



**Marquette Strategic Plan  
Fiscal Years 2016-18**

# Vision Statement



## **Vision Statement**

### **Per the City Charter of Marquette, Michigan**

It is the vision of the City of Marquette to ensure quality of life by remaining an economically sound municipality which embraces progressive and sustainable growth while making environmentally sound decisions. The City of Marquette supports its many educational opportunities and medical care options. The City will promote tourism and recreational participation to maintain an atmosphere of safety and good health, friendliness and a continuing awe and appreciation of beautiful Lake Superior. The City of Marquette will encourage continued citizen involvement in activities that embrace our past, enhance our present and plan for the community of our future.

### **Intent of the City Commission for Fiscal Year 2016-18**

The City Commission provides, through this strategic plan, a focus on efforts to deliver a combination of services and infrastructure that have been identified in various community planning documents, while managing the opportunities and challenges of our ever-changing City, using as guidance and in priority order, the following primary goals:

#### Modernization of Land Development Regulation

Create a community that provides for the coordinated development of land, maximizing the use of modern codes to become development ready and competitive in the modern economy. This will include the adoption of innovative redevelopment strategies and efficient processes which will build confidence among the business and development community.

#### Heartwood Forest

Initiate the implementation of the previously adopted Heartwood Forest Report and Recommendation, which provides for a unique opportunity to increase the City tax base, encourage economic development, as well as protect the extraordinary natural and recreational features on the property.

### Retention and Recruitment

Strive to maintain 100% participation on all City of Marquette Boards and Committees through recruitment and review of policies that affect retention of valuable specialized members.

### Focus on Essential Services

Continue providing a high level of essential services, including police, fire, public works, water and sewer support.

### Maintain City Facilities and Infrastructure

Maintain infrastructure, including buildings, streets, water and sewer, parks and recreational facilities.

### Economic Development

Support economic development and job creation to retain and attract young people in our community through a variety of components:

- Continue efforts to assist UP Health System Marquette/Duke LifePoint with construction of a new hospital and reuse of the old facility.
- Recreation planning and capital improvements.
- Assist the Downtown Development Authority with their efforts to build a strong downtown and reinforce the downtown as a major attraction asset.
- Continued support for the SmartZone and Next Michigan initiatives.

# Executive Summary



## **Marquette Visioning and Strategic Planning Process Fiscal Years 2016-18**

### **Executive Summary**

The adoption of the revised City Charter in 2012 provided strong endorsement of public expectations for the governance framework of Marquette. A requirement for strategic planning was established to address the short and long-term aspirations of the City. In March 2013, the City Commission appointed a three-member subcommittee to work with the City Manager in creating a process to develop Commission goals and objectives for the Strategic Plan. In August 2013, following considerable effort and deliberation, the City Commission adopted the Marquette Visioning and Strategic Planning Process for use in addressing City Charter mandates.

In March 2016, the Community Development Director initiated an update to the Fiscal Year 2014-16 Strategic Plan, wherein document templates and initial guidance were released to all administrative departments, and all Commission boards and committees. All input was coordinated through the City Manager's Office, and input from individual boards and committees was first considered and approved prior to inclusion within the final materials. All participants coordinated updates and new items with elements of the Community Master Plan, Draft Economic Development Plan, Heartwood Forest Plan, Waterfront Plan, Parks and Recreation Master Plan, as well as information and data relating to other known projects and initiatives.

The resulting collection of material was compiled and collated within a binder and included input from each City department and the City Manager's Office, as well as each of the 24 Commission boards and committees. Two City Commission work sessions were held that totaled approximately six hours of deliberative review.

This overview provides a bulleted summary of plans, projects, issues, status, and goals endorsed by the City Commission to be considered as priorities for the current and upcoming fiscal year, while providing a benchmark for progress.

### **Key Issues and Priorities**

- Board and committee recruitment is a challenge for all.
- Committee appointments and terms need to be managed more effectively.
- Commission policies regarding committee appointments need to be reviewed.
- Senior Center Study – Implementation should consider needs in terms of a physical facility, costs in terms of millage requirement, and identify other community programming needs.
- Take steps to implement the Arts and Culture Master Plan.
- The improvement of Baraga Avenue needs to remain a long-term focus of the Downtown Development Authority.
- The Downtown Development Authority needs to consider development investments in terms of “branding” the City of Marquette, to including marketing and signage.
- The Downtown Development Authority must review existing plans and implement an effective parking management policy.
- The Downtown Development Authority needs to consider completion of a comprehensive Market Analysis that will assist in identifying business and development opportunities.
- The Downtown Development Authority continues to improve walkability through streetscape projects both in the downtown and along Third Street.
- The Downtown Development Authority and City Arborist need to complete an urban tree landscaping plan.
- City marina development must be reviewed, and current and future needs must be re-assessed through careful planning.
- A funding policy is needed to address the total cost of ownership of City marinas.

