

The Mission of the City of Sturgis is to deliver high-quality services in a professional, efficient and nondiscriminatory manner to its residents and businesses; to continue to strengthen the economy and quality of life; and to ensure that the expression of views by citizens are recognized and responded to by the City.

Strategic Plan CITY OF STURGIS

Strategic Focus Areas

For the purposes of planning, the Sturgis City Commission developed four areas of strategic focus with specific actions for implementation. This process is updated annually in order to maintain attention on achieving goals established by the Commission. Along with each strategic focus area are values that the Commission uses when making policy decisions. These stated values are also expected to change on an annual basis to reflect the evolving needs of the community.



Economic Vitality

The premise of this strategic focus area is that individuals should be able to be self-sufficient and have access to opportunities for advancement. All development opportunities, particularly of local entrepreneurs, are possible avenues to a more diverse and stable economy and should be approached with openness. The core of a healthy community lies in its ability to provide viable work opportunities for its residents. In 2008, an Economic Development Plan was completed, which identified certain strategies to improve the Sturgis economy. The plan identified several business sector opportunities including light industry and manufacturing; research and development, emerging technologies and alternative energy production; and agriculture and aquaculture.



Economic Vitality Values

The City's economy should continue to provide quality jobs and the tools to increase quality of life. Importance is placed on providing a diverse economic base to avoid reliance on one employer or industry.

Each business endeavor or development possibility is approached with openness regardless of experience or financial wherewithal. Correspondingly, development is expected to abide by community planning and zoning standards to protect property values.

The City embraces its history of innovation and promotes and supports entrepreneurs through its Business Development Team.

Investing in assets that support and encourage growth is valued in policy making decisions.

Collaboration and partnerships with surrounding local governments is critical to facilitating a healthy economy. Acknowledgement and support of regional partnerships are vital to long-term economic success.

Quality of Life Values

There is a strong recognition that the success of Sturgis is dependent upon lifestyle, community attributes and available amenities. Policy decisions will consider how Sturgis is positioned as a community of choice.

High value is placed on developing Sturgis as a community of choice. This means Sturgis provides a unique sense of place, diverse recreation opportunities that promote healthy and active lifestyles, a variety of arts and cultural opportunities, a connectedness within neighborhoods and environmental stewardship.



Best Practice Government Values

Each City Department strives to provide effective, responsible and responsive services. Taking calculated risks and attempting new practices and delivery methods is encouraged in pursuit of constant improvement.

The City of Sturgis is committed to open processes for citizen input and integrates opportunities for input into decision making.

Specific niche industries were also identified as targets of a new formal recruitment program. In light of a national economy with little to no expansion possibilities, the Sturgis Economic Development Corporation (EDC) opted to interview local manufacturers for potential vendors and suppliers to recruit. Given the need for diversification, planning is underway to develop an Entrepreneur Advancement Center as a place to facilitate new businesses with a focus on technology. The Entrepreneur Advancement Center is viewed as an opportunity to grow and diversify with new economy jobs.



Quality of Life

The Quality of Life strategic focus can be allusive, but

possibly the most important.

Traditionally relegated as an effect of a healthy economy, experts now tell us over and over that a community's quality of life is critical in participating in the new economy. If we ignore quality of life, we are ignoring the emergence of human capital as a valuable and powerful asset.

As American society transitions to a knowledge-based economy, quality of life becomes more relevant given the mobility and interests of the knowledge worker.

Sturgis is known for its impressive community facilities such as Sturgis Public Schools, the Sturges-Young Auditorium, Doyle Community Center, Sturgis Hospital, Thurston Woods Village, and community pool. Sturgis also boasts impressive youth recreation facilities like Wall Field, a youth baseball complex and Franks Park, a soccer/rocket football complex. Other unique amenities include the Open Door Art Gallery and the Sturgis District Library.

At its core, Sturgis' strength is its small town charm -- a safe and rich environment for families to be nurtured.



Best Practice Government

The Best Practice Government strategic focus seeks to provide a culture that promotes efficient and effective delivery of municipal services. Constant attention to

improving services is expected. This is accomplished through data driven decision making, the idea of thoroughly understanding processes and systems of service delivery, continuing education and training of staff and the sharing of best practices with other organizations. Comparison of performance is encouraged in the pursuit of improving operations accepting that the risk of failing is part of constant improvement.

Sturgis is a "full-service city". It provides a wide variety of "core" services related to protecting the health, safety, and welfare of its constituents. Some of these services include public safety; public infrastructure and utilities; economic and community development; and recreation, parks and culture as well as legal and administrative functions to support these services.

The City prides itself on taking a solution-oriented approach to citizen concerns. While not every citizen concern can or should be addressed by local government, City staff's approach is to listen and offer solutions that are in the best interest of the community and its taxpayers. The City Commission seeks innovative ways to solicit input from the community including "open house" forums, public meetings, and surveys. Additionally, the City Commission makes great efforts to provide useful information about City issues and projects via the City's website, *Sturgis Wire* newsletter, and the *eWire* a weekly electronic newsletter.

