



THE CITY OF WYANDOTTE, MICHIGAN

Strategic Plan 2010-2015



Message from the Mayor

Dear Residents:

As you may recall, one of the issues I brought forth during my campaign for the office of Mayor earlier this year was the need for a Strategic Plan for the City of Wyandotte. After many months of planning, meetings and discussions, I am pleased to present you with the City of Wyandotte's Strategic Plan 2010-2015.

As Lewis Carroll once said, "If you don't know where you are going, any road will get you there." Recognizing this, it is important that the City of Wyandotte begins to establish this road map to ensure that our journey to our goals, especially in these turbulent times, will not veer off course. Equally as important, the strategic plan will provide a basis to measure whether we are achieving our organizational goals.



Thanks to the involvement of the entire community - residents, employees, businesses, non-profits, youth, seniors, and neighborhood groups - we were able to develop a Vision Statement and Mission Statement for our city to serve as a guide as we work to accomplish our many goals and objectives. It is hoped that this Mission and Vision Statement will be the guiding force in creating value for those we serve while motivating and providing meaning for those who serve them.

The City of Wyandotte Mission Statement focuses on five primary commitments:

- To provide the finest services and quality of life;
- To advocate for our heritage, economic development, and the wise use of our riverfront;
- To excel technologically and to be financially responsible;
- To encourage and respect citizen participation and provide transparency in all city matters;
- To stand for all the requirements of our laws and regulations

This strategic plan builds on our past and will serve as a guide in the 21st century. Implementing this plan together will enable us to move positively and confidently into the future with the assurance that Wyandotte's needs are well met for years to come.

I thank those who participated in making this initial strategic plan a reality. This is only the beginning of our journey towards a better community but I am excited that we have taken the first steps!

Mayor Joseph R. Peterson

Foreword

The government of the City of Wyandotte determined that it wished to have a strategic plan written to serve as a guide for creating the future of our city in a thoughtful, systematic way. The members of the Strategic Planning Task Force, have been given the responsibility for crafting a mission, vision and strategic planning document. The task force believes that together with our citizens, we can create a dynamic future for this city. We urge our fellow citizens, along with our mayor and city council to understand how challenging our future will be for all of us, and the potential of this planning document to meet that challenge. We appreciate all the support the Strategic Planning Task Force has received from hundreds of Wyandotte citizens who have participated in this process, and urge everyone to support the receipt and adoption of the following mission, vision and strategic plan for the City of Wyandotte.

Wyandotte Strategic Planning Task Force:

Jason Ptak

Richard Miller

James Candela

Melanie McCoy, General Manager of Municipal Services

Todd Drysdale, Director of Finance and Administration

Seth Hirshorn, Ph.D., Consultant



OFFICIALS

William R. Griggs
CITY CLERK

Andrew A. Swiecki
CITY TREASURER

Colleen A. Keehn
CITY ASSESSOR
January 12, 2010



RESOLUTION
JOSEPH R. PETERSON
MAYOR

COUNCIL

Todd M. Browning
James R. DeSana
Sheri M. Sutherby-Fricke
Daniel E. Galeski
Leonard T. Sabuda
Lawrence S. Stec

Mayor Joseph Peterson
3131 Biddle Avenue
Wyandotte, Michigan 48192

By Councilman Leonard Sabuda
Supported by Councilman Todd M. Browning

RESOLVED by the City Council that the Mayor and Council of the City of Wyandotte support the STRATEGIC PLAN for our community and applaud the actions of the STRATEGIC PLANNING TASK FORCE in their efforts in coordinating citizen involvement to establish strategies that will make the community a better place. This plan will serve as a tool for the Wyandotte City Council when studying request for budget appropriations and will confirm that the strategic planning objectives contained therein will be emphasized to provide continuing direction in meeting the desires of our citizens. It is our belief that this plan will make us better decision-makers and more effective elected officials. The Wyandotte City Council is proud to recognize the STRATEGIC PLAN, the MISSION AND VISION contained within, and pledges to utilize the contents of the plan when planning for the future of the Wyandotte Community.

YEAS: Councilmembers Browning Fricke Sabuda Stec, Mayor Peterson

NAYS: Councilman Galeski

ABSENT: Councilman DeSana

RESOLUTION DECLARED ADOPTED

I, Maria Johnson, Deputy City Clerk for the City of Wyandotte, do hereby certify that the foregoing is a true and exact copy of a resolution adopted by the Mayor and Council of the City of Wyandotte, at the regular meeting held on January 11, 2010.


Maria Johnson
Deputy City Clerk

CC: All Department Heads

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I. Introduction

The City of Wyandotte has set itself apart in the region as a highly desirable community in which to live, work and visit. Our citizens have come to expect and rely on ethical, stable governance that is forward thinking and focused on building a community rich in culture and recreation, as well as commercial and industrial employment opportunities.

Wyandotte's citizens, employers and visitors enjoy the benefits of city services provided through our city Departments, Offices, Boards and Commissions. In our efforts to be a "Full Service City" (providing citizens with a full range of services to enhance the quality of life), we are committed to excellence in: effective leadership, fiscal responsibility, public safety, providing a sound municipal infrastructure, economic development, and intelligent, planned and managed growth.

We value partnerships with citizens, members of the business and development community, and with our regional neighbors. We recognize that the strength of these relationships is critical to the success of our community. Together, we are building a community to be enjoyed now and by generations to come.

