



As approved by Finance and Personnel Committee April 11, 2023

Black=Current, 2023 goals

Blue=Comments on progress toward 2023 goals

Strikethrough=Recommended for removal

Red=New goal or modified language for 2024 goals

**CITY OF TWO RIVERS
2023 Strategic Goals & Objectives
Adopted by City Council February 3, 2023**

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

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

- 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.
--Five lots sold in 2023; 6 new homes constructed, at least five planned for construction in 2024. 2024 City Budget provides funding for Phase 3 infrastructure, adding 13-15 more lots; project is bid-ready, pending DNR permit to fill a small wetland area.
- **Add--Seek bids and determine lot pricing structure for Phase 3 of the Sandy Bay Highlands subdivision; award construction contract by May 31, 2024, with goal of completing Phase 3 utilities and graded/graveled streets by November 1, 2024.**

~~Seek private developer for Phase 3 of Sandy Bay Subdivision, for either single family home sites of a planned unit development of detached single-family homes and two-family residences, maintaining a high-quality residential character.~~

--Has not worked out for SBH Phase 3 area; City should reach out to developers about possible development of former Schroeder property on Garfield Street just east of SBH.

- **Add--Identify potential new sites for one and two-family residential development; engage with developers on ways to encourage economically feasible development of new owner occupied housing in**

these areas. This could include City purchase of properties and/or City development incentives

~~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.~~

--Developer closed on sale of one condo unit in 2023, two so far in 2024; is considering construction of one or two new duplex-condo building in 2024.

- 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.

--Development Agreement for The Confluence project amended in 2023 and again in February 2024; Developer had a March 31, 2024 deadline to present project financing plan, but that plan is not yet finalized. Site plans for the project, a 71-unit, \$21 million market rate apartment building, were approved in August 2023.

Add--Consider options for short-term (3-4 month) extension of Development Agreement with YBR, LLC, or resume marketing efforts on this site.

- 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 Project Plan.

--Project financing largely in place for this project; most recent amendments to Development Agreement were approved by City Council in November 2023. Current project holdup is related to PFAS contamination on the property and clear identification of a responsible party (prior owner) before the project can move forward. 54 unit project, \$14 million investment.

Add--Continue working with developers to make this project a reality, including pursuit of supplemental funding through a WEDC Idle Sites Grant.

- ~~Implement Transform Two Rivers housing improvement initiative through GDA and Community Development Office. Program initially approved by City Council and Community Development Authority in 2021 has generated little interest; affordable housing resources need to be re-deployed.~~

--There has not been available staff time to pursue re-programming of these funds, which total \$141,000. Of that amount, \$100,000 has been committed to assist the West River Lofts project (see above).

- 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.

--Not much progress in this area; need both more code enforcement resources and incentives for upgrading housing.

- **Add: Consider and implement strategies for “affordable” new, single-family housing development.**
- **Add; Develop code enforcement and grant/loan incentive programs to encourage reinvestment in aging and deteriorated housing stock.**
- **Add: Provide annual report from CDBG Housing Loan Program contract administrator regarding the activities of this program.**
- Make use of TID 13 (created 2020), TID 8 (amended 2020) and TID 12 (amended 2021) to encourage redevelopment activities in the downtown area.
--\$50,000 from TID 13 has been made available in the 2024 City Budget for downtown area façade and sign grants.
--\$30,000 from TID 8 is available for downtown façade and sign grants.
--Staff is working on a possible TID 12 amendment to assist two downtown development projects with possible total investment of \$1.8 million.
- **Add—Strive to fully utilize \$100,000 in 2024 budgeted funds for façade and signage improvements, downtown and elsewhere in the City.**
- **Add--Adopt Amendment #2 to TID 12 boundaries and project plan; finalize development agreements to assist with moving private investment projects forward at Sauve’s Automotive and Violet Inn, as well as proposed property acquisitions.**
- Implement TID 14 at the Woodland Industrial Park, to assist business investment and to extend public street and utility infrastructure as needed.
--TID 14 is providing its second direct grant to assist a new business at the Industrial Park (following assistance to All Energy Management in 2022)—Braun Building’s new, 28,000 SF truss plant, to be constructed in 2024-25.

