



CITY OF MARQUETTE

STRATEGIC PLAN

ADOPTED BY THE CITY COMMISSION
ON SEPTEMBER 29, 2025



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The City Commission



Jessica Hanley
Mayor
Elected 2020 & 2023



Paul Schloegel
Mayor Pro-tem
Elected 2023



Sally Davis
Commissioner
Appointed 4/2020
Elected 2022



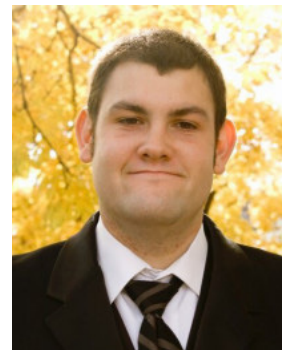
Cary Gottlieb
Commissioner
Elected 2024



Michael Larson
Commissioner
Appointed 1/2023



Cody Mayer
Commissioner
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Jermeay Ottaway
Commissioner
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Elected 2024

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Police Chief/Harbor Master

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Director of Public Works

Guiding Principles

The following principles were identified in the City's Community Master Plan approved by the City Commission on October 15, 2024. The Community Master Plan is a policy document used to guide decisions that affect its land, people, and structures. The Master Plan is a long term policy document, while the Strategic Plan is the short term 'to-do list' to effectively enact the goals identified in the Master Plan.

Steward and cherish our natural assets

The City of Marquette's natural assets, including the shores of Lake Superior, wetlands, watersheds, topography, water quality, and air quality, are vital to the character and well-being of everyone in the community. These assets should be cared for so that future generations can access and enjoy them.

Encourage quality housing at multiple price points and in locations with access to nonmotorized and public transportation

City policy should encourage high quality housing at a range of price points and in locations in the city which are easily accessed by foot, bike, or bus.

Preserve our entire history

The area which Marquette now encompasses has a rich historical and cultural heritage, dating back millennia as the homeland and waters of Indigenous Nations and then incorporated as a Village in 1849 with the formation of the Marquette Iron Company. We should respect, preserve, and incorporate this heritage into our community fabric, including our buildings, waterfront, parks and trails, public spaces, and arts and cultural events.

Encourage development and vibrancy in our commercial districts and corridors

Marquette is an economic and cultural asset to the surrounding region and is where water, sewer, and transportation infrastructure is concentrated. City policy should encourage new development, infill/redevelopment, and multi-family residential development in the commercial areas of the city to support small business, job creation, increase the city tax base, and maximize the use of existing infrastructure.

Create safe and enjoyable transportation and recreation options year-round

People of all ages and abilities move around Marquette for work, school, recreation, and exercise in all four seasons. Our land use and transportation policies should promote safe, convenient, and enjoyable connections for all modes of transportation and recreation year-round, including via sidewalk, trail, bus, or road.

