



# Strategic Plan 2007 - 2012

## Hartland Township Board

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## **Hartland Township – Our Mission**

To provide quality services, to exceed expectations, to steward the resources entrusted to us, and to promote and protect our environment and the health, safety and welfare of all who live, work or visit Hartland Township.

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## **Introduction – The Importance of Strategic Planning**

Strategic planning is a tool that facilitates achieving predetermined goals through specific tasks. The process involves articulating a vision of where an organization wants to go, creating a plan for how to get there and identifying how to carry out the plan. It is a forward-looking process that produces tangible, measurable and meaningful results.

The timing of this first strategic plan recognizes that in the near future there are a number of events that will be regarded as defining moments for the Hartland community. Our community, as well as Township government, has changed a great deal over the past few years. That change has focused our attention on several community challenges. It has given us a recognition that the quality of life in our community is high and that we wish to improve upon the reliability and responsiveness of our public services.

Recognizing the many challenges facing the community, the Township Board took significant steps toward preparing for the future by creating the position of Township Manager and embracing the professional administration that the council-manager form of government provides. Subsequently, the Township Manager and Board initiated a strategic planning effort that would allow it and succeeding Boards to ensure that we never lose sight of a future beyond individual terms of office.

This sounds like an obvious goal, but it is often difficult to accomplish in the face of daily pressures to respond only to today's needs. We recognized that thinking and acting strategically, as well as tactically, would require more than personal commitments. We needed a policy framework that would demand such action, and provide the structural support for it. We developed that structure with the valuable assistance of Dr. Lew Bender in June 2007 and the ultimate adoption of this plan in August 2007.

Simply identifying the Township's goals, objectives and key tasks will not lead to tangible improvement in Township services and in our community. For Hartland Township to actually meet the new strategic commitments will require a higher degree of focus and public accountability for Township services. Comprehensive analysis of the Township organization and services to identify potential for restructuring and increased efficiencies in a comprehensive organizational plan will help provide this focus and accountability.

Ideally, the strategic plan and updated organizational plan will be directly tied to the Township's budget. The linkage serves to strengthen the relationship between resource allocation and specific results. While this is our goal, we have work to do to more effectively link the strategic plan to the Township's budget process. In the 2008-2009 budget process we will be taking some initial steps towards performance-based management, including making targeted investments that directly relate to the objectives identified herein. In subsequent years, we will continue to monitor, refine and carry out this strategic plan. The strategic plan is not a static document or process. It must change to reflect the changing community.

The following sections outline the planning framework, the foundation upon which the plan is based, and the strategic commitments that are the guideposts in helping to realize the community's vision and to accomplish the Township's mission.

## Our Goals

On June 13, 2007, the Supervisor, Clerk, Treasurer, Trustees and Township Manager responded to the question: If you were showing and describing Hartland Township to a visitor five years from now, what would you like to have on the tour (physical realities, services, programs and type of community)?

### **A VISION TOUR OF HARTLAND TOWNSHIP 2012**

In 2012 a visitor to Hartland Township will see:

- A projected trend of population increases, indicating steady growth.
- A community with a strong sense of shared identity. That identity extends to each resident and is evident to visitors.
- The entrances to the community are attractive and support the identity of the Township.
- Community festivals reinforce the history of the Township and the shared sense of community.
- The shared sense of community is evident in the development of retail and commercial spaces that are designed to serve both residents and visitors.
- Parks, pathways and open spaces are designed to connect people throughout the community and preserve the rural nature of the community. Controlled growth has allowed for subdivisions and retail and commercial districts that are well buffered from each other and that support abundant green spaces.
- M-59 is recognized as the commercial retail heart of the community and is developing in an attractive manner.
- All four corners of the U.S. 23 and M-59 interchange have been developed with appropriate mixes of residential, retail and commercial development.
- A viable plan for promoting light industrial development (Clyde Road area) has been developed and accepted.
- Traffic flow has improved with the paving and improvement of arterial roads.
- The lakes and water of the Township have been protected.
- The Master Plan is properly updated and reflects this clear vision.
- The services and programs offered by the Township are excellent and customer oriented.
- Citizens receive regular communications from the Township that help them to stay informed and connected to the community.

