



**City of Mount Clemens**  
**Strategic Plan**

**2024 - 2025**

**[mountclemens.gov](http://mountclemens.gov)**



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## MOUNT CLEMENS RESIDENTS,

I have the privilege to serve as your city manager and am committed to leading the city into the future, standing bright before us.

Mount Clemens' strength comes from a rich history and a diverse community who live, visit and work here. It is because of you, our elected officials, and staff who dedicate themselves to public service that Mount Clemens is one of the jewels of America.

Mount Clemens has been through a lot of ups and downs over her long history. Considering she's 206 years old, this is to be expected.

Recently, we have made a lot of changes to help propel Mount Clemens towards a future of success and prosperity. We have many challenges that lie ahead to get to where we want to be, but we will face them together and be successful! Fortunately, in 2021 the elected officials realized we needed a plan to guide us through not only today but well into the future. They drafted the first strategic plan for Mount Clemens which provided the foundation for who and what we are and what we strive to be. As the plan grew the city grew and the time came to bring the plan into the next era and to a new level. I am excited to share this new version of the Mount Clemens Strategic Plan with you as it is the very essence of what we strive to be.

The city's core values of accountability, equity, collaboration, customer service, innovation and sustainability remain the foundation for the plan. However, we have enhanced these areas by focusing on the feedback from our community and our employees. We have added measuring tools to help us gauge our success and highlight the areas we need to improve. We have also added sections focusing on the health and safety of our community. The mission statement has remained unchanged as it is reflective of the organization we aspire to be. We will continue to enhance life and property in Mount Clemens through exemplary customer service. This new plan will guide our budget while facilitating short-term and long-term success. Collaboration with the community is the key to our success. We will hold one another accountable for the results and with your help we can achieve the outcomes set forth in this plan.

I am extremely grateful for the support of our city commission and staff who were instrumental in the creation of this updated version of the plan. Our city staff are tasked with the implementation of this plan, and they are up for the challenge. I look forward to working with them every step of the way! I am very thankful for the support of the community and together there is nothing that we cannot accomplish.

Gregg S. Shipman,

A handwritten signature in black ink that reads "Gregg S. Shipman". The signature is fluid and cursive, with "Gregg" on the first line and "S. Shipman" on the second line.

Mount Clemens City Manager

# Current State of Mount Clemens



**\$150,900** Median Home Price  
**\$881/Month** Median Rent  
**57%** Home Ownership

Source: 2022 ACS

**\$55,154** Median Household Income in the City



**16.8% Population**  
Below the Poverty Level

4.3% Unemployment Rate

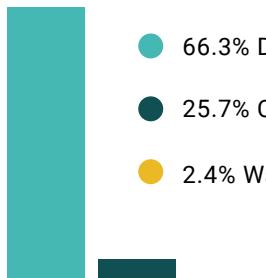
Source: 2022 ACS



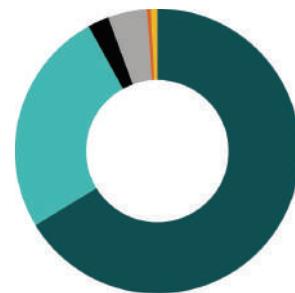
**16,005 Employees** in the Mount Clemens Economy

Source: 2022 ACS

- 66.3% Drove Alone
- 25.7% Carpoled
- 2.4% Walked/Biked



Source: Semcog Community Profile



**15,697 Residents**

- 66.3% White
- 25.7% Black/African American
- 2.4% Hispanic
- 4.4% Two or More Races
- .5% Asian
- .7% Other



**26.5% Residents** with an Associates Degree or Higher

**27.3%**  
Tree Canopy



**124 Acres of Accessible Parks**

**227.8 Acres of Vacant Property**



**32.7 Acres of Parking**

Source: Semcog Community Profile



## Mount Clemens Embraces its Diverse Community with “PRIDE.”

### ORGANIZATIONAL MISSION

Enhancing our community through effective and equitable public services

### ORGANIZATIONAL CORE VALUES

**Progressive:** Moving forward, building community

**Responsive:** Service-oriented elected and appointed officials

**Inclusive:** Welcoming and respectful of all

**Dynamic:** Positive, energetic, and always willing to engage

**Ethical:** Doing what is right in the best interest of the entire community

# Excellence in Government

A governmental agency who strives to be knowledgeable, properly equipped and equitable utilizing data to make informed, effective decisions and improve people's quality of life.



