrian Plan**

# City of Norton Shores

## Demographic Projections: 2018-2023

Source: ESRI

- Population forecast to increase from 24,691 to 25,218 residents
- # of Households forecast to increase from 10,284 to 10,494 (+200)
- Average household size to remain at 2.39 persons
- % of owner-occupied households to increase from 75.7% to 76.3%
- % of renter-occupied households to remain at 17.1%
- % of vacant households to decline from 7.1% to 6.6%
- # of housing units (all) to increase from 11,075 to 11,241 (up 180)
- Median Household Income forecast to increase from \$55,292 to \$63,226 (increase of \$8,000)
- Median Home Value forecast to increase from \$142,256 to \$172,003 (increase of \$29,250)
- Median age of residents forecast to increase from 44.4 years to 44.6 years

### Household Income Distribution:

Household Income	2018	2023	
<\$15,000	7.5%	5.8%	
\$15,000 - \$24,999	10.4%	8.4%	
\$25,000 - \$34,999	11.4%	9.8%	
\$35,000 - \$49,999	14.8%	13.4%	
\$50,000 - \$74,999	20.5%	20.1%	
\$75,000 - \$99,999	13.8%	14.8%	
\$100,000 - \$149,999	13.4%	16.7%	
\$150,000 – plus	8.3%	11.0%	

- 2018 Average HH Income: \$73,750
- Forecast 2023 Average HH Income: \$86,908
- Median Home Value: increase from \$142,258 to \$172,000
- Median Age: 44.4 - 44.6 years

### Value of Owner-Occupied Housing:

Mean Value forecast to Increase from \$188,309 in 2018 to \$226,131 by 2023

## Population Ethnicity

	2010	2018	2023
White	91.8%	90.4%	90.4%
Black	3.2%	3.2%	3.4%
Asian	1.2%	1.7%	1.7%
Hispanic	3.8%	4.8%	4.8%
Native American	0.8%	0.8%	0.8%

- Racial group is predominantly White with Black and Hispanic as the largest racial minorities in City

## Education Level Attained by Adults Ages 25+

Education Level Completed	% of Population Age 25+
Did not finish High School	6.0%
Completed 9 <sup>th</sup> -12 <sup>th</sup> No Diploma	4.4%
High School graduate	23.7%
High School GED	3.4%
Some college – no degree	23.9%
Associate Degree	11.5%
Bachelor’s Degree	20.6%
Graduate/Professional Degree	10.7%

- 10.4% did not complete high school
- 27.3% completed high school or a GED
- 35.4% completed some college (no degree) or earned an Associate Degree
- 20.6% completed a Bachelor’s Degree
- 10.7% earned a graduate or professional degree

## Employment by Industry

Employment Sector	% of Residents Employed
Agriculture/Mining	0.7%
Construction	3.7%
Manufacturing	20.9%
Wholesale & Retail Trade	15.7%
Transportation & Utilities	3.2%
Finance/Insurance/Real Estate	4.0%
Public Administration	5.0%
Services	45.5%

- 80%-plus of city residents age 25 plus are employed in manufacturing, retail/wholesale trade, or services
- 59.3% of jobs are classified as “white collar”; 21.6% are classed as “blue collar” and 19.1% are classed as “services”

### Size of Households

<b>1-person</b>	<b>27.6%</b>
<b>2-persons</b>	<b>37.9%</b>
<b>3-persons</b>	<b>14.3%</b>
<b>4-persons</b>	<b>12.1%</b>
<b>5+ persons</b>	<b>8.1%</b>

- 65.5% of all households in the City contain 1 or 2 persons
- 26.4% of all households contain 3 or 4 persons

### Mortgage Status/Tenure

<b>% of Owner-Occupied Housing</b>	<b>81.6%</b>
<b>Housing with mortgage</b>	<b>51.2%</b>
<b>Owned Free &amp; Clear</b>	<b>30.4%</b>
<b>Renter-Occupied Housing</b>	<b>18.4%</b>

### Household Spending (% of National Average) on Goods and Services

<b>Category</b>	<b>% of National Average</b>
Health-Care	93%
Entertainment & Recreation	89%
Food at Home	89%
Household Furnishings & Equipment	88%
Personal Care Products	87%
Support Payments	88%
Vehicle Maintenance & Repairs	87%
Shelter	87%
Food Away from Home	87%

**Source of Information:** US Consumer Expenditure Survey