

2004-2005 Prioritized Issues/Projects Ratings

The following list represents those issues/projects that were rated of greatest importance to the City Commission. There is also a second notation regarding the project's rating with City management staff. The process of prioritization was based upon the following factors:

- The project is consistent with the Mission of the City
- The City has the resources available (human, financial, facilities, other) to achieve the goal
- There are key "partners" available to assist with achievement of the goal.

Projects Receiving "5 Stars"

- Continue efforts to fight blight in city neighborhoods

(received 12 stars from city staff)

Projects Receiving "4 Stars"

- Development of the downtown area including all of the projects noted below:
 - Redevelopment of the mall property
 - Development of Edison Landing
 - Improvements to Western Avenue
 - Fisherman's Landing
 - Shaw-Walker Property re-development
 - Boilerworks Building re-development
 - Grocery store in the downtown area
 - Parking ramp

(received 9 stars from city staff)

- Continuation of efforts to create a customer-friendly City Hall recognizing the challenges presented by the nature of some services offered/performed by City staff (delivery of city services must often balance "rights of the individual" vs. "common good")
 - Continued emphasis on customer service training for staff
 - Importance of "first impression" to customers
 - Recognition that Commissioners must give adequate support to city staff in customer interactions when appropriate
 - Importance of customer recognition and timeliness of response

(received 5 stars from city staff)

Projects Receiving 3 Stars:

- The potential discharge of process water into Lake Michigan from Nugent Sand property and its impact on the shoreline, water quality, and other related issues

(received 7 stars from city staff)

- Development and implementation of a “Cool Cities” strategy to retain (and attract) young, creative people in/to the community

(received 6 stars from city staff)

- Acquisition of land along the Muskegon Lake shore-line for public use.

(received 0 stars from city staff)

Projects Receiving 2 Stars:

- The exploration and possible initiation of ALS (advanced life support) ambulance service by the City

(received 10 stars from city staff)

- Continue emphasis on the importance and value of a diverse community and the benefits of diversity to the overall community

- Communicate the importance of diversity to the local business community
- Strive to appreciate and better understand both the strengths and differences among the various ethnic/racial groups in the city
- Make diversity operational inside and outside city government
- Ensure that an appreciation of diversity is present in how City Hall interacts with the community
- Actively deal with attitudes toward diversity among City Hall staff

(received 7 stars from city staff)

- Continue investment in infra-structure: water mains, sewer lines, and streets

(received 7 stars from city staff)

- Actively engage in efforts to enhance regional cooperation among local units of government and/or functional consolidation of services (GIS, Muskegon Area Plan)

(received 7 stars from city staff)

- The initiation of cross-lake ferry service to Milwaukee, WI and the impact on the Lakeside area of the city (development and traffic patterns that may be affected by the ferry service, its customers, and related development)

(received 6 stars from city staff)
- Continue efforts to develop a most equitable process for assessing properties for street improvements

(received 6 stars from city staff)
- Continue efforts to develop new single-family housing in the city (balanced with development of new rental properties)

(received 4 stars from city staff)
- Replacement of the central fire station (ensure that space is available for use by community groups)

(received 4 stars from city staff)
- Market available properties in Seaway Industrial Park

(received 1 star from city staff)
- Development of a casino in the downtown area.

(received 0 stars from city staff)
- Oversight of the completion of Shoreline Drive construction and the “re-design/re-alignment” of Muskegon and Webster Avenues

(received 0 stars from city staff)

Projects Receiving 1 Star:

- Ongoing evaluation of how city services are organized and delivered with emphasis on efficiency and reduced expense without diminishment of service quality (recognition of budget situation facing the city)

(received 1 star from city staff)
- The city should set-aside funds to support the city’s intervention in environmental issues affecting the city

(received 0 stars from city staff)

Following is a list of other projects that received “stars” from City Staff but not from Commissioners:

Received 7 stars from City Staff:

- Continuation of efforts to strengthen relations with city staff:
 - Timely settlement of contracts with organized staff and appropriate administration of contracts
 - Recognition and appreciation of the efforts put forth by city staff
 - Continue to build trust with staff through open and frequent communication (especially important during tight budget times)

Received 6 stars from City Staff

- Continue efforts to respond to and be aware of the needs of the young people of the community and to respond appropriately to those needs given the resources available:
 - Provision of recreational opportunities (including role for Arena Annex)
 - Offer employment opportunities for young people
 - Opportunities to involve young people in civic/governmental activities (create future civic leaders)
 - Emphasis on importance of education
 - Continue to balance direct and indirect involvement in youth issues

Received 2 stars from City Staff

- Actively manage/promote the image of the City to key constituents

Received 1 star from City Staff

- Invest in improvements to Hartshorn Marina

Following is a list of other projects that received no stars from either City Commission or city staff (these projects are recognized as important in the long-term but are beyond the current resources of the City)

- Continued development of the Lakeshore Pathway bicycle path
- Development of the Getty Street corridor
- Development of community center(s) to serve the youth and elderly of the city
- Storm water utility system