



**Marquette Strategic Plan  
Fiscal Years 2018-20**

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# 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 growth while making sound decisions. The City continues to support its many educational opportunities and medical care options. The City will promote economic development through tourism, technology, and innovation. The City will strive to maintain an atmosphere of safety and good health, friendliness and a continuing awe and appreciation of beautiful Lake Superior. The City 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 2018-20**

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:

#### Maintain City Facilities and Infrastructure

Maintain infrastructure, including buildings, streets, water and sewer, parks and recreational facilities, and explore alternative financing mechanisms to ensure the pace of replacement and maintenance is on par with the Capital Improvements Plan.

#### Economic Development

Support economic development and job creation to retain and attract young people in our community.

#### Heartwood Forest

Continue 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 enhance the extraordinary natural and recreational features on the property.

Focus on Essential Services

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

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.



# Executive Summary



## **Marquette Visioning and Strategic Planning Process Fiscal Years 2018-20**

### **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 2018, the Community Development Director initiated an update to the Fiscal Year 2016-18 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, 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 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.
- 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.
- 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 Public Art Commission will begin implementation of the City of Marquette Public Art Policy.
- Updating of the Five-Year Recreation Master Plan will be conducted to include a Citizen's Survey, year-round Dog Park assessment, and prioritization of recreation capital improvements.
- The Marquette Housing Authority is committed to providing support services for residents.
- The Marquette Housing Authority is striving to address capital improvement needs.
- 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 improving accessibility and maintaining relevant and diverse age-appropriate collections of materials, including the creation of a cultural library.
- The City must complete the implementation of the Heartwood Forest Plan.
- 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 needs to evaluate the policies associated with Presque Isle Park.
- 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.

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- The City needs to replace the 11 mile loop of fiber optic cable.
- The City needs to continue its investments in information and data security and secure systems.
- The City needs to continue upgrades to the server room in City Hall.
- The City needs to continue the technology refresh program.
- The City must be prepared fiscally and functionally for the closure of the Presque Isle Power Plant.
- The City needs to update and adopt an Economic Development Plan.
- 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 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 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.

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- The City needs to plan for the future of the Senior Center.
- 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 Chief Financial Officer should develop a finance strategy as a related plan associated with the Strategic Plan.
- The Fire Department should begin planning for a consolidated Fire Department facility.
- The City needs to establish an enterprise fund for utilities.
- The City needs to fund the Capital Improvements Plan to keep pace with the infrastructures rate of deterioration, useful service life, and maintenance needs, including the possible use of alternative funding.
- 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: Implementation of Arts and Culture Master Plan

Committee: Arts and Culture Advisory Committee

Plan: Arts and Culture Master Plan

Status: Ongoing

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:

- Committee will work with Parks and Recreation Ad-Hoc Committee to ensure arts and culture are adequately represented in updated Parks and Recreation Master Plan.
- Committee will continue to advocate for development of local and regional arts alliance projects.

Year Two:

- Committee will work with Community Services staff to continue to implement the Arts and Culture Master Plan and the cultural elements of the Parks and Recreation 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 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 members, each having a term of three years. Under the City Charter, when a Board of Review member completes two consecutive full terms, they are not eligible for reappointment.

Two Board of Review members have terms expiring on February 1, 2019. There is one Board of Review member who has a term expiring on February 1, 2020 and one member with an expiring term February 1, 2021. There is currently one Board of Review term which is open and needs to be filled.

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 one vacancy but now we have five vacancies.

Issue: Currently there are five 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. In February of 2018, one member has termed out but he has agreed to hold office until his successor is appointed. In February of 2020, one member's term will expire but they could apply for reappointment and one member will be termed out.

Forecast:

Year One:

- Consider stipends for the volunteers.
- Consider a legislative body member serving on the Board of Zoning Appeals. Per the Zoning Enabling Act, "one regular or alternate member of a zoning board of appeals may be a member of the legislative body".
- Consider having a representative of the City attend service club meetings and explain the issue of needing volunteers for all of the vacancies on City boards/committees.

Year Two:

- Explore other committee or board members serving on more than one board or committee.



## **Strategic Planning Process Commission Priorities**

Issue Title: Branding, Marketing, and Signage  
Committee: Downtown Development Authority  
Plan: Community Master Plan: Wayfinding Signage  
Status: In Progress

Issue: The Downtown Development Authority (DDA) should focus on defining its brand in order to better position the district to develop a competitive identity for the purpose of economic development.

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:

- (2018) 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" (\$65,000). Progress: The DDA has released an RFQ for the development of A Greater Downtown Enhancement Program with a target project completion date of October 31, 2018. The intent is to provide for a distinct identity for each subarea, provide for appropriate transitions between subareas, and create a cohesive downtown experience. The plan shall identify subarea priorities, strengthen both physical and intangible characteristics and identify development opportunities in each area.

Year Two:

- Implement the Branding Related Marketing Strategy (\$20,500).



## **Strategic Planning Process Commission Priorities**

Issue Title: Baraga Avenue Improvement

Committee: Downtown Development Authority

Plan: Baraga Avenue Place Plan

Status: In planning – project dependent on adequate funding.

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

Background: In 2013, the Downtown Development Authority 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:

- No action.

Year Two:

- Develop plans and specifications reflecting the conceptual designs (\$40,000).
  - 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.



## **Strategic Planning Process Commission Priorities**

Issue Title: Comprehensive Market Analysis  
Committee: Downtown Development Authority  
Plan: Community Master Plan: Downtown Revitalization  
Status: Not completed.

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

Forecast:

Year One:

- No action.

Year Two:

- Release RFQ for services.
- Conduct market analysis (\$45,000).



## **Strategic Planning Process Commission Priorities**

Issue Title: Parking Management  
Committee: Downtown Development Authority  
Plan: Downtown Parking Management Plan  
Status: In Progress.

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 "Pay by Phone" System.
- Work with the City Police Department to integrate parking equipment with the enforcement system.

Year Two:

- Work with the City Police Department to increase parking enforcement (\$16,000).
- Engage in a parking study and evaluate the feasibility and locations for a potential parking structure (\$80,000).



## **Strategic Planning Process Commission Priorities**

Issue Title: Sidewalk and Streetscape Improvements

Committee: Downtown Development Authority

Plan: Community Master Plan – Walkability

Status: In Progress

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:

- West 100 Block of South Front Street sidewalk replacement.

Year Two:

- 100 Block of West Washington 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: Not Complete

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 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:

- Implement block wide projects.
- 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: In progress.

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 \$9.25 per hour to \$10.00 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 in each Precinct are needed on-site at all times to process voters who come to the polls to vote. We also have instituted an Absent Voter Counting Board, two Precincts with a minimum of three workers each. 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. We pay our Inspectors \$10.00 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 electing to maintain the Election Inspector pay rate at \$10.00 per hour, the Chair per diem at \$40 and the Vice Chair per diem \$25.

- Year One: Maintain the current pay rate to keep turnover rate below 10%.
- Year Two: Keep turnover rate at 5% or less.



## **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 Commission voted in October 2017 to proceed with a single pier plan for Presque Isle Marina and submit the grant application to the State of Michigan Waterways Grant Program. The Commission action outlined the metrics needed for any expansion beyond one pier. The grant application was submitted in April of 2017 and has been recommended for funding by the Waterways Commission. Provided the State Legislature approves the funding, the grant will be awarded in October 2018.

Forecast:

Year One:

- Provided funding is approved for phase III, begin process of design, bid and buildout.

Year Two:

- Continue to evaluate the market for boat slips at the rates and metrics outlined in the policy and determine if any future expansions may be viable.



## **Strategic Planning Process Commission Priorities**

Issue Title: Marina Replacement – Cinder Pond Marina

Committee: Harbor Advisory Committee

Plan: Parks and Recreation Master Plan

Status: Planning

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

Background: Committee shall continue reviewing the existing condition of the Cinder Pond Marina. Based upon its findings, pursue a policy recommendation that would include pending heavy maintenance and replacement requirements. The City Commission took action on October of 2017 to approve a rate plan that created a replacement fund for the marina with an estimated replacement year of 2024.

Forecast:

Year One:

- Continue to evaluate the existing condition and needs and monitor the fund to ensure the policy benchmarks are met.

