



Marquette Visioning and Strategic Planning Process

Committees



Strategic Planning Process Commission Priorities

Issue Title: Senior Center Strategic Plan
Committee: Aging Services Advisory Committee

Issue: Implementation of the Senior Center study recommendation and action plan.

Background: The original committee grew out of the lack of funds needed to operate the Marquette Senior Center and its programs. A task force was formed in 2006 with the main goal of a specific millage for the Senior Center and its programs. The millage was overwhelmingly approved, and the task force focused on the facility, programs and services needed to serve the citizens of Marquette. This resulted in the Senior Center Study in the fall of 2012 and the formation of the Aging Services Advisory Committee in June of 2013.

Forecast:

Year One: Awareness, building of services and the value of the Senior Center through branding and networking efforts.

Year Two: Continue branding and networking efforts and focus on facility options: upgrading, relocating or building a new facility.



Strategic Planning Process Commission Priorities

Issue Title: Presentation and Implementation of Arts and Culture Master Plan
Committee: Arts and Culture Advisory Committee

Issue: The Arts and Culture Advisory Committee has operated under a Master Plan created 23 years ago. An outdated plan combined with changes in the new City Charter left substantial uncertainties for the Committee concerning City protocol and procedures. In response, the Committee recommended the City Commission approve funding for the creation of a ten-year Arts and Culture Master Plan. This plan will be put before the Commission June 2014.

Background: The Arts and Culture Committee was established January 27, 1991 by the City Commission to serve as a conduit between the people of the City of Marquette and their government to celebrate diverse cultural heritages and foster artistic expression.

Forecast:

Year One: The Committee will advocate for arts and culture. The Committee will strongly urge the City Commission to allocate funding for arts and culture projects/programs in accordance with the City's updated Arts and Culture Master Plan. In addition, the Committee will encourage and increase communication and transparency between the Committee and the Commission

Year Two: Continue to advocate for and implement Arts and Culture Master Plan.



Strategic Planning Process Commission Priorities

Issue Title: Board of Review Membership

Committee: Board of Review

Issue: Maintaining a full and active membership on the Board of Review, a five (5) member board. A quorum of the board making informed decisions on property valuations is required, per Public Act 206 of 1893.

Background: The Board of Review consists of five (5) members, each having a term of three (3) years. Under the City Charter, when a Board of Review member completes two (2) consecutive full terms, they are not eligible for reappointment.

Two Board of Review members have terms expiring on February 1, 2015. One member is term limited and one is currently eligible for reappointment. There are two Board of Review members who have terms expiring on February 1, 2016 and both members are currently eligible for reappointment. One Board of Review member has a term expiring on February 1, 2017, and is currently eligible for reappointment.

Forecast:

- Year One:
 - Encourage the eligible member to apply for reappointment.
 - Seek applications for appointment to Board of Review for expiring term.

- Year Two:
 - Encourage the eligible members to apply for reappointments.



Strategic Planning Process Commission Priorities

Issue Title: Board of Zoning Appeals Vacancies

Committee: Board of Zoning Appeals

Issue: Currently there are three vacancies on this board; even with the alternates there is a chance that we might not have a quorum of four people.

Background: It is a seven-member board with two alternates and one seat is a Planning Commission representative. Currently we have four regular members and two alternates. In January we lost one member due to their relocation outside of City limits. In February we lost two members – one was termed out and the other did not want to apply for another term.

Forecast:

Year One: Contact people so we can fill our vacancies. In February of 2015 we will lose one member as they will be termed out.

Year Two: Contact people so we can fill our vacancies. In February of 2016 we will lose three more members as they will be termed out.



Strategic Planning Process Commission Priorities

Issue Title: Baraga Avenue Improvement
Committee: Downtown Development Authority

Issue: Need to improve pedestrian and vehicular safety on Baraga Avenue.

Background: In 2013 the DDA received a Michigan Municipal League "MI Place Grant" to provide community input and develop a concept plan for improvement to Baraga Avenue. The plan will include the redesign and reconstruction of the 100 Blocks of West and East Baraga Avenue. The avenue is currently 75 feet wide, includes perpendicular parking on each side of the street and is a high-traffic area. Both the width of the street and the speed of traveling vehicles make the street dangerous and uncomfortable for pedestrians. The project would better integrate the street into the rest of the downtown, make the street more accessible, walkable and interesting, and would include an implementation of traffic calming techniques, a redesign of parking, a recreation of the streetscape and the creation of a public gathering space in the area. It would also be a goal of the project to underground the current unattractive overhead utilities.

Forecast:

- Year One: Develop plans and specifications reflecting the conceptual designs (\$30,000)
 - Work with City Community Development Department to ensure the plans comply with City Land Use Plans and Regulations.
 - Work with City Engineering to ensure that plans are in compliance with all utility, street, and public project requirements.
 - Work with City Planning Commission for site plan approval.
 - Work to secure potential funding to help finance project.

- Year Two:
 - Project construction dependent on available funding (\$650,000).



Strategic Planning Process Commission Priorities

Issue Title: Branding, Marketing, and Signage
Committee: Downtown Development Authority

Issue: The Downtown Development Authority (DDA) should focus on defining its brand in order to better position the district.

Background: The City has expanded the downtown district's geographical footprint twice since its original inception in 1986. Several areas of the district have unique characteristics, challenges, and opportunities. The inclusion of North Third Street and now the "Baraga Avenue Plan," emphasize the need to better integrate these areas as part of the experience of the overall downtown district while capitalizing on each distinct "place." Research shows us that cities must distinguish themselves and position themselves in the market place. The "new urbanism" tells us that companies and young people have lost their "hometown loyalties" and will choose where to locate. Cities with distinctive characteristics, be they economic, cultural, environmental or lifestyle will attract the best companies and people. The DDA will be working toward successfully "branding" Third Street, Historic Downtown, Baraga Avenue and the west end district to define the downtown district and better engage and strengthen the business environment.

Forecast:

- Year One: Define the parameters and develop a Request for Proposal for professional services. Engage a professional to assist with the branding process and develop the "brand" (\$45,000).
- Year Two: Implement the Branding Related Marketing Strategy (\$7,500).



Strategic Planning Process Commission Priorities

Issue Title: Comprehensive Market Analysis
Committee: Downtown Development Authority

Issue: Conduct a comprehensive market analysis is to assess and understand our market in order to identify business and development opportunities.

Forecast:

- Year One: No action
- Year Two: Conduct market analysis (\$45,000).



Strategic Planning Process Commission Priorities

Issue Title: Parking Management
Committee: Downtown Development Authority

Issue: Current parking revenue is insufficient to cover the maintenance and operation costs related to parking. The current two-hour regulations do not allow for optimum use of the most coveted on-street parking.

Background: A part of the Downtown Development Authority's (DDA) charge for downtown is the effective management of public parking that best serves customers, businesses, employees and residents, while maximizing current parking, and generating sufficient revenue to make the program self-sustaining.

In 2013 the DDA employed a parking consultant to conduct a comprehensive parking analysis and generate a sustainable parking management plan. Two of the identified goals of the plan are to increase availability of over-demand parking spaces and increase demand of under-utilized spaces. The most effective tool to achieve these goals is to use price to control parking.

Forecast:

- Year One: Implement Phase 1 of Downtown Parking Plan (\$100,000)
 - Install parking meters on the 100, 200, & 300 Blocks of W. Washington St. and 100 Block of East Washington St.
 - Install parking pay stations in the Bluff Street parking ramp and in the North main street lot.
 - Work with the City Police Department to integrate parking equipment with the enforcement system.
 - Work with the City Engineer to verify locations of identified extended site lines and obsolete curb cuts.
 - Add striping for additional on-street parking at identified curb cuts and extended site lines.

- Year Two: Parking meter revenue (\$45,000)
 - Work with the City Police Department to increase parking enforcement (\$16,000).
 - Work with City Police Department, Treasurers Office, and DDA staff to monitor and evaluate success of meters and pay stations.



Strategic Planning Process Commission Priorities

Issue Title: Development of Green Space – 700 Block North Third Street
Committee: Downtown Development Authority

Issue: Need to enhance pedestrian environment on North Third Street

Background: In 2013 the City received a planning grant from the Michigan State Housing Development Authority to develop a long-term sustainability and land-use plan for North Third Street. As part of the process, the community expressed a desire for a gathering green space. The parking lot located at 714 North Third Street was identified as a potential location because of its current activity level and because of its central location. Its high pedestrian use causes a conflict between pedestrians and vehicles and development of a green space would provide a safer place to gather. The project would depend on the cooperation of the private land owner, but the owner has expressed a preliminary interest in working with the Downtown Development Authority and City to develop the project. The development would serve as a catalyst for other private development and potential private/public partnership projects.

Forecast:

- Year One: Develop plans and specifications reflecting the conceptual designs (\$20,000).
 - Work with the Property Owner.
 - Work with City Community Development Dept. to ensure the plans comply with City Land Use Plans and Regulations.
 - Work with City Engineering to ensure that plans are in compliance with all utility, street, and public right-of-way requirements.
 - Work with City Planning Commission for site plan approval.
 - Work to identify potential funding sources to help finance project.

- Year Two:
 - Project construction – dependent of funding availability (\$75,000).
 - Lack of Funding: “Tactical” project implementation with planters, seating, and parking re-stripe (\$12,000).



Strategic Planning Process Commission Priorities

Issue Title: Election Staffing
Committee: Elections Board

Issue: Availability of Trained Election Inspectors

Background: Each year the City of Marquette holds at least one election and during a Presidential Election Year there are usually three. For each election, the City Clerk's Office provides staffing to conduct the elections and also provides training for Election Inspectors and Precinct Chairs and Vice Chairs. The City has over 13,000 registered voters, seven voting precincts and three voting locations. The polls open at 7:00 a.m. for each election and close at 8:00 p.m. Workers arrive at the polls at 6:00 a.m. to prepare the precinct so that voters can start voting at 7:00 a.m. sharp. The election workers also spend nearly two hours after the polls close organizing their reports so results can be verified. In order to run an efficient precinct, a minimum of five workers are needed on-site at all times to process voters who come to the polls to vote. We also utilize two Election Inspectors per precinct to process absent voter ballots at the polls. Therefore, for each election we recruit and train between 50 and 60 Election Inspectors per election (more during the Presidential Election). Each election, we experience a turnover rate of 10-20% which requires us to recruit several new Inspectors per election. Currently we pay our Inspectors \$8.50 per hour and our Chairs and Vice Chairs receive an additional \$40 and \$25 respectively. We have often experienced elections where we have had to shift our Inspectors to different precincts as well as our Chairs and Vice Chairs.

Forecast:

In an effort to reduce Election Inspector/Chair/Vice Chair turnover rate, the City Clerk's Office is prepared to propose increasing the Election Inspector pay rate to \$9.50 per hour, the Chair per diem to \$50 and the Vice Chair per diem to \$35. The cost of this proposal would be approximately a \$1,200 – or 2.58 % – increase in the Election Inspectors line item in the annual Elections budget.

- Year One: Institute mentioned pay increase in an attempt to keep turnover rate below 10%.
- Year Two: Keep turnover rate at 5% or less.



Strategic Planning Process Commission Priorities

Issue Title: Marina Development – Maintenance Fund
Committee: Harbor Advisory Committee

Issue: Maintenance improvement fund for both marinas.

Background: Maintenance improvement funds have never been previously established for the City marinas.

Forecast:

Year One: Study and gain an understanding of the historic use of each marina, along with future needs.

Year Two: Make and recommend Maintenance Improvement Policy.



Strategic Planning Process Commission Priorities

Issue Title: Marina Development – Presque Isle Marina
Committee: Harbor Advisory Committee

Issue: Presque Isle Marina Project

Background: Re-evaluate Phase III – V of the Presque Isle Marina project.

Forecast:

Year One: Re-evaluate all remaining phases of the Presque Isle Marina project.

Year Two: Pursue grant funding for future phases.



Strategic Planning Process Commission Priorities

Issue Title: Marina Development – Cinder Pond Marina
Committee: Harbor Advisory Committee

Issue: Develop and implement a planning process for a new Cinder Pond Marina building.

Background: Severe winter conditions caused significant building damage.

Forecast:

Year One: Assist and support the planning process for a new building.

Year Two: Support recommendation funding to the City Commission for construction of a new facility.



Strategic Planning Process Commission Priorities

Issue Title: Term Limits – Maintaining Full Board Membership
Committee: Investment Advisory Board

Issue: The loss of valuable at-large board members as a result of term limits reduces the effectiveness of the overall Board. The nature of the Investment Advisory Board (IAB) calls for an understanding of business investments and knowledge of the financial market. The City's current requirement on term limits provides for "no exceptions" for extending a termed out member if a vacancy cannot be filled. This means that the IAB often operates with a four member board.

Background: The City of Marquette Investment Advisory Board invests the City's public funds in accordance with Public Act 20 of the Public Acts of 1943, as amended. The board is comprised of five members made up of the City Chief Financial Officer, the City Treasurer, and three at-large members appointed by the City Commission. The board meets quarterly to review the City's portfolio in tandem with the current financial market. Appropriate action is taken to adjust investments to align with the current financial needs of the City while maintaining investment safety, liquidity, and market returns.

At-large members are a vital part of the investment decision-making process. Their business/financial views often bring a fresh perspective to potential investment vehicles and/or they can speak knowledgeably about new investment products or the exploration of these products within the government parameters. Less than full board membership is limiting in and of itself. Summarized below are the long term vacancies experienced by this board:

Vacancies:	July 1, 2006 – May 14, 2007	11 months
	July 1, 2008 – Oct 29, 2012	4 years, 4 months

Forecast:

Year One: Recommend the City Commission adopt "exceptions" to the term limit rules. Eg. To maintain continuity on boards that require/rely on members with a background or expertise/experience in investment and financial matters, should a vacancy occur due to term limits, consider renewing the expired term if there are no pending applications for the board position. Additionally, allow members to serve on more than one board/committee if the functions of the boards/committees are unrelated.

Year Two: Continue to identify qualified members to fill vacant positions.



Strategic Planning Process Commission Priorities

Issue Title: City's Invested Funds
Committee: Investment Advisory Board

Issue: The City's public funds are invested in a manner which will provide the highest investment return with maximum security while meeting the City's daily cash flow demands in conformance with all State statutes and local ordinances governing the investment of public funds.

Background: The Investment Advisory Board was established in 1980 by the City Commission in accordance with the provisions of Public Act 20 (PA 20) of the Public Acts of 1943 as amended to manage the City's public funds. The Board is comprised of five members made up of three members at large appointed by the City Commission, the City Chief Financial Officer, and the City Treasurer.

In November 1997, an investment policy was adopted by the City Commission and subsequently updated in March 2008. The investment of public funds is based on strict adherence to applicable statutes, judicial decisions and legal opinions. Quarterly meetings are held to review the portfolio and current market conditions. Appropriate action is taken to maintain asset safety while maximizing returns. Received National Certification of the City's Investment Policy from the Association of Public Treasurers of the United States and Canada.

Forecast:

Year One: Ongoing review of investment status, maturity dates and portfolio yield in consideration with current market events. Monitor and analyze cash flow needs while meeting the primary investment objectives of safety, liquidity, and return on investments in compliance with PA20.

Year Two: Continued monitoring of investments and reviewing of new financial products in maximizing returns in keeping with the investment objectives.



Strategic Planning Process Commission Priorities

Issue Title: Increase and maintain membership of the Local Officers Compensation Commission.

Committee: Local Officers Compensation Commission (LOCC)

Issue: As established, the LOCC is a seven-member board, with on-going challenges to keep a full complement of members. Currently, there are two vacancies, for terms that expire in August of 2015 and August of 2016, and additional seats will also be opening in the near future due to natural attrition of members.

Though the board meets rarely, a depleted committee roster does make it more challenging to gather a quorum. Filling all vacancies would also increase the variety of expertise and the diversity of opinions represented on the LOCC.

Background: The LOCC was created by the Marquette City Commission in 1977. The LOCC is comprised of seven members appointed by the City Commission serving seven-year terms.

