



**Marquette Strategic Plan
Fiscal Years 2021-23**

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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 Years 2021-23

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:

Economic Development

Support and coordinate economic development policies and activities that are identified in the Redevelopment Ready Communities approved Economic Development Strategy. This includes, but is not limited to, improving and diversifying the tax base; increasing and diversifying the employment base; supporting local business and encouraging growth; improving the City's relationship with the local business community and responsiveness; and improving quality of life for citizens.

Climate Change

Support the continued implementation and updating of the previously adopted Climate Adaptation Plan, as well as supporting other efforts to lessen the City's vulnerability to the environmental, economic, and social impacts of climate change through thoughtful planning that considers the ecological and social carrying capacity of the City, Emergency Management, and Infrastructure preparedness.

Housing and Transportation

Support efforts to ensure equitable housing opportunity and mobility for all citizens through implementation of the Ad-Hoc Housing Committee Report and a coordinated effort with local and regional transit agencies.

Focus on Essential Services

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

City Facilities and Infrastructure

Maintain infrastructure, including buildings, streets, water and sewer, parks and recreational facilities to ensure the pace of replacement and maintenance is on par with the Capital Improvements Plan as well as seek to become the leader in the use of innovative “green” practices.

Executive Summary



Marquette Visioning and Strategic Planning Process Fiscal Years 2021-23

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 2021, after a year lost due to the COVID-19 pandemic, the Community Development Director initiated an update to the Fiscal Year 2018-20 Strategic Plan, wherein initial guidance was given to the City Commission, administrative departments, and all Commission boards and committees. All participants coordinated updates and new items with elements of the Community Master Plan (and associated plans referenced within) as well as information and data relating to other known projects and initiatives.

Two City Commission work sessions were held that totaled approximately six hours of deliberative review.

As a result of those work sessions, the resulting collection of material has been compiled and is the basis for this Strategic Plan.

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 Summarized by Primary Goal

Economic Development

- Achieve Redevelopment Ready Community Certification.
- Continue implementation of current Economic Development Plan and update the plan as needed.
- Support the Marquette Board of Light and Power effort to become a broadband provider.
- Research legality/feasibility of the City becoming an Economic Development Corporation.
- Consider the benefit of hiring Economic Development Staff versus utilizing partner organizations and the MEDC.
- Support Downtown Development Authority efforts to pursue a TIF Development District expansion to encompass North Third Street.
- Support Downtown Development Authority efforts to develop ideas for physical improvements that will encourage visitors to connect from the Third Street corridor to downtown and enhance the streetscape aesthetic.
- Conduct a strategic branding and wayfinding exercise in conjunction with the Downtown Development Authority.

Climate Change

- A Climate-based Emergency Action Plan is needed.
- A Sustainable Tourism Plan is needed to address the physical, environmental, and social carrying capacity of the City, and the impacts on the lifestyle of the residents and t
- Support Planning Commission efforts to commission a study for land and transportation development in the Lakeshore Boulevard corridor, between Mattson Park and Presque Isle Park.
- Support Planning Commission winter city planning efforts.

Housing and Transportation

- Continue efforts to implement the Ad-Hoc Housing Committee Report
 - Community review process
 - Planning Commission review of zoning aspects
 - Public/Private Partnerships
 - Sale of Surplus Property
 - Brownfield Opportunities.

- Continue efforts to works towards the establishment of an intra-City public transportation route.

Focus on Essential Services

- Revisit an updated Senior Center Study to plan for the future of the Marquette Senior Center.
- Develop a study on the long-term financial outlook for the City.
- Continue to monitor the potential impacts of long-term projected City obligations (a.k.a. "Sleeping Dragons").

City Facilities and Infrastructure

- Continue efforts to implement the Capital Improvements schedule for City parks.
- Continue efforts to work towards the planning, designing, and building of a consolidated Fire Station.
- Seek community engagement to define the level of service for City sidewalks in the winter.
- Support Downtown Development Authority efforts to replace parking meters and plan for additional downtown parking opportunities.
- Support Harbor Advisory Committee efforts to plan for the replacement of docks at the Cinder Pond Marina.
- Support Harbor Advisory Committee efforts to apply for grant funding to remove the decommissioned Presque Isle Marina pier and pave the parking lot.
- Support the efforts of the Marquette Public Art Commission
 - Establish a formal document for maintenance of the Marquette Public Art Commission collection, including securing a professional conservation inspection and assessment of work
 - Integrate Marquette Public Art Commission collection into new Marquette Compass
 - Develop guidelines for unsolicited community-based project submissions to the Marquette Public Art Commission
 - Support the implementation of the Queen City Courts (Hurley Park) and Creative Neighborhoods (artist grants) programs.
- Support Parks and Recreation Advisory Board efforts to begin planning for a year-round dog park.
- Support Parks and Recreation Advisory Board efforts to oversee the creation of the Mattson Park inclusive playground.