To accomplish this vision, the Township has aggressively pursued mutual partnerships with key community organizations and leaders. Among the partners that the Township has identified are: Hartland Consolidated Schools, businesses, Livingston County, Michigan Department of Transportation (MDOT) and other neighboring Townships.

In order to achieve this vision, the Board has agreed to focus on the following four goal areas over the next year (2007-2008).

Strengthen community identity and the inter-connections of people throughout the community.

Develop infrastructure including roads, water and sewer in anticipation of future growth and development.

Plan and develop purposeful commercial and retail space that generates income for the community and strengthens our sense of community. This includes the development of a plan for light industrial development within the Township.

Develop and strengthen parks and recreational programs that preserve open space and strengthen community life.

These goals are described in more detail in the following pages.

## Community

Strengthen community identity and the inter-connections of people throughout the community.

### OBJECTIVES

- Partner with community organizations and civic leaders to advance the mutual goals and vision of our shared community.
- Develop a “sense of place” by linking neighborhoods, gathering places and open spaces.
- Establish good communication with residents and positive public relations.
- Promote the good reputation of Hartland Township through the provision of efficient Township services.
- Foster historic preservation and promote our sense of a rural community.

KEY TASKS	BY WHOM	BY WHEN
Identify and establish working partnerships with community organizations, civic leaders and key stakeholders to discover the shared community identity that defines “Hartland”.	Township Board, Township Manager, Department Heads, Employees	Ongoing
Embrace opportunities to link the M-59 corridor with Township parks, the schools and the historic village.	Township Board, Township Manager, Planning Commission	Ongoing
Work with community partners to determine the feasibility of a development plan for the historic village.	Township Manager, Planning Commission	March 2008 (following partnership building)
Recognize the M-59 and U.S. 23 interchange as the “gateway” to Hartland and foster intentional development for aesthetic appeal.	Township Board, Planning Commission	Ongoing
Enforce codes and ordinances to maintain the community values.	Township Services Director & Staff	Ongoing

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<b>KEY TASKS (continued)</b>	<b>BY WHOM</b>	<b>BY WHEN</b>
Develop and implement a public relations plan, to include the integration of strategic news releases/statements, website/email technology, and newsletter(s).	Township Board, Township Manager	December 2007
Develop and execute an annual community survey tool to garner feedback from residents.	Township Board, Township Manager	February 2008
Encourage positive working relationships among Board members and take advantage of education/training opportunities.	Township Board, Township Manager	Ongoing
Review existing Board policies for relevance and adopt revised bylaws for the efficient conduct of Township business.	Township Board, Township Manager	December 2007
Conduct a comprehensive analysis of Township organization and services to identify potential for restructuring and increased efficiencies.	Township Board, Township Manager, Department Heads	November 2007
Review and amend Township policies and procedures to improve service provision and sound management practices.	Township Board, Township Manager, Department Heads	Ongoing
Promote the council-manager form of government as a highly responsive and professional system for policymaking and service delivery.	Township Board, Township Manager, Department Heads, Employees	Ongoing
Develop a plan and process to improve the timeliness and importance of the Township budget.	Township Board, Township Manager, Finance Director	October 2007
Introduce the concepts of performance-based measurement, budgeting and management in decision-making.	Township Board, Township Manager, Finance Director	Ongoing
Encourage a culture of good stewardship of taxpayer dollars and take advantage of opportunities to save costs without negatively impacting efficiency.	Township Board, Township Manager, Department Heads, Employees	Ongoing
Evaluate all professional services and solicit bids for potential cost savings and/or service improvements.	Township Board, Township Manager, Department Heads	Ongoing

## Infrastructure

Develop infrastructure including roads, water and sewer in anticipation of future growth and development.

### OBJECTIVES

- Develop and implement asset management principles and long-term capital improvement planning for roads and sidewalks in the Township.
- Endeavor to provide the highest quality of water and sewer services.
- Develop a projection of future development and an accompanying infrastructure master plan.