Currently, the August 2015 open seat has been vacant since 2011 and the August 2016 seat has been vacant since 2012. The Committee has not had a full roster since 2008.

Forecast:

- Year One: In addition to the two open seats, a third seat will be vacated in August of 2014. LOCC members will increase community outreach in an attempt to fill these three seats in a timely fashion.
- Year Two: If vacancies remain, the group will continue to conduct outreach.



Strategic Planning Process Commission Priorities

Issue Title: Compensation Rates for Elected Officials
Committee: Local Officers Compensation Commission

Issue: The Local Officers Compensation Committee has been charged with establishing and maintaining adequate compensation for the Marquette City Commission and the Board of Light and Power members.

Background: The Local Officers Compensation Commission (LOCC) was created by the Marquette City Commission in 1977 to address the narrow subject of (1) determining if compensation levels for the Marquette City Commission and Board of Light and Power (BLP) are adequate; and, (2) to set new levels of compensation, if necessary. The LOCC meets in odd-numbered years to make these determinations. The most significant drivers for these decisions are (a) comparisons of compensation paid to elected officials on similar boards and commissions for units of government similar to the City of Marquette and other Boards of Light and Power owned by similar size municipalities; and, (b) the opinions of sitting elected officials who serve on those two entities, if offered. Our operating philosophy has been to keep our City Commission compensation at about the median for similar size municipalities, being sure not to drop into the bottom 40th percentile; and, our BLP compensation at about 80% of the City Commission compensation.

Forecast:

- Year One: Given the criteria that are used to determine the status of compensation, it is difficult to gauge future needs with any accuracy. Strictly for planning purposes, it might be prudent to allow a 5% increase allocation in the budget.
- Year Two: N/A



Strategic Planning Process Commission Priorities

Issue Title: Brownfield Committee Appointments
Committee: Marquette Brownfield Redevelopment Authority

Issue: Currently, five of seven Marquette Brownfield Redevelopment Authority (MBRA) seats are filled. This means that if more than two members miss a meeting, there can be no quorum, and no meeting. Additionally, fewer members can make it more difficult to draw out a diversity of opinions during key discussions.

Background: Three of the seven seats have been vacant over the last two years. We currently have two vacancies. The ex-officio is the Treasurer who is also the Treasurer for the City of Marquette.

Board member turnover has resulted from employment and time conflicts with individuals' business roles. While the board involvement has been somewhat minimal in the demand of time, and every attempt has been made to meet when board members have availability, it has still resulted in the loss of members.

Forecast: It will be of key importance that board members and the Executive Director take every opportunity to recruit potential board members. In addition, the Executive Director will use every public opportunity, e.g., the Annual City Open House, local presentations, and other venues to promote the MBRA and to encourage interest in board appointment to the MBRA by the City Commission.

- Year One: The terms of two seated members will expire, though both will be eligible for re-appointment. Both will be urged to apply for reappointment, and a focus will be placed on overall recruitment. A term tied to a currently vacant seat will also expire.
- Year Two: A term tied to another vacant seat will expire. MBRA will work to ensure ranks remain filled, despite these expirations.



Strategic Planning Process Commission Priorities

Issue Title: Brownfield Projects – Related Costs
Committee: Marquette Brownfield Redevelopment Authority

Issue: One of the challenges of Brownfield projects is the upfront costs to approve the project and the delay in realizing Brownfield TIF revenues after the project has been constructed. The Marquette Brownfield Redevelopment Authority (MBRA) has approved a policy to require upfront payment by private developers to cover the costs of developing and approving a Brownfield Plan and Act 381 Work Plan.

As a result, the MBRA is a self-sustaining entity that works extensively to support economic development and private investment in the City of Marquette.

Background: In addition to the Founders Landing Project, a Brownfield Plan and Act 381 Work Plan was approved by the MBRA, City Commission, and the State of Michigan for the Veridea Liberty Way project for the redevelopment of the Bunny Bread bakery site.

The project included an MBRA tax-exempt bond issue for the Washington – Lincoln intersection and streetscaping. The first phase is completed and plans are underway for the next phase.

Brownfield TIF revenues are anticipated in September that will be split 25–75% between fiscal years. The MBRA will have continuing responsibility for invoice review and approval and work plan approval for the next phases of the project.

There are additional projects under discussion or anticipated.

Forecast:

MBRA costs for the Veridea Liberty Way Project and subsequent project will be covered by available MBRA funds and developer up-front fees.

- Year One: FY 2015 - \$50,000 (staff, consultants, and legal counsel).
- Year Two: FY 2016 - \$50,000 (staff, consultants, and legal counsel).



Strategic Planning Process Commission Priorities

Issue Title: Administrative Staff Needs

Committee: Marquette Brownfield Redevelopment Authority

Issue: Possible future brownfield projects could increase Marquette Brownfield Redevelopment Authority (MBRA) staffing needs.

Background: Currently, the MBRA employs one part-time Executive Director working 15-20 hours per week. Under most circumstances, the time is adequate to administer the brownfield needs of the three active projects: the Cliffs-Dow property, Veridea (The Liberty Way Project), and Founders Landing. Some projects have been more demanding than others but the director has been able to meet the demand under the current staffing.

Forecast: As larger projects come on line, e.g., potential reuse and development of the former Marquette General Hospital and possible closure of the Presque Isle Power Plant, there will need to be increased effort and time spent on solutions for redevelopment through utilization of brownfield dollars in these projects. As a result, this will likely require additional staff time to maintain the current projects and provide services for new ones.

Additional staffing will be required if the MBRA were to be awarded the EPA grant for which it has applied. There would be no additional costs to the City as these costs are built into the grant. The MBRA will most likely apply in future years for this grant or similar ones.

- Year One: Maintaining the current staffing level should be adequate.
- Year Two: It may be necessary to hire an additional 15 hours per week staff to assist in administrative support to the board. This would allow the Executive Director to lead the MBRA and strengthen the external awareness of brownfield opportunities. These costs would be sustained through TIF revenues of the existing projects.



Strategic Planning Process Commission Priorities

Issue Title: Operational/Capital Outlay Budgeting

Committee: Marquette Area Wastewater Treatment Advisory Board

Issue: Maintaining budget levels for compliance.

Background: The Marquette Area Wastewater Facility operates under National Pollution Discharge Elimination System Permit #MI0023531. As part of the National Pollutant Discharge Elimination System permit, it is the responsibility of the City of Marquette to maintain the facility to meet compliance. Since the last major upgrade in 2008, staff has been challenged with process control limitations that were unforeseen during the plant design process. Wastewater staff is constantly seeking ways to improve in-plant operations to ensure legal compliance and improved process efficiencies. Many of these improvements are driven by technological advances in wastewater processing equipment and techniques. Capital outlay purchases are required to implement the necessary technological improvements in order to meet the water quality benchmarks that are mandated by the Michigan Department of Environmental Quality and the U.S. Environmental Protection Agency. Without sufficient budgets, compliance may be compromised. Staff has identified numerous specific capital improvements, such as the installation of an on-line phosphorous analyzer and increased inventories of critical spare parts and equipment for emergency process control actions.

Forecast:

Year One: Provide documentation and justification for capital outlay improvements during the FY 2014/15 budget process.

Year Two: Continue to implement operational changes that result in improved efficiencies and permit compliance.



Strategic Planning Process Commission Priorities

Issue Title: Modernization of Housing Commission Facilities
Committee: Marquette Housing Commission

Issue: The Housing Commission needs to modernize apartments and business computer system.

Background: The Commission has not updated the server or software for the business office in over ten years. The inside of the apartments have never been renovated, and many of the apartments have original cabinets and floors. Most of the walls of the apartments at Pine Ridge are cinder block.

Forecast:

Year One:

- Replace office server and purchase/install new software.
- Obtain green physical needs assessment for both properties.
- Complete strategic planning and set 10-year plan for use of reserves and future capital funds.
- Improve curb appeal at both sites.
- Complete stage two of three of the kitchen renovation/sewer replacement project at Pine Ridge.

Year Two:

- Update two apartments at Lake Superior Village as model apartments with new amenities such as microwaves, high quality flooring, modern fixtures, and window blinds.



Strategic Planning Process Commission Priorities

Issue Title: Improve image of Marquette Housing Commission Developments
Committee: Marquette Housing Commission

Issue: We need to alter the negative public perception of the Marquette Housing Commission housing developments and tenants.

Background: During the 1980s, Lake Superior Village, the Village, developed a reputation of being a high-crime area with heavy drug use. The crime rate was a concern of the Commission and at one time an on-site Police Officer was living at the Village in an attempt to decrease the crime level. The property was looking aged and in need of updating which helped to perpetuate the image of "the projects".

Pine Ridge Apartments' tenant base evolved from elderly to people with disabilities during that same time period. Many of the tenants were individuals with mental illness. This new population came into the building without management having the knowledge or ability to handle associated issues. Pine Ridge therefore began to develop a reputation of a building with people with significant mental illness and behavioral issues. Both properties were suffering issues with decreased waiting lists and vacant apartments.

In August 2000 a new executive director was hired. Under her direction, lease violations and evictions were more effectively handled. Management at Pine Ridge began to work closely with local agencies to address tenant issues. As a result, the crime rate, lease violations, and evictions have decreased. The Village also received extensive exterior remodeling and now looks like much of the other housing in the area. The Village is often assumed to be Northern Michigan University housing. However, public perception and stereotypes are hard to change. Both properties' image have improved however, there still is work to be done.

Forecast:
Year One:

- Update website to include desirable apartment features and location.
- Improve internal marketing to increase a sense of pride and community among tenants (newsletters, *Marquette Monthly* delivered to homes, have tenants contribute writing).
- Improve marketing by highlighting affordability, 24/7 maintenance, apartment size and convenient/accessible location.

Year Two: N/A



Strategic Planning Process Commission Priorities

Issue Title: Goals and Priorities
Committee: Parks and Recreation Advisory Board

Issue: Policy Recommendations:

- Land Use Policy
- Cost Recovery Policy

Background: Parks and Recreation Advisory Board (PRAB) reviews and advises policy based on the Five Year Recreation Master Plan – action items. Finding #11- Funding is needed to identify realistic funding sources to implement the Master Plan including park use, marinas and Lakeview Arena; specific to non-resident fees.

Additionally, PRAB is working on a Park Land Use Plan policy to address park use for low-and high-impact events.

Forecast:

Year One:

- Land Use Policy final recommendations submitted.
- Develop Cost Recovery Policy.

Year Two:

- Anticipate ordinance in accord with Land Use Policy recommendations.
- Implementation of Cost Recovery Policy.



Strategic Planning Process Commission Priorities

Issue Title: Goals and Priorities

Committee: Parks and Recreation Advisory Board

Issue: Capital Projects

- Prioritization focus on Tourist Park Land Use Plan in order to provide relief of pressure on Mattson Park for High- and Low-Impact Events
 - Update Playground – FY 2014-15
 - MNRTF – project grant application year round restroom facility FY 2014-15
 - CR 550 access and parking funding separating day-use and campground uses.

Background: The City completed a Land Use Action Plan for Tourist Park in 2013. The plan was submitted to the State to amend the City's Five Year Recreation Master Plan. Elements of the plan have been reviewed by the Parks and Recreation Advisory Board and priorities within the plan have been identified as most critical priorities in the next year to address pressure on other large City park facilities.

Forecast:

Year One:

- Update Playground Equipment– equipment procured, awaiting installation.
- Submit MNRTF Project Grant – Year Round Restroom Facility approximate cost \$650,000.00.

Year Two:

- Construct restroom facility.
- Pursue funding for alternative CR 550 access and parking as defined in the plan.



Strategic Planning Process Commission Priorities

Issue Title: Goals and Priorities - Year Round Dog Park
Committee: Parks and Recreation Advisory Board

Issue: Year Round Dog Park

Background: Parks and Recreation Advisory Board (PRAB) maintains a Five Year Recreation Master plan, which has guidance statements and a capital projects plan to assist PRAB discussion in prioritization of requests. This item represents the near-term objectives under review by the PRAB in the two-year timeframe requested.

Forecast:

Year One: Identify dog park site, create plan and budget estimates, and confirm with public review.

Year Two: Pursue funding and construction of dog park.



Strategic Planning Process Commission Priorities

Issue Title: Update Peter White Public Library Strategic Plan "Charting a Course for the Future 2007-2012"

Committee: Peter White Public Library Board of Trustees

Issue: The Peter White Public Library (PWPL) conducted a strategic planning process in 2005. Almost 100 individuals participated in focus groups, planning and goal-setting to establish the strategic plan. Some of the goals identified in the resulting document "Charting a Course for the Future 2007-2012" have been attained by the PWPL. The Library needs to implement a new strategic planning process to set a course for the next five years.

Background: While many of the goals identified in the Library's Strategic Plan have been addressed; several remain. Two of the goals identified-strengthen PWPL funding and designate 15% of annual operating budget for materials are issues with which the Board of Trustees continues to struggle. Access to information and new methods for disseminating electronic content are changing the ways public libraries serve residents and the way customers use the library. It is an important time to discover what residents want from the Peter White Public Library and how the library can make the best uses of its resources.

Forecast:

Year One: The Board of Trustees will name a Strategic Planning Committee by September 1, 2014. This committee will be responsible for developing the schedule for the strategic planning process, selecting a strategic planning consultant and overseeing the strategic planning process. Budget for Strategic Planning process will be established.

Year Two: The Strategic Planning Committee will hold Strategic Planning sessions, assess the results and prepare a final Strategic Plan by July 1, 2016. Estimated budget for Strategic Planning process \$10,000.



Strategic Planning Process Commission Priorities

Issue Title: Strengthen Peter White Public Library Funding
Committee: Peter White Public Library Board of Trustees

Issue: Library funding is not keeping pace with demands for service. The renovated/expanded building is now 14 years old. Heavy use of the building (almost 1,000 visitors per day) has taken a toll on flooring and furniture. Demands for expanded formats and equipment—downloadable ebooks and audio books, streaming films and music and various electronic devices are stressing the budget. The Peter White Public Library (PWPL) currently spends more for utilities—gas, water, sewer and electric—than is spent for materials. The PWPL needs to increase financial support for the PWPL in order to maintain current programs, services and materials, as well as to expand services in order to meet customers' expectations.

Background: A critical component of PWPL funding is Contract for Library Services millages of 1.0 mill collected from Chocoday, Marquette, Sands, Skandia and West Branch Townships. These Contracts provide \$460,000 in funding for the PWPL. This provides 25% of the Library's annual budget. Marquette Charter Township millage is the majority of this funding at \$200,000 per year. A millage renewal for the Contract for Library Services millage is scheduled for November 2014 in Marquette Township. The possibility exists to place a Contract for Library Services millage on the ballot in Powell Township in November 2014. If approved, this contract would add funding to the PWPL operating budget.

Forecast:

Year One: If Contract for Library Services millage renewal passes in Marquette Township in November, PWPL annual operating budget will remain stable. If Powell Township places Contract for Library Services millage on the ballot, and the issue is approved by voters, PWPL will see an additional \$65,000 in general operating income for FY 2014/2015.

Year Two: Funding will remain stable from previous year.



Strategic Planning Process Commission Priorities

Issue Title: Improving energy efficiency at Peter White Public Library
Committee: Peter White Public Library Board of Trustees

Issue: The Peter White Public Library (PWPL) currently pays more for utilities than library materials (books, newspapers, magazines, CDs, DVDs, electronic books, online reference databases, etc.). The Library would like to reduce energy consumption and energy costs.

Background: Energy costs, especially for electricity from the Marquette Board of Light and Power, have soared in the past several years. The budget line item for electricity now tops \$100,000 per year. This is more than the PWPL budget for materials. The Board of Trustees has been working on energy efficiency projects for the past four years. The HVAC operating system has been upgraded. Variable frequency drives have been installed. The Board is working with contractors to develop a plan to transition all lighting to LED. The Board of Trustees has established reduced summer hours (June/July and August) in an effort to reduce costs for staff and utilities. The Board is investigating replacement of the inefficient air conditioning equipment and the addition of photovoltaic energy panels as methods for reducing energy consumption and costs.