Priorities



Strategic Planning Process Commission Priorities

Issue Title: Arts and Culture Master Plan Implementation

Committee: Arts and Culture Advisory Committee

Plan: Arts and Culture Master Plan and Parks and Recreation Master Plan

Status: Implementation

Issue: The 2014 Arts and Culture Master Plan outlined several objectives: to measure the economic value and contribution of the creative economy and to survey artists and audience every two to three years. And continue to advocate and support local arts and culture stakeholders.

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.

Year One:

- Support American for the Arts, Arts and Economic Prosperity program to conduct Economic Impact Study. Identify funding sources.
- Work with stakeholders to research and develop Cultural Trail Plan for two mile stretch along the lakeshore's multiuse bike path.
- Support artist and audience survey.
- Support implementation and promote MQTCOMPASS.

Year Two:

- Recommend implementation of Cultural Trail Plan, interpretative signage, public art, and seating.
- Identify new goals and objectives from Arts and Culture Master Plan from Survey results.



Strategic Planning Process Commission Priorities

Issue Title: Emergency Response Plan

Department/Committee: Fire Department/Police Department/City Manager

Plan: Community Master Plan

Status: Ongoing

Issue: Climate Adaptation – Emergency Response Plan

Background: The City Commission has adopted a Climate Adaptation Plan as part of the Community Master Plan.

Found in the Plan are specific recommendations that are based upon concerns for public health with one of the most important being - "Prepare and implement emergency response plans (in concert with the County Hazard Mitigation Plan and coordination with the City Fire Chief) for extreme storms, floods, heat waves, poor air quality days, disease outbreaks."

Forecast:

Year One:

- Direct the City Manager to be responsible for the drafting/review/update, as applicable, of the City Emergency Response Plan to recognize additional climate-related emergencies and ensure coordination with the County Hazard Mitigation Plan.
- Cost – Estimated 60-80 staff hours for each participant from Police, Fire, City Manager's Office, and other departments.

Year Two:

- Implement and Evaluate the Plan.



Strategic Planning Process Commission Priorities

Issue Title: Economic Development Planning
Department/Committee: City Manager
Plan: Community Master Plan, Economic Development Plan
Status: Ongoing

Issue: Economic Development

Background: The City currently has an economic development plan a (EDP) approved by the Redevelopment Ready Community (RRC) program and the City Commission.

The stated goals in the EDP include: improving and diversifying the tax base; increasing and diversifying the employment base; supporting local business and encouraging growth; improving the City's relationship with the local business community and responsiveness; and improving quality of life for citizens.

In pursuit of these goals, additional economic development strategies have been identified by the City Commission including exploring broadband internet services as a public utility, researching Economic Development Corporation status, adding economic development focused staff, collaborating with the LDFA on future projects, reviewing the current EDP, and collecting data on the City business community.

Department bandwidth as well as partnering agencies should be considered when moving forward with implementation of the EDP and economic development strategies.

Forecast:

Year One:

- Complete RRC certification.
- Continue implementation of current Economic Development Plan.
- Support the Marquette Board of Light and Power (MBLP) effort to become a broadband provider.
- Research legality/feasibility of the City becoming an Economic Development Corporation.
- Evaluate the addition of an Economic Development Planner to City staff versus utilizing existing infrastructure and the RRC program.

- Cost – 60 to 80 staff hours for both the City Manager’s Office and the Community Development Department to study and accomplish the above goals.

Year Two:

- Budget and seek RFPs for a consultant review and update of the City Economic Development Plan which includes a comprehensive evaluation on the growth and management of the tourism economy.
- Work with community economic development groups to obtain data on the status of the City business community, specifically focusing on office space availability/vacancy and the change of landscape as a result of the COVID-19 pandemic.
- Continue support of MBLP broadband internet provider goals.



Strategic Planning Process Commission Priorities

Issue Title: Housing Affordability – Ad-Hoc Housing Committee Plan
Implementation

Department/Committee: City Manager

Plan: Community Master Plan

Status: New

Issue: Housing Affordability

Background: The City Commission established an Ad-Hoc Housing Committee with a charge of understanding the role of the City as it relates to housing affordability and preparing a report of findings.

The Report will identify several recommendations that should be considered for implementation, after community discussion, by the appropriate City departments given the City Commission's desire to address housing.

Emphasis on collaborating with partnering agencies should be considered when moving forward with implementation of the plan.

Forecast:

Year One:

- Receive the Ad-Hoc Committee Housing Report and Recommendations.
- Direct the City Manager to facilitate a community review process.
- Forward the Report to the Planning Commission for adoption as an Appendix into the Community Master Plan.
- Direct the Planning Commission to review any zoning related impacts as a result of implementing the Report.
- Direct the City Manager to implement the Report based upon the outcome of the community process.
- Cost – 60 to 80 staff hours of varying levels is anticipated to support beginning the implementation of the Plan.

Year Two:

- Monitor and Evaluate.



