



City Hall
208 North First Avenue
Alpena, Michigan 49707
www.alpena.mi.us

Planning & Development

AGENDA

City of Alpena Planning Commission

Regular Meeting

Tuesday, June 16, ~~11th~~ 2020, 7:00 p.m.

Alpena, Michigan

CALL TO ORDER:

ROLL CALL:

PLEDGE OF ALLEGIANCE:

APPROVAL OF AGENDA:

APPROVAL OF MINUTES: Regular meeting December 10, 2019 & Special CIP Joint meeting February 19, 2020

APPROVAL OF MEETING SCHEDULE: 2020

PUBLIC HEARING AND COMMISSION ACTION:

PC Case No. 20-SU-01 – Special Use Permit – Framon Manufacturing Company, INC. 1201 & 1209 W. Chisholm Street.

BUSINESS:

Comprehensive Plan- Chapter 7, 9 and Final goals and objectives

COMMUNICATIONS:

REPORTS:

Update on Zoning Txt ammendments

CALL TO PUBLIC:

MEMBERS' COMMENTS:

ADJOURNMENT:



MINUTES
City of Alpena Planning Commission
Regular Meeting
December 10, 2019
Alpena, Michigan

CALL TO ORDER:

The regular meeting of the Planning Commission was called to order at 7:00 p.m. by Randy Boboltz, Planning Commission Vice - Chair.

ROLL CALL: PLANNING COMMISSION

PRESENT: Gilmore, VanWagoner, Boboltz, Lewis, Wojda, Kirschner

ABSENT: Mitchell, Sabourin, Austin

STAFF: Mike Kieliszewski (Assistant Building Official), Cassie Stone (Recording Secretary).

PLEDGE OF ALLEGIANCE:

Pledge of Allegiance was recited.

APPROVAL OF AGENDA:

Agenda was approved as printed.

APPROVAL OF MINUTES:

November 12, 2019, minutes approved as printed.

PUBLIC HEARING AND COMMISSION ACTION:

P.C. Case No. 19-SU-03. Options Pregnancy Center, 526 W. Chisholm Street, is requesting a special land use permit to allow for the commercial use of a building located at 233 Cavanaugh Street in an R-2 One family Residence District in order to use the existing building as an office. Article 5.7B & 7.10.

Kieliszewski presented the Staff Report and Recommendation to the Commission.

No one from Options Pregnancy Center was present to represent themselves.

Favor: NONE

Opposition: NONE

COMMISSIONER'S DISCUSSION AND ACTION:

Gilmore questioned if the property was still being utilized as an active church. Kieliszewski stated that a sign permit was obtained and a sign at the property displays that it is a church but as far as being utilized as a church he was not sure. Wojda stated that the way this report was

written it is as though this is going to be the new use of that building as opposed to being used as a church. Lewis questioned if they were renting or purchasing the property because it is currently listed for sale. Kieliszewski was unaware. VanWagoner stated in the last four or five years he cannot remember a time when the applicant did not attend the public hearing and questioned if it was a requirement to attend. Kieliszewski stated it is always in their best interest to attend. Wojda agreed that he was troubled that no one was here on their behalf and added if the applicants did attend tonight's meeting these questions could have answered. Wojda also added that the requested use is in line with the previous use and it does not seem to affect any residents.

Motion made by Wojda, to approve the special land use request subject to the conditions that are identified in the City's report, **Seconded by Lewis**.

Ayes: Gilmore, Lewis, Kirschner, VanWagoner, Boboltz, Wojda

Nays: None

Absent: Mitchell, Sabourin, Austin

Motion approved by a vote of 6-0.

Communications: None

Reports:

1. Development Update – None since Poll was absent from the meeting.

CALL TO PUBLIC: None

MEMBER'S COMMENTS: Boboltz stated that he has been studying the survey responses and is amazed at how many comments on the frustration between the City and the Township regarding the water issue. Boboltz also added there were many repeated responses on Alpena not having very many restaurants. Boboltz stated he had started a list of restaurants in the area and he came up with sixty restaurants. Wojda stated people like to complain and he feels since he has moved back to this area there have been many improvements. Lewis felt there is a possibility of too many restaurants.

ADJOURNMENT: There being no further business, the meeting was adjourned at 7:16 p.m. by Boboltz, Planning Commission Chair.

Wayne Lewis, Secretary

MINUTES
City of Alpena Planning Commission
Joint CIP Meeting
February 19, 2020
Alpena, Michigan

CALL TO ORDER:

The joint meeting of the Planning Commission was called to order at 5:33 p.m. by Randy Boboltz, Planning Commission Vice-Chair.

ROLL CALL: PLANNING COMMISSION

PRESENT: Boboltz, Austin, Wojda, Kirschner, Gilmore, VanWagoner

ABSENT: Sabourin, Lewis

STAFF: Adam Poll (Director of Planning & Development), Cassie Stone (Recording Secretary), Rachel Smolinski (City Manager), Leilan Bruning (Deputy Clerk/Treasurer/Finance Director), Rich Sullenger (City Engineer), Steve Shultz (Assistant City Engineer & IT Coordinator), Don Gilmet (Building Official), Mike Kieliszewski (Assistant Building Official), Joel Jett (Police Chief), Bill Forbush (Fire Chief), Anne Gentry (Downtown Development Authority).

ABSENT: Soik

COUNCIL: Waligora, Johnson, Nowak, Hess, Mitchell

ABSENT: None

PLEDGE OF ALLEGIANCE:

Pledge of Allegiance was recited.

BUSINESS: 2021-2026 Capital Improvements Plan (CIP)

Poll welcomed everyone and explained the format of the meeting. All Department Heads will come up to the podium and talk about any changes to existing projects or any new projects that have been added. Jett started first with his projects. Wojda questioned if the dash cams in the police vehicles are able to be transferred from an older vehicle to a newer vehicle. Jett stated that most of the equipment is stripped out from the older vehicle to the newer vehicle time and time again over the years. Gentry stated that the only new project that has been added this year was Downtown Parking Modifications. Gentry added that nothing solid has been determined yet but eventually downtown parking capacity will need to be increased. Forbush stated that this year in the CIP the ambulance and fire section is separate but the budget is together for the first time. Forbush added that the number one project under the fire section is

ice rescue equipment. Fortunately, the Alpena County Sheriff's office has undergone a fundraising project and have raised all the funds needed to provide a rapid deployment craft (banana boat) and some additional suits and rope bags, etc., that will be presented to the department tomorrow. The ice rescue equipment project can now be cancelled and the support vehicles- pickup will move up to number one under the fire section. Poll followed with the planning department section and added that the only new project that has been added in was strategic planning. Kieliszewski reported only the new projects that have been added under the building section for instance at City Hall, Ambulance, Fire, and Police. Shultz reported that the only new project added in the IT Fund was City GIS Corrections which would entail contracting with NEMCOG to correct issues and fix older parcels within the City GIS. Gilmet reported that there is no new projects under the marina section, just the same ones that keep getting carried over year after year. Due to the high water levels there will be repairs that will have to be done at the marina. Sullenger, who holds the majority of the CIP projects, stated projects were updated and were prioritized due to urgency for instance under the equipment fund the trackless multi-use vehicle with attachments has been moved up to rank 2. Under the lighting fund Sullenger stated that many lighting upgrades are scheduled throughout the city. One new item in parks is bike parking improvements. The NOAA Shoreline Improvements is also new and mainly relies on CDBG grant funding. One of the new added projects under the Major Street fund are city wide manhole refurbishment as many manholes in the city are in dire need of repairs. Sullenger stated that under the Water Production Plant, Pneumatic and Instrumentation Drawings were added as a new project as many contractors ask for these drawings and we do not have them available. Water Treatment Plant Treatment Process/Improvement Study project has also been added as a new project. Waligora questioned what the status was on Ontario Street's reconstruction. Sullenger stated that the City was trying to hold out because MDOT was planning on installing a bike path on the railroad grade adjacent to Ontario Street but that project of installing the bike path keeps getting pushed back so Ontario Street reconstruction will soon be going out for bid. Waligora also questioned why 11th Avenue and Park was still not completed? Sullenger stated that it was supposed to be completed last fall but due to some delays on Wilson Street the contractor wanted to come in and do it late in the year but the City refused to allow that. It is on the contractors list to do first thing this spring.

COMMISSION ACTION:

Motion made by VanWagoner, to accept the capital improvement plan as drafted and discussed. ***Seconded by Wojda***.

Ayes: Austin, Wojda, Gilmore, Kirshner, VanWagoner, Boboltz

Nays: None

Absent: Sabourin, Lewis

Motion approved by a vote of 6-0.

ADJOURNMENT: There being no further business, the meeting was adjourned at 6:23 p.m.,
by Boboltz, Planning Commission Vice- Chair.

Wayne Lewis, Secretary



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Planning & Development

ALPENa CITY PLANNING COMMISSION

2020 Meeting & Filing Schedule

Regular meetings of the Planning Commission are held the Second Tuesday of each month, unless otherwise indicated.

