

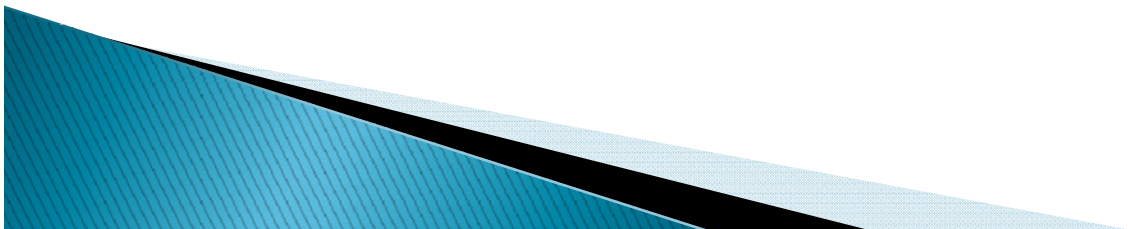
GOALS & OBJECTIVES

7-1-2010 through 6-30-2012
City of Lapeer



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CITY OF LAPEER ELECTED OFFICIALS

MAYOR

The Honorable William Sprague

Elected Commissioner: April 2, 2001
Re-elected Commissioner: April 5, 2004
Appointed Mayor: September 5, 2006
Re-elected Mayor: November 3, 2009
Current Term of Office: November, 2013
Home Phone #: 810-664-9572

MAYOR PRO-TEM

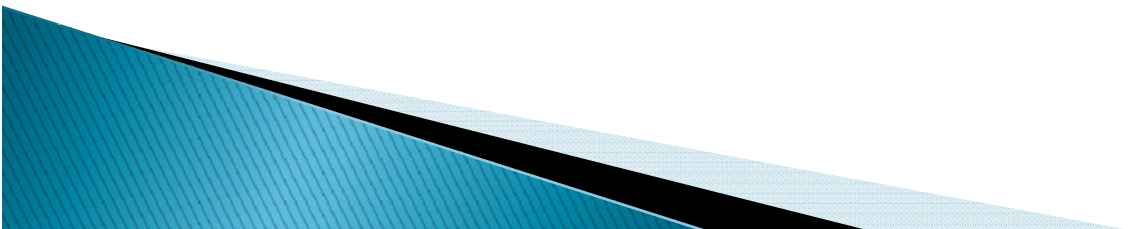
Thomas "Mike" Robinet

Appointed City Commission: May 6, 2002
Elected Commissioner: April 5, 2004
Re-elected: November 5, 2007
Current Term of Office: November, 2011
Home Phone #: 810-664-2296

CITY COMMISSIONERS

A. Wayne Bennett

Elected Commissioner: November 5, 2007
Current Term of Office: November, 2011
Home Phone #: 810-245-2353



CITY OF LAPEER ELECTED OFFICIALS *Continued . . .*

Catherine Bostick-Tullius
Appointed Commissioner: July 7, 2008
Re-elected: **November 3, 2009 to fill term to November 2011**
Current Term of Office: **November, 2011**
Office Phone #: 810-667-3217

Daniel G. Farrington
Appointed Commissioner: September 15, 2003
Elected Commissioner: November 5, 2007
Current Term of Office: November, 2011
Home Phone #: 810-664-0801

Deborah G. Marquardt
Elected Commissioner: April 1, 2002
Re-elected: November 7, 2005
Re-elected: **November 3, 2009**
Current Term of Office: **November, 2013**
Home Phone #: 810-667-1997

Elections are held on the first Tuesday following the first Monday in November odd-years. All elected officials serve four year terms. The Mayor is elected by popular vote and the Mayor Pro-Tem is selected by the Commissioners at the first City Commission meeting following the election. As there are no term limits, the Mayor and Commissioners may be re-elected indefinitely.