- The City Brownfield Redevelopment Authority is anticipating administrative growth needs.
- The City Brownfield Redevelopment Authority and City Finance need to develop a policy for bonding of smaller scale projects utilizing the City Annual Capital Improvements Bond.
- The Marquette Housing Authority is striving to improve livability and appeal through modernization of facilities and technology.
- Total cost of ownership of City recreational facilities needs to be considered for budget purposes, to include all acquisition, improvement, operation and maintenance, and long-term deferred maintenance costs.
- A multi-year strategy needs to identify priorities for grants requiring local match funding for City recreational facilities.
- Inventory, grade, prioritize maintenance and funding plan on all city-owned parking lots.
- Peter White Public Library funding needs to be strengthened, and millage needs are ambiguous.
- Peter White Public Library needs infrastructure improvements, including energy efficiency updates.
- Peter White Public Library is committed to completing their Strategic Plan in 2016.
- Peter White Public Library needs to increase their materials budget to 10% of their operating budget. The long-term goal is a materials budget of 15%.
- The City needs to implement the Heartwood Forest Plan.
- The City needs to ensure appropriate re-use of the existing Marquette General Hospital campus.
- The City needs assistance from MARQTRAN to develop an effective public transit service in the City of Marquette.



- The City needs to enhance its winter public maintenance program to incorporate more effective pedestrian access to support increased winter activity.
- The City Parking and Traffic Advisory Committee needs to review the City-wide Traffic Study upon completion and utilize the document as a resource when making recommendations.
- The City needs to minimize and reduce Other Post Employment Benefits and associated unfunded accrued pension liabilities.
- The City needs to establish a technology disaster recovery site.
- The City needs to continue its investments in information and data security and secure systems.
- The City needs to continue upgrades to video production and broadcasting capabilities both within City Hall, as well as via remote access technologies.
- The City needs to seek closure with the Marquette Solid Waste Management Authority on the former Flink Farm site.
- The City needs to update and adopt an Economic Development Plan.
- The City needs to continue to build robust relationships with all neighbors and partners.
- The City needs to continue support for the upgrade of Sawyer International Airport to become a user fee airport.
- The City should complete a re-write of all land development ordinances to be consistent with the Community Master Plan and foster a predictable and fair development environment.
- The City should continue to mitigate and redevelop the former Cliffs-Dow property.
- The City should review and reassess low-impact development policies as related to controlling storm water management and its impact on municipal beaches.

- The City should participate as a member of a Next Michigan Zone.
- The City should continue to develop an active transportation network.
- The City needs to address coastal and infrastructure erosion along Lakeshore Boulevard from Pine Street to Hawley Street.
- The City should be prepared to address requests for adaptive re-use of the lower harbor ore dock.
- The City should seek certification as a “Michigan Redevelopment Ready Community.”
- The City should participate as a member of a SmartZone.
- The City should continue to invest in infrastructure maintenance and replacement, including being prepared to address the future build-out in the southern areas of the City.
- The City should implement a surplus property sales strategy.
- The City should develop a Comprehensive Waterfront Plan.
- The City should evaluate a city-wide strategy for determining and implementing non-resident fees.
- The City needs to update the Five-Year Recreation Master Plan.
- The Chief Financial Officer should develop a finance strategy as a related plan associated with the Strategic Plan.
- The Fire Department should evaluate public safety needs associated with future operations of the new Clark Park beach.
- The Fire Department should begin planning for a consolidated Fire Department facility.

- The Public Works Department needs to complete its effort to roll-out advanced metering technologies, to include coordination with the Marquette Board of Light and Power regarding implementation of centralized utility billing capabilities.
- The Public Works Department will need to implement multi-use pathway maintenance based upon a pathway condition survey.
- The Public Works Department needs to promote recycling opportunities for City residents.
- The Public Works Department, with assistance from other departments and committees, will lead an effort to complete a policy and plan for treatment of undeveloped right-of-way.
- The Public Works Department needs to develop a coordinated winter maintenance plan based upon the previous "Snow Summit."

# Committees



## **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 40<sup>th</sup> 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: Modernization of Housing Commission Facilities

Committee: Marquette Housing Commission

Plan: N/A

Status:

- Replace office server and purchase/install new software. Complete
- Obtain green physical needs assessment for both properties. Physical needs assessment was completed. HUD determined a "green" physical needs assessment was not required.
- Complete strategic planning and set 10-year plan for use of reserves and future capital funds. Complete
- Improve curb appeal at both sites. Ongoing
- Complete stage two of three of the kitchen renovation/sewer replacement project at Pine Ridge. Complete

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

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

Forecast:

Year One:

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

Year Two:

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



## **Strategic Planning Process Commission Priorities**

Issue Title: 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: Ongoing

Issue: Capital Improvements – park with associated grant funding.