Meeting Date

January 14

February 11

March 10

April 14

May 12

June 9

July 14

August 11

September 8

October 13

November 10

December 8

January 12, 2021

Filing Date

Wed., Dec. 18, 2019

Fri., Jan. 17

Fri., Feb. 14

Fri., Mar. 13

Fri., April 17

Fri., May 15

Fri., June 19

Fri., July 10

Fri., Aug. 14

Fri., Sept. 11

Fri., Oct. 9

Fri., Nov. 13

Wed., Dec. 9, 2020

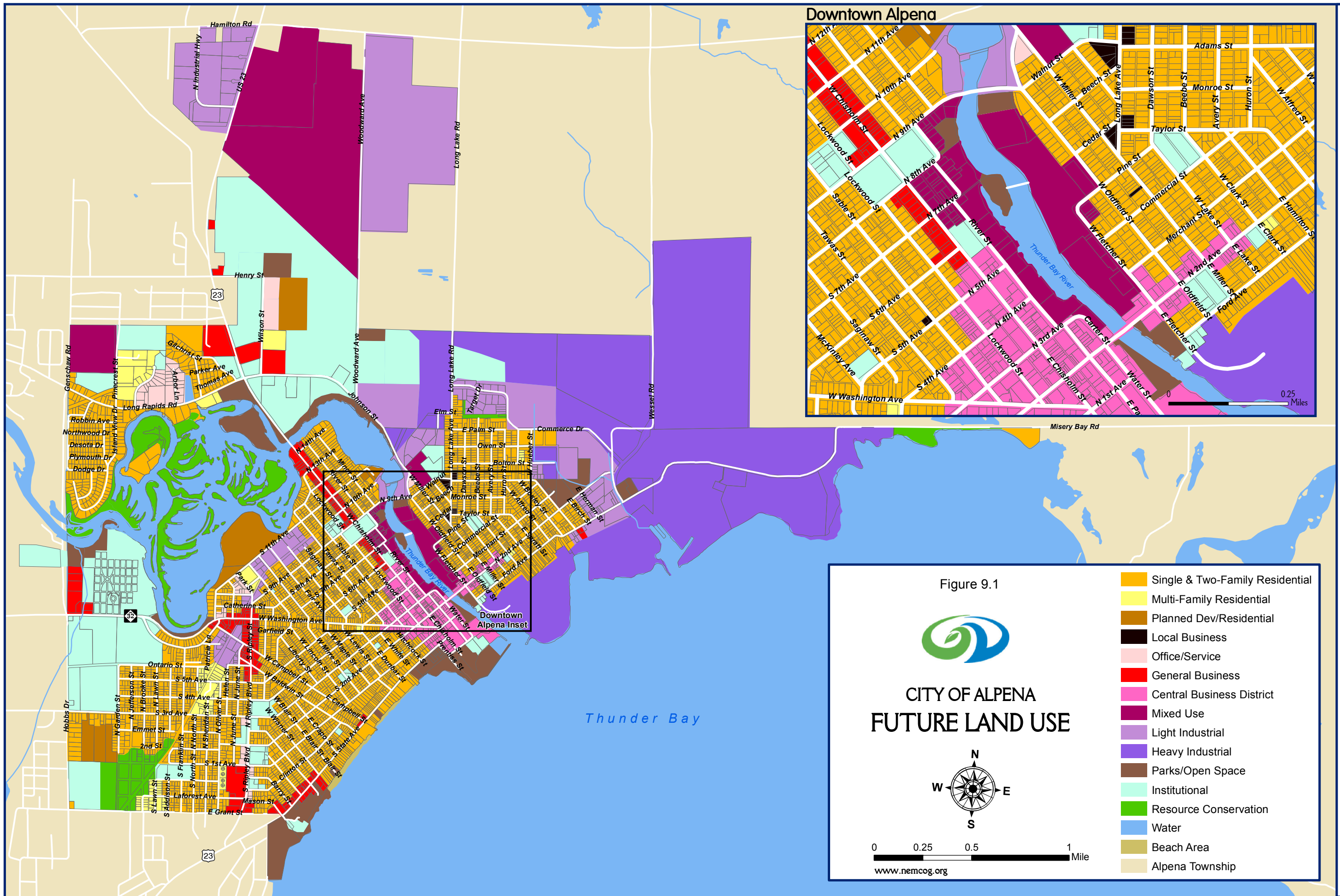
Regular meetings begin at 7:00 P.M. in the Council Chambers at City Hall.

Approved by the Alpena City Planning Commission at its regular meeting on Tuesday, June 16, 2020.



Paul Sabourin, Chair

CITY OF ALPENA COMPREHENSIVE PLAN



Chapter 7

Goals & Objectives

Purpose

The purpose of this chapter is to establish the goals, objectives and action steps that will guide future growth and development in a manner that will reflect the City's unique character. In developing community goals and objectives, it is important to analyze demographics, housing, economic conditions, services and facilities, cultural and natural resources and existing land use. Preceding chapters of this comprehensive plan have documented the above characteristics.

Public Input

The City Planning Commission commissioned a city-wide survey that was available online to both city and surrounding area residents. The survey was available on the City of Alpena website and hard copies were available at Alpena City Hall. Press releases were issued to inform the public about the availability of the survey. 208 completed surveys were received (See Appendix). Participants were asked a number of different questions, including the identification of assets and negative issues within the City of Alpena, and a number of different questions regarding government services, community facilities, natural resources, housing, economic development, transportation, and quality of life. Lastly, participants were asked to provide suggestions on improvements that could be undertaken by the City of Alpena in the future.

Survey Summary

- 208 Surveys Received

Respondents

- 199 Full-time Residents
- 4 Non-Residents
- 4 Seasonal Residents
- 88.7% of respondents own their own home in the city
- 61.5% of respondents have lived in the City 20+ years
- 57.2% of respondents are age 50 and above
- 32.0% of respondents occupy the professional/managerial category; 33.0% are retired
- 57.8% of respondents work within the City of Alpena

Information Flow

- 63.3% of respondents stated they get information from the newspaper
- 57.2% of respondents acquire information from the internet
- 54.8% of respondents get information from family and friends
- More than 50% of respondents gain information from TV and Radio

Chapter 9

Future Land Use Plan

The next step in the comprehensive planning process is to plan for types and intensity of development that may occur over the next twenty years. With the establishment of a future land use plan, Alpena intends to ensure that existing land uses such as residential, institutional, parks, commercial and industrial can continue; that irreplaceable resources such as water, wetlands and forestlands will be protected; and that reasonable growth can be accommodated with minimal land use conflicts or negative environmental impacts.

The Planning Commission, with public input and assistance from NEMCOG, developed future land use recommendations for the City. Recommendations are based on an analysis of several factors including: social and economic characteristics, environmental conditions, existing land uses, available community services and facilities, existing patterns of land divisions, current zoning, community input and community goals and objectives. The future land use plan illustrates the proposed physical arrangements of land use for the City of Alpena. It identifies and defines the major future land use categories as well as the approximate locations for each use. The boundaries reflected on the map are not intended to indicate precise size, shape or dimension; rather they portray a general land use arrangement, which may be refined as the community develops. The plan is prepared to serve as a policy for the City regarding current issues, land use decisions, investments, public improvements and zoning decisions. The plan is also intended to be a working document which will provide for the orderly development of the City, assist the community in its efforts to maintain and enhance a pleasant living environment, protect important natural resources and foster economic development and redevelopment.

Future Land Use Planning Areas

The community has identified thirteen categories of land use needed to serve future development needs. These categories are listed below and depicted in **Figure 9.1**. The proposed land use categories were developed in an effort to create a long-term plan for the development and redevelopment of the City of Alpena.

Residential Uses

Several residential categories are included in the future land use plan. It is the intention of the plan to protect existing residential neighborhoods while providing a variety of housing options to meet future needs.

Single- and Two-Family Residential

This category includes one and two family detached dwellings along with other related facilities such as parks, churches and schools. Infill development and redevelopment should be considerate of existing neighborhood character. Lot sizes range from less than 0.1 acre (65'x65") to nearly one acre with the average size being approximately 0.2 acres (125'x65'). The community recognizes some larger homes have been divided into 3-4 family rental units. It is the intension to discourage further conversion of large single

family homes into multi-family rental units and to encourage the re-conversion back into single and two family dwellings.

Multi-Family Residential

This designation is intended to provide locations for apartments, townhouses and condominiums. This category is intended for residential development with a density greater than six units per acre. Higher density residential uses can generate a significant amount of traffic, and therefore should be located directly adjacent to a major thoroughfare. Higher density residential uses can serve as a transition between non-residential districts and lower density residential areas.

Planned Development/Residential

This designation encourages the use of the property as a residential Planned Unit Development (PUD). The PUD/Residential category allows residential uses in a manner that would encourage innovative or creative housing design. If designated within older neighborhood areas, the housing must complement the historical character of the City. The PUD could include a mix of densities such as attached or detached housing, as well as generous setbacks, open space, landscaped areas, and architectural design that is complementary to adjoining structures.