Year Two:

- Continue to evaluate the existing condition and needs and monitor the fund to ensure the policy benchmarks are met.



## **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
	Apr 1, 2016 – Mar 27, 2017	11 months
	July 1, 2017 – current	9 months +
	July 1, 2018 –	* upcoming vacancy / term limit

Forecast:

Year One:

- 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, with the next vacated in August of 2018.

Issue: As established, the LOCC is a seven-member board, with on-going challenges to keep a full complement of members. Currently, there is one vacancy that expires August of 2024 and the next vacated in August of 2018. 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 2024 open seat has been vacant since 2017. The Committee has not had a full roster since 2008.

Forecast:

Year One:

- In addition to the one open seat, a second seat will be vacated in August of 2018. LOCC members will increase community outreach in an attempt to fill these two 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 given in 2017, 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 2-3% increase allocation in the budget.

Year Two:

- N/A



## **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 the solids handling process as a critical area that needs to be looked at. A long-term solid handling strategic plan will be developed in year one and implemented at a future time yet to be determined.

Forecast:

Year One:

- Complete Solids Handling Study and continue to implement operational changes that result in improved efficiencies and to maintain permit compliance.

Year Two:

- Implement recommendation from the Solids Handling Study in Six-Year Capital Outlay Plan. Continue to implement operational changes that result in improved efficiencies to assure permit compliance.



## **Strategic Planning Process Commission Priorities**

Issue Title: Brownfield Projects

Committee: Marquette Brownfield Redevelopment Authority

Plan: N/A

Status: Ongoing

Issue: Updates on MBRA Brownfield Projects.

Background: In cooperation with the City of Marquette and private partners, the Marquette Brownfield Redevelopment Authority (MBRA) has worked to support a number of redevelopment projects in the City of Marquette. The following is a summary of the active Brownfield Projects:

Founders Landing: Over \$16 million has been invested in the Founders Landing property since 2009, including 41 residential units and the Hampton Inn. The next phase of the project is underway, with construction of the parking deck and One Marquette Place, a mixed-use development. Two additional phases are anticipated over the next two years. The project has resulted so far in 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 development on Parcel 3 will create 40-50 jobs with the first phase. Subsequent phases will potentially create 120-150 jobs.

The project includes two public components: Baraga Street Extension, which will be undertaken in the 2018 construction season, and the Pier Redevelopment, which is anticipated in the 2019 construction season.

City activity will include supervision of the Baraga Street Extension construction and planning, design, and implementation of the pier redevelopment project.

MBRA activity will include invoice review for the parking deck, environmental and non-environmental eligible activity expenses that will establish the long-term debt obligation against which Brownfield Tax Increment Financing (TIF) revenues will be paid, and annual reimbursements for the Seawall/Boardwalk and Recovery Zone Facility Bonds, the parking deck loan payments, and other eligible activities.

Liberty Way: The Liberty Way project includes the development of two 40,000 FT<sup>2</sup> office buildings and the Staybridge Suites. Over \$30 million has been invested in the former Sara Lee Bakery facility. The project included upgrades to the Washington Street – Lincoln Street intersection. The MBRA has been working with Liberty Way to improve access to the bike path.

MBRA activity will include the final invoices review and annual reimbursements.

Nestledown: Nestledown Bed and Breakfast was completed and opened in 2015, with reimbursement of Environmental Eligible Activities completed in 2017. An equal amount of State taxes and local taxes for five years will be captured and deposited into the Local Brownfield Revolving Fund for eligible activities on any qualified site throughout the City.

Cliffs-Dow: Ongoing monitoring and assessment activities at Cliffs-Dow have been funded by Brownfield TIF revenues from the Community Bio-Resources property that was part of the original Iron Bay Business Park Brownfield Plan for the Cliffs-Dow property.

The property is anticipated to be placed for sale in 2018, with an anticipated Brownfield Plan and Act 381 Work Plan to support environmental due diligence and due care activities for the developer and the relocation of Lakeshore Boulevard.

MBRA activities will include the development of a Brownfield Plan and Act 381 Work Plan for the Cliffs-Dow development, in cooperation with the City of Marquette.

DLP Marquette General Replacement Hospital: The Brownfield Plan and Act 381 Work Plan for the DLP Marquette General Replacement Hospital included \$29.2 million for relocation of the Municipal Service Center (MSC) and public infrastructure improvements, and \$10 million for DLP Brownfield Eligible Activities, including environmental remediation, site preparation, and infrastructure. A recent amendment added \$2,021,000 for public infrastructure, plus interest, and subtracted the same amount from capture for the Local Brownfield Revolving Fund, so there was no net change in total Brownfield TIF capture.

Most of the Brownfield Eligible Activities have been completed and the MBRA has been reviewing and approving invoices for the MSC relocation and public infrastructure. Invoices for DLP Environmental and Non-Environmental Eligible Activities are anticipated to be submitted over the next few months.

City activity will include completion and closeout of the MSC and public infrastructure projects.

MBRA activity will include review and approval of Brownfield Eligible Activity invoices and capture for MSC and Road Bond payments and reimbursement of DLP Brownfield TIF expenses with any revenue balances after bond payments.

New Potential Projects: MBRA representatives have been in discussions with various potential developers of downtown properties with an interest in the Brownfield program. While none of these projects have been officially submitted for consideration at this time, some or all may come forward with an application to the MBRA over the next few months.

The Local Development Finance Authority (LDFA) carved out the Cliffs-Dow, the existing Marquette Medical Center, and WE Energies properties, in addition to the existing Brownfield Projects from LDFA capture, with an anticipation of potential Brownfield incentives to support redevelopment. Other projects would require LDFA approval to capture taxes under a Brownfield Plan.

Certainly, we anticipate Cliffs-Dow will move forward with project and Brownfield Plan/Act 381 Work Plans within FY 2019, with Lakeshore Boulevard relocation in FY 2020 or FY 2021.

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 – Phase I are proposed to be covered through bonding and reimbursed by Brownfield TIF.

Year One:

- FY 2019 - \$50,000 (staff, consultants, legal counsel) \$1,500,000 Pier Reuse – Phase I

Year Two:

- FY 2020 - \$50,000 (staff, consultants, legal counsel) Unknown - Lakeshore Boulevard Relocation



## **Strategic Planning Process Commission Priorities**

Issue Title: Brownfield Public Infrastructure – Capital Improvements Plan

Committee: Marquette Brownfield Redevelopment Authority

Plan: N/A

Status: Ongoing

Issue: Ensure coordination with public infrastructure under Brownfield Plans in the City's Capital Improvements Plan budget and bond issues.

Background: Act 381 provides a unique opportunity to reimburse public infrastructure that directly benefits Brownfield Eligible Property development with increased incremental taxes for additional private investment.

The City of Marquette has extensively used this tool, including the seawall/boardwalk, Baraga Street extension and pier improvements for Founders Landing, Lincoln/Washington Street intersection improvement and bike path connection for Liberty Way, and the relocation of the Municipal Service Center (MSC) and road improvements for the DLP Marquette General Replacement Hospital.

The Marquette Brownfield Redevelopment Authority (MBRA) can issue bonds for Brownfield Eligible Activities, and five bonds have been issued under the MBRA: A Capital Improvement Bond for the seawall/boardwalk and Recovery Zone Facility Bond for site preparation and environmental activities at Founders Landing, the Lincoln/Washington intersection at Liberty Way, and the MSC relocation and road improvements for the DLP Marquette General Replacement Hospital. All bond payments are being made from Brownfield Tax Increment Financing (TIF) capture from the respective projects.

The Baraga Street extension for Founders Landing is funded under the City's Capital Improvement Bond.

Larger projects, such as the MSC relocation (\$18 million) and DLP road projects (\$11.2 million) make sense to be financed under separate bond issues. 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 Improvements Plan (CIP) 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 issue, the funds can be reallocated to any other project in the City. For a Brownfield issue, 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.

At this time, there is one project related to the Founders Landing Brownfield project that are anticipated for consideration in the City CIP:

- Former Merchant Spears Dock Improvement (\$1,500,000 budget estimate): A preliminary design has been developed to utilize the former Merchant Spears dock pilings. The reutilization would be consistent with meeting the consent order requirements with the City for the pilings.

