



Strategic Planning Process Commission Priorities

Issue Title: Presentation and Implementation of Arts and Culture Master Plan
Committee: Arts and Culture Advisory Committee
Plan: Arts and Culture Master Plan
Status: Began implementation of Public Art Task Force and Community-Wide Calendar.

Issue: The Arts and Culture Advisory Committee had operated under a Master Plan created 23 years ago. The City Commission approved funding for the creation of a ten-year Arts and Culture Master Plan. The plan was considered and approved by the Commission in June 2014. The Arts and Culture Advisory Committee is committed to advising on policy recommendations as cited in the plan document.

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 advocate for and implement Arts and Culture Master Plan.



Strategic Planning Process Commission Priorities

Issue Title: Board of Review Membership

Committee: Board of Review

Plan: N/A

Status: Currently one vacancy.

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.

One Board of Review member has a term expiring on February 1, 2017. There are two Board of Review members who have terms expiring on February 1, 2018.

Forecast:

- Year One:
 - Encourage the eligible members 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

Plan: N/A

Status: Filled two vacancies but now we have three vacancies.

Issue: Currently there are three vacancies on this board.

Background: It is a seven-member board with two alternates and one seat is a Planning Commission representative. In February of 2016, three members have termed out but they have agreed to hold office until his or her successor is appointed.

Forecast:

Year One: Contact people so we can fill our vacancies. In February of 2017, two member's term will expire but they could apply for re-appointment.

Year Two: Contact people so we can fill our vacancies. In February of 2018, one member's term will expire but they could apply for re-appointment and one member will be termed out.



Strategic Planning Process Commission Priorities

Issue Title: Branding, Marketing, and Signage
Committee: Downtown Development Authority
Plan: Community Master Plan: Wayfinding Signage
Status: Not complete due to funding.

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: Baraga Avenue Improvement
Committee: Downtown Development Authority
Plan: Baraga Avenue Place Plan
Status: Not complete due to lack of funding.

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: Development of Green Space – 700 Block North Third Street
Committee: Downtown Development Authority
Plan: Third Street Corridor Sustainability Plan
Status: Not complete due to Downtown Development Authority re-evaluation project safety.

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: Comprehensive Market Analysis

Committee: Downtown Development Authority

Plan: Community Master Plan: Downtown Revitalization

Status: Not completed – delayed due to the wait to evaluate the impact of hospital relocation.

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
Plan: Downtown Parking Management Plan
Status: Partially completed.

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: Sidewalk and Streetscape Improvements
Committee: Downtown Development Authority
Plan: Community Master Plan – Walkability
Status: New

Issue: An assessment of the condition of the sidewalks in the downtown area has been conducted during a walk-through by the Downtown Development Authority (DDA) Board. Sidewalk and curbing throughout the district are showing deterioration and wear. The DDA will work with the City Engineering and Public Works Department to annually identify areas that need repair and replacement over the next several years. As funding allows, the DDA will systematically begin replacing deteriorated curbing and removing brick pavers that will be replaced with stamped colored concrete.

Forecast:

- Year One: East 100 Block of South Front Street and 200 Block of South Front Street sidewalk and curb replacement.
- Year Two: 100 Block of North Front Street and 300 Block of South Front sidewalk and curb replacement.



Strategic Planning Process Template Commission Priorities

Issue Title: Street Improvement – North Third Street (Ridge to Fair Avenue)
Committee: Downtown Development Authority
Plan: Third Street Corridor Sustainability Plan
Status: New

Issue: Need to enhance the business and pedestrian environment on North Third Street and begin implementation of projects including the trees, landscaping, installing fencing, hedging, or walls at the edge of the sidewalk and to identify funding mechanisms to implement projects.

Background: In 2011 the City Commission approved an extension of the Downtown Development Authority district to include the North Third Street corridor. In 2013, the City received a planning grant from MSHDA to develop a long-term sustainability and land-use plan for North Third Street. The plan also includes the adoption and implementation of Land Development Codes (Form Based) by the City. The Plan divides Third Street into three distinct defined sections. The overall larger Third Street Corridor would include removal of the overhead utilities, the development of public parking areas, new sidewalks, the addition of street trees and landscaping.

