

## Background and Rationale

The development of a strategy that if implemented will result in growth and overall positive results must be formed with a combination of various components. First, it must have some **term** in mind. The nature of our organization dictates a proper strategy development timeline. We change board members, at least partially, every two years. In 2005, we will have three new faces on our seven-member board. With this in mind we should prepare to update the plan regularly and make the term shorter in scope. All of the action plans are written in terms of what will happen over the next three years and they are designed to be reviewed and updated annually.

Second, there must be a **few general goals** that will be the focus of the organization's resources. Each goal must clearly state the identifiable success characteristics that will occur if the goal is carried out in part or in whole. Each goal must feed into the vision of becoming a place of choice to live, work, and play.

Third, the general goals must be supported by **action plans** that will define the paths to accomplishing the goals. Each action plan will:

1. Identify the general goal(s) that it supports
2. Define the steps to complete the plan
3. Name the person(s) responsible for its completion
4. Estimate the resources necessary to complete
5. Develop a timeline
6. Estimate the impact
7. Define how we will measure its success (measurements should be tied to the identifiable success characteristics from the goals and should include at a minimum improvements in citizen and employee survey results).

Fourth, we will do the citizen survey again in two years and our action plans should be designed to make **significant improvements in the citizen responses**. Particularly the following areas need to be addressed:

- ✓ Economic Development and Job Growth
- ✓ Unsupervised Youth
- ✓ Drugs
- ✓ Quality of Life Ratings (percentile improvement)
- ✓ Sense of Community (percentile improvement)
- ✓ Overall Quality of Services Provided by the City of Sandusky (percentile improvement)
- ✓ Ratings of Contact With City Employees (1% or below on poor rating)
- ✓ Ratings of Public Trust (less than 10% in disagree categories)

Fifth, we will do the employee survey again in one year and our action plans should be designed to make **significant improvements in our ratings as a great place to work**.

Sixth, the strategy must be grounded in **fiscal reality and responsibility**. We will illustrate a path to get on track with investments in capital improvements as well as employee training. This requires a significant reduction in current expenditure levels as illustrated by the 10% reduction exercise. We will also design a strategy that leads to economic growth and increases in future revenues.



## General Goals

### □ Development of Housing

- there are not enough choices for people who are likely to be homeowners and we must create new choices for people of all incomes
- the quality of housing for people of lower incomes needs to be improved
- proximity to the water will draw people of all incomes especially with amenities like bike paths, downtown living, and beaches
- success characteristics include property values, average income, # of residents, elimination of blighted properties
- overriding success characteristic is the **# of new property owners in target areas (Kilbourne Plat and Southside)**

### □ Development of Business

- our area is poised to become the major tourist destination in the Midwest
- all tourism traffic will use our services at some point and we must make sure that we capture some of the revenue associated with new development
- we must maintain balance by retaining and assisting the growth of existing businesses
- success characteristics include property value, income tax, bed tax, admissions tax, elimination of blighted properties, # of jobs
- overriding success characteristic is the **change in admissions and bed tax**

### □ Promotion

- increase awareness of the City of Sandusky as a destination through changes in the website, advertising, signage, and roadway improvements
- increase awareness of our organization activities and performance through website, Meigs Street Messenger, television, radio, and newspaper
- overriding success characteristic for the city as a destination is the **number of visitors to shops, museums, marinas, and events**
- overriding success characteristic for city performance is **public awareness of city performance levels**

### □ Relationships

- share strategy with local organizations like Cedar Point, Firelands Hospital, Clear Channel, Sandusky Register, Sandusky City Schools, Citizen's Bank and develop an understanding of their strategy
- overriding success characteristic is the **amount of support received from partnering organizations**

### □ Cultural Diversity

- we are the only local government in the area with a diverse population
- our events and programs should be designed to cater to many different types of people and it should encourage involvement from all
- overriding success characteristic is the **amount of cultural events and programs**

□ **Customer-Focused Organization**

- currently we have developed a reputation that we are difficult to work with and we must completely reverse this to a point where we are known as the best city to do business with
- performance standards must be set
- employees should be hired based in a large part on their ability to achieve high customer satisfaction
- current employees must be trained
- overriding success characteristic is **change in the quality of our service**