The only other anticipated Brownfield public infrastructure improvement is for the relocation of Lakeshore Boulevard as part of a Cliffs-Dow Brownfield Plan. Because of the significant cost, this project may be financed under a separate bond issue.

Forecast:

Year One:

- North Pier Improvement - \$1,500,000 request to City Capital Improvements Plan.

Year Two:

- Lakeshore Boulevard – unknown.



## **Strategic Planning Process Commission Priorities**

Issue Title: Administrative Staff Needs

Committee: Marquette Brownfield Redevelopment Authority

Plan: N/A

Status: Ongoing.

Issue: Staff and resource allocations for Brownfield project management and administration.

Background: Currently, the Marquette Brownfield Redevelopment Authority (MBRA) employs one part-time Executive Director working 15-20 hours per week. In addition, the MBRA contracts with a Brownfield Consultant to provide specialized and technical support, and prepare Brownfield Plans, Act 381 Work Plans and associated documents for Brownfield projects.

Under most circumstances, the time is adequate to administer the brownfield needs of the three active projects: Founders Landing, Liberty Way, and DLP Marquette General Replacement Hospital, as well as discussion for new future projects. Some projects, such as DLP, have been more demanding, but current staffing allocation has generally been able to meet the demand.

Act 381 provides for capture of State and Local taxes for Brownfield Plan/Act 381 Work Plan preparation, approval and implementation, as well as capture of Local taxes for MBRA administration and operations.

Act 381 also provides a unique opportunity to finance core City infrastructure, such as the road improvements under the DLP Marquette General Replacement Hospital Brownfield Plan/Act 381 Work Plan.

Opportunity: The direct costs for the MBRA Director and Consultant are covered by Brownfield TIF revenues, either directly related to a project or for administrative and operating. Financial and accounting services are provided by the City Treasurer.

The complexity of Brownfield accounting does require time by the City Treasurer, and should appropriately be reimbursed from the Brownfield fund to the City General Fund. We would recommend that the City Treasurer track time allocated to Brownfield accounting and submit documentation to the MBRA for reimbursement of these costs.



While there has been some discussion of separating the accounting and other administrative functions, the arrangement to manage the municipal accounting function of the MBRA appears most effective for cost and technical expertise to remain with the City Treasurer. This arrangement is also consistent with most, if not all Brownfield Authorities throughout the State, with accounting and management services provided by the municipality.

The State [Act 381 Work Plan Guidance](#) notes that soft costs, including architectural, engineering, design and legal costs, directly related to Brownfield Eligible Activities are eligible for Brownfield TIF reimbursement. However, the document states that “soft costs generated by municipal employees related to infrastructure improvement are not considered eligible costs.”

The project management for implementation of a public infrastructure improvement is considered a core function of the municipality, with Brownfield TIF reimbursement a method of financing.

In our opinion, there is an exception to this consideration: In-house engineering for public infrastructure improvement should be an eligible cost, in the same way the contracted engineering services would be an eligible cost.

The limitation noted above in the State guidance document is for State tax capture. Local taxes can be captured for all costs, including City staff time for project management, directly related to Brownfield Eligible Activities, such as public infrastructure.

Forecast: As larger projects have come or will 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. In addition, the opportunity for redevelopment of the Cliffs-Dow site will also increase the MBRA involvement. As a result, this will likely require additional resources to maintain the current projects and provide services for new ones. These resources can be met by increased staff time and/or consultant time.

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: Capital needs at both Marquette Housing Commission developments.

Committee: Marquette Housing Commission

Plan: N/A

Status: New

Issue: The Pine Ridge apartment building was constructed in 1968 and Lake Superior Village was constructed in 1973. Both properties are in need of building system upgrades and modernization.

Background: The Marquette Housing Commission receives an annual Capital Funds grant. This grant is designed to provide the necessary funding to complete all capital needs for both Pine Ridge and Lake Superior Village. The funding has decreased significantly during the past 10 years. This decrease in funding has resulted in the need to prioritize capital needs throughout both developments and only address the projects of highest priority.

Forecast:

Year One:

- Begin to replace sewer pipes in 14 apartments at Lake Superior Village.
- Replace roof at Pine Ridge apartments.

Year Two:

- Continue replacement of sewer pipes at Lake Superior Village as capital funds allow.



## **Strategic Planning Process Commission Priorities**

Issue Title: Provide supportive service to residents.

Committee: Marquette Housing Commission

Plan: N/A

Status: New

Issue: Changing federal regulations may affect tenant tenancy. Tenants require education and assistance in complying with and understanding new regulations.

Background: The Department of Housing and Urban Development (HUD), the Federal government and the State of Michigan have instituted legislation that have affected tenants. Changes include mandatory smoke-free housing, changes in healthcare and changes in State Medicaid and food stamp benefits.

Forecast:

Year One:

- Apply for grant funding through HUD for a service coordinator.
- Maintain office for a Department of Health and Human Services employee at Lake Superior Village.
- Conduct tenant education sessions regarding HUD, Federal, and State regulations that will affect their rent, lease and tenancy requirements.
- Provide educational opportunities to staff to keep up to date on changes in regulations
- Conduct regular staff meetings to create procedures to implement changes.
- Maintain open communication with tenants to keep them abreast of changes that may affect their tenancy.

Year Two: N/A



## **Strategic Planning Process Commission Priorities**

Issue Title: Public Art Administration  
Committee: Marquette Public Art Commission  
Plan: Arts and Culture Master Plan  
Status: New

Issue: Public art guidelines, protocol and inventory.

Background: September 25, 2017, the City Commission adopted the Marquette Public Art Policy. This Policy went into effect FY 2018. The Policy established a Public Art Commission and annual funding. The Marquette Public Art Commission was approved March 2018 and is tasked with carrying out the Policy as written.

Forecast:

Year One:

- Marquette Public Art Commission (MPAC) will meet monthly to establish guidelines and procedures for City's public art program. This will include for example, accession, deaccession, maintenance and inventory guidelines.
- MPAC will establish Public Art Inventory for all City owned public art.
- The MPAC will work directly with the Parks and Recreation Master Plan Ad-Hoc Committee to ensure public art is integrated into updated Plan.
- MPAC will assess maintenance needs and create action plan and budget for existing City-owned public art.

Year Two:

- Publicize public art guidelines and inventory.
- Identifying first public art project(s) and required budget to be overseen by the MPAC.



## **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 2019  
Status: On hold until Recreation Master Plan is revised.

Issue: Year round dog park.

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

In 2015, the Parks and Recreation Advisory Board and 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 prioritizes improvements by location providing cost estimates and funding sources. Improvements include:

Tourist Park – Campground (Pods)	Passport – Approved \$60,000
Tourist Park – Day Use (Pavilion)	MNRTF – (2015) (Placed on hold) \$602,000
Tourist Park – Playground (ADA Compliant)	Passport – Approved \$60,000
Father Marquette Park – ADA Improvement	MNRTF – Approved \$200,000
Williams Park – Tennis Court/ADA Improvements	MNRTF – Submitted - \$210,000
Presque Isle Marina – Phase III	Waterways – Submitted - \$550,000
Mattson Park – Playground	MNRTF- \$300,000 (submit April 2019)
Lakeview Arena - Parking Lot	General Fund
Tourist Park – Day Use Road/Parking	MNRTF- \$300,000 (submit April 2020)
Founders Landing - Pier Reuse	General Fund
Shiras Park – Implement Park Plan	Unknown now
Lighthouse Park	Enterprise Fund

Forecast:

Year One:

- Tourist Park – Restroom Pods- complete November 2018
- Tourist Park – Playground – complete November 2018
- Lighthouse Park – Opening – Build bike path, add signs, remove fence – summer 2018
- Presque Isle Marina – MDNR Waterways Grant – Phase III – spring 2019
- Staff time dedicated toward capital projects: 300 hours from Community Service – Parks and Recreation.

Year Two:

- Williams Park – Tennis Court Improvements – summer 2020 pending funding.
- Lighthouse Park – Rentals – Bring online Summer 2019.
- Mattson Park – Inclusive playground – summer 2020 pending funding.
- Shiras Park – Implement Park Plan – spring 2020 pending funding.
- Staff time dedicated toward capital projects: 300 hours from Community Services – Parks 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 process.