INTRODUCTION – GOALS & OBJECTIVES 2011

The City of Lapeer’s Charter states:

Section 4.7. “The functions of the City government shall be divided into two general divisions, policy forming and administrative. It shall be the duty of the City Commission to pass such legislation and formulate such policies as are necessary to the operation of City government.”

As directed for more than a decade, the City elected officials have conducted annual “Goals and Objectives” workshops. Because of this effort the policies, projects, and budget appropriations for the subsequent year, mirror the Goals and Objectives set forth.

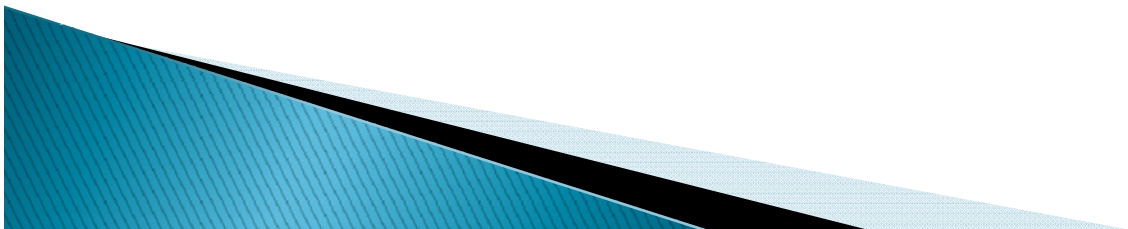
The City Manager, Clerk, and the eight department directors (Public Works, Police, Fire, Parks, Recreation & Cemetery, Planning & Development, Building, Housing, and Finance) are charged with the day-to-day operations and administration of City services and projects. They also attend the workshops to provide background information, logistic solutions and technical expertise.

While many City developmental philosophies and efforts are ongoing, this booklet includes the Goals and Objectives to be reflected and achieved in the next fiscal year, plus; July 1, 2010 – June 30, 2012.

To contact an elected official, City staff, or for further information regarding this report, please call City Hall at 810-664-5231 or go to the City’s website at www.ci.lapeer.mi.us.

William Sprague
Mayor

Dale Kerbyson
City Manager



TRANSPORTATION SYSTEMS

GOALS:

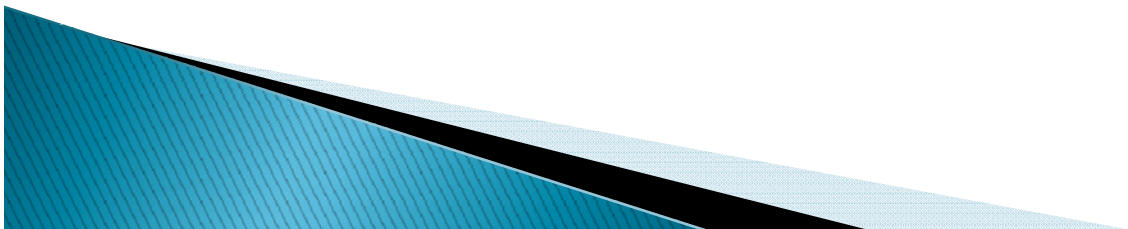
1. Continuously monitor traffic patterns and upgrade existing roadways.
 - a) Complete reconstruction of Saginaw St. from Oregon St. to north city limits.
 - b) Complete reconstruction of Oregon St. from Saginaw St. to east city limits.
 - c) Rebuild Genesee Street between M-24 and Saginaw Street.
 - d) Remove the one-way on Park Street.
 - e) Finalize dedication of existing roadways as public streets, such as Summit and Powers Way.
2. Identify future transportation needs and pursue opportunities for traffic circulation improvements throughout the City.
 - a) Seek funding for new street connections such as extending Lake Nepessing Road through to Oregon St. and Village West Drive to Oregon St.
 - b) Consider alternative traffic flow methods where appropriate to reduce accidents and improve safety.
 - c) Establish a comprehensive way-finding system throughout the City and incorporate additional gateway entrance statements at major entrance points into the City.
3. Complete a non-motorized transportation master plan study.
4. Improve City-wide street lighting and intersection lighting.