Commercial Uses

Commercial activities such as retail, service and office are key components of a vibrant growing community. Along with generating employment and wealth, commercial centers provide access to goods and services for residents both local and regional. Commercial development generates tax revenue while helping to support community infrastructure improvements and services. The plan identifies a variety of commercial land use areas.

Office/Service

This classification is intended for uses such as office buildings and for mixed-use service districts which may include office buildings, banks, services business, convention centers, public facilities, medical related facilities, social service agencies and churches. The designation could include privately owned facilities as well as public or quasi-public institutions.

Local Business

This land use category is designed to provide opportunities for local services and convenience centers for the day-to-day needs of the surrounding neighborhood. Local business would not include intensive or highway commercial related uses. Protection of the abutting and surrounding residential land use is important, therefore uses that create hazards, offensive or loud noises, vibration, smoke, glare, large truck traffic, high traffic volumes or late hours of operation are not compatible. The designation would include commercial uses in predominately single-family residential neighborhoods where the prevailing land use is residential, and where the commercial use abuts local streets, not considered major thoroughfares.

Central Business District

The Central Business District provides for commercial development that is pedestrian oriented and offers a mix of uses within a central core. Downtowns provide convenient, safe access to shopping, restaurants, nightclubs, theater, cultural events, parks and services for the local community and visitors. A strong orientation and connection to the waterfront is encouraged. Streets, designed to provide efficient traffic flow, as well as centralized parking are critical to accommodating a population orientated to automobiles. At the same time, the City must continue to focus on a walkable, pedestrian friendly environment. A vibrant

downtown draws families into the community center for entertainment, cultural events and festivals. Upper story apartments and condominiums over first floor retail and office space, in conjunction with healthy adjacent residential neighborhoods, breathe life into the downtown and contribute to its vitality and viability. Small parks, benches, street cafes, river walks and public art add to the pedestrian atmosphere.

General Business

This district is intended for the widest and most intensive variety of retail and service businesses. Businesses that meet the commercial needs of the automobile dependent public are typically associated with roadways having high traffic volumes. Typical uses in this district include drive through restaurants, auto service establishments and commercial uses serving a regional clientele. The uses within this district are auto dependent and benefit from the exposure of high traffic volume thoroughfares. At the same time the City will work towards providing safe pedestrian access.

Mixed Use

This designation could include areas proposed under a unified development scheme incorporating either a singular land use or a mixture of office, commercial or residential uses. The Planned Unit Development (PUD) may incorporate innovative or creative design that promotes open space, trails, bike paths and landscaping within a campus style plan as well as more densely developed urban designs. A PUD could also be incorporated within a multi-year long-range development plan.

Industrial

The industrial base has supported Alpena for the last 150 years. Industry infuses energy into the local economy by providing reasonable wages and generating tax revenues. There has been a loss of large-scale industrial jobs over the last few decades. The City has been actively recruiting smaller-scale light industry to diversify the industrial base and become less dependent on a few large-scale industries. The plan intends to support existing industrial land uses and provide areas for new light and heavy industrial development. Furthermore, the plan recognizes there are industrial sites within the community that are adjacent to or surrounded by residential uses. It is the long range vision of the planning commission to minimize industries' negative impacts on residential neighborhoods through ensuring buffering and screening, encouraging relocation of industrial uses to more appropriate locations in planned industrial areas and encouraging ongoing efforts to reduce pollution levels. Some areas may transition from heavy industry to light industry or industrial into mixed-uses such as a mixture of office, commercial or residential uses.

Light Industrial

The light industrial district is designed primarily to accommodate wholesale activities, warehouses and industrial operations whose external and physical effects are restricted to the immediate area and have a minimal effect on surrounding districts. This designation allows uses such as manufacturing, compounding, processing, packaging and assembly of finished or semi-finished products from previously prepared materials. "Clean" industries (research and high-tech) are included in this designation.

Heavy Industrial

This category is designed to provide locations for general or heavy industrial activities such as those which involve the use of heavy machinery, extensive amounts of contiguous land, service by railroad lines or major thoroughfares, processing of chemicals or raw materials, assembly, generation of industrial waste, noise, odor, or traffic problems of similar characteristics. These uses require service by large trucks, rail or deep port shipping. Heavy industrial uses should be adequately screened and buffered from adjacent residential uses.

Community Uses

Alpena functions as a regional hub, drawing people into the community to access higher education, health services, recreation facilities and cultural activities. The community recognizes the importance of these facilities both for City residents and persons around the region. The plan designates areas to accommodate existing uses and potential expansion of uses.

Institutional

This public and quasi-public designation includes government buildings, water treatment plant, sewage treatment facility, cemeteries, libraries, museums, indoor recreational facilities, community centers, hospitals, nursing homes, churches, schools and associated facilities, and colleges. City Hall and government buildings in the downtown are included in the Central Business District.

Park/Public Open Space

This classification includes public parks, quasi-public parks and the City Marina. The category is designed to provide protection to existing recreation property and identifies areas planned for future recreation use.

Natural Resources

Water resources, natural areas and other environmentally sensitive areas are key elements of the quality of life for community residents.

Resource Conservation

There are environmentally sensitive areas within the City that are not suitable for intensive development. Consistent with the natural resource goals and objectives; the plan designates those areas as resource conservation. It should also be recognized there are other environmentally sensitive areas not mapped as part of this land use plan. When development occurs in and around those sites, efforts should be made to minimize impacts and incorporate natural features into site development plans.

Water Resources

Water is central to the daily life and community identity of the City of Alpena. The Thunder Bay River, Wildlife Sanctuary, Besser Lake and Lake Huron provide over twenty miles of waterfront and considerable opportunities for recreation. The plan recognizes the importance of water resources in the community's quality of life and the need to protect water quality.

Special Issue Planning Areas

Senior Citizen Issues

On February 5th, 2006, an article in the “Bizjournals” recognized Alpena as the #1 place to retire in Michigan and 44th in the United States. An analysis of population trends shows people have known Alpena is a great place to retire for a long time. As the local population of “Boomers” reach retirement age and new retirees move into the area, the community must work toward accommodating an increased demand in senior and retirement housing and other services.

Planning and development summary points:

- Housing should be located close to shopping and services, be low maintenance, and offer a range of options and values.
- Market rate rental apartments, garden apartments, townhouses, and elder transition housing are lacking in Alpena. Public/private partnerships will be essential to achieve the desired outcome.
- Mixed-Use, Planned Development/Residential and Multi-Use Residential planning areas could accommodate this type of development.
- The community must adapt in order to make Alpena an “elder-friendly” place. For example, a high level of personal safety and security must be maintained. Transportation systems must be in place to facilitate in-town and out-of-town travel. Other businesses and services to meet senior’s commercial, health care, and lifestyle needs must be available. In addition to providing for the basic needs of senior citizens, recreational, cultural, social, and spiritual needs should be addressed. There must be supportive community systems in place which take seniors into consideration when decisions are made.

Waterfront

With over 20 miles of shoreline, including Lake Huron and the Thunder Bay River, waterfront is a key asset to the community. Based on input from community sessions, citizens would like to see a mix of uses along the waterfront.

Planning and development summary points:

- Continue to strengthen the connections between waterfronts and the City.
- Consider physical connections, visual connections, and spiritual connections to the water features.
- Make the connections easy by providing visual clues and connect activity points.
- Encourage a mix of uses such as hotels, restaurants, residential, parks, businesses, and industry.
- Transition that has occurred in recent years should be used as an example for the future (for example the Fletcher Mill Property).
- Continue to provide and improve pedestrian access to waterfronts.
- Continue to provide and improve boating access to water features.
- Develop a Comprehensive Waterfront Plan.

Johnson/Miller Street Corridor

The Johnson /Miller Street Corridor is a key entryway into the City. The corridor is the primary access point for persons going to the college and museum. As downtown attractions such as the

Great Lakes Maritime Heritage Center and Old Town grow in popularity, this corridor will become increasingly important. As Johnson Street crosses 9th Avenue, the connection becomes fragmented, and visitors can become confused with directions to points of interest.

Planning and development summary points:

- Make the corridor a recognized and used entryway into Alpena.
- Maintain and enhance the campus-like setting of the corridor.
- Provide a better connection to downtown businesses and facilities.
- Provide visual and physical connections to the Thunder Bay River.
- Enhance landscaping to retain visual integrity and maintain slower traffic speeds.
- Maintain and enhance a pedestrian friendly environment by providing benches and small pocket parks; and strengthen pedestrian connections with the downtown.

Chisholm Street Corridor

Chisholm Street is a primary commercial corridor and entryway into the City. Businesses located along this major thoroughfare are oriented to vehicular access. Because it is also Business US-23 and the major north-south state highway along the east coast, high traffic volumes make this one of the busiest streets in the City. The older commercial development with parking lots in the front of buildings, sidewalks, and numerous curb cuts results in a hardened urban landscape. The Comprehensive Plan recognizes this as a key commercial corridor and recommends the City supports development and redevelopment of businesses. The City of Alpena will coordinate with the Michigan Department of Transportation to implement changes along the Chisholm Street Corridor.