II. Why Do Strategic Planning?

If our Strategic Plan is to have relevance, it must be accompanied by deliberate planning efforts to move city government and the community toward a desired future. This requires a clear mission and vision, well-defined goals, proactive strategies, committed leadership, and effective management.

Above all, it requires managing the forces of change. Those forces include our changing community demographics, new state and federal mandates, fiscal constraints, changing economic conditions, emerging technologies, and the many other influences on our service delivery efforts. City government must learn to anticipate and adapt to these changes by continuing to create value for those we serve and providing motivation and meaning for those whom we employ.

At its foundation, strategic planning is about facing change, planning for it, and positioning the community to embrace change and to direct that change for the good of the citizens. A city and its citizens must cope with change through communication and participation, which this planning process provides.

THE BEST TOOL FOR ACCOMPLISHING THESE OVERARCHING GOALS AND ADDRESSING CHANGE IS **STRATEGIC PLANNING**.

This Strategic Plan strives to provide clarity by outlining the goals and initiatives for city government. With limited staffing and financial resources, it is even more important to focus on achievable goals. Trying to accomplish everything is simply unrealistic. Since assumptions, community needs, the economy, legislation and other factors upon which this plan is based continue to change, it is necessary that it be considered as a beginning, rather than an end, to managing our city and serving the Wyandotte community.



Knowing the “destination” or vision for a community is one element that is required for a city’s success; another is having a “roadmap” or a plan that helps us get there. This plan helps translate the community’s vision and city government’s goals which will enable the city government to serve the community better.

Our strategic plan is prioritized around key initiatives, goals and objectives aligned with the Vision and Mission that the Mayor and City Council have adopted for the city. It is designed as a living document that will be evaluated and updated regularly.

III. Our Process: Community Participation, the Heart of Strategic Planning

The Strategic Plan outlines the city government vision, mission, goals and objectives. It summarizes the strategic planning process. In addition, initiatives are specified to assist in focusing budget and administrative efforts. Finally, the plan discusses the commitment to managing for results and describes the various strategies that will be used to collect, analyze and use data for improved decision-making and planning.

The public outreach for this strategic planning process was extensive. The process commenced when a proposal to hire a facilitator was unanimously approved by the Mayor and City Council on June 14th, 2009. Dr. Seth Hirshorn, a professor at the University of Michigan-Dearborn, was retained to facilitate this initiative.

A. Strategic Planning Taskforce

A taskforce of community leaders and activists was established at the beginning of the process to advise and inform Dr. Hirshorn. Meeting weekly throughout the process, the taskforce helped to interpret, supplement and help steer a growing collection of data and information and the production of strategic plan components.

B. Document Review and Key Stakeholder Interviews

In June of 2009, Dr. Hirshorn began by collecting and reviewing documents and data related to the past and current status of the city. Next, he conducted ten stakeholder interviews, each lasting up to two hours, with political, business and community leaders of Wyandotte. These interviews were exploratory and used to identify themes, goals and a sense of vision for the community and city government. *Table 1* in the Appendix identifies the participants in the strategic planning interviews.

C. Focus Groups

The next step of the process was the utilization of focus groups. Using the results of the interviews, Dr. Hirshorn crafted a set of questions that were presented to eight focus groups. In addition, depending on the type of group assembled, there were two or three other specific questions addressing the special interests and knowledge of the groups. Each focus group consisted of eight to twelve

participants who were selected based on their position, job or special knowledge and/or interest in the community. Focus groups were homogeneous along at least one dimension. For example: A Municipal Services focus group was comprised of only employees of the Municipal Services Department. The Mayor and members of the City Council participated in at least one of the focus group meetings.

Table 2 in the Appendix illustrates the eight strategic planning focus groups conducted during this process.

D. Resident and Employee Internet Surveys

At the conclusion of the focus groups' work, the taskforce collaborated on drafting, with Dr. Hirshorn, two internet-based survey instruments:

(1) A Resident Survey

(2) A City Employee Survey

The Resident Survey was available for residents from August 24th to September 14th. The employee Survey was available from August 21st to September 14th. A total of 164 Employee Surveys were completed and a total of 504 resident surveys were completed. Survey results may be found in the Appendix.¹

The interviews, focus groups and survey results were used to draft a city vision statement and a mission statement. This data was used as part of an agenda for meetings with residents and city department heads. A summary of interviews and focus group sessions may be found in the Appendix.

E. Community Resident Meeting

Approximately 120 residents, business owners and members of various nonprofit and other community groups participated in a community meeting that was held on September 16, 2009 at the Copeland Center in Wyandotte. Mayor Peterson and three members of the City Council actively participated in this event. In a three-hour session facilitated by Dr. Hirshorn, the participants reviewed the city vision statement, the city mission statement and the results of the Resident Internet Survey. The proposed mission and vision statements received unanimous support from those in attendance, who were also very supportive of the initiatives identified in the survey.

¹ Working documents from the Strategic Planning Taskforce also may be found on the city website at www.wyandotte.net. These include: Interviews and focus group results, resident survey results, and city employee survey results.

F. City Department Head Meeting

Approximately 25 employees participated in this meeting designed to review the Vision and Mission Statements as well as to review the results of the Employee Internet Survey. The meeting took place on September 18, 2009. As with the residents, administrators were strong in their support of both the mission and vision Statements. After reviewing the results of the Employee Internet Survey, they too, supported the proposed initiatives in the survey. Also discussed were citywide goals aligned with the Vision and Mission Statements.

