



As approved by Finance and Personnel Committee April 11, 2023

Black=Current, 2023 goals

Blue=Comments on progress toward 2023 goals

Strikethrough=Recommended for removal

Red=New goal or modified language for 2024 goals

**CITY OF TWO RIVERS
2023 Strategic Goals & Objectives
Adopted by City Council February 3, 2023**

I. Focus relentlessly on fiscal new revenue streams and operational sustainability.

A. Encourage and facilitate projects that will increase City tax base—both new construction and increase in market value of existing properties.

- Actively market available development and redevelopment sites, both City-owned and privately owned.
- Continue development and marketing of the Sandy Bay Subdivision by the City and its realtor.
--Five lots sold in 2023; 6 new homes constructed, at least five planned for construction in 2024. 2024 City Budget provides funding for Phase 3 infrastructure, adding 13-15 more lots; project is bid-ready, pending DNR permit to fill a small wetland area.

- **Add--Seek bids and determine lot pricing structure for Phase 3 of the Sandy Bay Highlands subdivision; award construction contract by May 31, 2024, with goal of completing Phase 3 utilities and graded/graveled streets by November 1, 2024.**

~~Seek private developer for Phase 3 of Sandy Bay Subdivision, for either single family home sites of a planned unit development of detached single family homes and two-family residences, maintaining a high quality residential character.~~

--Has not worked out for SBH Phase 3 area; City should reach out to developers about possible development of former Schroeder property on Garfield Street just east of SBH.

- **Add--Identify potential new sites for one and two-family residential development; engage with developers on ways to encourage economically feasible development of new owner occupied housing in**

these areas. This could include City purchase of properties and/or City development incentives

~~Work with developer Abbey Ridge III, LLC to assure full build-out of Washington Highlands development in TID 8. Developer has met all requirements of development agreement with the City, but has three remaining building sites for duplex condo structures.~~

--Developer closed on sale of one condo unit in 2023, two so far in 2024; is considering construction of one or two new duplex condo building in 2024.

- Actively pursue development of market rate housing, both condominiums and apartments, with emphasis on downtown waterfront sites. Continue work with The Confluence, LLC for successful implementation of market rate apartment development on City-owned Eggers downtown site that is the subject of TID 16 development agreement.

--Development Agreement for The Confluence project amended in 2023 and again in February 2024; Developer had a March 31, 2024 deadline to present project financing plan, but that plan is not yet finalized. Site plans for the project, a 71-unit, \$21 million market rate apartment building, were approved in August 2023.

Add--Consider options for short-term (3-4 month) extension of Development Agreement with YBR, LLC, or resume marketing efforts on this site.

- Continue work with Scott Crawford Development for successful implementation of affordable housing apartment development, West River Lofts, on former Eggers West industrial site that is the subject of TID 17 Project Plan.

--Project financing largely in place for this project; most recent amendments to Development Agreement were approved by City Council in November 2023. Current project holdup is related to PFAS contamination on the property and clear identification of a responsible party (prior owner) before the project can move forward. 54 unit project, \$14 million investment.

Add--Continue working with developers to make this project a reality, including pursuit of supplemental funding through a WEDC Idle Sites Grant.

- ~~Implement Transform Two Rivers housing improvement initiative through CDA and Community Development Office. Program initially approved by City Council and Community Development Authority in 2021 has generated little interest; affordable housing resources need to be re-deployed.~~

--There has not been available staff time to pursue re-programming of these funds, which total \$141,000. Of that amount, \$100,000 has been committed to assist the West River Lofts project (see above).

- Develop and implement programs to encourage reinvestment in existing housing stock. Develop new strategy for implementing “Restore Two Rivers” housing program, drawing on TIF Affordable Housing Resources as well as funding from regional CDBG housing grant program and other sources.

--Not much progress in this area; need both more code enforcement resources and incentives for upgrading housing.