HOUSING & NEIGHBORHOODS

GOALS:

1. Improve the existing housing stock, enhance neighborhoods and parks; stabilize at risk neighborhoods, measure home values and percentage of home ownership.
 - a) Proactively research and apply for grant opportunities which will ensure financially responsible continuance of important Housing and/or Community Development projects within the City of Lapeer that stimulate the local economy.
 - b) Utilize Federal and State housing programs that will financially assist the Housing Improvement Department (HID) to improve the neighborhoods within the City and that promote sustainable homeownership (i.e. HUD's \$1 Home Program).
 - c) Continue to participate with local housing and service groups/organizations to link City of Lapeer residents to services that will help them maintain, secure, acquire and renovate suitable housing within the City (i.e., Lapeer County Continuum of Care, Lapeer County Multi-Purpose Collaborative Body, Ten Year Plan to End Homelessness, Human Development Commission, Rural Development and Lapeer County United Way) in an effort to extend available funding.
 - d) Continue to use the rental conversion fund and Lapeer Neighborhoods, Inc. to purchase and convert multi-family units, located in single-family zoning, back to single-family homes when funds are available.
 - e) Complete a City-wide single-family owner occupied survey outlining the Homeowner Rehabilitation program and income guidelines. The response section will request resident eligibility and interest in this program. The data will assist the Housing Improvement Department in identifying future target neighborhoods for grant funding.



HOUSING & NEIGHBORHOODS

GOALS: (continued . . .)

2. Ensure decent, safe, affordable housing to all residents and enforce program compliance.
 - a) Investigate feasibility and funding sources for construction and operation of a senior citizen low-income supportive housing complex behind Riverview Towers.
 - b) Submit a senior designation plan to the Office of Housing and Urban Development for Riverview Towers ensuring the complex continues to serve its senior population.
 - c) Focus on Housing Choice Voucher program compliance and guidelines and ensure program participants are reporting accurate data including income and criminal activity. If fraud is detected, remove the participant from the program making way for new participants.
 - d) Strive for a 100% Rental Inspection rate annually by the Building Department to comply with City codes.

3. Pursue completion of public infrastructure in partially completed residential developments to increase safety and create more desirable living conditions for existing and future residents.



DOWNTOWN

GOALS:

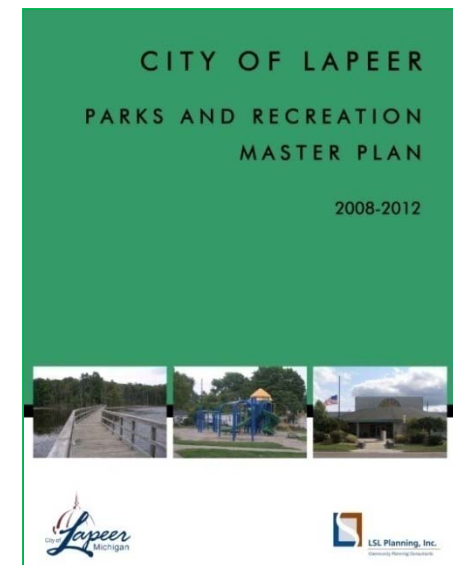
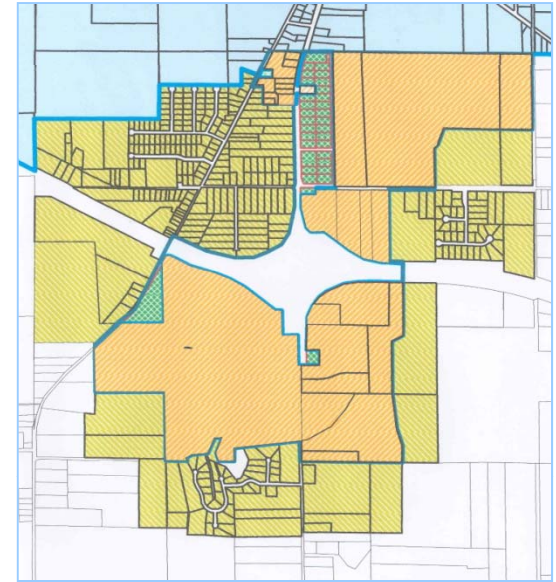
1. Continue to strive toward the evolution of the downtown area into the arts, cultural and entertainment hub of the City.
 - a) Study creation of a multi-use parking lot/band shell/gathering place south of the courthouse parking lot.
 - b) Entertain proposals for the sale of under-utilized city-owned property for new office/retail/residential development within the DDA.
2. Pursue funding for riverfront enhancements, and a North/South pedestrian linkage along Pine Street through the City parking lot to the existing pathway in Annrook Park.
3. Develop plans and seek funding for downtown parking lot improvements, including dumpster enclosures and other aesthetic parking lot enhancements.
4. Monitor vacancy rates and develop strategies to attract new businesses, such as the potential purchase of vacant downtown commercial space for use as an business incubator.
5. Focus on creating additional housing opportunities in the downtown to create a vibrant, energetic atmosphere with increased foot traffic.