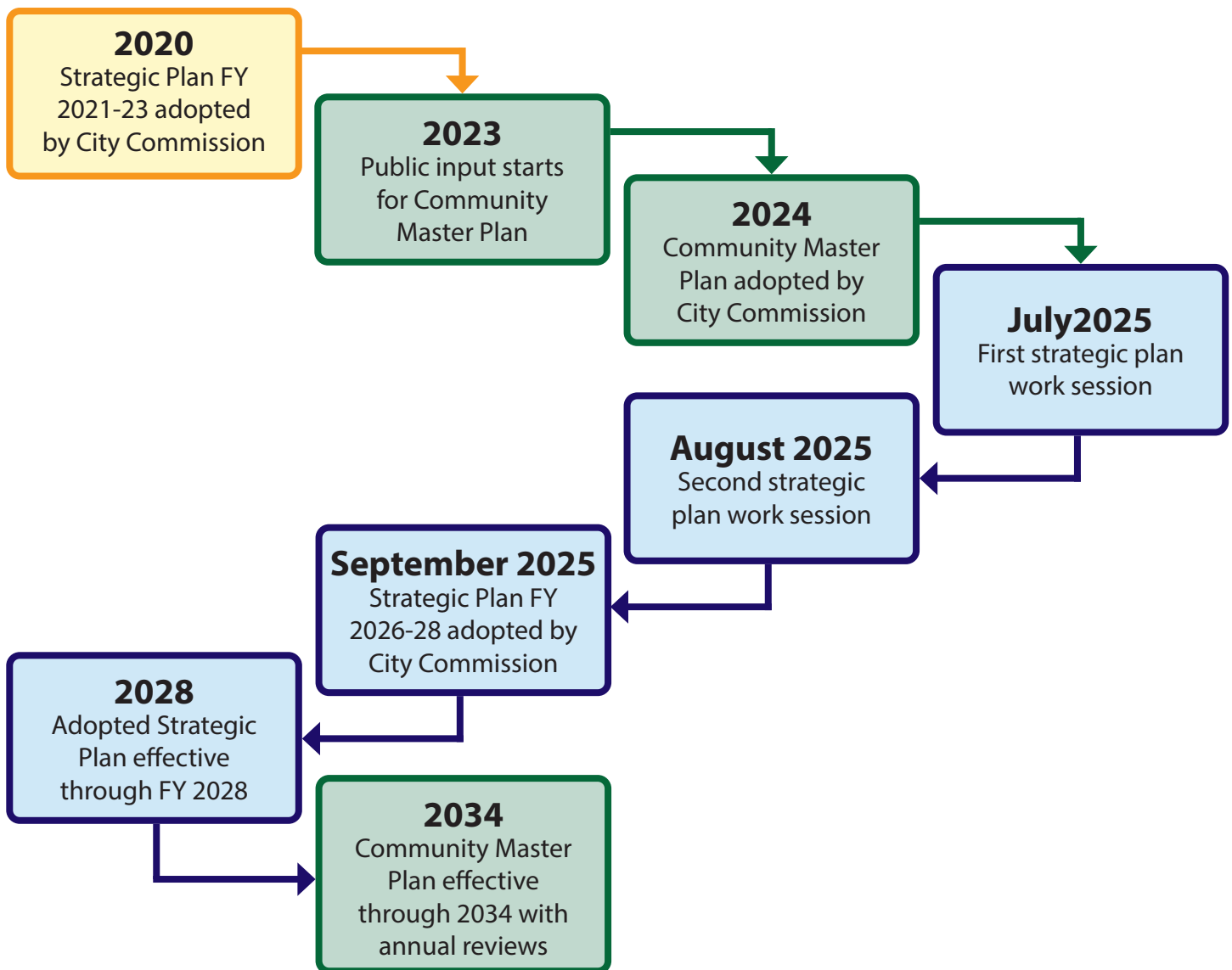
Maintain and connect our neighborhoods

City policy should promote new development and redevelopment that is sensitive in terms of design and scale of nearby neighborhoods, with higher density development clustered in commercial corridors. City policy should encourage well maintained properties in residential neighborhoods and easy access to goods, services, and amenities in the city year-round

Vision Statement

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

Strategic Plan Timeline



At a work session in July, the City Commission participated in an activity to identify the needs and goals that they see for the future of Marquette. These goals were boiled down to 6 main categories, which later became the 6 strategic priorities seen below.

1. Governmental Excellence

The City will focus on building a high performing, collaborative workforce and strengthening fiscal stewardship. Efforts include partnering with local organizations, enhancing professional development across all departments, and improving communication via staff-supervisor reviews. Policies will be implemented for debt management, capital reserves, and asset planning to ensure long-term sustainability and transparency in infrastructure investment.

2. Economic Development and Prosperity

The City aims to enhance Marquette's identity, support local businesses, and promote sustainable growth. Key actions include updating economic and tourism plans, activating underutilized commercial corridors, and fostering entrepreneurship through regional partnerships. The City will advocate for legislative tools, improve infrastructure, and expand access to development resources, ensuring a resilient and inclusive economy for residents and businesses.

3. Community Engagement

The City emphasizes transparent communication, inclusive participation, and accessible information. The City will update its Public Participation Plan, expand social media outreach, and enhance website accessibility. Initiatives include hosting community events, promoting office hours, and continuing educational programs like the Citizens Academy. A new "projects" page and FAQ section will improve online access, while metrics track engagement growth and ADA compliance.

4. Health, Recreation, and Environment

The City will focus on enhancing public spaces, planning for future facilities, and building climate resilience. The City will assess feasibility for a new senior center and year-round dog park, improve downtown infrastructure, and collaborate on climate adaptation strategies. Key efforts include utility burial, park upgrades, and energy efficient operations, all guided by community input and long term sustainability goals.