## **Action Plans**

### **A. Paper District Development (City Commission Priority Ranking #1 – 2005)**

1. Identify General Goal(s): Development of Business, Development of Housing, Promotion.
2. Steps to Complete the Action Plan: Finish cleanup of Phase I, make public improvements as defined by the developer agreement, apply for marina development grant, assist with the completion of the development of phase I (marina, commercial, and residential), acquire Deep Water Marina and Gradel, apply for CORF or COAF grant for Deep Water Marina and Gradel cleanup, define development of Phase II and complete developer agreement, cleanup of Phase II, do public improvements related to Phase II, assist with the private development of Phase II to include some sort of year-round attraction.
3. Staff Responsible for Implementation: John Lippus to lead, Gary Packan, Scott Schell, Michael Will, Don Icsman.
4. Resources Needs to Complete the Action Plan: \$3,100,000 and 1,000+ man-hours (including \$3,000,000 in public improvements and \$50,000 in attorney fees over the next three years; most activities will involve upfront investment by the city to be reimbursed later through grants or developer contribution; the public improvements will be paid by CDBG and/or a combination of TIF).
5. Timeline: Phase I should be complete by the end of 2007, Phase II should be complete during 2010.
6. Estimate the Impact: The successful completion of this project will positively impact homeownership, tourism, commercial activity, public access to the waterfront, recreational opportunities, income tax, and property tax directly and it will indirectly impact all of these items with ancillary development that happens only because of the completion of this project.
7. Measurement for Success: Success will be measured by Quality of Life Ratings, Job Creation, Homeownership Creation, Economic Development all from the Citizen Survey and Income, Property, and Sales Tax Collections for all in project properties and the rest of the properties in the downtown area.

### **B. Relocation of City Hall and Development of City Hall Property (City Commission Priority Ranking #5 – 2005)**

1. Identify General Goal: Development of Business, Relationships, Promotion, Customer-Focused Organization.

2. Steps to Complete the Action Plan: As directed by City Commission, the acquisition, sale and subsequent development of property must satisfactorily address the following issues and concerns:

- i. Public access to the waterfront must be preserved, expanded and protected.
- ii. The Sadler Sailing Basin, the Sandusky Sailing Club and Battery Park Marina must remain, and the Sailing Club will ultimately receive a long-term contract to secure its position in the heart of Sandusky's waterfront.
- iii. A new City Hall, along with the Police Department and Municipal Court, must be relocated at no additional cost to the City beyond what we must invest in the current building to expand it, maintain it and make it more energy efficient.
- iv. A larger public Battery Park space supporting many different community activities must be central to the development. The new Battery Park would have more acreage and more water frontage and would be secured by a conservation easement in favor of Erie MetroParks. The public will have significant opportunities for input in the planning of this park.
- v. The tennis courts and skateboard park must be relocated as part of the project at no additional cost to the City.
- vi. Adequate parking for regular activities and people at the site will be provided. Large event parking will be coordinated and supported by the City.
- vii. The City will receive appropriate protections from the possibility of a developer walking away from an unfinished phase of the project.
- viii. All final plans must first be approved by the Sandusky Planning Commission and, where appropriate, the Sandusky Board of Zoning Appeals.
- ix. The Sandusky School Board must approve the project as something that will enhance its revenues, i.e., long term tax receipts.
- x. The Developer will seek out and hire local labor and purchase from local suppliers whenever practical and competitive.

3. Staff Responsible for Implementation: Scott Schell to lead, Gary Packan, Michael Will, Kathy McKillips.

4. Resources Needs to Complete the Action Plan: \$25,000 and 500+ man-hours (the \$25,000 is to cover miscellaneous plans, title, and development costs; revenues should cover the costs of construction).

5. Timeline: Staff would aim to get the sale and move under way with construction beginning 2007. It should be complete in 2009. The development of the City Hall property would be able to start in 2007 with an estimated completion date of 2015.

6. Estimate the Impact: The successful completion of the project will positively impact tourism, commercial activity, recreational opportunities, property values, income and jobs, customer service, bed and admissions activity directly and it will positively impact ancillary properties indirectly.