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

Focus Capital Improvements include:

McCarty's Cove – Restroom Facility	MNRTF – \$125,000 ( <u>Completed</u> )
Presque Isle – Restroom Facility	MNRTF – \$128,900 ( <u>Eliminated</u> )
Harlow Park – Restroom Facility	MNRTF – \$109,000 ( <u>Completed</u> )
Williams Park – Restroom Facility	MNRTF – \$128,900 ( <u>Completed</u> )
Clark Park	MNRTF – \$1.9M ( <u>Completed</u> )
Hawley Street – Trail Extension	LWCG – \$200,000 ( <u>Completed</u> )
Tourist Park – Campground (Pods)	Passport – <u>Approved</u> \$60,000
Tourist Park – Day Use (Pavilion)	MNRTF – (2015) \$602,000
Tourist Park – Playground (ADA comp.)	Passport – <u>Approved</u> \$60,000
Presque Isle Marina (future phases)	MDNR – Waterways anticipate submitting next phase (2017) \$ unknown
Cinder Pond Marina Service Bldg.	MML Insurance \$1.1M ( <u>Completed</u> )
Father Marquette Park – ADA Improvement	MNRTF – <u>Approved</u> \$200,000
Williams Park – Tennis Court Improvement	Passport – Submitted - \$75,000
Presque Isle Marina – Phase III	Waterways - \$550,000 (submit April 2017)
Williams Park – ADA Improvements	Passport - \$60,000 (submit April 2017)
Presque Isle Park – Playground	MNRTF- \$300,000 (submit April 2017)

Forecast:

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

- Father Marquette Park – ADA/Improvement Project
- Tourist Park – Restroom Pods
- Staff time dedicated toward capital projects: 300 hours from Community Service – Park and Recreation.

Year Two:

- Williams Park – Tennis Court Improvements – summer 2017 pending funding
- Tourist Park – Playground Improvements – summer 2017
- PIM – MDNR Waterways Grant – Phase III – summer 2018
- Staff time dedicated toward capital projects: 300 hours from Community Services – Park and Recreation.



## **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: Heartwood Forestland Plan Completion

Committee: Planning Commission

Plan: Community Master Plan

Status: Not completed due to priority of completing Community Master Plan.

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

Background: In late 2010, the Heartwood Forestland Ad-Hoc Committee (HFAHC) completed a report including recommendations for the disposition of lands acquired in south Marquette, in a purchase from the Heartwood Forestland Group a few years earlier. The Planning Commission was tasked with reviewing the HFAHC report and making further recommendations. In early 2011, the Planning Commission submitted to the City Commission refined recommendations based on the HFAHC report and their own analysis of important considerations. In its annual reports to the City Commission since 2012, the Planning Commission has continued to call for action to implement the recommendations of the studies for disposition of the subject properties, in order to clarify which areas will be preserved as areas for conservation and recreation, and those that may be considered for various types of development. In 2015 the Community Master Plan was updated with recommended Land Use (broad brush use of land) and Zoning designations applied to the property.

Forecast:

Year One:

- Community forums
- Option I
  - City funding for project during FY 2016-2017 Budget - \$10,000.
  - Estimated staff time dedicated to project - 40 hours from the Planning Division of the Community Development Department.
- Option II
  - Complete Plan in-house. Staff time 100-200 hours.

Year Two:

- Complete Plan in-house and integrate with Community Master Plan. Remainder of staff time not expended in FY 2016-2017.



## **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: Zoning Ordinance Overhaul

Department: Planning Commission/Community Development

Plan: Community Master Plan

Status: Not completed due to lack of funding.

Issue: Complete Zoning Ordinance Revision

Background: The last comprehensive overhaul to the City Zoning Ordinance was in 1978. The ordinance has been amended in bits and pieces over the course of the last 36 years, to include more progressive Form Based code districts. The Planning Commission initiated a Land Development Code (LDC) project in 2008 that has not realized completion due to Planning Commission re-alignment of priorities and focus on the Community Master Plan.

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

Forecast:

Year One:

- Community forums
- Option I
  - City funding for project during FY2016-17 Budget - \$50,000.
  - Estimated staff time dedicated to project - 100 hours from the Planning Division of the Community Development Department.
- Option II
  - City funding for project during FY2016-17 Budget - \$25,000.
  - City funding for project during FY2017-18 Budget - \$25,000.

Year Two:

- Adoption and Implementation of LDC
  - Estimated staff time dedicated to project - 100 hours from the Planning Division of the Community Development Department.





## 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.

# Administrative Services



## Strategic Planning Process Commission Priorities

Issue Title: Cable Tray Backbone, Phase II

Department: Administrative Services/Information Technology

Plan: N/A

Status: In Progress. Cable trays were installed on ground and first floors of City Hall but project was suspended due to lack of funding. Project will resume beginning in FY 2016/17 with adequate funding.

Issue: Continue Network Upgrades at City Hall.

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

Forecast:

Year One: Remove old cable and install new network cable on first floor at City Hall at a cost of \$20,000;

- Install new network equipment and lease for \$5,000 for a five-year term.
- Install fiber optic cable between floors with additional equipment in new wiring closet.

Year Two:

- Remove old cable and install new network cable on the ground floor at City Hall at a cost of \$15,000.



## Strategic Planning Process Commission Priorities

Issue Title: Technology Business Continuity Plan  
Department: Administrative Services/Information Technology  
Plan: N/A  
Status: New  
Issue: Establish Technology Disaster Recovery Site.