Forecast: Upgrading of the HVAC system computerized operating software and equipment and installation of Variable Frequency Drives has already reduced energy usage and costs. The PWPL plans to continue such efforts in 2014 and 2015.

Year One: Implement transition from current electrical lighting in select fixtures to LED lighting resulting in improved energy efficiency and reduced costs. Lighting includes exterior parking lot lighting, large column accent fixtures on second floor and cove lighting on second floor. Estimated cost for all projects \$30,000.

Year Two: Research funding and feasibility of installation of photovoltaic panels on PWPL roof to provide electrical energy for the facility. Estimated cost \$75,000.



Strategic Planning Process Commission Priorities

Issue Title: Increase library materials budget to 10% of operating expenditures.
Committee: Peter White Public Library Board of Trustees

Issue: The benchmark for public library spending on materials is generally accepted to be 15% of the operating budget. The Peter White Public Library (PWPL) currently spends approximately 6.7% on materials. The Board of Trustees has made materials spending a priority issue by adopting a goal of spending 10% of the operating budget for materials.

Background: Despite efforts to improve the PWPL materials budget, the Board has been forced to reduce the budget to cover fixed costs such as personnel, utilities, facility maintenance and operational supplies. Customer demand for new formats of materials such as downloadable ebooks and audiobooks and streaming films and music add further stress to an already thin budget for materials. PWPL staff have shifted many print materials to online formats and partnered with other U.P. libraries to offer electronic materials through the Great Lakes Digital Library. Unfortunately, the demand for downloadable materials and print items still exceeds the PWPL budget. The PWPL Board is exploring ways to reduce costs in an effort to dedicate additional resources to the budget for materials. The Board has set a goal of 10% of operational expenses to be spent on materials. The PWPL has a staff of 41 employees. Thirteen employees work full time, and 28 work part-time. Salaries/wages/fringe benefits comprise 66% of the library's operating budget. Library utilities account for 6.5% of the library's budget. The PWPL is open seven days per week during the school year and six days per week during June/July and August. The library is open 69 hours per week during the school year and 64 hours per week during the summer months.

Forecast:

Year One: For June/July/August 2014, the Board of Trustees has reduced library hours by five hours per week. This reduction was made to reduce staff and building operation costs. The Board will assess savings and usage patterns to determine if reductions will be made to operational schedule in the fall of 2014 and winter of 2015.

Year Two: Board of trustees will continue to review operating hours in order to contain costs and improve the budget for library materials.



Strategic Planning Process Commission Priorities

Issue Title: Heartwood Forestland Plan Completion
Committee: Planning Commission

Issue: Implementation of recommendations for Heartwood Forestland property disposition, and reduction of debt associated with the land.

Background: In late 2010, the Heartwood Forestland Ad-Hoc Committee (HFAHC) completed a report including recommendations for the disposition of lands acquired in south Marquette, in a purchase from the Heartwood Forestland Group a few years earlier. The Planning Commission was tasked with reviewing the HFAHC report and making further recommendations. In early 2011, the Planning Commission submitted to the City Commission refined recommendations based on the HFAHC report and their own analysis of important considerations. In its annual reports to the City Commission since 2012, the Planning Commission has continued to call for action to implement the recommendations of the studies for disposition of the subject properties, in order to clarify which areas will be preserved as areas for conservation and recreation, and those that may be considered for various types of development.

Forecast:

Year One: Complete recommendations/plan. Staff time 40-80 hours. Four to six Planning Commission work sessions.

Year Two: Integrate recommendations as a chapter/sub-plan to Community Master Plan, via normal staff and Planning Commission operations.



Strategic Planning Process Commission Priorities

Issue Title: Power Plant Contingency Plans
Committee: Planning Commission

Issue: A Proactive Approach to Future of the Power Plants in the City.

Background: Both power plants in the City could face shutdowns or total re-builds, depending upon business decisions and/or future regulatory standards for emissions. Many high-wage "electricity manufacturing" jobs could be lost, and rates for supplied power may increase substantially. With the loss of either plant there would also be potential to make alternative uses of the lakeshore sites, following disposition of the plant structures and other assets. The City must become an active partner in determining future utilization of the power plants, or the alternatives, including helping to find investors in the We Energies/Presque Isle plant.

Forecast:

Year One: Initiate dialogue on this issue with the Board of Light and Power; establish a partnership with the Board of Light and Power and We Energies on this project. Develop contingency plans for the various scenarios that may have significant impacts to the ongoing operation of the two power plants.

Year Two: Continue development of contingency plans.



Strategic Planning Process Commission Priorities

Issue Title: Redevelopment Planning for Existing Hospital Campus Site
Committee: Planning Commission

Issue: Maintaining property values and use of hospital campus.

Background: The owners of Marquette General Hospital are seeking a new site to build a new hospital campus, which presents the likelihood of the existing campus being abandoned. There are several issues to begin addressing in order to protect the value of nearby residential and commercial properties and prevent unwanted vacancy of the hospital buildings. The City should request a contingency plan for the existing campus from the hospital owners, and if there is not going to be such a plan developed the City should seek funding from the hospital owners to commission a study and develop an action plan for disposition of the hospital campus.

Forecast:

Year One: Initiate dialogue on this issue with the hospital owners. Establish a fund to create a contingency plan, if necessary, with at least \$30,000 for the project.

Year Two: Commission a study and develop an action plan for disposition of the hospital campus if necessary.



Strategic Planning Process Commission Priorities

Issue Title: Public Transportation
Committee: Planning Commission

Issue: Development of Transit Service for the City

Background: Transit service has the potential to enhance access for many residents, especially during winter, as well as ameliorate vehicular parking issues, and extend the range of walking and biking for more sustainable travel options. A comprehensive study of local/regional transit services was conducted for the City of Marquette in 2014 (by Current Transportation Solutions and Smart Growth America), and a detailed report with recommendations for improving service within and outside of the City was completed. Several important recommendations fall on MarqTran to execute, in order for the City to be eligible to partner with MarqTran for capital and operations grants. The City should bring its influence to bear in this regard, so that transit service for City residents and businesses can be funded through available grant programs.

Forecast:

Year One: Provide assistance to MarqTran, if necessary, to complete a Coordinated Public Transit-Human Services Transportation Plan (85% completed with completion of transit study).

Year Two: Once the Coordinated Public Transit-Human Services Transportation Plan is completed, work with MarqTran to submit grants to fund a pilot transit service route for the Third Street corridor. Pursue alternatives if MarqTran is unable to implement the Coordinated Public Transit-Human Services Transportation Plan.



Strategic Planning Process Commission Priorities

Issue Title: Winter City Initiatives
Department/Committee: Planning Commission

Issue: Enhancement of winter maintenance and programs to improve pedestrian access and increase outdoor winter activity.

Background: Sidewalk maintenance has improved in many areas but declined in others, and progress on the goal of becoming a "Premier Walkable Winter City" (2004 Community Master Plan vision statement) has been minimal. No measurable objectives exist, which is an obvious shortcoming for achieving goals in this area. As well, residents and business owners express frustration with a limited set of opportunities for downtown activities during the winter months. More outdoor winter programs and activities are needed to boost the local economy and provide more healthy options for physical and social activity.

Forecast:

Year One:

- Appoint an ad-hoc committee to research appropriate activities and assess the gaps between desired outcomes and existing conditions.
- Establish a "snow summit" in the fall months, with participation of the Planning Commission, to plan for winter maintenance activities consistent with goals of the Community Master Plan.

Year Two: Develop an action plan with immediate, short-range, and long-range objectives and strategies to improve toward goals established by the plan.



Strategic Planning Process Commission Priorities

Issue Title: Term Limits

Committee: Police-Fire Pension Board

Issue: Loss of valuable at-large board members as a result of term limits. Vacancies continue to plague the board and it often takes six months to one year or longer to fill a vacancy. The City's current requirement on term limits provides for "no exceptions" which encumbers the Pension Board in maintaining continuity for decision-making on matters of retirement and investing.

Background: The City of Marquette Retirement System provides for the administration of retirement benefits for members of the Fire and Police departments and their families. Per Public Act 345 of 1937, as amended, the Board consists of the City Treasurer, one member each of the Fire Department and Police Department appointed by their respective bargaining units, and two members at-large appointed by the City Commission. The at-large members provide a valuable public perspective on retirement matters. Depending on their depth of financial experience, at-large members often provide insight and overview for investment decisions that must be made by the board.

Vacancies:	July 1, 2003 – Jun 28, 2004	12 months
	Feb 9, 2005 – Apr 18, 2005	2 months
	Sep 24, 2007 – Apr 14, 2008	7 months
	July 1, 2010 – Jan 30, 2012	19 months
	July 1, 2013 – Feb 10, 2014	8 months
	April 14, 2014 – Present	?

Forecast:

Year One: Recommend the City Commission adopt "exceptions" to the term limit rules. Eg. To maintain continuity on boards that require/rely on members with a background or expertise/experience in investment and financial matters, should a vacancy occur due to term limits, consider renewing the expired term if there are no pending applications for the board position.

Year Two: Continue to identify qualified members to fill vacant positions.



Strategic Planning Process Commission Priorities

Issue Title: Retirement System Viability

Committee: Police/Fire Pension Board

Issue: To maintain the financial viability of the Retirement System for current and retired members of the Police and Fire departments.

Background: Pursuant to Public Act 345 of 1937, as amended, in 1965, the voters of the City of Marquette established a locally administered pension and retirement system for members of the Fire and Police departments. The provisions of the act provide for financing of the Retirement System through member and City contributions. Both member and City contributions are made each payroll period. The City contributions are based on the latest actuarial valuation. Due to the timing of data reporting, valuation completion, and the City's fiscal year, City contributions have lagged two-plus years behind. Contributions should be made timely to the Retirement System so that investment decisions can be made by the board to ensure the viability of the Retirement System.

Forecast:

Year One: With the change in the City's fiscal year from July to October, it may be possible for the actuarial contribution rates for the year ended December 2013 to be included in the City's October 2014 to September 2015 budget. To close the two-year lag gap, a possible catch-up provision may be possible which would "smooth" the cost over five years. The result will be up-to-date contributions, thereby reducing the unfunded liability.

Year Two: Continued contributions by members and the City in maintaining the long term viability of the Retirement System for current and retired fire and police members.



Strategic Planning Process Commission Priorities

Issue Title: Tobacco Free Presque Isle Park
Committee: Presque Isle Park Advisory Committee

Issue: Tobacco free Presque Isle Park.

Background: A tobacco free park is a project designed to protect park users' health and to protect the park's environment. This effort will be in cooperation with people from the County Health Department, Northern Michigan University, the YMCA and other interested groups and individuals.

Forecast:

Year One: Development of recommendations to the City Commission for a tobacco free park.

Year Two: Implementation of a tobacco free Presque Isle Park policy.



Strategic Planning Process Commission Priorities

Issue Title: Presque Isle Park Playground
Committee: Presque Isle Park Advisory Committee

Issue: Oversee the creation of the Presque Isle Park inclusive playground.

Background: The inclusive playground project began about two years ago when it was determined that there are no inclusive playgrounds in Marquette County. A consulting firm was hired, public hearings held, a final plan developed and a site has been approved by the City Commission for playground use. A private group is now in the process of fundraising with a planned construction completion date of Summer 2016.

Forecast:

Year One: Continued support of the inclusive playground project.

Year Two: Monitor inclusive playground construction.



Strategic Planning Process Commission Priorities

Issue Title: Policies Impacting Presque Isle Park
Committee: Presque Isle Park Advisory Committee

Issue: Policies impacting Presque Isle Park.

Background: Various policies have and will affect Presque Isle Park including land use for various events, dog friendliness, alcohol permits, park hours etc. The Presque Isle Advisory Committee wishes to continue to have input and advise the City Commission regarding such policies affecting the park.

Forecast:

Year One: Development and recommendation of a Land Use Policy for Presque Isle Park and other policies as needed.

Year Two: Support and recommend other policies as needed.



Strategic Planning Process Commission Priorities

Issue Title: 2014 Incoming Japanese Delegation
Committee: Sister City Advisory Committee

Issue: Every other year a delegation of residents from our sister city of Higashiomi, Japan visits Marquette and their entire experience from exiting the arrival gate at the airport until entering the departure gate at the airport needs to be coordinated.

Background: A group of experienced volunteers coordinate everything from welcome ceremonies, cultural experiences, local tours, host family arrangements, etc. This year, ten delegates are scheduled to arrive July 28. There will be a welcome reception July 29th in the Huron Mtn. Gallery at the Peter White Public Library. Three delegates will leave on July 31 to get the Mayor back to work in Japan. The remaining delegates will stay until August 4th.

Forecast:

Year One:

- Commissioners should save the July 29th welcome ceremony date on their calendars.
- Volunteers are recruiting host families and drafting the itinerary.



Strategic Planning Process Commission Priorities

Issue Title: Support for New Sister Cities Non-Profit Organization
Committee: Sister City Advisory Committee

Issue: The City of Marquette needs to remain an integral player in the Sister Cities cultural exchanges carried out by volunteers during and after the process of the volunteers transitioning their organizational structure from volunteers who report to the City of Marquette Sister Cities Advisory Committee to volunteers who are part of a new non-profit organization known as Marquette Area Sister Cities Partnership (MASCP).

Background: Volunteers have been doing a great job facilitating, recording, and evaluating cultural exchange and enrichment opportunities for the citizens of Marquette, Michigan as related to its sister city partners in Higashiomi, Japan and Kajaani, Finland for many years. They are developing the MASCP to make the process of handling money and administrating those duties more seamless. Everyone wants the City of Marquette to maintain as much involvement as it has in the past with those exchanges if not become even more involved in future exchanges.

Forecast:

Year One:

- The volunteers have sent papers to the State of Michigan to start the process of developing the MASCP.
- The Sister City Advisory Committee is working with the volunteers during the creation of the MASCP, its Constitution, and its Bylaws.
- The Sister City Advisory Committee will create a set of recommendations for the commissioners to consider related to formalizing support and involvement agreements between the City of Marquette and the MASCP.
- All activities previously carried out by the volunteers and the Sister Cities Advisory Committee members will continue in the meantime as well.
- Following the completion of MASCP development and formalization of agreements between the City of Marquette and the MASCP the City will need to decide what the future of the City of Marquette's Sister City Advisory Committee will be.



Strategic Planning Process Commission Priorities

Issue Title: 2014 Outgoing Marquette Delegation to Kajaani
Committee: Sister City Advisory Committee

Issue: Every other year a delegation of residents from Marquette visits our Sister City, Kajaani, Finland and their entire experience from meeting at the airport for departure until returning to Marquette needs to be organized in coordination with representatives of our Sister City, Kajaani.

Background: For many years, a group of experienced Marquette volunteers has coordinated everything from airline tickets, ground transportation, and lodging, to communications with representatives from our Sister City, Kajaani about cultural experiences, homestays, etc. However, the past two visits have had lower than desired participation interest from Marquette delegates so it has been decided that we will skip one year in hopes that the next visit will have greater delegate numbers.

Forecast:

- This year the delegation visit will not happen.
- A new communications plan will be constructed for recruiting delegates to participate in future visits.
- This trip will happen again in 2016.



Strategic Planning Process Commission Priorities

Issue Title: Establishing Committee Goals and Objectives
Committee: Sustainable Community Ad-Hoc Committee

Issue: Since the inception of the Sustainable Community Ad-Hoc Committee, very few projects have been brought to fruition. There has been a recent turnover in membership and the current committee would like to establish a set of goals and objectives to keep the committee on task.

Background: The Sustainable Community Ad-Hoc Committee is an eight-member committee consisting of representatives from the Department of Natural Resources, Northern Michigan University, Superior Watershed Partnership, Marquette Board of Light and Power, Planning Commission, Parks and Recreation Advisory Board and City Finance Department, as well as a citizen at-large. The main charge of the Sustainable Community Ad-Hoc Committee is to review the City of Marquette's operations and seek ways that the City can decrease their environmental impact on the community.