*Photo courtesy of Stewart Adam Borowski.*

## Objective 1: Embedded Equity Throughout Government Operations

### STRATEGIES

1. Use community services equitably across the entire community
2. Diversity, Equity and Inclusion training summary implementation
  - Share evaluation results and strategies/themes for moving forward with leadership and staff
  - Develop specific, measurable, attainable, realistic and time-bound (SMART) objectives to support the strategic goal for inclusion
  - Implement inclusion goals and objectives and monitor and track progress
  - Create an inclusion task force to monitor the environment, recommend emerging resources and provide ongoing learning opportunities and experiences
  - Benchmark DEI programs of similar municipalities
  - Periodically review and celebrate progress (6 months). Report progress to the city commission annually
  - Repeat DEI survey to measure gains realized as a result of implementation of the goals and objectives

3. Identify systemic issues that cause disparate outcomes and implement strategies to address issues that are within the City's span of influence

## METRICS

1. Dollars in approved budget that support projects that promote equity
2. Percentage of city officials and employees trained in DEI
3. Equal distribution of capital improvement funds

## **Objective 2:** Promote and Maintain Fiscal Sustainability

### STRATEGIES

1. Ensure the long-term viability of defined-benefit retirement and Other Post Employment Benefits (OPEB) systems through collaboration with the Mount Clemens retirement board
2. Utilize responsible investment practices to improve fiscal sustainability
3. Seek and apply for outside funding (i.e., grants, philanthropic support, state/federal funding) to support the City's strategic, operational and community priorities
4. Continue five-year budget projection
5. Continue capital improvement planning updates

## METRICS

1. General Fund balance
2. Bond rating
3. Percent of Actuarially Computed Employer Contribution
4. Annual audit
5. Number of grants applied for

## Objective 3: Maintain a High Quality Workforce

### STRATEGIES

1. Develop a workplace culture based on city values and the principles set forth in the DEI training
2. Continue to be an employer of choice by offering competitive compensation and benefits, ongoing employee development and employee friendly policies that meet the diverse needs of our evolving workforce
3. Implement performance evaluations beginning with the management team. Build employee retention and succession planning strategies

### METRICS

1. Annual evaluations
2. Annual employee survey
3. Annual turnover rate



*The City of Mount Clemens Municipal Building.*

# Economic Prosperity & Affordability

Ensuring opportunities to residents, employees and businesses for financial growth and security.



*Photo courtesy of the Mount Clemens Farmers Market.*

## **Objective 1:** Prepare a New Community Master Plan That Establishes a Vision That Reflects the Community's Values and Priorities

### STRATEGIES

1. Complete the city master plan with guidance from a third-party consultant
2. Engage the community in the planning process to set goals for the community's current and future needs
3. Set timetables for completion of the plan

### METRICS

1. On-time completion of the plan

## **Objective 2:** Support Development and Placemaking Efforts Desirable to Making Mount Clemens a Place to Live, Work and Visit

### STRATEGIES

1. Collaborate with the DDA, business and community partners to use activities as well as events to promote Mount Clemens for economic development and tourist attraction opportunities
2. Create partnership opportunities to enhance and promote activation of public spaces
3. Encourage DDA to continue aligning their strategic plan to the goals and objectives of the city

## METRICS

1. Number of attendees at city-permitted activities and events
2. DDA strategic plan
3. Macomb County GIS data

**Objective 3:** Economic Development Is an All-Hands Initiative to Bolster Mount Clemens' Uptown Vision Recognizing the Impacts All Goals Have on Economic Development

## STRATEGIES

1. Study the potential impact (economic, housing demands, infrastructure needs, parking, etc.) on an increased population downtown
2. Continue low-cost evaluation and visioning efforts relating to the City's riverfront property
3. Communicate to the public, residents and business owners about the current events and projects happening within the city. Celebrate our successes by notifying the public using the city website, social media and press releases

## METRICS

1. Commission a parking study
2. Apply for planning grants
3. Social media analytics

## Objective 4: Building Bridges: Enhancing Engagement and Collaboration Throughout Macomb County

### STRATEGIES

1. Continue to build relational connections throughout the community, county, and region through strategic and multifaceted communication and engagement efforts. Continue to collaborate and build various outside networks
2. Review the mission and purpose of the City's boards and commissions. Evaluate which ones need to exist by statute and which are no longer relevant
3. Promote the City's boards and commissions

### METRICS

1. Board and commission vacancies
2. Measure of partnership agreements
3. Goals accomplished by boards and committees



*Governor Whitmer and Mayor Kropf at Switalski Law PLLC.*



*Left to right: City Commissioner Dempsey, Mayor Kropf, Public Works Commissioner Miller, Mayor Pro-Tempore Fournier & Representative Mentzer.*

## Connecting & Engaging with the Community

Providing opportunities for residents and stakeholders to have a voice in the decision making process.



*City Commissioner McGarity and attendees at the Victory Inn Demolition ceremony.*

### Objective 1: Enhance Communication with the Public

#### STRATEGIES

1. Develop a community survey to measure effectiveness of city operations to include communication with the public
2. Ensure that eligible staff are well-trained to facilitate media inquiries and public engagement
3. Communicate city policies, programs, processes and budget with an emphasis on highlighting successful outcomes

#### METRICS

1. Percent of residents rating the quality of public information services as excellent or good
2. Social media analytics
3. Percentage of trained staff

## A Safe Community

All people feel safe to live, work and visit Mount Clemens at all times throughout our community.



