



Strategic Planning Process Commission Priorities

Issue Title: Public Infrastructure
Department: Community Development
Plan: Appendix F to Master Plan
Status: Ongoing

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.

A Comprehensive Asset Management Strategy will provide a holistic approach to the prioritization of infrastructure replacement. This strategy will build upon the existing plans and policies of the City, and provide for maximum department reconciliation.

Forecast:

Year One:

- Continue to update the capital improvement plan for reconstruction projects based on a Comprehensive Asset Management Planning Strategy. (Completed)
- Purchase software to assist with decision making process and to provide the data relevant for long term City wide Asset Management Plan coordinated between all City Departments. City funding for project during FY 2014-15 Budget - \$40,000. (CIP Team Completed in-house without software)
- Approve a revised six-year plan for capital improvement projects in FY 2016-17.
- 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 2016-17 budget - TBD based upon Asset Management Plan - current funding is subject to \$2 million cap.
- Estimated staff time dedicated to project – 100 hours from all City departments.

Year Two:

- Continue to fund the capital improvement program based on Comprehensive Asset Management Strategy.



Strategic Planning Process Commission Priorities

Issue Title: Active Transportation Network

Department: Community Development

Plan: Community Master Plan – Third Street Corridor Plan

Status: Year One (Option II) - Completed and Year Two - Ongoing

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. (Completed as part of annual street painting 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. (Completed)

Year Two:

- Subsequent annual City funding for maintenance of project as part of annual street painting.
- Intern in Planning Department to draft a Bike Facility Plan.



Strategic Planning Process Commission Priorities

Issue Title: Cliffs-Dow
Department: Community Development
Plan: None – MDEQ Ordered
Status: Ongoing

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 2016 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 possibility of utilizing the property for economic development opportunities.

Forecast:

Year One:

- City funding for project during FY 2016-17 Budget - \$50,000.00 (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 2017-18 Budget – TBD based upon outcome of Mixing-Zone Determination Request (Portion from Marquette Brownfield Redevelopment Authority revolving loan fund).



Strategic Planning Process Commission Priorities

Issue Title: Heartwood Forest
Department: Community Development
Plan: Community Master Plan Mid-term Goal
Status: Ongoing

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."

Staff has begun drafting agreements with user groups of the property, however, there has been no Commission direction to fully implement the recommendations found here.

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 2016-17 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

- Draft and Implement Agreements with User Groups (partially completed)
- 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 2016-17 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
 - Draft and Implement Agreements with User Groups (partially completed)
 - 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 2016-17 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
 - Draft and Implement Agreements with User Groups (partially completed)
 - 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: Lakeshore Boulevard Erosion Control and Relocation

Department: Community Development

Plan: Community Master Plan Short-Term Goal

Status: Ongoing

Issue: Coastal and Infrastructure Erosion along Lakeshore Boulevard from Hawley Street to Pine Street.

Background: The City previously conducted a planning exercise in 2014 that identified a community preference for the following:

- Construct an engineered solution for the shoreline armor
- Raise Lakeshore Boulevard and move it landward
- Re-establishment of semi-native dune and swale areas east of the boulevard
- Creation of public space east of the boulevard

The City has been selected to participate in the United States Army Corps of Engineers (USACE) Section 14 Program. This will provide the City with technical assistance from USACE in the form of a mitigation plan for the shoreline.

Forecast:

Year One:

- Complete the Section 14 Program Study with USACE.
- Estimated staff time dedicated to project - 20 hours from the Engineering and Planning Divisions of the Community Development Department.

Year Two:

- Option I
 - Fund the improvements recommended by the USACE study in the FY2017-18 Budget - \$ TBD based upon results of study and 65% City matching requirement.
 - Estimated staff time dedicated to the project – 200 hours from the Engineering and Planning Divisions of the Community Development Department.

- Option II
 - Fund the improvements according to Lakeshore Boulevard and Lake Superior Restoration Project in the FY2017-18 Budget - \$12 million.
 - Estimated staff time dedicated to the project – 200 hours from the Engineering and Planning Divisions of the Community Development Department.



Strategic Planning Process Commission Priorities

Issue Title: Low Impact Development Ordinance
Department: Community Development
Plan: Community Master Plan Mid-term Goal
Status: Not Started

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
Plan: Economic Development Plan
Status: Ongoing

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 (Completed)
- Execute an Interlocal Agreement Creating an NMDC (Completed)
- City Commission delegate a representative to the corporation (Completed)
- 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
Plan: Community Master Plan Short-Term Goal
Status: Year One – Partially Completed

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 was completed in September 2014.

The project has not advanced due to lack of funding.

Forecast:

Year One:

- Receive and analyze study result (Completed)
- 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 2016-17 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 2016-17 Budget - \$2,120,000

- Option III
 - Continue to seek funding.



Strategic Planning Process Commission Priorities

Issue Title: Pavement Markings
Department: Community Development
Plan: Capital Improvement Plan
Status: Partially Completed

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 have been integrated into the Capital Improvements Plan to properly manage the asset based on material useful service life cycles, cost benefit analysis, public safety needs, and State and Federal requirements.

Status is listed as partially completed due to annual funding allocations being lower than what is needed per the replacement plan.

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 \$200,000 on a yearly basis for traffic markings.



Strategic Planning Process Commission Priorities

Issue Title: Redevelopment Ready Communities Program
Department: Community Development
Plan: Economic Development Plan
Status: Not Started

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 2016-17 Budget - \$50,000.00 (Zoning/LDC funding)
- 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/assignment of an Economic Development Planner (program promotes annual education as well as economic development planning and promotion).



Strategic Planning Process Commission Priorities

Issue Title: South McClellan Water District
Department: Community Development
Plan: None
Status: Not Started

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 2017-18 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
Plan: Climate Change Adaptation Report
Status: Not Started

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 2016-17 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
Plan: None
Status: Not started

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 2016-17 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 2016-17 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 2016-17 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: Zoning
Department: Community Development
Plan: Community Master Plan
Status: Not Started

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.

This project was not started due to funding being pulled from FY2015-16 Budget.

Forecast:

Year One:

- City funding for project during FY2016-17 Budget - \$50,000.00
- 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.