Forecast:

- Year One:
 - Identify blocks where on North Third Street where projects can be implemented.
 - Encourage the City to work toward adoption of the Form Based Code. Identify and provide incentives to partner with property owners for improvements.
 - Research and analyze potential funding sources for a Third Street Development Plan including a potential TIF Develop District and/or a Business Improvement District.
- Year Two:
 - Continue to implement block wide projects.
 - Continue to work toward a larger comprehensive street project.



Strategic Planning Process Template Commission Priorities

Issue Title: Urban Landscaping
Committee: Downtown Development Authority
Plan: Community Master Plan: Walkability
Status: New

Issue: Over the last several years a significant number of downtown street trees have been removed and not replaced. The U.S. Forest Service provides facts and figures and new traffic safety studies that detail many urban street tree benefits. Once seen as highly problematic for many reasons, street trees are proving to be a great value to people living, working, shopping, walking and motoring in and through urban places (Burden: 22 Benefits of Urban Street Trees, 2006). Dan Burden states that for a planting cost of \$250-600 (includes first three (3) years of maintenance) a single street tree returns over \$90,000 of direct benefits (not including aesthetic, social and natural) in the lifetime of the tree. Urban street trees create vertical walls framing streets, providing a defined edge, helping motorists guide their movement and assess their speed. They also convert streets, parking and walls into more aesthetically pleasing environments. According to Burden, "these trees provide so many benefits that they should always be considered as an urban area default street making feature."

Forecast:

- Year One: Identify those areas where street trees have been removed and develop a plan for replacement. Work with the City Arborist to develop and implement a plan to begin replacing missing trees and add additional trees where possible. Identify other areas within the district that enhanced landscaping projects and will improve the environment. (\$10,000)
- Year Two: Replace trees and continue to improve landscaping areas. (\$9,000)



Strategic Planning Process Commission Priorities

Issue Title: Election Staffing
Committee: Elections Board
Plan: N/A

Status: Turnover rate has not been noticeably reduced, but worker recruitment has increased. The Election Board approved an increase in the Election Inspector pay rate from \$8.50 per hour to \$9.25 per hour, and staff has been recruiting workers from both NMU and the local high school government classes.

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: Precinct Locations
Committee: Elections Board
Plan: N/A
Status: New

Issue: Determining viable long-term locations for all City precincts

Background: The City has seven separate election precincts. In recent years, residents of two precincts have voted in the Baraga Gym, while those from two others have voted in the YMCA gym, and the final three precinct's residents have voted in the Marquette Armory.

Just weeks prior to the March 2016 Presidential Primary Election, the National Guard informed the City Clerk that, due to environmental remediation, the Armory would not be available for rental, as it had been in previous years. Due to the narrow window of time, the City Commission approved an emergency precinct relocation and three precincts were moved to the recently purchased City building at 1110 Wright Street. That location has been used in subsequent elections, but it is not a long-term solution. It is also unlikely that the City will be able to use the Armory building in the long-term.

Forecast:

City facilities are currently shifting a great deal, as buildings are being decommissioned, demolished, planned and constructed. After evaluating available space, City staff needs to determine viable short- and long-term plans for all seven City precincts. The Elections Board must approve the locations of City precincts. In accordance with Michigan Bureau of Elections deadlines and regulations, the City Commission may also need to take action on precinct relocations.

- Year One: Evaluate and approve short- and long-term plans for the locations of City precincts.
- Year Two: If not done already, approve and implement a long-term plan for the locations of City precincts.



Strategic Planning Process Commission Priorities

Issue Title: Marina Development – Presque Isle Marina
Committee: Harbor Advisory Committee
Plan: Recreation Master Plan
Status: Seeking Funding

Issue: Presque Isle Marina Project

Background: The Committee presented to the Commission a three option plan to revitalize the Presque Isle Marina. The recommendation included a plan to submit an MDNR-Waterways grant in April 2017. The grant would fund fifty (50%) percent of the capital improvement. It is anticipated the Commission will approve the plan in June 2016 and submit to the state as a Master Plan amendment by end of calendar year.

Forecast:

Year One: Submit Presque Isle Marina Revitalization Plan to State to amend the Master Plan and make application for phase III in April 2017.