Forecast:

- Year One:
 - Review the results of the sustainability questionnaires that were handed out during the City open house.
 - Investigate opportunities for public outreach.

- Year Two:
 - Conduct a public forum to allow community members to bring their sustainability concerns forward.
 - Review policy and make recommendations.



Strategic Planning Process Commission Priorities

Issue Title: Downtown Development Authority Parking Study
Committee: Traffic-Parking Advisory Committee

Issue: The Downtown Development Authority has been struggling with parking issues that include both related business employees and customers.

Background: The Downtown Development Authority (DDA) consists of the downtown and Third Street business area. The DDA is governed by a board of directors that is appointed by the City Commission and made up of DDA business owners, the City Manager and an employed Director.

A main charge of the DDA is to manage parking in their area - this includes assessing parking costs and fines. A consistent problem has been the management of the parking so as to serve customers, as well as businesses. Recently, the DDA engaged in a parking study to improve existing problems, such as making parking convenient and cost effective for customers while at the same time offering the same service to business employees.

The Traffic-Parking Advisory Committee has been engaged in assisting the DDA through this process. The committee offers public insight as well as a method of discussion for citizens to engage in this process.

The parking study is complete at this time and the committee is working with the DDA to best implement the results.

Forecast:

- Year One: Working with the DDA to develop an acceptable parking and enforcement plan.
- Year Two: Implement the plan.



Strategic Planning Process Commission Priorities

Issue Title: City Wide Traffic Study
Committee: Traffic-Parking Advisory Committee

Issue: With the recent changes in traffic flow patterns by the addition of extended streets and intersections, concerns have arisen as to the most effective and safest routes and methods to move traffic through the City. This is compounded by the desire of City officials to create an acceptable and effective truck route through the City.

Background: City staff and the City Commission have agreed that a comprehensive traffic study is needed to address new and compounding traffic issues within the City.

The City of Marquette is currently working with DLZ, an engineering firm, on a comprehensive traffic study. The traffic study will evaluate traffic counts and traffic flow patterns to help develop long-term solutions to traffic-related problems within the City of Marquette.

The Traffic-Parking Advisory Committee has been engaged in assisting DLZ through this process. The committee offers public insight as well as a method for citizens to engage in this process.

Forecast:

- Year One: Evaluate and prioritize long- and short-term solutions to current problems.
- Year Two: Work with staff to implement recommendations.

Administrative Services



Strategic Planning Process Commission Priorities

Issue Title: Economic Vitality Incentive Program
Department: Administrative Services/Finance

Issue: Maximize our EVIP Funding.

Background: In 2012, statutory revenue sharing was eliminated and replaced with the Economic Vitality Incentive Program (EVIP). Each community that fulfills the specific requirements of all three categories is eligible to receive a portion of its FY 2010 total statutory payment. For 2014, that amount is 76.2% of our 2010 state payment. On October 1, 2013, category 3 "employee compensation" was replaced by "unfunded accrued liabilities." The new category requires a local unit of government to submit a plan to lower unfunded accrued liabilities in their defined pension plan and other post-employment benefits (OPEB) such as retiree health insurance.

Each year's potential payment amount depends upon the level of state funding for EVIP, which is subject to annual appropriations, as well as a community's ability to meet the criteria. Each year, the state has made changes to those criteria, and it is anticipated they will continue to make changes in future years.

Forecast:

Year One:

- To date, the City has satisfied the criteria in all three categories to receive the maximum allowable EVIP payment. Estimated revenue for 2014 is \$346,466. Our goal is to meet any future changes that may be made to the EVIP requirements.

Year Two:

- Estimated revenue for 2015 is \$357,042. Consider other strategies to continue to reduce OPEB liabilities. Strategies to consider are:
 1. Pay more than the minimum required contribution for defined benefit pension plans;
 2. Implement plan design changes to retiree health plans;
 3. Implement and fund an OPEB trust for retiree health plan liabilities.



Strategic Planning Process Commission Priorities

Issue Title: Other Post-Employment Benefits
Department: Administrative Services/Human Resources

Issue: Reduce the City's Other Post-Employment Benefits (OPEB) Unfunded Accrued Liabilities

Background: The City's OPEB liabilities consist of retiree health insurance coverage and subsidies. In 2006, the City revised its retiree health insurance plan for management employees. For current department head or middle management employees who were hired prior to 2002, the City will pick up a percentage of their health care premium (from 100% to 60%) depending on their years of service and position. The City's share is capped at retirement and does not increase with subsequent increases in premium. Management employees hired after 2005 are not eligible for retiree health insurance through the City.

Union employees that retire at age 55 (or 50 for Police/Fire) with 25 years of service), may stay on the City's retiree health plan. The City subsidizes a portion of the monthly premium. The amount varies by union contract and is a fixed amount. In 2012 and 2013, the City negotiated a provision in all union contracts that ends rights to retiree health insurance and subsidies for all new hires.

Forecast: While we have effectively capped our future liability for retiree health insurance for new hires, there are still steps we could take to further reduce our unfunded accrued OPEB liabilities.

- Year One: Reduce health insurance costs for management retirees through a modified plan design modeled on the plan in place for active employees.
- Year Two: Consider establishing and funding an OPEB trust for retiree health costs. This would allow us to pre-fund our retiree health costs, thus reducing our associated unfunded accrued liabilities, using the only Government Accounting Standards Board-approved method we have available.



Strategic Planning Process Commission Priorities

Issue Title: Pension

Department: Administrative Services/Human Resources

Issue: Increase the funded status of our Defined Benefit Pension Plans.

Background: The City's MERS defined benefit pension plan is 65% funded and the Police/Fire Retirement System (Act 345) is 73% funded. This is reflective of a downward trend that is due in large part to the 2008 recession. The large loss in value we saw as a result of the recession is "smoothed" over a 10 year period. While this results in less volatility, it also means that only 1/10th of the market's recovery is reflected in each year's value of assets. The City's strategic goal is to achieve a minimum 80% funded status for both plans.

For several years, new hires in management positions have been ineligible for defined benefit plans. During union contract negotiations in 2012 and 2013, the City negotiated changes to the defined benefit plans to reduce our unfunded liabilities. Caps were placed on the amount of hours current union employees and new hires could include in their final average compensation for pension. This lowers pension costs by reducing the amount that employees can "pad" their final income. In addition, a new division with lower pension benefits was established for new hires in both the Department of Public Works and City Hall units.

Forecast: The changes we made to the pension plan will result in a reduction of our unfunded pension liabilities over time, as long as we don't have another severe recession.

- Year One: To further reduce pension liabilities, consider contributing more than the required minimum pension contribution.
- Year Two: When contracts reopen in 2016, negotiate further plan changes if possible.



Strategic Planning Process Commission Priorities

Issue Title: Cable Tray Backbone, Phase II

Department: Administrative Services/Information Technology

Issue: Continue installing cable tray system at City Hall.

Background: A project was initiated last year to establish a common path for the installation of network and other cable in City Hall and a cable tray system was installed to support new cables required for the audio/video system installed in Commission Chambers. The next phase of the project is to continue installation of the cable tray system on the ground floor, remove aging network cable and replace throughout the building with cable that supports faster network speeds for the secure financial network. The goal of the project is to streamline IT operations to deliver efficient, consolidated and reliable infrastructure and services at a significantly lower support cost.

Forecast:

Year One: Extend a managed cable tray system at a cost of \$11,400.

- Continue cable tray infrastructure installation at City Hall.
- Install new network cable for secure financial network.

Year Two: None; upgrades will be accomplished during FY 2014/15.



Strategic Planning Process Commission Priorities

Issue Title: Information Security

Department: Administrative Services/Information Technology

Issue: Protect data through implementation of security programs.

Background: The City's information assets are of significant value and deserve measures that ensure their safety and availability. Knowing that information is adequately protected by information security practices allows the City to concentrate on service delivery systems to citizens.

Forecast:

Year One:

- Implement and monitor compliance of security and privacy policies, standards and practices;
- Educate, train and raise awareness of information security risks;
- Deploy Group Policy/Active Directory to manage computers and users across the domain to reduce costs, control configurations and harden security;
- Develop parallel network to test proofs of concept, program and network updates and to isolate problems in a closed environment;
- Develop employee web portal to further prevent cyber security risks.

First year total cost is estimated to be \$8,740 for staff time for development and hardware.

Year Two:

- Implement next generation security tools to aid in identifying and reacting to cyber attacks, malicious traffic and policy violations that have or may pose serious security threats;
- Develop additional policies and standards, continue training and education, and implement improvements for increased network and data protection.

Second year total cost is estimated to be \$5,500 for software.



Strategic Planning Process Commission Priorities

Issue Title: Technology Refresh Program
Department: Administrative Services/Information Technology

Issue: Continue technology refresh program.

Background: Last year, a technology refresh program was initiated to replace equipment according to a predetermined schedule to reduce cost of ownership, support newer technologies and applications, and improve performance. The goal of the program is to periodically refresh equipment to maximize the delivery of efficient, consolidated and reliable infrastructure and services. A technology life cycle replacement schedule ensures the technology is replaced at predetermined intervals and reduces unplanned failures and lost productivity. The schedule for upgrade/replacement varies from three years to seven years depending on the equipment.

Forecast:

Year One:

Equipment scheduled to be replaced for FY 2014/15 includes the following:

- Refresh network switches, firewall and servers and lease for a 60-month term;
- Refresh desktops/laptops and lease for a 36-month term;
- Refresh video playback/program scheduler and lease for a 60-month term.

First year total cost is estimated to be \$59,364.

Year Two:

Equipment scheduled to be replaced for FY 2015/16 includes the following:

- Refresh network switches and content filter and lease annually for a 60-month term;
- Refresh engineering plotter and lease annually for a 36-month term.

Second year total cost is estimated to be \$8,710.



Strategic Planning Process Commission Priorities

Issue Title: Video Recording/Broadcasting/Teleconferencing
Department: Administrative Services/Information Technology

Issue: Expand video recording/streaming and teleconferencing at City Hall.

Background: In 2014, the first phase of a high-definition video recording system was installed at City Hall for recording and broadcasting meetings in Commission Chambers. In addition to replacing standard analog equipment with high-definition cameras, monitors and enhanced audio, the project included other features and capabilities absent from the old system such as high-definition recording and playback, streaming video of live meetings and teleconferencing. This next phase extends video/teleconferencing capabilities in the Commission Chambers to another conference room in City Hall in order to support easier collaboration and enable cost savings in travel expenses.

Forecast:

Year One: Expand live recording, broadcast and streaming capabilities to City Hall conference room with high-definition camera and microphones and lease for \$2,189 annually for a 60-month term.

Year Two: None; upgrades will be accomplished during FY 2014/15.



Strategic Planning Process Commission Priorities

Issue Title: Remote Video Recording/Broadcasting, Phase II
Department: Administrative Services/Information Technology

Issue: Expand Video Recording/Streaming to Remote Sites

Background: In 2014, the first phase of a high-definition video recording system was installed at City Hall for recording and broadcasting meetings. In addition to replacing standard analog equipment with high-definition cameras, monitors and enhanced audio, the project included other features and capabilities absent from the old system such as high-definition recording and playback, and streaming video of live meetings. The second phase extends the capabilities of the system to provide live recording, broadcasting and streaming at other City locations and recording elsewhere in the City.

Forecast:

Year One: Expand live recording, broadcast and streaming capabilities to other City locations by leasing a mobile camera and audio system for \$2,340 annually for a 60-month term.

Year Two: None; upgrades will be accomplished during FY 2014/15.



Strategic Planning Process Commission Priorities

Issue Title: Wireless Communications

Department: Administrative Services/Information Technology

Issue: Upgrade network communications at City Hall.

Background: One of the goals of the Information Technology department is to provide a responsive, accessible and mobile government for staff and citizens alike. Online services and information offerings must be increased to make them more accessible through mobile devices. Installing wireless communications at City Hall for non-critical applications plays an essential role in ensuring data access to mobile devices regardless of location and the deployment of wireless-capable desktops/laptops reduces configuration and support services. The timing for acquiring mobile devices and wireless desktops coincides with lease expiration of the equipment refresh program.

Forecast:

Year One:

- Install wireless network at City Hall to support mobile technology at a cost of \$15,000;
- Provide staff with mobile connectivity regardless of location;
- Equip replacement desktops with wireless connectivity as part of equipment refresh program to reduce configuration and support;
- Develop and support mobile application tools, infrastructure and training.

Year Two:

- Develop mobile applications that help citizens locate and utilize government services.

Community Development



Strategic Planning Process Commission Priorities

Issue Title: Zoning

Department: Community Development

Issue: Complete Zoning Ordinance Revision

Background: The last comprehensive overhaul to the City Zoning Ordinance was in 1978. The ordinance has been amended in bits and pieces over the course of the last 36 years, to include more progressive Form Based code districts.

The Planning Commission initiated a Land Development Code (LDC) project in 2008 that has not realized completion due to Planning Commission re-alignment of priorities and focus on the Community Master Plan.

City staff is seeking funding partners to draft a model hybrid code.

Forecast:

Year One:

- Community forums
- Option I
 - City funding for project during FY 2014-15 Budget - \$5,000.
 - Other funding for project - \$ 30,000 MSHDA, Downtown Development Authority, Marquette County, MDOT, and others.
 - Estimated staff time dedicated to project - 100 hours from the Planning Division of the Community Development Department.
- Option II
 - City funding for project during FY2014-15 Budget - \$35,000.
 - Estimated staff time dedicated to project - 100 hours from the Planning Division of the Community Development Department.

Year Two:

- Adoption and Implementation of LDC.
- Maintain Normal operations for Planning Division staff.



Strategic Planning Process Commission Priorities

Issue Title: Active Transportation Network
Department: Community Development

Issue: Implement Active Transportation Plan provided in the Third Street Corridor Sustainable Development Plan.

Background: The Third Street Corridor Sustainable Development Plan project included an analysis of the City street network for further development of on-street bicycle routes, by Mike Lydon of *The Streets Collaborative* consulting firm. As a result, a recommended "skeleton" network of north-south and east-west bike routes was provided, and is included in the Third Street Corridor Plan document, which is in the process of being adopted as a sub-area plan into the Community Master Plan.

There is widespread public support for developing such a system of marked bicycle routes across the City, and to integrate those with the extensive paved path network that is largely at the outer margins of the City.

At this time there are also three trail groups - the Iron Ore Heritage Trail (IOHT), Noquemenon Trail Network (NTN), and the North Country Trail (NCT) - that desire to have consistent wayfinding signage developed along the paved path network, and the IOHT and NTN each have intentions of developing "trailhead" signage and maps at the Commons. These paved trails are connected to the street network and any wayfinding should consider bicycle routes on city streets, as well as other key destinations/attractions for users of the path/trails systems.

Forecast:

Year One:

- Option I
 - City Funding for project during FY 2014-15 Budget - \$20,000.
 - Other Funding for project - \$100,000 MDOT, DDA, other stakeholders.
 - Estimated staff time dedicated to project - 200 hours from the Police and Public Works Departments, and Planning and Engineering Divisions of the Community Development Department.
- Option II
 - If no funding partners, minimum City funding of \$40,000 during FY 2014-15 budget to implement facilities on Third Street and neighboring blocks as a pilot project.
 - Estimated staff time dedicated to project - 80 hours from the Police and Public Works Departments, and Planning and Engineering Divisions of the Community Development Department .

Year Two:

- Subsequent annual City funding for maintenance of project - \$40,000.



Strategic Planning Process Commission Priorities

Issue Title: Cliffs-Dow

Department: Community Development

Issue: Redevelopment of the Former Cliffs-Dow Site.

Background: Since 2000, the City has been conducting environmental response activities at the site based on a request from the Michigan Department of Environmental Quality (MDEQ).

With the assistance of Richard Baron, esq., and TriMedia Environmental and Engineering, the City continues to move in a positive direction at the site.

As presented in the Q1 2014 work session, the project team will be moving forward with initiatives and response activities to support requests for a Mixing-Zone Determination and a No Further Action approval for portions of the site, which would facilitate the splitting of property for economic development opportunities.