Strategic Planning Process Commission Priorities

Issue Title: Climate Adaptation – Sustainable Tourism Planning
Department/Committee: Community Development/Community Services/ City Manager
Plan: Community Master Plan
Status: New

Issue: Climate Adaptation and Economic/Sociocultural/Environmental/Physical Impacts

Background: The City Commission has adopted a Climate Plan, *Adapting to Climate Change*, as part of the Community Master Plan.

Staff has addressed many of the recommendations found in the Climate Plan regarding water, land use, health, food/agriculture, and forestry, leaving the issue of creating the balance between visitors and a sustainable social, economic, and environmental ecosystem.

The Climate Plan presents specific recommendations that are based upon concerns regarding the impact that temperature changes could have on tourism activities, which could force lifestyle changes upon the community.

More specifically, the Plan identifies the following Sustainable Tourism Recommendations:

- *Engage economic development organizations and tourism-dependent businesses in developing an economic development plan specific to tourism with specific goals to help local businesses minimize economic losses and take advantage of increased tourism opportunities.*
- *Adjust parks and recreation expenditures to support and capitalize on changes to outdoor recreation.*
- *Invest in dredging of harbors and other harbor improvements/adaptations to maintain access to water resources.*
- *Strengthen connectivity between coastal and non-coastal recreational areas to improve resilience of tourism economy.*
- *Capitalize on longer summer tourism season by developing and promoting spring and fall events.*

As well, the summer of 2020 and 2021 have brought an increased tourist season that tested the physical, social, economic, and biophysical carrying capacity of the City. This has led to increased requests from the City Commission to provide

more personnel and dollars in support of an increased public safety presence and public works commitments to maintain assets without reconciliation of funding or assistance from the other potential partners.

Forecast:

Year One:

- Develop a Tourism Task Force/Ad-Hoc Committee
- Hire a consultant to draft a Tourism Plan with the above mentioned committee working as the steering committee for the effort.
- City Manager to ensure coordination of effort between this and any Economic Development Planning initiatives.
- Seek funding from participating organizations or other public sources

Year Two:

- Implement and evaluate the Plan.



Strategic Planning Process Commission Priorities

Issue Title: Housing Affordability – Seek Public/Private Partnerships
Department/Committee: Community Development
Plan: Community Master Plan/ Ad-Hoc Committee Report
Status: New

Issue: Housing Affordability

Background: The City Commission established an Ad-Hoc Housing Committee with a charge of understanding the role of the City as it relates to housing affordability and preparing a report of findings.

The report will identify the need to seek public-private partnerships to develop missing middle housing in the city.

The Community Development Director was tasked with researching such a partnership outside of the scope of the Ad-Hoc Housing Committee and has been assisting the development group and the Marquette Brownfield Redevelopment Authority (MBRA) with the development of a proposal for vacant property that is owned by the City. The vacant property was previously identified through the municipal property inventory and Community Master Plan processes.

It is anticipated that the proposal could be ready for presentation to the City Commission in concurrence with the adoption of the Strategic Plan.

Forecast:

Year One:

- Consider the sale of Surplus City Property to the Developer through the County Land Bank.
- Consider adoption of a Brownfield Plan that would use tax capture on the new development to fund infrastructure and gap financing for prospective homeowners.
- Projected cost is yet to be determined. The City would realize a one-time income for the sale of the property and subsequent tax payments at the end of the Brownfield term which is also to be determined by the MBRA and City Commission.

Year Two:

- Monitor and evaluate.



Strategic Planning Process Commission Priorities

Issue Title: Transportation Network
Department/Committee: Community Development
Plan: Community Master Plan
Status: New

Issue: Transit Service

Background: Transit service has the potential to enhance access for many residents, especially during winter, as well as ameliorate vehicular parking issues, and extend the range of walking and biking for more sustainable travel options.

A comprehensive study of local/regional transit services was conducted for the City of Marquette in 2014 (by Current Transportation Solutions and Smart Growth America - SGA), and a detailed report with recommendations for improving service within the city was completed. During the mobility study, a MarqTran bus was used to assess the feasibility of creating a route with a 30-minute headway that would traverse Third Street from the downtown bus terminal to near the north end of Third Street and around to NMU's campus and the hospital.

In 2019, a Coordinated Public Transit-Human Services Transportation Plan was drafted by our City Planner for MarqTran. This was done as a first step of implementation of the Mobility Strategies report done by SGA, because MarqTran needed to have this type of plan completed to allow the City to apply for Federal Transit Administration grants through MarqTran.

The Planning Commission has identified facilitating work sessions with MarqTran and MDOT to discuss applying for FTA funding for operating and capital (van/bus) expenses for that potential route as one of their goals this year.

Forecast:

Year One:

- Permit the Planning Commission to create an Ad-Hoc Committee to work with MarqTran and MDOT to develop common ground approaches to establish an inner-city transit route and evaluate potential grant funding and other funding options for capital (vehicle) and operating expenses.
- Seek grants and/or other funding to develop, test, and implement an inner-city bus route.

