

**2012 – 2015**

# **GOALS & OBJECTIVES**



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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 8, 2011; November 5, 2007  
Current Term of Office: November, 2015  
Home Phone #: 810-664-2296

## **CITY COMMISSIONERS**

A. Wayne Bennett

Elected Commissioner: November 8, 2011; November 5, 2007  
Current Term of Office: November, 2015  
Home Phone #: 810-516-8555

# CITY OF LAPEER ELECTED OFFICIALS Continued . . .

Catherine Bostick-Tullius  
Appointed Commissioner: July 7, 2008  
Re-elected: November 8, 2011; November 3, 2009  
Current Term of Office: November, 2015  
Office Phone #: 810-667-3217

John Lyons, III  
Elected Commissioner: November 8, 2011  
Current Term of Office: November, 2015  
Home Phone #: 810-614-4045

Deborah G. Marquardt  
Elected Commissioner: April 1, 2002  
Re-elected: November 3, 2009; November 7, 2005  
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.*

# 2012-2015 GOALS & OBJECTIVES

Areas of concern as outlined by the City Commission in the Goal Setting Topics:

There were 30 areas a Commissioner could indicate if a topic was of major, minor, or no concern. A short list shows how well things are running. The top areas marked were in the following order.

1. Infrastructure Maintenance (100% of the commissioners marked this as a major concern)
2. Housing Development
3. Code/Blight Enforcement
4. Downtown Development
5. Commercial Developing (Marketing)
6. Financing City Services, Projects, and Equipment
7. Neighborhood Revitalization

For this exercise I am combining Housing Development and Neighborhood Revitalization. This leaves us with six areas of concern. You will see how they inter-connect with each other as we discuss various concerns and the objectives to meet the goal.

Attached are slides with ways City Staff propose measurable goals with supporting objectives to address each area of concern.

# INFRASTRUCTURE AND INFRASTRUCTURE MAINTENANCE

*(Includes Streets, Sidewalks, Sewer, Water)*

**Goal: Maintain and upgrade street and utility infrastructure assets**

- Commission a detailed Transportation Asset Management Plan which will include: sub-base analysis; storm run-off problems; age and condition of utilities located within the street; and surface condition to provide a ranking of infrastructure condition and level of priority for street repair with associated costs
- Pursue funding sources for future street projects with the objective of getting a minimum of one grant for street repairs per year
- Build one street with 100% special assessment for the funding mechanism
- Improve a minimum of 1,000 feet of sidewalk per year
- Clean 5,000 feet of storm sewer and repair as needed

# HOUSING DEVELOPMENT & NEIGHBORHOOD REVITALIZATION

## **Goal: Increase Sustainable Homeownership**

- Gain 1 new homebuyer/taxpayer per grant cycle
- Accurately measure rental units vs. homeowner occupied (currently approximately 39% homeowner, 25% scattered rental units, 36% apartment rentals – too dynamic and manual to rely upon) by 1-1-2014.
  - Obtain funding via MSHDA targeted housing grant for 2013-2015
  - Promote homebuyer program. Gain buy-in from realtors and lenders
  - Use Rental Conversion Fund & collaborate with other agencies/resources to stretch funding
  - Train on BS&A software to produce accurate report on rental units vs. homeowner occupied

# HOUSING DEVELOPMENT & NEIGHBORHOOD REVITALIZATION

## **Goal: Reduce Residential Blight**

- Assist 4 existing homeowners with rehabilitation per grant cycle
- Assist 2 existing rental units with rehabilitation per grant cycle
- Ensure 100% compliance with Rental Registration Program
  - Obtain funding via MSHDA targeted housing grant for 2013-2015
  - Collaborate with other agencies/resources to stretch funding
  - Enforce Rental Registration Ordinance (track more accurately via BS&A)



# HOUSING DEVELOPMENT & NEIGHBORHOOD REVITALIZATION

## **Goal: Neighborhood Revitalization**

- Successfully complete one targeted housing grant every two years. Spend 100% of funds and exceed leverage requirement of 25% of grant dollars
- Use 20% of total grant funding for local and low income contractors (Section 3)
- Increase the perceived market value of the targeted neighborhood
  - Continue to conduct city-wide housing surveys (not required by grant) prior to grant cycle to gauge interest for maximum qualified participation
  - Research various leverage fund sources and allow housing grant funding to incentivize private investment and stimulate local economy
  - Review SEV data to set a benchmark for market value