Background: Construction of a new public works building provides an opportunity to establish a co-location for information technology services and data and to provide business continuity in the event of disaster. Due to equipment installed in the existing server room that pose a heightened risk to servers and switches, a server room is planned for the new building that reduces risk to sensitive electronics. As a result, the server room at City Hall would function as a failover (backup) server room. Utilizing virtualized servers between facilities ensures higher availability of data, increased data redundancy and faster redeployment of equipment at lower cost than using traditional physical servers. In the event of disaster at one or the other facilities, network and server availability would resume in minutes rather than days.

Forecast:

Year One:

- Purchase hardware and software and deploy virtualized environment at City Hall during FY 2016/17 including servers, network storage array and snapshot backups.

First year total cost is estimated to be \$ 13,200 based on a five-year lease term.

Year Two:

- Purchase additional equipment for deployment at public works building for FY 2017/18 for integration with existing equipment at City Hall.

Second year total cost is estimated to be \$ 4,800 based on a five-year lease term.



## Strategic Planning Process Commission Priorities

Issue Title: Information Security

Department: Administrative Services/Information Technology

Plan: N/A

Status: Partially complete. Implementation of network security protocols is complete; purchase of tools for network monitoring and testing is incomplete due to lack of funding; security awareness training to users is ongoing.

Issue: Protect data through implementation of security programs.

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

Forecast:

Year One:

- Implement and monitor compliance of security and privacy policies, standards and practices;
- Perform network penetration testing to identify vulnerabilities that an attacker could exploit;
- Educate, train and raise awareness of information security risks;
- Develop parallel network to test proofs of concept, program and network updates and to isolate problems in a closed environment.

First year total cost is estimated to be \$18,740 for staff time for security testing services and hardware.

Year Two:

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

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





## Strategic Planning Process Commission Priorities

Issue Title: Other Post-Employment Benefits  
Department: Administrative Services/Human Resources  
Plan: N/A  
Status: Ongoing

The City significantly reduced its OPEB liabilities when we negotiated to discontinue retiree health insurance and subsidies for all new hires. We also placed all management retirees on a plan that mirrors the benefit levels of active employees and used a "seamless wrap" plan to further lower premium costs. For retirees over age 65, we replaced the Blue Cross Blue Shield Michigan supplemental plan with Medicare Advantage plans that saved the City significantly in premium costs but maintained a comparable benefit level for the retirees.

The City has elected not to fund an OPEB Trust at this time.

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

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

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

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

Year One:

- Continue to try to reduce retiree health care costs. The City will carve out the prescription drug component of our Blue Cross Blue Shield coverage and use a third party pharmacy manager to provide the equivalent level of prescription drug coverage at a lower cost.
- Switch retirees from a Community Blue PPO insurance plan to a Simply Blue PPO insurance plan.

Year Two: Consider establishing and funding an OPEB trust for retiree health costs.



## Strategic Planning Process Commission Priorities

Issue Title: Pension

Department: Administrative Services/Human Resources

Plan: N/A

Status: Ongoing. Both the MERS Plan and the Police/Fire Retirement System assess the annual required contribution (ARC) as either a percentage of payroll or as a fixed dollar amount. In the past, the City has used a percentage of payroll. This year and in subsequent years, the City will be paying using the dollar amount. This should result in a larger City contribution towards paying off the unfunded accrued liabilities of both plans.

The City intends to negotiate for increased employee contributions during this year and next year's contract negotiations with the unions.

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

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

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

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

Year One:

- During contract negotiations with City Hall, DPW and Fire Department, try to negotiate a higher employee contribution rate or other plan changes to reduce unfunded liabilities.

Year Two:

- During contract negotiations with Supervisors and Police, try to negotiate a higher employee contribution rate or other plan changes to reduce unfunded liabilities.



## Strategic Planning Process Commission Priorities

Issue Title: Technology Refresh Program

Department: Administrative Services/Information Technology

Plan: N/A

Status: In progress. Network switches on the fiber optic network were upgraded due to obsolescence and servers were replaced when current leases expired; firewall appliance was replaced when the unit failed; video server upgrade is in progress.

Issue: Continue technology refresh program.

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

Forecast:

Year One:

- Refresh network switches, servers with a 60-month lease;
- Refresh uninterruptible power supply units.

Fiscal year total cost is estimated to be \$ 22,370.

Year Two:

- Refresh network switches with a 60-month lease;
- Refresh content filter;
- Refresh engineering plotter with a 36-month lease.

Fiscal year total cost is estimated to be \$ 32,068.



## **Strategic Planning Process Commission Priorities**

Issue Title: Video Recording/Broadcasting/Teleconferencing  
Department: Administrative Services/Information Technology  
Plan: N/A  
Status: Not completed due to lack of funding

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

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

Forecast:

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

Year Two: None; upgrades will be accomplished during FY 2017/18.



## **Strategic Planning Process Commission Priorities**

Issue Title: Remote Video Recording/Broadcasting, Phase II  
Department: Administrative Services/Information Technology  
Plan: N/A  
Status: Not completed due to lack of funding

Issue: Expand Video Recording/Streaming to Remote Sites

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

Forecast:

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

Year Two: None; upgrades will be accomplished during FY 2017/18.

