



## 2026 Goals

Heading into FY 2026, the City will focus financial resources and staff time into accomplishing the following goals, reviewed by City Council on 1.5.2026.

### **FINANCIAL SUSTAINABILITY**

#### Evaluate and Terminate Underperforming TIF Districts to Strengthen the Tax Base

The City will conduct a detailed financial and performance analysis of existing Tax Increment Financing (TIF) districts to identify those that can be terminated early or restructured. Closing underperforming districts will return more property value to the general tax rolls, benefiting the City's General Fund as well as local schools and other taxing entities. It will also provide needed flexibility to support future development. This effort will demonstrate responsible fiscal management and ensure that TIF remains a focused tool for genuine economic growth.

#### Establish a Fair and Transparent Property Assessment Policy

The City will adopt a formal policy governing how Two Rivers intends to conduct property value assessments moving forward to ensure fairness, consistency, and public confidence in the process. The policy will require routine market updates every three to five years to prevent large, disruptive valuation swings. This policy will also set standards for selecting and rotating contracted assessment firms through a competitive process, promoting transparency, accountability, and fiscal responsibility in the City's management of property assessments.

#### Implement a 10-Day Paid Parking Pilot at Neshotah Beach to Support Fair Cost Sharing

In 2026, the City will launch a 10-day paid parking pilot program at Neshotah Beach to collect data on visitor patterns, including resident versus non-resident usage. The goal of this pilot is to evaluate a fair and sustainable approach to funding beach maintenance and cleanup by shifting more of the cost burden to non-resident users, rather than relying solely on Two

Rivers taxpayers. Insights from the pilot will inform a long-term parking and revenue strategy that protects public access while ensuring those who enjoy the beach help contribute to its upkeep.

#### Transition to New Employee Health Insurance Program

In 2026, the City will transition away from its costly legacy health insurance plan to a more sustainable and competitive model that relieves pressure on the General Fund while improving benefits for employees. This shift will support long-term financial stability, enhance the City's ability to attract and retain a quality workforce, and ensure that employee health coverage remains both affordable and comprehensive for years to come.

#### Strengthen Water & Electric Infrastructure

The Water and Light Utilities will continue investing in the reliability of critical infrastructure by replacing aging water mains, upgrading distribution and electric system components, and implementing data-driven maintenance practices. These efforts will reduce service disruptions, extend asset life, and improve operational efficiency while maintaining utility rates that are below the State average.

#### Build a Reliable Regional Model for Fire & EMS

The City will increase focus on emergency medical services, fire rescue, and community outreach to improve operational efficiency and ensure fiscally responsible emergency response. By refining staffing models and emphasizing best practices in professional EMS and fire rescue care, the City aims to be the regional leader in reliable, compassionate service, and striving to maintain excellence while managing rising costs and maintaining the highest standards of public safety and community engagement.

## **DEVELOPMENT**

### **Advance Redevelopment of the Former Hamilton Manufacturing Property**

The City will work toward the first formal Memorandum of Understanding with the current owner of the former Hamilton Manufacturing property to define roles, timelines, and responsibilities for environmental cleanup and redevelopment. This agreement will help move the site through the state regulatory process and position the City for potential acquisition. The goal is to prepare the property for future mixed-use redevelopment that reconnects the waterfront and downtown. The City will also guide the community through a visioning process to consider priorities for this site and adjoining properties near downtown.

### **Get Shovels in the Ground with Multi-Family Housing Development**

The City will focus on getting shovels in the ground for new multi-family housing projects that strengthen neighborhood vitality and expand local housing options. Priority will be given to developments that activate the waterfront and complement nearby parks, trails, and downtown amenities. These projects will demonstrate visible progress in Two Rivers' commitment to sustainable growth and waterfront reinvestment. This will represent the first new multi-family construction in the community in nearly two decades.

### **Complete a Vacant Housing Inventory**

The City will complete an inventory of all vacant housing units in Two Rivers to support redevelopment and reinvestment efforts. The resulting dataset will guide targeted outreach to local builders, regional developers, inform strategic infill development, and support marketing of priority properties through direct contact and RFPs. A structured housing inventory will transform dormant housing assets into opportunities for economic growth, neighborhood stabilization, and workforce housing, positioning Two Rivers as a leader among small Wisconsin cities in proactive housing strategy.