# CODE/BLIGHT ENFORCEMENT

## **Goal: To improve the image of the City of Lapeer**

- Expand blight enforcement officers patrol time to maximum allowed
- Bring on a new building official with focus on code enforcement
- Review ordinances with City Planner, Police Chief, Building Inspector and City Attorney to ensure adequate yet enforceable standards are in the City Ordinances

## **Goal: To bring two blighted sites into compliance with City Code**

- Select two sites in the City to focus on for increased enforcement
- Have press coverage of the process of the code enforcement

# DOWNTOWN DEVELOPMENT

**Goal: Decrease downtown store front vacancies by 25% from 4/1/2013 through 1/1/2015 (26 vacancies as of 4/1/2013)**

- Market the Downtown
  - Re-register our community with the PURE MICHIGAN campaign
  - Create a Geo-caching program
  - Create or initiate a Principal Shopping District to fund additional marketing efforts
- Complete the 2014 Renewal of the Downtown Development Authority Plan
- Revisit and join the Michigan Main Street Program
- Complete two façade loans
- Fill a “Signature Building” such as the McCrory Building
- Encourage the DDA to assess its available millage to fund various objectives
- Apply for one grant to enhance the parking lots or water front in the downtown

# FINANCING CITY SERVICES, PROJECTS AND/OR EQUIPMENT

## **Goal: Provide funding for projects**

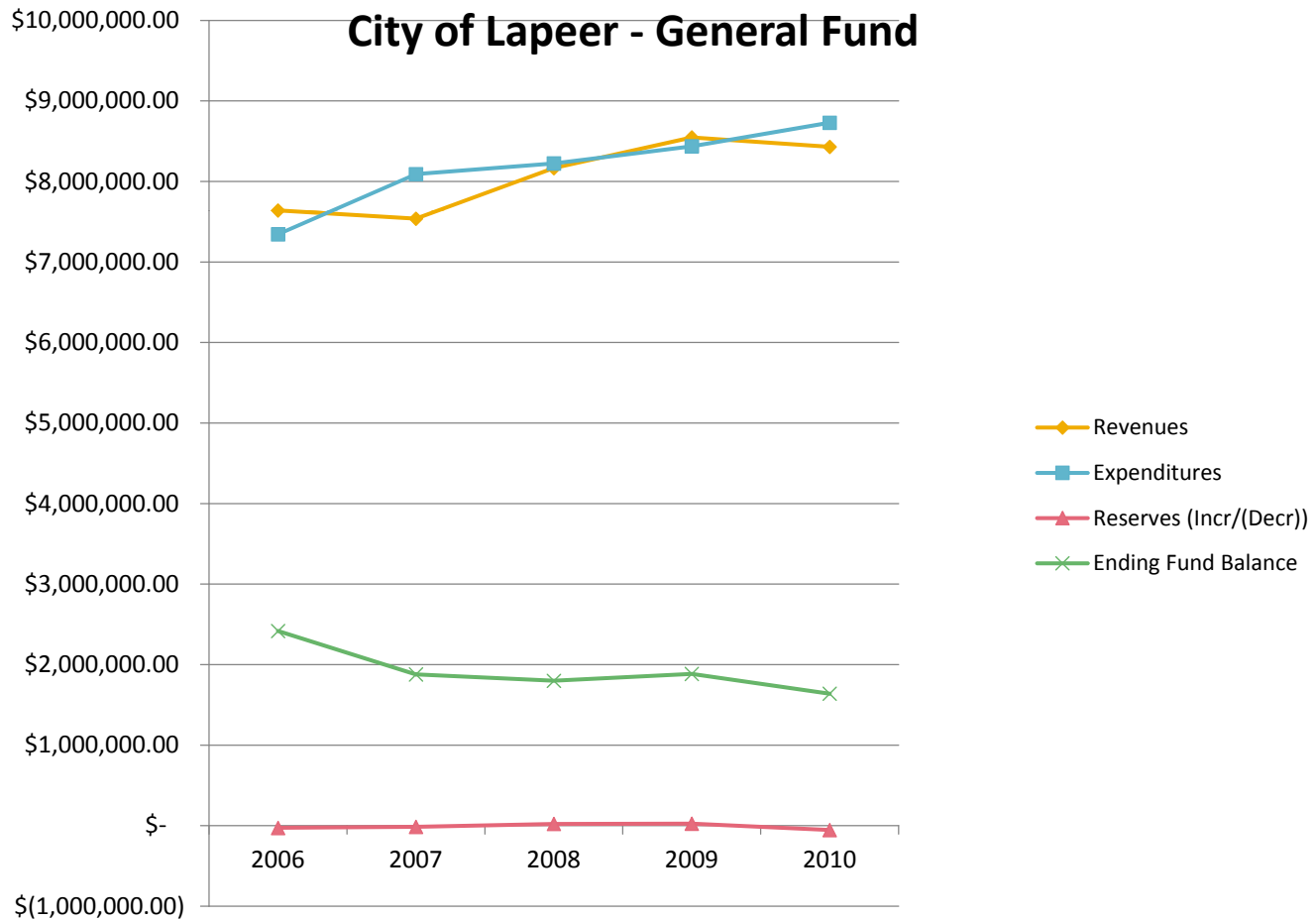
- Present to the City Commission the value of a City wide millage to fund streets and infrastructure projects
- Place language on a ballot to the citizens requesting a special millage
- Explain the process currently used to fund the purchase of equipment
- Review status of current and future City budget including fund balance growth
- Present reformatting the budget process to fund specific projects
- Be opportunistic to use local funds to leverage grant dollars