Year Two:

- Planning Commission reviews Land Development Code and City Code to ensure appropriate permissions are in place for necessary infrastructure
- City staff programs any necessary infrastructure into the Capital Improvements Plan – cost per covered bus shelter = \$10,000.00
- Seek grants or commit to funding (see below).
- City Liaison with MarqTran will be responsible for any ongoing coordination

Estimated Costs for inner-city route:

Operating Expenses: \$35 hour = \$1,890 week, \$98,280 year.

Capital Expenses: \$135,000 or cost share of a bus owned by MarqTran.



Strategic Planning Process Commission Priorities

Issue Title: Additional Soccer Field

Committee: N/A

Plan: Recreation Master Plan

Status: Ongoing

Issue: Add an addition soccer field by removing at least one baseball field.

Background: The 2019 Recreation Master plan list the addition of a soccer field to the Kaufman Sports Complex or the North Ballfield Complex. The additional field would replace two of the baseball fields located at the complex. These baseball fields do not experience much use, while the Parks and Recreation Division has seen an increase demand for soccer fields over the past years. This demand is expected to continue to increase. An additional soccer field would make better use of a spacing that sees little use.

Forecast:

Year One:

- Research and identify funding sources and partners.
- Develop a site plan that best utilizes the spaces.

Year Two:

- Convert one or two baseball fields to a soccer field as per the site plan



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 prioritizes improvements by location providing cost estimates and funding sources. Improvements include:

Tourist Park – Pump Track	Local - \$25,000
Tourist Park – Playground (ADA comp.)	Passport – Approved - \$60,000
Williams Park – Courts/ADA Improvement	MNRTF – Approved - \$210,000
Mattson Park – Playground	MNRTF- Approved - \$300,000
Tourist Park – Day Use Road	LWCF Grant - \$300,000 (submit 4/1/22)
Presque Isle Marina – Phase IV	Waterways – \$400,000 (submit 4/1/21)
Presque Isle – Bandshell Replacement	MNRTF/MCACA – \$300,000 (submit 4/1/22)
Hurley Field – Improvements	Rotary Grant/General Fund - \$45,000
Lakeview Arena - Parking Lot	Local/General Fund - \$800,000
Lakeview Arena – Horseshoe Bleachers	Local/General Fund - \$300,000
Bike Path – Wayfinding Signage	Local/General Fund - \$25,000
Founders Landing - Pier Re-Use	Brownfield Redevelopment
Shiras Park – Implement Park Plan	Unknown now.
Lighthouse Park	Enterprise Fund - \$10,000
Athletic Fields – Add Soccer Field	General Fund - \$30,000
Dog Park- Year-Round	Local/General - \$20,000

Forecast:

Year One:

- Tourist Park – Playground
- Founders Landing – Pier Re-Use
- Hurley Field – Playground and Park Improvements
- Williams Park – Tennis Court Improvements
- Bike Path – Wayfinding Signage
- Lighthouse Park – Renovate Captains House
- Lakeview – Plan Parking lot and bleacher project
- Athletic Fields- Work with user groups to maximize field use efficiency additional soccer field.



Strategic Planning Process Commission Priorities

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

Issue: The 2014 Arts and Culture Master Plan outlined several objectives: to measure the economic value and contribution of the creative economy; to survey artists and audience every two to three years; and continue to advocate and support local arts and culture stakeholders.

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:

- Pursue American for the Arts, Arts and Economic Prosperity program to conduct Economic Impact Study for the City of Marquette. Identify and secure funding sources.

Year Two:

- Promote Economic Impact Study findings to arts and culture non-profits, individual artists, economic development offices (State and Local), City Commissioners, investors and businesses. Make Study available as a resource and tool through presentations both virtual and in-person. Available on-line.

Assist creative sector how to effectively use Study to make their case for the arts.



Strategic Planning Process Commission Priorities

Issue Title: Cultural Trail

Department: Community Services

Plan: Arts and Culture Master Plan and Parks and Recreation Master Plan

Status: Ongoing

Issue: The 2014 Arts and Culture Master Plan and more recent Parks and Recreation Master Plan outlined several objectives: Develop robust public art program, provide interpretation of our historic landmarks and natural environment and to engage residents in outdoor recreation, arts and culture within the City parks.

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. But also, to integrate goals and objectives of Parks and Recreation Master Plan and the Community Master Plan.

Forecast: To develop a two-mile Cultural Trail along the Holly Greer bike path from the Carp River to Presque Isle. The Trail will include interpretive signage, public art and seating areas. This large creative placemaking project will not only benefit residents but serve as a destination for tourists and visitors, benefiting local economy and improving the beauty and interest of the area, attracting and retaining new talent and residents. The trails public art and educational components will enrich quality of life for all residents.