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 2012-2017. The current plan utilizes the Citizen Survey from 2006 now 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: Mattson Park Playground

Committee: Parks and Recreation Advisory Board

Plan: Recreation Master Plan

Status: Awaiting funding.

Issue: Oversee the creation of the Mattson Park inclusive playground.

Background: The inclusive playground project began about four 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 2020.

Forecast:

Year One:

- Support efforts for submission of Michigan Department of Natural Resources Trust Fund Grant as well as a local match from the Marquette Playgrounds for All.

Year Two:

- Encumber grant funds and pursue professional services for design and construction.





## **Strategic Planning Process Commission Priorities**

Issue Title: PWPL Building Use and Access

Committee: Peter White Public Library Board of Trustees

Plan: N/A

Status: New

Issue: Building Use and Access - Provide accessible spaces that meet community needs. Ensure core library services have space to flourish.

Background: In October 2016, the Library Board of Trustees hired Kim Bolan and Associates to gather data regarding the use of the Peter White Public Library (PWPL). The results of this study were compiled by Kim Bolan and Associates and helped to shape the renovations starting in May 2018. In addition to building renovations, the library will be performing repairs and historic restoration throughout the building. This project is possible thanks to the support of City of Marquette residents who voted in support of the \$4 million dollar bond millage.

Renovations include dedicated programming spaces for youth services programming. This department is responsible for 67% of library programming. A dedicated space for these events will make a significant improvement to programming efficiency and meeting room availability for the general public.

Forecast:

Year One:

- Signage is an immediate need at PWPL. Utilizing the renovation project Interiors Committee, PWPL will establish a signage system that is consistent throughout the building. This branding will also carry over into publicity in print and online. This work will include coordination with the Marquette Arts and Culture Center, ensuring that visitors have a seamless experience while in the building. (\$10,000)

Year Two:

- The library is investigating the possibility of integrating equipment maintenance and service data using a software platform. The cost/benefits are under investigation now (2018), and will continue prior to any final decisions being made. If this is a budget feasible consideration; software integration should be up and running during FY 2019/20.



## **Strategic Planning Process Commission Priorities**

Issue Title: PWPL Collections

Committee: Peter White Public Library Board of Trustees

Plan: N/A

Status: New

Issue: Collections - Maintain relevant and diverse collections for all ages in a variety of formats.

Background: For several years the library had a strategic plan goal which included 10% of the library's budget dedicated to library materials. During a time of financial insecurity this goal proved to be too lofty. However, a strong collection takes significant staffing investment in order to maintain relevant.

The library will continue fundraising to supplement library collections, maintaining consistent collection development and weeding practices so that collection is easy to use and relevant, and promote the collection with displays and unique collection promotions. Additionally, new ways to promote the collection offsite will be investigated.

Forecast:

Year One:

- Maintain township book drop locations, and consider additional offsite library services. Currently (2018) the library is working on a pilot program in Sands Township to offer offsite holds pickup. Should this program be successful, we would hope to offer this to other townships which support PWPL. (\$3,000-\$5,000 annually)

Refine selection and processing procedures to make sure best-selling items are available to patrons at release dates. Investigate the use of outside library service providers to further streamline these processes.

Year Two:

- Expand existing non-traditional library collection; the "library of things." The library currently circulates a telescope which was donated by the Marquette Astronomical Society. In 2018 the PWPL received two ukuleles for circulation. PWPL will seek donations to expand this program and formalize it with collection development policy and checkout guidelines.



## **Strategic Planning Process Commission Priorities**

Issue Title: PWPL Community Engagement  
Committee: Peter White Public Library Board of Trustees  
Plan: N/A  
Status: New

Issue: Community Engagement - Create a library culture of community engagement and awareness.

Background: The Peter White Public Library (PWPL) is a critical part of the community fabric in Marquette County. The library has a history of providing excellent programming and much of this is a result of community partnerships and relationships.

The library does a good job promoting events and services to those who already use them. However, a wider marketing initiative is needed. Often we hear that residents are not aware of many of the non-traditional services offered by the PWPL.

Many of the PWPL staff are involved in the community. There are positions at the library where it may be appropriate for staff to participate/volunteer as a representative of PWPL. This should be evaluated as a job duty, and detailed as such in job descriptions. The PWPL also needs to evaluate the return on investment from these participations.

Forecast:

Year One:

- Evaluate investments in staffing related to marketing and community engagement; and how to measure its return on investment.  
Hire highly qualified staff who are willing to be involved in the community and make connections.

Year Two:

- Develop a budget related to community engagement activities and develop methodology to track the impacts from this investment.



## **Strategic Planning Process Commission Priorities**

Issue Title: PWPL Customer Service

Committee: Peter White Public Library Board of Trustees

Plan: N/A

Status: New

Issue: Customer Service - Provide excellent customer service to all users of Peter White Public Library.

Background: Many library policies were drafted several decades ago. Policies are reviewed on an annual basis. However, it has become apparent that there is a need to review them with customer service in mind. Over the next several years the library will review policies from the perspective of customer service and focus on making the library easier to use.

Each staff interaction is an opportunity to emphasize the importance of library services. Peter White Public Library has a reputation for providing excellent customer services, but certainly there is always room for improvement.

The library's facility is large and has several floors, improved methods for staff communication is crucial. Each service desk at the library offers a different range of library services. As such, the quality of service sometimes varies. Ensuring patrons receive consistent services is critical.

Forecast:

Year One:

- Ensure that library policies focus on providing barrier free library services. Create new policies which support customer service focused initiatives. Establish a baseline service model spanning all service desks. This details the basic services that all staff should be able to provide to patrons. Provide training and staff communication tools to support these service expectations.

Year Two:

- Establish technology competency standards and include this standard in annual evaluations for staff. Increase opportunities for staff development and cross-training.



## **Strategic Planning Process Commission Priorities**

Issue Title: PWPL Programming

Committee: Peter White Public Library Board of Trustees

Plan: N/A

Status: New

Issue: Programming for all ages - Deliver a variety of programs for all ages that inspire and support personal growth and learning.

Background: The Peter White Public Library (PWPL) has distinguished itself as a provider of quality library programming. This reputation encourages partnerships within the community. In FY 2016/17, 26,645 people enjoyed 753 library programs. These programs ranged in content from weekly 'book baby' story times for children and families; to drop-in technology support; to six-week scholarly lectures on various topics.

The PWPL will continue to focus on developing and implementing programming for all ages. The quantity and quality of library programming depends greatly on sustained community relationships. The library will continue to build these relationships and ensure that library staff responsible for delivering programs are enthusiastic, creative and are willing to modify programming to meet community needs.

Forecast:

Year One:

- Prioritize unique programming, reducing the number of programs which are replicated elsewhere in the community. Offer streaming/remote access for a portion of the library programs. This will enable program participation when attending in person is not possible. Prioritize based on type of program, interest, and community response. (\$2,000)

Year Two:

- Investigate outreach opportunities including programming and community engagement.



## **Strategic Planning Process Commission Priorities**

Issue Title: PWPL Sustainability

Committee: Peter White Public Library Board of Trustees

Plan: N/A

Status: New

Issue: Sustainability - Support community needs with secure funding for library services.

Background: The Peter White Public Library operations are supported by the City of Marquette with a perpetual millage of 1.5 mills, or 1.3685 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 26% of the budget. Each township has a 1 mill levy, reduced by Headlee. For the past several years the City of Marquette operating tax revenue has been trending down. This is due to tax settlements with area business/industry. Township operating tax income has remained fairly stable. The overall reduction in tax revenue has resulted in fewer service hours and several cost cutting measures.

In 2017, the Peter White Public Library Board of Trustees developed a five-year plan for funding stability. This plan began in August 2017 with the capital improvement bond which was approved by City of Marquette residents. This funding allows the Peter White Public Library to complete major repairs to the library structure as well as cost saving renovations and upgrades. Other plan goals include a mix of tax revenue; endowment building; marketing efforts; and continued cost reductions.

Tax settlements for the Presque Isle Power Plant have severely impacted the tax revenue received from the City of Marquette and will continue to do so until the plant has closed. We also anticipate revenues from Duke LifePoint Marquette hospital property to be drastically reduced after their move to a brownfield site. The library is anticipating an additional \$100,000 reduction in annual tax revenue over the next two years.