7. Measurement for Success: Success will be measured by Quality of Life Ratings, Recreational area creation, Job Creation, Economic Development, Quality of City Services Ratings all from the Citizen Survey, Employee Survey Ratings, and Income, Property, Bed, Admissions, and Sales Tax Collections. We estimate that the redevelopment of the current site alone could generate over \$300,000 a year in new revenues and that it may supply the city with substantial increases to reserves.

### **C. Exchange Strategies with Other Local Organizations**

1. Identify General Goal(s): Relationships, but specific results will improve all other general goals.

2. Steps to Complete the Action Plan: Finish development of strategic plan, identify areas where we think our paths might cross with other major Sandusky organizations, meet with those organizations to share strategies, identify cross-sections and act on them.

3. Staff Responsible for Implementation: Michael Will to lead, all Department Heads.

4. Resources Needs to Complete the Action Plan: \$0 and less than 100 man-hours (there will be costs associated with the results of the meetings depending on what partnerships will be created and there will be significant man-hours to carry them out).

5. Timeline: All meetings should have taken place and partnerships identified beginning in 2005 and continuing.

6. Estimate the Impact: The successful completion of this project will reduce the city's costs on the many projects in the strategic plan and it will allow more to get done in our community. It will also give private development projects a greater opportunity for success.

7. Measurement for Success: Success will be measured by the number of dollars spent by private organizations to help with items on our strategic plan. It should result in an amount exceeding \$100,000.

## **D. Create a Cultural/Recreational Events Committee - Cultural Enrichment Program**

1. Identify General Goal(s): Cultural Diversity.
2. Steps to Complete the Action Plan: Utilize existing events volunteers and attract new, use them to establish multi-cultural pieces to our existing celebrations like adding other nationalities to the holiday lights displays, adding events for the general public like rib cook-offs, sauce fests, Irish fests, basketball tournaments, tall ships, and concerts, arrange to carry out these events annually at our neighborhood parks and at our downtown parks including the current Surf's Up facility.
3. Staff Responsible for Implementation: Michelle Hall to lead, Judy Nagy.
4. Resources Needs to Complete the Action Plan: \$28,000 and over 2,000 man hours (would be used to cover ancillary costs but most events would be planned to cover costs or generate additional revenue that would pay for our paid positions; the man hours would come from a combination of our staff and volunteers).
5. Timeline: The group would be organized and the events scheduled by the end of the first quarter of 2005. There would be a small number of events in 2005 and there would be many more events planned for 2006 during 2005 and then even more for 2007. In three years the City should have neighborhood events and community-wide events happening every weekend of the outdoor season.
6. Estimate the Impact: The successful completion of this project would make it clear that Sandusky is a community of people with high tolerance and understanding, making Sandusky more attractive to our citizens and to investors from outside our community.
7. Measurement for Success: Success will be measured by our Quality of Life and Sense of Community and Tolerance Ratings from the community survey. Employee survey results should increase as well. Increased Partnering relationships with culturally diverse community groups.

## **E. Increase Awareness of What We Do**

1. Identify General Goal(s): Promotion, Customer-Focused Organization.
2. Steps to Complete the Action Plan: Identify advertising opportunities on three existing internal media sources (television, Meigs Street Messenger, radio, newspapers, and website), use advertising dollars to increase the amount of information that is sent on these mediums (MSM to twelve times per year, ensure the continued use of televising city commission meetings, maintain a topnotch website that is continually updated), identify what we do and how well we do it and

continually report this to the citizens, continue weekly press conferences, initiate a live weekly radio program.

3. Staff Responsible for Implementation: Kim Nuesse to lead, Kelly Kresser, Michelle Hall.

4. Resources Needs to Complete the Action Plan: The successful completion of this project will result in increased public awareness of what we do and how well we do it, higher public involvement in the government process, and increased awareness of what we do internally.

5. Timeline: Continuous and ongoing with yearly review of advertising and marketing efforts.

6. Estimate the Impact: This project would positively impact community perception of City staff's abilities and effectiveness, leading to increased trust, greater partnering opportunities and enhanced relationships with community members and organizations.

7. Measurement for Success: Success will be measured by monitoring changes in Quality of Services, Quality of Life, and Public Trust Ratings in the community survey.