Year Two: If grant application is successful, for phase III, begin process of design, bid and buildout.



Strategic Planning Process Commission Priorities

Issue Title: Marina Replacement – Cinder Pond Marina

Committee: Harbor Advisory Committee

Plan: N/A: will be included in the revised Recreation Master Plan

Status: Planning

Issue: Phased Plan for Replacement of Cinder Pond Marina dockage.

Background: Committee shall review existing condition of the Cinder Pond Marina. Based upon its findings, pursue a policy recommendation that would include pending heavy maintenance, replacement requirements, and associated fee structure required to fund.

Year One: Approve a funding policy to address maintenance and replacement requirements to ensure overall vitality of the Cinder Pond Marina.

Year Two: Monitor fund to ensure policy benchmarks are met.



Strategic Planning Process Commission Priorities

Issue Title: Marina Development – Maintenance Fund

Committee: Harbor Advisory Committee

Plan: N/A

Status: Ongoing

Issue: Marina Fund

Background: Public policy has worked toward making the funds whole with 6% increases over the last six years. Recently the Committee reviewed and recommended a redevelopment plan for the Presque Isle Marina that consisted of a funding plan to address operations, bond debt and long-term maintenance. The Committee is working to do the same for Cinder Pond Marina. The overall objective is to present a comprehensive marina plan with funding recommendations.

Forecast:

Year One: Establish a funding plan to address operations, maintenance and capital improvements at both marinas.

Year Two: Implement and monitor funding based upon predetermined policy benchmarks.



Strategic Planning Process Commission Priorities

Issue Title: City's Invested Funds
Committee: Investment Advisory Board
Plan: N/A
Status: Ongoing

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 December 2014. 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: Term Limits – Maintaining Full Board Membership
Committee: Investment Advisory Board
Plan: N/A
Status: Ongoing

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

Committee: Local Officers Compensation Commission (LOCC)

Plan: N/A

Status: One vacancy has been filled, with the next vacated in August of 2017.

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

Plan: N/A

Status: An increase was not given in 2015, it is difficult to gauge future increases with any accuracy.

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
Plan: N/A
Status: Ongoing; still one vacancy.

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
Plan: Liberty Way Project (Amended) Development and Reimbursement Agreement
Issue: Ongoing; not yet completed.

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: Brownfield Public Infrastructure – Capital Improvement Program

Committee: Marquette Brownfield Redevelopment Authority

Plan: N/A

Status: New

Issue: A process is needed for considering public infrastructure under Brownfield Plans in the City's Capital Improvement Program budget and bond issues.

Background: Public infrastructure is often included as an Eligible Activity in MBRA Brownfield Plans. Examples include the seawall/boardwalk, Baraga Street extension and marina improvements for Founders Landing, Lincoln Washington Street intersection improvement and bike path connection for Liberty Way, and the relocation of the Municipal Service Center and road improvements for the DLP Marquette General Replacement Hospital.

The MBRA can issue bonds for Brownfield Eligible Activities, and two bonds have been issued under the MBRA: Recovery Zone Facility Bond for site preparation and environmental activities at Founders Landing and for the Lincoln Washington intersection at Liberty Way. The seawall/boardwalk was a separate City Capital Improvement bond. All bond payments are being made from Brownfield Tax Increment Financing (TIF) capture from the respective projects.

Typically unique Brownfield bond issues are recommended for the larger projects, such as the MSC relocation (\$18 million) and DLP road projects (\$11.2 million). However, for smaller projects, such as the Baraga Street extension (\$900,000) and the Lincoln-Washington intersection improvement (\$320,000), inclusion in the City's Capital Improvement Program would seem appropriate for the following reasons:

- Bond issuance and transaction costs for smaller issues represent a higher percentage of costs and can be much more expensive with multiple bond issues;
- The work is typically coordinated by City Engineering under the same process and procedures as CIP improvements;
- If there are unexpended funds under a CIP issues, the funds can be reallocated to any other project in the City. For a Brownfield issues, the funds can only be allocated for Brownfield Eligible Activities on that Brownfield Project.