Forecast:

Year One:

- In November 2018 the library plans to run a Headlee override campaign in all library service areas. In addition, the library service contract with Marquette Township is up for renewal.

The Peter White Public Library had a library service contract with Powell Township from 2010 - 2012, but ballot measures failed in 2012 and 2014. The Library will again pursue a millage in Powell Township during the November 2018 election.

Year Two:

- If year one initiatives are not successful, try them again. If they are successful move forward with Endowment growth campaign. Goal for this campaign is to raise enough funding for an annual endowment disbursement equal to 2.5% of the library's operating budget. It may take several years to meet this funding goal.



## **Strategic Planning Process Commission Priorities**

Issue Title: Heartwood Forestland Plan Completion

Committee: Planning Commission

Plan: Community Master Plan

Status: Ongoing

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:

- Option I
  - City funding for project assistance (from sale of development properties) during FY 2018-19 Budget - \$20,000
  - Estimated staff time dedicated to project - 100 hours from the Planning Division of the Community Development Department.
- Option II
  - Complete Plan in-house post adoption of Community Master Plan and Land Development Code. Staff time 200+ hours.

Year Two:

- Integrate with Community Master Plan. Remainder of staff time not expended in FY 2018-19.





## **Strategic Planning Process Commission Priorities**

Issue Title: Public Transportation  
Committee: Planning Commission  
Plan: Community Master Plan  
Status: Ongoing

Issue: Development of Transit Service for the City.

Background: Transit service within the city 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. The City has initiated a planning effort with MarqTran to complete a Coordinated Public Transit-Human-Services Transportation Plan, which once completed and accepted by the Federal Transit Administration, will open federal and state grant opportunities for the City to consider.

Forecast:

Year One:

- Complete the Coordinated Public Transit-Human Services Transportation Plan.

Year Two:

- Conduct research and planning to determine options for a transit route or routes that could connect the transit station downtown, the new hospital location, and Northern Michigan University. Work with MDOT and MarqTran to explore grant opportunities and new route/service opportunities.



## **Strategic Planning Process Commission Priorities**

Issue Title: Winter City Initiatives

Department/Committee: Planning Commission

Plan: Community Master Plan

Status: Not Started (Proposed in 2016-18 Strategic Plan with no action taken by City Commission)

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

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

More outdoor winter programs and activities are needed to boost the local economy and provide more healthy options for physical and social activity.

An example of an initiative that could be undertaken as a community partnership, possibly at very little expense to the City, is the establishment of a "snow angels" program in which volunteers such as honor society and leadership students, and student athletes, are matched with disabled residents and others to provide snow shoveling assistance. This idea has been explored with high-level staff at Northern Michigan University and it was received favorably.

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 certain stakeholders, the public at large, and the Planning Commission, to plan for winter maintenance activities consistent with goals of the Community Master Plan, as well as explore opportunities for additional winter programs and activities

Year Two:

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



## Strategic Planning Process Commission Priorities

Issue Title: Term Limits  
Committee: Police-Fire Pension Board  
Plan: N/A  
Status: Ongoing

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

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

Vacancies:	July 1, 2003 – Jun 28, 2004	12 months
	Feb 9, 2005 – Apr 18, 2005	2 months
	Sep 24, 2007 – Apr 14, 2008	7 months
	July 1, 2010 – Jan 30, 2012	19 months
	July 1, 2013 – Feb 10, 2014	8 months
	April 14, 2014 - June 29, 2015	14 months

Forecast:

Year One:

- 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: 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, Dark Sky Park initiative, traffic and parking congestion, 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: Citywide Traffic-Parking Problems and Concerns

Committee: Traffic-Parking Advisory Committee

Plan: N/A

Status: Continue to monitor traffic-parking problems and concerns.

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 agreed that a comprehensive traffic study was needed to address new and compounding traffic issues within the City.

City staff worked with DLZ, an engineering firm, on a comprehensive traffic study. The traffic study evaluated 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 engaged in assisting DLZ through the process. The committee offered public insight as well as a method for citizens to engage in the process. The traffic study was completed in March of 2017.

The completion of Seventh Street as well as the roundabouts has had an impact in the efficiency of traffic flow within the City. West Washington Street is no longer congested as the finishing of road projects and timing of the traffic signal at Washington and Lincoln Avenue has reduced traffic back-ups. Evaluating streets within the City to reduce parking congestion near the new hospital has had an impact as well. Eliminating parking in the 500 block of Spring Street, south side, has reduced congestion and made it consistent with the remainder of the street. This was also supported by residents in that neighborhood. The traffic signal project will be underway and is expected to be completed by the end of this year, replacing outdated traffic lights and making them more efficient. Other results of this study saw changes in traffic flow as it relates to intersections and the removal of both signage and overhead signals. Traffic and parking related issues will continue to be monitored as the hospital project moves forward as well.

Forecast:

Year One:

- Evaluate and prioritize long- and short-term solutions to current problems.  
Continue to monitor both traffic and parking related issues.

Year Two:

- Work with staff to implement recommendations.

# Administrative Services





## **Strategic Planning Process Commission Priorities**

Issue Title: Fiber Optic Ring Replacement  
Department: Administrative Services/Information Technology  
Plan: Future Capital Improvement Plan  
Status: New

Issue: Replace fiber optic loop.

Background: The shared fiber optic ring was originally installed as a cooperative project between the Marquette Board of Light and Power and the City of Marquette. Since then, the City has sold unused strands to Marquette Area Public Schools and is licensing other dark fiber to Northern Michigan University for network communications. The 11-mile loop was installed in 2004 and typically has a life of 20 – 25 years before replacement is required. The integrity of the fiber ring is critical to ensuring connectivity between City buildings. Financing for the project will use funding reserves from the Technology Fee to plan for replacement of the ring in 2030.

Forecast:

Year One:

- Replace existing 11-mile loop of fiber optic cable. Cost is unknown at this time but will be financed using reserves from Technology Fee.

Year Two:

- No anticipated costs at this time.



## **Strategic Planning Process Commission Priorities**

Issue Title: Information Security

Department: Administrative Services/Information Technology

Plan: N/A

Status: Ongoing. Implementation of network security protocols is complete; purchase of tools for network monitoring and testing is complete; 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:

- Monitor compliance of security and privacy policies, standards and practices;
- Educate, train and raise awareness of information security risks.

First year total cost is estimated to be \$3,000 for the security awareness training program.

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;
- Perform network penetration testing to identify vulnerabilities that an attacker could exploit;
- Educate, train and raise awareness of information security risks;
- 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 \$13,000 for the security awareness training program and penetration testing.



## **Strategic Planning Process Commission Priorities**

Issue Title: Server Room Upgrades

Department: Administrative Services/Information Technology

Plan: Capital Improvement Plan

Status: New

Issue: Update utilities and infrastructure in server room at City Hall.

Background: The independent air conditioning system in the server room is more than 10 years old and becoming more prone to failure which places equipment in the room at risk whenever a failure occurs. The unit is oversized for the room and consumes more energy to operate than a standard unit for a room that size. Water pipes extend through the room directly over network equipment and even a minor leak from one of the two pipes will render most, if not all, switches, servers and backup 911 equipment completely unusable for an extended time. While there is a smoke alarm in the room, there is no fire suppression system other than a halon extinguisher for use when a fire does occur. A fire suppression system is urgently needed for the room that is approved for computer server rooms that does no harm to equipment and data.

Forecast:

Year One:

- Upgrade air conditioning unit, reroute water pipes and install fire suppression system using propellant approved for server rooms and computer equipment at an estimated cost of \$140,000.

Year Two:

- No anticipated costs at this time.



## **Strategic Planning Process Commission Priorities**

Issue Title: Technology Refresh Program

Department: Administrative Services/Information Technology

Plan: N/A

Status: Ongoing. Network switches on the fiber optic network were upgraded due to obsolescence and servers were replaced when current leases expired. Plotter was purchased once lease expired.

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 five years depending on the equipment.

Forecast:

Year One:

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

Fiscal year total cost is estimated to be \$29,975.

Year Two:

- Refresh audio/video system in Commission Chambers with a 60-month lease;
- Refresh video cameras.

Fiscal year total cost is estimated to be \$44,250.