Year One:

- Work with stakeholders to research and develop Cultural Trail Plan for two mile stretch along the lakeshore's multi-use bike path.

Year Two:

- Implement Cultural Trail Plan, building interpretative signage, public art, and seating.

- Dog Park – Identify site, necessary amenities and potential funding sources
- Staff time dedicated toward capital projects: 300 hours from Community Service – Park and Recreation.

Year Two:

- Tourist Park – Bike Playground
- Presque Isle Marina – MDNR Waterways Grant – Phase IV
- Mattson Park – Inclusive playground
- Shiras Park – Implement Park Plan
- Lakeview – Install parking lot and bleachers
- Athletic Fields – Add one soccer field
- Dog Park – Establish dependent upon funding
- Grants – Submit grant applications for Tourist Park Day Use Road and Presque Isle Park Bandshell
- Staff time dedicated toward capital projects: 300 hours from Community Services – Park and Recreation.



Strategic Planning Process Commission Priorities

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

Issue: Revisit an updated Senior Center Study to plan for the future of the Marquette Senior Center.

Background: The previous 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. Discussion was ongoing identifying service partners, as well as prioritizing both Senior Center services and facility needs. The committee has since disbanded, and staff is continuing the work. No decision has been made in recent years due to changeover in staff, and lack of viable options. We would like to revisit a new Senior Center Study.

Forecast:

Year One: Option Feasibility

- Establish Ad-Hoc Committee for Senior Center Study
- Implement a new Senior Center Study.

Year Two: Option Review/Implementation

- Reviews results of the updated Senior Center Study.
- Determine if local partnerships may allow for a new-build option.
- Determine if existing properties for sale if renovated would satisfy the need.
- Determine if renovating existing facilities that the City owns would satisfy the need.



Strategic Planning Process Commission Priorities

Issue Title: Branding, Wayfinding, and Signage

Committee: Downtown Development Authority

Plan: Community Master Plan: Wayfinding Signage; Downtown Plan: Wayfinding Signage

Status: In Progress

Issue: After hiring consulting firm Arnett Muldrow & Associates to undertake an Identity Enhancement Program study for downtown, the Downtown Development Authority (DDA) is in the process of implementing their strategic branding recommendations.

Background: In 2018, the DDA entered into an agreement with Arnett Muldrow & Associates to conduct an Identity Enhancement Program study for downtown Marquette. The objective was to develop an effective conceptual branding program aimed at better positioning the downtown with a competitive identity for the purpose of economic development. In addition to providing a fresh new logo package, the plan recommended ways to incorporate the brand identity into gateway and wayfinding signage, a comprehensive banner program, and improvements to provide a cohesive graphic identity, strengthen connectivity, and enhance the overall business environment. While significant progress has been made in integrating the brand rollout through print and social media, communications, and banner installation on Third Street, larger scale initiatives remain, including necessary updates to the existing gateway and identity signage. A gateway sign at the intersection of Third Street and Fair Avenue was completed in 2020, with landscaping planned for the spring of 2021.

Forecast:

Year One:

- Update gateway signage at the other entrances to downtown: Washington and Seventh Street intersection, and Front and Rock Street intersection (\$19,000). Purchase and install banners throughout the core downtown (\$4,000).

Year Two:

- Remove existing identity signage and replace with signage made of maintenance-free composite material, featuring current Marquette Downtown Development Authority logo.



Strategic Planning Process Commission Priorities

Issue Title: Parking Management

Committee: Downtown Development Authority

Plan: Community Master Plan: Parking Strategies; Downtown Plan: Parking Management Plan

Status: In Progress

Issue: The loss of the South Main Street Parking Lot due to private development poses a serious threat to the supply of downtown parking, which is already nearing capacity. Additionally, the existing on-street parking meters, which are out of warranty and failing at an alarming rate, are in need of replacement.

Background: Installation of on-street parking meters and pay stations in recent years has increased parking revenue significantly; however, the meters are now failing and in need of an immediate replacement plan. The Downtown Development Authority (DDA) has implemented the Passport pay-by-phone mobile parking app and digital permitting in 2020 and has plans to make necessary maintenance repairs to the Bluff Street Parking Ramp in the summer of 2021. As part of the recently completed Downtown Plan, the DDA has worked with consulting firm, Nelson Nygaard, to update the 2013 Downtown Parking Study. The updated plan identifies recommendations to current parking management practices and suggests options to explore for additional parking facilities downtown, including a second parking structure or addition of a third level to the existing facility. The DDA aims to partner with the City on this initiative.

Forecast:

Year One:

- Replace parking meters and pay stations.
- Implement parking management strategies identified in the Downtown Plan.
- Work with the City Police Department to increase parking enforcement.

Year Two:

- Begin planning process for an additional parking structure or expansion of existing facility.