Forecast:

Year One:

- City funding for project during FY 2014-15 Budget - \$30,000 (Portion from Marquette Brownfield Redevelopment Authority revolving loan fund).
- Estimated staff time dedicated to project - 100 hours from the Director of Community Development.

Year Two:

- Continued monitoring to support MDEQ-required response activities for remaining property.
- City funding for project during FY 2015-16 Budget - \$40,000 (Portion from Marquette Brownfield Redevelopment Authority revolving loan fund).



Strategic Planning Process Commission Priorities

Issue Title: Heartwood Forest
Department: Community Development

Issue: Implement the Heartwood Forest Ad-Hoc Committee/Planning Commission Recommendations for the Heartwood Property.

Background: The City Commission has expressed the intent of fully implementing the existing plan (Ad-Hoc Committee Report that was endorsed by the Planning Commission).

This would include the establishment of conservation areas, sale of property that is not planned for conservation areas, the development and/or sale of property located within the City and identified as such, and completing the public planning process for the areas designated as "Future Planned Area."

NOTE: Due to Tax Tribunal Settlement, any land planning efforts will be limited to property located within the City limits.

Forecast:

Year One:

- Option I
 - City Commission pass a resolution of intent to sell property in accordance with Real Estate Sales Ordinance
 - City Commission retain an appraisal company to determine the value of properties in accordance with Real Estate Sales Ordinance. City funding for project during FY 2014-15 Budget - \$20,000
 - City develops, advertises, and receives and reviews bids for property - sales must meet 80% of appraised value for individual properties
 - City Commission utilizes proceeds of sale or appropriates approximately \$20,000 to finalize land use plan for remaining property.
 - Estimated staff time dedicated to project - 60 hours from the Finance Department and Planning Division of the Community Development Department.

- Option II
 - City Commission pass a resolution of intent to sell property in accordance with Real Estate Sales Ordinance.
 - City Commission retain an appraisal company to determine the value of properties in accordance with Real Estate Sales Ordinance. City funding for project during FY 2014-15 budget - \$20,000.
 - City Commission retain a real estate agent to market property - TBD based on negotiation for percent of sale, etc.
 - City Commission utilizes proceeds of sale or appropriates approximately \$20,000 to finalize land use plan for remaining property.
 - Estimated staff time dedicated to project - 30 hours from the Finance Department and Planning Division of the Community Development Department.

- Option III
 - City Commission pass a resolution of intent to sell property in accordance with Real Estate Sales Ordinance.
 - City Commission retain an appraisal company to determine the value of properties in accordance with Real Estate Sales Ordinance. City funding for project during FY 2014-15 budget - \$20,000.
 - City Communications Liaison develops and implements a marketing plan for the property.
 - City Commission utilizes proceeds of sale or appropriates approximately \$20,000 to finalize land use plan for remaining property.
 - Estimated staff time dedicated to the project - 100 hours from the Administrative and Finance Departments, and Planning Division of the Community Development Department.

Year Two:

- Option I
 - Repeat Options I, II or III above if sale not realized.

- Option II
 - Implementation of Plan - dedication of conservation easements, seek grants for amenities, etc.
 - Staff time TBD based upon implementation effort.



Strategic Planning Process Commission Priorities

Issue Title: Low Impact Development Ordinance
Department: Community Development

Issue: Providing a highly effective and attractive approach to controlling storm water pollution and protecting developing watersheds.

Background: The City of Marquette is blessed with abundant natural water resources. As urbanization continues, our lakes, rivers and coastal waters come under threat from development by means of deforestation, reduction in pervious cover, increase in water temperature, pollutants, sedimentation and an increase in storm water runoff.

Low impact development (LID) is a simple and effective way to reduce the degradation of our water resources. Instead of large investments in complex and costly engineering strategies for storm water management, LID strategies integrate green space, native landscaping, natural hydrologic functions, and various other techniques to generate less runoff from developed land.

Forecast:

Year One:

- Review existing City documents, plans, and codes to identify opportunities for improvements that may pertain to low impact development.
- Research and analyze best practice strategies and draft materials for reconciliation into City documents, plans, and codes.
- Estimated staff time dedicated to project – 400 hours from the Engineering and Planning Divisions of the Community Development Department.

Year Two:

- Conduct public planning and education process.
- Consider draft materials for adoption.
- Estimate staff time dedicated to project – 100 hours from the Engineering and Planning Divisions of the Community Development Department.



Strategic Planning Process Commission Priorities

Issue Title: Next Michigan Development Act
Department: Community Development

Issue: Establishment of a Next Michigan Development Corporation/U.P. Regional Economic Development District .

Background: On December 21, 2013, Governor Snyder signed into law PA 239 which allows for the designation of a sixth Next Michigan Development Corporation (NMDC) in the Upper Peninsula. In 2014, the units of government in Delta and Marquette counties (Marquette City, Marquette County, Escanaba City, Gladstone City, Delta County and townships located within Delta and Marquette counties) will work together in creating a Corporation which is intended to advance projects on a regional level.

PA 239 allows for the designation of a sixth NMDC (to be specifically located in the Upper Peninsula) and gives preference to an eligible unit of government(s) to apply to the Michigan Strategic Fund for an NMDC designation. The units of government in Marquette and Delta counties will be collaborating on the creation of a sixth zone in the central U.P. by working toward the creation of articles of incorporation, enabling inter-local agreements and a Michigan Strategic Fund application which if approved will advance regional projects, utilizing economic development tools focused on multi-modal transportation such as the creation of renaissance zones, the development of local developing financing tools, new personal property tax exemptions and industrial facilities tax exemptions.

Forecast:

Year One:

- Via the Local Development Finance Authority, establish a Tax Increment Financing (TIF) District
- Execute an Interlocal Agreement Creating an NMDC
- City Commission delegate a representative to the corporation
- Estimated staff time dedicated to project - 300 hours from the Administrative Department, Strategic Development Division of Community Development, and Finance Department

Year Two:

- Conduct an intermodal transportation assessment
- Identify high-priority projects
- Select three projects for implementation
- Evaluate expanding the zone to neighboring counties
- Estimated staff time dedicated to project - 100 hours from the Administrative Department or LDFA



Strategic Planning Process Commission Priorities

Issue Title: Ore Dock

Department: Community Development

Issue: Preservation/Adaptive Re-use of Lower Harbor Ore Dock.

Background: The City Commission held a work session on January 8, 2013 to discuss the possibility of repurposing the lower harbor Ore Dock to permit access/use for the general public. Initial construction estimates were at or near \$2 million for alternatives presented.

As a result of the work session, the City hired GEI Consultants, at a cost of \$78,000, to conduct a study to determine the type of repairs and amount of funding required to make the Ore Dock safe for re-use, as well as project subsequent annual maintenance. The study will be complete in September 2014.

Forecast:

Year One:

- Receive and analyze study result.
- Conduct public planning process (meetings/preference survey) to determine preferred re-use.
- Coordinate preferred re-use with State of Michigan (bottomlands).
- Develop preliminary cost estimates and seek funding opportunities.
- Estimated staff time dedicated to project - 150 hours from the Police Department and the Planning and Engineering Divisions of the Community Development Department.

Year Two:

- Option I
 - Engineering Department with oversight/assistance from a structural engineer specializing in marine applications completes design.
 - Engineering Department develops and advertises construction plans and bid specs.
 - Engineering Department monitors and inspects construction.
 - Estimated staff time dedicated to project - 1000 hours from the Planning and Engineering Divisions of Community Development.
 - City funding for project during FY 2015-16 Budget - \$2,040,000.

- Option II
 - Engineering Department develops Request for Proposal and assists in the selection of an engineering consultant to complete design, construction plans, and bid specs.
 - Engineering Department monitors consultant and contractor during construction.
 - Engineering to provide administration and project oversight.
 - Estimated staff time dedicated to project - 200 hours from the Planning and Engineering Divisions of Community Development.
 - City funding for project during FY 2015-16 Budget - \$2,120,000.

- Option III
 - Continue to seek funding.



Strategic Planning Process Commission Priorities

Issue Title: Redevelopment Ready Communities Program
Department: Community Development

Issue: Complete Certification Requirements in order to become a Michigan Redevelopment Ready Community.

Background: The Redevelopment Ready Communities (RRC) Program is a state-wide certification program that supports communities to become development ready and competitive in today's economy. It encourages communities to adopt innovative redevelopment strategies and efficient processes which build confidence among businesses and developers. Through the RRC program, local municipalities receive assistance in establishing a solid foundation for redevelopment to occur in their communities - making them more attractive for investments that create places where people want to live, work and play.

Enrollment in the program requires a commitment to address the following RRC Best Practices:

- Community and Public Outreach Plans
- Zoning Policy and Regulations
- Development Review Process
- Education and Training
- Redevelopment Ready Site Inventory
- Community Prosperity

Note - addressing means establishing or revising existing plans, codes and policy to be consistent with RRC program, which would directly reconcile with the need to complete the Zoning/LDC project. See attached RRC Best Practices Document for more information.

Forecast:

Year One:

- Application to MEDC for acceptance into the program.
- Participate in RRC Assessment.
- City funding during FY 2014-15 Budget - \$40,000.00 (\$5,000 more than requested for Zoning/LDC if no grant for that project).
- Estimated Staff time dedicated to project - 120 hours from all Divisions of the Community Development Department.

Year Two:

- Implement RRC Best Practices.
- Subsequent annual City funding dependent on coordination of activity with LDFA or recruitment for Economic Development Planner (program promotes annual education as well as economic development planning and promotion).



Strategic Planning Process Commission Priorities

Issue Title: SmartZone

Department: Community Development

Issue: Establishment of a SmartZone.

Background: SmartZones provide distinct geographical locations where technology-based firms, entrepreneurs, and researchers locate in close proximity to all of the community assets that assist in their endeavors. SmartZone technology clusters promote resource collaborations between universities, industry, research organizations, government and other community institutions, growing technology-based businesses and jobs. New and emerging businesses in SmartZone technology clusters are primarily focused on commercializing ideas, patents and other opportunities surrounding corporate, university or private research institute research and development efforts.

Community leaders have been coordinating this effort for several months and have already taken the steps necessary to provide for an application to the State of Michigan to become a satellite of the MTEC SmartZone in Houghton/Hancock.

Forecast:

Year One:

- Continue the application process.
- Via the Local Development Finance Authority, propose a SmartZone Tax Increment Financing (TIF) District.
- If SmartZone designation is achieved and TIF is approved, begin startup phase of SmartZone, to include staffing and operating expenses of a limited-scope service program. Much of the initial focus will be on relationship building within the region and the statewide service provider network, as well as with Upper Michigan's universities, talent and financing networks. Projected cost of \$200,000 which will be offset and funded by TIF funds.

Year Two:

- Continue relationship building but expand focus to include bringing in high-tech type jobs to the City.
- Expand outreach for viable financing which may include the creation of a 501(c)(3) organization.
- Total costs unknown but a minimum of \$200,000 is expected which will be offset and funded by TIF funds.



Strategic Planning Process Commission Priorities

Issue Title: South McClellan Water District
Department: Community Development

Issue: Low Pressure in South McClellan Water District.

Background: An area of the City generally described as west of McClellan and south of Grove Street currently receives water by means of pumps without the benefit of a tank. This is because the ground elevation is higher than what can be served by pipes hooked to the Mountain water tank district. A new water tank added to our system at a higher elevation could serve those currently residing in the area, as well as serve possible future development.

Water tanks provide storage that accomplishes two major objectives. First a tank holds water that can be used immediately at a desirable rate to fight fires. Second, it regulates water pressure so that pressure spikes from pumping are eliminated.

Forecast:

Year One:

- Conduct a planning exercise (site location, route, easements or land acquisition).
- Draft preliminary cost estimates and seek funding opportunities.
- Estimated staff time dedicated to project – 100 hours from the Engineering Division of the Community Development Department.

Year Two:

- City funding for project during FY 2015-16 Budget - \$2,500,000.
- Estimated staff time dedicated to project – 500 hours from the Engineering Division of the Community Development Department.



Strategic Planning Process Commission Priorities

Issue Title: Outdoor Early Warning System
Department: Community Development

Issue: Deployment of a storm siren system in accordance with recommendations from Climate Change Adaptation Report.

Background: A recommendation of the Climate Change Adaptation Report prepared for the City in 2013 was to develop an Outdoor Early Warning System to notify the community when severe weather events may pose a threat to life and property.

Storm warnings ideally are delivered through multiple means, but those provided by media and cellular systems are prone to failure with power outages and destruction of above-ground infrastructure. Electronic outdoor warning sirens are backed up by batteries, and can be loud enough to alert people inside of structures to imminent storm dangers.

Forecast:

Year One:

- Evaluate needs and cost of systems.
- City funding for project during FY 2014-15 Budget - TBD based on grant funding availability.
- Develop an action plan for deployment and operation of storm siren system.
- Estimated staff time dedicated to project - 50 hours from Fire Department and the Planning Division of the Community Development Department.

Year Two:

- Deploy storm siren system.
- Subsequent City annual funding for maintenance – TBD.



Strategic Planning Process Commission Priorities

Issue Title: Surplus Property Plan
Department: Community Development

Issue: Develop a plan for the disposal of surplus property.

Background: The Commission requested that the City develop a plan to market surplus City property to create a new tax base on these properties. The highest priorities identified include the remaining parcel at Founders Landing, the Roundhouse Property, and the area remaining within the Heartwood Forestland that is designated for development.

There was also a request to "minimize" barriers of the Real Estate Sales Policy.

The City Charter required the development and adoption of a Real Estate Sales Ordinance, which was realized in 2013.

The Planning Commission currently maintains and annually updates a City Property inventory that identifies surplus property.

Forecast:

Year One:

- Option I
 - City Commission pass a resolution of intent to sell property in accordance with Real Estate Sales Ordinance
 - City Commission retains an appraisal company to determine the value of properties IAW Real Estate Sales Ordinance. City funding for project during FY 2014-15 Budget - \$20,000
 - City develops, advertises, and receives and reviews bids for property - sales must meet 80% of appraised value for individual properties
 - Estimated staff time dedicated to project - 60 hours from the Finance Department, and the Strategic Development and Planning Divisions of the Community Development Department.

- Option II
 - City Commission pass a resolution of intent to sell property in accordance with Real Estate Sales Ordinance
 - City Commission retains an appraisal company to determine the value of properties IAW Real Estate Sales Ordinance. City funding for project during FY 2014-15 Budget - \$20,000
 - City Commission retains a real estate agent to market property - TBD based on negotiation for % of sale, etc.
 - Estimated staff time dedicated to project - 30 hours from the Finance Department, and the Strategic Development and Planning Divisions of the Community Development Department.

- Option III
 - City Commission pass a resolution of intent to sell property in accordance with Real Estate Sales Ordinance
 - City Commission retains an appraisal company to determine the value of properties IAW Real Estate Sales Ordinance. City funding for project during FY 2014-15 Budget - \$20,000
 - City Communications Liaison develops and implements a marketing plan for the property
 - Estimated staff time dedicated to the project - 100 hours from the Administrative and Finance Departments, and the Strategic Development and Planning Divisions of the Community Development Department.

Year Two: TBD on outcome of year one.



Strategic Planning Process Commission Priorities

Issue Title: Marina Plan – Waterfront Planning

Department: Community Services and Community Development

Issue: Define Comprehensive Waterfront Plan

Background: The City has conducted multiple waterfront planning processes in the past four years. The results of those efforts include:

- Comprehensive Master Plan includes a Chapter on “Waterfront Opportunities,” as well as a plan for the upper and lower harbors.
- Presque Isle Marina – Preliminary Engineering Report and Founders Landing Marina – Master Plan.
- 381 Brownfield Plan – Founders Landing piling field and bottomlands reuse.
- Lower Harbor Mooring Field – 21 mooring sites.
- Lower Harbor Ore Dock assessment as a possible location for broadside mooring. GEI Consultants is the City consultant conducting the work. The final analysis will be available July-August 2014.
- Five Year Recreation Master Plan – Rowing Club Boathouse identify/study location, cost and funding.
- Community meetings were held during the summer of 2012 to discuss the future of the publicly-owned waterfront property and facilities.
- The City is in the process of drafting “shovel ready” engineering plans for the relocation of Lakeshore Boulevard and the reclamation of public space east of the former Cliff’s Dow site.
- The City is also in the process of completing a land transaction to acquire the “Clark Park” property as a donation from the Lambros/Butler family.
- The City conducted a community-wide waterfront safety planning exercise in 2011 that resulting in the Marquette Waterfront Safety Taskforce Report.