QUALITY OF LIFE INITIATIVES

GOALS:

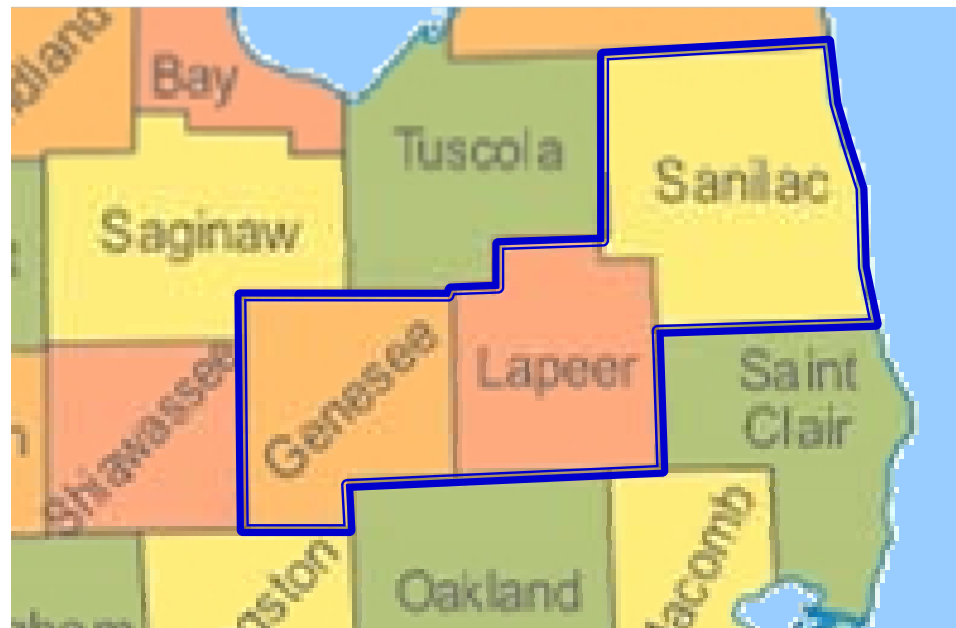
1. Facilitate orderly, high quality development, sustain a desirable business environment, build a diversified and strong tax base, and ensure the availability of goods and services, to enhance the quality of life for our citizens.
 - a) Encourage business and neighborhood cooperation to improve City aesthetics and instill community pride.
 - b) Focus on the potential of the west end of the City to continue to develop as a commercial family recreation area.
 - c) Continue to finalize I-69/M-24 utility project to facilitate the City's growth and increase business potential.
2. Pursue initiatives which provide additional future recreation and facility improvements.
 - a) Implement results of Parks Master Plan.
 - b) Pursue replacement of Cramton Park footbridge.
 - c) Consider potential parks, open space and pathways in the I-69/M-24 area, including Pose Lake, when new development occurs.
3. Investigate potential for creation of a conference center.
4. Market the City of Lapeer as the medical hub for the thumb area, as well as being among the lowest taxing communities in lower Michigan.