A pay-as-you-go grant of up to \$450,000 was approved by the City Council in December 2023 to assist this \$1.6 million project. TID 14 will also fund pavement and utility extensions on Brown’s Drive to serve this development (\$200,000 investment).

Re-Phrase as--Continue to promote private investment at the Woodland Industrial Park, using TID 14 resources for business grants and infrastructure investment as appropriate.

- 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
 - Ongoing discussion with local realtor and developer**
 - Former Eggers West plant
 - Ongoing work with site owner/developer**
 - Former Eggers East site
 - Ongoing work with developer, per City Council-approved Development Agreement**
 - Former Paragon site, including vacant parcel listed for sale on Columbus Street
 - Periodic discussions with owner/developer about their plans; investment in building improvements to date has been limited, has not met investment requirements to fully utilize \$250,000 Idle Sites Grant. Discussion between City staff and developer scheduled for week of March 18, 2024**
 - Various properties on Washington Street in the downtown business District
 - Extensive staff involvement regarding redevelopment of 1509 Washington Street (purchased by developer July 2023 for redevelopment with a Starbucks)**
 - Staff involvement with prospective new tenant for rear portion of Subway building, 1400 Washington Street**
 - ~~--Vacant former Elks Club on 15th Street~~
 - Property has sold in 2024; City working with new owner on redevelopment proposal. \$1 million + project; loan for \$200,000 approved by BIDC on March 26, 2024. Possible TID 12 assistance for this project and another nearby project discussed with City Council on April 1, 2024.**
 - NE corner of Monroe and 16th Streets (former Ginny's Resale)
 - City staff has had meetings with owner and architect regarding redevelopment concepts for this site.**
 - SW corner of Washington and 22nd Streets
 - No activity in this area**
 - Former M & M Restaurant and adjacent properties
 - Ongoing discussions with realtor and prospective developers**
 - Burrows waterfront property on the West Twin downtown (behind Kurtz's)

--Former Ralph Schroeder property on Garfield Street
--Just listed on March 13, 2024; City reaching out to residential developers

--Undeveloped portion of East Point

--Sites in the Columbus and Woodland Industrial Parks
--See related comments

~~--Vacant former Union State Bank on Lincoln Avenue~~
--Property has sold in 2024; being renovated for re-use

**--Add: Vacant former St. Mark's School on 12th Street
2023 Washington Street (former UniMart site)**

--Keep this goal, with changes as shown above.

- Strive for at least three percent annual increase in the City's equalized valuation, 2022-2023 and ongoing.
--Equalized valuation of the City grew by 16 percent in 2023 (based on 2022 sales) and has slightly outpaced valuation growth in the rest of county for the past three years.

--Keep this goal

- 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.

--Have not developed targeted strategy; water utility staff has engaged with accompany in 2023 that was specifically interested in Two Rivers because of water (ultrafiltration plant)

--Keep this goal

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

Net improvement of more than \$200,000 in 2023 (unaudited). NOTE: General Fund did experience a small operating deficit of \$40,000 in 2023, but unrestricted balance still improved, due to a reduction of nearly \$300,000 in deficit balances of other funds, most notably the Water Utility.

--Keep this goal

- D. Eliminate Water Utility deficit—reduce by at least \$200,000 per year.

--Water Utility deficit improved by \$184,794 in 2023 (unaudited). Accelerated improvement in cash position expected with significant drop in debt service 2024, even with commencing 3-year payoff of \$500,000 loan from TID 7 (intake cleaning project).

--Keep this goal.

- E. 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.

--City Manager and Community Development Director met with owners of adjacent Lakeshore Park Apartments in 2023 to discuss redevelopment of this site; no further action to date.