*The City of Mount Clemens Fire Department.*

**Objective 1:** Provide Professional Police, Fire and Emergency Medical Services That Enhance Trust, Transparency, Accountability and the Safety of Every Resident, Employer, Employee and Visitor

### STRATEGIES

1. Develop and implement the fire department strategic plan
2. Strengthen the smoke detector and home safety program
3. Maintain an effective firefighter emotional survival and awareness program
4. Maintain an effective asset management plan and strategy for fire equipment, facilities and apparatus
5. Administration to have quarterly meetings with the Macomb County Sheriff department to maintain and enhance services
6. Continue to collaborate with EMS providers to maintain a high level of service

### METRICS

1. Number of residential structures equipped with smoke and carbon monoxide detectors
2. Measure of ISO rating
3. Client satisfaction of service

4. MCSD transparency reporting
5. Measure of ISO rating
6. Number of firefighter injuries/deaths reported annually
7. Quarterly meetings with EMS provider

## **Objective 2:** Prepare for and Provide Timely, Equitable and Effective Response to and Support the Community's Recovery from Emergencies and Disasters

### **STRATEGIES**

1. Resource and deploy an effective emergency management program
2. Ensure staff are equipped and trained to provide effective emergency mitigation, preparedness, response and recovery
3. Construct and maintain the necessary facilities, equipment and technology needed to plan for, respond to and recover from emergencies
4. Enhance communication, coordination and collaboration before, during and after emergency response

### **METRICS**

1. Dispatch call and turn around times
2. Response time for public safety units
3. Updated hazard mitigation plans

## **Objective 3:** A Safe and Clean Community Is an Expectation for All Residents, Businesses, and Visitors

### **STRATEGIES**

1. Expand the Administrative Hearings Bureau to include rental properties and building code violations
2. Review and update the rental ordinance
3. Have the Macomb County Sheriff Department provide an in-person report to the commission annually
4. Focused code enforcement strategy to reduce the number of vacant structures
5. Walkability is a priority for our community and neighborhoods. Continue the City's sidewalk program to improve walkability while identifying financial strategies to accelerate ADA ramp and pedestrian crossing improvements
6. Explore and implement opportunities for bike ability in the city

### **METRICS**

1. Number of AHB cases resolved
2. Number of updates ordinances
3. Percentage of sidewalks replaced
4. Number of vacant structures

# Capital Improvements

Capital improvements heavily impact the quality of life and must be effectively and strategically addressed.



*Mayor Kropp and Congressman James at the Downtown Revitalization Groundbreaking Ceremony.*

## **Objective 1: Improve the City Infrastructure Through a Needs Assessment and Convey Those Successes to the Residents**

### **STRATEGIES**

1. Emphasize educating the public on our current capital improvement efforts by developing a plan of action on how to communicate construction projects to businesses and residents
2. Oversee a feasible, actionable, and sustainable funding strategy for the City's CIP needs, built on community input, fiscal realities, and affordability that can be incorporated into the 2024/2025 fiscal year budget
3. Develop a plan to address street conditions
4. Develop a plan to address downtown parking
5. Monitor the costs of the GLWA connection project with a focus on customer affordability
6. Investigate opportunities to continue to enhance the City's capital improvement planning process. Consider tools that streamline the process

### **METRICS**

1. 5-year projection
2. Social media analytics
3. Engineered parking study
4. Engineered street replacement plan

# Recreation

Creating impactful recreational opportunities within the city to enhance the quality of life for all residents and visitors.



*Photo courtesy of Hillery Delikta.*

## **Objective 1:** Recreation for All City Residents Will Be Enhanced as Resources Allow and Collaborations Are Forged

### **STRATEGIES**

1. Conduct a feasibility study of all facilities and grounds related to recreation with a recommended action plan for service delivery to include consolidation options
2. Work with local entities to add recreation opportunities through partnerships with agencies such as (but not limited to) The Anton Art Center, Breaking Barriers to Play, Mount Clemens Public Library, All Mount Clemens area schools, churches, MSU Extension Center and the YMCA
3. Creatively and persistently seek financial resources through staff and crowdsourced initiatives to organically grow recreational opportunities
4. Partner with third-party entities and organized neighborhood groups to bring in low-cost recreation opportunities and to activate underutilized parks and facilities. Ensure steps are taken to protect potential city liability concerns
5. Develop a plan to enhance and promote the kayak launch at McArthur Park
6. Update and adopt a new 5-Year Parks and Recreation Plan

## METRICS

1. Recreational survey
2. Number of partnerships
3. Grants applied for and received
4. Kayak rental usage



*Top left, clockwise: Mount Clemens Public Library, Shadyside Park, Anton Art Center & Gazebo Park.*



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