# City Manager's Office





## Strategic Planning Process Commission Priorities

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

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

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

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

Forecast:

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



## Strategic Planning Process Commission Priorities

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

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

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

Forecast:

- Year One:
  - Work with MDOT/MTU Study team to initiate Phase II efforts
  - Request Rail Study under NMZ
  
- Year Two:
  - Advocate for an NMZ infrastructure improvement project
  - Identify additional economic development opportunities that require rail improvements/spurs/access



## Strategic Planning Process Commission Priorities

Issue Title: Relationship Building

Department: City Manager's Office

Plan: Economic Development Plan (draft)

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

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

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

Forecast:

- Year One:
  - Schedule regular meetings with the Marquette Board of Light and Power, Marquette Area Public Schools, Marquette County, Northern Michigan University, WE Energies/Wolverine/American Transmission Commission/International Transmission Company/Upper Peninsula Power Company, Marquette General Hospital, and other local government organizations.
  - Identify and appoint residents to serve on the City's Local Development Finance Authority; the Next Michigan Zone board; the SmartZone corporate board; and the Next Michigan Zone corporate board.
  
- Year Two:
  - Continue regular meeting schedules.
  - Identify joint policy goals and objectives, and reconcile with Next Michigan Zone and SmartZone plans and objectives.
  - Identify additional partners associated with key elements of the City Community Master Plan and Economic Development Plan.



## Strategic Planning Process Commission Priorities

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

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

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

Forecast:

- Year One:
  - Work with County to complete Business Development Plan.
  - Support County coordination with USCBP.
  - Develop resource and planning requirements, and harmonize with Next Michigan Zone Development.
  
- Year Two:
  - Work with County/Next Michigan Zone board to identify development objectives.
  - Work with County/Next Michigan Zone board to develop facility improvement plan.
  - Work with County/Next Michigan Zone board to develop marketing/business attraction plan and strategy.



## Strategic Planning Commission Priorities

Issue Title: Transparency

Department: City Manager's Office

Plan: City Charter

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

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

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

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

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

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

Forecast:

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

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

Year Two: Implementation of policies.



## Strategic Planning Process Commission Priorities

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

Issue: Once the U.S. Coast Guard (USCG) land transfer is completed, the City will own and be required to maintain the USCG old lighthouse property and buildings. A plan is being developed for subsequent use, and USCG transfer covenants will restrict use of the facility to community recreation and historic preservation. The City will be required to assume all costs for operation, maintenance, upkeep, and long-term deferred maintenance starting in FY 2016-2017.

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

Forecast:

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

# Community Development





## 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.

# Community Services



## Strategic Planning Process Commission Priorities

Issue Title: Implementation of Arts and Culture Master Plan

Department: Community Services

Plan: Arts and Culture Master Plan

Status: Implementation

Issue: It was determined there was a need to conduct a master planning effort to define future growth and asset/resource allocation to address the City's broader goals.

Background: The City Commission approved a ten-year Arts and Culture Master Plan in 2014. The Plan defines the City's role in supporting arts and culture and the role of arts and culture in accomplishing the City's broader economic development goals.

Forecast: The plan recommends a range of initiatives and ongoing activities that reposition the City's role and bring it into a higher level of partnership with other players in the city and surrounding areas. The plan calls for engaging more in building the City's role in nurturing and fostering the creative economy. It also call for more robust partnerships to identify and promote local talent and attract and retain creative business talent.

Year One:

- **Public Art Policy:** The Arts and Culture Manager will work closely with the Public Art Task Force in developing a public policy document to address, identify and inventory existing public art, addressing management of future public art and a framework of management and governance.
- **Economic Development:** Arts and Culture Office will continue to participate in economic development and planning initiatives with the City and State offices, tourism and economic development bureaus such as DDA, CUPPAD, CVB and arts and culture stakeholders. And placemaking projects with DDA, IOHT and Smart Prize/Summit, Art Prize. Manager will continue to develop and steward new regional cultural alliance. Office will continue to identify and write grants that support these initiatives.

- Community Calendar: Establish engagement
  - Establish community calendar in partnership with the Marquette Chamber of Commerce (Fall 2016), formalize U.P. arts and culture alliance (January 2017).

Year Two:

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



## Strategic Planning Process Commission Priorities

Issue Title: Marina Plan – Waterfront Planning  
Department: Community Services and Community Development  
Plan: Waterfront Plan  
Status: Ongoing

Issue: Define Comprehensive Waterfront Plan

Background: The City has conducted multiple waterfront planning processes in the past four years.

The results of those efforts include:

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

## Forecast:

### Year One:

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

### Option 1 – Planning

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

### Option 2

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

### Year Two:

- Submit amended Presque Isle Marin plan to City Commission and Michigan Department of Natural Resources (MDNR)-Waterways (Completed plan awaiting Commission approval)
- Submit MDNR – Waterways Program Grant – initial phase. (Prepared for April 2017 submission)
- Evaluate possibility of establishing broadside mooring at lower harbor ore dock.
- Staff time dedicated to projects 100 hours Community Services – Park and Recreation.
- Planning – Maintain normal operations.