--Keep this goal

- F. Pursue location at or near the Woodland Industrial Park for correctional facility.
--No action to date; State of WI has made no decision on future of Green Bay Correctional Facility.

--Keep this goal

- G. Evaluate need for additional land for industrial park.**

- H. Pursue development hydroponic produce growing and processing operations.
--No action to date.

--Keep this goal

- I. Highlight cost containment and efficiency measures achieved by the City in its 2024 Budget

--Illustrated through reports on the City's operating budget history, other reports.

--Keep this goal

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.

--No action to date.

--Keep this goal

- **Implement regularly-scheduled community forums, with participation by City Council, City Manager and Department Heads. Begin in third quarter 2023.**

--Not scheduled to date.

Re-Phrase to Read--Hold periodic community forums on specific topics: Community development, housing issues, public safety, infrastructure issues, etc. Begin in third quarter 2024.

- Continue "Coffee with a Cop;" consider similar initiatives by other City departments
--Coffee With a Cop resumed November 23; 9 sessions held at 3 local coffee shops, November through February. No similar outreach by other department to date.

Re-Phrase to Read--Expand "Coffee With a Cop" concept to include community outreach 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.
--Website for ExploreTwoRivers is being improved, still sharing platform with two-rivers.org but with a more distinct appearance. About 25 local businesses highlighted in business spotlight posts on City FB page, November 2022 through October 2023.

--Keep this goal, adding "Continue and expand on City-produced 'focus' features on local businesses.

--Separate "Made in Two Rivers" website has not been developed yet. Sales of Two Rivers branded gear topped \$30,000 wholesale in 2023;

handling distribution and accounting for this apparel and merchandise is being transitioned to Tourism Office in 2024.

- Implement new permitting software in Inspections.
--2023-24 budgeted item; in process of implementation.

--Keep this goal; add sentence “Expand in 2025 to include on-line submissions for permits.”

- 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.
--Cameras being added to Central Park West March-April 2024; plan to add to new Neshotah Park playground area.

--Keep this goal

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.

--Not a lot of progress on this; City Manager and department heads do continue to make presentations to civic and business groups, but there is low participation/engagement in those traditional settings. Should produce several informational videos in 2024.

--Keep this goal

D. Pursue development and implementation of a community sustainability and resiliency initiatives where considered appropriate, led by with input from the Environmental Advisory Board and involving community partner organizations.

--EAB has not led a major community sustainability initiative, but with staff support has actively engaged the community on sustainability and resiliency issues, through its speaker series, front yard gardens pilot project and other initiatives.

--Keep this goal; edit as shown above

Add: Implementation of SwimSmart beach advisory system in 2024 at Neshotah Beach and New Beach, with funding from Room Tax Commission, involvement of NOAA Marine Sanctuary.

III. Drive strategic community development.

- A. Secure the former Hamilton property for redevelopment by 2024 year-end.
--Achieving this goal still largely depends on progress in the ongoing environmental investigation activities of property owner Thermo Fisher Scientific, working with its environmental consultants and WDNR. This should nonetheless remain one of the City's highest priorities.

--Keep this goal

- 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
--Development Agreement deadlines extended three times during 2023; City continues to work with developer, but something needs to happen, or the City needs to pursue other developers. March 31, 2024 deliverables include developer report on final project financing, based on updated project cost estimates.

Modify to read--Consider options for short-term (3-4 month) extension of Development Agreement with YBR, LLC, or resume marketing efforts on this site.

- 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.
--Not pursued to date; tie to overall planning/design effort for this area.

--Keep this goal

- 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)
--Funded at \$100,000 in 2024 City Budget; strive to expend 100% of these funds, leveraging business investment and improving downtown in the process.

Keep this goal and add—Strive to fully utilize \$100,000 in 2024 budgeted funds for façade and signage improvements, downtown and elsewhere in the City.