- **Add: Consider and implement strategies for “affordable” new, single-family housing development.**
- **Add; Develop code enforcement and grant/loan incentive programs to encourage reinvestment in aging and deteriorated housing stock.**
- **Add: Provide annual report from CDBG Housing Loan Program contract administrator regarding the activities of this program.**
- Make use of TID 13 (created 2020), TID 8 (amended 2020) and TID 12 (amended 2021) to encourage redevelopment activities in the downtown area.
 --\$50,000 from TID 13 has been made available in the 2024 City Budget for downtown area façade and sign grants.
 --\$30,000 from TID 8 is available for downtown façade and sign grants.
 --Staff is working on a possible TID 12 amendment to assist two downtown development projects with possible total investment of \$1.8 million.
- **Add—Strive to fully utilize \$100,000 in 2024 budgeted funds for façade and signage improvements, downtown and elsewhere in the City.**
- **Add--Adopt Amendment #2 to TID 12 boundaries and project plan; finalize development agreements to assist with moving private investment projects forward at Sauve’s Automotive and Violet Inn, as well as proposed property acquisitions.**
- Implement TID 14 at the Woodland Industrial Park, to assist business investment and to extend public street and utility infrastructure as needed.
 --TID 14 is providing its second direct grant to assist a new business at the Industrial Park (following assistance to All Energy Management in 2022)—Braun Building’s new, 28,000 SF truss plant, to be constructed in 2024-25.

A pay-as-you-go grant of up to \$450,000 was approved by the City Council in December 2023 to assist this \$1.6 million project. TID 14 will also fund pavement and utility extensions on Brown’s Drive to serve this development (\$200,000 investment).

Re-Phrase as--Continue to promote private investment at the Woodland Industrial Park, using TID 14 resources for business grants and infrastructure investment as appropriate.

- City Manager and Community Development Director to continue to meet with prospective developers over the course of 2023, regarding several key redevelopment sites and greenfield sites in the city, including:
 - Former Hansen the Florist site
 - Ongoing discussion with local realtor and developer
 - Former Eggers West plant
 - Ongoing work with site owner/developer
 - Former Eggers East site
 - Ongoing work with developer, per City Council-approved Development Agreement
 - Former Paragon site, including vacant parcel listed for sale on Columbus Street
 - Periodic discussions with owner/developer about their plans; investment in building improvements to date has been limited, has not met investment requirements to fully utilize \$250,000 Idle Sites Grant. Discussion between City staff and developer scheduled for week of March 18, 2024
 - Various properties on Washington Street in the downtown business District
 - Extensive staff involvement regarding redevelopment of 1509 Washington Street (purchased by developer July 2023 for redevelopment with a Starbucks)
 - Staff involvement with prospective new tenant for rear portion of Subway building, 1400 Washington Street
 - Vacant former Elks Club on 15th Street
 - Property has sold in 2024; City working with new owner on redevelopment proposal. \$1 million + project; loan for \$200,000 approved by BIDC on March 26, 2024. Possible TID 12 assistance for this project and another nearby project discussed with City Council on April 1, 2024.
 - NE corner of Monroe and 16th Streets (former Ginny's Resale)
 - City staff has had meetings with owner and architect regarding redevelopment concepts for this site.
 - SW corner of Washington and 22nd Streets
 - No activity in this area
 - Former M & M Restaurant and adjacent properties
 - Ongoing discussions with realtor and prospective developers
 - Burrows waterfront property on the West Twin downtown (behind Kurtz's)

--Former Ralph Schroeder property on Garfield Street
 --Just listed on March 13, 2024; City reaching out to residential developers

--Undeveloped portion of East Point

--Sites in the Columbus and Woodland Industrial Parks
 --See related comments

--Vacant former Union State Bank on Lincoln Avenue
 --Property has sold in 2024; being renovated for re-use

--Add: Vacant former St. Mark's School on 12th Street
 2023 Washington Street (former UniMart site)

--Keep this goal, with changes as shown above.

- Strive for at least three percent annual increase in the City's equalized valuation, 2022-2023 and ongoing.
 --Equalized valuation of the City grew by 16 percent in 2023 (based on 2022 sales) and has slightly outpaced valuation growth in the rest of county for the past three years.

--Keep this goal

- B. Recruit businesses that can take advantage of available water and wastewater treatment capacity, to help stabilize or reduce rates for those utilities. Develop a targeted strategy for marketing these assets: high quality water and available water and sewer capacity.

--Have not developed targeted strategy; water utility staff has engaged with accompany in 2023 that was specifically interested in Two Rivers because of water (ultrafiltration plant)

--Keep this goal

- C. Increase the General Fund's Unrestricted Fund Balance to \$2.2 million—improve by at least \$200,000 per year (Ongoing).

Net improvement of more than \$200,000 in 2023 (unaudited). NOTE: General Fund did experience a small operating deficit of \$40,000 in 2023, but unrestricted balance still improved, due to a reduction of nearly \$300,000 in deficit balances of other funds, most notably the Water Utility.

--Keep this goal

- D. Eliminate Water Utility deficit—reduce by at least \$200,000 per year.