## Strategic Planning Process Commission Priorities

Issue Title: Marina Plan  
Committee: Community Services  
Plan: Recreation Master Plan/Waterfront Plan  
Status: Ongoing

Issue: Define Comprehensive Waterfront Plan.

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

- Presque Isle Marina – Preliminary Engineering Report and Founders Landing Marina – Master Plan.
- 381 Brownfield Plan – Founders Landing piling field and bottomlands reuse.
- Lower Harbor Mooring Field – 21 mooring sites.
- Lower Harbor Ore Dock assessment as a possible location for broadside mooring. GEI Consultants is the City consultant conducting the work. The final analysis will be available July-August 2014.
- Five-Year Recreation Master Plan – Rowing Club Boathouse identify/study location, cost and funding.

Forecast:

Year One:

- Submit amended Presque Isle Marina plan to City Commission and Michigan Department of Natural Resources (MDNR) – Waterways. (Completed awaiting formal approval – June 2016)
- Presque Isle Revitalization Plan – approval and submitted to state of Michigan to amend the Five-Year Recreation Master Plan.
- Submit MDNR Waterways – Phase III grant for Presque Isle Marina.
- Complete Cinder Pond Marina maintenance plan with associated funding policy.
- Staff time dedicated to projects: 200 hours Community Services – Park and Recreation.

Year Two:

- Upon receiving funding, pursue design, bid and construct Presque Isle Marina – Phase III.
- Evaluate possibility of establishing broadside mooring at lower harbor ore dock. (Ongoing)
- Staff time dedicated to projects: 100 hours Community Services – Park and Recreation.



## Strategic Planning Process Commission Priorities

Issue Title: Non-Resident Recreation Fees

Department: Community Services

Plan: N/A

Status: Partially Completed

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

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

Forecast:

Year One:

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

Year Two:

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



## Strategic Planning Process Commission Priorities

Issue Title: Park Improvements  
Department: Community Services  
Plan: Recreation Master Plan  
Status: Ongoing

Issue: Capital Improvements – park with associated grant funding.

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

Focus Capital Improvements include:

McCarty's Cove – Restroom Facility	MNRTF – \$125,000 (Completed)
Presque Isle – Restroom Facility	MNRTF – \$128,900 (Eliminated)
Harlow Park – Restroom Facility	MNRTF – \$109,000 (Completed)
Williams Park – Restroom Facility	MNRTF – \$128,900 (Completed)
Clark Park	MNRTF – \$1.9M (Completed)
Hawley Street – Trail Extension	LWCG – \$200,000 (Completed)
Tourist Park – Campground (Pods)	Passport – Approved \$60,000
Tourist Park – Day Use (Pavilion)	MNRTF – (2015) (Placed on hold) \$602,000
Tourist Park – Playground (ADA comp.)	Passport – Approved \$60,000
Presque Isle Marina (future phases)	MDNR – Waterways anticipate submitting next phase (2017) \$ unknown
Cinder Pond Marina Service Building	MML Insurance \$1.1M (Completed)
Father Marquette Park – ADA Improvement	MNRTF – Approved \$200,000
Williams Park – Tennis Court Improvement	Passport – Submitted - \$75,000
Presque Isle Marina – Phase III	Waterways - \$550,000 (submit April 2017)
Williams Park – ADA Improvements	Passport - \$60,000 (submit April 2017)
Presque Isle Park – Playground	MNRTF- \$300,000 (submit April 2017)

Forecast:

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

- Father Marquette Park – ADA/Improvement Project
- Tourist Park – Restroom Pods
- Staff time dedicated toward capital projects: 300 hours from Community Service – Park and Recreation.

Year Two:

- Williams Park – Tennis Court Improvements – summer 2017 pending funding
- Tourist Park – Playground Improvements – summer 2017
- PIM – MDNR Waterways Grant – Phase III – summer 2018
- Staff time dedicated toward capital projects: 300 hours from Community Services – Park and Recreation.



## Strategic Planning Process Commission Priorities

Issue Title: Community Planning Initiatives

Department: Community Services

Plan: N/A

Status: Ongoing

Issue: The City of Marquette works under an operation policy of transparency. Further regulatory and grant funding requires there be public planning documents in place to be in regulatory compliance or eligible for state funding.

Background: The City Commission has supported public planning. Planning documents aide in providing support or direction with public policy decisions, capital improvement priorities and meeting regulatory requirements.

Forecast: Based upon regulatory or local requirements, the City conducts planning exercises which vets community needs and priorities with land use, recreation facilities and initiatives.

Year One:

- Five-Year Recreation Plan Update – request \$70,000 in FY2016-17
- U.S. Coast Guard Property – Land Use Plan (underway)
- Marina Plan – Fee Schedule Policy (underway)
- Parking Lot Plan
- Trail Master Plan (underway)
- Assist with development of a Parking Lot Maintenance Plan.

Year Two:

- Complete Five-Year Recreation Plan and Submit to State of Michigan.
- Complete and implement initial phases of U.S. Coast Guard Property – Land Use Plan.
- Submit phase III of Presque Isle Marina plan.
- Work with user groups to implement objectives of the Trail Master Plan.