- Complete Central Park West 365 Project, hold mid-summer dedication event, and aggressively program that space as a hub of downtown activities.

--Project completed and dedicated on-schedule, mid-Summer 2023. Considerable community support for this initiative. City led in creation of a new Christmas event, "Cool City Christmas" in mid-December, establishing a new Two Rivers tradition that will be expanded in 2024. Seeking to expand summer concert offerings downtown in 2024.

Re-Phrase to read--Work within City government and with community groups to both maintain the new Central Park West 365 project to high standards, and to continue to program and promote the park as a year-round hub for downtown activities. Expand Summer season programming and build on the success of Cool City Christmas event to fill the period from Thanksgiving to Christmas with downtown activities, helping drive business activity.

- Develop plans and community fund-raising strategy for next phase of downtown Christmas decorations and lighting.
--City Manager re-convening downtown decorating committee in Spring 2024, for further fund-raising to take downtown lighting and decorating to the next level.

Add--Implement "Phase 2" of downtown Christmas decorations upgrade in 2024.

- ~~• Work with Main Street and other community organizations to continue to improve the Hometown Christmas Parade and promote local holiday season events.~~
--Thanks to the efforts of Main Street, the City and individual businesses, the Christmas Parade and the appearance of downtown over the holidays was vastly improved in 2023. Also see comments above regarding Cool City Christmas.
- 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

--There has been progress in each of these areas over the past year, as reported elsewhere in this document.

--Keep this goal

- C. Place high priority on development of new, market-rate housing (rental or condo) on the downtown waterfront to aid in revitalizing downtown.

--Keep this goal

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

E. Develop master plan for upgrades to Spirit of the Rivers Wayside and adjacent lands acquired by City in January 2020

--Some of this will start with the major shoreline planning/design initiatives cited in J. below. Should consider engaging a park designer like Parkitecture in developing a master plan for the SOTR Wayside and second wayside to the south.

--Keep this goal

F. 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.

--No action to date.

--Keep this goal

G. 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.

--Marked crosswalks at both Columbus and Madison will be added as part of the Memorial Drive project in 2025.

Modify to read--Pursue funding for installation of pedestrian-activated flashers on Memorial Drive at 12th, Madison and Columbus (in that priority order) in 2025 and future years, to make these crossings safer.

H. 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.

--Partially completed along East River Street in 2023; needs to be completed with connection to Washington Street bridge in 2024.

Add--Complete this project in 2024.

I. 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.

--CN agreed to a \$150,000 purchase price in 2022; City has not formally initiated the abandonment/purchase process. Needs to be addressed.

Add—Finalize commitment to this property purchase in 2024.

- J. 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.

--City in late 2023 and 2024 has secured \$506,000 in funding, from three grant sources, to fund plans for shoreline stabilization, stormwater management, improved public access and habitat improvement along its Lake Michigan shoreline in the areas described above.

Funding sources include:

--\$280,000 from the National Fish and Wildlife Foundation's Sustain Our Great Lakes (SOGL) program, for planning and design work, and some improvement projects, all along the shoreline.

--\$66,000 from the Fund for Lake Michigan (approved March 22, not yet announced), to cover local most match on the above grant. Balance of approximately \$33,000 local match would be in-kind staff time or Storm Water Utility investment in demonstration projects along shoreline.

--\$160,000 from the Great Lakes-St. Lawrence Seaway Cities Initiative, which in turn was funded with a NF&WF National Coastal Resilience Fund grant. (No local match requirement.) The Cities Initiative solicited coastal resiliency project proposals from communities around Lake Michigan, seeking to award funding for 4 projects. The project submitted by Two Rivers: planning and design for shoreline restoration and stabilization, improved natural habitat and public recreational use for the Lake Michigan beach between the South Pier and the Lighthouse Inn (from the City's 2013 Harbor Master Plan, was selected for funding.