### **Facilitate Sale and Redevelopment of City-Owned Land at Hawthorne and 18th Street**

The City will pursue the sale of its property at Hawthorne Avenue and 18th Street to a qualified developer for new residential construction. This goal focuses on converting underutilized public land into productive private investment that supports housing growth and neighborhood revitalization. A successful land sale and development agreement will demonstrate progress toward expanding Two Rivers' housing inventory and increasing the local tax base.

## **COMMUNITY INVESTMENT**

### Revitalize Riverside Park and Strengthen South Side Neighborhood Investment

Two Rivers will advance the revitalization of Riverside Park as a catalyst for renewed community pride and investment on the south side of Two Rivers. Building on recent grant awards, this project includes a new restroom building, reconfigured pathways, an ADA-accessible kayak launch, new boat launch, overlook deck, and enhanced lighting, safety, and landscaping features.

### Improve Neshotah Beach Concessions Building through Sustainable Funding

The City will pursue improvements to the Neshotah Beach Concession Stand to enhance visitor experience and support the long-term vitality of Two Rivers' lakefront, while minimizing reliance on property tax funding. This approach will allow the City to modernize a key public amenity in a fiscally responsible manner that supports community enjoyment, tourism, and economic activity at the beach.

### Focus on City Foundations: Streets, Concrete & Sanitary Pipes

The City will implement a new resurfacing program to improve portions of 18th Street, 19th Street, and a small section of Emmett Street, addressing long-standing pavement deficiencies and enhancing neighborhood safety. This initiative will incorporate community investment opportunities for sidewalk replacements and concrete repairs, fostering shared responsibility for maintaining safe and accessible public spaces. Concurrently, the department will onboard a new State-mandated Certified Collection System Operator to ensure compliance with evolving regulatory requirements and strengthen long-term utility system management.

## **SERVICE SUSTAINABILITY**

### **Enhance Customer Service Efficiency and Community Connection**

The Customer Service Department will enhance efficiency, consistency, and community engagement by updating internal policies and instructional materials, improving the organization of utility account information, and collaborating with other City departments to create a comprehensive welcome packet that helps new residents connect with City services and the Two Rivers community. Together, these efforts will support a more seamless customer experience and help new and existing residents better connect with City services and the larger community.

### **Succession Plan for Key City Departments**

The City will prioritize succession planning and leadership development across all departments, with particular attention to areas expecting the highest number of retirements in the coming years: Police, Fire, and Public Works. By investing in training, mentorship, and professional development, the City will prepare emerging leaders to step into critical roles. This focus will ensure organizational stability, support long-term development of talent, and create a strong, future-ready leadership team that can sustain essential City services and advance the community's strategic goals.

### **Modernize and Simplify the City's Fence Regulations**

The City will undertake a full review and rewrite of its fence ordinance to make it clearer, more consistent, and easier for residents and contractors to follow. The update will address materials, height, placement, and visibility standards while improving the permit and enforcement process. The goal is to balance neighborhood aesthetics, safety, and property rights through a modern and user-friendly code. This will also serve as a pilot for a more comprehensive modernization of the City's building code and ordinance.

## **CIVIC ENGAGEMENT**

### **Pilot a Downtown “Social-Bar District” to Enhance Vibrancy and Economic Activity**

The City will explore and pilot a designated Downtown Social District, allowing patrons to enjoy beverages within defined public areas under controlled conditions. Modeled after successful programs like Cary, Illinois, this initiative aims to support local businesses, attract visitors, and create a more vibrant downtown atmosphere. The pilot will include clear rules, signage, and partnerships with participating establishments to ensure safety, compliance, and community enjoyment.

### **Strengthen Neighborhood Pride Through Proactive Code Compliance**

The City will place greater emphasis on property maintenance and code compliance efforts, addressing small issues before they grow into larger community problems. By working collaboratively with residents and landlords, officers will help promote cleaner, safer, and more attractive neighborhoods. This proactive strategy will reinforce community standards, enhance quality of life, and build public trust through visible results.

### **Expand Community-Oriented Policing and Public Engagement**

The City will continue to build trust and strengthen relationships by engaging residents where they live, work, and gather. Through community events, neighborhood walk-and-talks, and partnerships with schools, businesses, and civic groups, officers will foster open communication and collaboration in order to enhance public safety and increase visibility.

### **Extend Community Development to the Community**

The City will engage residents in four community visioning processes in 2026: to develop a comprehensive downtown vision, to establish a vision for the redevelopment of the former Hamilton property, and to lead the *Community Youth Sports Summit* and the *Recreation Economy for Rural Communities* program with expanded community engagement. These conversations are critical to creating amenities and businesses that strengthen Two Rivers as a family-friendly and family-supporting community.