Strategic Planning Process Commission Priorities

Issue Title: Public Infrastructure
Department: Community Development

Issue: Resiliency of Public Infrastructure - Asset Management Planning

Background: The City's physical infrastructure is what permits economic activity to efficiently take place, it's what allows people and goods to move, it's what provides reliable water distribution and sewage treatment, and it's what makes this city a place that people choose to live in.

The City's Master Plan, Capital Improvement Plan, and Asset Management Program all provide a subjective approach to the prioritization of infrastructure replacement based on maintenance intensity and life cycle cost analysis.

Forecast:
Year One:

- Continue to update the Capital Improvement plan for reconstruction projects based on an Asset Management Plan.
- Purchase software to assist with decision-making process and to provide the data relevant for long-term City wide utility Asset Management Plan coordinated between Department of Public Works and Community Development. City funding for project during FY 2014-15 Budget - \$40,000.00.
- Approve a revised six-year plan for capital improvement projects.
- Continue to fund the capital improvement program to keep pace with the infrastructure's useful service life, maintenance needs, and current deterioration. City funding for program during FY 2014-15 budget - \$5 million (\$1 million above current cap).
- Estimated staff time dedicated to project – 140 hours from the Public Works Department and the Engineering and Planning Divisions of the Community Development Department.

Year Two:

- Continue to fund the capital improvement program to keep pace with the infrastructure's useful service life, maintenance needs, and current deterioration, based on Asset Management Plan.

Forecast:

Year One:

- Presque Isle Marina complete Phase II – Renovation of public boat launch spring 2015 – total cost \$ 402,000 (\$201,000 local match)
- Presque Isle Marina – Harbor Advisory Committee and staff to evaluate future phases contingent upon sustainable funding plan.
- Cinder Pond Marina complete phase I and II Harbor Service Building - evaluate possibility of including rowing club boathouse. (June-April).
- Receive lower harbor ore dock engineering study (July-August).
- Staff time dedicated to projects 200 hours Community Services – Park and Recreation.

Option 1 – Planning

- Reconcile the planning efforts into a community-wide waterfront plan.
- City funding for project during the FY 2014-15 Budget - \$30,000.00 for professional consulting assistance.
- Estimated staff time dedicated to project – 80 hours from Community Services and Planning Division of the Community Development.

Option 2

- Continue to update existing plans as necessary.
- Estimated staff time dedicated to project – 30 hours from Community Services Department and Planning Divisions of the Community Development Department.

Year Two:

- Submit amended Presque Isle Marin plan to City Commission and Michigan Department of Natural Resources (MDNR)-Waterways
- Submit MDNR – Waterways Program Grant – initial phase.
- Evaluate possibility of establishing broadside mooring at lower harbor ore dock.
- Staff time dedicated to projects 100 hours Community Services – Park and Recreation.
- Planning – Maintain normal operations.

City Manager's Office



Strategic Planning Process Commission Priorities

Issue Title: U.S. Coast Guard Old Light House Land Transfer
Department: City Manager's Office

Issue: Once the U.S. Coast Guard (USCG) land transfer is completed, the City will own and be required to maintain the USCG old lighthouse property and buildings. There are no plans for subsequent use, and USCG transfer covenants will restrict use of the facility to community recreation and historic preservation. The City will be required to assume all costs for operation, maintenance, upkeep, and long-term deferred maintenance starting in FY 2014-2015.

Background: In 2009, the City entered into a land swap agreement with the USCG, which provided land and infrastructure improvements for a new Station Marquette in exchange for the 5.7 acres of property previously occupied by the USCG. Finalization of the transfer has to date required an Act of Congress; years of administrative coordination, and environmental remediation. During summer, 2013, the testing and evaluation was conducted, and a draft report was prepared in February 2014, detailing final remediation/mitigation requirements and a draft turn-over strategy.

Forecast:

- Year One:
 - Anticipate transfer of property Q1 FY 2015.
 - Maintenance/Operations budget submitted Q4 FY 2014.
 - Initiate public process to discuss long-term facility plans.

- Year Two:
 - Maintenance/Operations budget submitted Q4 FY 2015
 - Conclude public process identifying long-term facility plans.
 - Operate facility for community recreation/historic preservation purposes.



Strategic Planning Process Commission Priorities

Issue Title: Relationship Building
Department: City Manager's Office

Issue: During Q2 FY 2014, the City Commission identified several priorities, including the need to build robust relationships with a variety of organizations.

Background: The City of Marquette faces tremendous challenges in regards to sustaining economic growth and prosperity. These include Energy; Access to Markets; Talent Retention; Education; Federal/State government volatility; Business retention; and more. As a result of almost 60 years of diminished local government authority and Federal/State encroachment on Home Rule, as well as changes resulting from Federal and State Healthcare, Environmental, Education, and Energy policies, local government is fractured, and ill-prepared to seek holistic solutions. Continuance of the status quo will ensure self-interested policies and solutions with waning benefit, and will come at the expense of long-term mutual growth.

Forecast:

- Year One:
 - Schedule regular meetings with the Marquette Board of Light and Power, Marquette Area Public Schools, Marquette County, Northern Michigan University, WE Energies/Wolverine/American Transmission Commission/International Transmission Company/Upper Peninsula Power Company, Marquette General Hospital, and other local government organizations.
 - Identify and appoint residents to serve on the City's Local Development Finance Authority; the Next Michigan Zone board; the SmartZone corporate board; and the Next Michigan Zone corporate board.

- Year Two:
 - Continue regular meeting schedules.
 - Identify joint policy goals and objectives, and reconcile with Next Michigan Zone and SmartZone plans and objectives.
 - Identify additional partners associated with key elements of the City Community Master Plan and Economic Development Plan.



Strategic Planning Process Commission Priorities

Issue Title: Ring Road

Department: City Manager's Office

Issue: As a result of the failure of the Marquette County Road 595 application, the City, in partnership with Marquette County, the Marquette County Road Commission, Northern Michigan University, Marquette Township, Negaunee Township and other area interests, has developed a plan to implement a Bypass Road around the northwestern Marquette Area. A whitepaper was submitted to State legislators that identified short- and long-term resource needs. Initial coordination and planning efforts have been underway through FY 2013. In order for the Bypass project to continue, an agreement must be reached between all parties that identifies project and resource responsibilities.

Background: Marquette County, the Marquette County Road Commission, the City of Marquette and Marquette Township have joined together to request special funding to address transportation needs in our thriving community. These Marquette area governmental entities have come together to identify traffic safety issues and to mitigate those issues to increase public safety for our businesses and citizens. By addressing the public safety needs on our public roads, our community will continue to grow and prosper. The group has identified that the increase in vehicular, commercial truck and non-motorized traffic over the last 10 years has changed the traffic patterns in the City of Marquette and Marquette Township. These traffic issues have local governmental officials concerned about the safety of the traveling public. In addition, new commercial, institutional and recreational developments in Marquette County will add additional stress to this already inadequate transportation system.

Forecast:

- Year One:
 - Conclude Agreement on development of a Bypass.
 - Complete initial planning and permitting.
- Year Two:
 - Provide on-going coordination and implementation support.



Strategic Planning Process Commission Priorities

Issue Title: Sister City Advisory Committee

Department: City Manager's Office

Issue: The Sister City Advisory Committee (SCAC) needs to be re-imagined, and re-established as an international advisory council. The existing Sister City Advisory Committee needs to be transitioned to a non-profit organization, and needs to be authorized to manage existing Sister City relationships. The City needs to ensure the success of both efforts, and will need to provide a variety of support options through stand-up, stand-down, and initial operations.

Background: The City Commission conducted a series of work sessions with the SCAC to review plans and activities. The members of the SCAC initiated establishment of a non-profit Sister City organization in coordination with the City Manager's Office. Work is underway as of Q3 FY 2014 to establish the organization with a Q4 implementation date. The City Commission has agreed to provide transition support, and the new organization anticipates it will request promotional funding during FY 2015 budget deliberations. Once the transition of the SCAC to a non-profit organization is complete, staff will initiate a public process supporting the re-establishment of the SCAC to be the Marquette International Roundtable, with the purpose of coordinating international issues across all interested local organizations and concerns.

Forecast:

- Year One:
 - Identify City representation to the board of the SCAC non-profit Q1 FY 2015.
 - Authorize SCAC non-profit to manage existing Marquette Sister City relationships Q1 FY 2015.
 - Conduct public process leading to re-establishment of the SCAC as the Marquette International Roundtable Q2 FY 2015.

- Year Two:
 - Operate Marquette International Roundtable.
 - Rationalize international plans and objectives across all City plans and projects.
 - Implement initial international solutions.



Strategic Planning Process Commission Priorities

Issue Title: Sawyer International Development
Department: City Manager's Office

Issue: Sawyer International has been approved to be the 50th International User Fee Airport in the USA. Final implementation will require concluding agreements with the U.S. Customs and Border Protection (USCBP) Agency; construction of requisite facilities and infrastructure; and development of a marketing and business strategy attracting international airline customers.

Background: In 1993, K.I. Sawyer was closed as a result of U.S. Air Force (USAF) Base Realignment and Closure (BRAC) efforts. At that time, a plan was developed, but never realized, that called for repurposing the runway and air operations portions to become an international airport, including plans for service as a cargo hub and passenger facility. Little progress was made until 2012, when Michigan Governor Snyder successfully concluded agreement with the U.S. Department of Homeland Security/USCBP to permit Sawyer to expand international operations, subject to successful conclusion of mutual agreements and initial operating improvements. Since that time, the County has made little/no effort to move the project forward. Successful completion of the project is a key requirement for implementation of the Central Upper Peninsula Next Michigan Zone.

Forecast:

- Year One:
 - Work with County to complete Business Development Plan.
 - Support County coordination with USCBP.
 - Develop resource and planning requirements, and harmonize with Next Michigan Zone Development.

- Year Two:
 - Work with County/Next Michigan Zone board to identify development objectives.
 - Work with County/Next Michigan Zone board to develop facility improvement plan.
 - Work with County/Next Michigan Zone board to develop marketing/business attraction plan and strategy.



Strategic Planning Process Commission Priorities

Issue Title: Truck Traffic

Department: City Manager's Office

Issue: The City lacks a comprehensive traffic management strategy. Truck traffic is creating conflicts with other community quality of life and development goals.

Background: The City successfully established a truck traffic ordinance with defined truck routes in 2008. Since that time, economic development has resulted in steadily increasing levels of heavy truck traffic throughout the City. Since 2011, the City has worked in partnership with other jurisdictions and private interests to develop traffic management plans and proposals that address short- and long-term area development needs. During FY 2013, the City Commission appointed a subcommittee to (among other goals) review on-going efforts leading up to consideration and adoption of a Truck Traffic Ordinance.

Forecast:

- Year One:
 - Complete City-wide traffic study Q4 FY 2014. Reconcile study results with City plans and budget proposals for FY 2015.
 - Complete draft Truck Traffic Ordinance, and propose for Commission consideration Q1 FY 2015.
 - Implement Truck Traffic Ordinance.

- Year Two:
 - Work with local jurisdictions to conclude Bypass Agreement Q1 FY 2015.
 - Work with local jurisdictions to seek resources for implementation of Bypass Agreement.
 - Support success/implementation of Bypass Agreement, and review Truck Traffic Ordinance as required.



Strategic Planning Process Commission Priorities

Issue Title: 50-Year Plan

Department: City Manager's Office

Issue: Integrating City plans, strategies, tactics, and resources consistently over time is a critical requirement to minimize waste, maintain capital assets, and meet community expectations for quality of life balance. Maintaining such efforts over long periods of time in the face of societal changes, technological changes, and governmental changes is difficult, particularly in light of the annual changes and restrictions imposed by the City Charter. In addition to existing efforts, the City needs an inspirational vision that can focus and unite the community.

Background: Since its founding in 1849, the City has commemorated major existential milestones using an approximate 50-year basis. The next major milestone will be the City Bicentennial in 2049 – a mere 35 years away. When considered in a human context, the City's efforts to reach out to Marquette Senior High School Student Council, and the ASNMU Board, could very well prove to be the basis of future leadership – as in 35 years, these students will largely be of the same demographic mix (age, experience, etc.) as the median City Commissioner age. Any opportunity to early identify consequences of decisions that carry long-term impacts, as well as the need to provide early investment in long-term solutions, will greatly assist future generations of Marquette residents.

Forecast:

- Year One:
 - Establish a "Marquette at 200" initiative. Reach out to the entire Community, and every City partner.
 - Develop a framework including regular meetings and agenda items.
 - Develop and implement annual reports, materials, and events.

- Year Two:
 - Continue regular schedule.
 - Continue reports, materials, and events.
 - Use information and ideas in other City planning and projects.



Strategic Planning Process Commission Priorities

Issue Title: Local Rail Systems
Department: City Manager's Office

Issue: One of the biggest issues that faces the Central Upper Peninsula is access to markets for people and freight. Upgrade and expansion of our railroad infrastructure is hobbled by a lack of information, and disparate interests. Efforts have been initiated which could provide the basis for solving the problem via economic development alliances such as the Next Michigan Zone (NMZ).

Background: Since 2011, The City has developed proposals for regional economic development strategies that have gained the support of Academia, the Governor, and neighboring jurisdictions. Specific examples include the Governor's endorsement of the micropolitan economic development strategy; participation as a founding member of the Regional Prosperity Initiative Study Group; Participation with Marquette and Delta County communities to pursue Next Michigan Zone status; and participation with Northern Michigan University, Michigan Tech University (MTU), Michigan State University, Houghton, and Hancock toward the creation of a SmartZone. One of the common overlapping themes remains intermodal transportation infrastructure, and the need to both improve and integrate existing assets to modern standards. Marquette has participated in an Upper Peninsula Freight Rail Study, co-sponsored by MDOT/MTU, which produced findings that suggest early opportunities to address this need exist.

Forecast:

- Year One:
 - Work with MDOT/MTU Study team to initiate Phase II efforts.
 - Include Rail Study requirements as a City requirement under NMZ

- Year Two:
 - Advocate for an NMZ infrastructure improvement project.
 - Identify additional economic development opportunities that require rail improvements/spurs/access.



Strategic Planning Process Commission Priorities

Issue Title: Community Dashboard
Department: City Manager's Office

Issue: Providing clear public access to local performance metrics would help to bring the community into the decision-making processes of the City. Such a system would also keep citizens and officials informed, by providing clear data related to long-term community legacy goals.

Background: City Commissioners have voiced past interest in creating a publicly accessible "community dashboard" – it could be a prominent component of the City website, for instance – to track local performance. An example of this type of dashboard can be found in Bellingham, Wash., (www.cob.org/data/metrics) where the City Council approved a benchmarking system based on 20- to 50-year goals. Each goal is supported by "strategic commitments" that project out six to 20 years.

An example is Bellingham's long-term goal to build a "sense of place," which is supported by strategic commitments to support neighborhoods, encourage development within existing infrastructure, protect green space and support people-to-people connections. Specific tracked metrics include the number of historic properties in the City, as well as acres of green space per 1,000 residents.

Forecast:

Year One: Develop a list of long-term goals, which would be supported by mid-range strategic commitments. For each long-term goal, develop a list of easily tracked metrics, in order to represent the City's progress toward said goals.

Year Two: Work to implement the public portal to share selected information.



Strategic Planning Commission Priorities

Issue Title: Transparency
Department: City Manager's Office

Issue: The City of Marquette should maintain a high level of public transparency.

Background: Residents expect government openness as a means to ensure public trust, transparency and public participation. Transparency promotes accountability and efficiency, and ensures that the information assets and decisions of the City are promptly available to the public and can be readily found and used.