KEY TASKS	BY WHOM	BY WHEN
Partner with the Livingston County Road Commission (LCRC) to develop an asset management program for Township roads.	Township Manager, Township Services Director, LCRC	February 2008
Identify alternate local routes as candidates for future improvement and integrate with the capital improvement plan (CIP).	Township Manager, Planning Commission, Township Services Director	February 2008
Identify potential funding mechanisms for road improvements and promulgate procedures to facilitate their use.	Township Manager, Township Services Director	February 2008
Develop and implement a sidewalk master plan.	Township Board, Township Manager, Planning Commission, Township Services Director	March 2008
Analyze measurements and trends of water and sewer service quality to identify feasible areas of improvement.	Township Manager, Township Services Director	June 2008

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<b>KEY TASKS (continued)</b>	<b>BY WHOM</b>	<b>BY WHEN</b>
Formulate preliminary projections of future growth, in concert with economic development planning (see Community Development below).	Township Manager, Township Services Director	April 2008
Develop and implement an infrastructure master plan.	Township Board, Township Manager, Planning Commission, Township Services Director	June 2008
Partner with the Livingston County Emergency Management Department to research and report on the necessity of a local emergency management plan.	Township Manager, Fire Authority, Township Services Director, Emergency Management	May 2008

## Community Development

Plan and develop purposeful commercial and retail space that generates income for the community and strengthens our sense of community. This includes the development of a plan for light industrial development within the Township.

### **OBJECTIVES**

- Utilize the Hartland Township Comprehensive Plan (August 2004) as a key tool in decision-making and operations.
- Maintain and refine planning and zoning requirements that place Hartland at the forefront of architectural and design standards and practices.
- Develop an economic development plan to sustain the local economy through intentional commercial and industrial development.
- Work with community partners to identify and recruit desirable developments.

KEY TASKS	BY WHOM	BY WHEN
Review the goals and objectives of the Hartland Township Comprehensive Plan (August 2004) and assess progress to date.	Township Board, Township Manager, Planning Commission	September 2007
Identify and implement additional strategies for meeting the goals and objectives of the Comprehensive Plan.	Township Board, Township Manager, Planning Commission	September 2007
Continue working with the Planning Commission to review and update various aspects of the Zoning Ordinance and related Township policies.	Township Board, Township Manager, Planning Commission, Township Planner	Ongoing
Endeavor to protect Township lakes and waters in zoning decisions.	Township Board, Planning Commission, Township Services Director, Planner	Ongoing

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<b>KEY TASKS (continued)</b>	<b>BY WHOM</b>	<b>BY WHEN</b>
Continue working with Planning Commission's watershed management subcommittee to identify and implement high standards of storm water management.	Township Board, Township Manager, Planning Commission, Consultant(s)	Ongoing
Partner with the Livingston County Economic Development Council (EDC) to research and report on the feasibility of a local economic development plan.	Township Manager, EDC	January 2008
Partner with the Hartland Area Chamber of Commerce (Chamber) and EDC to identify desirable developments in a local economic development plan.	Township Board, Township Manager, Planning Commission, Chamber, EDC	March 2008
Partner with the Chamber and EDC to begin intentional marketing of Hartland community to sought-after developments.	Township Board, Township Manager, Chamber, EDC	June 2008

## Recreation

Develop and strengthen parks and recreational programs that preserve open space and strengthen community life.

### **OBJECTIVES**

- Maintain and improve partnerships with community recreation providers and organizations.
- Complete the Parks & Recreation Master Plan.
- Plan for and integrate the Parks & Recreation Master Plan with capital improvement planning and long-term budgeting.

<b>KEY TASKS</b>	<b>BY WHOM</b>	<b>BY WHEN</b>
Support the Parks & Recreation committee in its effort to plan for future community needs and in building bridges to recreational stakeholders.	Township Board, Township Manager, Staff	Ongoing
Complete the planning process and adopt a Parks and Recreation Master Plan.	Township Board, Parks and Recreation Committee, McKenna	December 2007
Implement the goals and objectives of the Parks and Recreation Master Plan.	Township Board, Township Manager	March 2008
Integrate parks and recreation projects in the capital improvement planning (CIP) process.	Township Board, Township Manager	Ongoing