5. Mobility Management

The City aims to improve pedestrian safety and promote sustainable transportation. Key actions include prioritizing sidewalk snow removal near schools, adopting a sidewalk clearing ordinance, and maintaining high service levels. The City will also implement an Active Transportation Plan, explore bike infrastructure enhancements, and address mobility challenges on 3rd Street. These efforts support walkability, safety, and multimodal connectivity across Marquette.

6. Public Safety

The City emphasizes trust, transparency, and service excellence. The City will enhance fire and police operations through accreditation, outreach, and facility upgrades. Efforts include supporting vulnerable populations, improving staff wellness, and recruiting top talent. Long term planning for future facilities and equipment ensures readiness and resilience. Key metrics track staffing, community engagement, and infrastructure investments to strengthen safety for all.

Strategic Priority 1: Governmental Excellence

Objective:

Attract, hire, develop, and retain high performing employees

Department(s):

Executive

Strategies:

1. Partner with NMU and other local organizations to offer internship and fellowship opportunities
2. Promote the City of Marquette as a desirable workplace through community engagement, social media, and partnerships with local organizations
3. Establish regular opportunities for staff-supervisor reviews to ensure open communication and constructive feedback among staff and leadership in each department

Metrics:

1. Reduce the turnover rate of employees within each department
2. Reduce the number of days to fill a vacancy
3. Begin staff to supervisor reviews in 2026
4. Establish questions and guidelines for staff to supervisor reviews by 2026

Objective:

Enhance workforce capabilities and interdepartmental collaboration through comprehensive professional development and cross training initiatives

Department(s):

Executive

Strategies:

1. Develop a city-wide professional development calendar with regular training sessions
2. Implement the staff academy program to allow for staff to learn about other departments and encourage community across departments
3. Ensure training opportunities are accessible and available to all staff

Metrics:

1. Number of staff participating in at least one professional development activity annually
2. Number of participants in the staff academy annually
3. Increase in internal promotions or lateral moves across departments

Objective:

Improve fiscal responsibility and asset management

Department(s):

Community Development / Financial Services

Strategies:

1. Develop a debt management policy to guide when debt issuance is an appropriate means to fund projects
2. Develop a process for financing that includes the public, staff, and commission input, for when the City is exploring bonding for a project
3. Develop a capital reserve policy to establish a routine, budgetary commitment to long-term capital asset plans
4. Develop an Asset Management Plan to comprehensively assess city infrastructure and use data driven tools to inform future infrastructure decisions

Metrics:

1. Adoption of a capital reserve policy and the establishment of a Capital Reserve Construction fund by FY'27 budget adoption
2. Adoption of a Debt Management Policy by 2027
3. Develop an Asset Management Plan by 2027

Strategic Priority 2:

Economic Development and Prosperity

Objective:

Advance placemaking and development initiatives that strengthen Marquette's identity and livability while supporting a balanced community

Department(s):

Community Development / DDA / Executive

Strategies:

1. Develop a Fiscally Sustainable Tourism Plan for the City that addresses both economic development and social carrying capacity of the community
2. Update the Baraga Avenue Place Plan
3. Advocate for more fiscal tourism management options in Lansing alongside economic development partners
4. Continue to regulate both short and long term rentals for the safety and well-being of the community
5. Update the Renter's Guide for tenants living in Marquette

Metrics:

1. Start research and input on a Fiscally Sustainable Tourism Plan in 2026
2. Update the Baraga Avenue Place Plan and reconcile with the Asset Management and Capital Improvement Plans by 2027
3. Establish a bi-monthly presence in Lansing to meet with state legislators regarding the tools needed to manage tourism in Marquette
4. Complete Renter's Guide and distribute regularly at local events to educate tenants by the end of 2026

Objective:

Support the creation, retention, and growth of businesses

Department(s):

Community Development / DDA / Executive

Strategies:

1. Update the Economic Development Plan to include specific targets as well as defining the City's financial role with regards to financial and legislative initiatives
2. Continue to engage and advocate for Marquette on all levels of government through both administrative and legislative connections
3. Continue to explore and seek state and third party funding opportunities for economic development projects

Metrics:

1. Adoption and execution of an updated Economic Development Plan by 2026
2. Establish consistent reciprocal engagement with state and federal officials
3. Identify grants on a quarterly basis that are appropriate for the City of community stakeholders to apply for

