

**City of Petoskey
2018 Final Action Plan**

Goal One Insure a Long-Term Sustainable City Budget

<u>Strategies</u>	<u>Responsibility</u>	<u>Notes</u>	<u>Estimated Timeline</u>
<u>Highest priority strategies</u>			
1. Create a parks/trails and City buildings maintenance plan including cost estimates for repair and upkeep. Consider potential new revenue sources to be used to fund future maintenance and up-keep associated with parks/trails and City buildings.	City Council City Manager Director of Finance Director of Parks and Recreation City Planner	City Council should consider a funding mechanism and work with Staff to pursue a long-range plan for funding maintenance and upkeep for City parks/trails and buildings.	Discussion in 2019
2. Develop a long-term fire equipment needs assessment and financial plan to fund long-term fire equipment needs in future years. Consider “right sizing” the Public Safety Department’s fire vehicle fleet by possibly consolidating/downsizing fire truck apparatus. Any “right sizing” of fire response vehicles should consider impacts on the City’s Insurance Service Office (ISO) ratings while retaining the highest safety standards for local firefighters. Additionally, the City should explore creating a Fire Capital Equipment Reserve Fund to be used for future purchases of firefighting vehicles.	City Council City Manager Director of Finance Director of Public Safety	According to past reports, in the next 8-12 years the City will need to consider replacing both a 70’ ladder truck (est. costs \$800,000-\$1million) and possibly two rescue pumpers (est. costs \$1million-\$1.2million). City Staff will develop options on how to pay for these costly capital equipment purchases for City Council’s consideration.	Will be addressed in 2019 Motor Pool and each year forward
3. Achieve 90% funding for all employee divisions pertaining to the Michigan Employment Retirement System (MERS) defined benefit plans. On an annual basis, review the MERS Annual Actuarial Valuation Report for funding levels to further reduce the Unfunded Accrued Liability (UAL). Identify options to further reduce the UAL until 90% funding is achieved.	City Council City Manager Director of Finance	Over the last 2-3 years, MERS has made adjustments to mortality rates, amortization periods and the assumed rate of return on investments leading to substantial increases in annual Defined Benefit payments for the City.	Summer of each year

Goal Two

Plan for New Infrastructure as well as Maintenance of Current Infrastructure to Accommodate the future

<u>Strategies</u>	<u>Responsibility</u>	<u>Notes</u>	<u>Estimated Timeline</u>
<u>Highest priority strategies</u>			
1. Identify and extend the Capital Improvement Plan (CIP), the long term infrastructure needs of city departments, indicating both new and replacement needs as well as long-term infrastructure maintenance requirements. Identify long-term capital replacement and maintenance needs for long-term planning.	City Council Director of Public Works Director of Finance Director of Parks and Recreation City Planner City Manager	Currently, City officials annually develop a six-year CIP for City Council's approval. Extending analysis an additional 10 years into the future may provide a clearer picture for City officials of the City's infrastructure needs over the long-term.	A routine process has been developed whereby the CIP is publicly presented to the Planning Commission for their review and approval, and detailed public presentations are done for City Council on a project-by-project basis. Starting in the 2019 Budget process, City Staff will create a list of critical capital improvements needed for an additional 10 years.
2. Aggressively pursue grants to support specific infrastructure needs, including Bureau of Indian Affairs funding for streets where appropriate	City Council Director of Public Works Director of Finance Director of Parks and Recreation City Planner City Manager	A master list of past awarded grants along with deadline dates would assist Staff in maximizing grant dollars awarded to the City.	On-going
3. Consider specific revenue sources for infrastructure and building repair and maintenance. For example, a mill levy for improvements to City Hall and/or repaving the Little Traverse Wheelway could be considered when the Public Safety Equipment millage sunsets in 2020.	City Council Director of Public Works Director of Finance Director of Parks and Recreation City Planner City Manager	Over the past several decades, the City has constructed a comprehensive network of high quality community amenities leading to Petoskey's reputation as a premier northern Michigan community in which to live, work and recreate. Some of these amenities include a historic downtown, renovated City Hall, award-winning pedestrian/bicyclists trail system, Winter Sports Park, and City Marina. These valuable amenities are in need of on-going maintenance and repair in the coming years. To maintain the highest standards for our local infrastructure and community amenities an additional revenue source may need to be identified and pursued.	2018-2020