IV. City of Wyandotte Mission Statement

The Mission of the city of Wyandotte, its elected officials, appointed officials, and city employees, is:

- To provide the finest services and quality of life
- To advocate for our heritage, economic development and the wise use of our riverfront
- To excel technologically and to be financially responsible
- To encourage and respect citizen participation and provide transparency in all city matters
- To comply with and enforce all the requirements of our laws and regulations



V. City of Wyandotte Vision Statement

A. The Residents

Wyandotte's population has stabilized at 30,000+ with a wave of new families that helped drop the vacancy rate of residential properties. In addition to new families, more senior citizens have chosen to live in downtown or near downtown. The City of Wyandotte seeks to be the residence of choice for future generations; safe, clean, affordable and beautiful.



B. The City

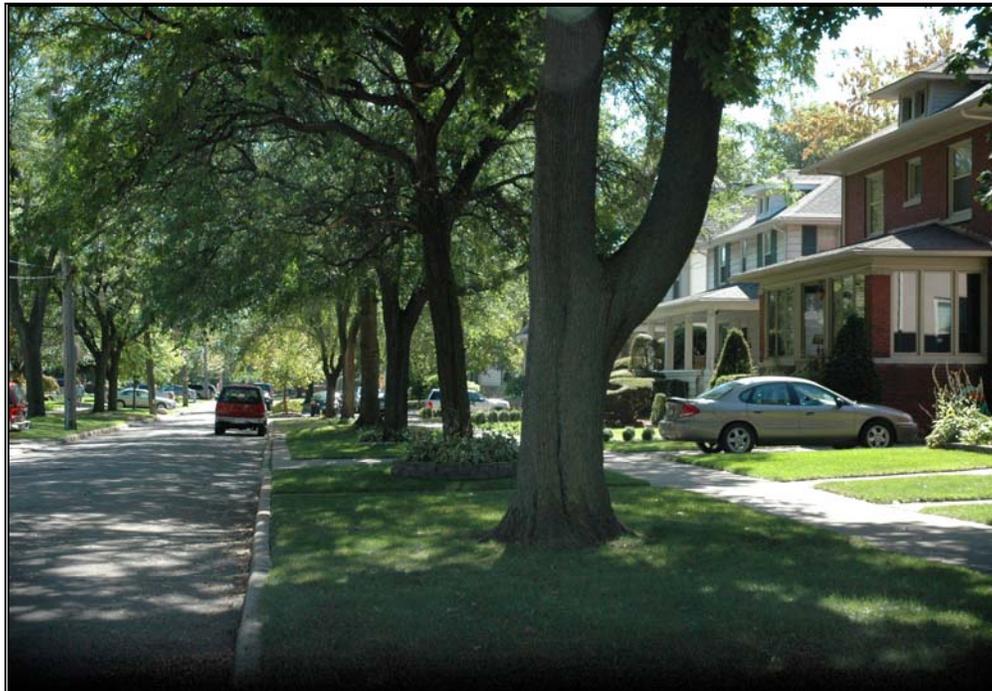
The City is committed to protect and enhance its character and lifestyle consistent with its history and traditions through responsive, reliable and efficient community services.

The City is in active collaboration with civic, educational and religious organizations. There is an emphasis on economic development and job creation that is visible in the many new projects throughout the city.

The City of Wyandotte values its elected and appointed officials, its employees, volunteers, and citizens, and is committed to foster an environment of mutual trust and respect. It encourages participation in local government by all parties, and values transparency in all local decision-making.

C. City Neighborhoods

Safe, clean streets and roads are the standard for the City of Wyandotte. Code enforcement is a vital service supporting the safe and clean appearance in all neighborhoods and commercial areas. Neighborhood renewal continues to be a major initiative, bringing infrastructure and building improvements to the city's neighborhoods and commercial districts. Historical preservation projects are a feature of Wyandotte that emphasize and celebrate its great heritage.



D. Municipal Services

Wyandotte Municipal Services is a community-owned, consumer-focused utility which provides competitive services in an efficient, reliable, economically and environmentally responsible manner. It has become a regional leader in the use of sustainable energy.

E. Downtown and Fort Street Business Areas

Wyandotte has two distinct business areas. Downtown Development Authorities (DDA) serve each area. The city government is pledged to permitting these DDA's to serve their member businesses' interests first, as well as underwriting

other government initiatives. City-owned properties in these areas are actively marketed and sold quickly, thereby increasing tax revenue for the city and DDA. The Municipal Complex at Biddle and Eureka also brings many visitors daily to the downtown area. Green spaces now abound in a downtown area that offers dining, and also opportunities for other leisure activities.



Additional housing also provides opportunities for downtown and near-downtown living adjacent to developing commercial and retail establishments.

The Fort Street corridor commercial developments and services have expanded. Pedestrian movement has improved greatly in this area, which also features improved landscaping and easier access to establishments along the street.

F. Riverfront Development

Wyandotte's riverfront is its most attractive natural feature of the City. Substantial development along this riverfront has enhanced it as a dining, recreational and entertainment destination. A downtown riverfront marina provides access to the downtown area as a destination.



G. Quality of Life

A vastly improved offering of recreational programs is available to Wyandotte's residents. The use of technology has allowed for the City to identify efficiently the demand for new programs. The City's Recreation, Leisure, and Culture Department provides a broad array of cultural, art, historical, leisure, and fitness arts programs, along with educational and exercise-related opportunities for residents.