Planning and development summary points:

- Develop and implement an access management plan to improve safety and traffic flow.
- Develop and implement a Streetscape Plan to improve visual character, soften the urban edge, and incorporate multi-modal transportation.
- Develop a program, similar to the downtown building façade to continue to upgrade the visual character of the corridor.
- Improve pedestrian access along the corridor and provide benches and bike racks.

Downtown Revitalization

During the various community input sessions, people commented on the importance of the downtown to the identity of the community. Historically, the downtown was a regional draw as families came from surrounding farming communities to shop at the stores and do business. With the growth of “big box” retail outlets in Alpena Township, the downtown business district (DBD) suffered, and its ability to draw people downtown diminished. The Downtown Development Authority and the City of Alpena have been working to improve the business climate and shopping experience in the DBD.

Planning and development summary points:

- Continue to explore grants and loan programs to make improvements to the downtown
- The City should continue to encourage and support residential growth in the District through the conversion of upper story living areas.
- The community needs to continue to strengthen the pedestrian environment through promoting the Walkable Community concept.

- Way-finding signs, benches, pocket parks and bike racks all add to the pedestrian experience.
- The downtown must strengthen its connections to the water, residential neighborhoods, attractions and community parks by providing trails, signs and visual clues.

Destination Alpena

Consistent throughout the various community input sessions was the desire to transform Alpena into a “destination” location. With its proximity to many natural amenities, waterfront location, full-service marina, and developed recreational system, Alpena is a natural haven for the outdoor enthusiast. In addition, it also has a number of “cultural” amenities available to capitalize upon. Amenities ranging from the Great Lakes Maritime Heritage Center/Thunder Bay National Marine Sanctuary and Underwater Preserve, the Besser Museum of Northeast Michigan, numerous historical sites, to two live performance theaters, blend together with the area’s natural amenities to create a destination that can appeal to a very wide range of people.

The City of Alpena recognizes the underdeveloped potential of the area being marketed as a destination location and has been partnering with a number of public and private agencies to facilitate this process.

Planning and development summary points:

- Continue partnerships with the Alpena Area Convention and Visitors Bureau and other relevant agencies to develop consistent and coordinated marketing of the Alpena area.
- Implement the brand identity *Alpena: Sanctuary of the Great Lakes*.
- Work with the private sector to develop larger hotels, thereby increasing the total room count within the area.
- Continue to support the development of a waterfront campground within the area.
- Work with the appropriate public and private entities to market and promote the City of Alpena Marina as a first class marina and to provide the necessary amenities.

Industrial Development

Historically, heavy industry has been a linchpin of the local economy. As the twenty-first century begins, the total dominance of heavy industry over the local economy has waned. However, industrial development continues to provide employment opportunities and a significant tax base in the City. Therefore, the growth of new industry and the continuation of existing industry must be emphasized.

Planning and development summary points:

- Continue to work with economic linchpins Lafarge North America and DPI to expand and retain their industrial operations.
- Work with appropriate federal, state, and/or local entities to address and alleviate any environmental issues resulting from industrial development.
- Promote a range of industrial development in North and Commerce industrial parks.
- Continue brownfield redevelopment.
- Expanded college programs related to manufacturing should be developed at Alpena Community College.
- Retain existing manufacturing entities.

City Assets

The residents of the City of Alpena value the rural, small town community and accessibility to the area's forests and water resources. The low crime rate, ability to utilize the City's park and recreation facilities, the friendly people, and the amount of services available to seniors were also listed as assets.

The following illustrate a number of positive issues about living in the City of Alpena that were identified by survey participants.

SATISFACTION: 76.0% of respondents are very satisfied or satisfied living in the City of Alpena.

SENSE OF COMMUNITY: 75.3% of respondents feel the City shares a sense of community. Out of the respondents that felt there was not a sense of community, comments indicated newcomers did not feel welcomed and social activities are not advertised.

QUALITY OF LIFE: Approximately 70% of respondents believe the City's overall quality of life has either declined or stayed the same. Respondents noted the City's water and air quality have improved, there are improvements in the downtown and marina areas, new businesses are opening, there are more recreational opportunities, and more services.

SERVICE PROVISION: Respondents support the maintenance of the City services (brush pick-up service, irrigation at city parks, sidewalk snowplowing, leaf pick-up/leaf drop-off, street sweeping, and tree trimming services). Over half of the respondents would like to see the sidewalk snowplowing service expanded. Over one-quarter of respondents would like to see the brush pick-up, leaf pick-up, and tree trimming services expanded, and less than 5% of respondents would like to see the irrigation at city parks and street sweeping expanded.

RECYCLING AND SOLID WASTE: Over 65% of respondents are satisfied with both solid waste and recycling options in the City (67.2% and 71.9%, respectively). Respondents recommended expanding the recycling program to include glass collection and curbside recycling.

TOURISM DEVELOPMENT: The majority of respondents (96.5%) support tourism development and believed there is an adequate amount of wayfinding signs.

ATTRACTION OF YOUNG FAMILIES: The majority of respondents (90.5%) support the idea of attracting young people and families to the City through the attraction of high-quality jobs and economic development.

CULTURAL/HISTORICAL RESOURCES: The majority of respondents (85.5%) support protecting the cultural and historic resources noting these resources can be used to attract people to the area.

RECREATION FACILITIES: The majority of respondents (96.4%) support the City in maintaining and improving its park system. The most used facility is the City Bi-Path System, while the least used facilities include LaMarre Park, Water Tower Park/Riverside Skate Park, and the Eleventh Avenue Boat Launch.

PUBLIC SAFETY: The majority of respondents support public safety services. There is strong support for local fire and law enforcement (91.7% and 73.8% respectively). However, support for emergency medical

services was low at 63.1% with the majority of the comments supporting the ambulance service but not supporting MidMichigan Medical Center- Alpena.

PUBLIC TRANSPORTATION: 56.0% of respondents believe public transportation is adequate in the City and recommended increasing the system's marketing efforts and expanding its operating times.

City Issues

There was a wide range of concerns expressed by the respondents. The most noted concern was the lack of cooperation and collaboration between city government boards and with surrounding local governments. Respondents noted government officials were resistant to change and lacked new innovative ideas to spur economic growth and development in the City. Other major concerns included the lack of high-quality jobs, affordable housing, and diverse commercial developments.

The following illustrates a number of potential issues about living in the City of Alpena that were identified by survey participants.

COMMUNITY PROBLEMS: Respondents noted blight was a big problem in the City, while the lack of affordable housing, and unsightly or unsuitable business operations were seen as small problems. Respondents stated air quality, road conditions, lack of employment, quality medical services, property taxes, and the decrease in property values were medium problems.

BLIGHT: 64.3% of respondents believe blight is a big problem within the City. Many comments noted there is blight throughout the City, but there are specific areas of concern (e.g. the north side of the City, Fletcher Paper, DPI, empty/abandoned residential and commercial buildings, etc.). Respondents supported enforcement of regulations to address junk and blight, and removal of blighted structures.

RECYCLING: Despite strong support for the recycling program, respondents who did not use the program stated it was because the location was inconvenient.

MEDICAL FACILITIES: 57.1% of respondents are not satisfied with the medical facilities in the City with most noting the lack of specialized doctors, walk-in clinics, and highly trained physicians. Other issues included the outdated facility, poor customer service, and long wait times in the emergency room.

JOBS: 56.6% of respondents do not believe there are adequate jobs opportunities in the City.

COMMERCIAL DEVELOPMENT: Respondents (89.4%) would like to see commercial development to fill vacant commercial buildings and bring jobs to the City. Respondents supported diverse retail stores, restaurants, entertainment businesses, breweries, green industries, small grocery stores, professional mental health and medical services, and entrepreneurial businesses. Respondents did not support multiple businesses of the same chain.

INDUSTRIAL DEVELOPMENT: 58.3% of respondents support industrial development in the City that includes tech, small manufacturing, and industry.

RESIDENTIAL DEVELOPMENT: 65.9% of respondents support residential development that is available to all income levels. Respondents supported diverse housing that includes apartments, condos, single and

multi-family homes, and senior housing. Respondents also supported dense residential housing in the downtown area.

TELECOMMUNICATIONS: Approximately 42% of the respondents do not think the high-speed internet service is adequate noting they would like to have other choices for service providers and would like to see fiber optic access expanded into the City. Approximately 60% of respondents indicated the cellular service in the City is adequate but noted there is a lack of service in areas outside the City.

ROADS: Less than half of respondents (47.1%) were satisfied with road maintenance and construction. If more funding becomes available in the future, respondents recommended the removal of one-way streets, fixing roads with water mains under them, paving gravel roads, and addressing pothole issues, hazardous intersections, and speed limits. Over 65% of respondents were satisfied with snow removal.