Objective:

Strengthen economic resilience by investing in redevelopment, local entrepreneurship, and equitable infrastructure improvements

Department(s):

Community Development / DDA

Strategies:

1. Collaborate with regional partners to ensure support for start-ups and small businesses
2. Partner with Board of Light and Power to assess and plan for future energy storage and capacity needs to support economic growth and sustainability
3. Identify and activate underutilized commercial corridors through zoning updates, small business incentives, and alignment with MEDC priorities
4. Support and advertise mixed-use zoning and small scale commercial development in residential areas to encourage neighborhood level economic activity

Metrics:

1. Number of MEDC (or other EDO) supported small business developments and projects
2. Number of developments and improvements in underutilized commercial corridors
3. Developer/business owner guide produced to advertise development opportunities including zoning allowances

Strategic Priority 3: Community Engagement

Objective:

Increase community feedback collection and integrate into city strategy, performance, and budget activities

Department(s):

Executive

Strategies:

1. Update the Public Participation Plan to include using more technology, and utilize across departments to encourage community engagement
2. Increase presence on various social media platforms, following trends to reach new demographics
3. Update and maintain the city website to reflect best practices and community needs

Metrics:

1. Increase public participation in continued planning processes across virtual and in-person engagement efforts
2. Increase social media post engagement by 25%
3. Increase social media followers across platforms to be at least 50% of interactions and 25% of views

Objective:

Enhance communication with the public and presence in the community

Department(s):

Executive

Strategies:

1. Utilize opportunities for in-person engagement in the community
2. Advertise community office hours and opportunities for engagement outside of meetings
3. Work with community partners to hold events or pop-ups with City staff

4. Continue programs like the citizens academy, and offer more opportunities for public education

Metrics:

1. Increase in attendance of community office hours
2. Establish and have regular attendance of events in the community
3. Have full attendance and applications to the annual citizens academy

Objective:

Increase availability and accessibility of information online

Department(s):

Executive

Strategies:

1. Develop a "projects" page on the website for continued updates on active projects around the City
2. Engage administrative staff across the City to help develop a frequently asked questions page using their most common interactions
3. Update the website to be fully accessible utilizing ADA recommendations

Metrics:

1. Online fee payment options identified and implemented in 2027
2. Early compliance with ADA website guidelines in 2026

Strategic Priority 4: Health, Recreation, and Environment

Objective:

Start planning for fiscal and location feasibility of new facilities and facility upgrades as identified in the Parks and Recreation Master Plan

Department(s):

Community Services

Strategies:

1. Plan for future senior center facility including location options, cost, and needs
2. Manage upgrades and maintenance required for current senior center facility
3. Identify location and funding for year-round dog park
4. Review and track upgrade and maintenance costs and necessity for current parks and facilities

Metrics:

1. Complete plan for future senior center facility in 2027
2. Annual tracking of upgrade and maintenance costs for existing facilities, including prioritization based on usage, safety, and community feedback
3. Identification of at least two potential sites for a year-round dog park, along with preliminary cost estimates and funding options in 2026

Objective:

Work towards public space improvements in the downtown district

Department(s):

Community Development / DDA

Strategies:

1. Work with the Board of Light and Power to develop a strategy for utility burial in the DDA district
2. Renovate and update the Marquette Commons and Plaza
3. Support enhanced public space improvements incorporated into street projects within the DDA district

Metrics:

1. Coordinate an annual utility strategy with the Board of Light and Power
2. Develop and implement a renovation plan for the Marquette Commons and Plaza, with at least one major improvement completed by 2028
3. Identify and reconcile appropriate street projects with the Asset Management and Capital Improvement Plans by 2027

Objective:

Support climate adaptation and increase climate resiliency

Department(s):

Community Development / Executive / Facilities and Maintenance

Strategies:

1. Increase the knowledge, awareness, and understanding of climate change among staff, partners, community stakeholders, and residents
2. Enhance collaboration with partners on strategies and actions to address climate change
3. Create and begin implementing a Climate Action and Adaptation Plan in partnership with the community that works in conjunction with the Community Master Plan
4. Continue to update infrastructure like stormwater and sewer to handle adverse weather conditions
5. Ensure city offices and vehicles are efficient with energy use to reduce carbon footprint