Historic preservation and legacy projects are evident in the downtown area.



A linked network of bike trails, walkways and sidewalks throughout the downtown and city has been developed to open access and improve walking opportunities throughout the community. This linked network is tied to historical sites, the riverfront, and other features of the community.



H. In Summary, Wyandotte in 2015 is:

- A compact, small-sized city (population range: 25,000-30,000) having a beautiful riverfront setting adjacent to the downtown
- The historic, civic, cultural and entertainment heart of the downriver area, essentially the “Downtown for Downriver”
- An economically strong and well-integrated city, fostering local businesses, a regional medical center and health services complex, and clean industry
- A leader in sustainable energy in the region
- Known for its comprehensive health and human services, and for its services for the elderly and disabled
- An environmentally-aware community with distinctive open spaces and natural features, protected habitats, parks and outdoor recreation
- Rich in the arts and recreational opportunities, celebrating the talents and culture of the people who live here
- A highly livable city which employs local benchmarks to measure its progress in areas such as housing, economic vitality, environmental quality, and overall quality of life
- Gifted with an involved citizenry that actively participates in public policy, decision making and strategic planning
- Committed in its support for children and families; and the elderly

WYANDOTTE, OUR HOME:

A GOOD PLACE FOR PEOPLE TO LIVE AND TO LEAD
HEALTHY, HAPPY, PRODUCTIVE AND VIBRANT LIVES

VI. Goals and Objectives

The City of Wyandotte's goals and objectives are presented in this section of the Strategic Plan. They are aligned with the Vision and Mission statements previously presented.

The City will annually review, revise and update these goals and objectives, as necessary, at an annual forum of the City Council and the City Administration to be held two months before the end of the city's fiscal year.

A. We are committed to enhancing the community's quality of life by:

1. Fostering the revitalization and preservation of older areas of the City as well as developing, redeveloping new areas
2. Ensuring that all new developments will be planned and designed consistent with the city's historic and visual standards; have a minimum impact on natural areas; and, have a positive impact on surrounding areas and neighborhoods
3. Promoting the finest in design, amenities and associated infra-structure improvements in all new developments
4. Establishing a unique historic, cultural and visual identity for Wyandotte as a destination city within the region
5. Creating visually attractive gateways into the downtown and the city on major roads and avenues
6. Fostering the maintenance and development of stable and vibrant neighborhoods
7. Designing and developing a linked network of bike routes, walkways and sidewalks throughout the downtown and the city. The network is tied to well-marked historic sites, the riverfront, and other features and activity centers within the city. Markers and signs along the network incorporate the city's history and uniqueness in southeastern Michigan

8. Preparing a long range plan for recreation and leisure opportunities for Wyandotte's residents with emphasis on programs and facilities for youth and seniors

B. We are committed to historic preservation and legacy initiatives as they are a critical element to the future of the city by:

1. Establishing a long-term vision and strategy for preservation planning
2. Improving coordination between historical preservation efforts and other city plans, policies and regulations
3. Expanding education and outreach efforts of the city resulting in an increased understanding of historical preservation and the importance of the historical context in the future of the City
4. Expanding the focus of historical preservation to include historic themes that integrate with other city initiatives and developments. For example: Gateways and a linked network
5. Increasing external funding of historical and legacy initiatives from federal, state and private sources
6. Building the future City of Wyandotte resting, in part, on our heritage using design, streetscape, markers and other means for communicating this history to the public



C. We are committed to maintaining and developing excellent neighborhoods by:

1. Enabling and empowering neighborhood organizations and associations
2. Matching tools and efforts to the conditions in city neighborhoods
3. Tracking infrastructure conditions in all neighborhoods. The city will work to establish and sustain the quality of street lighting, sidewalks, curbs, gutters and pavement
4. Continuing neighborhood renewal projects, where needed, in order to revitalize structures and infrastructures in residential and commercial areas
5. Utilizing vacant school properties and other open space to add age-appropriate, public amenities to residential areas



D. We are committed to protect and manage our natural resources vigorously by:

1. Assessing riverfront development using standards emphasizing public access to the riverfront and sensitivity to the visual and environmental impacts of proposed developments
2. Improving our water distribution facilities to ensure that they continue to meet or exceed all state and federal regulatory and legal requirements

3. Improving our power generation and distribution facilities, both current and future, to ensure they continue to meet or exceed all state and federal regulatory and legal requirements
4. Managing our natural resources, river and creeks, wildlife, and parks wisely. They are precious to us and by careful stewardship they may be enjoyed by future generations



E. We are committed to revitalize the downtown with new residential and commercial developments and to make our downtown a destination of choice for residents throughout Southeast Michigan by:

1. Redeveloping the city block where the city hall is now located with a mixed-use development project emphasizing street-level commercial and high-rise residential development affording new residents a view of the river and surrounding scenic areas.
2. Designing and developing a city-owned and operated year-round Farmers Market in the area surrounding the site of the old Wyandotte Theater to generate downtown activity and city revenue.



3. Relocating City Government to the bank building at 3200 Biddle, and designing and developing a government center campus in the area of the proposed City Hall, including the Yack Arena and a fire station.