The most identified road segments needing improvements include:

- First Avenue
- Mich-e-ke-wis Park Road
- Second Avenue
- Ontario Street
- Washington Avenue
- Third Avenue
- Ripley Street
- Ford Avenue
- Eleventh Street
- Gilchrist Avenue
- Ralph Avenue
- Thomas Avenue
- Campbell Street
- Parker Avenue
- All Side Streets
- Painting lines on Bagley Street/Bridge
- Ninth Avenue
- Fourth Avenue from Ripley Street East
- 23 N and Golf Course Road
- Taylor Street
- Dunbar Street
- Tawas Street
- Johnson Street
- Long Lake Avenue
- Spratt Street

Additional suggestions offered to the City:

- Provide more housing options (do not focus on subsidized housing)
- Balance development with the City's natural resources
- Promote Northern Lights Arena
- Come to an agreement about the water and sewer issue
- Decrease the number of stray/feral animals in the City
- Create an economic and community development advisory board that includes citizens, business owners, city officials, etc. to represent all interests
- Create scenic views of Lake Huron
- Hire and retain professional and progressive staff
- Plant trees and landscape
- Create a parking garage at the old GMC dealership and use the trolley to transport people throughout the City

Goals, Objectives & Action Items

Focus Areas

Goals, objectives and action items for the following six focus areas are found within the Implementation Strategies Table.

1. Community Character and Quality of Life

A community's "character" is an intangible item which identifies the attributes which make a community unique. A community's character can be influenced by a number of factors that include land use patterns, natural features, transportation systems, and economic patterns. While a community's character will continually change over time, attempting to preserve it can be a very important part of maintaining a community's cultural heritage and traditions. A community's "quality of life" are those factors, when taken in totality help define the viability of a community as a place to live, work, and play.

2. Planning, Zoning and Community Development

In the past, land use patterns developed as a consequence of natural features. The river and lake were integral parts of the development of the local economy and transportation systems. Land developed around these features and the City grew based upon those early patterns. However, land use patterns are changing based on the economy of the present day, and planning for these changes allows the City to reshape its future while retaining its essential community character. Planning for the preservation of unique neighborhoods, commercial and industrial centers, and recreational areas as well as areas of mixed-use development will promote sustainable growth within the City. In addition, with over one-third of the City existing in wetlands, forests, herbaceous uplands and open water, planning for natural resources becomes an integral part of sustainable community development.

3. Transportation, Infrastructure and Public Services

Governmental institutions owe their constituents an efficient and open organization by continually seeking ways in which to operate in the most cost-effective manner. Efficient and consistent delivery of services to the public is critical in achieving this goal. Cooperation and collaboration between local units of government is also an important part of achieving this goal. Open lines of communication with the public will help to assure constituents that this is being pursued.

Focusing on a regional perspective to enhance the area by working with adjacent communities toward common goals will provide a seamless look and feel to the City and adjacent areas. Common goals can be reached faster and resources utilized more wisely by partnering with adjacent communities on joint projects that provide the best service to area residents. The City strives to enhance the level of service it provides to its residents and will continue to do so at both an intra- and inter-governmental level.

Having well designed and managed infrastructure and services greatly adds to the "livability" of a community. These services include the transportation system, water and wastewater systems, public safety operations, a full-service marina facility, non-motorized transportation routes, public parks and facilities, a fiber optic network and the provision of public records. The continued maintenance of these facilities is essential and requires constant oversight. The expansion of infrastructure and services is extremely expensive and places additional funding burdens on the public. Expansions which are not

carefully planned can inadvertently add to environmental degradation and undesirable sprawl. The City of Alpena continues to provide high quality services to its residents. Maintaining and upgrading this infrastructure will allow continued provision of these high quality essential services to City residents and businesses, and will assist in achieving other established goals.

4. Natural, Cultural, and Recreation Resources

The City of Alpena is blessed with many natural resources and recreational opportunities. This helps to add to the quality of life and makes the community a more enjoyable place in which to live and work. The City's many recreational facilities and opportunities are also very important in attracting tourists, new residents and businesses. The protection of a community's natural environment is imperative in maintaining the quality of life and ensuring that future generations live in healthy surroundings. A clean and attractive environment helps to attract new businesses, residents and tourists. Economic development and environmental protection are both necessary for a healthy community. Alpena was founded on the rich and abundant resource base of the region. Its geographic location on Thunder Bay and at the outlet of the Thunder Bay River was central to the City's early growth and economy. The natural resources of the region are often cited as a key reason for living in Alpena. The City has little influence on the natural resource base outside the City boundaries. However, it can feel the effect of activities far beyond its borders. For example, since the community is located at the outlet of the Thunder Bay River and relies on Thunder Bay for drinking water, what happens "upstream" directly impacts the community. The Wildlife Sanctuary provides "in town" access to the natural environment. Wetlands complexes, with limited development potential, also provide critical habitat for wildlife as well as stormwater retention and water quality protection. Many of the community festivals and events focus on the water resources of the community. An active program to protect water resources of the river and bay will have long term payoffs for quality of life and livability.

Alpena was incorporated in 1871 and boasts an industrial heritage beginning with the logging era of the 1800s. This rich history is evident in the historic homes and buildings throughout the City. The City contains 13 sites which are listed on the State Historic Register and has established its first local historic district (the Memorial Hall Historic District). The presence of the many historic structures located in the City gives Alpena a unique character that is important to maintain as surrounding development pressures increase. In addition, the City has become the cultural center of northeast Michigan, making Alpena a destination for area residents and travelers. Cultural resources available in Alpena include such things as a community college, two live performance theaters, libraries, Besser Museum for Northeast Michigan (the region's only accredited museum), the Thunder Bay National Marine Sanctuary and Underwater Preserve, Great Lakes Maritime Heritage Center, an art gallery, numerous musical events, cemeteries, festivals, and many organizations devoted to the arts. Maintaining and expanding these valuable resources will preserve and enhance the quality of life in Alpena for present and future generations. The protection of a community's historic and cultural environment is imperative in maintaining the quality of life and ensuring that future generations develop a sense of community. A focus upon preserving these resources and presenting them in an attractive environment helps to attract new businesses, residents and tourists.

5. Housing

A diverse and well-maintained selection of housing choices is another vital component of a community. The strength of a local economy is based, in part, on the affordability and selection of the housing stock. As a strong economy is an essential element of a healthy community, adequate housing choices must be

available for residents to feel economically secure. In order to have productive community members and attract new citizens to an area, a local community needs a broad mix of demographics to develop a well-rounded economy. This helps to add to the quality of life and makes the community a more enjoyable place in which to live and work. Housing choices impact more than just what type of structure an individual buys. Access to and the affordability of housing choices impacts overall community development by influencing such factors as access to quality education, church attendance, community organizations, and convenient shopping opportunities. Therefore, a local community must actively seek ways in which to encourage desirable residential development.

The variety of income levels present in the City suggests that a range of housing opportunities will be needed to satisfy the needs of the entire population. Since high percentages of the age of the current housing stock was constructed prior to 1970, this presents additional challenges to maintain a housing stock that is attractive to a wide variety of income levels and demographics.

Continued housing rehabilitation programs are needed to ensure this housing stock doesn't fall into disrepair but enhances the character of the City. With a limited supply of land available for residential development, the City needs to strongly encourage new housing developments that provide a variety of housing options across the economic spectrum, while at the same time supporting ongoing efforts to maintain and enhance the current housing stock. Through these efforts the housing demands of current and future residents can best be met.

6. Economic Development

A strong economy is an essential element of a healthy community. Residents must have the opportunity to earn family-sustaining wages in order to be productive community members. A strong economy does not usually just “happen” without the local community actively seeking ways in which to encourage desirable development. The U.S. and world economies are changing rapidly, which is profoundly affecting local economies, as well. The City of Alpena has seen first-hand how quickly communities can lose high-paying employment, due to new technological advances and competition from abroad. It is imperative, therefore, to plan ahead in order to insure a vital economic future.

As the City works toward diversifying its economy, expanding the commercial/retail base is essential. New commercial development has been primarily occurring outside the City limits. This new development has and will continue to establish Alpena as the retail center in the region, which, in turn, will spur redevelopment of commercial areas within the City (i.e. the downtown area). As more commercial development occurs in Alpena, people who, in the past, traveled to other regions to meet their needs will be able to remain in or travel to Alpena. The revitalization of the Central Business District along with Ripley Boulevard, Chisholm Street and development of new commercial corridors (US-23 North property) is essential to the economy and to maintaining a centralized retail center for the region.

Until automated systems reduced required manpower in the 1980s, Alpena relied on large-scale heavy industry as its economic base. As the economy has become diversified, the community has become a regional commercial, education and health care center. As the twenty-first century develops, Alpena must continue this diversification to meet the challenges of the new century. A unified and comprehensive economic development vision will provide the structure upon which progress will occur. Maximizing the development of all designated land for industrial or commercial use while working with businesses to retain existing jobs and tax base will be essential. As a built out community, the reuse of vacant, underutilized, or abandoned properties will be a necessary component of the economic plan.

As the City works toward diversifying its economic base to provide economic stability, tourism has become a vital economic component to the City and the entire region. As other areas of Michigan, which have traditionally been tourist destinations, become built out, travelers will begin looking for areas of northern Michigan that offer abundant natural resources, cultural opportunities, and a slower-pace of life. The City can fill that niche by providing recreational amenities and serving as the urban center for visitors to northeast Michigan looking to find the amenities they need as they travel. As northeast Michigan becomes a tourist destination, the City of Alpena will grow as a tourist destination and will become the hub around which all other area tourism connects. The existence of 18 City-owned parks, in addition to numerous other publicly owned recreational facilities within the City shows that recreation has been and will continue to be a priority.