--Water Utility deficit improved by \$184,794 in 2023 (unaudited). Accelerated improvement in cash position expected with significant drop in debt service 2024, even with commencing 3-year payoff of \$500,000 loan from TID 7 (intake cleaning project).

--Keep this goal.

- E. Pursue acquisition for redevelopment of the vacant, tax-delinquent parcel fronting on south side of 12th Street, between Adams and Monroe Streets, from County for redevelopment.

--City Manager and Community Development Director met with owners of adjacent Lakeshore Park Apartments in 2023 to discuss redevelopment of this site; no further action to date.

--Keep this goal

- F. Pursue location at or near the Woodland Industrial Park for correctional facility.
--No action to date; State of WI has made no decision on future of Green Bay Correctional Facility.

--Keep this goal

- G. Evaluate need for additional land for industrial park.

- H. Pursue development hydroponic produce growing and processing operations.
--No action to date.

--Keep this goal

- I. Highlight cost containment and efficiency measures achieved by the City in its 2024 Budget

--Illustrated through reports on the City's operating budget history, other reports.

--Keep this goal

II. Deliver outstanding city services & innovations for both sustainability and to support future growth.

A. Develop, implement and act upon feedback mechanisms for local residents and businesses (Ongoing)

- Pursue re-engineering/reinvigorating Two Rivers' Citizen Academy—a program started in the Police Department in the 1980's. The City of Two Rivers was a national pioneer in the development of Citizen Academy. Evaluate virtual academy options, to either replace or supplement traditional classroom and hands-on approach to Citizen Academy.

--No action to date.

--Keep this goal

- Implement regularly-scheduled community forums, with participation by City Council, City Manager and Department Heads. Begin in third quarter 2023.

--Not scheduled to date.

Re-Phrase to Read--Hold periodic community forums on specific topics: Community development, housing issues, public safety, infrastructure issues, etc. Begin in third quarter 2024.

- Continue "Coffee with a Cop;" consider similar initiatives by other City departments
- Coffee With a Cop resumed November 23; 9 sessions held at 3 local coffee shops, November through February. No similar outreach by other department to date.

Re-Phrase to Read--Expand "Coffee With a Cop" concept to include community outreach by other City Departments.

B. Invest in technology to drive delivery of quality services and to achieve economies

- Continue to develop and expand the ExploreTwoRivers.com website. Encourage more local businesses to submit events; add more features on local attractions; encourage use of the site by local businesses in order to maximize the business impact of special events.
- Website for ExploreTwoRivers is being improved, still sharing platform with two-rivers.org but with a more distinct appearance. About 25 local businesses highlighted in business spotlight posts on City FB page, November 2022 through October 2023.

--Keep this goal, adding **"Continue and expand on City-produced 'focus' features on local businesses.**

--Separate "Made in Two Rivers" website has not been developed yet. Sales of Two Rivers branded gear topped \$30,000 wholesale in 2023;

handling distribution and accounting for this apparel and merchandise is being transitioned to Tourism Office in 2024.

- Implement new permitting software in Inspections.
--2023-24 budgeted item; in process of implementation.

--Keep this goal; add sentence "Expand in 2025 to include on-line submissions for permits."

- Continue to add cameras in parks and public spaces to enhance public safety, deter vandalism and prosecute ordinance violations (vandalism, dumping, other offenses): Add signage about presence of cameras, as an advisory to the public and deterrent to criminal activity.
--Cameras being added to Central Park West March-April 2024; plan to add to new Neshotah Park playground area.

--Keep this goal

- C. Develop and implement a strategy for better informing the public about city services and infrastructure and their contribution to economic development and community quality of life.

- Presentations to groups and service clubs by City Mgr., Department Heads.
- Continue to implement short informational videos on various City services, produced by Communications Coordinator.

--Not a lot of progress on this; City Manager and department heads do continue to make presentations to civic and business groups, but there is low participation/engagement in those traditional settings. Should produce several informational videos in 2024.

--Keep this goal

- D. Pursue development and implementation of a community sustainability and resiliency initiatives where considered appropriate, led by ~~with input from~~ the Environmental Advisory Board and involving community partner organizations.

--EAB has not led a major community sustainability initiative, but with staff support has actively engaged the community on sustainability and resiliency issues, through its speaker series, front yard gardens pilot project and other initiatives.

--Keep this goal; edit as shown above

Add: Implementation of SwimSmart beach advisory system in 2024 at Neshotah Beach and New Beach, with funding from Room Tax Commission, involvement of NOAA Marine Sanctuary.