4. Designing and developing a transient marina adjacent to the downtown using external funding sources.

F. We are committed to a three-pronged economic development strategy:

1. Commercial expansion in the Downtown and Fort Street;

2. By being a “Good Neighbor” to BASF and other current and prospective industries; and

3. Expansion and “Good Neighbor” to the city’s growing Medical and Health complex along Biddle surrounding Wyandotte Henry Ford Hospital by:

- a. Seeking out industrial opportunities which build on the new leadership position of the State of Michigan, as well as the growing strengths of Wyandotte and the Detroit Metro region in clean technology (especially renewable energy manufacturing and servicing). This is an emerging industry that could benefit from Wyandotte’s traditional industrial strengths and highly skilled workforce
- b. Developing a plan for increasing professional, scientific and technical service jobs, which include occupations such as attorneys,

- accountants, software developers, architects, engineers and health care workers. These professions represent key opportunities for growth, especially along the Biddle corridor
- c. Focusing economic development efforts on increasing commercial and industrial developments. This would result in an increase in the ratio of commercial/industrial assessed valuation to residential valuation, increase local employment and further develop a healthy business climate in the City
 - d. Creating an Economic Development Commission to serve as advisors to the City Council on opportunities for improving the business climate

G. We are committed to creating fiscal stability, streamlining government operations, making government more accountable and transparent to its citizens and making openness, ethics and customer service the cornerstones of our City government. We believe the consequences of our efforts in this area will be increased trust and confidence in Wyandotte City government by:

1. Creating a City Administrator position reporting to the Mayor and hired by a majority vote of the City Council. The City Administrator will sit ex-officio at all council meetings and be the chief administrative officer of the City of Wyandotte
2. Creating a new Information Technology (IT) Department which will directly report to the City Administrator. The IT Department will implement an e-government application including facilities for the payment of city fees, fines and taxes, and the completion of city forms and applications
3. Creating one-stop service centers: a Resident Service Center; and a Business Service Center at the New City Hall location
4. Utilizing financial planning aligned with the Strategic Plan to ensure financial viability and consistent direction during this period of economic recession. Create public trust through an open and ethical government
5. Providing the public with friendly, responsive, reliable, customer-focused services

VII. Appendix

Table 1: City of Wyandotte Strategic Plan, Interviewees

Name	Description	Date of interview
Todd A. Drysdale	Director of Finance/Administration (City)	June 22
Joseph R. Peterson	Current Mayor	June 23
Gilbert Rose	DDA Member and Businessman	June 23
Leslie Lupo	City Retiree-DMS Commissioner	June 24
James R. Desana	City Councilman (Former Mayor)	June 24
Douglas Melzer	Police & Fire Commissioner	June 24
Mark A. Kowalewski	City Engineer	June 25
Leonard Sabuda	City Councilman (Former Mayor)	June 25
Joseph Daly	Local Developer & Businessman	June 25
William R. Griggs	City Clerk	June 25

Table 2: City of Wyandotte Strategic Plan Focus Group Participants

City Commissioners	Members of Neighborhood Groups	Downtown Business Owners	City Department Heads	Citizens	Senior City Employees	New City Employees	Department of Municipal Services
July 13	July 9	July 15	July 13	July 6	July 6	July 8	July 10
Stan Rutkowski	Corki Benson	Sam Darany	Mark Kowalewski	Shirley Prygoski	Bob Szczechowski	Kerry McLenon	John Snethkamp
Sam Palamara	Bob Benson	Jeff Olstein	Gary Ellison	Tom Roberts	Bobie Heck	Natalie Rankine	Greg Powell
Doug Melzer	Vick Nevin	Greg Gilbert	Bill Look	Wally Merritt	Leonard Sabuda	Greg Meyring	John Stammersky
Charlie Mix	Dan Johnson	Peter Rose	Mike MacDonald	Bob Groat	Roseanne Flachsmann	Bob Daniels	Charlene Hudson
Mike Sadowski	Joe Maher	Tony Trupiano	Todd Drysdale	Johnny Kolakowski	Kelly Roberts	Denise Thivierge	Jim French
Larry Tavernier	Richard Patrick	Patt Slack	Dan Grant	Norm Walker	Jack Wright	Joe Voszatka	Chris Brohl
Barb Duran	Mary Jane Kittle	Al Fritz	Melanie McCoy	Ann Marie Sadowski	Greg Mayhew	Fred Pischke	Steve Timcoe
Jerry Cole	Don Schultz	Brandon Wescott	Bill Griggs	Leo Stevenson	Valentino Zavala		Lisa Brendle
Betty Kimmel	Karen St. John	Maria Dominguez		Gary Taurence			Jerry Kupser
Todd Browning	John Darin	Tony Fischer					Mayor Peterson
	Mary Jo Harling	Sheri Fricke					
	James DeSana						

INTERVIEW AND FOCUS GROUP COMMENTS

The following is a topical summary of the comments obtained from interviews and focus groups conducted in June and July of 2009. Comments are divided into eight broad content areas: Downtown, Finance, Goals, Human Resources, Issues, Mission, Organization and River.