Objectives and Implementation Strategies (Action Items)

The following table contains timelines and responsible parties for implementing the strategies for the goals and objectives found in the six focus areas listed. It is important to note that, while responsible parties are listed, the City will make every effort to collaborate with partner organizations, other local units of government, and members of the public in order to ensure the correct mix of stakeholders are involved in each item.

TIMEFRAMES

SHORT: Low cost, easy implementation, directly addressing top priorities, or critical to the advancement of other strategies, and to be implemented within the next 1-5 years.

MEDIUM: Important actions that have some level of significant cost and can be implemented within the next 5-10 years.

LONG: Actions that often require significant amounts of funding that must be planned for over time or require other strategies to be completed prior to their implementation.

ONGOING: Actions that do not have a beginning and end period but which are continuously ongoing in the City.

CC = City Council

PC = Planning Commission

DPW = Department of Public Works

CM = City Manager

DPD= Director of Planning and Development

Staff = City Staff

ARRF=Alpena Resource Recovery Facility

BA=Building Authority

CD= Central Dispatch

AMCD=Alpena-Montmorency Conservation District

Chamber = Chamber of Commerce

CVB=Alpena Area Convention and Visitors Bureau

DDA = Downtown Development Authority
EM=County Emergency Management Office
EMS= Emergency Medical Services
FD= Fire Department
HAC= Harbor Advisory Committee
HC= Housing Commission
HDC= Historic District Commission
HDSC=Historic District Study Committee
LE= Law Enforcement
MDOT=Michigan Department of Transportation
MW= Michigan Works
RAB= Recreation Advisory Board
Road Commission= Alpena County Road Commission

IMPLEMENTATION STRATEGIES

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
1 Community Character & Quality of Life	GOAL 1 Enhance the overall quality of life in the City of Alpena to accommodate an aging population and to attract diverse age groups.		
	OBJECTIVE A: <i>Strive to balance future growth and development in the City while maintaining its small-town character.</i>		
	(1) Encourage the development of goods, services, recreation, and employment opportunities needed to retain and attract families.	Ongoing	DPD, PC, CC, CM, RAB, Chamber, Michigan Works
	OBJECTIVE B: <i>Improve communication with the public and encourage public input regarding ongoing efforts to improve the City's quality of life.</i>		
	(1) Implement improved communication processes for public feedback and encourage the use of the City's website to disperse information, such as planning-related resources, news releases, agendas, meeting minutes, financial information, and city plans.	Ongoing	CM, Staff, DPD
	(2) Support neighborhood watch programs.	Ongoing	LE
	(3) Sponsor community and neighborhood public forums to solicit public feedback from all demographic sections in the City.	Ongoing	Staff, CM, DPD
	OBJECTIVE C: <i>Implement placemaking initiatives focused on heritage, historic character, access, linkages, and unique activities.</i>		
	(1) Pursue placemaking funding opportunities.	Ongoing	CM, Staff, DDA, CVB, Chamber
	(2) Encourage the continuance of year-round community events.	Ongoing	CM, Staff, DDA, Chamber
	(3) Promote the City's designation as a Tall Ships "Port of Call."	Ongoing	CM, Staff
	(4) Market the Alpena Area as the "Sanctuary of the Great Lakes."	Ongoing	CVB, Chamber, Staff
	GOAL 2 Maintain and enhance the recreational facilities and activities in the City of Alpena.		
	(1) Maintain and implement the City's Recreation Plan and Mich-e-ke-wis Park Plan.	Ongoing	DPD, CC, CM, DPW, RAB, DPW

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
1 Community Character & Quality of Life	GOAL 3 Maintain and enhance the appearance and character of the City of Alpena.		
	OBJECTIVE A: Enhance community gateways, parks, and streets.		
	(1) Enhance streetscapes to include pedestrian-friendly features such as trees, street furniture, bike racks, trash receptacles, and pedestrian-scaled lighting.	Medium	CC, PC, DPD, DDA
	(2) Expand beautification efforts (entryway signage and landscaping) to enhance the appearance of the public facilities and gateways into the City.	Ongoing	DPW, CC, DPD, CM
	(3) Improve linkages between the downtown and waterfront for pedestrian access.	Long	DDA, CM, CC, RAB
	(4) Expand the downtown banner program into the commercial corridors.	Long	DDA, CM
	(5) Encourage the use of natural landscaping in community parks, around public facilities and on private lands, where appropriate.	Ongoing	RAB, PC, DPD
	(6) Support the ongoing street tree planting program/designation as a Tree City USA community.	Ongoing	Staff, CM
	OBJECTIVE B: Work with the public, agencies, and organizations to protect and preserve the city's historic buildings, residential neighborhoods, and historic features.		
	(1) Provide resources to assist residents and businesses with rehabilitation and preservation of older and/or historic homes and buildings within the City.	Ongoing	DPD, Staff, HDC, HC
	(2) Create additional historic districts to preserve older residential homes.	Short	HDSC
	(3) Develop local ordinances and policies to protect historic resources.	Short	HDC, DPD, PC, CC
	(4) Encourage properties to be included on the National Historic Register.	Ongoing	HDC
	(5) Develop design guidelines for new and existing developments in older parts of the city to protect historically sensitive designs and styles, including the incorporation of designs and styles into signs and streetscape elements.	Short	HDC, DPD, DPW

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
2 Planning, Zoning, and Community Development	GOAL 1 Coordinate and collaborate with other levels of government, governmental agencies, and the public on land use, zoning and development issues to efficiently leverage revenue and generate cost saving measures.		
	OBJECTIVE A: Improve communication with the public, local organizations, and surrounding governmental entities.		
	(1) Communicate with the county and adjacent townships about land use and site plan issues for properties near their boundaries.	Ongoing	CC, CM, DPD
	(2) Research the feasibility of joint meetings (e.g. joint Planning Commission/Council meetings).	Short	CC, CM, Staff
	(3) Develop standard operating procedures for the timely exchange of information between the City, Township, and the County Planning Commissions.	Short	PC, CC, DPD
	(4) Maintain representation on community boards, advisory groups, and intergovernmental groups (e.g. Thunder Bay National Marine Sanctuary Advisory Council, Alpena Intergovernmental Council, Intergovernmental Sub-Committees, and Intergovernmental Roads Committee).	Ongoing	PC, CM, DPD, CC
	(5) Work with the Great Lakes Small Harbors Coalition and Michigan Port Collaborative to improve marketing efforts.	Ongoing	CM, Staff, DPD
	(6) Work with the Chamber, DDA, Alpena Area CVB, and local businesses to enhance the City's economy.	Ongoing	DPD, CM, Staff, CC
	(7) Maintain discussions between state and federal agencies, area environmental groups, and industrial representatives.	Ongoing	CM, DPD, Staff
	GOAL 2 Guide development to meet the long-term needs of the community through the protection of existing developments, preservation of community character, fostering of new developments, and the conservation of natural resources.		
	OBJECTIVE A: Maintain and implement the City of Alpena Comprehensive Plan and Zoning Ordinance.		
	(1) Coordinate implementation efforts with the City Council, appropriate departments, agencies, and organizations.	Ongoing	CC, DPW, CM, Staff, DDA, DPD
	(2) Assign responsible parties and realistic timelines to hold individuals accountable for achievements.	Ongoing	CC, DPW, CM, DDA, Chamber, CVB

<div>2</div> <div>Planning, Zoning, and Community Development</div>	(3) Conduct an annual comprehensive plan review and future goal setting meeting to determine accomplishments and actions needed for the next year. At a minimum, review the comprehensive plan at five-year intervals per state law.	Ongoing	PC, CC, CM, DPD
	(4) Review and update the Zoning Ordinance to modify districts, standards based on changes in land use or development/zoning practices, and to protect surface and groundwater.	Ongoing	PC, DPD, CC
	OBJECTIVE B: Foster distinct, attractive development to enhance the visual character in the City.		
	(1) Encourage LEED-certified (Leadership in Energy and Environmental Design) developments to promote sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.	Ongoing	PC, DPD
	(2) Consistently enforce the current zoning ordinance and other City ordinances.	Ongoing	DPD, PC
	(3) Encourage infill development that is compatible with surrounding uses.	Ongoing	DPD, PC, CM
	(4) Establish and/or maintain transitional zones to separate incompatible land uses.	Ongoing	DPD, PC, CM, CC
	(5) Continue to promote and implement the City's Brownfield Redevelopment Program.	Ongoing	DPD, CM, PC, DDA, Staff
	(6) Incorporate road and infrastructure capacity into land use decision making.	Ongoing	DPD, DPW, PC
	(7) Develop a blight ordinance to ensure private properties remain clean and attractive.	Short	DPD, PC, CC
	(8) Implement land use controls (e.g. clustering, shared parking, access management, landscaping, etc.) to regulate commercial development along state highways and primary City streets.	Ongoing	DPD, PC
	(9) Promote compact development design in areas to maximize potential land uses.	Ongoing	DPD, PC
	OBJECTIVE C: Encourage mixed use development, and diverse business development.		
	(10) Research innovative development options to increase the tax base while maintaining the essential character of the community.	Ongoing	CC, CM, DDA, Chamber
	(11) Continue to implement innovative zoning techniques that allow for a mix of residential and commercial uses as well as expansions of the home-based business and cottage industry.	Ongoing	PC, DPD, Staff

