

City of Two Rivers Strategic Goals and Objectives (Adopted by City Council June 1, 2020)

The following goals and objectives are presented for discussion and adoption by the Two Rivers City Council to provide clear direction for the City through 2020 and into 2021.

The City Council is for not only responsible for adopting these goals and objectives, but for monitoring the City's progress in pursuit of these goals and supporting the City Manager and staff as they development and implement policies, programmatic initiatives and capital investment in support of these goals and objectives.

The City Manager, as appointed Chief Executive Officer for the City, is responsible for coordinating city government's actions and leading City staff in pursuit of these goals and objectives; he is accountable to the City Council for success in achieving these goals and objectives.

Every City department must be aware of these goals and objectives and is expected to contribute to their pursuit and attainment. City staff will review these goals and objectives with the various citizen boards and committees of the City, seeking members' objective feedback and support for these efforts.

The City Council and City Manager recognize that the effective pursuit of these goals and objectives requires not only the support, hard work and cooperation of the City Council, City Manager, Department Heads and staff, but also requires the cooperation and support of many community partners.

After all WE ARE TWO RIVERS!

2020 Strategic Goals & Objectives

I. Focus relentlessly on fiscal new revenue streams and operational sustainability.

- Encourage and facilitate projects that will increase City tax base—both new construction and increase in market value of existing properties
- Recruit businesses that can take advantage of available water and wastewater treatment capacity, to help stabilize or reduce rates for those utilities
- Increase the General Fund's Unrestricted Fund Balance to \$2 million—improve by at least \$250,000 per year
- Eliminate Water Utility deficit—reduce by at least \$180,000 per year
- Capitalize on sale/development of City-owned properties—short-term revenue from sales; long-term property tax and utility revenue from redevelopment
- 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

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

- Develop, implement and act upon feedback mechanisms for local residents and businesses
- Invest in technology to drive delivery of quality services and to achieve economies
- 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

III. Drive strategic community development.

- Develop and implement programs to encourage reinvestment in existing housing stock
- Emphasize continued redevelopment in the City's downtown and downtown waterfront areas
- Emphasize redevelopment investment along Memorial Drive
- Invest in critical infrastructure, leveraging available funding from non-City sources to maximize investment
- Complete update of 2010 Comprehensive Plan and related City plans; emphasize community development and redevelopment needs and priorities in new Comp Plan
- In pursuit of all the above goals, make strategic use of development incentives

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

- Develop design standards and incentives for investment in historic properties
- Develop design standards and incentives for new development and redevelopment in the downtown and downtown waterfront areas
- Develop and adopt a local historic preservation ordinance including creation of a City Historical Commission
- Update and continue implementation of 2013 Bike/Ped Facilities Plan
- Foster development of the local arts community as an integral component of community quality of life and economic development

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.

- Recruit and retain employees whose professional and educational backgrounds and interests are consistent with the City's goals
- Retain good employees by encouraging ongoing professional development, supported by City budgeted resources and through active pursuit of grant funding
- Recruit and retain good employees by maintaining competitive, market-based pay scales
- Develop and maintain succession plans for positions of City Manager, department heads and other key positions

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

- Tell Two Rivers' story through effective implementation of branding strategy, using the most effective communication channels, digital and traditional
- Target message to drive economic development, new residential growth, and tourism.
- 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
 - Progress Lakeshore
 - Manitowoc Area Visitor and Convention Bureau
 - Chamber of Manitowoc County