



CITY OF PLYMOUTH
COMMITTEE OF THE WHOLE MEETING AGENDA
MONDAY, JANUARY 20, 2020 - 6:00-7:00 P.M.
PLYMOUTH CITY HALL COMMISSION CHAMBERS

City of Plymouth
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- 1) **Committee of the Whole – Call to Order**
- 2) **Discussion 2020 Strategic Plan**
- 3) **Adjournment**

City of Plymouth Strategic Plan 2017-2022

GOAL I - QUALITY OF LIFE

OBJECTIVES

1. Support the neighborhoods with high-quality customer service
2. Engage in collaboration with private entities and surrounding municipalities to implement the Joint Recreation Master Plan
3. Improve communication with the public across multiple platforms
4. Maintain a high level of cleanliness throughout the City
5. Support and host a diverse variety of events that foster community and placemaking

ONE YEAR TASKS 2019-2020

- Restore operations for recreation programs after Hines Park bridge repairs are completed
- Explore funding and partnership opportunities to increase and enhance pedestrian crossings
- Finalize City website update
- Develop and adopt a Master Plan for Kellogg Park, including the fountain
- Develop and implement strategy to market sponsorship opportunities to improve publicly owned assets
- Draft and approve amendments to Tree Ordinance to clarify implementation, enforcement, and scope

GOAL II - FINANCIAL STABILITY

OBJECTIVES

1. Approve balanced budgets that maintain fiscal responsibility
2. Advocate for increased revenue sharing with the State of Michigan
3. Encourage and engage in partnerships, both public and private, to share costs of services and equipment
4. Address the issue of legacy costs
5. Seek out and implement efficient and effective inter-departmental collaboration
6. Market our successes to attract new economic and investment opportunities

ONE YEAR TASKS 2019-2020

- Continue to support Michigan Municipal League (MML) efforts to coordinate state initiatives related to revenue sharing with municipalities
- Increase awareness of and support the MML Save MI City campaign
- Target revenue enhancements that support large capital projects, including grants and millages
- Explore internal and external potential for supplemental funding of legacy costs
- Develop a plan for capital improvement funding projects and purchases
- Explore enhanced investment opportunities

GOAL III - ECONOMIC VITALITY

OBJECTIVES

1. Continue to support and improve active, vibrant downtown branding
2. Support community and economic development projects and initiatives
3. Support a mix of industrial, commercial and residential development
4. Reference the Master Plan in economic decision-making

ONE YEAR TASKS 2019-2020

- Complete and approve the DDA Master Plan
- Address and implement recommendations in the Redevelopment Ready Communities baseline report
- Develop and approve city-wide economic development strategies (Saxton's property, parking system, connections between Old Village and the DDA, Bathey property remediation and development, 240 N. Main, Lumber Mart site)
- Identify other properties of significance to the economic development strategy
- Complete a community survey
- Increase collaborations with partners in the community
- Administer the City's Master Plan using implementation matrix (Appendix Table 5)

GOAL IV - SERVICE AND INFRASTRUCTURE

OBJECTIVES

1. Support administration and staff by providing professional development opportunities, supplying resources, and maintaining a commitment to recruitment, retention and succession planning
2. Support and deliver safe and responsive emergency services
3. Maintain a sophisticated and responsive technology to communicate and manage data
4. Continually record, maintain, update, and improve City infrastructure

ONE YEAR TASKS 2019-2020

- Begin implementation of parking recommendations for City parking system
- Develop and utilize consistent message and branding across all platforms
- Develop and approve of plan for future delivery of emergency services
- Implement infrastructure asset management plan
- Approve agreement on sanitary sewer with Western Township Utilities Authority (WTUA)

STRATEGIC PLAN UPDATE

Goal Area One – Quality of Life

One-Year Tasks to be Completed in 2020

- Liquor/marijuana license review
- Rooftop seating review
- Adopt DDA Master Plan and identify funding sources for implementation
- Begin implementation of Kellogg Park Master Plan with fountain replacement
- Establish format & requirements for public parks sponsorship
- Resident education program:
 - Zoning basics
 - Ordinance change & update
 - Services
 - Recycling
- City webpage - Create City wide F.A.Q. "Index" page and push out link.
- Increase social media presence – 1k new followers/subscribers/etc.
- Review and evaluate City truck routes
- Complete update to Special Events policy

Goal Area Two --Financial Stability

One-Year Tasks to be Completed in 2020

- Actively promote and participate in the 2020 census
- Explore internal and external supplemental funding of legacy costs
- Target revenue enhancements for large scale capital projects, including grants and millage
- Assist the MML in facilitating and increasing support for state revenue sharing initiatives
- Redesign Capital Improvement Plan and evaluate future funding process for Equipment Fund
- Create a rate card for payment in lieu of paid parking
- Develop financial plan for public safety model
- Identify cost estimates, timeframe and potential funding sources for central parking deck
- Complete Road Bond sale – Phase one

Goal Area Three—Economic Vitality

One-Year Tasks to be Completed in 2020

- Continued administration of development projects and proposals
 - Wilcox Mill, Saxton's, Pulte, Starkweather School, Lumber Mart, various residential builds
- Branding – consistency across all communications (email, letterhead, agenda)
- Provide annual process and risk-management training to all boards and commissions
- Continue implementing RRC plan to achieve certification
- Develop list of transitional properties and utilize MEDC, Wayne County, others to market:
- Explore marketing partnerships (Schools, Chamber, Hotels, Available Publications etc.)

Goal Area Four—Service Infrastructure

One-Year Tasks to be Completed in 2020

- UCAA to make parking recommendation to City Commission by end of first quarter
- Implement updates to parking system according to direction given by City Commission
- Actively engage employees for further career development for succession planning
 - Special focus on the depth of Cultural Center staffing
- Continue Asset Management Plan

- Review ISO Report and ICMA Study & begin meeting to discuss viable options for the future delivery of emergency services
- Approve third version of agreement on sanitary sewer with WTUA based on delay by Wayne County
- Develop multi-modal transportation policy to City Commission
- Review parking and one way street concept for Old Village
- Implement 2020 street repairs
- Restore CMV enforcement
- Continue GIS mapping of the City
- Define process/educate citizenry/pursue adoption/Implement form based codes