# City Manager's Office



## **Strategic Planning Process Commission Priorities**

Issue Title: Presque Isle Power Plant Repurpose

Department: City Manager's Office

Plan: N/A

Status: New initiative 2018-20

Issue: The WE Energies Presque Isle Power Plant is expected to retire in the near future.

Background:

Coal-fueled power plants are no longer economically feasible to run, and most utilities are in the planning stages to take coal-fired units offline. The City Manager has been informed the Presque Isle Power Plant (PIPP) plans to retire its operations within the next couple of years. The Presque Isle Power Plant is currently the City of Marquette's highest property tax paying entity. Without a plan for replacing the property tax dollars generated by PIPP, the City's budget will face a deficit annually for years to come.

Forecast:

Year One:

- Work with WE Energies to identify a firm date for plant retirement. Work with WE Energies to ensure proper decommissioning of the plant and surrounding area. Work with WE Energies in identifying reuse options for the site with an emphasis on replacing it with a taxable entity.

Year Two:

- Continue to work on repurposing the site with the intent of replacing the coal-fueled plant with a taxable entity.



## **Strategic Planning Commission Priorities**

Issue Title: Transparency

Department: City Manager's Office

Plan: City Charter

Status: Implementation of the website policy has begun. The social media policy is currently being developed in conjunction with the Clerk's Office and will be implemented when complete.

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
- City Manager Office Hours and the 24-hour response system
- The practice of conducting outreach through public forums, which has recently been used to discuss recycling changes and City snow removal efforts, in addition to the regular City 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 implement the new website policy and finish creating the social media policy.

Year Two: Implementation of policies.

# Community Development





## Strategic Planning Process Commission Priorities

Issue Title: On-street Bicycle/Active Transportation Network

Department: Community Development

Plan: Community Master Plan (update 2018) – Third Street Corridor Plan

Status: Ongoing

Issue: Adopt and implement Active Transportation Plan as provided in the 2018 update to the Community Master Plan and Third Street Corridor Sustainable Development Plan.

Background: The Community Master Plan is being updated to include a network of on-street bicycle routes that have been approved for inclusion by the Planning Commission. The routes include the designation of three types of biking facilities:

- *Low-stress routes* designated by signs only on low-volume, low-speed “local” streets.
- *Shared-lane* and/or *wide-curb-lane facilities*, where street markings and signs indicate that bikes can use the street, as on the northbound side of N. Third Street.
- *Bicycle lanes*, where signs and a painted line indicates separate lanes for bikes and motor vehicles.

This follows from the Third Street Corridor Sustainable Development Plan (TSCP) project, which included an analysis of the City street network for further development of on-street bicycle routes. A recommended skeletal network of north-south and east-west bike routes was provided in the TSCP document (adopted as a sub-area plan into the Community Master Plan in 2015). Those recommendations have been refined in the update to the Community Master Plan through surveys and further, local evaluation.

There is widespread public support for developing a system of bicycle routes to traverse the City, to integrate those routes with the extensive paved path network that is largely at the outer margins of the City, and to provide some direction to key destinations and attractions for users of the path/trails systems. Residents will be encouraged to use these routes for local travel. Three local trail organizations – the Noquemanon Trail Network, Iron Ore Heritage Trail, and North Country Trail - all desire to have the paved path network better connected to destinations in the city.

## Forecast:

### Year One:

- Planning Commission adopt Master Plan update that includes On-street Bicycle/Active Transportation Network Plan.
- Implement adopted Master Plan recommendations and first phase of bicycle network by erecting bike route signs between downtown, Northern Michigan University and the existing bike path system as part of the Department of Public Works operations budget.
  - City funding of up to \$10,000 during FY 2018-19 budget to purchase and erect bicycle route signs in the project area between downtown, Northern Michigan University and the existing bike path system.
  - Estimated staff time dedicated to project - 80 hours from the Public Works Department, and 40 hours from the Planning Division of the Community Development Department.

### Year Two:

- Implement adopted Master Plan recommendations and second phase of bicycle network by erecting bike route signs in areas not covered under the first phase of the project and the existing bike path system, as part of Department of Public Works operations budget.
  - City funding of \$5,000 during FY 2019-20 budget to purchase and deploy bicycle route signs in the project area outside of downtown, Northern Michigan University and the existing bike path system.
  - City work with Michigan Department of Transportation to seek a funding partnership for the creation of a "Park, Bike, and Ride" lot in the City.
  - Estimated staff time dedicated to project - 20 hours from the Public Works Department and 10 hours from the Planning Division of the Community Development Department.



## **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 2018-19 Budget - \$50,000 (Portion from Marquette Brownfield Redevelopment Authority revolving loan fund).
- 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 2017-18 Budget - \$20,000. (Completed)
- Administration review and Request for Qualifications to identify qualified developers (June 2018).
- City Commission pass a resolution of intent to sell property in accordance with Real Estate Sales Ordinance.
- City develops, advertises receives and reviews proposals from qualified developers - sales must meet 80% of appraised value for individual properties.
- Estimated staff time dedicated to project - 200 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 2019-20 Budget – to be determined based upon outcome of Mixing-Zone Determination request and outcome of property sale.



## **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 retain an appraisal company to determine the value of properties in accordance with Real Estate Sales Ordinance City funding for project during FY 2017-18 Budget - \$20,000. (Completed)
  - Administration review and Request for Qualifications to identify qualified developers. (June 2018)
  - City Commission pass a resolution of intent to sell property in accordance with Real Estate Sales Ordinance.
  - City develops, advertises, receives and reviews proposals from qualified developers. 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 - 100 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 a real estate agent to market property – to be determined 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 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 to be determined 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 111 Program Study with USACE.
- Estimated staff time dedicated to project - 40 hours from the Engineering and Planning Divisions of the Community Development Department, and Director of Municipal Utilities.

Year Two:

- Option I
  - Fund the improvements recommended by the USACE study in the FY 2019-20 Budget – Dollar amount to be determined based upon results of study and City matching requirement.
  - Estimated staff time dedicated to the project – 200 hours from the Engineering and Planning Divisions of the Community Development Department, and Director of Municipal Utilities.

- Option II
  - Fund the improvements according to Lakeshore Boulevard and Lake Superior Shoreline Restoration Project in the FY 2019-20 Budget - \$12 million.
  - Estimated staff time dedicated to the project – 200 hours from the Engineering and Planning Divisions of the Community Development Department, and Director of Municipal Utilities.
- Option III
  - Fund the improvements according to Lakeshore Boulevard and Lake Superior Shoreline Restoration Project in the FY 2019-20 Budget - \$12 million.
  - Seek reimbursement through Act 381 Brownfield Plan in conjunction with development on the property.
  - Estimated staff time dedicated to the project – 200 hours from the Engineering and Planning Divisions of the Community Development Department, and Director of Municipal Utilities.





## **Strategic Planning Process Commission Priorities**

Issue Title: Ore Dock

Department: Community Development

Plan: Community Master Plan Short-term Goal

Status: Year One – Partially Completed – No longer funded in budget.

Issue: Preservation/Adaptive Reuse 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 reuse, 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 reuse.
- Coordinate preferred reuse 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 Division, with oversight/assistance from a structural engineer specializing in marine applications, completes design.
  - Engineering develops and advertises construction plans and bid specs.
  - Engineering 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 2019-20 Budget - \$2,040,000.
- Option II
  - Engineering Division develops Request for Proposal and assists in the selection of an engineering consultant to complete design, construction plans, and bid specs.
  - Engineering monitors consultant and contractor during construction.
  - Engineering provides 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 2019-20 Budget - \$2,120,000.
- Option III
  - Continue to seek funding and/or partners.



## **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, provides reliable water distribution and sewage treatment and 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 the annual Capital Improvements Plan process with updates to the Capital Improvements Plan for reconstruction projects and capital outlay projects based on a Comprehensive Asset Management Planning Strategy.
- Purchase software to assist with decision making process and to provide the data relevant for long-term Citywide Asset Management Plan coordinated between all City departments. Stormwater Asset Management/Wastewater (SAW) grant funding for project during FY 2017-18 of \$162,000. (Completed)
- Continue to fund the Capital Improvements Plan to keep pace with the infrastructure's useful service life, maintenance needs, and current deterioration. City funding for program during FY 2018-19 budget – to be determined based upon Asset Management Plan - current bond funding is subject to \$5.1 million cap. Average current annual need is \$7.1 million.
- Estimated staff time dedicated to project – 100 hours from all City departments.