SERVICES

GOALS:

1. Continue to develop good relationships with the county and townships.
2. Continue participation in Karegnondi Water Authority program to explore alternative water supplies so the citizens of Lapeer are not dependant on one source of water (Detroit Water Line).
 - a) Consider possible funding mechanisms.



TECHNOLOGY & EQUIPMENT

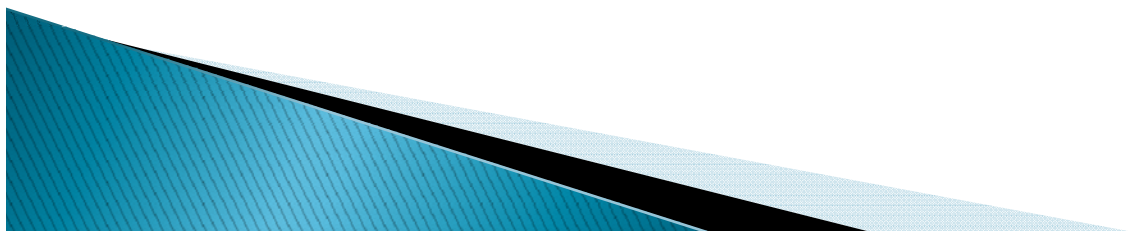
GOALS:

1. Research and promote access to wireless options for city residents.
2. Implement new technology to assist operations.
 - a) Upgrade records management system and in-car computer system in the next five years. Have the capability of completing all reports in mobile units and wirelessly sending it into the office server to increase efficiency.
 - b) Research benefits of Global Positioning Satellite (GPS) systems, locator devices and digital camera systems in all city vehicles to increase the safety of both citizens and employees.
2. Anticipate and plan for future technology requirements and desired enhancements City-wide.
 - a) Revamp City website to meet current needs of the staff and public.
 - b) Research customer friendly technology for all departments.
3. Investigate means of transferring existing paper records to electronic records, such as outsourcing to a document imaging service.
4. Plan for future codification of ordinances. Review and update ordinances in preparation for codification while facilitating electronic availability.