Many ongoing and planned City projects are designed to increase transparency. These include:

- Updates to the audio-visual equipment in City Commission Chambers
- Adoption of Ordinance #609, which guides the creation of public information policies and provides for periodic Commission oversight of the City publication and communication system
- Manager Office Hours and the 24-hour response system
- The practice of conducting outreach through public forums, which have recently been used to discuss recycling changes and City snow removal efforts, in addition to the regular Manager's Office Hours.

Additionally, the City makes a vast collection of public data available on its website. In addition to the Citizen's Guide, the Performance Dashboard and the Projected Budget Report, this includes everything from meeting minutes and video, to project plans and detailed past City budgets.

Forecast:

Year One: City staff will review ways to make public information more accessible to the general public, including through a streamlining and simplifying of the website.

In alignment with Ordinance #609, staff will draft policies to maximize the return on investment for new and existing outreach channels, including Facebook, Twitter and the City PEG Channel (Channel 21)

Year Two: Implementation of policies.

Community Services



Strategic Planning Process Commission Priorities

Issue Title: Implementation of Arts and Culture Master Plan
Department: Community Services

Issue: An Arts and Culture Master Plan was authorized in 1991. The Center has conducted operations based loosely on objectives in the plan. With changes in organizational structure and community growth, it was determined there was a need to conduct a master planning effort to define future growth and asset/resource allocation to address the City's broader goals.

Background: The City Commission approved \$15,000 in the FY 2013/14 to conduct a public planning process resulting in a ten-year Arts and Culture Master Plan. The Plan will define the City's role in supporting arts and culture and the role of arts and culture in accomplishing the City's broader goals. Christine Harris and Tom Borrup have been contracted to lead the process. To date the following has been accomplished:

- Secured Professional Service Agreement Consultants
- Established an Executive and Steering Committees
- Completed an Identity Report
- Conducted Public Meetings
- Collected local data for a Cultural Inventory
- Conducted a Public Survey
- Final report due June 2014

Forecast:

Year One:

- The Arts and Culture Manager will work closely with the Advisory Committee and major arts and culture stakeholders to begin the implementation of the Arts and Culture Master Plan.
- Based on the Plan recommendations allocation of labor and financial resources toward high priority items. This may lead to additional funding requests in the budget process.

Year Two:

- Continue to address recommended priorities and implementation of the Arts and Culture Master Plan.



Strategic Planning Process Commission Priorities

Issue Title: Park Improvements
Department: Community Services

Issue: Capital Improvements – park with associated grant funding.

Background: The Five-Year Recreation Master Plan – Table 8.2 ACTION PLAN CAPITAL IMPROVEMENT PROGRAM prioritizes improvements by location providing cost estimates and funding sources.

Focus Capital Improvements include:

McCarty's Cove – Restroom Facility	MNRTF – Project funded \$125,000
Presque Isle – Restroom Facility	MNRTF – Project pending \$128,900
Harlow Park – Restroom Facility	MNRTF – Project pending \$109,000
Williams Park – Restroom Facility	MNRTF – Project pending \$128,900
Clark Park	MNRTF – Acquisition pending \$1.9M
Hawley Street – Trail Extension	LWCG – Project pending \$200,000
Tourist Park – Campground (Pods)	Passport – submitted \$60,000
Tourist Park – Day Use (Pavilion)	MNRTF – anticipate submitting (2015) \$602,000
Tourist Park – Day Use (ADA comp.)	Passport – anticipate submitting (2015) \$60,000
Presque Isle Marina (future phases)	MDNR – Waterways anticipate submitting next phase (2015) \$ unknown
Cinder Pond Marina Service Bldg	MML Insurance (2015) \$1.1M

Forecast:

Year One: Total City match in Year One is \$142,860.00

- McCarty's Cove, Presque Isle, Harlow and Williams Parks – Restroom facilities will be complete – summer 2015. (\$491,800)
- Clark Park property acquisition – January 2015 (\$1.9M)
- Tourist Park – Pavilion/ADA - MNRTF/Passport Grant application (\$60,000)
- Staff time dedicated toward capital projects: 300 hours from Community Service – Park and Recreation.

Year Two:

- Hawley Street – Trail Extension – summer 2016 pending funding
- Tourist Park – Campground pods – summer 2016
- PIM – MDNR Waterways Grant
- Staff time dedicated toward capital projects: 300 hours from Community Services – Park and Recreation.



Strategic Planning Process Commission Priorities

Issue Title: Non-Resident Recreation Fees

Department: Community Services

Issue: The City Commission has taken steps to address increased costs of providing recreational opportunities to its constituency including authorizing a Recreation Authority Study. From the findings of the study, it is evident a large number of non-residents utilize athletic facilities, which are subsidized by the General Fund. Staff is addressing by evaluating costs, user numbers and hours of use, defining non-resident users and possible administration of such fee.

Background: Every five years the City conducts a community planning process to define and prioritize recreation needs and resources, resulting in a Five Year Recreation Master Plan that is approved by the City Commission and recorded with the State. The Action Plan chapter of the study Finding #7 – Policies: Action Strategy 7.1 – states that a cost recovery policy should be written and implemented. As part of a pending cost recovery policy, staff is working toward introducing non-resident fees in the FY 2014-15 fee schedule for athletic facility usage.

Forecast:

Year One:

- Include non-resident user fees for athletic field/facilities - to be considered during FY 2014-15 budget process.
- Begin process of developing comprehensive recreation Cost Recovery Policy.
- Staff time dedicated to projects: 100 hours from Community Services – Park and Recreation.

Year Two:

- Finalize comprehensive recreation Cost Recovery Policy and submit to the City Commission FY 2015-16.
- Implement Cost Recovery Policy with the FY 2015/16 budget.
- Staff time dedicated to projects: 100 hours from Community Services – Park and Recreation.



Strategic Planning Process Commission Priorities

Issue Title: Development of the Marquette Area Sister Cities Partnership (MASCP)

Department: Community Service – Arts and Culture division

Issue: The Community Services – Arts and Culture has served as liaison for the Sister City Advisory Committee and helped to facilitate the Committee's Sister City programs/events. The division seeks to clarify the City's role, responsibility and relationship with and between a pending new non-profit, the MASCP, and the existing Sister Cities Advisory Committee.

Background: Since the program began operating under the auspices of the City, the Arts and Culture Division has been integral in the planning, development and facilitation of local Sister City programs/events as well as all incoming and outgoing Sister City delegations. The division has offered the program storage, meeting space, technical assistance, public relations and program funding.

Recently there have been considerable efforts to establish an independent non-profit that would lead Sister City relations. The City Commission has discussed this issue with the Committee in a workshop setting, and there have been numerous meetings with staff and representatives working toward the establishment of the non-profit. It is believed the City and Sister City efforts would benefit with an independent body allowing for greater public involvement, fundraising capability and more diverse interest with cultures beyond the existing Japan and Finland communities.

Forecast:

Year One:

- The Community Services - Arts and Culture will work closely with the Sister City Advisory Committee and MASCP during the upcoming transition.
- Implement an agreement/contract with MASCP to steward existing relations with Japan and Finland.

Year Two:

- Continue to follow and implement the City's agreement/contract with the MASCP.



Strategic Planning Process Commission Priorities

Issue Title: Recreation Authority
Department: Community Services

Issue: Recreation Authority Feasibility Study.

Background: The City of Marquette has received a Competitive Grant Assistance Program grant to pursue a Multi-Jurisdictional Recreation Authority Feasibility Study. The study included the City of Marquette, Chocolay and Marquette townships. The feasibility study objectives include:

- Summarize existing park and recreation organizations, services, and trends in greater Marquette Community
- Determine the feasibility of establishing a joint management entity for recreation, including a recreation authority
- Determine the potential scope and purpose of a recreation authority
- Develop several options for action for local governments to consider.

The City appointed two residents to serve on the multi-jurisdictional ad-hoc committee and secured the services of the Land Information Access Association to conduct the study. They have met for approximately twelve months compiling data and evaluating common recreational assets/interests. Final draft of the study will be considered by the City Commission in May 2014.

Forecast:

Year One:

- Based on plan recommendations and City Commission interest, staff will work toward high priority objectives.
- Community Service – Park and Recreation staff and funding resources required will be determined upon completion and adoption of the plan

Year Two:

- Assist with implementation of the plan objectives.



Strategic Planning Process Commission Priorities

Issue Title: Senior Center

Department: Community Services – Senior Center

Issue: Utilize the Senior Center Study to plan for the future of the Marquette Senior Center.

Background: The Senior Center Study, adopted by the City Commission in December 2012, identified three possible options for the Marquette Senior Center:

1. Relocation to Lakeview Arena
2. Renovating the existing Center
3. Building of a new Center

In 2013, the City Commission established a standing committee – the Aging Services Advisory Committee. The six-member Advisory Committee has held monthly scheduled meetings focusing on the interest of seniors within the City as well as providing advice on short-term and long-term goals. Discussion has been ongoing identifying service partners, as well as prioritizing both Senior Center services and facility needs

Forecast:

- Year One: Finding short-term renovation goals.
 - New handicapped entrance, Fall 2014. Estimated cost \$15,000.
 - Creating awareness of the Senior Center. New Signage, Fall 2014. Estimated cost \$7,000. Staff time: approximately 120 hours.
- Year Two: Continue branding and networking efforts.
 - Possible new Center logo. Staff time: approximately 120 hours
 - Focus efforts on the Senior Center Study findings.



Strategic Planning Process Commission Priorities

Issue Title: Marina Plan – Waterfront Planning

Department: Community Services and Community Development

Issue: Define Comprehensive Waterfront Plan

Background: The City has conducted multiple waterfront planning processes in the past four years. The results of those efforts include:

- Comprehensive Master Plan includes a Chapter on “Waterfront Opportunities,” as well as a plan for the upper and lower harbors.
- Presque Isle Marina – Preliminary Engineering Report and Founders Landing Marina – Master Plan.
- 381 Brownfield Plan – Founders Landing piling field and bottomlands reuse.
- Lower Harbor Mooring Field – 21 mooring sites.
- Lower Harbor Ore Dock assessment as a possible location for broadside mooring. GEI Consultants is the City consultant conducting the work. The final analysis will be available July-August 2014.
- Five Year Recreation Master Plan – Rowing Club Boathouse identify/study location, cost and funding.
- Community meetings were held during the summer of 2012 to discuss the future of the publicly-owned waterfront property and facilities.
- The City is in the process of drafting “shovel ready” engineering plans for the relocation of Lakeshore Boulevard and the reclamation of public space east of the former Cliff’s Dow site.
- The City is also in the process of completing a land transaction to acquire the “Clark Park” property as a donation from the Lambros/Butler family.
- The City conducted a community-wide waterfront safety planning exercise in 2011 that resulting in the Marquette Waterfront Safety Taskforce Report.

Forecast:

Year One:

- Presque Isle Marina complete Phase II – Renovation of public boat launch spring 2015 – total cost \$ 402,000 (\$201,000 local match)
- Presque Isle Marina – Harbor Advisory Committee and staff to evaluate future phases contingent upon sustainable funding plan.
- Cinder Pond Marina complete phase I and II Harbor Service Building - evaluate possibility of including rowing club boathouse. (June-April).
- Receive lower harbor ore dock engineering study (July-August).
- Staff time dedicated to projects 200 hours Community Services – Park and Recreation.

Option 1 – Planning

- Reconcile the planning efforts into a community-wide waterfront plan.
- City funding for project during the FY 2014-15 Budget - \$30,000.00 for professional consulting assistance.
- Estimated staff time dedicated to project – 80 hours from Community Services and Planning Division of the Community Development.

Option 2

- Continue to update existing plans as necessary.
- Estimated staff time dedicated to project – 30 hours from Community Services Department and Planning Divisions of the Community Development Department.

Year Two:

- Submit amended Presque Isle Marin plan to City Commission and Michigan Department of Natural Resources (MDNR)-Waterways
- Submit MDNR – Waterways Program Grant – initial phase.
- Evaluate possibility of establishing broadside mooring at lower harbor ore dock.
- Staff time dedicated to projects 100 hours Community Services – Park and Recreation.
- Planning – Maintain normal operations.

Financial Services



Strategic Planning Process Commission Priorities

Issue Title: Long-Term Financial Plan
Department: Financial Services

Issue: Develop a study on the long-term financial outlook for the City.

Background: At a work session held on August 29, 2013, the City Commission set an objective to develop a study on the long-term financial outlook for the City, including plans for dealing with the “sleeping dragon” issues as presented in the annual budget, the aging infrastructure, and the potential for completing a number of major projects that have been identified through the planning process. The projects specifically mentioned were Tourist Park, Fire Hall, Community/Senior Citizen Center, Presque Isle Playground, Coast Guard Station.

The Future Committed Funds List, aka “Sleeping Dragons”, for the FY 2013-14 Budget were presented as:

Coast Guard Station, Phase 2
Cliffs-Dow Plant Site, Remediation
Unfunded Benefit Liabilities, Other Post-Employment Benefits and Pension
City Hall, New Boilers
Municipal Service Center, New Roof
Mattson Park, Seawall Bulkhead and Parking Lot
Water Plant, Membrane Replacement
Lakeshore Blvd, Retaining Wall
Lakeview Arena, Parking Lot and Exterior Improvements
Fire Station, Build a Consolidated Fire Station

Forecast: Most of this work can be done as part of the budget process, but extra effort outside of this process may be required.

Year One:

- Develop a comprehensive list of issues and projects to include in the long-term financial plan and assign “best estimate” costs.
- Research possible funding/financing options.
- Establish estimated completion time lines.

Year Two:

- Continue refining the list of issues/projects.
- Begin incorporating the long-term financial plan into the budget.

Fire Department



Strategic Planning Process Commission Priorities

Issue Title: Clark Park Beach (N. Lakeshore Blvd.)

Department: Fire Department

Issue: A bathing beach established at the above location would be approximately 1,000 feet in length. With respect to wind, wave and current action, this is an inherently safe lake bottom for the purpose of bathing and recreation. Establishment of this recreational beach would require two lifeguard stands and a small storage facility, and would be staffed by a minimum of four lifeguards.

Background: Should this location be selected as a recreational beach; it can be expected that the City would be unable to provide the number of lifeguarding staff to safely supervise the patrons. The establishment of this location should coincide with the decommissioning of South Beach as a lifeguarded beach. South Beach has a history of health and safety issues associated with avian use. In the past, warm weather and corresponding warm water temperatures have created unsafe and unsanitary swim conditions requiring periodic closures of that beach.

Forecast:

Year One: 2015 – Install life saving infrastructure at Clark Park Beach.

Year Two: 2016 – Staff location with lifeguards; consider decommissioning South Beach as a lifeguarded beach.



Strategic Planning Process Commission Priorities

Issue Title: Consolidated Fire Station

Department: Fire Department

Issue: With respect to the above; a Request for Qualification (RFQ) is presently complete and available for the City Manager's approval. This is an inquiry made to identify an architectural/engineering firm that will have the ability to design, specify, and manage this project. There is no cost associated with this initiative. The next step in the process would be the Request for Proposals (RFP) phase. This inquiry secures a basic building design and develops specifications thereof. There is presently \$20,000 in this year's budget to support the RFP phase. Completion of the RFP process would not commit the City to a bid/build; however, the expenditure for that information would be time sensitive. Labor and material estimations would become inaccurate in two to three years; and unreliable any further out than that.

Background: Presently, this project will require five to six million dollars of effort. With regard to the value of the fire properties, serious consideration should be given to allowing the market to maximize their value prior to a sale.

Forecast:

Year One: 2015 – Complete the Request for Quote and Request for Proposal process.

Year Two: 2016 – Begin the bid/build process.

Police Department



Strategic Planning Process Commission Priorities

Issue Title: New Records Management System
Department: Police Department

Issue: The Marquette City Police Department (MPD) is in need of a new records management system that better shares law enforcement information with other law enforcement agencies.

