



Strategic Planning Process Commission Priorities

Issue Title: Flink Farm Property
Department: City Manager's Office
Plan: N/A
Status: New initiative 2016-18

Issue: The Marquette County Solid Waste Management Authority (MCSWMA) invested roughly \$350,000 into the City's Flink Farm property based on the assumption the site would be reclaimed as a Recycling Transfer Center. The City's agreement with the MCSWMA was terminated prior to the Center being built, and the MCSWMA has since requested reimbursement for a portion of the costs expended in the site that are claimed to be improvements to the property.

Background: The City Commission voted on Feb. 10, 2014 to enter into an Agreement with the Marquette County Solid Waste Management Authority concerning the building of the Recycling Transfer Center and the disposition of recyclable materials. The agreement terms included the MCSWMA's responsibilities assuming them all ownership and operational expenses associated with the Recycling Collection Facility, and they were to recover costs through a material processing fee. The City was to be eligible for revenue sharing through the sale of recyclables.

After a thorough analysis of the planning documents for the Recycling Transfer Center, on Jan. 7, 2015 the City Commission voted to terminate the Agreement with the MCSWMA due to uncertainty of the project's financial viability.

Forecast:

- Year One:
 - Determine the value of improvements made to the Flink Farm property by the MCSWMA and work toward a resolution to compensate the MCSWMA for an amount agreed upon by both parties.
- Year Two:
 - Transition Flink Farm property to host compost site operations and Public Works Department material storage.



Strategic Planning Process Commission Priorities

Issue Title: Local Rail Systems
Department: City Manager's Office
Plan: Economic Development Plan (draft)
Status: In Progress

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
 - Request Rail Study 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: Relationship Building

Department: City Manager's Office

Plan: Economic Development Plan (draft)

Status: Year One complete with the exception of regular meetings with utility companies aside from Marquette Board of Light and Power. Year Two goals are ongoing.

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: Sawyer International Development
Department: City Manager's Office
Plan: Economic Development Plan (draft)
Status: In Progress

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 Commission Priorities

Issue Title: Transparency

Department: City Manager's Office

Plan: City Charter

Status: Year One not yet completed (website) due to lack of funding. Staff will pursue funding again with new fiscal year budget. Ongoing priority.

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.



Strategic Planning Process Commission Priorities

Issue Title: U.S. Coast Guard Old Light House Land Transfer
Department: City Manager's Office
Plan: Community Master Plan
Status: In Progress

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. A plan is being developed 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 2016-2017.

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 Q3 FY 2016
 - Maintenance/Operations budget submitted FY 2016
 - Conduct City Commission work session for public input into future use
 - Continue relationship with Maritime Museum in relation to the Lighthouse
 - Community Services leading re-use planning effort
- Year Two:
 - Maintenance/Operations budget submitted FY 2017
 - Conclude public process identifying long-term facility plans
 - Operate facility for community recreation/historic preservation purposes