## **F. Marketing Dollars for Schools to Identify and Promote Strengths/Success Stories**

1. Identify General Goal(s): Development of Housing, Relationships, Promotion.

2. Steps to Complete the Action Plan: Develop a plan to increase public awareness of strengths in Sandusky Schools in concert with school officials, promote those strengths through various media sources, monitor results.

3. Staff Responsible for Implementation: Staff unknown.

4. Resources Needs to Complete the Action Plan: No money budgeted currently and less than 100 man hours (the level of funding will dictate the amount of promotion and this would be a great area to develop a plan with the schools).

5. Timeline: Plan should be in place by the fall of (2005) and we would implement it for the 2005-2006 school year. It can be revisited in (2006) and (2007).

6. Estimate the Impact: The success of our city is tied very closely with the success of the school system. This program would impact both by improving the perception of the Sandusky School System, attracting more students and families that will play a major role in the community.

7. Measurement for Success: Success will be measured by tracking the school test scores – both averages and performance levels. It will also impact Quality of Life ratings on the community survey.

## **G. Develop Two Historic Neighborhoods (Kilbourne and Southside)**

1. Identify General Goal(s): Development of Housing.
2. Steps to Complete the Action Plan: Formally name the Central Kilbourne Plat and Southside neighborhoods, identify them as target improvement areas with Kilbourne to be a historic neighborhood with incentives to rehab and fill with homeowners in the existing structures and with Southside to be demolished and rebuilt to provide new homeowner and rental opportunities for lower to middle income families, support both growth areas with historic circa signage, infrastructure changes, demolition dollars, and other grant dollars, and homeownership incentives.
3. Staff Responsible for Implementation: Mary Bird to lead, Carrie Handy, Michael Will, Kathy McKillips.
4. Resources Needs to Complete the Action Plan: \$500,000 + and 500+ man hours (the money would come from a combination of Community Development Block Grant Funds, private investment, general fund capital expenditures).
5. Timeline: This plan should be continually improved over a 5-10 year period with each new year adding unique improvements that distinguish these neighborhoods. In 2007 we could establish the neighborhoods as distinctive places with signage and we would begin identifying properties that are ready for conversion. In 2007 and beyond we would begin work on the properties and begin the programs. This would be continued in 2008 and beyond.
6. Estimate the Impact: This project would impact the quality of housing available in the City and it would be designed to provide competitive alternatives for locals and people that are making housing choices throughout the community. Property values, average incomes would be positively impacted.
7. Measurement for Success: Success will be measured by increases in property values and incomes in these two target areas and we would measure Quality of Life and Sense of Community Ratings in the community survey.

## **H. Increase Code Enforcement and Strictly Enforce Policies**

1. Identify General Goal(s): Development of Housing.
2. Steps to Complete the Action Plan: Add one code enforcement officer that will be in charge of zoning enforcement and will assist with code enforcement, ultimately making sure that our citizens are following code, zoning, and nuisance guidelines.

3. Staff Responsible for Implementation: Carrie Handy to lead, Gary Packan.
4. Resources Needs to Complete the Action Plan: \$50,000 and 20 man hours (money to pay for salary and benefits of a full-time employee).
5. Timeline: The successful completion of this project would impact the quality of life, sense of community, and quality of city services ratings. It should also lead to increases in property and income values.
6. Estimate the Impact: This project would positively impact the quality of housing and neighborhood development in the City. Property values, average incomes would be positively impacted.
7. Measurement for Success: Success will be measured by the number of properties that had identified violations that were ultimately corrected and by our Quality of Life Ratings from the community survey. Increases in city revenues would come slowly over a long period of time.