Strategic Planning Process Template Commission Priorities

Issue Title: TIF Expansion for North Third Street Improvements
Committee: Downtown Development Authority
Plan: Community Master Plan: Economic Development and Downtown Revitalization; Downtown Plan: Third Street Investment
Status: In Progress

Issue: A funding mechanism is needed to be able to implement public improvement projects on North Third Street.

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 has been adopted and incorporated into the Land Development Code by the City. In addition, the recently completed Downtown Plan has further recommended improvements to Third Street, including the development of public parking areas, new sidewalks, and the addition of street trees and landscaping. There is currently not an adequate funding mechanism in place to implement large scale development and improvement initiatives on Third Street, as the existing TIF district encompasses only the core downtown area. The Downtown Plan has identified a TIF Development District expansion as the most feasible tool to accomplish this objective.

Forecast:

Year One:

- Pursue a TIF Development District expansion to encompass North Third Street.
- Through the Downtown Plan, develop ideas for physical improvements that will encourage visitors to connect from the Third Street corridor to downtown and enhance the streetscape aesthetic.
- Identify and provide incentives to partner with property owners for improvements.

Year Two:

- Work toward a larger comprehensive street project.



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 2021 Budget were presented as:

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 and shoreline revetment

Lakeview Arena - Parking Lot and Exterior Improvements

City Hall – Roof Replacement

IT – Fiber Optic Cable Ring Replacement

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 timelines.

Year Two:

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

**Future Committed Funds (aka "Sleeping Dragons")
FY 2021 Budget**

Subject	Description	Amount	Comments
Cliffs-Dow Plant Site	Remediation (Minimum)	\$1,500,000	Ongoing. Testing started. Consultant discussing with EGLE.
Unfunded Benefits-OPEB	Employment Benefits	\$6,858,915	7% funded. Health Care for retirees - GASB 45.
Retirement Liability-MERS	Underfunded Retirement Plan	\$27,742,365	59% funded. Required annual contribution in FY 21 Budget.
Retirement Liability-Fire/Police	Underfunded Retirement Plan	\$12,037,788	75% funded. Required annual contribution in FY 21 Budget.
Tax Tribunal Cases	Smaller cases remain	\$100,000	WE Plant has closed but several smaller cases remain. Others can file not currently aware of.
Mattson Park	Seawall (Bulkhead)	Uncertain	Requires continuous maintenance to address voids under the frontage road. Does not appear to be a structural issue.
Lakeshore Blvd	Shoreline revetment and road realignment	\$12,000,000	Funding has been secured for Phase 1. Still in the process of seeking funding for the remainder.
Lakeshore Blvd	Retaining Wall	Uncertain	Northside of Lakeshore Blvd adjacent to Mattson Park.
Lakeview Arena	Parking Lot	\$500,000	Not an immediate need but will need to schedule replacement.
Lakeview Arena	Exterior Improvements	\$500,000	Not an immediate need.
City Hall	Roof Replacement	\$425,000	Not part of JCI project. Needed within next 3 to 5 years.
IT-Fiber Optic Cable	Replace Fiber Ring	\$50,000	Not an immediate need but within 12 years.
Fire Station	Build a consolidated Fire Station	\$7,000,000	Location to be determined.
Mattson Park	Parking Lot	\$250,000	Not an immediate need but will need to schedule replacement.

\$68,964,068 plus the uncertain costs.



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 conducting a GIS run study to determine the most efficient placement of the station. The GIS study will require \$6,000 in funding. Next, a Needs Analysis would be completed to determine existing and projected space and operational needs. The Needs Analysis will require \$18,500 in funding. The next step would be a Request for Qualifications (RFQ). This is an inquiry made to identify an architectural/engineering firm that will have the ability to design, specify, and manage the project. There is no cost associated with this initiative. The next step in the process would be a Request for Proposals (RFP). 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 information would be time sensitive. Labor and material estimates would become inaccurate in one to two years or less; and unreliable any further out.

Background: Presently, this project will require an estimated six to seven million dollars. Space for vehicles and office personnel are getting tight. However, the current fire stations can be made serviceable for the foreseeable future. This will require replacing or significantly upgrading the furnaces and overhead doors at Station #1, replacing the boiler and repairing the hose tower and siding at Station #2, and general maintenance and repair at both stations at a minimum.

Forecast:

Year One:

- 2021/2022 – Complete the GIS study and Needs Analysis.
 - Complete the RFQ and RFP.

Year Two:

- 2022/2023 – Begin the bid/build process.



Strategic Planning Process Commission Priorities

Issue Title: Cinder Pond Marina Replacement
Committee: Harbor Advisory Committee
Plan: Recreation Master Plan
Status: Ongoing

Issue: Cinder Pond Marina Replacement

Background: The Harbor Advisory Committee will begin to discuss the replacement of the Cinder Pond Marina docks and slips in 2025. They will put forth their recommendations for the City Commission.

Forecast:

Year One:

- Discuss possible changes and full scope of what is needed.

Year Two:

- Support submission of Waterways grant application.