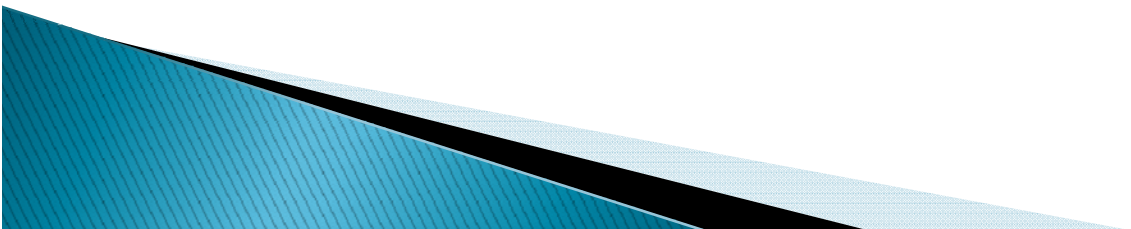
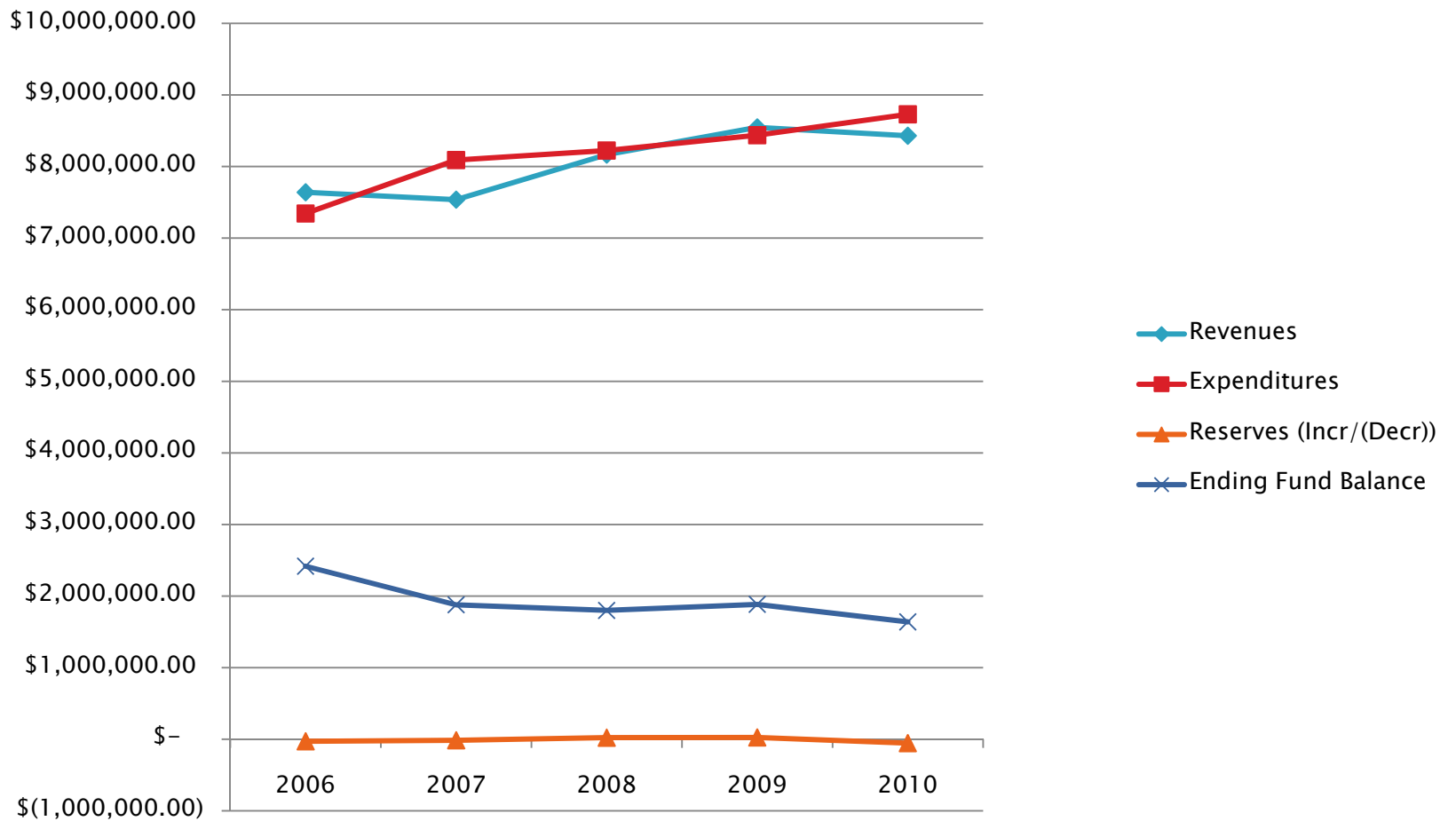


GENERAL FUND BALANCE – HISTORY, 6/30 . . .