The following is a suggested process for the inclusion of Brownfield public infrastructure in the City CIP:

1. Public infrastructure projects are identified as part of the Brownfield Plan development;
2. Cost estimates and schedules are determined in conjunction with the private developer;
3. A meeting is held with MBRA and City Community Development Department representatives to discuss and determine whether the projects will be included in the City CIP Bond or whether a separate Brownfield bond is warranted.
4. If a project is included in the City CIP, a request for inclusion in the City CIP will be prepared and submitted by the MBRA, in accordance with the City CIP procedures.

There are two projects related to the Founders Landing Brownfield project that are anticipated for consideration in the City CIP:

- Baraga Street Extension (\$900,000 budget): Construction is anticipated to commence on One Marquette Place, the first phase of development on Parcel #3B of Founders Landing. The Brownfield Plan calls for an extension and improvements to Baraga Street from Lakeshore Boulevard to Lake Superior. Baraga Street will provide public access to the boardwalk and provide ingress/egress to the underground parking facility. In order to coordinate with the parking facility, the Baraga Street extension should be completed in Fall 2017.
- Former Merchant Spears Dock Improvement (\$1,500,000 budget estimate): A preliminary design has been developed to utilize the former Merchant Spears dock pilings as a marina. The reutilization would be consistent with meeting the consent order requirements with the City for the pilings

Discussions are underway for a Brownfield Plan for the former Nordic Bay property, which will likely include upgrades to the water system to serve the development. In addition, the bike path connection for Liberty Way may also be included.

Forecast:

- Year One: Baraga Street Extension - \$900,000 request to City CIP
- Year Two: North Pier Improvement - \$1,500,000 request to City CIP



Strategic Planning Process Commission Priorities

Issue Title: Duke LifePoint Marquette General Replacement Hospital Development

Committee: Marquette Brownfield Redevelopment Authority

Plan: N/A

Status: New – Informational only, ongoing.

Issue: The development of the Duke LifePoint Marquette General Replacement Hospital (DLP MGRH) will require significant coordination, cooperation, and effort between and among Duke LifePoint, City staff, and the Marquette Brownfield Redevelopment Authority (MBRA).

Background: The Brownfield Plan for the DLP MGRH includes the relocation of the Municipal Services Center (MSC), infrastructure improvements, and environmental response activities as part of the replacement hospital development.

The Public Works Department is the lead on the MSC relocation, which will be funded by a bond anticipated to be issued by the Marquette Brownfield Redevelopment Authority in June 2016. The Community Development Department is the lead on road improvements, which will be funded by an MBRA bond in spring 2017. Other infrastructure improvements, including electrical upgrades and water and sewer services, as well as environmental response activities, will be managed and financed by Duke LifePoint as part of the replacement hospital development.

All of these activities are Brownfield Eligible Activities and will be funded by the increased taxes generated by the private investment for the DLP MGRH.

Forecast: The MBRA will be issuing the bonds for the MSC and road improvements, and reviewing and approving all invoices and expenses for all the Brownfield Eligible Activities to ensure consistency with Act 381 and set the outstanding obligations. These activities can be handled by existing staffing, with the potential for expanded Brownfield Consultant expenses.

Year One: Maintaining the current staffing level should be adequate, with the potential for increased Brownfield Consultant expenses.

Year Two: Maintaining the current staffing level should be adequate, with the potential for increased Brownfield Consultant expenses.



Strategic Planning Process Commission Priorities

Issue Title: Administrative Staff Needs

Committee: Marquette Brownfield Redevelopment Authority

Plan: N/A

Status: Not yet completed.

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
Plan: MAWTAB Annual Budget Recommendations
Status: Strategic Plan continues to be followed.

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 2016/17 budget process.

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



Strategic Planning Process Commission Priorities

Issue Title: Improve image of Marquette Housing Commission Developments

Committee: Marquette Housing Commission

Plan: N/A

Status: The website is currently under construction. When completed, it will be very user friendly for both current and prospective tenants. There will be pictures of the apartments, properties, and events happening on the property.

Newsletters are delivered to homes at Lake Superior Village on a monthly basis and available in several location at Pine Ridge. Tenants are becoming increasingly involved with our community gardens and Tenant Associations.

Ads have been ran in the local newspaper outlining the income requirements in hopes that people of moderate incomes would also realize they are eligible for housing at Marquette Housing Commission. The website will also highlights all of the above stated items.