#### **I. Develop a Pedestrian Path Along the Water (Sandusky Bay Pathway)**

1. Identify General Goal(s): Development of Housing, Development of Business, Promotion.
2. Steps to Complete the Action Plan: Plan to do a new phase to the bike path every year, 2005 and 2006 are already planned, plan for 2007 by identifying and acquiring property and by identifying and acquiring grant funding to pay for cost and match, identify amenities that would enhance the appeal of the path and find funding to implement them, change the name of the path to something more identifiable, identify funding for maintenance.
3. Staff Responsible for Implementation: Gary Packan to lead, Scott Schell, Josh Snyder, Mike Pisarsky, Carrie Handy.
4. Resources Needs to Complete the Action Plan: \$0 and 500+ man hours (all funding should come from grants, MPO, and CDBG).
5. Timeline: 2006 will include completion of phase II and beginning of phase III (Paper District) will take place in 2007. Ultimately, Staff anticipates the path to be complete by 2015. Master plan completed in 2005 with an update performed in 2006. . Additional information is available in the Master Plan that dictates the overall plan regarding phasing, programs, site amenities and costs.
6. Estimate the Impact: The successful completion of this project will make it so that Sandusky has the most identifiable path system in the area and it will attract people to visit and live near the waterfront throughout the city.

7. Measurement for Success: Success will be measured by linear feet of pathway completed and by increases in Quality of Life Ratings and Property and Income Tax Levels. It is expected that improvements in these areas will occur over an extended period of time.

#### **J. Combine Forces to Ensure High Quality/Low Cost Utilities**

1. Identify General Goal(s): Development of Business, Development of Housing, Relationships.

2. Steps to Complete the Action Plan: Meet with county and other local governments to explore all opportunities related to water and sewer improvements including regional, shared, and separate programs, identify opportunities to reduce cost and increase quality and pursue them.

3. Staff Responsible for Implementation: Kathy McKillips to lead.

4. Resources Needs to Complete the Action Plan: \$0 and 100 man hours (exploration stage should not cost money but later stages would)

5. Timeline: By the end of 2005 a long-term plan for the growth of our utilities will be developed.

6. Estimate the Impact: The impact would be that our region is well known throughout the country and as a low-cost, high quality utility provider.

7. Measurement for Success: Success will be measured by changes in sewer and water rates to City of Sandusky customers as compared to what they would have been without proposed changes.

#### **K. Establish a Customer-Focused Operating System at All Levels (City Commission Priority Ranking #6 – 2005)**

1. Identify General Goal(s): Customer-Focused Organization.

2. Steps to Complete the Action Plan: Identify all interactions with internal and external customers and place them under scrutiny to come up with solutions that make those interactions more customer friendly, create a customer-focused culture by reinforcing excellent customer-focused work behaviors, develop a one-stop shop and reduce the amount of required contact that the public has to have to handle individual occurrences, identify a systems analyst and hire them to develop a customer-focused plan for all members of the organization to include training for both internal and external contact points.

3. Staff Responsible for Implementation: Warrenette Parthemore to lead, Ed Widman, Michael Will.

4. Resources Needs to Complete the Action Plan: \$50,000 and never-ending man hours (the money would be used for training and consulting and it should become a regular part of the budget).
5. Timeline: The plan would be thoroughly developed in 2005 and implementation would begin immediately with visible impact in 2006 and beyond.
6. Estimate the Impact: The successful completion of this project would result in us being the best in the world at providing internal and external customer service. People would choose to do business here and live here because of this fact.
7. Measurement for Success: Success of this project will be measured through the Employee Survey and the Quality of City Services portion of the citizen survey.

#### **L. Promote Safety Service Response Times**

1. Identify General Goal(s): Promotion, Customer Focused Organization
2. Steps to Complete the Action Plan: Gather safety service response times from all local communities, compare them to ours and post them on our website, discuss them at commission meetings, post them in the Meigs Street Messenger, and update them periodically.
3. Staff Responsible for Implementation: Michael Meinzer to lead, Kim Nuesse.
4. Resources Needs to Complete the Action Plan: \$0 and 100 - man hours.
5. Timeline: Implementation would begin in 2007.
6. Estimate the Impact: The successful completion of this project would impact public awareness of the quality of our services.
7. Measurement for Success: Success of this project will be measured by the Quality of Service Ratings in the community survey. It should also lead to a sense of pride and job satisfaction with our employees.

#### **M. Promote Sandusky as a Destination**

1. Identify General Goal(s): Development of Business, Promotion.
2. Steps to Complete the Action Plan: Package City of Sandusky tourist destinations and promote them along with other area promotions, improve and maintain our website, develop Sandusky as a brand that is separate but related to Cedar Point, improve signage and way finding, make public improvements that make it easier to get into and out of town, seek relationship partners like VCB, Main streets, and Cedar Point.