Goal Three

Diversify and Strengthen the City’s Economic Base

<u>Strategies</u>	<u>Responsibility</u>	<u>Notes</u>	<u>Estimated Timeline</u>
<u>Highest priority strategies</u>			
<p>1. On an annual basis, review the City’s Redevelopment Ready Communities (RRC) Program Economic Development Strategy. Focus on the viability of identified redevelopment sites as well as appropriate economic incentives.</p>	<p>City Council City Manager City Planner</p>	<p>Through the RRC Economic Development Plan, the City has identified three sites on which to focus economic redevelopment efforts. The sites include 200 East Lake Street, the Darling Lot and 900 Emmet Street.</p> <p>The City will consider not only the economic development viability for each site, but also whether economic development incentives included in the Economic Development Strategy are appropriate.</p>	<p>Starting in early 2019 and each year thereafter</p>
<p>2. Through a competitive Request for Qualifications (RFQ) process, hire a consultant to develop a conceptual plan for a mixed-use development at the City-owned Darling Lot based upon comments by the Planning Commission, City Council and general public.</p>	<p>City Council City Manager City Planner DMB Director</p>	<p>A mixed-use development that includes commercial, residential and some form of covered parking on the Darling Lot will require a private/public partnership. The City should be proactive in developing conceptual plans that adhere to current local planning and zoning regulations to better market the site to prospective developers.</p>	<p>Complete conceptual drawings of a mixed-use development in 2019. Market the site to prospective developers in the future.</p>

Goal Four**Identify and Address Downtown Development Issues**

<u>Strategies</u>	<u>Responsibility</u>	<u>Notes</u>	<u>Estimated Timeline</u>
<u>Highest priority strategies</u>			
1. Using past studies on the Lake Street/Division Street parking lot as well as the Darling Lot Study completed in 2017, consider several specific strategies to increase parking in the downtown area. When planning downtown infrastructure projects consider different street parking options to maximize downtown parking.	City Council City Manager City Planner Director of Public Works DMB Director	Focus is to increase the number of covered parking spots as well as optimize downtown street parking options.	April, 2019
2. Examine and remove to the extent feasible obstacles to downtown residential uses.	City Council City Planner City Manager DMB	Developers have identified a lack of covered parking as a critical impediment to renovating second and third story floors in the downtown area for residential uses.	On-going
3. Consider whether property code enforcement should be expanded and encourage all business owners to participate in the voluntary self-inspection fire safety program.	City Council City Manager Public Safety Director DMB Director	Encourage all property owners to maintain their properties, given the importance to the City's economy and property valuations. Currently, the Public Safety Department offers a voluntary fire inspection services for free.	On-going

Goal Five

Develop and Promote Community Sustainability Measures

<u>Strategies</u>	<u>Responsibility</u>	<u>Notes</u>	<u>Estimated Timeline</u>
<u>Highest priority strategies</u>			
<p>1. In 2018, pursue Silver certification through the Michigan Municipal League's Michigan Green Community (MGC) Challenge program. Strive for Gold Certification in 2019 and maintain gold certification levels for futures years.</p>	<p>City Council City Manager City Planner Director of Public Works Parks and Recreation Director</p>	<p>The Michigan Green Communities Challenge is an annual program that serves as a guide to help local communities measure their progress towards sustainability. Currently, the City has achieved bronze certification in the program. Benefits of participating in the Michigan Green Community Challenge include:</p> <ul style="list-style-type: none"> • Roadmap for sustainability initiatives; • Earn bronze, silver or gold certification for community efforts; • Benchmark progress towards sustainability initiatives; • Compare and compete with other communities. 	<p>Silver Certification in 2018 Gold Certification in 2019</p>
<p>2. Working in partnership with the C.S. Mott Foundation and Petoskey/Harbor Springs Community Foundation, develop initiatives to advance the use of clean and renewable energy within both the City and regionally.</p>	<p>City Council City Planner City Manager Public Works Director Parks and Recreation Director</p>	<p>Key activities associated with the C.S. Mott initiative include:</p> <ul style="list-style-type: none"> • Expanding and diversifying stakeholders engaged in clean energy efforts; • Support efforts to integrate energy management into organizational plans; • Promote a broader understanding of the value of clean energy efforts. 	<p>On-going</p>

Goal Five

Develop and Promote Community Sustainability Measures continued

<u>Strategies</u>	<u>Responsibility</u>	<u>Notes</u>	<u>Estimated Timeline</u>
<u>Highest priority strategies</u>			
<p>3 Develop a Request for Proposal to hire a consultant in drafting a Sustainability Plan on the focus areas of social equity, economic prosperity and environmental integrity. Bring forth proposals for City Council's consideration awarding a contract to the most qualified consultant.</p>	<p>City Council City Manager City Planner Public Works Director Finance Director Parks and Recreation Director</p>	<p>A Sustainability Plan could include but is not limited to the following:</p> <ul style="list-style-type: none"> • Fiscal sustainability; • City enhancing high quality municipal services and infrastructure at a fair tax rate; • Protect and preserve high air and water quality standards within the City; • Measures to further preserve and protect natural resources and recreation assets; • Transitioning to green infrastructure for environmental and cost-saving considerations; • Conserve energy and promote energy efficiencies and use of clean and renewable energy; • Increase recycling while reducing waste generation. 	<p>2018-2019</p>