	2006	2007	2008	2009	2010
Beginning Fund Balance	\$2,093,448.45	\$2,417,324.91	\$1,878,664.86	\$1,799,379.96	\$1,884,376.90
Revenues	\$7,639,892.75	\$7,537,298.21	\$8,166,534.57	\$8,546,791.32	\$8,429,818.25
Expenditures	\$7,343,813.25	\$8,090,632.98	\$8,223,813.35	\$8,437,146.24	\$8,729,013.77
Reserves (Incr/Decr)	(\$27,796.96)	(\$14,674.72)	\$22,006.12	\$24,648.14	(\$53,901.11)
Ending Balance	\$2,417,324.91	\$1,878,644.86	\$1,799,379.96	\$1,884,376.90	\$1,639,082.49
Ending Fund Balance as a %age of Expenditures	32.92%	23.22%	21.88%	22.33%	18.78%



GENERAL FUND



CITY OF LAPEER MISSION STATEMENT

CITY OF LAPEER MISSION STATEMENT

The City of Lapeer serves the needs and represents the interests of its present and future citizens by providing optimum public services, personal safety and property protection, a healthy environment and quality infrastructure, a diversified tax base, desired amenities, and cultural opportunities. The City will endeavor to enhance the quality of life for its citizens while reflecting community values with leadership that is responsible, ethical, and visionary.

VISION STATEMENTS & GUIDING PRINCIPLES

VIEW OF CONSTITUENTS

The City of Lapeer considers everyone with whom it interacts as a constituent and a customer. To serve its customers, the City is committed to ethical and equal representation which ensures personal dignity. The City values diverse opinions, encourages participation and is committed to the qualities of openness, fairness, and responsiveness. Quality customer service will be central to all interactions with the City.

VIEW OF SERVICE DELIVERY

The City of Lapeer is committed to meeting the needs of the community within the fiscal parameters the community will support. Services are provided effectively and efficiently at the quality and level of service desired by the public with the employment of highly qualified, creative, dedicated employees and the application of the highest standards of responsible fiscal management.

VIEW OF QUALITY OF LIFE

The City of Lapeer encourages the enhancement of all aspects of its quality of life. This includes its commitment to efficient service delivery, economic opportunity, educational excellence, environmental integrity, recreational variety, a vibrant downtown, attractive neighborhoods and community pride.



CITY OF LAPEER MISSION STATEMENT *Continued . . .*

VIEW OF DEVELOPMENT

The City of Lapeer promotes and facilitates orderly, high quality development. The City will maintain a balanced variety of housing types, diversity of commercial and industrial development and effective integration of land use types. Our efforts will guide that growth in a rational, deliberate manner in the best interests of all residents, both present and future. The City will maintain its standards while recognizing the need to be sufficiently flexible and creative to permit quality development to occur.

VIEW OF ECONOMIC VITALITY

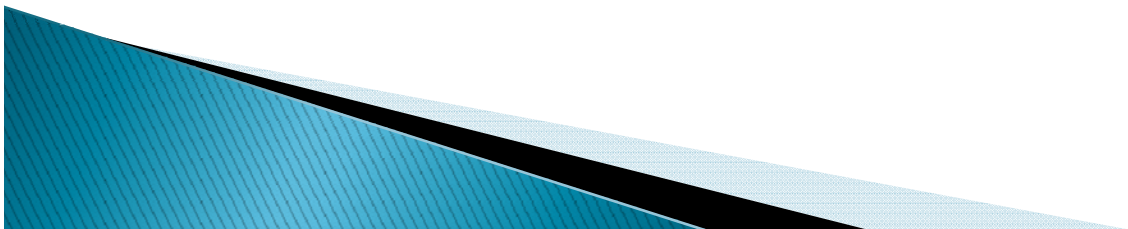
The City of Lapeer recognizes the need to foster an attractive and desirable business environment in order to ensure employment opportunities for its citizens, a diverse tax base, retail services for its citizens and economic opportunities for entrepreneurs. The City of Lapeer will encourage the formation of living wage jobs, clean industries, commercial stability and effective relationships with the regional, state, national, and international economies.