City Hall	In 2000 3200 Biddle purchased, city-owned parking lots
Downtown	3 rd Friday a successful operation needs expansion
Downtown	Bishop Park rest rooms need to be improved and other facilities developed downtown.
Downtown	Boutique hotel initiative needs to move ahead
Downtown	Cannot compete with "big boxes"
Downtown	Commercial theme of water sports and use needs to be emphasized
Downtown	Downtown needs a conference center and adult recreation facility
Downtown	Establish a business-friendly downtown
Downtown	Flicks on Brick
Downtown	Initiatives are underfunded, inconsistent and characterized by in-fighting
Downtown	Flicks on Bricks started
Downtown	How do we emphasize the importance of Wyandotte's downtown?
Downtown	Loft living should be encouraged where appropriate and feasible.
Downtown	Making downtown Pedestrian-friendly means more bike racks, improved use of alleys, better sidewalks
Downtown	Marina development should have a priority
Downtown	Masonic Temple Art Center initiative needs to move ahead
Downtown	Redevelop ally a back entrances to afford better access to business a clear identification of businesses.
Downtown	Restore auditorium of Masonic Temple for community theater use. Establish a community theater company.
Downtown	The future of downtown commercial is in niche stores with attracting special market segments and in entertainment-type uses.
Finance	Hospital Sale (1989), BASF Expands
Finance	1994 city ran deficit, new system installed in 1995, lack of an audit
Finance	Absence of financial controls, bank statements not reconciled in the past
Finance	Develop Capital Budgeting and Capital Budget in a multi-year frame.
Finance	City is currently running about a 10% operating deficit in 2009
Goal	Common direction (services and city hall, better utilization of River and Downtown
Goal	Adjust budget without any layoffs
Goal	Align city hall management with SP
Goal	Better marketing of city properties and opportunities
Goal	Cable to expensive to operate it should be sold
Goal	City needs to market selected types of residential growth including assisted living, and one story structures.

Goal	Emphasis should be on making Wyandotte an affordable place to live.
Goal	City should divest its property holdings
Goal	Consolidate recreation facilities into a recreation campus
Goal	Consolidation of city services and Departments
Goal	Continue code enforcement and inspection of residential and commercial properties.
Goal	Continue to improve code enforcement and redevelopment
Goal	DDA should prepare a comprehensive redevelopment plan for the downtown.
Goal	Develop a strong sense of place - "branding" the city and downtown
Goal	Develop technology plan including an internet forum for council business.
Goal	Development of a technology plan for city hall
Goal	Develop Exit-Strategies for both Power and Cable in MSC (10 year time frame)
Goal	Development of small convention center
Goal	Emphasize downtown renewal and clearance
Goal	Emphasize north end redevelopment
Goal	Encourage independent retailers to fill downtown commercial opportunities
Goal	Establish a "business-friendly" city hall and downtown
Goal	Establish a "Cool City" program and designation (see http://www.coolcities.us/)
Goal	Establish a Farmers market area and operation in the downtown.
Goal	Establish an historic path throughout the city
Goal	Establish city as an art and culture center in the region - Culture Center Project
Goal	Establish city as regional medical center
Goal	Fiscal responsibility
Goal	Focus redevelopment on North end
Goal	Improve City internet site.
Goal	Improve our neighborhoods and neighborhood services
Goal	Improve property management
Goal	Improve use of technology, add e-commerce, form technology group
Goal	Marketing and economic development planning is needed
Goal	Monitor progress against SP
Goal	Neighborhood renewal and redevelopment to continue
Goal	One city hall in a new facility
Goal	Provide assisted living facilities, single floor residences for seniors
Goal	Provide at least 10% of energy from renewable sources by 2015. Provide leadership to community in energy efficiency and renewable sources.
Goal	Relocate City Hall in new facility
Goal	Relocate city Hall to 3200 Biddle
Goal	Right-size budget
Goal	Sell old city hall
Goal	Sell property in city inventory (over 300 parcels)

Goal	Technology plan for city hall is essential
Goal	Uniform signage and links throughout the city
Goal	Use of traffic circles, greenways and the railroad right-of-ways should be planned
Goal	Need to give priority to single family homes – not just higher density living units;
Goal	build to fill lot criteria needs to be adjusted to need to fit neighborhood
Goal	Walkable neighborhoods
HR	312 arbitration and labor difficulties in mid-90's
HR	Training and staff development in city hall and in municipal services has lacked a comprehensive training program.
HR	Staff training should emphasize cross-training
Issue	1926 City Charter needs changing – commission form of local government is not an efficient system
Issue	80% of city hall expenses are for staff
Issue	BASF expansion stalled
Issue	Bigger houses, bigger lots characterize newer developments
Issue	City hall is reactive – does not plan and has no goals
Issue	City will not be able to afford next generation of Cable TV equipment
Issue	Compensation and benefits program of city employees are not consistent across unions and employees performing similar work.
Issue	E-City and E-Commerce must be preceded by administrative procedural reforms to provide a solid base for transition to web.
Issue	Complex development decisions without needed information
Issue	Depleted property tax base
Issue	Downtown pedestrian traffic, greenways and movements important
Issue	Finances of municipal service capital costs
Issue	Flood of vacant condominiums on the market (300-600)
Issue	Great Lakes Steel and Rouge Steel moving – loss of jobs
Issue	High rise residential development should be encouraged in Central Business area.
Issue	How do we pay for new city employees?
Issue	In addressing each neighborhood ask the question “is there a reason to live here?”
Issue	Lack of affordable housing and aging housing inventory
Issue	Lack of variety of stores, not aesthetically designed
Issue	Loss of jobs and population have hurt the city – Great Lakes Steel closing
Issue	Loss of manpower in city hall
Issue	Loss of residential population 1960 40,000 and 2009 24,000
Issue	Loss of state revenue sharing and budget issues
Issue	No context for each project or decision
Issue	No Standard Practice Guide and no HR Department
Issue	Property management needed – much property, little planning market assessment needed
Issue	Reduced valuation and lack of state revenue leads to period of fiscal constraints