3. Staff Responsible for Implementation: Kelly Kresser, Michelle Hall, Judy Nagy.
4. Resources Needs to Complete the Action Plan: \$10,000 and 200+ man hours (most money would be obtained through partnerships with other advertising organizations but some would be needed to ensure that we continually update program components).
5. Timeline: Website to be improved in 2005, general signage and way finding plan to be completed in 2007 and implemented at the end of the 2007 or beginning of 2008 tourist season, partnerships developed in 2005 with implementation in 2006 and beyond.
6. Estimate the Impact: The successful completion of this project would impact the perception of the City of Sandusky as being a brand of its own and an independent but additional destination for tourists and locals.
7. Measurement for Success: Success of this program would be measured by the sales tax levels, number of visitors levels in museums, marinas, and shops. Quality of Life Ratings should increase over time.

#### **N. Brownfields Development (City Commission Priority Ranking #2 – 2005)**

1. Identify General Goal(s): Development of Housing, Development of Business.
2. Steps to Complete the Action Plan: Prioritize existing brownfields listing and begin to systematically develop all of the properties seeking private investment where possible and public grant funding to facilitate, use each site as an opportunity to create new housing and new business or very good public space, where possible purchase properties, clean them up, and then sell them for development, focus on the elimination of blight and the potential for redevelopment, partner with property owners to get assessments and then get the properties cleaned. Update of the 5 – Year Strategic plan in 2007.
3. Staff Responsible for Implementation: Scott Schell to lead, Gary Packan, Kathy McKillips.
4. Resources Needs to Complete the Action Plan: \$100,000 per year and 200+ man hours (the funding will be used to make sure that these properties get developed and cleaned up).
5. Timeline: In 2006 the Sandusky Cabinets property was acquired and grant funding sought for cleanup, Assessments to be completed in 2007, other properties will be identified and we will enlist our support to get them cleaned. In 2006 we will continue on with projects that were started in 2005 and then identify new opportunities. The long-term goal (over 10 years) is to eliminate blighted brownfields and redevelop each parcel.

6. Estimate the Impact: The successful completion of this project will impact business and residential growth, neighborhood development as well as income and property values.

7. Measurement for Success: Success of this project will be measured by square feet and acres that get converted from useless to useful properties. We should see increases in economic development, jobs, quality of life, sense of community and we should also see significant increases in the city's revenues.

**O. Develop a Beach at Lions Park (City Commission Priority Ranking #3 – 2005)**

1. Identify General Goal(s): Development of Housing, Development of Business, Promotion.

2. Steps to Complete the Action Plan: Army Corps to do study on beach at Lions Park, use study to estimate cost of project, combine study with other costs associated with expansion of the non-beach part of the park, estimate overall costs, apply for funding from Army Corps and/or residents, construct the beach and open up Lions Park.

3. Staff Responsible for Implementation: Scott Schell to lead, Gary Packan.

4. Resources Needs to Complete the Action Plan: \$1,000,000 for beach \$500,000 for park and 100+ man hours.

5. Timeline: Beach to be ready depending on timing of acquisition of funding.

6. Estimate the Impact: The successful completion of this project will impact citizen satisfaction with city services as well as the overall value of property located in the city. Our relative attractiveness will increase and we will be providing recreation for the area's youth. Tourist activity will increase and it will enhance Sandusky as a brand and destination.

7. Measurement for Success: Success will be measured by the number of visitors to the beach both locally and regionally and we will also track property values in the immediate area. Quality of City Services will increase as well as Quality of Life Ratings in the citizen survey.

**P. Cedar Point Drive Signage Changes**

1. Identify General Goal(s): Development of Business, Promotion.

2. Steps to Complete the Action Plan: Add signage and traffic lane changes at Cedar Point Drive and Milan Road Overpass that directs traffic to Sandusky Destination points, further develop our brand. A signage and way finding plan needs

to be conducted to assure a branding plan is being created and implemented to be effective and efficient with community resources.

