

Strategic Vision for City of Boyne City

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by City Commissioner Sandra Pritchard, February 23, 2026

This is not intended to be comprehensive of all requirements and deliverables of a given function or Department. It highlights areas where, in my opinion, clarity, continuous improvement, or direct remediation is needed, as well as optimizing the City of Boyne City's fiduciary accountabilities.

1. Optimize Organizational Structure & Operations for efficient, effective, least cost delivery of services to our taxpayers and stakeholders
 - a. City Manager
 - i. Fulfill all requirements of the City Charter, with strict oversight of performance to Budget
 - ii. Prioritize fulfilling Goals, Objectives and other directives of the City Commission
 - iii. Provide effective, timely written and other communications with City Commission, including minutes of meetings with other Government entities
 - iv. Maintain "Rolling Report" of Open Issues/ Action Items and regularly update Status
 - v. Establish formal Job Descriptions, related deliverables, with wage ranges
 - vi. Develop and implement policy, form, and process for formal Performance Reviews for all Staff and City employees.
 - vii. Establish annual Goals and Objectives.
 - viii. Update Employee Handbook
 - b. Restore Director/ Superintendent of Public Works
 - i. Span of control:
 1. Streets
 2. Public Buildings and Facilities: Oversight, maintenance, and repair
 3. Public Parks: Oversight, maintenance, & repair. See below regarding retracting DDA/ Mainstreet span of control.
 4. Harbor & Boat Launch: Oversight of maintenance & repair of facilities
 5. Compost Yard
 6. Develop, administer and Program Manage related Capital Projects
 - c. Restore seasoned and experienced Director of Planning and Zoning
 - i. Span of Control:
 1. All things Planning & Zoning, including Statutory compliance.
 2. Focused support to Planning Commission
 3. Focused support to Housing development initiatives, including rewrite of STR policy and any related revisions to Zoning Districts
 4. Direct and develop Planning & Zoning Assistant
 5. Establish Zoning Enforcement Officer who also administers STR policy.
 - d. Water and Wastewater Director
 - i. Span of Control:
 1. Operations Management of all aspects of Water & Waste Treatment
 2. Oversight and Management of City Wells
 3. Supervision and accountability for Contracted Services
 4. Assume Airport Manager role

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- e. Executive Assistant to City Manager
 - i. Accountabilities:
 - 1. Support City Manager as requested
 - 2. Oversee HR function regarding Employee Time cards, and Vacation or Personal Time off requests
 - 3. Execute Special Projects as assigned by City Manager
 - 4. Administer Marina DNR Reservations systems and requirements.
 - 5. Administer Marina Seasonal Slip Rentals and Waitlist
 - 6. Prepare regular and periodic reports of Harbor and Boat Launch usage, revenues, and performance to budget.
 - 7. Identify Grant opportunities and complete applications
- 2. Undertake and all Initiatives that will increase the quantity of available Housing units in Boyne:
 - a. Hire Planning and Zoning Director. See above
 - b. Review previously identified vacant Public Lands and agree to pursue parallel-path solicitation of RFP's for any viable opportunities, and execute necessary steps to implement.
 - c. Support Housing Commission endeavors to increase quantity of Housing Units for those at and below 60% AMI.
 - d. Identify opportunities / incentives for development of vacant privately held parcels.
 - e. Establish close relationships with State Legislature representatives and other governmental Agencies to monitor developments and advocate for Boyne City.
 - f. Actively collaborate with Charlevoix County Commissioners, including regular attendance at their meetings.
- 3. Economic Development and Rehabilitation
 - a. Establish the LDFA as the primary entity for Economic Development initiatives as defined by and in compliance with full spirit and intent of Public Act 57 of 2018 "Recodified Tax Increment Financing Act"
 - i. Complementary support by the existing Economic Development Council
 - ii. Reduce DDA aka Mainstreet span of control to the Central Business District, which also includes removal of their oversight of any Community Service Districts (CSD) i.e Parks.
 - b. Consolidate granting and administration of TIF's within LDFA'S expanded span of control.
 - i. Develop and execute CIP's in accordance with statutory requirements
 - c. Revise as needed any necessary policies, ByLaws, Articles of Incorporation, et al
 - d. DDA aka Mainstreet to focus on projects within the CSD in compliance with the full spirit and intent of Public Act 57 of 2018 "Recodified Tax Increment Financing Act"
 - i. DDA aka Mainstreet to relinquish Event Planning to the Chamber of Commerce.