Metrics:

1. Start seeking input and research for a Climate Action and Adaptation Plan in 2026
2. Adopt a Climate Action and Adaptation Plan in 2027
3. Energy use in city buildings and fleet decreases

Strategic Priority 5: Mobility Management

Objective:

Enhance pedestrian mobility and safety through seasonal and long-term infrastructure planning

Department(s):

Community Development / DDA / Public Works

Strategies:

1. Ensure sidewalk snow removal routes prioritize school zones and high-traffic pedestrian areas
2. Develop a sidewalk ordinance that makes abutting property owners responsible for clearing snow from sidewalks to ensure walkability
3. Maintain a high level of snow removal service for residents and commuters

Metrics:

1. Adoption of sidewalk clearing ordinance in 2026
2. Percentage of school adjacent sidewalks cleared before school start times in winter

Objective:

Expand infrastructure to support sustainable and active transportation modes

Department(s):

Community Development / Executive

Strategies:

1. Develop and implement an Active Transportation Plan, for information and guidance on different forms of micro mobility
2. Conduct a bike safety and traffic study, including bike lanes and improving signage
3. Identify and implement solutions for mobility challenges on 3rd street

Metrics:

1. Adoption of an Active Transportation Plan by 2027
2. Number of miles of bike lanes that are painted or improved annually
3. Completion of 3rd Street mobility improvement plan by 2027

Strategic Priority 6: Public Safety

Objective:

Provide professional public safety services that enhance trust, transparency, accountability, and the safety of every resident, employer, employee, and visitor

Department(s):

Fire Department / Police Department

Strategies:

1. Implement and maintain industry best practices in fire, EMS, and law enforcement service delivery, including accreditation and standards of cover
2. Expand community engagement and education through outreach, prevention programs, and accessible public information
3. Plan for and improve facilities and infrastructure to support modern public safety operations, training, and security
4. Support vulnerable populations including proactive strategies to address homelessness and mental health crises

Metrics:

1. Achieve re-accreditation for the police department by 2028
2. Document and assess community policing and outreach efforts annually
3. Conduct wage and compensation, community risk analysis, and standard of cover study for the fire department in 2026
4. Launch IROL self-inspection program and update fire education in 2026

Objective:

Retain and recruit exceptional staff in the fire and police departments

Department(s):

Fire Department / Police Department

Strategies:

1. Enhance workforce wellness and resilience through physical, mental, and behavioral health programs
2. Implement annual medical and fitness testing for fire personnel
3. Develop strategies to continually improve the working environment, offering personal growth and promotional opportunities
4. Leverage MCOLES funding for hiring and training new police recruits
5. Provide comprehensive mental health training for officers

Metrics:

1. Reach and maintain 100% staffing levels in both police and fire departments
2. Reduce turnover rate of employees in both police and fire departments
3. Implement annual medical and fitness testing for fire personnel in 2026
4. Increased number of applicants when open fire and police positions are posted

Objective:

Explore and plan for future public safety facilities and equipment upgrades

Department(s):

Fire Department / Police Department

Strategies:

1. Fire and police departments engage in determining what the needs are for a new facility and what equipment is needed
2. Work with other departments to explore the fiscal feasibility of a new facility, and a possible timeline
3. Develop a public safety facility plan laying out the cost, possible locations, and project details

Metrics:

1. Public safety facility plan is developed and completed in 2027
2. Funding identified for police and fire water safety boat by 2027
3. Funding identified for upgrade and replacement of ladder truck in 2026