Issue	Reduction in staff in municipal services
Issue	Retirement system for city employees may not be fully funded
Issue	Risking backsliding on code enforcement in wake of foreclosures and abandonments
Issue	School closings
Issue	Sell Cable Program assets
Issue	Sell Cable to Comcast or other
Issue	Sell of Cable TV
Issue	The city should create an "Entertainment District" within the downtown to concentrate adult entertainment?
Issue	Younger people not finding work in area
Issue	City Hall real estate activity premised on optimizing tax revenues; needs to consider overall value to community as well
Issue	State government revenue shrinking
Issue	The loss of city swimming pools highlights the erosion of funds
Issue	Tight budgets limit our actions
Issue	Tri-levels more suited to a younger market, less suitable for seniors. Postage size lots account for vertical development
Mission	Offering a good working environment
Mission	Family-friendly and multi-generational community
Mission	Stabile and safe community
Mission	Offering a vibrant downtown
Mission	Providing leadership and guidance to the city
Mission	Quality service to all citizens
Mission	Diligence maintaining property values
Mission	Wyandotte is a city that has learned to adapt – turning industrial river frontage into a golf course, and renewing its partnership with BASF.
Mission	Improving customer services -- more convenient hours
Organization	Consolidation with Municipal Services, first cashiers and payables/receivables
Organization	Continue consolidation of city services in new city hall
Organization	Establish Mayor-Administrator form of local government
Organization	Need to develop a marketing initiative and
River	Develop downtown marina
River	Downtown marina
River	Downtown visitor marina on river
River	Establish a restaurant /café in the riverfront area
River	Marina development
River	Marina initiative needs to move ahead
River	Proud of cruise line that stops at city

EMPLOYEE SURVEY RESULTS

A total of 164 employees (70%) participated in the survey. Results are shown as a percentage of all respondents

How long have you worked for the City?

1-5 yrs = 21% 6-15 yrs = 26% 16+ yrs = 53%

Job Description:

Management: 28% Non-management: 72%

Department Assignment:

Municipal Services: 47% Police/Fire: 12% Other Departments: 41%

Do you agree or disagree with the following statements?

	Strongly agree or agree	Uncertain	Strongly disagree or disagree
City has clear mission and goals	34%	38%	28%
Supervisors are responsible and fair & listen to employees	61%	17%	21%
Open/honest communication among departments and higher level management	38%	27%	35%
Employees treated w/respect policies applied fairly	45%	20%	35%
Dept. management requires high quality of service	76%	12%	12%
Employees receive regular feedback on performance	36%	23%	40%
Opportunities to attend city-sponsored training	55%	18%	28%
My work group works hard and does quality work	88%	7%	5%
Working cond's reasonable	80%	9%	11%

EMPLOYEE SURVEY RESULTS

Do you agree or disagree with the following statements? (continued)

	Strongly agree or agree	Uncertain	Strongly disagree or disagree
Have tools and support necessary for my work	75%	10%	15%
Office systems and technology are adequate	62%	21%	16%
Training and development is a priority of city	36%	33%	31%
I have a good understanding of objectives and expected results	64%	22%	14%
Clear focus on responsible, reliable service to customers	77%	12%	11%
Overall city is a good place to work	62%	25%	13%

How important are each of the following:

	Very important or important	Uncertain	Not important
Training and development	71%	15%	14%
Upgrading computer and Technology capability	72%	11%	16%
Experienced & available superv.	77%	4%	18%
Office space is comfortable and convenient	66%	13%	21%
Parking is convenient	50%	18%	32%
Adequate equipment/supplies	74%	9%	16%
Clear lines of supervision and technical support	75%	9%	25%

EMPLOYEE SURVEY RESULTS

These statements regarding your job:

	True/mostly true	Uncertain	Untrue mostly untrue
Successful team in my department	82%	9%	9%
My work has great meaning to me	87%	4%	9%
Training helps to achieve my career goals	66%	15%	19%

Are you satisfied with the way things are going in city government?

Yes: 41% Uncertain: 35% No: 24%

Do you favor an ethics ordinance for all elected officials?

Favor/strongly favor: 66% Uncertain: 28% Oppose/strongly oppose: 6%

Do you support an ordinance to create a position of City Administrator?

Favor/strongly favor: 37% Uncertain: 31% Oppose/strongly oppose: 32%

RESIDENT SURVEY RESULTS

A total of 504 Residents participated in the survey. Results are shown as a percentage of all respondents

Characteristics of Residents:

<u>Age Group</u>	<u>Years in city</u>	<u>Gender</u>
66+ = 8%	20+years = 62%	Female = 53%
51-65 = 37%	10-20 yrs = 19%	Male = 47%
36-50 = 37%	5-10 yrs = 9%	
21-35 = 17%	1-5 yrs = 8%	
< 21= 0%+	0-1 yrs = 2%	

Household Description:

Couples with children = 35%	Rent = 6%
Single with children = 5%	Own = 94%
Couple with no children = 41%	
Single with no children = 19%	

RESPONDENTS VIEWS OF THE CITY

Overall, how do you rate Wyandotte as a place to live?

Very Good to Good: 74% Fair to poor: 22% Excellent: 4%

Has the quality of life gotten worse or better?