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
2 Planning, Zoning, and Community Development	OBJECTIVE D Continue developing the City's and County's Geographic Information System (GIS) programs to assist with natural resource management and community planning and development.		
	(1) Develop data sharing agreements and a protocol to exchange GIS data.	Short	EM, CM
	(2) Implement a server-based GIS to link GIS data with City databases and records that is accessible to all City departments.	Long	CM, DPD
	(3) Implement a web-based GIS system that the public can access through the City's website to look up GIS layers, parcel data, and tax records.	Long	CM, DPD
	(4) Work with Alpena Township to resolve boundary issues, including streets, infrastructure, and land use issues.	Long	DPD, DPW, CM, EM
FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
3 Transportation Infrastructure and Public Services	GOAL 1 Improve and maintain the transportation systems, community facilities, public utilities, and telecommunications to accommodate the needs of current and future residents, visitors, and commercial enterprises.		
	OBJECTIVE A: <i>Improve community facilities, infrastructure, and public safety equipment with the assistance of State and Federal funding.</i>		
	(1) Maintain a current Capital Improvement Plan, including funding for transportation-related activities.	Ongoing	CM, Staff, CC
	(2) Inventory and map the existing utility infrastructure.	Ongoing	Staff
	(3) Direct future development to areas where necessary public services and utilities already exist or where expansion of services and utilities are planned.	Ongoing	DPD, PC
	(4) Encourage clustering residential development in areas where services and utilities are available to preserve open spaces.	Ongoing	DPD, CC, PC
	(5) Encourage new street and utility improvements to coincide with new developments.	Ongoing	DPD, PC, DPW, MDOT
	(6) Encourage the placement of utilities underground.	Ongoing	DPD, PC
	(7) Research approaches to improve cell phone coverage in the City.	Short	Chamber, DPD, CM, Staff
	(8) Expand fiber optic and wi-fi in the city through the implementation of the Northeast Michigan Fiber Consortium's (NEMiFC) <i>Wired City Initiatives</i> .	Long	CM, CC, PC, DPD
	OBJECTIVE B: <i>Develop policies and programs to integrate a multi-modal transportation system in the City.</i>		

3

Transportation
Infrastructure
and Public
Services

(1) Implement the Road Inventory Asset Management System, the Alpena Area-wide Transportation Plan, and the U.S. 23 Heritage Route Management Plan.	Ongoing	DPW, Staff, Road Commission, MDOT
(2) Review and implement the City's Corridor Design Plan.	Long	DDA, CM, DPD, DPW, RAB
(3) Implement signal crossings at all intersections where pedestrian/bicycle routes cross major thoroughfares.	Ongoing	DDA, DPW, Road Commission, MDOT
(4) Develop an alternate commercial vehicle bypass route away from downtown and residential areas.	Long	DPW, Road Commission, MODT
(5) Support improvements to regional transportation networks, including more passing lanes and four lane segments on U.S. 23 and M-32.	Long	CC, CM, DPW, Road Commission, MDOT
(6) Work with the Thunder Bay Transportation Authority to improve and expand the public transit system within the City and to promote a public awareness campaign.	Ongoing	DPW
(7) Continue developing plans to implement sidewalks, the Bi-Path extension, corridor improvements, destination points, and visual elements in the City.	Long	DPD, DPW, DDA, CVB
(8) Incorporate Complete Streets design concepts into planning efforts to ensure all forms of transportation are adequately provided for. Ensure the Complete Streets concept is factored into roadway improvement projects, trail projects, and private development (through zoning requirements and site plan review standards).	Ongoing	CM, DDA, DPW
OBJECTIVE B: <i>Provide efficient and accessible solid waste disposal options within the City.</i>		
(1) Continue implementing and expanding recycling services, including placing additional recycling drop-off sites throughout the City.	Ongoing	DPW, ARRF
(2) Investigate solid waste options, including curbside recycling and franchising/contracting of trash pickup.	Ongoing	CM, DPW, ARRF
(3) Promote the Alpena County Resource Recovery Facility and encourage local recycling efforts.	Ongoing	Staff, ARRF
(4) Implement City-wide clean-up days or collaborate with other jurisdictions to implement countywide clean-up days.	Short	Staff, DPW, ARRF

3 Transportation Infrastructure and Public Services	GOAL 2		
	Ensure efficient response of emergency services within the City.		
	OBJECTIVE A: Support existing public safety services (e.g. police, fire, and emergency medical services).		
	(1) Plan for and upgrade existing public safety equipment to ensure the provision of efficient services.	Ongoing	CC, CM, LE, FD, EMS, CD
	(2) Inventory the current telecommunication services and plan for the future telecommunication needs of the public safety services.	Ongoing	Staff, CM, LE, FD, EMS, EM, CD
	(3) Maintain adequate response times to public safety incidents.	Ongoing	CD, LE, FD, EMS
	(4) Research collaboration or consolidation methods between local units of government to efficiently use tax dollars to provide public safety services.	Short	CM, CC, LE, FD, EMS, CD
	(5) Allocate sufficient resources to ensure adequate staffing and the ability to fund training opportunities for staff.	Ongoing	CM, CC, LE, FD, EMS, CD
	(6) Participate in Alpena County's Emergency Management Operations.	Ongoing	CM, DPD, Staff
	GOAL 3		
	Encourage the prudent use of City fiscal resources.		
	(1) Continue to encourage the use of the standards of the Certificate of Financial Achievement Award as best practices for the City.	Ongoing	CM, CC, Staff
	(2) Encourage the City to continue to maintain a General Fund balanced budget.	Ongoing	CM, CC, Staff
	(3) Encourage annual contributions to the Budget Stabilization fund, as allowable.	Ongoing	CM, CC, Staff
	(4) Encourage the continued funding of the sewer backup/self-insured account and a build-up of reserves	Ongoing	CM, CC, Staff
	(5) Support the investigation of the feasibility of paying property taxes and other bills electronically.	Ongoing	CM, CC, Staff
	(6) Establish a Property Purchase fund or a designated fund balance for property purchases, as funding permits.	Ongoing	CM, CC, Staff

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
4 Natural, Cultural, and Recreation Resources	GOAL 1 Conserve, protect and maintain natural resources for the enjoyment of current and future residents and visitors.		
	OBJECTIVE A: Improve the City's air and water quality.		
	(1) Participate in air and water quality testing, and address any issues based on enforceable standards.	Ongoing	Staff, AMCD
	(2) Implement the <i>Thunder Bay River Watershed Initiative</i> .	Long	CM, AMCD
	(3) Seek partnerships and grant opportunities to improve the City's water quality.	Ongoing	AMCD
	(4) Determine ways to eliminate seasonal, organic beach deposits and to remove the gypsum cement kiln dust pile from Thunder Bay.	Short	DPW, AMCD
	(5) Develop design standards to supplement State and Federal laws pertaining to wetlands and water quality protection.	Short	DPD, PC, CC, CM
	(6) Adopt environmentally sustainable ordinances, such as stormwater management, and effectively administer and enforce current regulations, such as soil erosion and sedimentation control.	Ongoing	DPD, PC, CC, CM
	OBJECTIVE B: Work with the Alpena-Montmorency Conservation District, MSU Extension, the County Drain Commissioner, and Northeast Michigan Council of Governments to develop environmental education and awareness programs for the public.		
	(1) Develop a "Watershed Resource Day" to distribute information about watershed ecology, stormwater management, and drinking water protection.	Short	Staff, DPD
	(2) Create an environmental educational center at the Wildlife Sanctuary to address the ecological and cultural heritage of the Thunder Bay River and its environs.	Short	DPD, Staff
	(3) Research grant funding opportunities to develop an education program to minimize mercury in wastewater discharges.	Short	Staff
	(4) Create a public awareness campaign about the implementation of the <i>Alpena Eco Plan</i> .	Short	CM, CC, PC, DPD,
	(5) Develop a "Protect the Bay" program to provide workshops and distribute information about stormwater impacts, water friendly lawn care, and the protection of water quality, wetlands, threatened and endangered species, and wildlife habitat.	Medium	DPD, Staff
	OBJECTIVE C: Identify and protect desirable open space areas, scenic vistas, wildlife habitat, ecological corridors, and environmentally sensitive areas.		
	(1) Encourage the use of native plants for reforestation projects, wildlife habitat, street and neighborhood trees, landscaping, parks and roadside areas.	Ongoing	PC, DPD, DPW