VIEW OF ROLE IN THE REGION AND STATE

The City of Lapeer recognizes the importance and value of intercommunity and intergovernmental relationships in the advancement of the interests of its constituents. The City is further committed to balancing its interests with the needs of the region and the State and will conduct its affairs in a manner that recognizes the interests of its neighbors.

VIEW OF IMAGE

The City of Lapeer will encourage community identity and promote community and neighborhood pride by fostering an image of quality in its built environment and excellence in its services and amenities. Community image and identity are utilized to encourage visitors and convert them to customers for our local businesses.



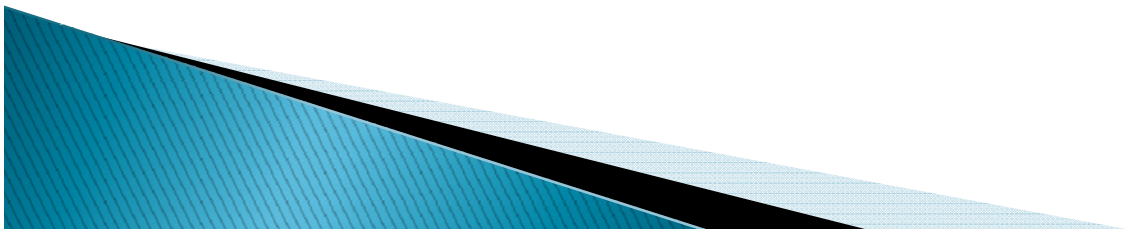
CITY OF LAPEER MISSION STATEMENT *Continued . . .*

VIEW OF THE FUTURE

The City of Lapeer recognizes, while its future is shaped by the decisions made today, it is also bound by current circumstances and unpredictable dynamics over time. As the community grows, services must continually adapt to meet the changing needs of a diverse population, rapid technological changes and a global, service-based economy. To meet these needs, the City must plan with purpose and with foresight, welcoming orderly change.

History of the Vision Statements and Guiding Principles

First adopted:	June 21, 2004	
Readopted:	July 18, 2005	
Readopted:	May 15, 2006	Motion #: 112 2006 05-15
Readopted:	March 3, 2008	Motion #: 59 2008 03-03



RESOLUTION – ADOPTING GOALS & OBJECTIVES July 1, 2010 THROUGH June 30, 2012

WHEREAS, the future prosperity of the City of Lapeer is dependent upon rational, purposeful and foresighted leadership; and

WHEREAS, the City of Lapeer is committed to the allocation of resources to the fundamental needs of the City while continuing to pursue higher level needs such as cultural enhancements and assets that contribute to the quality of life of the City and greater Lapeer community; and

WHEREAS, such leadership requires identification, review and prioritization of the City needs so that appropriate resources and activities are devoted toward the fulfillment of said needs; and

WHEREAS, the establishment of goals and objectives promotes unity of purpose between the City Commission and the staff.

NOW, THEREFORE, BE IT RESOLVED THAT: The City Commission adopts the following Goals and Objectives for FY 2011–2012, Mission Statement and Vision Statements and Guiding Principles.

AYES: Commissioners Bennett, Marquardt, Robinet, Farrington & Bostick–Tullius

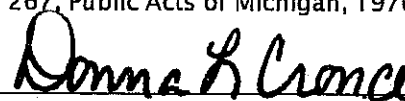
NAYS: None.

ABSENT: None.

ABSTAIN: None.

MOTION CARRIED. RESOLUTION DECLARED ADOPTED.

I hereby certify that the foregoing constitutes a true and complete copy of a resolution duly adopted by the City Commission of the City of Lapeer, County of Lapeer, Michigan, at a regular meeting held on February 7, 2011 and that public notice of said meeting was given pursuant to and in full conformity with Act No. 267, Public Acts of Michigan, 1976, as amended.



Donna L. Cronce, MMC
City Clerk, City of Lapeer

Adopted by the City Commission February 7, 2011.

Motion # 26 2011 0207.