Better: 11% Same: 52% Worse: 37%

How safe do you believe you are in Wyandotte?

Very safe/safe: 91% Unsafe/very unsafe: 9%

Which factors affecting the quality of life should be given the highest priority?

Percentages reflect the number of respondents who ranked the factors as “very high” or “high” priority.

- Highest to lowest priority
- Neighborhood Quality (85%)
 - Riverfront (74%)
 - Downtown Business Area (74%)
 - Environmental Quality (72%)
 - Shopping/Commercial (71%)
 - Parks & Recreation (66%)

RESIDENT SURVEY RESULTS

**Which factors affecting the quality of life should be given the highest priority?
(continued)**

Highest to lowest priority (continued)

Housing (66%)
Streets & Roads (66%)
Utilities (63%)
Customer Service (61%)
Community Aesthetics (55%)
Historic Preservation (52%)
Website (40%)
Art & Culture (34%)

What transportation issues should have the highest priority? Percentages reflect the number of respondents who ranked these issues as "very high" or "high" in priority.

Highest to lowest priority

Road conditions (63%)
Pedestrian access (46%)
Bike access (45%)
Street Lights/traffic Signs (39%)
Parking (36%)
Public transit system (31%)
Traffic flow (26%)

What are the biggest challenges for the city in the next five years? Percentages reflect the number of respondents who ranked these issues as being a "great" challenge or "much" challenge.

Highest to lowest priority

Economic development (90%)
Job opportunities (87%)
Foreclosures (81%)
Downtown development (72%)
Housing (70%)
Education (68%)
Public safety (47%)
City government (45%)
Utilities (38%)
Other (26%)
Traffic (17%)

RESIDENT SURVEY RESULTS

RESPONDENT VIEWS OF CITY SERVICES

Rate government’s performance over the past two years:

Excellent/very good: 24% Good: 46% Fair/poor: 29%

Rate government’s performance in keeping you informed of its activities:

Excellent/very good: 23% Good: 34% Fair/poor: 43%

Rate government’s performance in keeping you informed of its decisions:

Excellent/very good: 15% Good: 31% Fair/poor: 54%

Rate city government in its ability to permit the public to participate in decision making:

Excellent/very good: 35% Good: 45% Fair/poor: 20%

Rate ability of government to involve public decisions that impact the city:

Excellent/very good: 35% Good: 31% Fair/poor: 34%

Which city services require the most improvement? Percentages reflect the number of respondents who ranked the services as needing “much” or “some” improvement:

Listed by the greatest need to least need for improvement

- Support for local businesses (84%)
- Neighborhood Services (83%)
- Parks and playgrounds (74%)
- Recreation Programs (73%)
- Code enforcement (69%)
- Utilities (68%)
- Art/Cultural activities (61%)
- Historical Preservation (58%)
- Police Protection (51%)
- Fire Protection (41%)

Which methods of informing the public need the most improvement? Percentages reflect the number of respondents who ranked the methods as needing “much” or “some” improvement:

Listed greatest need to least need for improvement

- Mail (73%)
- Elected officials (72%)
- Email (71%)

RESIDENT SURVEY RESULTS

Which methods of informing the public need the most improvement? (continued)

Listed greatest need to least need for improvement (continued)

- City Hall staff (67%)
- Local paper (67%)
- Cable TV (62%)
- Public meetings (59%)
- City website (57%)
- Radio (54%)
- Utility bills (52%)
- Postings (51%)
- Reverse 911 (48%)
- Electronic street signs (46%)

RESPONDENT VIEWS ON FUTURE INITIATIVES

What should the City focus its resources on in the future? Percentages reflect the number of respondents who ranked the initiative as a “very high” or “high” priority.

Highest to lowest priority

- Small business growth (77%)
- New jobs (73%)
- Downtown development (71%)
- Commercial growth (64%)
- Riverfront development (63%)
- Sustainable energy (62%)
- Single family home building (48%)
- Industrial growth (37%)
- Condominium growth (8%)

Do you support an ordinance that would create a new position of a City Administrator to handle increasingly complex business of the city?

Strongly support/support: 52% Neutral: 21% Strongly oppose/oppose: 27%

Do you support the adoption of an ethics ordinance addressing common issues such as: hiring decisions, competitive bidding, and the conduct of appointed and elected officials in our city?

Strongly support/support: 78% Neutral: 15% Strongly oppose/oppose: 7%

Do you support the establishment of a Farmer’s Market in the downtown to provide opportunities for selling locally grown produce and crafts?

Strongly support/support: 86% Neutral: 11% Strongly oppose/oppose: 3%

RESIDENT SURVEY RESULTS

Do you support the development of a marina (for transient boat traffic) at the riverfront near the end of Oak Street?

Strongly support/support: 56% Neutral: 12% Strongly oppose/oppose: 32%

RESPONDENT VIEWS ON FUTURE LOCATION OF CITY HALL AND USE OF 3200 BIDDLE (BANK BUILDING)

Should City Hall remain in the current location?

Strongly support/support: 27% Uncertain: 22% Strongly oppose/oppose: 51%

Should City Hall be relocated to 3200 Biddle (bank building)?

Strongly support/support: 61% Uncertain: 20% Strongly oppose/oppose: 19%

Should a new City Hall be built?

Strongly support/support: 9% Uncertain: 9% Strongly oppose/oppose: 82%