



# STRATEGIC PLAN



Adopted August 27, 2019  
*Amended July 14, 2020*

CHARTER TOWNSHIP OF GARFIELD

# INTRODUCTION

The Charter Township of Garfield in Grand Traverse County is located in Michigan's northwest Lower Peninsula. This area of Michigan is known as a welcoming four-season tourism destination, drawing visitors to enjoy beaches, vineyards, golfing, natural resources, and culinary pleasures. With a population of nearly 18,000, Garfield is the most populous community in the 21-county Northern Michigan region.

Garfield is a regional commercial hub for many retail and industrial businesses, yet retains much of its agricultural heritage through active farms and orchards. Silver Lake, Boardman Lake, and the Boardman River are the most prominent natural features within Garfield.

Garfield measures 27 square miles in area and provides access with proximity to major regional destinations including Traverse City, national and state parkland, the Lake Michigan shoreline, and interior lakes. The main highway of US-31/M-37 is a major thoroughfare that traverses Garfield and connects the area to places downstate including Grand Rapids, Muskegon and Kalamazoo.

# BOARDS AND COMMISSIONS

## Board of Trustees

The Board of Trustees serves as the elected legislative body for the Township and consists of seven total members, the Supervisor, Treasurer, Clerk, and four Trustees, as follows:

Chuck Korn.....	Supervisor
Jeane Blood Law.....	Treasurer
Lanie McManus.....	Clerk
Molly Agostinelli.....	Trustee
Steve Duell.....	Trustee
Denise Schmuckal.....	Trustee
Dan Walters.....	Trustee

# BOARDS AND COMMISSIONS

## Appointed Boards and Commissions

The Board of Trustees is advised by several appointed boards and commissions to help provide guidance on specific policy areas, including the following:

### **Planning Commission**

John Racine, Chair  
Joe McManus, Vice Chair  
Steve Duell, Township Board Representative  
Pat Cline  
Chris DeGood  
Robert Fudge  
Joe Robertson

### **Zoning Board of Appeals**

Rick Smith, Chair  
Kent Rozycki, Vice Chair  
Steve Duell, Township Board Representative  
Lynn Fricke  
Scott Swan

### **Parks and Recreation Commission**

Chris DeGood, Chair/Planning Commission Representative  
Fern Spence, Vice Chair  
Chris Remy, Secretary  
Denise Schmuckal, Township Board Representative  
Art Bukowski  
James Guilmet  
Bill Scott

# STRATEGIC PLAN

From June to August 2019, the Township Board underwent a strategic planning process. The Board identified several strengths, weaknesses, opportunities, and threats facing the Township. These were used to form the vision statement, mission statement, and goals to guide the work of the Township Board, its appointed boards and commissions, and staff.

The vision and mission statements provide a direction for the Township going forward. The vision defines the end goal for the community, and the mission defines the Township's role in making the vision come to fruition.

The Charter Township of Garfield Strategic Plan was adopted by the Board of Trustees on August 27, 2019.

# VISION & MISSION STATEMENTS

## **Vision Statement**

The Charter Township of Garfield is...

- a vibrant, thriving, safe community served by a fiscally stable, efficient government
- a place where the Boardman River and Silver Lake are testimonies to the local value of clean water
- a livable and memorable community interspersed by beautiful parks and connecting trails
- a regional economic center where interconnected transportation and infrastructure systems allow for smooth traveling and flow of commerce
- a leader in meeting regional challenges

## **Mission Statement**

As neighbors, we work together to create a community where our residents and businesses thrive, our natural resources are protected and enjoyed, our visitors are welcomed and appreciated, and our high quality of life is promoted

# GOALS

These goals guide the work done today and in the future by the Township Board, its appointed boards and commissions, and staff. These goals may change over time, but largely define the purpose of the Township's work for the coming years.

## **1. Identity**

Develop a strong identity that conveys the character and values of the community to the region and beyond

## **2. Economic Development**

As part of a regional hub in Northern Michigan, promote Garfield Township as a great place for business development and job opportunities

## **3. Public Safety**

Support collaborations which promote public safety including police, fire, and emergency medical services

## **4. Parks and Trails**

Foster a system of high-quality active and passive parks connected by trails

## **5. Water Quality**

Make water system improvements and support environmental conservation efforts to protect water quality

## **6. Housing**

Provide for a balance of housing choices with a variety of housing types

## **7. Transportation & Infrastructure**

Invest in transportation and infrastructure which support high-quality development

## **8. Partnerships**

Participate in local and regional partnerships to advance community interests

## **9. Fiscal Responsibility**

Deliver effective public services to the community and operate with fiscal efficiency