Technology is vital to maintain effective and efficient services. Administration is constantly exploring new technologies and innovations to improve the cost effectiveness of service delivery. City staff takes great pride in delivery of excellent customer service and is constantly seeking improvement through training opportunities.



Fiscal Stewardship

Fiscal Stewardship represents the City's commitment to prudently manage the City's resources and maintain a stable economic environment. Given the challenging economic times, this focus area will obviously deal with responsibly addressing short and long-term fiscal issues. It is essential that the City provide core services for citizens within the budgetary parameters of the City's present condition.

Part of responsible Fiscal Stewardship is providing the community's expectation of services for the lowest tax obligation practical. The City of Sturgis has an outstanding tradition of providing a full range of services at one of the lowest tax rates in the State of Michigan.

The City Commission is dedicated to delivery of services in the most efficient and effective manner possible so that service levels are maintained. However, the inherent conflict with diminishing revenues and increasing costs requires difficult decisions about the types and level of services provided to citizens. The City Commission's annual challenge is to establish, through its operating budget, the services that residents are willing to purchase. In order for local governments to provide services in the future, a menu format is the most likely – constituents specifically choose the service and the associated funding mechanism.

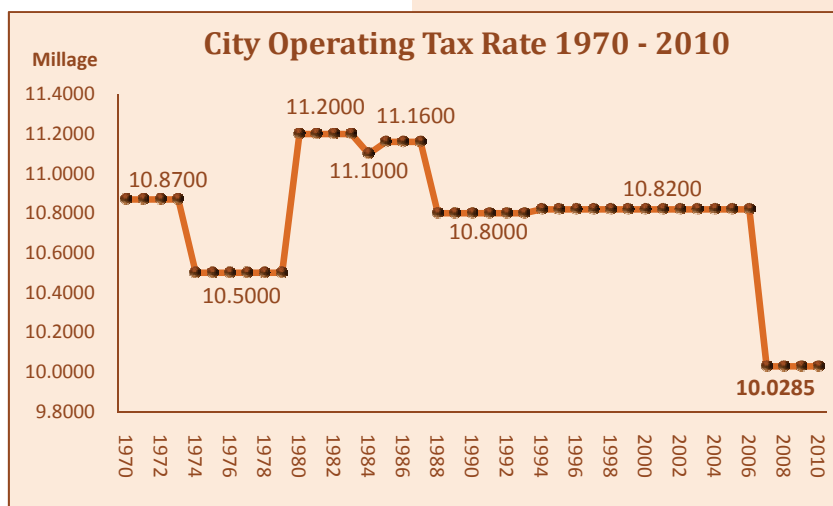
Properly maintaining current assets to avoid the added cost of deferred maintenance is part of the Fiscal Stewardship focus. Further, reinvesting in infrastructure and providing stability to the annual operating budget conveys to the private sector a favorable investment environment.



Fiscal Stewardship Values

The City of Sturgis is committed to providing quality services at the lowest tax obligation practical. This means that constant scrutiny of service delivery is examined with consideration of privatization, consolidation, municipal partnerships, technological advances, etc.

Investment and replacement of assets in a fashion that minimizes exposure to extraordinary costs and maximizes life cycles is critical to asset management.



Adequate reserves for operating and replacement of assets is imperative to responsible financial management of the City.

Service delivery solvency is essential especially in context of diminishing revenues. The types and level of services are modified so that the quality of service delivery is not sacrificed.

Strategic Focus Actions

The following are the Sturgis City Commission's goals and associated actions for the Strategic Focus Areas.



Best Practice Government

Goal #1: Provide efficient and effective government services

Action #1: Evaluate Michigan Local Government Benchmarking Consortium 2010 Annual Report and identify potential opportunities for service improvement

Action #2: Organize Water Loss Review team to evaluate system water loss

Goal #2: Communicate effectively on City issues to achieve an informed citizenry

Action #1: Continue eWire and city newsletter

Action #2: Consider revising "Annual Report to Citizens" to community calendar format

Action #3: Review creation of city Facebook page and explore other social media opportunities

Action #4: Update city website

Goal #3: Provide opportunity for citizen input on City issues to achieve ideal community decision making

Action #1: Develop online surveys to receive specific information

Action #2: Utilize "open house" formats to receive public input on City projects or issues

Goal #4: Utilize information technology in a way that improves efficiency and effectiveness of administrative services

Action #1: Implement GIS system including database conversion and electric system inventory

Action #2: Implement BS&A software upgrade used for assessing, building and tax administration.



Economic Vitality

Goal #1: Provide a sustainable, growing economy that offers a diverse supply of quality employment opportunities

Action #1: Develop and implement formal recruitment process using results of EDC local industry interviews and Economic Development Strategic Plan data

Action #2: Develop Entrepreneur Advancement Center that facilitates new technology-focused business startups

Sturgis City Commission



Mayor John Carmichael
Precinct 1



Vice-Mayor Barbara Fisher
Precinct 3



Commissioner Michael Gay
At-Large



Commissioner Karl Littman
Precinct 4



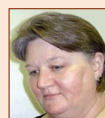
Commissioner Kenneth Malone
Precinct 3



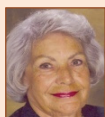
Commissioner David G. Smith
Precinct 1



Commissioner Suzanne Saddler
Precinct 4



Commissioner Karen Stephens
Precinct 2



Commissioner Ina Taulbee
Precinct 2

Economic Vitality (continued)

Goal #2: Promote and facilitate redevelopment of vacant or blighted properties

Action #1: Develop inventory of vacant or blighted commercial properties on U.S. 12 and S. Centreville Rd.