Strategic Planning Process Commission Priorities

Issue Title: Presque Isle Marina Pier Removal and Parking Lot Paving

Committee: Harbor Advisory Committee

Plan: Recreation Master Plan

Status: Ongoing

Issue: Implement a plan for removal of the old decommission pier at Presque Isle Marina and marina parking lot repaving.

Background: With the completion of the new Presque Isle Marina, the Harbor Advisory Committee recommended the decommission of the old concrete pier located at Presque Isle Marina. The decommissioning of the pier is the next step in removal. With the pier removal the repaving of the marina parking lot will be completed.

Forecast:

Year One:

- Support application for grant funding to remove the pier and pave the parking lot.

Year Two:

- Support the project to remove the pier and repave the parking lot.



Strategic Planning Process Commission Priorities

Issue Title: Public Art Administration

Committee: Marquette Public Art Commission

Plan: Arts and Culture Master Plan

Status: Implementation

Issue: Maintenance Guidelines, Community Project Review Process, Collection Promotion, Current Projects

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:

- Establish a formal document for maintenance of the Marquette Public Art Commission collection, including securing a professional conservation inspection and assessment of work.
- Integrate Marquette Public Art Commission collection into new Marquette Compass.
- Develop guidelines for unsolicited community-based project submissions to Marquette Public Art Commission.
- Support current projects: Queen City Courts (Hurley Park), Creative Neighborhoods (artist grants).

Year Two:

- Identify new and review plans for future projects, including Marquette Cultural Trail and possible other community collaborations and partnerships.



Strategic Planning Process Commission Priorities

Issue Title: N. Lakeshore Boulevard Corridor Study
Committee: Planning Commission
Plan: Community Master Plan
Status: New

Issue: Planning Commission is concerned that Lakeshore Boulevard is seeing too much development pressure.

Background: There has been increasing visitor pressure on the public spaces adjacent to Shiras Park (McCarty's Cove to Picnic Rocks) during summers, there have been more and more festivals at Mattson Park, the shoreline between Fair Avenue and Wright Street has required significant armoring to preserve motor vehicle passage, and some public and private development proposals in recent years in the corridor have garnered quite a bit of negative public commentary and organized opposition. The Planning Commission has been concerned about this for some time and has laid some groundwork for addressing the scenic corridor through a public process, with the intent of gathering input, evaluating current practices against potential alternatives, and possibly creating updated guidance for development and transportation access to public lands. In the 2018 update to the Community Master Plan, the following was added to the Transportation section:

Lakeshore Boulevard Corridor Study

The Planning Commission is recommending that a study be commissioned for land and transportation development in the Lakeshore Boulevard corridor, between Elwood Mattson Park and Presque Isle, as soon as resources are available. This corridor has begun to suffer from being loved too much, and development of several lots in this segment of the corridor will occur over time. Gathering fresh community input and having expert analysis of the characteristics of the area would help decision-makers with the difficult development choices that are likely to be presented. This is a study that should be conducted as soon as possible once the Land Development Code project has been completed. Northern Michigan University could be engaged as a collaborator or study partner, particularly in gathering community input to this planning process.

Forecast:

Year One:

- Coordinate with potential partners and stakeholders. Organize project and begin public outreach. Seek funding for planning assistance to create a study report and guidance document. Staff would coordinate with Northern Michigan University faculty to potentially partner on public outreach and input to the project, if the Northern Michigan University faculty was willing and able to partner on the project (as was offered in the past).

Year Two:

- Complete public outreach, compile and organize it for analysis. Complete planning work possible without consulting assistance or have consultant prepare study report and guidance document. Potential consulting fees are \$20-\$30 thousand.



Strategic Planning Process Commission Priorities

Issue Title: Public Transportation
Committee: Planning Commission
Plan: Community Master Plan
Status: In Progress – Not Completed

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, and a detailed report with recommendations for improving service within and outside of the city was completed. The City initiated a planning effort with MarqTran in 2018 and completed a "Coordinated Public Transit-Human-Services Transportation Plan" in 2019. There is now the potential for MarqTran to seek Federal Transit Administration grants on behalf of the City of Marquette for capital and operating expenses associated with an intra-city transit route.

Forecast:

Year One:

- Convene a work session between the City Commission, MarqTran administrators/City representatives, MDOT's regional transit coordinator, and a delegation from the Planning Commission to discuss options for moving forward in terms of a proposed route that has been drafted, a suitable vehicle for the route, and financing. Work with MDOT and MarqTran to explore grant opportunities and new route/service opportunities.

Year Two:

- Continue to work on funding, possibly seeking partners from the private sector, for capital and/or operating expenses. Move forward with implementation if possible.