Year Two:

- Continue to populate the purchased software with the City's assets through GIS and other various City data bases 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.
- Continue to fund the Capital Improvements Plan based on Comprehensive Asset Management Strategy. Average current annual need is \$7.1 million.
- Find alternate ways to fund projects without bonding. (Fee increases, mileage, grants, private/public partnership, etc.).
- Create reserves by means of the above to establish self-supporting funding accounts for capital outlay and infrastructure projects.
- Estimated staff time dedicated to project – 1,000 hours from all City departments.



## **Strategic Planning Process Commission Priorities**

Issue Title: Redevelopment Ready Communities Program

Department: Community Development

Plan: Economic Development Plan

Status: Ongoing

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

Forecast:

Year One:

- Application to Michigan Economic Development Corporation for acceptance into the program. (Completed)
- Participate in RRC Assessment. (Completed)
- City funding during FY 2016-17 Budget - \$50,000.00 (Zoning/LDC funding). (Completed)
- Estimated staff time dedicated to project - 120 hours from all Divisions of the Community Development Department. (Completed)

Year Two:

- Implement RRC Best Practices.
- Subsequent annual City funding dependent on coordination of activity with the Local Development Finance Authority or recruitment/assignment of an Economic Development Planner (program promotes annual education as well as economic development planning and promotion).
- Estimated staff time and funding during FY 2019-20 Budget – to be determined.



## **Strategic Planning Process Commission Priorities**

Issue Title: Sanitary Sewer Modeling System

Department: Community Development

Plan: None

Status: Ongoing

Issue: Sanitary sewer related issues.

Background: The City through the Stormwater Asset Management/Wastewater (SAW) grant program has purchased a sanitary sewer modeling program with the vendor Innovyze. The software program called InfoSWMM will allow the City to model our sanitary sewer system. Modeling will allow the City to flag areas that require sanitary sewer upgrades due to inadequate pipe sizes and slopes.

Modeling will be done per the established guidelines as set by engineering standards and the City of Marquette Engineering Division General Guidelines and Standards for Street and Utility Design.

Forecast:

Year One:

- Finish collection of structure information required for the model. Information required: rim and invert elevations, pipe sizes, pipe materials, structure dimensions, etc.
- Coordination between the GIS technician and the hydrologist on populating the modeling software.
- Proceed with dry runs to test the software and determine how the information from GIS shall be received.
- Populate the modeling system.
- Estimated staff time dedicated to project – 1,000 hours from the Engineering Division of the Community Development Department.

Year Two:

- Continue the annual update process to the modeling system per changes in the sanitary sewer system due to reconstruction or updated field information.
- Estimated staff time dedicated to project – 200 hours from the Engineering Division of the Community Development Department.



## **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 2019-20 Budget - \$2,800,000.
- Estimated staff time dedicated to project – 500 hours from the Engineering Division of the Community Development Department.





## **Strategic Planning Process Commission Priorities**

Issue Title: Stormwater Modeling System

Department: Community Development

Plan: None

Status: Ongoing

Issue: Stormwater related issues.

Background: The City through the Stormwater Asset Management/Wastewater (SAW) grant program has purchased a storm water modeling program with the vendor Innovyze. The software program called InfoSWMM will allow the City to model our stormwater system. Modeling will allow the City to flag areas that require storm sewer upgrades due to inadequate pipe sizes and inlet control structures.

Modeling will be done per the established guidelines as set by engineering standards and the City of Marquette Engineering Division General Guidelines and Standards for Street and Utility Design.

Forecast:

Year One:

- Finish collection of structure information required for the model. Information required: rim and invert elevations, pipe sizes, pipe materials, structure dimensions, etc.
- Coordination between the GIS technician and the hydrologist on populating the modeling software.
- Proceed with dry runs to test the software and determine how the information from GIS shall be received.
- Populate the modeling system.
- Estimated staff time dedicated to project – 1,000 hours from the Engineering Division of the Community Development Department.

Year Two:

- Continue the annual update process to the modeling system per changes in the stormwater system due to reconstruction or updated field information.
- Estimated staff time dedicated to project – 200 hours from the Engineering Division of the Community Development Department.



## **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 in accordance with Real Estate Sales Ordinance. City funding for project during FY 2018-19 Budget - \$20,000.
  - City develops, advertises, 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 in accordance with Real Estate Sales Ordinance. City funding for project during FY 2018-19 Budget - \$20,000.
  - City Commission retains a real estate agent to market property – to be determined based on negotiation for percent 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 in accordance with Real Estate Sales Ordinance. City funding for project during FY 2018-19 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:

- To be determined on outcome of year one.

# Community Services



## **Strategic Planning Process Commission Priorities**

Issue Title: Arts and Culture Economic Impact Study  
Department: Community Services  
Plan: Arts and Culture Master Plan  
Status: Implementation

Issue: The 2014 Arts and Culture Master Plan outlined the need to work to measure the economic value and contribution of the creative economy.

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 calls for more robust partnerships to identify and promote local talent and attract and retain creative business talent. Furthermore, the plan tasks the Marquette Arts and Culture Division with measuring and articulating the economic value and contribution of the creative economy.

Forecast:

Year One:

- Identify Partners: Arts and Culture Division continues to participate in economic development and planning initiatives with the City and State offices, tourism and economic development bureaus such as the Downtown Development Authority (DDA), Central Upper Peninsula Planning and Development Regional Commission (CUPPAD), Travel Marquette, Marquette Chamber of Commerce Evolve Marquette Division, Upper Peninsula Arts and Culture Alliance and arts and culture stakeholders. Placemaking projects occur in conjunction with the DDA, Iron Ore Heritage Trail and Art Prize. The Arts and Culture Manager will continue to develop relationships with these groups and identify potential partners for an economic impact study.

Year Two:

- The Arts and Culture Manager will initiate and engage in the economic impact study using identified partnerships and professional services.



## **Strategic Planning Process Commission Priorities**

Issue Title: Marine Recreation Infrastructure 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.
- Act 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 conducted the work.
- Five-Year Recreation Master Plan.

Forecast:

Year One:

- Upon receiving funding, pursue design, bid and construct Presque Isle Marina – Phase III.
- Continue to implement Cinder Pond Marina and Presque Isle Marina maintenance plans with associated funding policy.
- Assist with conducting feasibility study of Founders Landing pile reuse.
- Staff time dedicated to projects: 200 hours from Community Services – Parks and Recreation.

Year Two:

- Assist with efforts to reuse lower harbor Ore Dock.
- Implement Founders Landing pile reuse plan.
- Begin planning process for Cinder Pond dock replacement.



## 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. Improvements include:

Tourist Park – Campground (Pods)	Passport – Approved \$60,000
Tourist Park – Day Use (Pavilion)	MNRTF – (2015) (placed on hold) \$602,000
Tourist Park – Playground (ADA Compliant)	Passport – Approved \$60,000
Father Marquette Park – ADA Improvement	MNRTF – Approved \$200,000
Williams Park – Courts/ADA Improvement	MNRTF – Submitted - \$210,000
Presque Isle Marina – Phase III	Waterways – Submitted - \$550,000
Mattson Park – Playground	MNRTF- \$300,000 (Submit April 2019)
Lakeview Arena - Parking Lot	General Fund
Tourist Park – Day Use Road/Parking	MNRTF- \$300,000 (Submit April 2020)
Founders Landing - Pier reuse	General Fund
Shiras Park – Implement Park Plan	Unknown now
Lighthouse Park	Enterprise Fund

Forecast:

Year One:

- Tourist Park – Restroom Pods - complete November 2018.
- Tourist Park – Playground – complete November 2018.
- Lighthouse Park – Opening – build bike path, add signs, remove fence – summer 2018.
- Presque Isle Marina – MDNR Waterways Grant – Phase III – spring 2019.
- Staff time dedicated toward capital projects: 300 hours from Community Service – Parks and Recreation.