These grant-funded activities should be completed in 2024 and 2025, and will lay a solid foundation for seeking implementation funds to improve the publicly-owned Lake Michigan shoreline in these areas.

Add:

--Complete in 2024 and 2025 the planning and design activities for the City's south lakeshore, as funded through Save Our Great Lakes, Coastal Resiliency and Fund for Lake Michigan grants (\$506,000 total); make these plans the basis for securing funds for implementation of physical improvements to this area of shoreline.

--In tandem with the above planning activities, develop a site-specific master plan for the City-owned properties between Taylor Street and the Chamber of Commerce (10+ acre area, comprised of two major waysides. Pursue funding in 2024, undertake planning in 2025.

--Also in tandem with the above planning activities, undertake a space needs assessment for ultimately replacing and relocating the City's public works yard and garage, as well as the water and electric service building to a new, non-lakefront location.

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

- Complete street/utility reconstruction projects budgeted for 2023
--Lincoln Street reconstruction and Zlatnik paving work completed on-time, within budget. Major investment in wastewater screw press largely completed in 2023. 2024 major infrastructure project on Roosevelt Ave. has been bid, contracted, and is underway.

--Repeat this goal for 2024 capital projects. Add: "Identify 2025 street and utility projects and begin providing information to impacted property owners not later than July 31, 2024."
- Continue to aggressively pursue funding for lead water service lateral replacement throughout the city.
--City has continued aggressive pursuit of funding and implementation of its programs to "get the lead out." 2024 projects will replace 50 Isl's on Roosevelt Ave. and about 200 at scattered locations. New fund to allow use of Safe Drinking Water Fund low-interest loan monies, created at March 18, 2024 City Council meeting, will further assist homeowners with "private side" Isl replacement.
--Successfully implement the program described above in 2024; develop strategy for continued Isl replacement for years 2025-2027.
- 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.
--See item above; City expects to make full use of available City and County-shared ARPA dollars (approx. \$1,155,000 each), all for lead lateral replacement.

--Keep this goal. Add "Implement low-interest loan program to aid in funding private side laterals, using Safe Drinking Water loan funds. Identify any additional sources of State and Federal funding to keep local costs for lead abatement at the minimum level necessary."

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

--Explore Two Rivers, Inc. established at a 501(c)6

--New director hired March 2023, January 2024. After an initial setback, the program is on the right track.

--Keep this goal

- Address location and facility needs for Two Rivers visitor welcome center, both near-term and long-term
--Funding for continued design work and updated cost estimates for pumping station as welcome center was included in 2024 City Budget (TID 12). Design work underway; City staff pursuing funding for implementation. This will be the subject of a joint Room Tax Commission/Explore Two Rivers board meeting on May 16.

Re-Phrase to Read--Develop updated concept plan and cost estimates for adaptive re-use of historic water pumping station at Memorial Drive and Lake Street as Two Rivers welcome center. Adopt strategy for making this project a reality by 2026, with at least half of the estimated \$1.2 million project cost to be funded from non-local sources, and the bulk of local source funding from room taxes and TID funds.

- Design and implement new system of wayfinding signage, to guide visitors to community attractions and destinations
--Only preliminary discussion to date; while outside design assistance may be pursued through room tax funds, anticipate fabrication and installation by City DPW staff in 2024-25.

Re-Phrase to Read--Design and implement a new system of wayfinding signage by Summer 2025.

- Maximize tourism benefits to Two Rivers from implementation of National Marine Sanctuary: "Wisconsin's Shipwreck Coast"
--City Manager and Tourism Director have actively participated in meetings of the Sanctuary Advisory Council, advancing Two Rivers' interests including the water pumping station's conversion to a community and sanctuary welcome center.
--Keep this goal

- G. Lobby Federal government for needed investment in Lake Michigan harbor infrastructure to address shoaling and storm surge issues

Dialogue with the Corps of Engineers Chicago office has resumed; staff from that office are interested in a Spring meeting in Two Rivers with harbor users.
--Keep this goal

- H. 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.