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 - Year Round Dog Park
Committee: Parks and Recreation Advisory Board
Plan: N/A: will be added to new Recreation Master Plan 2018
Status: On hold until Recreation Master Plan is revised.

Issue: Year Round Dog Park

Background: Parks and Recreation Advisory Board (PRAB) maintains a Five Year Recreation Master Plan, to guide discussion in prioritization of policy recommendations.

In 2015 PRAB, the City conducted a survey to determine the need for various configurations of off-leash areas. While this survey showed some interest, the item was tabled until further data could be acquired.

PRAB is currently working with staff and the community to update the Recreation Master Plan. Part of the planning process will entail a new citizen survey. This survey will directly address the need of a year round dog park with great statistical validity.

Forecast:

Year One: Complete Five Year Recreation Master Plan and Citizen Survey.

Year Two: If a need is identified through the Citizen Survey, identify possible locations, amenities, and funding necessary.



Strategic Planning Process Commission Priorities

Issue Title: Goals and Priorities
Committee: Parks and Recreation Advisory Board
Plan: Recreation Master Plan
Status: Revision in planning phase.

Issue: Five Year Recreation Master Plan and Citizen Survey.

Background: Parks and Recreation Advisory Board (PRAB) reviews and advises policy based on the Five-Year Recreation Master Plan. The current Master Plan was intended to be used for 2011-2016. Amendments to the plan submitted to the State of Michigan resulted in an expiration date of 2018. The current plan utilizes the Citizen Survey from 2006 considered outdated and not valid for all of the recreational opportunities and community priority of needs. It is therefore the intent to include development and implementation of a city-wide survey with an objective of identifying residents' recreation priorities and needs.

Forecast:

Year One: Engage in a comprehensive recreation planning process and work with staff to administer a survey instrument to support and establish a level of confidence of public priorities and needs.

Year Two: Submit the updated Five-Year Recreation Master Plan to the City Commission and State of Michigan.



Strategic Planning Process Commission Priorities

Issue Title: Plan for Capital Expenses

Committee: Peter White Public Library Strategic Planning 2016

Plan: N/A

Status: New

Issue: The library expansion completed in 2000 is approaching 16 years old, and needs capital investment to keep it well-maintained. Most critically, the original 1904 portion of the building has an issue with a section of the rubble foundation that could cost over \$200,000 to properly resolve. The library has been working with a structural engineer to assess the foundation. A number of other projects have also been identified including: carpeting, furniture, upgrading the security systems, more efficient lighting, and many others. The total amount could exceed \$1,000,000.

The repairs to the foundation could be covered by the Carroll Paul Memorial Trust Fund, which has a clause that the principal of the endowment may be used for emergency repairs to the building. However, the proceeds from this fund are designated to provide music programming and materials. If the balance is reduced, the proceeds generated by the fund will also be reduced. If this fund is used, a capital campaign should be pursued to replenish funds drawn from the Trust Fund. Aside from the foundation issue, a capital campaign might be pursued to fund improvements at the library.

Background: The bond on the library building expires in 2018. It has been funded for the past 20 years by the citizens of Marquette, through a 0.5 mill special levy, in addition to the 1.5 mill library levy for operations. The issue of bonding for future capital improvements is integrally tied to the library's status as a city library, versus reorganizing to become a district library.

Forecast:

Year One: Determine the best course of action, to pursue a bond, a capital campaign, or a combination of the two. Continue to work with structural engineers to determine overall needs of the building and carry out necessary repairs.

Year Two: Carry through with plan developed in year one.



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

Plan: N/A

Status: The committee was formed, and chose Fred Kotler as the strategic planning consultant. Strategic planning began in October 2015, and will be finished by the July 1, 2016 goal.

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: Improving energy efficiency at Peter White Public Library

Committee: Peter White Public Library Board of Trustees

Plan: N/A

Status: The most inefficient lighting was replaced on schedule, reducing the library's electricity usage. The library has not pursued solar power, due to higher priority capital needs for the building.

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

Plan: N/A

Status: Not completed due to lack of funding. Hours of operation were further reduced in March 2015 when Sunday hours were also cut. The library has also reduced staffing through attrition.