Metric	Strategic Priority	Timeline
Establish questions and guidelines for staff to supervisor reviews	Governmental Excellence	by 2026
Adoption and execution of an updated Economic Development Plan	Economic Development and Prosperity	by 2026
Start seeking input and research for a Climate Action and Adaptation Plan	Health, Recreation, and Environment	by 2026
Begin staff to supervisor reviews	Governmental Excellence	in 2026
Start research and input on a Fiscally Sustainable Tourism Plan	Economic Development and Prosperity	in 2026
Establish a bi-monthly presence in Lansing to meet with state legislators regarding the tools needed to manage tourism in Marquette	Economic Development and Prosperity	in 2026
Early compliance with ADA website guidelines	Community Engagement	in 2026
Identification of at least two potential sites for a year-round dog park, along with preliminary cost estimates and funding options	Health, Recreation, and Environment	in 2026
Adoption of a sidewalk clearing ordinance	Mobility Management	in 2026
Conduct wage and compensation, community risk analysis, and standard of cover study for the fire department	Public Safety	in 2026
Launch IROL self-inspection program and update fire education	Public Safety	in 2026
Implement annual medical and fitness testing for fire personnel	Public Safety	in 2026
Funding identified for upgrade and replacement of ladder truck	Public Safety	in 2026
Adoption of a capital reserve policy and the establishment of a Capital Reserve Construction fund	Governmental Excellence	by 2027
Adoption of a Debt Management Policy	Governmental Excellence	by 2027
Develop an Asset Management Plan	Governmental Excellence	by 2027
Update the Baraga Avenue Place Plan and reconcile with the Asset Management and Capital Improvement Plans	Economic Development and Prosperity	by 2027
Complete Renter's Guide and distribute regularly at local events to educate tenants	Economic Development and Prosperity	by 2027

Metric	Strategic Priority	Timeline
Identify and reconcile appropriate street rebuilding projects with the Asset Management and Capital Improvement Plans	Health, Recreation, and Environment	by 2027
Adoption of an Active Transportation Plan	Mobility Management	by 2027
Completion of 3rd Street mobility improvement plan	Mobility Management	by 2027
Funding identified for police and fire water safety boat	Public Safety	by 2027
Online fee payment options identified and implemented	Community Engagement	in 2027
Complete plan for future senior center facility	Health, Recreation, and Environment	in 2027
Adopt a Climate Action and Adaptation Plan	Health, Recreation, and Environment	in 2027
Public safety facility plan is developed and completed	Public Safety	in 2027
Develop and implement a renovation plan for the Marquette Commons and Plaza, with at least one major improvement completed	Health, Recreation, and Environment	by 2028
Achieve re-accreditation for the police department	Public Safety	by 2028
Reduce the turnover rate of employees within each department	Governmental Excellence	continuous
Reduce the number of days to fill a vacancy	Governmental Excellence	continuous
Increase the number of staff participating in at least one professional development activity annually	Governmental Excellence	continuous
Increase the number of participants in the staff academy annually	Governmental Excellence	continuous
Increase in internal promotions or lateral moves across departments	Governmental Excellence	continuous
Establish consistent reciprocal engagement with state and federal officials	Economic Development and Prosperity	continuous
Establish a bi-monthly presence in Lansing to meet with state legislators regarding the tools needed to manage tourism in Marquette	Economic Development and Prosperity	continuous
Identify grants on a quarterly basis that are appropriate for the City of community stakeholders to apply for	Economic Development and Prosperity	continuous
Increase number of MEDC (or other EDO) supported small business developments and projects	Economic Development and Prosperity	continuous

Metric	Strategic Priority	Timeline
Increase number of developments and improvements in underutilized commercial corridors	Economic Development and Prosperity	continuous
Developer/business owner guide produced to advertise development opportunities including zoning allowances	Economic Development and Prosperity	continuous
Increase public participation in continued planning processes across virtual and in person engagement efforts	Community Engagement	continuous
Increase social media post engagement by 25%	Community Engagement	continuous
Increase social media followers across platforms to be at least 50% of interactions and 25% of views	Community Engagement	continuous
Increase in attendance of community office hours	Community Engagement	continuous
Establish and have regular attendance of events in the community	Community Engagement	continuous
Have full attendance and applications to the annual citizens academy	Community Engagement	continuous
Annual tracking of upgrade and maintenance costs for existing facilities, including prioritization based on usage, safety, and community feedback	Health, Recreation, and Environment	continuous
Coordinate an annual utility strategy with the Board of Light and Power	Health, Recreation, and Environment	continuous
Energy use in city buildings decreases	Health, Recreation, and Environment	continuous
Percentage of school adjacent sidewalks cleared before school start times in winter	Mobility Management	continuous
Number of miles of bike lanes that are painted or improved annually	Mobility Management	continuous
Document and assess community policing and outreach efforts annually	Public Safety	continuous
Reach and maintain 100% staffing levels in both police and fire departments	Public Safety	continuous
Reduce turnover rate of employees in both police and fire departments	Public Safety	continuous
Increased number of applicants when open fire and police positions are posted	Public Safety	continuous