## Strategic Planning Process Commission Priorities

Issue Title: Senior Center  
Department: Community Services – Senior Center  
Plan: Senior Center Study  
Status: Ongoing

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

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

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

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

Forecast:

- Year One: Finding short-term renovation goals.
  - New handicapped entrance, Fall 2014. Estimated cost \$15,000 (Placed on hold due to Municipal Service Center labor shifts)
  - Creating awareness of the Senior Center. New Signage, Fall 2014. Estimated cost \$7,000. (Completed) Staff time: approximately 120 hours.
  - Continue with programming to attract the “new” senior with Silver Sampler and other partnership opportunities.
- Year Two: Millage and Facility Needs
  - Evaluate local millage for future improvements and labor needs.
  - Develop business plan for a new facility and/or comprehensive renovation of existing facility.

# Financial Services



## Strategic Planning Process Commission Priorities

Issue Title: Long-Term Financial Plan

Department: Financial Services

Plan: N/A

Status: Ongoing

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

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

The Future Committed Funds List, aka "Sleeping Dragons", for the FY 2016 Budget were presented as:

Coast Guard Station - Phase 2

Cliffs-Dow Plant Site - Remediation

Unfunded Benefit Liabilities - Other Post-Employment Benefits and Pension

City Hall Improvements - New Boilers and overall improvements

Mattson Park- Seawall Bulkhead and Parking Lot

Lakeshore Blvd - Retaining Wall

Lakeview Arena - Parking Lot and Exterior Improvements

Fire Station - Build a Consolidated Fire Station

Tax Tribunal Cases

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

Year One:

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

Year Two:

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



# Fire Department



## Strategic Planning Process Commission Priorities

Issue Title: Clark Park Beach (N. Lakeshore Blvd.)  
Department: Fire Department  
Plan: Waterfront Safety Task Force 2015 Addendum Report  
Status: Not completed. Clark Park Beach not completed.

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

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

Forecast:

Year One: 2016 – Install lifesaving infrastructure at Clark Park Beach. Lifesaving infrastructure costs will be borne by Michelle Butler as part of the project. Staff location with lifeguards. Consider decommissioning South Beach as a lifeguarded beach.

Year Two: 2017– Staff location with lifeguards; consider decommissioning South Beach as a lifeguarded beach.



## Strategic Planning Process Commission Priorities

Issue Title: Consolidated Fire Station  
Department: Fire Department  
Plan: N/A  
Status: Not completed due to lack of funding.

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

Background: Presently, this project will require an estimated six to seven million dollars of effort. With regard to the value of the fire properties, serious consideration should be given to allowing the market to maximize their value prior to a sale. The current fire stations are serviceable for the foreseeable future, however significant upgrades will be required to the furnaces at Station #1, the roof and siding at Station #2, and general maintenance and repair at both stations.

Forecast:

Year One: 2020/2021 – Complete the Request for Quote and Request for Proposal processes.

Year Two: 2021/2022 – Begin the bid/build process.

# Police Department

# Public Works and Utilities



## Strategic Planning Process Commission Priorities

Issue Title: Advanced Metering Infrastructure

Department: Public Works and Utilities/Engineering

Plan: N/A

Status: Project implementation is currently on hold except for meter replacement.

Staff needs to complete an evaluation of the system that was recommended in 2010, a cost and technology analysis is critical moving forward. Based on the evaluation, detailed implementation strategy plan needs to be presented to City Commission as part of the 2017 budget process.

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

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

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

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

Forecast:

- Year One:
  - The MBLP will need to complete the testing phase for the infrastructure to ensure reliable communication.
  - Complete logistics planning with City departments and the MBLP.
  - Develop the full implementation plan of the remaining infrastructure.
  - Fund the implementation plan.
  
- Year Two:
  - Implement the plan.
  - An estimated cost to implement the plan is currently being determined.



## Strategic Planning Process Commission Priorities

Issue Title: Bike Path Maintenance Plan  
Department: Public Works and Utilities  
Plan: City Master Plan  
Status: Not Started

Issue: Heavy Maintenance of the City Bike Path

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

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

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

Forecast:

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



## Strategic Planning Process Commission Priorities

Issue Title: Recycling

Department: Public Works and Utilities - Solid Waste

Plan: Community Solid Waste Plan

Status: The City continues to promote recycling opportunities for the community.

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

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

Forecast:

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





## Strategic Planning Process Commission Priorities

Issue Title: Undeveloped City Right-of-Way  
Department: Public Works/Community Development  
Plan: None  
Status: New

Issue: Develop a plan for retaining or abandoning undeveloped City right-of-way, including policy guidance on how remaining undeveloped right-of-way may be used and what maintenance role the City will play prior to development.

Background: The City contains undeveloped right-of-way that was established as part of plats developed under the Subdivision Control Act. In some cases the City accepted right-of-way by resolution when property was subdivided under the Land Division Act or thru jurisdictional transfer with another public agency.