4 Natural, Cultural, and Recreation Resources	(2) Work with Thunder Bay River Watershed Council to mark “Dump No Waste -Drains to River” at storm sewer catch basins.	Ongoing	DPW
	(3) Support state and federal legislative efforts to control the spread of invasive species in the Great Lakes.	Ongoing	DPD, DPW, PC, HAC
	(4) Develop and implement programs to protect maritime resources that restore and protect natural buffers along the City’s water resources.	Ongoing	DPD, PC, RAB, DPW
	GOAL 2 Protect and preserve the cultural resources for the enjoyment of current and future residents and visitors.		
	OBJECTIVE A: <i>Promote cultural tourism in the City through the support of public and private cultural and civic organizations, including the expansion and/or improvement of the existing facilities and activities, and the development of new facilities and activities.</i>		
	(1) Continue implementing the wayfinding program to direct residents and visitors to the City’s cultural resources.	Ongoing	DDA, Chamber, CVB
	(2) Allow the public to use City recreational facilities and other areas for events.	Ongoing	CC, RAB, DPD
	(3) Work with the various cultural and arts organizations to promote arts and culture programs in the city.	Ongoing	CVB, Staff, Chamber

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
5 Housing	GOAL 1		
	Allow suitable housing opportunities for all income levels, age groups, household types, and resident types (year-round/seasonal).		
	OBJECTIVE A: <i>Encourage the development of a mixture of quality housing within the City.</i>		
	(1) Identify areas for the appropriate development of affordable single-family housing, multiple family rental units, age-progressive senior and assisted living housing, townhouses, and upper level residential housing in the downtown area, and provide for opportunities to age in place.	Ongoing	DPD, PC, CC
	(2) Research, implement, and maintain rental housing programs to ensure high standards are maintained in single- and multi-family rental housing.	Ongoing	DPD, PC, CC
	(3) Match residential densities to the characteristics and available services of proposed sites.	Ongoing	DPD, PC
	(4) Research and pursue funding options for the affordable housing programs.	Ongoing	HC
	OBJECTIVE B: <i>Encourage the maintenance of the existing housing stock and residential neighborhoods in good repair, appearance, usefulness and safety.</i>		
	(1) Enforce codes to remove unsanitary or unsafe housing-	Ongoing	CM, DPD
	(2) Research grant programs, such as the Community Development Block Grant Program, to rehabilitate existing low and moderate income housing units.	Ongoing	DPD, HC, Staff
	(3) Identify available funding sources for residential improvements and notify residents about the rehabilitation programs.	Ongoing	DPD, HC, Staff
	OBJECTIVE C: <i>Protect the neighborhood character of residential areas.</i>		
	(1) Require buffers or transition areas between residential and non-residential uses, while allowing for the continuation of existing neighborhood small businesses.	Ongoing	DPD, CC, PC
	(2) Promote the Residential Rental Rehabilitation and Development Programs.	Ongoing	DPD
	(3) Monitor and evaluate the rental registration and mandatory rental inspection programs.	Ongoing	BA
	(4) Promote the use of grant programs (e.g. Community Development Block Grant Programs) to rehabilitate older housing units.	Ongoing	HDC, DPD, HC

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
<div>6</div> <div>Economic Development</div>	GOAL 1		
	Coordinate private development with recreation and tourism opportunities on the waterfront.		
	OBJECTIVE A: Incorporate waterfront smart growth development concepts and standards into the comprehensive plan and zoning ordinance.		
	(1) Encourage compact developments to enhance, preserve, and provide access to the waterfront resources.	Ongoing	DPD, Staff
	(2) Direct new development towards existing developed areas (e.g. downtown waterfront) to encourage revitalization of the waterfront.	Ongoing	DPD, CM, Staff, Chamber
	(3) Develop a Marina Master Plan with the Harbor Advisory Committee to promote and further develop the City Marina.	Short	DPD, BA, HAC
	(4) Develop public/private partnerships to increase access, development, and beautification along the waterfront.	Ongoing	DPD, Staff, CM
	(5) Work with private property owners to beautify or redevelop property along the waterfront.	Medium	DPD, Staff
	(6) Acquire waterfront property for recreational use, including the expansion of pedestrian access along the waterfront.	Ongoing	RAB, BA, CM
	GOAL 2		
	Retain existing businesses, establish new commercial uses and redevelop vacant commercial buildings.		
	OBJECTIVE A: Support efforts to create a vibrant downtown.		
	(1) Encourage mixed-use development in the downtown business district.	Ongoing	DDA, DPD, PC, CM
	(2) Extend pedestrian pathways to connect downtown with surrounding areas.	Medium	DPD, CC, PC, CM, DPW
	(3) Promote the vitality of downtown by emphasizing the entertainment and cultural center, restaurants, theater, library, museums, parks, marina, and shopping.	Ongoing	DDA, Chamber, CVB
	(4) Promote the business façade improvement grant program.	Short	DDA, Staff
	(5) Encourage businesses to use outdoor spaces (e.g. sidewalk cafes).	Ongoing	DPD, PC, Staff, DDA

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
<div>6</div> <div>Economic Development</div>	OBJECTIVE B: Attract a diverse mix of new businesses.		
	(1) Promote worker education and training programs, including entrepreneurial training programs.	Ongoing	Chamber, MW
	(2) Evaluate tax incentives and abatement programs to attract commercial developments.	Ongoing	CM, CC, Staff
	(3) Coordinate small business marketing and recruiting efforts, including researching the feasibility to develop a small business incubator facility within the City.	Long	CM, Chamber, MW
	(4) Encourage the development of home-based businesses.	Ongoing	CM, DPD, PC
	(5) Identify and address City regulations perceived as burdensome by potential investors and employers.	Ongoing	DPD, Staff, CM
	(6) Promote the City's business retention programs, renaissance zones, and neighborhood enterprise zones.	Ongoing	Chamber, DPD, DDA
	(7) Expand efforts to complete development of Commerce Industrial Park.	Long	Chamber, DPD
	(8) Revitalize the City's central business district, including redeveloping its commercial corridors (e.g. Ripley Boulevard, Chisholm Street, First Avenue, etc.)	Ongoing	Chamber, DPD, CM, DDA
	(9) Amend the zoning ordinance and develop a licensing ordinance to allow medical marijuana facilities in the commercial and industrial districts, except downtown, with an appropriate buffer from sensitive uses (e.g. schools, etc.).	Short	PC, DPD, CM, CC
	(10) Evaluate the allowance of recreational marijuana facilities in the city.	Short	PC, DPD, CM, CC
	GOAL 3 Diversify the City's economic base to include high tech, research and development, urban agriculture, entertainment businesses, health-related businesses and services, industrial development, and manufacturing services.		
	OBJECTIVE A: Develop public/private partnerships to implement county and regional economic development initiatives.		
	(1) Continue implementing strategies that build on Alpena's status as a regional marketplace for Northeast Michigan.	Ongoing	Chamber, CM
	(2) Maintain relationships with potential economic development partners (e.g. county, townships, private investors, NEMCOG, Michigan Works, and state and federal agencies).	Ongoing	Chamber, CM
	(3) Acquire property for new development through the City Economic Development Corporation (EDC).	Ongoing	Chamber, CM
	(4) Participate in the Northeast Michigan Council of Governments' (NEMCOG) Community Economic Development Strategy and other regional economic development programs.	Ongoing	Chamber, CM

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
6 Economic Development	OBJECTIVE B: Enhance and maintain industrial development in the City.		
	(1) Identify and market locations for clean, light industrial development that include appropriate utilities and rail service.	Ongoing	Chamber, CM, Staff
	(2) Utilize tax incentive and tax abatement programs to encourage industrial development.	Ongoing	Staff, DPD
	GOAL 4 Market the City of Alpena as a tourism destination.		
	OBJECTIVE A: Participate in regional tourism marketing efforts.		
	(1) Participate in the U.S. 23 Heritage Route tourism program (including subprograms such as ARTown).	Ongoing	CM, Chamber, CVB
	(2) Participate in a Pure Michigan campaign, if available and when feasible.	Ongoing	CM, Chamber, CVB
	(3) Participate in regional and statewide recreation and trail tour marketing efforts (such as Pure Michigan Trail Towns and Up North Trails).	Ongoing	CM, RAB, CVB
	(4) Participate in the promotion of the National Marine Sanctuary and Underwater Preserve, Great Lakes Maritime Heritage Center, City parks, Bi-Path, the North Eastern State Trail, Alpena Community College, Northern Lights Arena, and local festivals and art fairs.	Ongoing	CVB, Chamber
	OBJECTIVE B: Research and implement opportunities and techniques that attract year-round tourism.		
	(1) Develop tourism packages that include sites of interest, recreational activities, and lodging and dining coupons.	Ongoing	Staff, DDA, Chamber, RAB
	(2) Support the development of mixed lodging opportunities (e.g. hotels, bed and breakfasts, tourist homes, cabins, waterfront hotel, resort complex, etc.).	Ongoing	DPD, PC, DDA, Chamber
	(3) Capitalize on maritime tourism opportunities offered by the Thunder Bay National Marine Sanctuary and Underwater Preserve.	Ongoing	Staff, Chamber
	(4) Maintain waterfront facilities for cruise ships.	Ongoing	Staff