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

City of Lapeer  
History of General Fund Balance  
as of June 30,

| Description                                      | 2006            | 2007            | 2008            | 2009            | 2010            | 2011            | Projected       |                 | Budget          |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|  |                 |                 |                 |                 |                 |                 | 2012            | 2013            | 2014            |
| Beginning Fund Balance                           | \$ 2,093,448.45 | \$ 2,417,324.91 | \$ 1,878,664.86 | \$ 1,799,379.96 | \$ 1,884,376.90 | \$ 1,639,082.49 | \$ 1,469,412.14 | \$ 1,656,913.18 | \$ 2,130,387.18 |
| Revenues   | \$ 7,639,892.75 | \$ 7,537,298.21 | \$ 8,166,534.57 | \$ 8,546,791.32 | \$ 8,429,818.25 | \$ 8,520,656.22 | \$ 8,955,495.24 | \$ 9,131,852.00 | \$ 9,002,464.00 |
| Expenditures                                     | \$ 7,343,813.25 | \$ 8,090,632.98 | \$ 8,223,813.35 | \$ 8,437,146.24 | \$ 8,729,013.77 | \$ 8,685,797.07 | \$ 8,661,957.20 | \$ 8,658,378.00 | \$ 8,934,505.00 |
| Reserves (Add/Subtract from<br>Fund Balance)     | \$27,796.96     | \$14,674.72     | -\$22,006.12    | -\$24,648.14    | \$53,901.11     | -\$4,529.50     | -\$106,037.00   | \$0.00          | \$0.00          |
| Ending Fund Balance                              | \$ 2,417,324.91 | \$ 1,878,664.86 | \$ 1,799,379.96 | \$ 1,884,376.90 | \$ 1,639,082.49 | \$ 1,469,412.14 | \$ 1,656,913.18 | \$ 2,130,387.18 | \$ 2,198,346.18 |
| Ending Fund Balance<br>as a %age of Expenditures | 32.92%          | 23.22%          | 21.88%          | 22.33%          | 18.78%          | 16.92%          | 19.13%          | 24.60%          | 24.61%          |

# 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     | FY 07-01-04 to 06-30-05                          |
| Readopted:     | July 18, 2005     | FY 07-01-05 to 06-30-06 Motion #: 109 2005 07-18 |
| Readopted:     | May 15, 2006      | FY 07-30-06 to 06-30-07 Motion #: 112 2006 05-15 |
| Readopted:     | March 3, 2008     | FY 07-01-08 to 06-30-09 Motion #: 59 2008 03-03  |
| Readopted:     | November 17, 2008 | FY 07-01-09 to 06-30-10 Motion #: 273 2008 11-17 |
| Readopted:     | February 7, 2011  | FY 7-01-10 to 6-30-2012 Motion #: 26 2011 02-07  |
| Readopted:     | April 15, 2013    | FY 7-01-12 to 6-30-2015 Motion # 97 2013 04-15   |

# RESOLUTION – ADOPTING GOALS & OBJECTIVES 7/1/12 THROUGH 6/30/2015

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 2012-2015, Mission Statement and Vision Statements and Guiding Principles.

AYES: Commissioners Bennett, Marquardt, Robinet, Bostick-Tullius, Lyons.

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 April 15, 2013 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*

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

Adopted by the City Commission April 15, 2013.

Motion #