These right-of-ways have not consistently been dealt with by City Administration and the City Commission. These public right-of-ways have been used for many purposes, some authorized and some not. In some cases these public right-of-ways have been privately developed for private utilities, private drives, private parking areas/lots, private storage, and general assumption as part of their yard for wood piles, barbeques, boat and RV storage, etc.

Consideration must be given for access to adjoining properties, current and future utilities, future development, snow storage, etc.

Forecast:

Year One:

- Identify all undeveloped right-of-way under City jurisdiction.
- Staff to draft a recommendation to the Planning Commission regarding the City's best interests to retain or abandon undeveloped right-of-way on a case by case basis.

Year Two:

- Develop and adopt policy for the undeveloped right-of-way being retained.
- Vacate undeveloped right-of-way no longer in the best interest to the City and update the official City right-of-way map.



## Strategic Planning Process Commission Priorities

Issue Title: Winter Maintenance Plan  
Department: Public Works and Utilities  
Plan: City Master Plan  
Status: Ongoing

Issue: Development of a Coordinated Winter Maintenance Plan.

Background: The goal of the Public Works Department is to remove snow and ice from our roadways and sidewalks as rapidly and efficiently as possible while keeping roads open and essential traffic moving. The aim of snow and ice control operations is to return road surfaces to safe winter driving conditions as soon as feasible within the limitations our limited resources and weather conditions. With proper use of storm forecasts, personnel, equipment, and deicing materials, the desired result can usually be attained. However, flexibility is needed to adapt to the variety of circumstances and conditions during a snow or ice storm.

Forecast:

- Year One:
  - Receive public input and explore partnership opportunities (Completed – “Snow Summit”)
  - Define the purpose, policy, considerations and level of service for the Winter Maintenance Plan according to current resources and public expectation
  - Develop alternate strategies and associated costs for implementation
  - If a plan is not put in place the public will continue to have a wide variety of expectations and understanding of winter maintenance operations
- Year Two:
  - Begin implementing the schedule according to the plans, policies and procedures defined in year one

# Historic Downtown Preservation



## **Strategic Planning Process Commission Priorities**

Issue Title: Downtown Historic Preservation  
Committee: Downtown Development Authority  
Plan: Community Master Plan – Downtown Revitalization  
Status: Incomplete due to lack of support.

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

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

Forecast:

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

# Founders Landing



## **Strategic Planning Process Commission Priorities**

Issue Title: Founders Landing

Committee: Marquette Brownfield Redevelopment Authority

Plan: Founders Landing (Amended) Development and Reimbursement Agreement

Status: Ongoing; not yet completed.

Issue: Next Phase of the Founders Landing project and City project responsibilities.

In November 2014, the Landing Development Group II, LLC proposed to finance and construct a multilevel parking facility as part of the next phase of the Founders Landing development, after extended negotiations for a publicly financed parking facility did not result in agreement. Recent changes in Act 381 included privately financed multilevel or underground parking as a Brownfield Eligible Activity for reimbursement from Brownfield Tax Increment Financing (TIF) revenues. An administrative amendment to the Brownfield Plan was approved by the Marquette Brownfield Redevelopment Authority (MBRA) in April 2015 and the Development and Reimbursement Agreement was amended in May 2015 to reflect this new arrangement. Landing Development Group II, LLC (LDG) has secured financing for the parking facility and is ready to begin construction on One Marquette Place, the first of the three final phases for Parcel #3 of Founders Landing.

There are still two public components of the project: Baraga Street Extension and the Pier Reuse – Public Marina.

Coordination will be needed between City staff, City Commission, the MBRA, and LDG for the design, financing and development of the Baraga Street Extension and Marina.

The Pier Reuse – Public marina was included in the Brownfield Plan, with the understanding that the nature and extent of the marina still needs to be determined. A preliminary proposal includes a first phase to utilize the existing north pier pile as a marina and the south pier pile as a fishing pier.

Background: The Founders Landing Brownfield Plan was approved in July 2009 and the Act 381 Work Plan for state tax capture was approved in August 2009. The Brownfield Plan anticipated an investment of over \$50 million and Brownfield Eligible Activities of \$20.5 million. Of that \$20 million, approximately \$15.3 million was for public infrastructure associated with the project.

To date, 33 condominium units have been constructed with 31 sold and nine more to be completed over the next few years and the Hampton Inn has been developed with private investment of \$16 million and a taxable value increase of over \$8 million and additional taxes totaling approximately \$334,000.

The Hampton Inn employs approximately 60 people. The mixed use on Parcel 3 will create 40-50 jobs with the first phase. Subsequent phases will potentially create 120-150 jobs.

Forecast: MBRA transaction costs will be covered by available MBRA funds captured under the Founders Landing Brownfield Plan.

The cost for the Baraga Street extension and Pier Reuse – Public Marina (Phase I) are proposed to be covered through bonding.

Year One: FY 2017 - \$50,000 (staff, consultants, legal counsel)  
\$900,000 Baraga Street Extension

Year Two: FY 2018 - \$50,000 (staff, consultants, legal counsel)  
\$1,500,000 Pier Reuse – Public Marina Phase I