3. Staff Responsible for Implementation: John Lippus to lead, Josh Snyder.
4. Resources Needs to Complete the Action Plan: A thousand dollars for the purchase of sign blanks and vinyl plus and 100 man hours (signs can be done in-house and major improvements can be done with relationship developments).
5. Timeline: Signs up and traffic options in place in 2006 for tourist season. Re-evaluate program at the end of 2006 tourist season and make changes for 2007.
6. Estimate the Impact: The successful completion of this project will impact traffic flows and sales activities.
7. Measurement for Success: Success will be measured with traffic counts. This signage plan should be tied into the city marketing plan.

#### **Q. Development of East End Property**

1. Identify General Goal(s): Development of Business, Promotion.
2. Steps to Complete the Action Plan: Purchase property, make arrangements to relocate existing, find a private developer to create a major year-round tourist attraction with attached hotels, take steps necessary to ensure the completion of a project that will significantly impact the city's revenues and that will capture a large portion of the tourist growth in the region
3. Staff Responsible for Implementation: Scott Schell to lead, Greg Sherman, Gary Packan
4. Resources Needs to Complete the Action Plan: Financing to be recovered at time of sale and 1000+ man hours
5. Timeline: Construction timetable contingent upon purchase of the property.
6. Estimate the Impact: The successful completion of this project will impact city finances by adding significant revenues, business development at and around the property and throughout town, establish Sandusky as a destination for multiple locations.
7. Measurement for Success: Success will be measured by increases to admissions, property, sales, income, and bed taxes and it is expected to generate as much as \$1,000,000 per year of new income to the city's budget.

## **R. Develop a Sandusky Souvenir Shop**

1. Identify General Goal(s): Promotion.
2. Steps to Complete the Action Plan: Find a location, identify potential partner locations, purchase the inventory and sell Sandusky products.
3. Staff Responsible for Implementation: John Lippus to lead, Sandusky Main Street Association and businesses should assist.
4. Resources Needs to Complete the Action Plan: Cost to be recovered with sale of inventory, proceeds to be used to fund other promotion activities – 100 man hours.
5. Timeline: Plans made in 2007 and store open in 2007-8.
6. Estimate the Impact: Successful completion of this project will impact the awareness of Sandusky as a brand/destination.
7. Measurement for Success: Success of this project will be measured by sales and/or amount of sales and the profits of the shop.

## **S. Fund Ferry Service (Completed)**

1. Identify General Goal(s): Development of Business.
2. Steps to Complete the Action Plan: Produce request for proposals from ferry service operators to provide daily ferry service to Cedar Point and the islands in 2005 season, select a proposal and move forward with plans to implement.
3. Staff Responsible for Implementation: Rosanne Bodner to lead, John Lippus.
4. Resources Needs to Complete the Action Plan: \$50,000 and 100 man hours (\$50,000 to be paid with transit dollars).
5. Timeline: Operating for 2005 boating season and to be re-evaluated for 2006.
6. Estimate the Impact: Successful completion of this project will impact tourist traffic that comes in and out of our port and increase the viability of residential and commercial development near the port.
7. Measurement for Success: Success of this project will be measured by the success of the operating season of the selected operator.

## **T. Surf's Up Redevelopment (City Commission Priority Ranking #4 – 2005)**

1. Identify General Goal(s): Development of Business, Development of Housing, Promotion.
2. Steps to Complete the Action Plan: Obtain permission to discontinue pool operations, hire recreation program supervisor, purchase a stage and create a permanent stage structure in emptied pool, schedule concerts and major community events, open to the public with walkway and public activities like tennis and skate park when not having events.
3. Staff Responsible for Implementation: Michelle Hall to lead, Scott Schell.
4. Resources Needs to Complete the Action Plan: Funding could vary pending location and final design of the new park. 500-1000 man hours, (using some of the proceeds from the sale of Ransom Park and Nursery Property to fund this redevelopment).
5. Timeline: Some level of activity in 2005 and full operations by 2007 with events all summer long.
6. Estimate the Impact: Successful completion of this project will impact public involvement with city-run activities, tourist activity, community pride and cultural awareness, citizen satisfaction.
7. Measurement for Success: Success of this project will be measured by number of users, Quality of Life Ratings, Quality of City Services Ratings, and increases in revenues produced by the activities. We would generate surplus revenue from this project in the long-term and pay for city staff.