--City continues to do so. Examples cited throughout this document.

--Keep this goal

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

- Address the need for additional tools (ordinances, policies, grant and loan programs) and enforcement resources (possible additional personnel) to address deteriorated properties
 - Consider licensing and inspections program for all residential rental properties
 - Consider licensing program for hotels and motels

--More emphasis still needed in this area. Past year has seen more cooperation among departments in addressing nuisance properties, including hotels and motels.

--Keep this goal

- Develop **voluntary** 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.
--No real progress; this may be needed, but will be a very hard sell without more community education and without a push from business owners.

Keep this goal, modified as shown above.

- Develop design standards and incentives for new development and redevelopment in the downtown and downtown waterfront areas.

--See comment above.

--Keep this goal.

- Update and continue implementation of 2013 Bike/Ped Facilities Plan
--Review and update is needed; no progress on this to date.

--Keep this goal.

- 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).
--Neshotah Park Master Plan completed; a quality plan that is in early stages of implementation. Major 2023 project was new destination playground; planned 2024 improvements include upgrades to trails and natural areas, possibly more new play equipment.

--Re-Phrase to Read:

--Continue phased implementation of Neshotah Park Master Plan that was adopted in 2023.

--Complete and adopt updated Park and Open Space Plan (AKA Comprehensive Outdoor Recreation Plan, CROP) in 2024

- Foster development of the local arts community as an integral component of community quality of life and economic development
 - Cooperation with Main Street in downtown public art initiatives.**
- ~~Installation and dedication of Friendship Table by Czech sculptor Vaclav Fiala~~
 - Extensive City involvement in the installation and dedication of the sculpture in Central Park, August 2024**
- ~~Potential downtown mural project in cooperation with Main Street and Sister Cities Committee~~
 - Mural completed in Summer 2024 with minimal City involvement**
- Support downtown murals as part of joint façade program with Main Street
 - Funds for façade grants in 2024 City Budget will likely assist with 1-2 mural projects.**
- Keep this goal**
- **Add--Review and consider modifications to local regulations on short-term vacation rentals.**

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

--Recent recruitments/promotions/hires at the department head level have strengthened the City's management team: Engineer/DPW Director, Parks & Rec Director, Fire Chief, City Clerk and Tourism Director were all newly hired or promoted within the past two years. Filling Finance Director position with a qualified individual is a high priority.

--Keep this goal.

- B. Retain good employees by encouraging ongoing professional development, supported by City budgeted resources and through active pursuit of grant funding.
--Individual department budgets continue to support staff training and development.

--Keep this goal.

- C. Ongoing emphasis on staff development. Highlight professional development activities through periodic reports at City Council meetings.

--Significant recognition activity in 2023-24, including introducing new hires, new promotions, recognized both professional accomplishments and "jobs well done."

--Keep this goal.

- D. Recruit and retain good employees by maintaining competitive, market-based pay scales.

--2023-25 contracts with Police and Fire/EMS unions have helped with recruitment and retention; a non-union wage study is overdue.

Add--Implement modified Summer hours for City Hall on a trial basis in 2024, as a no-cost enhanced benefit for non-union support staff and possible enhancement to customer service.

- E. Lay groundwork to implement performance appraisal process and merit pay adjustments at department head level in 2023.

--Needs more work.

--Keep this goal.

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.

--City Manager's current plan is to retire July 2025. Intend to give City Council formal notice of retirement date at least 6 months in advance of retirement date. Council should familiarize itself with City Manager recruitment/selection process and the resources available to assist.

Add—Plan and budget for recruitment, selection and hiring of a new City Manager in mid-2025, based on current retirement plans of incumbent.

City Council, under the lead of the Personnel and Finance Committee, to evaluate search consultant options and make recommendations regarding recruitment and selection process.

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

Keep this overall goal.