Background: MPD has been researching the need for a new records management system. It has become clear to us that the more information we have to coincide with law enforcement functions, the better we will be at providing our service. The new system will link us with up to fifty other Michigan LE agencies at this time with many more anticipated to join. Several other Marquette County LE agencies have agreed to join or are seriously considering the option.

We have identified the Statewide Records Management System (SRMS) as a system to meet our needs. SRMS is provided through a relationship with the Michigan State Police and Saginaw County in Michigan. A Memorandum of Agreement with the MSP and a Saginaw County Remote Access Policy Agreement is required. Both will be placed in front of the City Commission for approval.

The City IT Department has approved of this system and has been working with us for a successful transition.

Forecast:

- Year One: City Commission approval. Transition and training into the new system.
- Year Two: Maintain new Records Management System.



Strategic Planning Process Commission Priorities

Issue Title: Relocation of the Upper Peninsula Substance Enforcement Team (UPSET)

Department: Police Department

Issue: Due to the failing condition of UPSET's current facility, it has been imperative that the team either make extensive repairs or find a new location of operation. Because of the high costs of repairs to the current facility, the UPSET Board of Directors voted to divide the team and place offices in Marquette and Escanaba.

Background: UPSET is a multijurisdictional street narcotics team that covers the following counties: Alger, Baraga, Delta, Dickinson, Gogebic, Houghton, Iron, Keweenaw, Marquette, Menominee, Ontonagon, and Schoolcraft. The Marquette City Police Department has been a member of UPSET since its inception over 25 years ago. Other participating agencies include Delta County Sheriff's Department, Escanaba Public Safety Department, Marquette County Sheriff's Department, Alcohol Tobacco and Firearms, Drug Enforcement Agency, Bureau of Indian Affairs, U.S. Fish and Wildlife, Department of Homeland Security, Customs and Border Patrol, Michigan National Guard, and Michigan State Police.

I am in the process of relocating the North Team (Marquette) into the lower level of Marquette City Hall utilizing space currently identified as the break room, room 102, and the two main offices currently occupied by the IT Department.

The north team would be comprised of five (5) UPSET Detectives; two (2) Drug Enforcement Agency Agents; two (2) Alcohol Tobacco and Firearms Agents; Two (2) U.S. Customs and Border Patrol Agents; one (1) U.S. Fish and Wildlife Agent; one (1) Bureau of Indian Affairs Agent; and one (1) Department of Homeland Security Agent, for a total of fourteen (14) Detectives and/or agents. The possibility also exists that one (1) Michigan National Guard Intelligence Analyst could be added to the team. The Michigan National Guard plans on assigning an analyst, but it has yet to be determined where the analyst will be placed.

Forecast:

- Year One: Complete the relocation as described.
- Year Two: Maintain UPSET operations.

Public Works and Utilities



Strategic Planning Process Commission Priorities

Issue Title: Advanced Metering Infrastructure
Department: Public Works and Utilities/Engineering

Issue: Implementation of Advanced Metering Infrastructure (AMI) / Automated Meter Reading (AMR)

Background: The City began studying the benefits and feasibility of implementing AMI / AMR around the turn of the century. At the time, the benefits of the system were recognized but the cost of implementing the system was difficult to pin down because the infrastructure required for a stand-alone system was a variable. The propagation study was not able to conclusively determine the amount of infrastructure required to achieve the necessary reliability of the system.

In early 2010, the Marquette Board of Light and Power (MBLP) presented a power line carrier (PLC) option for AMI that would allow the water meter infrastructure to “talk to” the electric meter infrastructure via radio waves by introducing transceivers to the metering infrastructure for two-way communication. The information would then be carried over the power lines to the MBLP where it could then be transmitted over the City fiber loop as needed. The infrastructure costs under the PLC option could be determined with greater certainty to show the cost benefit of AMI.

On May 10 of 2010, the City Commission approved moving forward with the MBLP option. In addition to the AMI infrastructure, the City would be changing over to electromagnetic meters from the traditional nutating disc positive displacement meters. This was necessary to realize the full benefit of the AMI system, as well as reduced maintenance costs.

Forecast:

- Year One:
 - The MBLP will need to complete the testing phase for the infrastructure to ensure reliable communication.
 - Complete logistics planning with City departments and the MBLP.
 - Develop the full implementation plan of the remaining infrastructure.
 - Fund the implementation plan.

- Year Two:
 - Implement the plan.
 - An estimated cost to implement the plan is currently being determined.



Strategic Planning Process Commission Priorities

Issue Title: Bike Path Maintenance Plan

Department: Public Works and Utilities

Issue: Heavy Maintenance of the City Bike Path

Background: In the mid-1970s the City of Marquette established the Holly S. Greer Bike Path along Lakeshore Boulevard. Much of the path serves as part of the North Country National Scenic Trail. In addition to bicyclists, the shared-use path is used extensively by walkers, joggers, and inline skating enthusiasts. Today the bike path has grown into an 18-mile network of paved path throughout the City. Other than the natural beauty of the area, the bike path has consistently been considered the number one asset of the community.

The City's bike path requires routine maintenance. Throughout the summer months one operator is assigned to bike path maintenance and inspection at least one day per week. The tasks vary from sweeping to pavement patching, mowing the shoulders, trimming overhanging limbs, and repairing damaged signs. The bike paths are also supplied with trash cans and dispensing stations for dog waste collection bags which are serviced regularly.

In addition to the routine maintenance, the paths have a life span before they must be considered for heavy maintenance or replacement. In the past, it was determined that to maintain the existing system, a reasonable goal is to replace/repair 3000 linear foot per year at \$25 per linear foot for a yearly cost of \$75,000. A reasonable goal for the extension of the City bike path system would be 0.6 miles per year at \$82 per linear foot for a yearly cost of \$216,000 per the City Master Plan (p. 267).

Forecast:

- Year One:
 - Conduct routine maintenance and minor repairs internally by the Department of Public Works.
 - Evaluate the goals through a pathway condition survey. Incorporate these goals into the capital improvement plan.
- Year Two:
 - Fund the capital improvement program to keep pace with the infrastructure's rates of deterioration, useful service life and maintenance needs.
 - \$300,000 is required for capital replacement and \$60,000 for routine maintenance on an annual basis.



Strategic Planning Process Commission Priorities

Issue Title: Fuel System Replacement Plan

Department: Public Works and Utilities/Engineering, Police and Fire

Issue: Replacement of the City Fuel Depot at the Municipal Service Center.

Background: The City Fuel Depot is an integral part of the Motor Pool and the service delivery of the 24/7/365 operations of the Public Works and Utilities Department, Police and Fire Departments. The depot is a critical piece of infrastructure for the efficiency of departments using large equipment. The fuel depot is also used by one local non-profit and three local school districts. The System has an estimated useful service life of 30 years. When the system was established, a fuel surcharge of \$0.13 was put in place (\$0.06 for operating expenses, \$0.05 for system administration and \$0.02 for system replacement).

Forecast:

- Year One:
 - Assess the condition of the fuel depot to determine the useful service life.
 - Review the operating, administrative and replacement costs of the fuel depot.
 - Adjust the fuel surcharge accordingly for all future service contracts based on useful service life, maintenance needs and operational costs.
 - If not feasible, determine alternative strategies for fueling the City fleet.
- Year Two:
 - Implement the adjusted fuel surcharge.
 - \$100,000 is required for replacement of the City Fuel Depot.



Strategic Planning Process Commission Priorities

Issue Title: Net Zero Waste Plan

Department: Public Works and Utilities - Solid Waste

Issue: Establish Processes for the sustainable handling of the City's solid waste stream.

Background: The City of Marquette has been taking action to promote reduce/reuse/recycle efforts throughout the community in an effort to handle solid waste in a sustainable manner. While we know zero waste is a goal that is not likely to be reached, studies support movement in this direction and show that the breakdown of the solid waste stream to be approximately 45% organic, 45% recyclable and only 10% true garbage that would need to be placed in a landfill.

In addition to being a green community, zero waste concepts promote the sustainability of the Marquette County Solid Waste Management Authority landfill, which will keep tipping fees stable by reducing the need to expand current infrastructure. Zero waste concepts will also reduce the carbon footprint associated with the solid waste stream.

Forecast:

- Year One:
 - Affirm the City's desire to promote Zero Waste concepts. If this is not a community goal, no action is required.
 - Incorporate Zero Waste concepts into a Community Solid Waste Plan.
- Year Two:
 - Implement the Community Solid Waste Plan.



Strategic Planning Process Commission Priorities

Issue Title: Pavement Markings
Department: Public Works and Utilities

Issue: Planned pavement marking painting.

Background: Pavement markings and street striping have implications for health, safety, and quality of life. Pavement markings and street striping will require integration into the capital improvement and asset management plan to properly manage the asset based on material useful service life cycles, cost benefit analysis, public safety needs, and State and Federal requirements.

Forecast:

- Year One:
 - An inventory of all the intersections requiring pavement markings will be field verified and recorded in a database of drawings. The lane striping and miscellaneous pavement symbols will be located by aerial drawings and field inspection. The database will be linked to our GIS system.
 - Assess the material condition and analyze the useful life cycle based on industry standards. This will require annual field inspection and data tracking. Field inspection will require visual and retroreflectivity analysis per "Michigan Uniform Traffic Control Devices" standards.
 - Identify community partners that benefit directly from this type of maintenance such as the Downtown Development Authority and Northern Michigan University.

- Year Two:
 - Begin implementing the scheduled maintenance according to the plans, policies and procedures defined in year one.
 - It is expected that it will be necessary to allocate \$150,000 on a yearly basis for traffic markings.



Strategic Planning Process Commission Priorities

Issue Title: Public Infrastructure Replacement
Department: Public Works and Utilities/Engineering

Issue: Reconstruction of City's public infrastructure.

Background: Investments covered under the Capital Improvements Program (CIP) are the physical foundation of government service delivery, including the road infrastructure, water and sewer systems, sidewalks, multi-use paths, bridges, and buildings to house government services such as police and fire stations and parks and recreation facilities. Decisions about capital investments affect the availability and quality of most government services. This infrastructure is often taken for granted, yet is a cornerstone of the City's economy, with implications for health, safety, and quality of life.

The City's physical infrastructure is what permits economic activity to efficiently take place, it's what allows people and goods to move, it's what provides reliable water distribution and sewage treatment, and it's what makes this City a place that people choose to live in.

The City's Master Plan, Capital Improvement Plan, and Asset Management Program all provide a subjective approach to the prioritization of infrastructure replacement based on maintenance intensity and life cycle cost analysis.

Forecast:

- Year One:
 - Revise the Capital Improvement Plan for reconstruction projects based on a criteria list and scoring matrix process.
 - Approve a revised six-year plan for capital improvement projects.
 - Fund the capital improvement program to keep pace with the infrastructure's rate of deterioration, useful service life and maintenance needs.

- Year Two:
 - Continue to fund the capital improvement program to keep pace with the infrastructure's rate of deterioration, useful service life, and maintenance needs.
 - \$5 million is required for street and utility replacement to keep pace with infrastructure needs.



Strategic Planning Process Commission Priorities

Issue Title: Recycling

Department: Public Works and Utilities - Solid Waste

Issue: Sustainable handling of the City's solid waste stream.

Background: The City of Marquette has been taking action to promote reduce/reuse/recycle efforts throughout the community in an effort to handle solid waste in a sustainable manner. Studies show that approximately 45% of the solid waste stream is recyclable material that can be diverted from the landfill. Recycling promotes the sustainability of the Marquette County Solid Waste Management landfill which will keep tipping fees stable by reducing the need to expand current infrastructure. The City has recently entered into a partnership with the Marquette County Solid Waste Management Authority that promotes recycling in the community and will aid in getting recyclable materials to market.

Forecast:

- Year One:
 - Incorporate recycling into a Community Solid Waste Plan.
 - Continue to promote recycling in the residential sector.
 - Support the expansion of recycling opportunities for the commercial sector.
 - Maximize recycling opportunities in the upcoming solid waste hauling contract.

- Year Two:
 - Continue to provide recycling opportunities for the community.



Strategic Planning Process Commission Priorities

Issue Title: Winter Maintenance Plan

Department: Public Works and Utilities

Issue: Setting public levels of expectation through a Winter Maintenance Plan.

Background: The goal of the Public Works Department is to remove snow and ice from our roadways and sidewalks as rapidly and efficiently as possible while keeping roads open and essential traffic moving. This does not mean bare, dry pavement should be expected after a snowstorm. The aim of snow and ice control operations is to return road surfaces to safe winter driving conditions as soon as feasible within the limitations our limited resources and weather conditions. With proper use of storm forecasts, personnel, equipment, and deicing materials, the desired result can usually be attained. However, flexibility is needed to adapt to the variety of circumstances and conditions during a snow or ice storm.

Forecast:

- Year One:
 - Receive public input and explore partnership opportunities.
 - Define the purpose, policy, considerations and level of service for the Winter Maintenance Plan according to current resources and public expectation.
 - Develop alternate strategies and associated costs for implementation.
 - If a plan is not put in place the public will continue to have a wide variety of expectations and understanding of winter maintenance operations.

- Year Two:
 - Begin implementing the schedule to adjust the rates according to the plans, policies and procedures defined in year one.

Historic Downtown Preservation



Strategic Planning Process Commission Priorities

Issue Title: Downtown Historic Preservation
Committee: Downtown Development Authority

Issue: Consider pursuing historic preservation of the downtown central business district.

Background: Historic preservation generates a wide range of economic benefits including adaptive reuse of historic buildings, jobs, community reinvestment, sustainable development and enhanced property values. The process for the nomination of the downtown district as a National Historic District was approved by the Downtown Development Authority (DDA) Board of Directors in November 2010. The MI State Historic Preservation Office mapped and approved the district boundaries for submission. In early 2011, the DDA hired a consultant familiar with the Department of Interior requirements and began the research and the application process. In December 2012, the DDA board took action to table any further action related to the application process until further information can be established with regard to value and regulatory consequences. At this time the process of completing the application for a national historic district designation has not been identified as a priority by the DDA Board.

Forecast:

- Year One: No action
- Year Two: No action

Founders Landing



Strategic Planning Process Commission Priorities

Issue Title: Founders Landing

Committee: Marquette Brownfield Redevelopment Authority

Issue: Next Phase of the Founders Landing project and affiliated costs.

Discussions have been ongoing between the Marquette Brownfield Redevelopment Authority (MBRA) and the Landing Development Group, LLC to develop the next phase of the Founders Landing project, including the financing of a public parking deck integrated with private redevelopment, as well as the Baraga Street Extension, as provided in the approved Brownfield Plan, Act 381 Work Plan and Amended Development and Reimbursement Agreement.

The financing is proposed to be a taxable bond for the public parking facility and tax exempt bond for the Baraga Street extension, issued by the MBRA and backed by the full faith and credit of the City.

The public parking facility is proposed to be developed and financed in two phases, in conjunction with the private redevelopment.

Upfront MBRA costs have been and will be covered through available MBRA funds and will be reimbursed from the bond issue. Were the project to not proceed, MBRA costs would be reimbursed from available Brownfield TIF from the existing Founders Landing development.

The Founders Landing Brownfield Plan also provides for the development of a marina. The determination to proceed on the marina will be made as part of an overall needs and operations assessment by the City.

Background: The Founders Landing Brownfield Plan was approved in July 2009 and the Act 381 Work Plan for state tax capture was approved in August 2009. The Brownfield Plan anticipated an investment of over \$50 million and Brownfield Eligible Activities of \$20.5 million. Of that \$20 million, over \$18 million was for public infrastructure associated with the project.

To date, 24 condominium units have been constructed and sold and the Hampton Inn has been developed with private investment of \$16 million and a taxable value increase of over \$8 million and additional taxes totaling approximately \$385,000.

An estimated 30-40 construction jobs were created by Founders Landing and Phase 1 may provide 30-50 non-construction jobs. The Hampton Inn employs people.

Forecast:

MBRA costs will be covered by available MBRA funds, reimbursed through the bond issues.

Year One: FY 2015 - \$50,000 (staff, consultants, legal counsel)

Year Two: FY 2016 - \$50,000 (staff, consultants, legal counsel)