Strategic Planning Process Commission Priorities

Issue Title: Winter City Initiatives
Committee: Planning Commission
Plan: Community Master Plan
Status: Not Completed

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" (per the 2004 Community Master Plan vision statement) has been minimal. No measurable objectives exist, which is an obvious shortcoming for achieving goals in this area. The mobility of most citizens is compromised to some degree by winter conditions, but for those who are elderly, disabled or impaired, the constraints can be severely limiting and, in some cases, result in both physical and psychological isolation. 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, 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 was received favorably.

As well, city residents and business owners have expressed frustration with a limited set of opportunities for downtown activities during the winter months. More outdoor winter programs and activities would boost the local economy and provide more healthy options for physical and social activity. Design of public spaces with a "winter lens" has also not yet become standard but could be tied into a winter programming plan. Taking a holistic approach to these issues would be an ideal strategy.

Forecast:

Year One:

- Appoint an ad-hoc committee to identify shortcomings and research alternatives to current winter maintenance and design standards as well as for increasing winter activities in public spaces, and to document the gaps between desired outcomes and existing conditions and make recommendations for

improvements. An example might be to establish a meeting of the minds – a "snow summit" - in the fall months, with participation of stakeholders involved in street maintenance and transportation, the public at large, and the Planning Commission, to discuss and plan for winter maintenance activities and programming.

Year Two:

- Develop an action plan with immediate, short-range, and long-range objectives with strategies and funding estimates and potential sources identified to reach plan goals.



Strategic Planning Process Commission Priorities

Issue Title: Goals and Priorities - Year-Round Dog Park

Committee: Parks and Recreation Advisory Board

Plan: Recreation Master Plan

Status: Ongoing

Issue: Year Round Dog Park

Background: Parks and Recreation Advisory Board (PRAB) maintains a Five-Year Recreation Master Plan, to guide discussion in prioritization of policy recommendations. Based on results from the citizen survey for the Parks and Recreation Master Plan, an off-leash year round dog park was listed as the second highest priority. PRAB will need to identify possible locations, necessary amenities, and potential funding solutions.

Forecast:

Year One:

- Identify possible locations and necessary amenities for a year round dog park.

Year Two:

- Seek funding and implement plans.



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 six 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 2022.

Forecast:

Year One:

- Pursue professional services for design and construction and engage in community input for final design.

Year Two:

- Build the playground and seek reimbursement from the grant.



Strategic Planning Process Commission Priorities

Issue Title: Winter Maintenance of Sidewalks

Department: Public Works

Plan: City Master Plan

Status: Reconciling public expectation with level of service and level of funding.

Issue: Setting levels of service for winter maintenance of sidewalks that balance fiscal responsibility with public expectation.

Background: Currently the City of Marquette has roughly 70 miles of public sidewalk. During the winter months the City maintains roughly 20 miles of public sidewalk and the Downtown Development Authority maintains roughly 4 ½ miles of public sidewalk in the business district. Additionally, 12 ½ miles of bike path is maintained to supplement the sidewalk system. The sidewalks that are currently maintained are part of a safe routes to school plan that was developed with the Marquette Area Public Schools. The level of service for that plan was to remove the bulk of the snow from select sidewalks within a reasonable amount of time following a snow event. The route was designed to be cleared in 8-12 hours following a snow event. The majority of the route is set up along collectors and major streets with the idea of keeping pedestrians out of the street on those roads and minimizing the time they would spend walking in the street on low volume local streets to get to the routes.

The City Master Plan does not go into great detail but it does discuss prioritizing designated pedestrian areas. It also suggests clearing sidewalks through the assistance of residents, local businesses, neighborhood groups or organizations. By City Ordinance, property owners in the business district are required to maintain the sidewalks adjacent to their property.

An option that would decrease the level of City provided service would be to pass an ordinance to have all property owners maintain the sidewalk in front of their property. This is common. Options that would increase the level of City provided service would be to maintain all sidewalks, maintain sidewalks on at least one side of the street, or simply add resources to decrease the amount of time it takes to clear sidewalks. These options would require additional resources. The following costs are provided for discussion. The cost of adding a municipal tractor is approximately \$160,000. The annual operating cost is roughly \$30,000 to \$40,000 for sidewalks. Additional staff are approximately \$92,000 with their benefit package. There would also be additional snow removal costs if sidewalk routes are added which are currently \$1,000-\$1,200 per hour.

Forecast:

Year One:

- Hold a Commission Work Session and Open House to define the level of service for winter maintenance of City sidewalks according to current resources and public expectation.
- Develop alternate strategies and associated costs for implementation.

Year Two:

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

Appendix A

The adoption of this plan was originally scheduled for the end of FY 20 to lead into FY 21-23. Due to the COVID-19 pandemic, the strategic planning process was put on hold. Upon adoption of the Strategic Plan in August 2021, the following items have been already been accomplished:

- Issue Title: Economic Development Planning
 - Complete RRC certification.
 - Continue implementation of current Economic Development Plan.
- Issue Title: Housing Affordability – Ad-Hoc Housing Committee Plan Implementation
 - Receive the Ad-Hoc Committee Housing Report and Recommendations.