Year Two:

- Williams Park – Tennis Court Improvements – summer 2020 pending funding.
- Lighthouse Park – Rentals – bring online summer 2019.
- Mattson Park – Inclusive playground – summer 2020 pending funding.
- Shiras Park – Implement Park Plan – spring 2020 pending funding.
- Staff time dedicated toward capital projects: 300 hours from Community Services – Parks 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:**

- Complete Five-Year Recreation Plan and submit to State of Michigan.
- Implement initial phases of U.S. Coast Guard Property – Land Use Plan.
- Continue to work with user groups to implement objectives of the Trails Master Plan.
- Conduct a study of the feasibility of a pier system at Founders Landing pilings.
- Complete an engineering study of Lakeview Arena resulting in a Capital Improvements Plan for the facility.

### **Year Two:**

- Complete Shiras Park Plan.
- Implement Founders Landing Pier Plan.
- Implement Lakeview Arena Capital Improvements Plan using Hockeyville funds.



## **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 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 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. The discussion on identifying service partners and prioritizing both Senior Center services and facility needs has been on going.

Forecast:

- Year One: Option Feasibility
  - Determine if local partnerships may allow for a new-build option.
  - Determine if Lakeview Arena space may be made available.
- Year Two: Begin Implementation
  - If it is determined a new-build or space at Lakeview Arena is feasible, begin to socialize and lay out steps for a move.
  - If the current Center is the only feasible location, plan improvements to existing center:
    - New handicapped entrance, spring 2019. Estimated cost \$15,000.
    - Bring a prime professional on board for a complete re-design of existing space.
    - Begin renovation.

# Facilities and Maintenance



## **Strategic Planning Process Commission Priorities**

Issue Title: Advanced Metering Infrastructure  
Department: Facilities and Maintenance/Engineering  
Plan: N/A  
Status: Project implementation is currently underway.

Issue: Implementation of Advanced Metering Infrastructure (AMI) for all City water customers.

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 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.

In July of 2017, the City Commission approved a performance contract with Johnson Controls, Inc. that included full implementation of a standalone AMI system that does not rely on MBLP infrastructure. The new system is expected to be fully installed by July 2018.

Forecast:  
Year One:

- Complete installation of the system.

Year Two:

- System 100% operational.

# 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 2018 Budget were presented as:

Coast Guard Station - Phase 2

Cliffs-Dow Plant Site - Remediation

Unfunded Benefit Liabilities - Other Post-Employment Benefits and Pension

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 annual 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: 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 and overhead doors at Station #1, the hose tower and siding at Station #2, and general maintenance and repair at both stations.

Forecast:

Year One:

- 2022/2023 – Complete the Request for Quote and Request for Proposal processes.

Year Two:

- 2023/2024 – Begin the bid/build process.



# Municipal Utilities

(No Reports Provided)

# Police Department

(No Reports Provided)

# Public Works



## **Strategic Planning Process Commission Priorities**

Issue Title: Enterprise Fund Strategy (Water, Sanitary Sewer and Stormwater)

Department: Public Works and Municipal Utilities

Plan: Community Master Plan and Capital Improvements Plan

Status: All major water, sewer and stormwater related infrastructure has been inventoried and a replacement schedule for those infrastructure items has been identified in the Capital Improvements Plan.

Issue: Sustainability of the City's Water Fund, Sewer Fund and Stormwater Fund.

Background: The City has established the Water Fund, Sewer Fund and Stormwater Fund as an enterprise fund which allows for the accounting of any activity for which a fee is charged to external users for goods or services. The intent is that the full costs of providing the service be financed primarily through charges and fees thus removing the expenses from the tax rate. The fund accounts for all administration, operations, repair, and maintenance and capital replacement required in providing the goods or services. The user fees are then set to recover the cost of providing the goods and services.

Current fiscal policy makes it difficult to fund the Capital Improvements Plan (CIP) to keep pace with the infrastructure's rate of deterioration, useful service life and maintenance needs of these utilities. The City Master Plan (p. 261) suggests a goal of 1.0 mile for annual repair, replacement, or extension of the City's sanitary sewer system. The City Master Plan (p. 263) suggests a goal of 1.0 mile for annual repair, replacement, or extension of the City's water main system. The CIP now recommends 1.3 miles. The City Master Plan (p. 269) suggests a goal of 0.5 mile for annual repair, replacement, or extension of the City's storm sewer system. The CIP now recommends 0.7 mile. The funding to achieve this level of work is currently unavailable from revenues generated from user fees paid monthly by all customers.

Forecast:

Year One:

- Complete a utility rate study for the three utilities to help determine/guide utility rate policy.
- Set limitations on the annual rate adjustment.
- Set a policy that the utility rates will be set at a level that allows the Capital Improvements Plan to be followed without bonding except under defined conditions.

- Identify special situations where bonding makes sense and establish a guiding policy:
  - Set a threshold for major capital replacement in which items over that amount would be bonded for.
  - Continue to seek programs and funding options that provide grant funding or loan forgiveness.

Year Two:

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



## **Strategic Planning Process Commission Priorities**

Issue Title: Sustainable Funding of Non-Utility Public Infrastructure Replacement

Department: Public Works, Municipal Utilities and Community Services

Plan: Community Master Plan and Capital Improvements Plan

Status: All street related infrastructure has been inventoried and the replacement schedule for those infrastructure items in the Capital Improvements Plan has been updated based on a criteria list and scoring matrix process. The revised six-year plan for capital improvement projects has been approved.

Issue: Sustainable funding of non-utility public infrastructure.

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

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

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

Current fiscal policy makes it difficult to fund the CIP to keep pace with the infrastructure's rate of deterioration, useful service life and maintenance needs. As an example, the City Master Plan (p. 265) suggests a goal of 2.0 miles for annual replacement or extension of the City streets. The data for the recommended quantity and expenditure can be found in the asset replacement schedule on page 12 of the CIP. The funding to achieve this goal is not available from existing revenue sources.

As with the Major and Local Street Funds the Senior Center Fund revenues are comprised of multiple sources. In 2008, a senior millage of 0.35 mills was passed by the vote of the residents. The amount of the special millage is the same as the annual City contribution to the Senior Center fund. The City Commission then voted to reduce the City's General Fund millage by the same amount. The net effect was 0.35 mills being dedicated to Senior Services. Marquette Township passed a street millage to fund their heavy maintenance and reconstruction. The millage will run from 2014 through 2029 at a levee of 1.5000 mills.

Forecast:

Year One:

- Determine the average annual general fund amount transferred into the major and local street fund.
- Fund the Capital Improvements Plan to keep pace with the infrastructure's rate of deterioration, useful service life and maintenance needs.
- Explore alternate funding sources such as a dedicated Street Fund millage similar to the Senior Services special millage. If passed consider reducing the general fund millage. If not passed continue to bond or find other revenue sources such as grants to achieve the goal of 2.0 miles for annual replacement or extension of the City streets.

Year Two:

- Continue to fund the Capital Improvements Plan to keep pace with the infrastructure's rate of deterioration, useful service life and maintenance needs.



## **Strategic Planning Process Commission Priorities**

Issue Title: Bike Path Maintenance

Department: Public Works

Plan: Community Master Plan

Status: The Department of Public Works (DPW) conducts routine maintenance and makes minor repairs internally. The DPW has evaluated the goals through a pathway condition survey.

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 3,000 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:

- Incorporate results of the pathway condition survey into the Capital Improvements Plan.



Year Two:

- Fund the Capital Improvements Plan to keep pace with the infrastructure's rates of deterioration, useful service life and maintenance needs.
- \$250,000 is required for capital replacement and \$75,000 for routine maintenance on an annual basis.



## **Strategic Planning Process Commission Priorities**

Issue Title: Sustainable Solid Waste Handling

Department: Public Works - Solid Waste

Plan: Community Solid Waste Plan

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

Issue: Establishing processes for sustainable handling of the City's solid waste stream.

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

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

Forecast:

Year One:

- Affirm the City's desire to promote zero waste concepts.
- Incorporate recycling and other zero waste concepts into a Community Solid Waste Plan.
- Continue to promote recycling in the residential sector.
- Support the expansion of recycling opportunities for the commercial sector.

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: N/A

Status: Undeveloped right-of-way under City jurisdiction has been identified.

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 through 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:

- 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

Plan: City Master Plan

Status: Public input was received and partnership opportunities were explored as part of a "Snow Summit" held in the spring of 2014.

Issue: Setting levels of public expectation through the 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. This does not mean bare, dry pavement should be expected following a snow storm. 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 of 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:

- 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.