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: Strengthen Peter White Public Library Funding
Committee: Peter White Public Library Strategic Planning 2016
Plan: N/A

Status: The library must continue to seek out monetary donations and grant funding, as well as other alternative revenue sources to maintain the current level of service. A long-term solution may be the formation of a district library with other municipalities. Any municipalities in the library district would have the same millage rate. A Headlee Override may be another option.

Issue: Funding will remain an ongoing concern. The library has reduced hours of operation, cut staffing through attrition, made other reductions to expenses, and sold off fixed assets. This has been done to pay refunds on property that received lower assessments through the tax tribunal or other processes, and to build a fund balance to plan for a potentially large tax tribunal settlement with the Presque Isle Power Plant. During the past several years, the reduction in spendable revenue has been partially mitigated by increased monetary donations from the community. Overall, library funding is not keeping pace with demands for services.

Background: PWPL operations are supported by the City of Marquette with a perpetual millage of 1.5 mills, or 1.3698 as reduced by Headlee. The funding received from the City of Marquette accounts for 47% of the budget. Property tax revenues from the contracts for library service with Chocolay, Marquette, Sands, Skandia and West Branch townships account for 23% of the budget. Each township has a 1 mill levy, reduced by Headlee. All the contracted townships are expected to have ballot measures for millage renewals in August or November 2016. The PWPL had a contract with Powell Township from 2010 - 2012, but ballot measures failed in 2012 and 2014. The PWPL Board of Trustees is not pursuing a millage in Powell Township at this time. Tax revenues from the Presque Isle Power Plant currently account for 15% of the tax revenue received from the City of Marquette, or 8% of the library budget. We also anticipate revenues from hospital property to be drastically reduced after the construction of a new building.

Forecast:

Year One: PWPL will retain existing funding sources if the township millage renewals pass later in 2016. Aside from the millage votes, the financial health of the library will be greatly affected by the outcome of the Presque Isle Power Plant tax tribunal case. All concerned parties should work together to determine the best financial strategy for the library, with the assumption that the power plant will close eventually.

Year Two: Millage funding will remain stable from previous year. Adhere to plans identified during year one.



Strategic Planning Process Commission Priorities

Issue Title: Public Transportation
Committee: Planning Commission
Plan: Community Master Plan
Status: Not Started

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: Redevelopment Planning for Existing Hospital Campus Site
Committee: Planning Commission
Plan: Community Master Plan
Status: Duke LifePoint has taken the lead and started the process.

Issue: Maintaining property values and use of hospital campus.

Background: The owners of Marquette General Hospital (MGH) 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: Participate in dialogue on this issue with the hospital ownership group. Begin development of a municipal action plan for disposition of the hospital campus if necessary.

Year Two: Develop and begin implementation of a municipal action plan for disposition of land in vicinity of the hospital if necessary, including possible re-zoning for MGH Overlay District.



Strategic Planning Process Commission Priorities

Issue Title: Winter City Initiatives
Department/Committee: Planning Commission
Plan: Community Master Plan
Status: Not Started.

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
Plan: N/A
Status: Ongoing

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 - June 29, 2015	14 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.

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



Strategic Planning Process Commission Priorities

Issue Title: Presque Isle Park Playground
Committee: Presque Isle Park Advisory Committee
Plan: Recreation Master Plan
Status: Awaiting funding.

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 2018.

Forecast:

Year One: Support efforts for submission of Michigan Department of Natural Resources Trust Fund Grant as well as a local match from the Friends of Presque Isle.

Year Two: Encumber grant funds and pursue professional services for design and construction.



Strategic Planning Process Commission Priorities

Issue Title: Policies Impacting Presque Isle Park
Committee: Presque Isle Park Advisory Committee
Plan: N/A
Status: Ongoing

Issue: Policies impacting Presque Isle Park.

Background: Various policies have and will affect Presque Isle Park land use for various events, food trucks, alcohol permits, erosion caused by pedestrian use patterns, 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: Recommend policies as needed.

Year Two: Support and recommend policies as needed.



Strategic Planning Process Commission Priorities

Issue Title: City Wide Traffic Study
Committee: Traffic-Parking Advisory Committee
Plan: N//A
Status: Still under review by staff and DLZ.

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.