Action #2: Administer Kirsch Prospect Brownfield Redevelopment Grant/Loan

Action #3: Administer EPA grant for cleanup of Paramount Property.

Goal #3: Provide appropriate infrastructure for growth development opportunities

Action #1: Complete Dresser Industrial Park water and sewer project

Action #2: Design and construct Shimmel Corridor transmission line and rural substation

Goal #4: Facilitate proper planning and growth of community

Action #1: Complete Master Plan of Future Land Use update



Fiscal Stewardship

Goal #1: Provide for appropriate and timely replacement of assets

Action #1: Implement Facilities Energy Efficiency Improvements

Action #2: Complete design and construction of Public Services and Utilities Building

Action #3: Develop street improvement program and pursue dedicated millage for funding

Action #4: Complete interior painting of water tower

Action #5: Complete street repair and maintenance program

Goal #2: Maintain high standard of financial performance

Action #1: Achieve clean unqualified audit

Goal #3: Ensure service delivery solvency

Action #1: Review and update fees for service

Strategic Focus Actions (continued)

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Quality of Life

Goal #1: Create and maintain vibrant neighborhoods

Action #1: Review best practice rules and regulations related to zoning and code enforcement including rental property maintenance

Action #2: Evaluate property maintenance inspection program for effectiveness and analyze costs versus revenue generated

Goal #2: Maintain competitiveness and improve self sufficiency of Sturges-Young Auditorium and Doyle Community Center

Action #1: Conduct Doyle Community Center rate structure review and develop appropriate recommendations

Action #2: Use Sturges-Young Auditorium cost allocation model as a guide for pricing events and related services

Goal #3: Provide contemporary recreation opportunities consistent with the Parks and Recreation Master Plan

Action #1: Complete Memorial Park improvement plans

Action #2: Review contracting out green space mowing for peak season capacity

Action #3: Refurbish Oaklawn Park shelters

Goal #4: Facilitate community events and activities that promote community building, a sense of connectedness among residents and celebration of Sturgis history

Action #1: Review annual Community Planting Day

Action #2: Partner with Sturgis Area Chamber of Commerce on Sturgis Dam Days

Action #3: Assist as appropriate with Experience Sturgis, Latin Festival and other community organized events

Goal #5: Promote environmental stewardship

Action #1: Provide education on recycling and City's curbside recycling program

Action #2: Continue participation with Tree City USA award

City of Sturgis

130 N. Nottawa
Sturgis, MI 49091

Phone: (269) 651-2321

Fax: (269) 659-7266

Find us on the Web:
www.sturgismi.gov

City Manager

Michael L. Hughes
E-mail: mhughes@sturgismi.gov



Economic Vitality

- We seek economic improvement to provide quality jobs and increase quality of life
- We seek a diverse economy for Sturgis that avoids reliance on one industry
- We are open to working with businesses of all levels of experience to provide growth
- We require business to work within the scope of our community plans and rules
- We support and seek entrepreneurs and innovators in our community
- We invest in infrastructure and assets that allow business growth and development
- We seek and value collaboration with other governments in the region for economic growth



Quality of Life

- We understand the value of community lifestyle, attributes, and amenities on economic vitality and successful government
- We value Quality of Life assets such as parks, recreation, the arts, and cultural experiences as key parts of the community
- We seek to establish a unique sense of place in our neighborhoods and community
- We promote healthy and active lifestyles in our citizens through recreation opportunities
- We value environmental stewardship as a way to protect our natural assets and sense of place
- We value diverse cultural opportunities that express all aspects of the Sturgis community



Best Practice Government

- We support an organizational culture that promotes efficient and effective delivery of municipal services
- We value constant improvement of City services through data-driven decision making, continual education and skill development, implementation of best practices, and evaluation and benchmarking
- We support an organizational culture which encourages taking calculated risks and attempting new practices and delivery methods in the pursuit of constant improvement
- We value the use of citizen input in the government decision-making process and seek to integrate it in solutions
- We value an informed citizenry and seek to provide information through multiple sources
- We seek to use the best technologies practical to improve cost effectiveness of services
- We value customer service and emphasize constant improvement in this area



Fiscal Stewardship

- We are committed to providing quality City services at the lowest tax obligation practical
- We value constant scrutiny of service delivery to find more cost-effective options and provide the best service levels practical
- We support investigation of all cost-saving alternatives, including new technologies, privatization, consolidation, municipal partnerships, etc.
- We emphasize responsible fiscal management of the City
- We support maintenance of adequate reserves for operating and replacement of assets
- We value investment and replacement of assets in a fashion that minimizes extraordinary costs and maximizes life cycles